



 City of Ryde

SOCIAL STRATEGY

DRAFT FOR PUBLIC EXHIBITION

2025 - 2030



ACKNOWLEDGEMENT OF COUNTRY

The City of Ryde Council would like to acknowledge the Wallumedegal Aboriginal people, a clan of the Darug Nation, who are the Traditional Custodians of this Land. We would also like to pay respect to the Elders both past and present of the Darug Nation and extend that respect to all other Aboriginal and Torres Strait Islander people.

We honour the protection of one of the longest continuous Indigenous cultures and beliefs and pay our respects to the history, culture, language, and contemporary developments of the Indigenous people.

The City of Ryde Council celebrates the inclusion of all people and honours their rights and contribution to Country.

ACKNOWLEDGEMENT

The City of Ryde staff would like to thank the community and stakeholders for providing invaluable insights and perspectives to support the development of the City of Ryde Social Strategy 2025-2030.

Of note is also the contribution and support of our elected Councillors and popularly elected Mayor towards our important work on social and cultural planning and strategies.

CONTENTS

Acknowledgement of Country	2
Acknowledgement	2
Message from the City of Ryde Council	4
Social Strategy at a glance	5
Our approach	5
How we developed this Strategy	8
Measuring success	8
Looking ahead	9
1 Introduction	10
Purpose	10
Integrated planning for social cohesion and wellbeing	11
How to read this Strategy	13
How this Strategy can be used	14
2 Strategic context and planning priorities	15
What is social cohesion?	15
What is social wellbeing?	15
Why do we need social planning?	15
Strategic priorities for social planning	16
3 Our City and community	20
Our City	20
Our community	22
The state of social cohesion	24
Our community priorities	26
4 Our Strategy	28
What are our strengths?	28
What challenges do we need to overcome?	28
Vision	29
How to read this section of the Social Strategy	29
Outcome 1: We are socially connected	30
Outcome 2: We have equitable access to welcoming public spaces and facilities	32
Outcome 3: We have services and opportunities that enable us to thrive and prosper	34
Outcome 4: We are safe and healthy	36
Key action areas	38
Implementation	38
Monitoring and evaluation	38
Glossary	39

MESSAGE FROM THE CITY OF RYDE COUNCIL

I am proud to present the City of Ryde's Social Strategy 2025-2030. This Strategy reflects our ongoing commitment to creating a connected, safe, healthy, and empowered community, where every resident can thrive.

As part of the vibrant and rapidly growing Greater Sydney Metropolitan area, the City of Ryde continues to evolve, offering new opportunities for residents, workers, businesses, and visitors alike. Our diverse community is drawn to the unique places and opportunities our City offers, making it an exciting and dynamic place to live and work.

The Strategy has been developed with valuable input from our community and stakeholders, ensuring it aligns with broader regional, state, and national priorities. It provides a clear framework, including a vision, objectives, desired outcomes, and key actions that will guide Council in supporting the social wellbeing of our

residents. This framework will help us deliver essential services, facilities, and opportunities to empower our community to reach its full potential.

Over the next five years, the Strategy will guide our collaboration with community groups, local service providers, and all levels of government to break down barriers and drive positive social outcomes for all. The required actions will be integrated into our annual planning and operational processes, ensuring this vision is embedded in all areas of Council's work.

I would like to extend my sincere thanks to everyone who contributed to the development of this Strategy. Together, we will work to achieve the best outcomes for our community and ensure that the City of Ryde remains a place where everyone can feel supported, connected, and empowered.

Clr Trenton Brown
City of Ryde Mayor

As the CEO of the City of Ryde, I am pleased to introduce our City's new Social Strategy, which will guide our social and cultural planning over the next five years.

The City of Ryde's Social Strategy 2025-2030 sets a clear vision for the future of our community. It outlines opportunities to ensure our City becomes an even more inclusive, accessible, and vibrant place where diverse communities have access to services, programs, and spaces that promote a healthy, equitable, and connected environment.

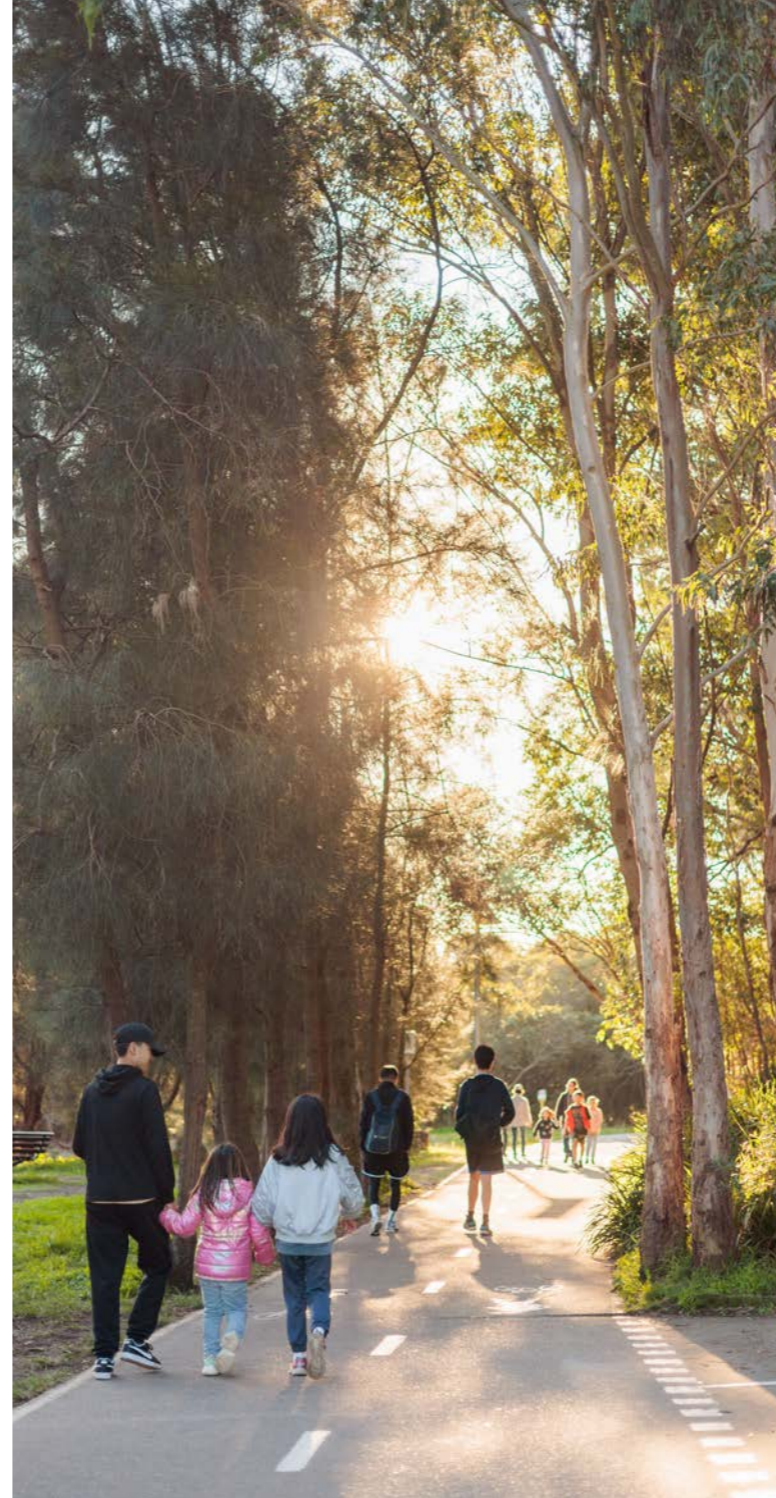
With our growing population and the rich diversity within our community, addressing the challenges of social planning is essential. This Strategy focuses on responding to the evolving needs of our residents, with the goal of fostering social connection, cohesion, wellbeing, and inclusion. By prioritising these areas, we aim to create opportunities that will allow everyone to thrive.

The Strategy provides a comprehensive roadmap, detailing key actions and stages of planning required to achieve our vision and desired outcomes.

Aligned with strategic documents from all levels of government, this Social Strategy will support broader government objectives while driving collaboration with stakeholders. By working together, we will ensure the successful implementation of this Strategy, monitor our progress, and make improvements as needed to benefit our community.

I look forward to collaborating with community groups, local services, businesses, and all levels of government to achieve the best outcomes for our City.

Wayne Rylands
City of Ryde Chief Executive Officer



SOCIAL STRATEGY AT A GLANCE

The City of Ryde is dedicated to enhancing social cohesion, wellbeing, and connectedness across our community. Over the next five years, the City of Ryde Council (Council), in partnership with local residents, community organisations, and key stakeholders, will work together to foster a more inclusive and vibrant City. The Social Strategy 2025-2030 (the Strategy) serves as a comprehensive roadmap to achieve these aspirations. Developed through extensive community consultation and informed by leading research and strategic best practices, this Strategy outlines the steps needed to ensure that every individual in the City of Ryde (our City) feels supported, connected, and valued.

OUR APPROACH

We are committed to making our City a place where all members of our diverse community have access to inclusive services, programs, and spaces. To achieve this, we are creating a clear and actionable roadmap that focuses on outcomes, which are measurable results that improve the social wellbeing and cohesion of our community.

The Social Strategy 2025-2030 adopts an outcome-based approach, ensuring that we deliver the best possible results for our community. It outlines a clear framework consisting of a vision, guiding principles, defined outcomes, objectives, and actions that will steer our efforts over the next five years.



Figure 1. Key components of the City of Ryde's social and cultural planning (City of Ryde 2025)

VISION

The Strategy is built around a vision of our City as a place where our diverse community has accessible and inclusive services, programs and spaces that support a healthy, equitable and connected community.

PRINCIPLES

This Strategy is grounded in principles that promote social connection, cohesion and wellbeing. Our goal is to:

	Foster an inclusive, cohesive community where diversity is embraced, and all contributions are valued.
	Build a socially supported and resilient community.
	Design services and opportunities to ensure equity and lifelong inclusion.
	Create a connected community – physically and digitally – to promote accessibility, belonging, and local engagement.
	Create spaces and services which are affordable, welcoming and safe to support a vibrant, healthy and active lifestyle for everyone.
	Honour our community’s distinctive identities and heritage, celebrate our First Nations communities and connection to Country.
	Commit to transparent, accountable governance that uplifts social and cultural capabilities, ensuring collaboration and community engagement.

OUR OUTCOMES

The big picture goals

The outcomes define the long-term goals that will guide our efforts towards a more inclusive and vibrant City. These outcomes embody our vision and represent the key priorities that will shape social planning over the next five years. By focusing on these outcomes, we ensure that our work contributes to a City that is socially cohesive, accessible, and welcoming for all.

OUR OBJECTIVES

Clear, measurable targets

To make our vision a reality, we have established specific objectives that break down each outcome into clear and achievable targets. These objectives are specific, measurable, achievable, realistic, and timely so we can monitor progress and ensure our work stays focused. The objectives will guide our work from 2025 to 2030 and regular reviews will take place to make sure they stay relevant to our community’s needs.

OUR ACTIONS

Concrete steps to achieve our outcomes

The actions we take are practical steps, projects, and programs that will help us meet our objectives. These actions are outlined in an annual Social Action Plan, which is linked to the Council’s existing budget process to ensure resources are effectively allocated. Each year, we will review and update the Action Plan, ensuring that we continue to move towards our intended outcomes.

OUTCOMES AND OBJECTIVES OF SOCIAL STRATEGY 2025-2030

OUTCOME	OBJECTIVE
We are socially connected	<ul style="list-style-type: none">Objective 1. Create accessible programs, events and activities that celebrate our diversityObjective 2. Facilitate positive community networks that connect Council, individuals, community groups and service providersObjective 3. Provide our community with access to information on social activities and opportunities to participate and engage with decisions
We have equitable access to welcoming public spaces and facilities	<ul style="list-style-type: none">Objective 4. Ensure equitable access to affordable, quality, and shared community facilities and public open spaces close to home, for everyone to enjoyObjective 5. Design and manage our parks and community facilities so that everyone feels welcome and included
We have services and opportunities that enable us to thrive and prosper	<ul style="list-style-type: none">Objective 6. Strongly advocate for access to a range of social services and affordable housing optionsObjective 7. Partner with local businesses, educational institutions and New South Wales (NSW) government agencies to improve social outcomes
We are safe and healthy	<ul style="list-style-type: none">Objective 8. Increase opportunities for residents to access appropriate and affordable health and wellbeing services and facilities through partnershipsObjective 9. Develop Council-led recreational programs, events and facilities to promote active lifestylesObjective 10. Work to ensure that our community feels safe whilst moving through and within public spaces and facilities

Table 1. Outcomes and objectives of Social Strategy 2025-2030 (City of Ryde 2025).

HOW WE DEVELOPED THIS STRATEGY

The Social Strategy has been developed through a thorough and collaborative process. Key steps in this process include:

CONSULTATION

Extensive engagement with our local community, service providers, government agencies, Council staff, and Councillors to gather valuable input.

MONITORING

A review of the outcomes and implementation of the previous Social Strategy 2019-2024 to build on past successes and lessons learned.

ANALYSIS

Examination of current trends regarding social cohesion and wellbeing to better understand the needs of our community.

STRATEGIC REVIEW

A review of broader government policies to ensure alignment with higher-level objectives.

BEST PRACTICE RESEARCH

Research into best practices in social and cultural planning to guide the development of effective initiatives.

MEASURING SUCCESS

To ensure the effectiveness of the Social Strategy, we will implement a comprehensive monitoring and evaluation framework that tracks progress and assesses the impact of our actions in achieving the Strategy's objectives. This process will include continuous feedback loops, regular reporting, and an ongoing assessment of both the implementation process and the outcomes we aim to achieve.

We will know our Strategy is successful when we realise the following outcomes:

- A growing number of well-attended, inclusive Council events and programs that celebrate Ryde's rich and diverse cultural community.
- Connection with neighbours, the wider community, and Council, developed through active participation in Council events, programs, and activities.
- Creation of spaces that are welcoming and enjoyable for everyone.
- Greater access to public spaces for all community members.
- Increased satisfaction with Council-run public spaces, facilities, and services.
- Support for local community groups, not-for-profit organisations, and local businesses through capacity building, networking initiatives, and financial assistance via grants.

At the conclusion of the five-year period, the insights gained from these evaluations will inform the development of the next Social Strategy, enabling us to build on the successes, address any challenges, and refine our approach for continued improvement.

LOOKING AHEAD

The Social Strategy 2025-2030 is a commitment to creating a City that reflects the values of inclusivity, access, and connection. Each year, the annual Social Action Plan will guide Council's work, ensuring that our actions align with the Strategy's long-term vision. As we move forward, we will continue to engage with our community to ensure we are on track and responding to changing needs.



1 INTRODUCTION

PURPOSE

As the City of Ryde (our City) continues to grow and evolve, fostering social cohesion and promoting wellbeing in the community become essential. The City of Ryde Social Strategy 2025-2030 (the Strategy) provides a clear, five-year roadmap to strengthen social connections and improve the overall quality of life for residents. The Strategy aims to build a more connected, inclusive, resilient, vibrant, and equitable community, where everyone feels supported and has the opportunity to thrive. By guiding the relationship between City of Ryde Council (Council) and the community, this Strategy ensures that social cohesion remains at the forefront of our efforts to create a thriving and connected City.

This Strategy has been developed through extensive research and consultation with our community. We gathered feedback from local residents, service providers, government agencies, Council staff, and Councillors to ensure that we understand the needs and aspirations of those we serve.

We reviewed broader government policies, in addition to the outcomes from the previous Social Strategy 2019-2024, analysed social wellbeing trends, and researched best practices in social and cultural planning. By drawing on this wealth of information, we have shaped a strategy that is grounded in the real needs of our community.

INTEGRATED PLANNING FOR SOCIAL COHESION AND WELLBEING

All of Council's planning is guided by the Integrated Planning & Reporting (IP&R) framework, a mandatory framework for all New South Wales (NSW) councils. The City of Ryde's Community Strategic Plan¹ (CSP) serves as the primary document within this framework, outlining the long-term vision for our City as "The place to be for lifestyle and opportunity at your doorstep". This Strategy directly contributes to achieving that vision by focusing on enhancing social cohesion and wellbeing, in line with the CSP's goals.

The Strategy also supports the City of Ryde's Local Strategic Planning Statement² (LSPS), which envisions a liveable, prosperous, and connected City with diverse and vibrant centres over the next 20 years. As our City grows and evolves, this Strategy will create opportunities to enhance social cohesion and wellbeing, ensuring that our diverse community has access to inclusive services, programs, and spaces that foster a healthy, equitable, and connected environment.

In addition, this Strategy aligns with key priorities set by the Australian and NSW governments, including building resilience, promoting equity and access, delivering affordable housing and community infrastructure, supporting First Nations communities, and empowering young people.

RELATIONSHIPS TO OTHER STRATEGIES

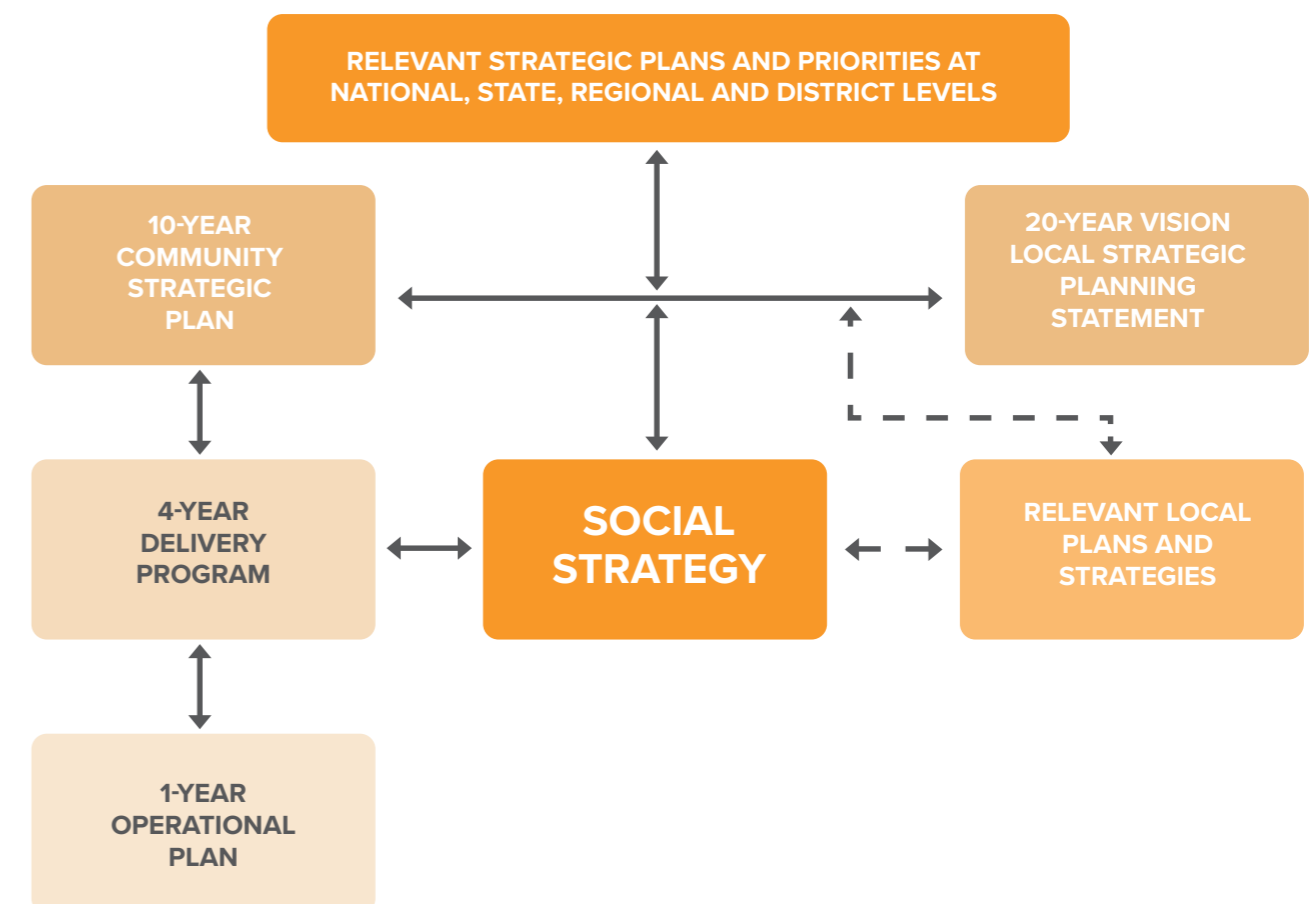


Figure 2. Alignment of the Social Strategy with City of Ryde's Integrated Planning and Reporting Framework (City of Ryde 2025)

¹ <https://www.ryde.nsw.gov.au/files/assets/public/v1/publications/corporate-services/city-of-ryde-2028-community-strategic-plan.pdf>

² <https://www.ryde.nsw.gov.au/files/assets/public/v1/publications/planning/lsp/planning-ryde-local-strategic-planning-statement-march-2020.pdf>

COUNCIL’S ROLE IN ACHIEVING SOCIAL OUTCOMES

Council plays a key role in advancing social outcomes across the City of Ryde. Its responsibilities include:

LEADERSHIP AND ADVOCACY

- Leadership:** Council ensures social planning aligns with community needs, championing inclusion, safety, and cohesion.
- Advocacy:** We advocate for funding, infrastructure, and policy changes to support social wellbeing.
- Custodian of community aspirations:** Council upholds the community’s diverse voices, strengthening our social fabric through inclusive experiences.

RESEARCH, ENGAGEMENT, AND POLICY DEVELOPMENT

- Research:** We gather evidence to inform planning and identify barriers to social and cultural inclusion, cohesion and wellbeing.
- Engagement:** We listen to stakeholders and incorporate their feedback into policies.
- Policy development:** Council creates strategies that respond to social challenges and community needs.

BUILDING CONNECTIONS AND PARTNERSHIPS

- Build connections:** We connect residents, service providers, and businesses to foster collaboration.
- Build partnerships:** Council collaborates with government agencies and organisations to achieve shared social outcomes.
- Capacity building:** We support community and service providers by offering opportunities for professional development and mentorship, as well as access to resources that enable the achievement of social outcomes.

SERVICE PROVISION AND INFRASTRUCTURE DELIVERY

- Grants and sponsorships delivery:** Council funds community initiatives that promote social outcomes.
- Service provision:** We deliver essential social services, programs and activities for all community groups.
- Infrastructure delivery:** We invest in parks, community facilities, and public spaces that support connection and safety.

HOW TO READ THIS STRATEGY

This Strategy is structured to guide readers through the key elements that define and support our vision for our community. The document is divided into the following sections:

- 1 INTRODUCTION** – This section places the Strategy within the broader context of Council’s local planning and reporting framework. It outlines Council’s role in implementing the Strategy and delivering positive social outcomes for the community.
- 2 STRATEGIC CONTEXT AND PLANNING PRIORITIES** – In this section, we define social cohesion and wellbeing, explaining their importance in building a connected and resilient City. This chapter also highlights how the Strategy aligns with federal, state, and local priorities, ensuring it supports broader government objectives.
- 3 OUR CITY AND COMMUNITY** – This section provides an overview of the City of Ryde and its community, assessing the current state of social cohesion and wellbeing. It also summarises key findings from community and stakeholder engagement, reflecting the voices of those who live, work, and engage with our City.
- 4 OUR STRATEGY** – This section outlines our outcome-based approach to enhancing social cohesion and wellbeing. It presents the vision for the City over the next five years, reflecting our desired future. The outcomes section supports the vision, with specific, measurable, achievable, realistic, and timely objectives to achieve each outcome. Each outcome also includes indicators to monitor and evaluate progress and measure success, ensuring accountability and continuous improvement. This section also highlights the key action areas to clarify the next steps for implementing the Strategy. Additionally, it presents the process for implementation, monitoring, and evaluation, offering a framework to assess our progress. By following this structure, the Strategy provides both the long-term direction, and the actionable steps required to create a more inclusive, resilient, and vibrant City of Ryde.

HOW THIS STRATEGY CAN BE USED

This Strategy will guide the City of Ryde Council’s social planning over the next five years. It serves as a valuable resource for various stakeholders, enabling them to align their efforts, contribute to shared goals, and benefit from its outcomes. The following outlines how different groups can use this Strategy:

STAKEHOLDER	HOW THIS STRATEGY CAN BE USED
Community	<ul style="list-style-type: none">• Use evidence from the Strategy to develop grant applications for initiatives aimed at improving social cohesion and wellbeing.• Participate in local social programs, events, and activities.• Access and use facilities and spaces that enable social activities.• Identify gaps and provide feedback to help shape future planning and practices.• Connect with service providers that support community wellbeing.
Service providers	<ul style="list-style-type: none">• Align projects and initiatives with Council’s strategic priorities.• Gain a deeper understanding of the social needs of the local community.• Identify opportunities for collaboration, networking, and partnerships.• Engage in professional development and capacity building programs offered by Council and other organisations.• Identify gaps and provide feedback to help shape future planning and practices.
State government agencies	<ul style="list-style-type: none">• Understand the social cohesion and wellbeing needs of Ryde’s local community to inform funding allocations and strategic planning.• Partner with Council to develop social outcomes.• Identify opportunities for networking and partnerships.
Council	<ul style="list-style-type: none">• Guide strategic planning to foster social cohesion and wellbeing.• Align the development of public spaces, programs, and partnerships with the objectives outlined in this Strategy.• Advocate for increased investment in social outcomes for Ryde.• Monitor and evaluate state of social cohesion and wellbeing across the City.• Identify opportunities for collaboration, networking, and partnerships.

Table 2. How stakeholders can use the Social Strategy (City of Ryde 2025)

2

STRATEGIC CONTEXT AND PLANNING PRIORITIES

WHAT IS SOCIAL COHESION?

Social cohesion is the cornerstone of a strong, united community. It’s about nurturing shared values, mutual respect, and embracing our differences. By building trust among residents and with our institutions, we can create a community where everyone feels connected, valued, and supported. This sense of cohesion fosters an inclusive environment where all individuals have a sense of belonging and are empowered to contribute to the collective wellbeing of the community.

WHAT IS SOCIAL WELLBEING?

Social wellbeing is about strengthening our community to improve both individual and collective health and resilience. Through enhanced social wellbeing, individuals are better equipped to lead fulfilling lives and contribute to the overall strength of the community.

Social wellbeing thrives on the principles of equity and inclusion, ensuring that everyone—regardless of gender, age, background, or socio-economic status—has equal access to opportunities and a voice in shaping the future of our community. By prioritising social wellbeing, we create an environment where all individuals can flourish, making our community stronger, more resilient, and better able to face challenges together.

WHY DO WE NEED SOCIAL PLANNING?

With our population projected to grow by over 44,000 people by 2041³, addressing the challenges to social planning is more critical than ever. Rapid population growth can put pressure on infrastructure, increase social tensions, and put strain on services.

Alongside this growth, our City is becoming more culturally diverse. In 2021, 49% of our population was born overseas, a significantly higher percentage than Greater Sydney (39%), and NSW (29%). In addition, 49% of our residents reported speaking a language other than English at home, which is also higher than Greater Sydney (37%), and NSW (27%).⁴

While this diversity enriches our community, it can also present challenges for social harmony. Building a cohesive community requires intentional effort to ensure all residents feel respected, valued, and included, regardless of their cultural background, economic status, gender or age.

Improving social planning and practices, addressing economic and housing challenges, and embracing positive cultural diversity will help ensure the City of Ryde remains a safe and welcoming place for all. This will also contribute to a shared local identity.

Effective planning and practices strengthen community bonds, create opportunities for meaningful connections, and help support the mental and physical health of residents. They can also assist in reducing social isolation and easing the impacts of financial strain, ensuring that everyone has the opportunity to thrive.

³ REMPLAN future population forecast Retrieved from <https://www.remplan.com.au/>

⁴ REMPLAN based on Australian Bureau of Statistics (ABS) Census of Population and Housing 2021 Retrieved from <https://www.remplan.com.au/>



STRATEGIC PRIORITIES FOR SOCIAL PLANNING

The growing emphasis on improving social cohesion and wellbeing, both nationally and locally, highlights the importance of creating inclusive and supportive communities. As the City of Ryde continues to grow and evolve, it is essential that we focus on strategies that promote connection, inclusivity, and resilience. To guide our efforts, we have reviewed key strategic documents to identify priorities that will shape the future of social planning in our community. Our objectives and intended outcomes are directly informed by this review, ensuring alignment with the relevant targets and outcomes set by all levels of government. By addressing current challenges and supporting our diverse population, this strategy contributes to the broader goals of social cohesion, inclusion, and wellbeing.

The strategy is aligned with a range of plans, strategies, policies, and frameworks developed at different levels of government, drawing on the relevant targets and outcomes outlined in the documents, including:

- United Nations Sustainable Development Goals⁵
- UN Declaration on the Rights of Indigenous Peoples⁶
- National Multicultural Framework⁷
- National Wellbeing Framework⁸
- National Disability Strategy⁹
- Engage! A Strategy to include young people in the decisions we make¹⁰
- National Cultural Policy¹¹
- NSW Ageing Strategy¹²
- NSW Disability Inclusion Plan¹³
- NSW Closing the Gap Partnership Agreement¹⁴
- NSW Connecting with Country Framework¹⁵
- NSW Homelessness Strategy¹⁶
- NSW Volunteering Strategy¹⁷
- Greater Sydney Region Plan - A Metropolis of Three Cities¹⁸
- North District Plan¹⁹
- Resilient Sydney Strategy²⁰
- City of Ryde Community Strategic Plan²¹
- City of Ryde Local Strategic Planning Statement
- City of Ryde Local Infrastructure Strategy
- City of Ryde Economic Development Strategy
- City of Ryde Night-time Economy Strategy
- City of Ryde Resilience Plan
- City of Ryde Integrated Open Spaces Plan
- City of Ryde Sport and Recreation Strategy
- City of Ryde Integrated Transport Strategy
- City of Ryde Affordable Housing Policy

The Strategy provides guidance and informs other local strategic documents related to social and cultural planning within the City of Ryde, including:

- City of Ryde Disability Inclusion Action Plan
- City of Ryde Reconciliation Action Plan
- City of Ryde Creativity Strategy
- City of Ryde Events Plan
- City of Ryde Live Music Plan
- City of Ryde Social and Cultural Infrastructure Framework
- City of Ryde Halls and Facilities Strategy
- City of Ryde Library Service Strategic Plan

For more details on the strategic priorities at international, national, state, regional, and local levels, please refer to the Social Strategy Background Report 2025.

⁵ <https://sdgs.un.org/goals>

⁶ <https://social.desa.un.org/issues/indigenous-peoples/united-nations-declaration-on-the-rights-of-indigenous-peoples>

⁷ <https://www.homeaffairs.gov.au/multicultural-framework-review/Documents/report-summary/multicultural-framework-review-report-english.pdf>

⁸ https://treasury.gov.au/sites/default/files/2023-07/measuring-what-matters-statement020230721_0.pdf

⁹ <https://www.disabilitygateway.gov.au/sites/default/files/documents/2025-01/5831-dss3513-ads-strategy-2021.pdf>

¹⁰ <https://www.youth.gov.au/download/53/engage-strategy-include-young-people-decisions-we-make/185/document/pdf>

¹¹ <https://www.arts.gov.au/sites/default/files/documents/national-cultural-policy-8february2023.pdf>

¹² <https://dcj.nsw.gov.au/documents/community-inclusion/seniors/nsw-ageing-strategy.pdf>

¹³ <https://dcj.nsw.gov.au/documents/community-inclusion/disability-inclusion/nsw-disability-inclusion-plan/nsw-disability-inclusion-plan.pdf>

¹⁴ <https://www.nsw.gov.au/sites/default/files/noindex/2024-05/NSW-Closing-the-Gap-Partnership-Agreement.pdf>

¹⁵ <https://www.planning.nsw.gov.au/sites/default/files/2023-10/connecting-with-country.pdf>

¹⁶ <https://www.facs.nsw.gov.au/download?file=860870>

¹⁷ <https://www.nsw.gov.au/sites/default/files/2023-06/NSW-Volunteering-Strategy-2020-2030.pdf>

¹⁸ <https://www.planning.nsw.gov.au/plans-for-your-area/a-metropolis-of-three-cities>

¹⁹ <https://www.planning.nsw.gov.au/sites/default/files/2024-04/north-district-plan.pdf>

²⁰ <https://www.cityofsydney.nsw.gov.au/governance-decision-making/resilient-sydney>

²¹ For further information about the City of Ryde plans and strategies see <https://www.ryde.nsw.gov.au/Council/Plans-and-Publications>

KEY STRATEGIC PRIORITIES

SUPPORTING SOCIAL AND CULTURAL WELLBEING

Social and cultural wellbeing is essential to ensure a good quality of life for our thriving communities, as highlighted in global and national frameworks like the UN Sustainable Development Goals and Australia's National Wellbeing Framework. As our City grows and becomes more diverse, this Strategy aims to meet the varying needs of our community by improving access to facilities, services, and public spaces for everyone.



BUILDING RESILIENCE IN COMMUNITIES

Strengthening support networks to help communities respond to challenges is a priority across all levels of government. The Greater Sydney Region Plan and North District Plan stress the importance of fostering connected communities to better handle both short-term and long-term issues. Our Strategy promotes spaces and events for the entire community to connect, with a special focus on those who may be more isolated, such as newcomers, senior residents, younger population, and people living alone in high-density areas.

ENSURING ACCESS, EQUITY, AND INCLUSION

It's crucial that everyone, no matter their background, gender, age, ability, or socio-economic status, can access essential services and enjoy a high quality of life. Our National Wellbeing Framework and National Disability Strategy emphasise inclusive and equitable access to opportunities as key factors for wellbeing. This Strategy works to ensure that essential services, public spaces, and facilities are accessible and meet the needs of our growing and diverse population.

PROVIDING AFFORDABLE HOUSING AND COMMUNITY INFRASTRUCTURE

Affordable housing and community infrastructure are a priority for all levels of government. The Greater Sydney Region Plan calls for affordable housing and better access to services, while the NSW Homelessness Strategy advocates for localised solutions to housing challenges. This Strategy aims to support these goals by promoting and advocating for affordable housing and the necessary services for our community.

SUPPORTING FIRST NATIONS COMMUNITIES

We must respect and integrate First Nations' cultural heritage and knowledge into our planning processes, while supporting the social and economic wellbeing of our First Nations residents. The UN Declaration on the Rights of Indigenous Peoples and the NSW Connecting with Country Framework highlight the importance of including First Nations' perspectives in planning. This Strategy supports First Nations communities by providing targeted Council events and programs.

STRENGTHENING VOLUNTEERISM AND COMMUNITY ENGAGEMENT

Volunteerism is key to building socially connected and resilient communities. The NSW Volunteering Strategy highlights how volunteering contributes to health and wellbeing, and the National Wellbeing Framework recognises community participation as crucial for social cohesion. This Strategy promotes volunteerism and encourages community participation.

SUPPORTING YOUTH EMPOWERMENT AND WELLBEING

Empowering young people to actively participate in their communities is a focus of national and state strategies. The Engage! Youth Strategy emphasises the importance of listening to and supporting young people in shaping decisions that affect them. This Strategy promotes opportunities for meaningful activities for young people that support their mental health, skills development, and community involvement.

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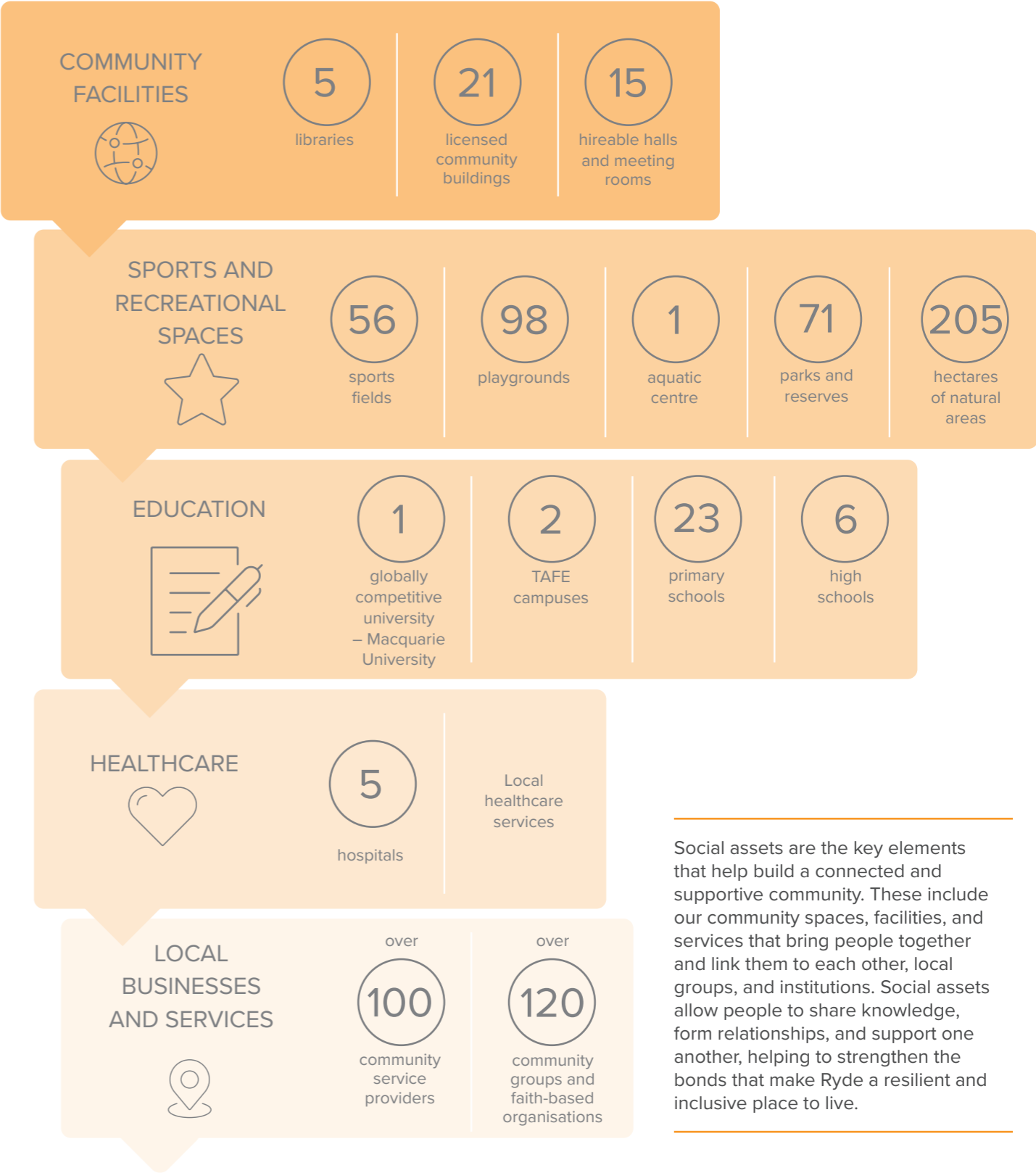
OUR CITY AND COMMUNITY

OUR CITY

Located on Wallumedegal land along the Parramatta and Lane Cove Rivers, the City of Ryde is a vibrant and culturally diverse area. Our City is known for its mix of suburban neighborhoods, commercial centres, and green spaces. It combines high-density living with leafy parks and riverside areas, making it a unique and appealing place to live.

With public transport links to Greater Sydney via buses, trains, river ferry services and the metro, Ryde offers easy access to the wider region. Our rich history includes significant First Nations sites, such as the grave of Bennelong, as well as historic buildings that tell the story of the area’s development over time.

OUR SOCIAL ASSETS



Social assets are the key elements that help build a connected and supportive community. These include our community spaces, facilities, and services that bring people together and link them to each other, local groups, and institutions. Social assets allow people to share knowledge, form relationships, and support one another, helping to strengthen the bonds that make Ryde a resilient and inclusive place to live.

OUR COMMUNITY²²



POPULATION

2024
138,720

2041
183,352

+44,632



HOUSING

16%
of residents live in
medium-density housing

50%
of residents live in
separate houses

EMPLOYMENT & INCOME

labour force participation rate²³

64%

91,764

local jobs

unemployment rate

5%

41%

of households earn an income of \$3,000 or more per week

median weekly
household income
\$2,189

5%

youth disengagement²⁴

HOUSEHOLDS

approximately
50,800
households

average household
size of **2.47**

32%
households made up of
couples with children

26%
people living alone

COMMUNITY GROUPS

5%
require assistance
with core activities

HEALTH

Around **20%**
have one or more long-term
health condition

This Strategy is designed to meet the unique needs of our growing and changing population. By 2041, around 183,000 people are expected to live in Ryde—an increase of 44,000 since 2024 and 53,000 since 2021. Additionally, about 70,000 workers visit our City every day, with a large percentage of the growth expected in the Macquarie Park.

This growth brings change, including:

- More young couples and families
- A higher proportion of people living in apartments compared to Greater Sydney, and more households living alone
- An increasing number of people from culturally diverse backgrounds, with many speaking languages other than English at home
- A growing share of households made up of couples without children, particularly among those aged 25 to 34, with a significant number of them being the Macquarie University students.

As our population continues to grow and diversify, it's more important than ever to focus on building social cohesion and improving wellbeing. We must ensure that all residents have equal access to facilities, social programs and services. While Ryde has a relatively high median income, some members of our community still face challenges in accessing social spaces and activities. This includes people with disabilities (5%) and low-income households earning less than \$800 per week (8%).

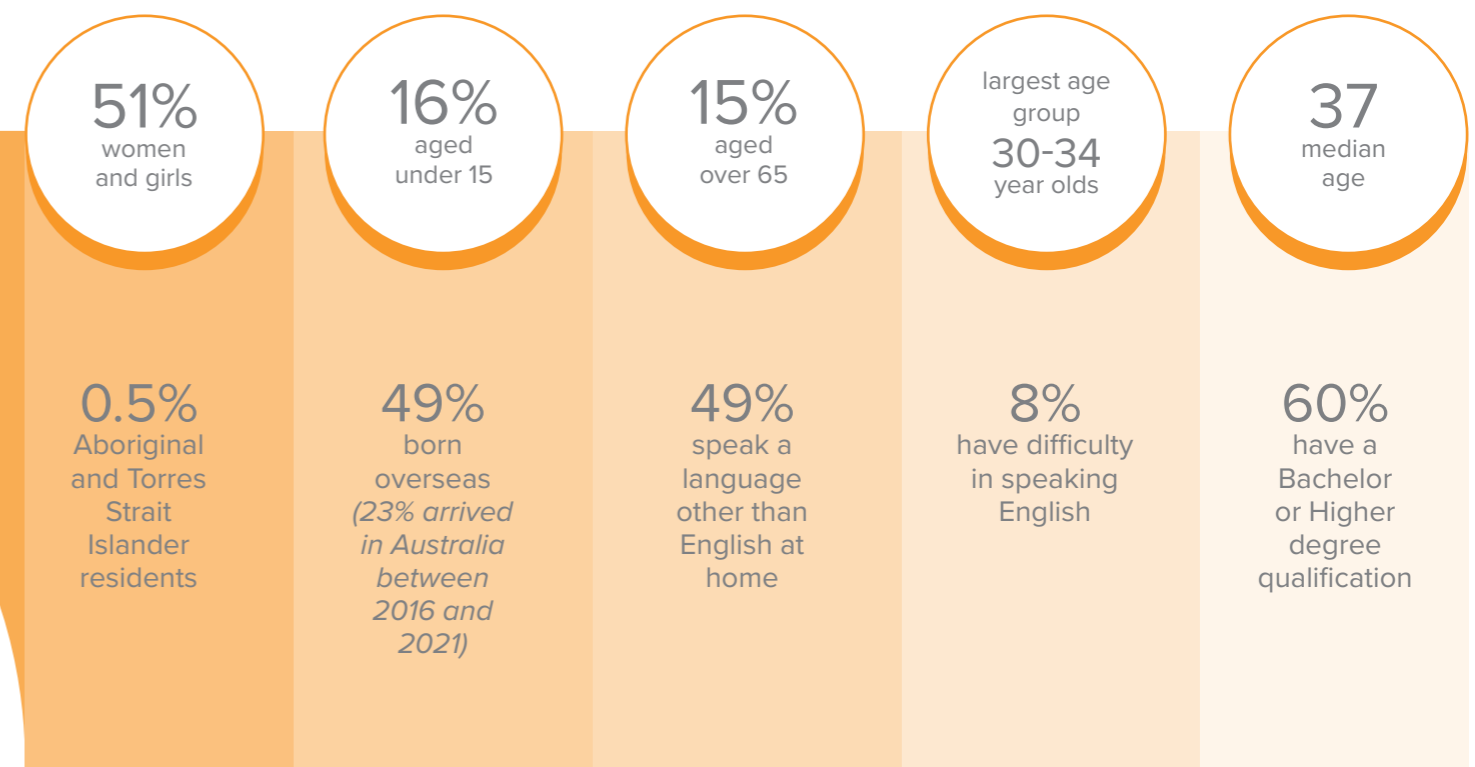


Figure 4. City of Ryde demographic analysis (Data source: REMPLAN and .id Community Profile based on ABS Census of Population and Housing 2021, and REMPLAN future population forecast)

²² All data presented in this section is sourced from REMPLAN and .id Community Profile based on Australian Bureau of Statistics (ABS) Census of Population and Housing 2021. Retrieved from <https://www.remplan.com.au/> and <https://profile.id.com.au/>. The population projection data is sourced from REMPLAN future population forecast.

²³ Population in labour force (Persons aged 15+)

²⁴ Engagement in employment and education looks at the level of participation by age and sex of the population in the labour market, or full or part-time education. A full-time employed, or full-time student would be fully engaged, while part-time students may be fully engaged if they are also employed, or partly engaged if they are not working.



THE STATE OF SOCIAL COHESION

SOCIAL COHESION ACROSS AUSTRALIA

The Australian Cohesion Index²⁵ has identified several key trends in social cohesion across the country:

- There is a decreasing sense of national pride and belonging among Australians, with declining trust and growing concerns about inequality.
- 62% of Australians say that the economy and housing affordability are their top concerns.
- 86% of Australians believe multiculturalism has been beneficial for the economy, although discrimination still exists.
- Strong connections in neighbourhoods and communities continue to be a positive aspect of Australian society.
- 30% of young people report feeling unhappy, and 47% feel that what they do in life is only somewhat worthwhile.

SOCIAL COHESION ACROSS NSW

According to Building social cohesion: A resource for local government²⁶, communities across NSW face a range of challenges that impact social cohesion. The issues include the high cost of living, limited access to affordable housing, intolerance of diversity, mental health support needs, and the ongoing social and economic effects of COVID-19.

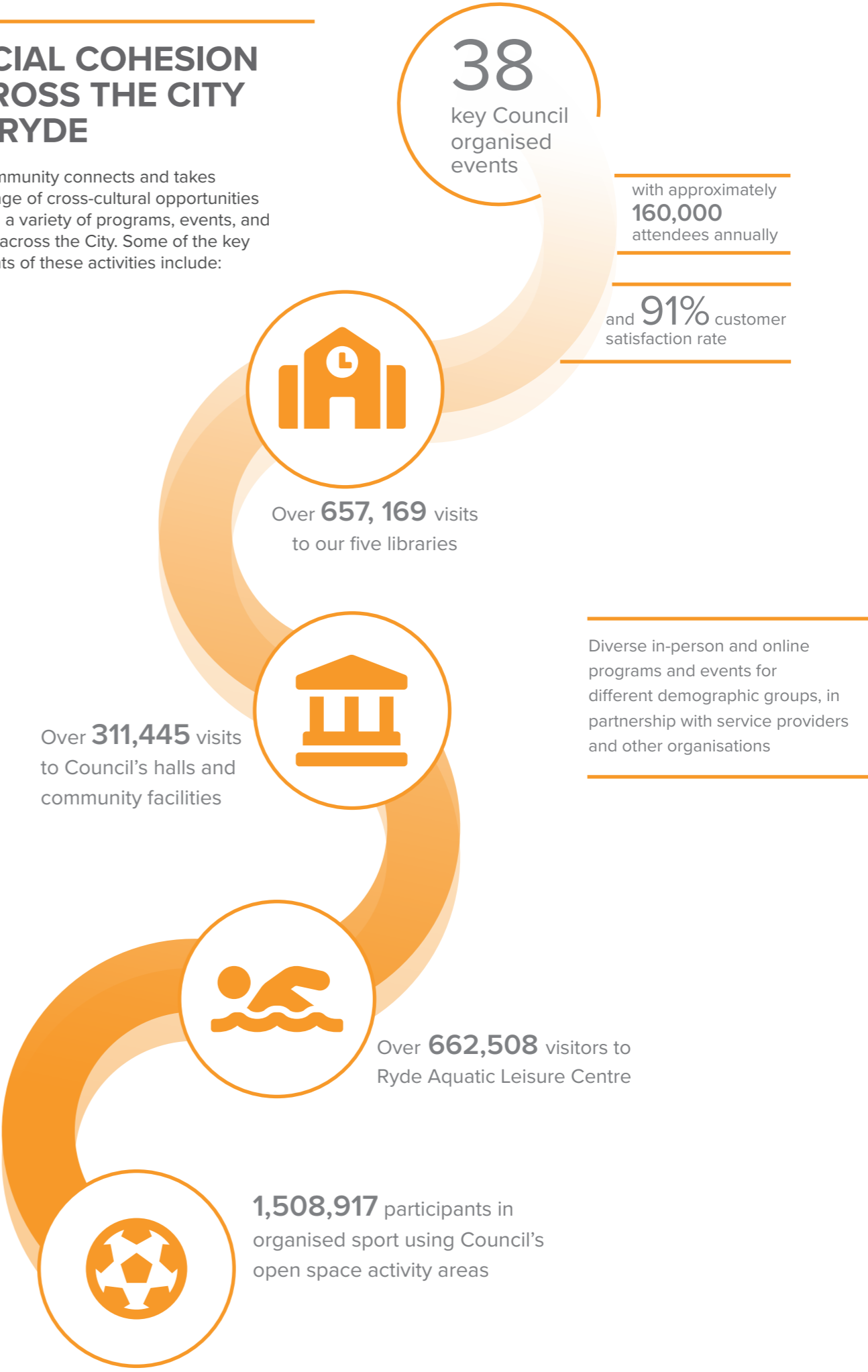
Challenges like language barriers, divisions between short- and long-term residents, and cases of domestic violence put a further strain on community connections. In regional areas, there are additional obstacles, such as limited public transport options and large geographic distances.

Local governments also experience difficulties in promoting social cohesion and these are a result of a lack of funding and resources, and the challenges associated with engaging diverse communities. Other hurdles include declining trust between communities and government, and uncoordinated efforts across agencies.

Addressing these challenges requires stronger collaboration, more inclusive leadership, and increased investment in local services and community infrastructure.

SOCIAL COHESION ACROSS THE CITY OF RYDE

Our community connects and takes advantage of cross-cultural opportunities through a variety of programs, events, and spaces across the City. Some of the key highlights of these activities include:



²⁵ <https://aci.scanloninstitute.org.au/wp-content/uploads/2023/09/ACI-Report-2023.pdf>

²⁶ <https://www.nsw.gov.au/sites/default/files/noindex/2024-02/Building-Social-Cohesion-A-Resource-for-Local-Government.pdf>

For more details of our City and community, please refer to the Social Strategy Background Report 2025.

Figure 5. Snapshot of our social and cultural activities 2023-24 (City of Ryde 2025)

OUR COMMUNITY PRIORITIES

How we engaged with you

To develop this Strategy, we engaged with over 600 people in 2024 and 2025. Our stakeholder engagement involved various approaches, including informing stakeholders and gathering feedback through surveys. We also involved the community members in workshops, as well as consulting with service providers and government agencies in focus groups and validating our findings through a public exhibition.

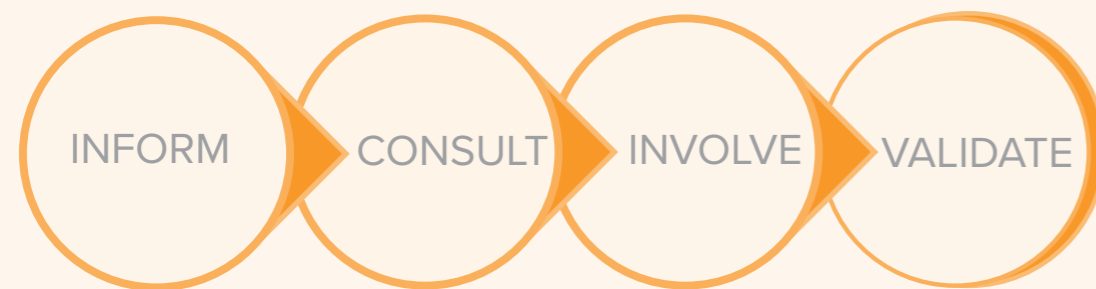


Figure 6. Various approaches for stakeholder engagement (City of Ryde 2025)

We used the following methods to gather feedback from our stakeholders:



Figure 7. Applied methods for stakeholder engagement and consultation (City of Ryde 2025)

KEY INSIGHTS

The review and analysis of feedback from the community and stakeholders revealed the following key points:

COMMUNITY CONNECTIONS

The community expressed a strong sense of belonging to the City, but some groups—such as recent arrivals, senior residents, and people with disabilities—highlighted feelings of disconnection. Accessibility to services, spaces, and events was a key concern, particularly for the mentioned groups. Additionally, the development of high-rise buildings was seen as contributing to isolation and a lack of connection.

CELEBRATE AND SHOWCASE CULTURAL DIVERSITY

Celebrating and showcasing cultural diversity is a top priority. The community believes this will help address language and cultural gaps, and reduce isolation and discrimination. Suggested actions include more culturally diverse activities and events, and improved communication between the Council and the community.

A UNIFYING IDENTITY

There is a strong desire to create a distinct and unifying identity for Ryde. The community is interested in building pride through cultural initiatives that promote shared values. Ideas include rebranding community spaces, celebrating Ryde's cultural heritage, and hosting events that foster a sense of belonging.

COMMUNITY SAFETY

While most residents feel safe in the City during the day, concerns about safety after dark were raised, particularly by women and people with disabilities.

GREATER ACCESS TO SERVICES AND FACILITIES

While most residents feel they can access essential services, barriers to access still exist. Public transport and health services were identified as areas needing improvement to ensure everyone can access the support they need.

SOCIAL AND CULTURAL ACTIVITIES

Council-run events, festivals, and activity programs are seen as valuable strengths in Ryde's social and cultural offering. Many residents are satisfied with the frequency and quality of these activities, with festivals, markets, and sporting events being the most popular.

For more details on the stakeholder engagement process and outcomes, please refer to the Social Strategy Background Report 2025.

4 OUR STRATEGY

Achieving our vision of Ryde as a place where everyone has access to inclusive services, programs, and spaces requires us to build on our strengths and address the challenges we face.

WHAT ARE OUR STRENGTHS?

We have:

- A growing, culturally diverse population
- A highly educated community
- A young median age, with a large proportion of young workers
- Social infrastructure, including libraries, several community facilities and hireable venues, as well as parks and open spaces
- Existing institutions that can support positive social outcomes
- A variety of community-led programs, events, and activities

WHAT CHALLENGES DO WE NEED TO OVERCOME?

We face challenges, such as:

- New arrivals and people living alone being at higher risk of social isolation, which affects their mental health and sense of belonging
- A need for more inclusive programs and spaces for senior residents, people with disabilities, and those with special needs
- Housing affordability and the rising cost of living
- Difficulty accessing services and participating in social and cultural activities.

VISION

‘City of Ryde is a place where our diverse community has accessible and inclusive services, programs and spaces that support a healthy, equitable and connected community’.

The outcomes we need to achieve this vision are as follows:



HOW TO READ THIS SECTION OF THE SOCIAL STRATEGY

This section outlines the outcomes, objectives, and key action areas that will guide the City of Ryde’s Social Strategy. To help you understand how these elements connect, we have provided an overview of how to read and interpret the content.

This Strategy uses an **outcome-based approach**, focusing on the results we aim to achieve. We have identified specific indicators to measure our progress towards these outcomes. These indicators will help us monitor and evaluate success and inform future adjustments to the Strategy.

The key components of this outcome-based approach are:

VISION

This is the foundation of our Strategy, reflecting our long-term goals for creating a connected, inclusive, and thriving community. The outcomes and objectives in this section are designed to bring this vision to life.

PLANNING PRINCIPLES

These principles are informed by a broader strategic context and valuable feedback from our community and stakeholders. They provide the framework for how we plan to achieve our vision, ensuring we remain focused on the needs of our diverse population and the challenges we face.

OUTCOMES

These define our key goals and priorities and represent the long-term vision for social planning in Ryde. The outcomes guide our efforts in areas such as social cohesion and community wellbeing, directly reflecting our vision and setting the direction for our work.

OBJECTIVES

These specific objectives make the vision and outcomes achievable. We have set objectives for each outcome, which will be reviewed and updated when the Strategy is revised in 2030.

KEY ACTION AREAS

These provide a roadmap for how we will achieve the objectives. Action areas will guide the development of an annual Social Action Plan, updated each year based on stakeholder feedback and as part of Council’s operational planning process.

Additionally, this section outlines a process for implementing the Strategy, alongside a framework for monitoring and evaluating progress toward achieving the desired outcomes. The monitoring and evaluation framework encompasses the timeframe, assigned roles and responsibilities, and the reporting process.

OUTCOME 1: WE ARE SOCIALLY CONNECTED



“Multiculturalism is very strong in this community”

Our goal is to reduce social isolation and disconnection by providing easy access to opportunities for people to engage, build trust, and create spaces for positive interactions between different groups. This outcome focuses on strengthening community connections and fostering a sense of belonging for everyone in our City, especially as high-density living continues to grow.

Our community has told us that it needs more opportunities to connect, share experiences, and form stronger relationships. Many residents, especially those from diverse cultural backgrounds or those living in high-rise buildings, feel disconnected and want more opportunities for engagement.

This outcome addresses these concerns by creating spaces for people to interact – through events, public spaces, and accessible services. These initiatives help residents come together, share their stories, and build a sense of belonging, promoting inclusivity and support across Ryde.

By prioritising social inclusion and connection, we can create a welcoming environment where all residents – regardless of background, gender, age, income, or ability – feel valued and included. A key part of this is respecting and caring for Country, advocating for better services, and ensuring that our infrastructure meets the needs of everyone in our community.

KEY INSIGHTS FROM RESEARCH AND STAKEHOLDER ENGAGEMENT

Nearly half (49%) of our residents were born overseas, with the top three countries of birth being China, India, and South Korea. Of those born overseas, 23% arrived in Australia between 2016 and 2021.²⁷

49% of residents speak a language other than English at home, with Mandarin, Cantonese, and Korean being the most common languages.²⁷

26% of our residents live alone, and 34% live in high-density housing.²⁷

While many residents feel their culture is respected and have people in their neighbourhood to rely on for help, some have experienced or witnessed racial discrimination.

Our community enjoys attending festivals and events, but there are issues to address, including difficulties in accessing these activities or a lack of local events in some areas.

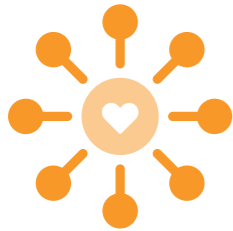
KEY ACHIEVEMENTS TO DATE

- Council hosted various events, including Youth Week, Seniors Festival, NAIDOC Week, and National Reconciliation Week.
- Council supported the Ryde Aboriginal Women’s Gathering Group.
- The volunteer handbook and events toolkit were updated to help make community-run events more inclusive.
- Council provided grants for “Meet Your Neighbour” events to encourage community connection.
- A total of 19 community development initiatives were held, focusing on celebrating our diverse cultures.
- Key documents on the Council website were translated into 10 different languages.
- Translators were made available at Community Services events and activities to ensure inclusion and accessibility to information.
- A community development project for LGBTIQ+ youth was held to help young people in this group connect with the community and supporting services.
- Council ran programs and events promoting cross-cultural interactions, such as Diversity Talks, Cultural Dance Encounters, and Cultural Kitchen Workshops.

OBJECTIVE	DESCRIPTION	KEY OUTCOME INDICATOR
Objective 1 Create accessible programs, events and activities that celebrate our diversity	<p>The City of Ryde is home to a culturally and demographically diverse community. There is an increasing need for accessible programs, events, and activities for everyone to celebrate our diversity and bring people together.</p> <p>We will provide a greater diversity of opportunities for all community groups, particularly vulnerable groups including people with disabilities, culturally and linguistically diverse groups, senior residents and young people.</p>	<ul style="list-style-type: none">• Improvement in Council programs, events, and activities for greater inclusion of all community groups and more effective partnerships with agencies• Increased financial support through partnerships, for community groups to run community-led initiatives• Increased community engagement with local organisations• Increased sense of belonging and connection to Ryde
Objective 2 Facilitate positive community networks that connect Council, individuals, community groups and service providers	<p>Building connections between Council, individuals, community groups, and service providers ensures that everyone has access to the support and resources they need to thrive.</p> <p>We will expand our current practices by creating more opportunities for meaningful connections across all sectors of our community.</p>	<ul style="list-style-type: none">• Increased provision of indoor and outdoor community spaces and facilities for residents within new private residential developments• Facilitated network of local service providers
Objective 3 Provide our community with access to information on social activities and opportunities to participate and engage with decisions	<p>As our City grows and diversifies, ensuring that everyone is informed and involved is key to building a more connected and engaged community.</p> <p>We will enhance our communication and engagement practices by improving accessibility to information, and providing more opportunities for residents to get involved in decisions that shape our City. This will help ensure that everyone has a voice and is able to take part in the ongoing development of our community.</p>	<ul style="list-style-type: none">• Improvement in culturally appropriate formats for Council communication and information sharing (particularly for culturally and linguistically diverse communities and those with limited digital literacy)• Increased opportunities to participate and engage with decisions

Table 3. Objectives and key outcome indicators relevant to Social Strategy Outcome 1 (City of Ryde 2025)

OUTCOME 2: WE HAVE EQUITABLE ACCESS TO WELCOMING PUBLIC SPACES AND FACILITIES



“To bring people together, we need a central community space”
“If you plan for vulnerable users of spaces, you allow everyone access to those spaces”

We aim to create public spaces and facilities that are accessible, inclusive, and inviting for all members of our community. Our community has told us that it needs dedicated, accessible hubs where they can come together for social, cultural, and recreational activities. These spaces are important for our growing population to build stronger connections and engage in social activities that help them feel a sense of ownership and attachment to their area.

To create these spaces, we focus on improving our existing facilities, and strategically planning for new spaces, while also collaborating with government agencies and local institutions to share spaces for wider community use. We plan for inclusivity in the design and management of public spaces and facilities to remove any physical, financial, or social barriers, supporting both individual and community growth.



OBJECTIVE	DESCRIPTION	KEY OUTCOME INDICATOR
Objective 4 Ensure equitable access to affordable, quality, and shared community facilities and public open spaces close to home, for everyone to enjoy	Community facilities and open spaces contribute to enhancing social connections and wellbeing. We will improve and expand these spaces, ensuring equitable access for all residents.	<ul style="list-style-type: none">• Improvement in existing community facilities and public open spaces by providing greater accessibility, quality, and affordability• Strategic planning for provision of community facilities and spaces
Objective 5 Design and manage our parks and community facilities so that everyone feels welcome and included	Design and management of public spaces must be responsive to the diverse needs of users. We will continue to enhance the design and management of our public spaces to promote inclusivity and make them more welcoming.	<ul style="list-style-type: none">• Improvement in the design and management of parks and community facilities for greater functionality and inclusion of diverse needs

Table 4. Objectives and key outcome indicators relevant to Social Strategy Outcome 2 (City of Ryde 2025)

OUTCOME 3: WE HAVE SERVICES AND OPPORTUNITIES THAT ENABLE US TO THRIVE AND PROSPER



“Accessibility is the biggest challenge and that is why people are not using the services”

We are committed to supporting our community to thrive and reach its full potential. Our community has told us that while services are generally available, barriers still exist, such as distance to services, language barriers, the cost of services, and gaps in areas such as healthcare and transport.

We plan to invest in and advocate for affordable housing options as well as accessible and affordable social services, with a focus on leveraging local businesses, educational institutions, and government agencies to drive positive social outcomes. When people can access the services they need, they are better able to contribute to the community, fostering a sense of security and stability.



KEY INSIGHTS FROM RESEARCH AND STAKEHOLDER ENGAGEMENT

8% of households in Ryde earn less than \$800 per week.²⁸

An estimated 360 people in our City experienced homelessness in 2021.²⁸

There are emerging housing trends, including group homes, co-living, and Build-to-Rent developments.

5% of our community requires assistance with core activities.²⁸

Service providers have highlighted key barriers for customers, including limited service capacity and language barriers. They also noted that migrants on temporary visas often do not qualify for support services.

KEY ACHIEVEMENTS TO DATE

- Council partnered with Macquarie University and TAFE NSW to deliver programs like the Employment Pathways Expo and Youth Career Expo, focusing on employment opportunities for people with disabilities.
- Council developed a community information directory.
- Council worked with government agencies and not-for-profit service providers through the Northern Sydney Region Interagency partnership to advocate for better service provision.

OBJECTIVE	DESCRIPTION	KEY OUTCOME INDICATOR
Objective 6 Strongly advocate for access to a range of social services and affordable housing options	<p>As the population grows and the cost of living increases, many individuals and families struggle to secure stable housing and access vital community support.</p> <p>We will advocate for additional funding for affordable housing projects, increasing the availability of social services, and fostering partnerships with government agencies.</p>	<ul style="list-style-type: none">• Increased provision of affordable and social housing options across the LGA• Decreased number of residents living in rental stress or experiencing homelessness• Increased accessibility of social services and opportunities
Objective 7 Partner with local businesses, educational institutions and NSW government agencies to improve social outcomes	<p>A stronger collaboration between local businesses, educational institutions, and government agencies improves social outcomes. We will deepen our collaborations and foster partnerships.</p>	<ul style="list-style-type: none">• Improvement in service provision• Increased number of programs delivered in partnership with service providers

OUTCOME 4: WE ARE SAFE AND HEALTHY



“We need to talk more. There needs to be more interaction with each other and our neighbours”.

Our community has told us that it needs more resources and support to improve overall health and wellbeing. They also look for stronger connections with their neighbours, to feel safe and supported.

We aim to create a place where people feel protected and supported in every way – physically, mentally, and emotionally. We prioritise safety and promoting a healthy and active lifestyle. We also advocate for health and wellbeing services and educate our community about physical and mental wellbeing. This helps to build a resilient community where people can adapt to challenges and lead fulfilling lives.



OBJECTIVE	DESCRIPTION	KEY OUTCOME INDICATOR
Objective 8 Increase opportunities for residents to access appropriate and affordable health and wellbeing services and facilities through partnerships	To address the challenges in accessing affordable and appropriate health and wellbeing services, we will expand our practices and partnerships to create new opportunities for residents to maintain a healthy and balanced life.	<ul style="list-style-type: none">• Improvement in services and support for wellbeing, including preventative care, nutrition, mental health support and physical activity• Greater health and wellbeing considerations in Council’s planning and practices• Increased community resilience and wellbeing• Reduced long-term health conditions
Objective 9 Develop Council-led recreational programs, events and facilities to promote active lifestyles	To encourage active lifestyles within our community, we will develop and enhance initiatives to inspire more residents to lead active, healthy lives.	<ul style="list-style-type: none">• Improvement in Council programs, events and activities targeting community health and active lifestyle• Improvement in Council-owned sports and recreational facilities for greater social, health and wellbeing outcomes• Increased financial support for community-led health and wellbeing initiatives, through partnerships
Objective 10 Work to ensure that our community feels safe whilst moving through and within public spaces and facilities	Our community’s safety is a priority. We will improve safety across our City by improved design and management of public spaces.	<ul style="list-style-type: none">• Increased perception of safety after dark• Increased perception of safety for people with disabilities• Decreased crime rate

Table 6. Objectives and key outcome indicators relevant to Social Strategy Outcome 4 (City of Ryde 2025)

KEY INSIGHTS FROM RESEARCH AND STAKEHOLDER ENGAGEMENT

Around 20% of our community reported having one or more long-term health conditions, with mental health conditions being the most common.²⁹

Around 36% of Aboriginal and Torres Strait Islander residents in our City reported experiencing at least one long-term health condition.²⁹

5% of our community requires assistance with daily living due to disability.²⁹

KEY ACHIEVEMENTS TO DATE

- Council hosted workshops on women’s health, social isolation among men, and building healthy relationships for couples and families.
- Council provided information and resources on domestic violence, cost of living and support services through its website.
- Council organised community expos, bringing service providers to accessible locations for the community.
- Council hosted regular My Aged Care information sessions in multiple community languages for senior residents and carers.

²⁹ REMPLAN based on ABS Census 2021 Retrieved from <https://www.remplan.com.au/>

KEY ACTION AREAS

Defining the key action areas provides a clear roadmap for achieving the objectives of the Social Strategy. These focus areas will guide our approach and inform the development of specific actions over the next five years. Our key action areas include:

- Council’s programs, events, and festivals
- Grants and sponsorship
- Leadership and advocacy
- Partnerships
- Strategic planning for service provision
- Strategic planning for infrastructure delivery
- Communication and information sharing
- Public education
- Research
- Engagement and consultation
- Council’s policies, strategies and regulations

IMPLEMENTATION

This Strategy outlines a five-year roadmap for delivering social outcomes for the Ryde community. To support its implementation, we will develop a detailed Social Action Plan. The Action Plan will be reviewed and updated annually, incorporating stakeholder feedback and aligning with Council’s operational planning process to ensure continuous improvement and relevance.

The City of Ryde’s Social Strategy is designed to work in harmony with Council’s other plans and strategies to ensure our actions support broader community goals. By aligning with existing Council plans that promote social cohesion, community wellbeing, and infrastructure development, we ensure that our efforts are integrated and complement the City’s long-term vision.

The Council’s plans and strategies, as mentioned in the Strategic Context section of this Strategy, contribute to the delivery of outcomes outlined in the Social Strategy. The Social Action Plan may also include high-level actions that guide more detailed initiatives within other Council plans or strategies, such as the Creativity Strategy, Events Plan, and Live Music Plan.

The successful delivery of these actions will rely on a collaborative effort across Council teams, with actions and progress reports included in their annual Business Plan. It will also involve partnerships with local community groups, not-for-profit organisations, service providers, government agencies, and peak bodies.

The budget for implementing these actions will be included in the Council’s Delivery Program and Operational Plan.

MONITORING AND EVALUATION

To ensure the success of the Strategy, we will implement a robust monitoring and evaluation framework to assess the progress of objectives and actions and measure the extent to which the intended outcomes have been achieved.

TIMEFRAME

- We will evaluate this Strategy at three key stages following its adoption by Council:
- Short-term (year 1) – to establish baseline data, monitor early action implementation and gather initial feedback.
 - Medium-term (year 3) – to review progress towards objectives and adjust actions as required.
 - Long-term (year 5) – to conduct a final review of the Strategy to assess our success in achieving outcomes and identify areas for improvement in the next Social Strategy.

ROLES AND RESPONSIBILITIES

- The distribution of roles and responsibilities for monitoring and evaluating are outlined below:
- **Council** will lead the evaluation process, including developing evaluation methods, reporting on progress, and making adjustments as needed.
 - **Community members and other stakeholders** will provide valuable feedback to inform the evaluation findings.
 - **Partners** who collaborate with Council in delivering actions will share insights and contribute to monitoring outcomes.
- The evaluation framework will be supported by strong partnerships with local organisations, service providers, and community representatives. Ongoing collaboration will take place through advisory groups, stakeholder workshops, and data-sharing initiatives.

REPORTING PROCESS

- The evaluation and reporting process will include:
- Baseline evaluation report
 - Biannual reviews
 - Quarterly and annual reports – regular reporting as part of the IP&R framework to monitor progress and measure the success of actions
 - End of Strategy evaluation – conducted at the five-year mark to inform the development of the next iteration of the Social Strategy
- At the end of the five-year period, the findings from these evaluations will guide the next Social Strategy, enabling us to build on successes, address challenges, and refine our approach.

GLOSSARY

TERM/ACRONYM	DESCRIPTION
ABS	Australian Bureau of Statistics
CSP	Community Strategic Plan
Expo	Exposition, which is a collection of things (e.g., goods, works of art) for public display
IP&R	Integrated Planning and Reporting
LGA	Local Government Area
LGBTIQA+	Lesbian, Gay, Bisexual, Transgender, Intersex, Queer/Questioning, Asexual and many other terms (such as non-binary and pansexual)
LSPS	Local Strategic Planning Statement
NAIDOC	National Aborigines and Islanders Day Observance Committee, which was the name of the committee that was originally responsible for organising the national NAIDOC Week activities and over time the acronym has become the name for the entire festival.
NSW	New South Wales
TAFE	Technical and Further Education



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