R City of Ryde

Lifestyle and opportunity at your doorstep

FOUR-YEAR
Delivery
Program

Ryde
2025 to 2029

Acknowledgement of Country

City of Ryde would like to acknowledge the Traditional Custodians of this land, the Wattamattagal (or Wallumedegal) clan of the Darug nation. City of Ryde would also like to pay respect to the Elders, past, present and emerging and extend that respect to all other Aboriginal and Torres Strait Islander peoples.

Artist Biography

Jakeob Watson, a seasoned artist, mentor and devoted father of seven, hails from Maitland, New South Wales. A proud descendant of the Gomeroi Nation, he boasts a 13-year journey as an exhibiting artist, marked by significant achievements. His artistic expression is a captivating fusion of his Indigenous heritage, seamlessly intertwined with the dynamic cultures of hip-hop and graffiti. Jakeob's creative prowess extends across diverse mediums, from custom sneakers and canvases to awe-inspiring murals. Beyond his studio, he shares his passion by conducting art workshops catering to both adults and children, and contributing to the enrichment of artistic communities.

Artwork Story

The artwork was designed for City of Ryde's Innovate Reconciliation Action Plan and symbolises City of Ryde and its connections to communities and Country and the efforts to continuously grow and connect the area surrounding them. The main circles and connecting lines symbolise the different communities residing in the Ryde Council area and the roads and journeys connecting them. Then surrounding is many different representations of Country and native flora and fauna showing the many diverse cultures and life that are connected and cared for by City of Ryde with a special mention to the Black Snapper to represent the totem of the Traditional Owners.

About this Document

This document, the City of Ryde's Four-Year Delivery Program 2025-2029, explains how we will deliver the seven strategic outcomes our community told us will help make our City an even better place to live, work and play over the next four years. It describes how we will measure our performance to ensure we're delivering the right mix of services and projects and balance short-term and long-term aspirations with prudent management.

For details of the actions and projects that we will deliver in 2025/2026 and our annual budget, please refer to Council's One-Year Operational Plan.

A Message from Our Mayor

Welcome to City of Ryde's Four-Year Delivery Program for the years 2025-2029. This is an important document outlining Council's medium-term plans to fulfil the vision set by our overarching Community Strategic Plan 2035. In the following pages, you will find an explanation of how we will deliver the strategies set out in seven key areas identified by our community as critical to making our City an even better place to live, work and play over the next four years. It describes how we will measure our performance to ensure we're delivering the right mix of services and projects to balance medium-term and long-term aspirations with prudent financial management. This report points to an exciting, prosperous future and I enthusiastically commend it to you.

Trenton Brown

Trenton Brown
City of Ryde Mayor

A Message from Our CEO

One of the major challenges facing this Council is preparing for a rapidly growing population, boosted by State Government housing reforms that will see City of Ryde carrying a heavy burden in the struggle to solve Sydney's housing crisis. As articulated in this Four-Year Delivery Program 2025-2029, the growing number and increased density of our population will impact many aspects of our strategic planning. This Council is committed to working collaboratively with stakeholders at all levels of government to 'strike the right balance' between necessary housing uplift, the protection of our vital employment lands and the provision of essential infrastructure. That way, we will continue to be the place for opportunity and lifestyle at your doorstep into 2029 and beyond.

Wayne Rylands
City of Ryde
Chief Executive Officer

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Our Guiding Principles

Our Vision

City of Ryde: the place to be for lifestyle and opportunity at your doorstep

Our Mission

To deliver the community's vision within a culture of innovation, resilience and an exceptional customer experience

Our Values

At City of Ryde we value:

Health and Safety
We take personal responsibility for our own health, wellbeing and safety, as well as the health, wellbeing and safety of our colleagues and customers

Excellence
We do the best we can for our customers and embrace innovation in the way we work

Accountability
We are honest, transparent and act in the best interest of Council and the community

Respect
We listen, seek to understand, and celebrate the diversity of the people within our organisation and the community

Teamwork
We work within both our own teams and other teams to successfully achieve Council's goals

The City of Ryde in Profile

Our Community

Population

135,716
residents

Children

22,040 – 16 percent

Young people

15,241 – 11 percent

Older people

20,425 – 15 percent

Households

53,829
households

Families

34,987

Couples without children

13,495

Single-person households

12,979

A Culturally Diverse City

Over 130
countries of origin

Over 100
languages spoken

49.05 percent
of residents born overseas

49.53 percent
of residents speak a language other than English at home

A Prosperous Area

38.29 percent
of households earned an income of more than $3,000 per week in 2021

65,563
employed residents

73.41 percent
of resident workers have a tertiary qualification

6,115
residents require assisted living due to disability – 5 percent

A Growing Region

54,235
rateable properties

21,508
dwellings are separate houses

9,524
dwellings are medium density housing

24,382
dwellings are in high density housing

A Powerhouse Economy

$19.196 billion
(gross regional product)

14,361
local businesses (approximately)

91,764
local jobs

*Data sources:
Remplan Profile.id ABS*

Our City

Over 320kms
of roads

665kms
of kerbs and guttering (approx)

827,000m²
of paths and cycleways (approx)

205 hectares
of natural areas distributed over
71 parks and reserves

98
playgrounds

56
sportsfields

27
halls and facilities

5
libraries and an aquatic centre

14,361
local businesses

2,693
lights upgraded to
energy-efficient LEDS

39
car share spaces

37
bushland reserves

Data sources:
Remplan Profile.id ABS

Our Mayor and Councillors

Our Elected Council

The City of Ryde's elected Council comprises a directly elected Mayor and 12 Councillors representing three wards: Central, East and West.

The Council's composition reflects a diverse representation of local community members, who work collaboratively to serve the Ryde community.

Together, the Councillors, as 'Council', form the governing body of the City of Ryde, a public statutory body constituted under the *NSW Local Government Act 1993*.

West Ward

East Ward

Central Ward

Mayor

Trenton Brown
0435 652 272
mayor@ryde.nsw.gov.au

West Ward

Clr Cameron Last
0478 262 851
CameronL@ryde.nsw.gov.au

Clr Justin Li
0412 614 174
JustinLi@ryde.nsw.gov.au

Clr Dr Felix Lo
0478 917 195
FelixLo@ryde.nsw.gov.au

Clr Kathy Tracey
0478 264 615
KathyT@ryde.nsw.gov.au

Central Ward

Clr Shweta Deshpande
0481 282 875
ShwetaDe@ryde.nsw.gov.au

Clr Daniel Han
0478 908 381
DanielHan@ryde.nsw.gov.au

Clr Lyndal Howison
0478 915 675
LyndalH@ryde.nsw.gov.au

Clr Tina Kordrostami
0478 907 974
TinaKo@ryde.nsw.gov.au

East Ward

Clr Keanu Arya
0478 817 320
KeanuA@ryde.nsw.gov.au

**Clr Sophie Lara-Watson
Deputy Mayor**
0481 282 880
SophieLW@ryde.nsw.gov.au

Clr Roy Maggio
0418 299 347
RMaggio@ryde.nsw.gov.au

**Clr Penelope (Penny)
Pedersen**
0435 697 314
PennyP@ryde.nsw.gov.au

Our Local Government Area — Neighbours, Wards and Suburbs

About the City of Ryde
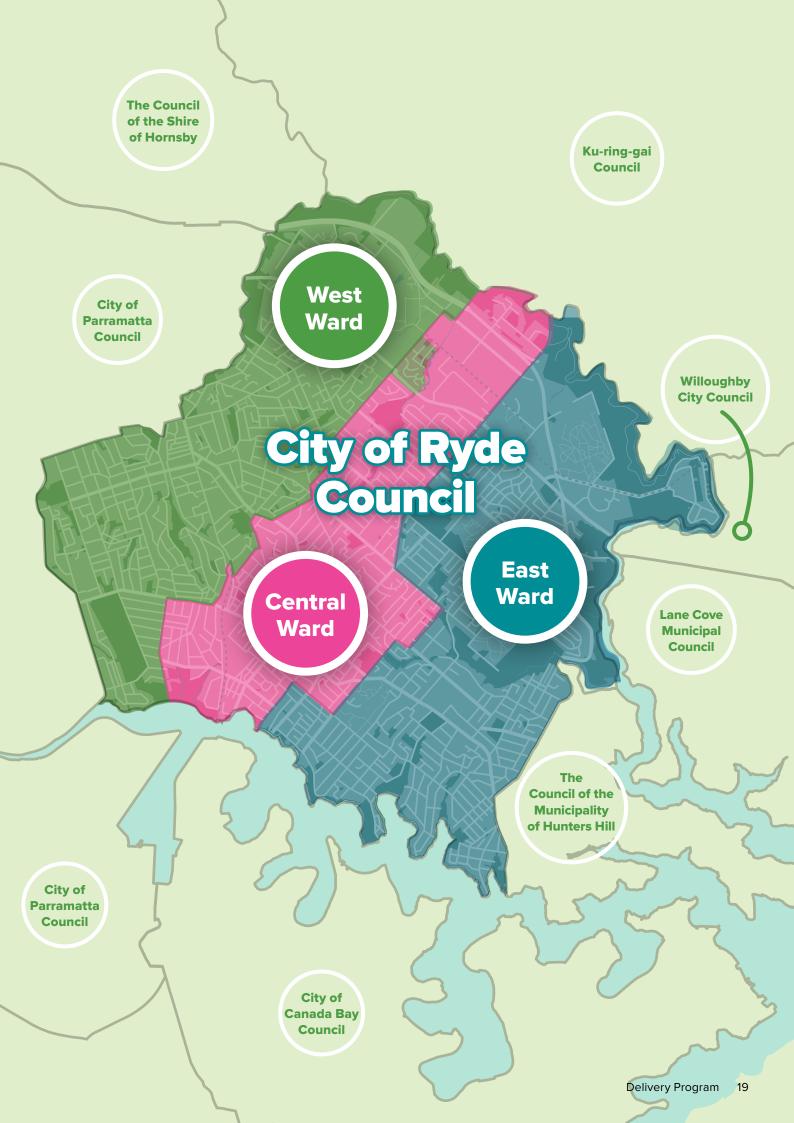
Our Local Government Area (LGA), Neighbours and Wards
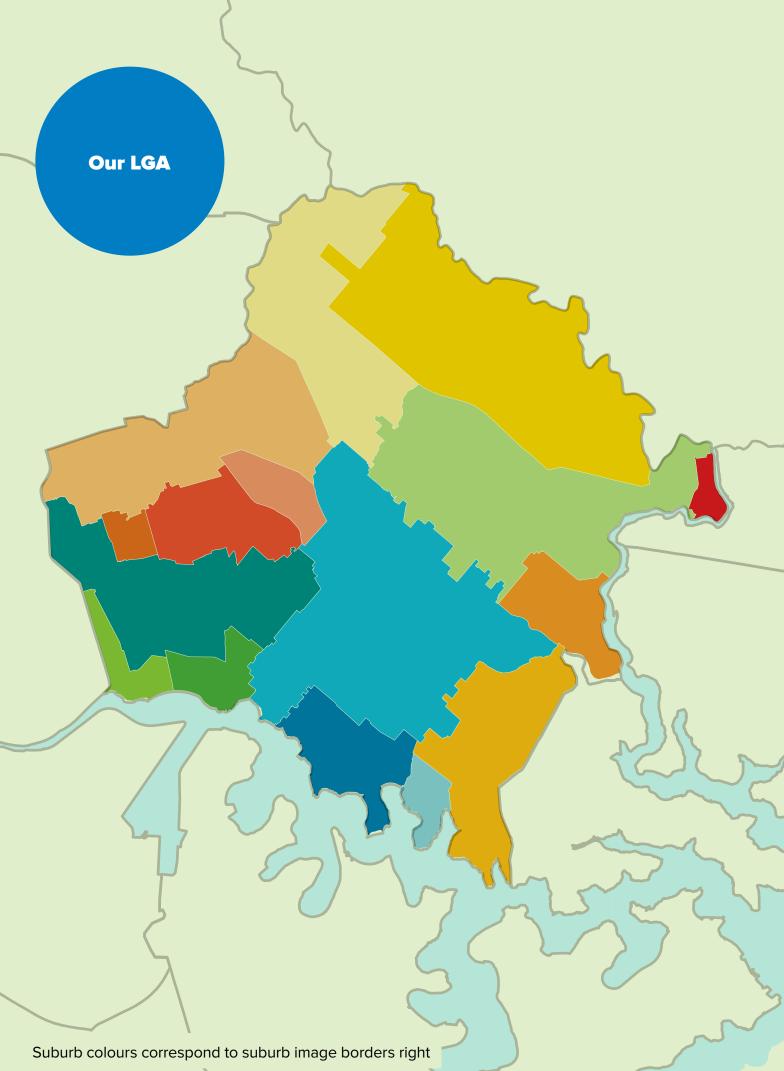
The City of Ryde is located in Sydney's north-western suburbs, 12 kilometres from the Sydney CBD.

Set in scenic surrounds between the Parramatta and Lane Cover Rivers, we are connected to other parts of metropolitan Sydney via major road systems, rail, metro, bus and ferry services and bounded by neighbouring councils.

The City of Ryde neighbours Hornsby Shire and the Ku-ring-gai council area in the north, Willoughby City, the Lane Cove River and the Hunters Hill Municipality in the east and Parramatta City in the west. Our city includes 16 suburbs; Chatswood West (part), Denistone, Denistone East, Denistone West, East Ryde, Eastwood (part), Gladesville (part), Macquarie Park, Marsfield, Meadowbank, Melrose Park (part), North Ryde, Putney, Ryde, Tennyson Point and West Ryde.

The City of Ryde is divided into three wards (East, Central and West) with four Councillors elected to represent each ward and a popularly elected Mayor.

The Council of the Shire of Hornsby

Ku-ring-gai Council

City of Parramatta Council

Willoughby City Council

West Ward

City of Ryde Council

Central Ward

East Ward

Lane Cove Municipal Council

The Council of the Municipality of Hunters Hill

City of Parramatta Council

City of Canada Bay Council

Our LGA

Suburb colours correspond to suburb image borders right

Our Suburbs and Landmarks

Chatswood West

Denistone

Denistone East

Denistone West

East Ryde

Eastwood

Gladesville

Macquarie Park

Marsfield

Meadowbank

Melrose Park

North Ryde

Putney

Ryde

Tennyson Point

West Ryde

Our Organisation

Our Executive Leadership Team

Chief Executive Officer

Wayne Rylands

Qualifications:	**MBA (Technology Management), Grad Dip Business, BE (Civil)**
Appointed:	2022
Previously:	Director City Works (July 2018 – May 2022); Acting General Manager (2022)

Wayne has over 30 years' experience in local government. Prior to his appointment to the Chief Executive Officer position he spent four years as City of Ryde's Director of City Works. Before commencing at the City of Ryde, he was the Director of City Delivery at Campbelltown City Council, where he oversaw the provision of infrastructure, asset management, open space, city safety and security, and operations. Prior to that, he was the Executive Manager (Director) Open Space and Urban Services at Lane Cove Council for 10 years.

The extensive management experience Wayne brings to his role has enabled him to review the City of Ryde organisation structure to more closely align with the Council's vision to develop a modern City that will provide the great 'places and spaces' that our community desires and deserves.

Deputy Chief Executive Officer

Michael Galderisi

Qualifications: **Bachelor of Commerce (Honours) degree**

Michael has played integral roles in the planning, approval and delivery phases of significant infrastructure projects, including in rail, roads, water, energy and ports. He has also held pivotal roles in government public policy and regulatory reform projects, working in cross-disciplinary teams where his extensive experience, knowledge and skills have contributed to successful outcomes for the public good.

His work, over more than 25 years, in policy development and implementation, stakeholder engagement, strategic communications, infrastructure advisory and change management, within the private sector, for major companies such as Lend Lease and Deloitte, as well as across critical public sector portfolios, demonstrates the breadth of experience and capability that Michael brings to any project or challenge.

This holistic and strategic level of expertise ensures that innovative solutions to complex public policy issues are implemented, and that opportunities are maximised through cutting-edge initiatives being explored and applied in the most impactful manner practicable.

Our Organisational Structure

The City of Ryde is responsible for strategy, planning, policy, regulation and service delivery for the local government area. Over coming years, we will deliver a half-billion dollar program of investment in infrastructure and services, with a focus on delivering new infrastructure and maintaining the City's existing assets, as well as providing high-quality services for ratepayers, residents and visitors.

However, we face increasing pressure from rapid population growth, development and the need to balance liveability with government planning targets.

Following the local government election in 2024, we reviewed our organisational structure to ensure it aligns with the priorities of incoming Council members and their commitments to our community, as required under the *Local Government Act 1993*.

A new organisational structure is currently being considered and aims to strengthen partnerships with the NSW Government to meet development approval targets, support sustainable housing growth, enhance support for businesses, advance sustainability initiatives including sustainable transport, and foster inclusion and multiculturalism.

Work to finalise the new structure is ongoing and will be publicly released once approved.
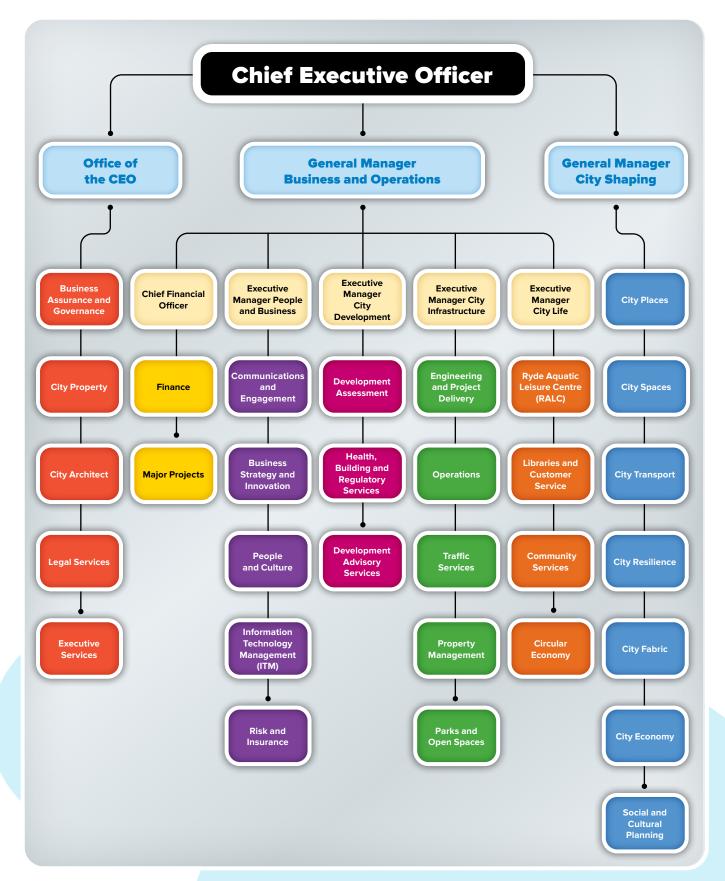
Our Organisation

The Office of the Chief Executive Officer leads the City of Ryde and provides administrative support services as well as high-quality legal, business assurance, governance and consultative services for the organisation.

Services are delivered by directorates that oversee a group of related departments. This ensures coordination, strategic alignment and the effective delivery of activities across multiple areas of governance.

The Business and Operations portfolio focuses on Council-wide business operations to deliver the long- and short-term strategies and plans developed within the wider Council organisation.

The City Shaping portfolio focuses on long-term city-wide strategy development and advocacy, pursuing relationships with relevant State Government agencies and other stakeholders to achieve Council's strategic objectives.

Chief Executive Officer

Office of the CEO

- Business Assurance and Governance
- City Property
- City Architect
- Legal Services
- Executive Services

General Manager Business and Operations

- Chief Financial Officer
  - Finance
  - Major Projects
- Executive Manager People and Business
  - Communications and Engagement
  - Business Strategy and Innovation
  - People and Culture
  - Information Technology Management (ITM)
  - Risk and Insurance
- Executive Manager City Development
  - Development Assessment
  - Health, Building and Regulatory Services
  - Development Advisory Services
- Executive Manager City Infrastructure
  - Engineering and Project Delivery
  - Operations
  - Traffic Services
  - Property Management
  - Parks and Open Spaces
- Executive Manager City Life
  - Ryde Aquatic Leisure Centre (RALC)
  - Libraries and Customer Service
  - Community Services
  - Circular Economy

General Manager City Shaping

- City Places
- City Spaces
- City Transport
- City Resilience
- City Fabric
- City Economy
- Social and Cultural Planning

City of Ryde Council Organisational Structure

Our Departments

No	Department and Service Description	Directorate
1	**Business Assurance and Governance**	**CEO Office**

Business Assurance and Governance ensures that the City of Ryde's civic and operational functions are accountable, effective, efficient and transparent, and that council operates ethically and within legislative boundaries while managing risks and safeguarding public resources.

Services include:

- Providing administrative support to ensure the efficient operation of the City's civic functions
- Ensuring that the City of Ryde meets its ethical and legal obligations, makes decisions that are in the best interests of all stakeholders and provides transparency and accountability across the organisation
- Providing independent assurance that Council is managing resources effectively, efficiently and transparently and in accordance with regulatory and legal requirements
- Receiving, reviewing and, where necessary, referring complaints for further review
- Identifying opportunities for strategic and tactical process and service improvement.

No	Department and Service Description	Directorate
2	**City Property**	**CEO Office**

The City Property Office strategically manages and maintains our portfolio of corporate, commercial and civic properties to ensure maximum long-term value and return for ratepayers.

Services include:

- Developing Council's property strategy and policies
- Leveraging Council's property portfolio to deliver the most efficient use of property assets
- Aligning Council's property portfolio and long-term property investment strategy to support future service delivery and financial sustainability
- Ensuring all strategic property planning, recommendations and investment strategies align with Council policies and long-term strategic plans
- Providing policy advice in relation to land and property strategic planning, development and investment matters
- Undertaking research, analysing, investigating and evaluating issues and trends to inform decision making
- Contributing to the development of strategic property plans, road maps and ongoing alignment of the Council's property portfolio to deliver sustainable community and economic outcomes
- Collaborating with government, industry and community partners to help develop and implement projects pertaining to strategic land and property development projects
- Enhancing Council's overall financial position through negotiating commercial opportunities
- Preparing and implementing Council policies in relation to development contributions
- Administering Council's development contribution plans (Section 7.11 and 7.12)
- Coordinating the assessment, negotiation and implementation of voluntary planning agreements
- Monitoring the income and expenditure of development contribution funds
- Providing commercial input into all Council projects
- Negotiating or providing advice in respect to other commercial outcomes for Council.

No	Department and Service Description	Directorate
3	City Architect	CEO Office

The City Architect's Office provides strategic architectural and urban design services to align projects with the City of Ryde's vision in accordance with the Community Strategic Plan.

Services include:

- Providing strategic architectural and urban design advice
- Developing Council-led master plans and public domain enhancements
- Providing architectural services
- Providing thought leadership and advocacy to improve the urban and natural environment, including heritage.

4	Legal Services	CEO Office

Legal Services and General Counsel support Council operations by representing the City of Ryde in legal matters and advising on all matters pertaining to the law and Council's compliance with legislation.

Services include:

- Negotiating and drafting contracts and other legal instruments
- Representing Council in legal proceedings
- Managing external counsel when specialised legal expertise is required
- Ensuring Council decisions are lawful and comply with regulations, legislation and other requirements
- Advising the elected Council and staff on legal matters.

5	Executive Services	CEO Office

Executive Services supports and ensures the smooth operation of executive functions, strategic planning and decision-making processes by providing administrative, strategic and operational support.

Services include:

- Coordinating Council and committee meetings, including preparing agendas, reports and minutes
- Researching and preparing information to support decision-making
- Acting as a point of contact between elected officials, Council departments and external stakeholders
- Providing administrative support to senior leaders
- Ensuring accurate record-keeping of executive and Council decisions, correspondence and reports.

No	Department and Service Description	Directorate
6	**Finance**	**Business and Operations**

Finance provides a comprehensive range of financial services to support the City of Ryde's longer-term financial sustainability.

Services include:

- Maintaining custodianship of Council's finances
- Ensuring Council's financial statutory responsibilities are met
- Ensuring compliance with accounting standards, regulations and laws,
- Guiding Council's financial sustainability
- Generating annual rates notices for residents and businesses within our local government area and ensuring collection of those funds
- Ensuring payment for goods and services complies with our policies
- Investing temporarily surplus funds to achieve the best return for our residents whilst ensuring sufficient cashflow for Council's operations and capital requirements
- Ensuring the integrity of our financial record keeping
- Establishing and complying with Council's internal financial controls
- Supporting the procurement of goods and services required for Council operations and service delivery, managing stock holdings and ensuring supply of frequently used materials.

7	**Major Projects**	**Business and Operations**

Major Projects provides professional project management services for complex high-value and high-risk projects. Projects include community infrastructure development, public domain enhancement, shared community and cultural facilities and environmental conservation. We also upgrade projects to deliver high-quality outcomes for the community of Ryde and its visitors.

Services include:

- Planning and delivering major infrastructure projects to established time, cost and quality targets
- Enhancing community engagement and involvement in project planning and execution to create stakeholder value
- Using customer-centric project management philosophy to create stakeholder value.

8	**Communications and Engagement**	**Business and Operations**

Communications and Engagement engages with the community to ensure all stakeholders receive consistent, targeted information about the many services, events and initiatives that Council provides for our community, and that they have the opportunity to contribute to Council's decision-making.

Services include:

- Developing Council branding and corporate image, including design and delivery of high-quality publications and online content
- Developing engaging content that connects and fosters relationships with our community
- Engaging in and moderating online conversations
- Administering and maintaining Council's website to ensure online content is relevant, accurate, up-to-date and easily accessible
- Managing media relations
- Developing and conducting engagement and research initiatives online, in person and via telephone, to assist Council to make the best decisions for our community.

No	Department and Service Description	Directorate
9	Business Strategy and Innovation	Business and Operations

Business Strategy and Innovation provides specialised corporate strategy, planning and reporting services and consistent, effective and integrated project governance and support, while supporting business innovation that delivers value for the community.

Services include:

- Corporate planning and reporting to ensure Council's responsibilities under the Integrated Planning and Reporting requirements of the *Local Government Act 1993* are met and delivered
- Providing effective and consistent project governance, improving visibility and transparency into critical projects, and regular monitoring and reporting of projects to stakeholders
- Uplifting capabilities in business improvement, process management, data analytics and business intelligence to deliver better customer experience and service outcomes.

10	People and Culture	Business and Operations

People and Culture provides generalist HR services as well as strategic direction, planning, advice and operational support across key areas of the organisation.

Services include:

- Supporting workforce planning, EEO and diversity management, performance review, HR policies and procedures, recruitment, remuneration and employee and industrial relations
- Administering salary, award and payroll services
- Developing capability and organising compliance training for Council's workforce to ensure staff have the required qualifications, certifications and licenses to safely and practically undertake their roles
- Developing, maintaining and promoting all aspects of Council's Work Health and Safety Framework, including staff training, injury management and return to work services and workers compensation claim management.

11	Information Technology Management	Business and Operations

Information Technology Management provides critical information, communication and technology services that support Council operations, transparency, accountability and decision making, and increase the effectiveness and efficiency of Council's services for the community.

Services include:

- Delivering, supporting, upgrading and maintaining modern technology hardware and business applications to support Council's operations
- Maintaining reliable networking, telecommunications and data centre services to support Council's operations and communications
- Ensuring Council's data and systems are protected from cyber and security threats
- Managing business technology procurement and implementation projects
- Partnering with the business to ensure technology needs are understood and met
- Managing Council's records throughout their lifecycle, including providing access to information (GIPA) services
- Ensuring Council's data and information is accurate, accessible, secured and disposed of according to relevant legal and regulatory requirements
- Implementing and maintaining Geographic Information Systems (GIS) technologies, maps and spatial data to support planning and decision-making.

No	Department and Service Description	Directorate
12	Risk and Insurance	Business and Operations

Risk and Insurance identifies, assesses and manages strategic, corporate and operational risk by minimising threats and maximising opportunities for improvement.

Services include:

- Ensuring Council operations are covered by robust and comprehensive risk management, insurance and audit frameworks
- Helping the organisation manage significant risk exposures, including work health and safety risks, injury management, return to work and injury claims management
- Communicating with staff to reduce their risk exposure and communicate revisions to procedures, guidelines and tools
- Maintaining business continuity plans and practices.

No	Department and Service Description	Directorate
13	Development Assessment	Business and Operations

Development Assessment assesses development applications in accordance with the *Environmental Planning and Assessment Act 1979*, Environmental Planning and Assessment Regulations 2021 and other relevant legislation, as well as reviewing public submissions and presenting assessment reports and recommendations to local and regional planning panels.

Services include:

- Providing pre-lodgement advice on planning, building and engineering aspects of development proposals
- Assessing and determining development applications and reviewing requests and modification applications under delegated authority
- Presenting medium – to large – scale development applications to the Urban Design Review Panel to seek feedback on the suitability of a proposed development
- Presenting assessment reports and draft notices of determination to local and regional planning panels for determination
- Representing Council in the Land and Environment Court during Class 1 and Class 4 proceedings
- Fast-tracking smaller scale developments, generally relating to straightforward residential applications
- Providing specialist advice on engineering and landscape matters throughout development assessment and pre-lodgement processes
- Providing specialist planning, building and engineering advice for Building Information Certificates (BIC) for unauthorised works
- Providing technical, administrative and support functions to assist with the efficient and effective delivery of determinations in a timely manner
- Providing specialist input to planning proposals.

No	Department and Service Description	Directorate
14	**Health, Building and Regulatory Services**	**Business and Operations**

Health, Building and Regulatory Services provides complex service delivery and management programs in the specialist areas of building compliance and approvals, certification processes and compliance services; environmental and public health protection; and enforcement services, to help maintain community amenity and safety.

Services include:

- Assessing and determining building-related applications and conducting building-related inspections to ensure compliance with relevant standards
- Investigating unauthorised activities and development-related complaints and enforcement
- Inspecting regulated premises, pollution and public risk investigations, pest risk management and monitoring water quality of public pools
- Inspecting, assessing and issuing a range of construction certificates
- Inspecting, assessing and issuing swimming pool certification
- Assessing and issuing hoarding approvals
- Undertaking fire safety investigations
- Investigating complaints and regulating as required
- Ensuring public amenity and safety through park patrols and investigations
- Regulating public parking to ensure vehicle turnover to support small businesses.

No	Department and Service Description	Directorate
15	**Development Advisory Services**	**Business and Operations**

Development Advisory Services provides general and personalised advice to external and internal customers on building, development and planning-related matters including providing a pre-lodgement review service and a design review service through the Urban Design Review Panel (UDRP). The department also facilitates consultation and submissions with respect to State Significant Development (SSD) proposals and manages the NSW Planning Portal.

Services include:

- Providing Duty Town Planner Planning services and managing related enquiries
- Providing formal and informal advice through pre-lodgement review services, including general planning and development enquiries
- Managing the online Planning Portal and Major Projects (SSD) Portal Dashboard
- Reviewing and registering post consent certificates and complying development certificates
- Managing and coordinating Council's clearing house
- Reviewing and facilitating lodgement of DAs, MODs, 8.3 Reviews and subdivision certificate applications
- Facilitating consultation for State Significant Development (SSD) applications
- Coordinating and preparing Council submissions to external agencies with respect to REFs and Part 5 Approvals
- Responding to development enquiries.

No	Department and Service Description	Directorate
16	Engineering and Project Delivery	Business and Operations

Engineering and Project Delivery (E&PD) designs and delivers the capital works programs for City of Ryde's asset portfolio and ensures civil infrastructure and foreshore assets are in a serviceable condition in line with community expectations, safety standards and regulatory requirements. E&PD also ensures that all public domain works delivered through developments meet Council requirements.

Services include:

- Maintaining civil and foreshore assets, including roads, footpaths, stormwater drainage, bridges, seawalls, and public spaces, ensuring they remain safe, functional and valuable to the community
- Overseeing and regulating all Council infrastructure delivered by external stakeholders, ensuring adherence to relevant standards, development approvals and Council specifications from planning through to asset handover
- Providing comprehensive and innovative design solutions for all Council-delivered assets, incorporating sustainability, accessibility and community-focused design principles
- Offering expert technical advice to both internal and external stakeholders, supporting consistent infrastructure standards, risk mitigation and best practices across all projects
- Managing the end-to-end delivery of capital works projects, from concept and planning through to construction and final handover, ensuring projects are completed on time, within budget, and to high-quality standards
- Implementing environmentally sustainable practices and inclusive design to enhance community accessibility and the long-term resilience of Council assets in line with Council's strategies.

No	Department and Service Description	Directorate
17	Operations	Business and Operations

Operations manages the day-to-day management of services and projects for most asset categories that ensure the smooth functioning of the local community.

Services include:

- Maintaining the City's water catchments, stormwater drainage networks, infrastructure and natural waterways
- Developing, remediating, improving and maintaining constructed foreshore infrastructure and assets, including landscaping projects
- Maintaining the City's road and related infrastructure assets including roads, bridges and retaining walls, car parks and parking hardware
- Maintaining the City's network of footpaths and cycleways to support safe and convenient mobility and connections
- Coordinating and supporting cleaning, landscaping, maintenance and construction services
- Providing fleet management services for Council's Operations team and fleet users
- Providing light engineering and fabrication jobs to support project and operational service delivery
- Approving submitted designs for driveways, and providing certification upon successful completion
- Liaising with utilities to facilitate the reinstatement of community assets damaged as a result of utility asset upgrades and expansions.

No	Department and Service Description	Directorate
18	**Traffic Services**	**Business and Operations**

Traffic Services plans and manages the City's local road network to facilitate a safe, connected, accessible and efficient transport experience for all road users.

Services include:

- Responding to and resolving customer enquiries on traffic, transport, parking and road safety matters across the City
- Overseeing the design, budgeting, installation and modification of traffic and transport infrastructure (e.g. roundabouts, local area traffic management devices, on- and off-road cycleways, signage and line marking) to ensure these facilities are functional, fit for use and support Council's transport objectives
- Providing guidance on traffic management measures for temporary works on the City's local roads to ensure public safety
- Delivering community-based education and behaviour change programs to reduce road trauma and promote sustainable transport options
- Leading studies, policies, audits, frameworks and other investigations that:
  - Guide the future development of traffic and transport infrastructure across the City
  - Assist with advocacy efforts to achieve desired movement and place outcomes that are aligned with Council's long-term transport vision
  - Contribute to securing external funding (e.g. grants or developer contributions) to finance traffic and transport projects for the benefit of the Ryde community.
- Working with other government agencies, community groups, consultants and key stakeholders to deliver transport initiatives that embrace innovation and are consistent with the latest industry practices.

No	Department and Service Description	Directorate
19	**Property Management**	**Business and Operations**

Property Management manages and maintains Council's corporate, commercial, residential, operational, civic and community properties to maximise long-term value and return for ratepayers and fitness for purpose.

Services include:

- Managing Council's commercial and residential property portfolio to secure income streams, manage risk and deliver services
- Maintaining and providing operational services for Council's corporate, operational, heritage, community, recreation and commercial buildings.

No	Department and Service Description	Directorate
20	**Parks and Open Spaces**	**Business and Operations**

Parks and Open Spaces plans and manages the City's extensive network of parks, reserves and natural areas to facilitate sport and recreation programs whilst protecting and restoring the City's natural areas and biodiversity.

Services include:

- Managing all services relating the City's parks and sportsfields, including bookings, liaison with stakeholder groups and facility users, park maintenance and delivery of capital projects
- Providing safe and sustainable playing surfaces and sporting facilities
- Liaising with sporting and community groups to ensure Council facilities and programs meet community needs
- Maintaining sportsgrounds, turfed and garden areas and sportsground structures so they are clean, safe and available for recreational activities
- Improving community safety, amenity and functionality of passive parks, nature strips and streetscape gardens
- Providing arboricultural services for effective urban forest management
- Managing and protecting of natural areas.

21	**Ryde Aquatic Leisure Centre (RALC)**	**Business and Operations**

Ryde Aquatic Leisure Centre manages and operates pools, water features, indoor sports and facility hire, activities and events, recreational and sporting programs and other sporting facilities in the Olympic Park precinct.

Services include:

- Providing learn-to-swim classes, leisure and recreational swimming, an array of indoor sports and facility hire options, birthday parties, a surfing attraction and merchandise sales
- Undertaking day-to-day Centre operations
- Maintaining plant and structure including all capital works programs.

22	**Libraries and Customer Services**	**Business and Operations**

Libraries and Customer Services deliver spaces, experiences and opportunities that enhance the social, cultural, recreational, wellbeing and lifelong learning needs of our wider community.

Services include:

- Operating five library locations to ensure our community has access to the full range of library services in fit-for-purpose, welcoming, attractive and accessible facilities
- Delivering targeted services, programs and activities to meet the needs of our diverse community
- Developing, improving and maintaining library technology, collections, facilities and other assets to a high standard
- Providing digital equity and digital leadership to help our community navigate modern life
- Providing high-quality customer services and managing day-to-day relationships and interactions between the City of Ryde and our community.

No	Department and Service Description	Directorate
23	Community Services	Business and Operations

Community Services works with all members of the City of Ryde community to provide diverse participation and engagement opportunities and achieve a desirable quality of life.

Services include:

- Partnering with organisations and individuals to generate solutions that support stronger and more connected communities to enhance community wellbeing
- Supporting the arts and cultural development through events, projects, capacity building programs and sector development
- Providing a community grants program to support local not-for-profit organisations and community groups and build a vibrant community
- Providing quality and affordable community spaces and office accommodation
- Delivering inclusive events, supported by a rich range of social networks, community groups and partnerships
- Working with community members and local stakeholders to generate collaborative solutions, create stronger, connected communities and enhance overall community wellbeing.

24	Circular Economy	Business and Operations

Circular Economy collaborates with key stakeholders to reduce waste, recirculate materials at their highest value and support our natural and sustainable city.

Services include:

- Delivering comprehensive waste services for the City, including waste collection, disposal and resource recovery
- Delivering targeted programs for priority areas such as littering, resource recovery and waste minimisation
- Futureproofing waste services by planning for dedicated resource recovery spaces in new developments
- Recycling construction materials.

25	City Places	City Shaping

To manage growth, protect the environment and provide essential services and infrastructure, **City Places** manages land use and development within the State Planning framework and in accordance with the City of Ryde's strategic goals, as articulated in the Community Strategic Plan.

Services include:

- Advocating for good development outcomes
- Strategic land use planning
- Managing planning proposals and re-zonings
- Advising on strategic planning matters.

No	Department and Service Description	Directorate
26	City Spaces	City Shaping

City Spaces undertakes strategic planning for the City's extensive network of parks, reserves and associated infrastructure. This includes open spaces, park amenities, playgrounds, sporting fields, indoor facilities, outdoor courts, dog off-leash areas and Council-led sport and recreation services. The team also develops the framework for how the City will manage its urban forest to achieve balanced outcomes for the community. This planning ensures the needs of current and future residents are met so that the area continues to be liveable for the City of Ryde community.

Services include:

- Updating Council's park master plans, strategic plans and plans of management to effectively manage our portfolio of parks assets and complete capital works in a planned and strategic manner
- Updating and consolidating, where appropriate, strategic documents and plans to guide Council in how its park infrastructure and services are delivered
- Updating Council's parks plans of management to ensure they meet Council's legislative responsibilities and are developed in partnership with the community so that users' expectations can be met within the resourcing constraints available to Council
- Making applications for Federal and State Government grants to support upgrading facilities
- Developing the community strategic planning and policy framework for Council's urban forest and controls relating to tree management
- Advocating to relevant agencies, including in the State Government, to achieve outcomes that align with Council's objectives
- Ensuring collaborative relationships are developed with stakeholders so that the Council's interests are represented when key decisions are being made
- Engaging with the community and the industry to ensure that Council is planning and delivering services that meet best practice.

No	Department and Service Description	Directorate
27	City Transport	City Shaping

City Transport provides long-term transport planning to improve mobility and connectivity to, from and across our City, and improve accessibility to our suburbs, centres, open spaces and places. It also provides evidence-based platforms for advocacy work, strategic vision and policies to shape our City's future transport system.

Services include:

- Developing multi-modal strategies, policies and guidelines for the City of Ryde and its precincts
- Developing transport planning policies, strategies, frameworks and priorities
- Ensuring synergy between land use planning, place-making and transport infrastructure requirements
- Advocating on behalf of the community for improved transport solutions and working with State Government transport agencies to deliver major transport infrastructure.
- Managing and delivering sustainable transport policies and initiatives, including facilitating Council's Car Share Program; providing support for new electric vehicle technology and infrastructure; leveraging opportunities to increase the uptake of sustainable transportation modes in new developments; and advocating for improved active transport and connections.

No	Department and Service Description	Directorate
28	City Resilience	City Shaping

City Resilience leads efforts to build organisational and community capacity to reduce City-wide impacts of climate change and shock and stress events and build long-term resilience for the City of Ryde.

Services include:

- Environmental and sustainability reporting and asset data monitoring for efficiency and managing corporate risk
- Strategic delivery of capital and non-capital climate adaptation projects
- Supporting responsible corporate leadership in sustainable development, resource efficiency, managing climate change risk, adaptation and resilience
- Delivering of corporate and community environmental education programs to change behaviour and increase awareness
- Reducing carbon emissions and resource consumption across the City of Ryde
- Advocacy on issues related to climate change, resilience and environmental conservation.

No	Department and Service Description	Directorate
29	City Fabric	City Shaping

City Fabric undertakes city-wide infrastructure planning and assists asset owners understand the asset management framework and lifecycle costing to ensure financial sustainability and maintenance of the City's assets.

Services include:

- Maximising service delivery levels for the community while managing related risks and costs across the asset lifecycle
- Ensuring that the City of Ryde's asset management framework is adhered to and remains current
- Undertaking whole of life asset planning for Council's infrastructure assets, including costing and risk assessment
- Developing and maintaining Council's enterprise asset management system
- Infrastructure planning for small and neighborhood centres within the City of Ryde.

No	Department and Service Description	Directorate
30	City Economy	City Shaping

City Economy is responsible for economic development in the City of Ryde. Guided by our Economic Development Strategy, City Economy works with all types of stakeholders to deliver on the City's economic vision: "A resilient economy that fosters innovation, attracts investment and celebrates diversity".

Services include:

- Supporting small businesses in collaboration with local chambers of commerce
- Investment attraction and retention in the Macquarie Park Innovation District and the City's other economic centres of Eastwood, West Ryde-Meadowbank, Top Ryde, and Gladesville.
- Unlocking the night-time and visitor economies
- Maintaining international relations, including oversight of Council's International Relations Policy
- Improving inclusive economic development outcomes for the Culturally and Linguistically Diverse Community, People with Disability, and First Nations peoples.

No	Department and Service Description	Directorate
31	Social and Cultural Planning	City Shaping

Social and Cultural Planning applies a strategic planning and people-centred approach to ensure Council's planning and practices meet the needs of our diverse community. Through internal and external collaboration and partnerships, Social and Cultural Planning advocates for inclusive services and infrastructure and equitable access to quality and affordable facilities and spaces for all, to foster our community's social cohesion and wellbeing.

Services include:

- Providing policy advice and recommendations to all areas of Council and external stakeholders on cultural and social issues likely to impact on the local community's current and future needs
- Undertaking appropriate research, investigation and policy analysis to identify gaps in Council's cultural and social infrastructure policies and formulate discussion papers in response to these
- Collaborating with different stakeholders (education providers, peak bodies, community groups) on addressing social challenges and establishing creative and cultural opportunities within the City of Ryde
- Developing and delivering strategic cultural and social plans, polices and infrastructure plans.
- Developing a framework that will act as a roadmap for the development of a Cultural and Social Infrastructure Plan/Strategy for Council
- Developing and maintaining an evidence base relating to supply and demand for cultural and social infrastructure and the need for new and improved community facilities
- Addressing key community needs and providing data and analysis to support forward planning and guide Council's investment in future cultural and social infrastructure.

Our Organisation

Our Areas of Operations
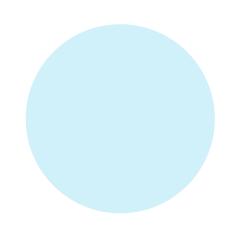
To provide services to our community, Council operates out of diverse sites located across the Local Government Area (LGA). These include:

- Ryde Aquatic Leisure Centre (RALC)
- Five libraries (Eastwood, Gladesville, North Ryde, Ryde and West Ryde)
- 98 playgrounds
- 71 parks and reserves
- 56 sportsfields
- 27 Council-owned halls and facilities
- Putney Beach
- Historic properties
  - Addington House
  - Brush Farm House
  - Eastwood Town Hall
  - Rockend Cottage
  - The Parsonage and Westward Cottage
  - Willandra House.

Delivery of operational services, including cleaning, landscaping, maintenance and construction services is based at Council's Operations Centre in Meadowbank.

Our Customer Service Centre is located in the Top Ryde Shopping Centre complex for ease of access by our community, while our administrative centre is in our offices in North Ryde.

The Porters Creek Environmental Construction Materials Recycling Facility (ECoMRF) minimises waste by recycling thousands of tonnes of asphalt and concrete waste annually.

These locations are:

1 Customer Service Centre and Ryde Library

2 Operations Centre

3 Ryde Aquatic Leisure Centre

4 Porters Environmental Construction Materials Recycling Facility

5 Eastwood Library

6 Gladesville Library

7 North Ryde Library

8 West Ryde Library

9 North Ryde Office

10 Addington House

11 Brush Farm House

12 Old Eastwood Town Hall

13 Rockend Cottage

14 The Parsonage and Westward Cottage

15 Willandra House

How the Three Levels of Government Work Together

There are three levels of government in Australia: Local, State and Federal. Each has its own powers, responsibilities and ways of providing services to the people of Australia.

Federal parliament provides guidance through regulation and legislation about matters of national interest, including defence, foreign affairs, imports and exports, immigration, social services, postal and telecommunication services. The Federal Government also collects income tax and GST and redistributes this to the states and territories to fund services for their citizens.

In New South Wales, the State Government provides guidance through legislation and regulation in relation to hospitals, schools, transport, utilities, emergency services and crime, and raises funds through state taxes. It distributes some of these through grant funding to councils to serve their communities.

The State Government also provides planning direction to local councils, driven by federal immigration and other relevant policies. For example, in July 2024 the NSW State Government issued a Statement of Expectations Order that sets new benchmarks for council performance on development assessment, planning proposals and strategic planning. This measure is intended to help boost housing supply to combat the nation's housing shortfall.

Local governments – councils – are guided by the State Government's *Local Government Act 1993* and other ministerial directions, such as the one mentioned above. Councils are the public face of many State Government policies. They are the tier of government most frequently encountered by the community, as they provide a wide range of essential services. These include strategic planning, housing approvals and parks, and providing swimming pools and libraries as well as waste recycling and disposal, and maintenance of local roads. Funding for these services is raised through rates and through grant funding from State and Federal Governments.

Council's Role

The City of Ryde exists to serve its community, with the services we deliver reflecting the character of our area and the aspirations of the people making up our community. This local focus sets us apart from other levels of government.

Through both elected representatives and our highly experienced workforce, we provide a wide range of functions and services. Councillors represent the views and interests of residents, businesses and ratepayers in the LGA, and facilitate open communication between Council and the community. Councillors work together to govern their local area and reflect the diversity of interests of the local communities they serve. The Council organisation ensures that an extensive range of services is delivered in the most efficient and effective manner.

- **Planning for sustainable development**
  We provide long-term strategic planning as well as town planning, development assessment and other services. We engage with our community on decisions that may affect them, and advocate with the state and federal government on issues affecting the growth of our local areas, suburbs, and centres. We integrate planning proposals with infrastructure delivery to ensure growth is effectively supported and we ensure that developments comply with building regulations.

- **Supporting community development**
  We support community development with diverse services, including providing libraries, sporting and recreational facilities, subsidised community building hire, programs for people with special needs, a generous community grants program and events and other activities that bring members of the community together, build social capital and make the City of Ryde a great place to live, work and play.

- **Safeguarding public health**
  We provide an extensive array of services to protect our community's health, from providing waste management services to inspecting food shops, brothels and skin penetration services to ensure they comply with regulations. We also undertake a pest and feral animal management program and protect the community from antisocial behaviours and animal attacks through regular patrols and the enforcement of local laws. In addition we are taking steps to enhance our community's resilience in the face of climate change and minimise the health consequences of extreme weather events.

- **Providing and maintaining infrastructure**
  We provide and maintain roads, bridges, roads, gutters, carparks, footpaths and cycleways, carparks, parks and playgrounds, sportsfields and public art. We also provide stormwater infrastructure and coastal protection services, such as seawalls along the Parramatta River.

- **Protecting the environment**
  In addition to managing our bushlands, reserves and urban forest, enhancing public amenity through preventing pollution and restoring degraded environments, and taking steps to protect our biodiversity, we are leaders in reducing human impact on the environment through an array of initiatives that reduce consumption and waste.

- **Supporting economic development**
  We work with international, regional and local businesses, of all sizes, to support a thriving local economy through the development of policies and other levers that support growth. These include maintaining and updating streetscapes and parking infrastructure and providing workshops and training opportunities that strengthen networks and businesses' capacity to grow. We also advocate to government on issues that affect our local economy, such as public transport interchanges that support placemaking, and policies that encourage businesses to call Ryde home.

- **Ensuring an efficient, well-led organisation**

  Guided by our community's needs and aspirations, we ensure our organisation is sustainably resourced to ensure optimal allocation of funds and services to deliver the long-term goals outlined in the Community Strategic Plan (CSP). We advocate for changes in policy and action at relevant levels of government and industry to bring about the best outcomes for our community. We develop and implement strategic plans and consult with community members and other key stakeholders. We build strategic partnerships with Federal and State Government agencies, the private sector, community organisations and a range of other stakeholders whose work contributes to CSP outcomes. We also ensure Council acts in accordance with legislation and regulations at all times.

Our Organisation

Who Does Council Engage with to Deliver for Our Community?

In delivering the community aspirations in this plan, Council engages with:

- Residents
- Ratepayers
- Businesses, business groups and workers
- Community organisations, interest and support groups
- Councillors and staff
- Council's working groups
- Developers, including community housing providers
- Media
- Neighbouring councils
- Schools, education providers and students
- State and Federal government agencies
- State and Federal members of parliament
- Various groups such as children, young people, seniors, People with Disability, LGBTIQA+ communities, emerging cultural groups, Aboriginal and Torres Strait Islander communities
- Visitors and tourism groups
- Volunteers.

While the above represents a snapshot of our communities and stakeholders, further sub-groups may be identified as part of planning for specific initiatives.

The Integrated Planning and Reporting (IP&R) Framework

An Integrated Approach

The Integrated Planning and Reporting Framework

Local councils operate in an increasingly complex environment, with responsibilities under more than 50 different pieces of legislation and direct relationships with over 20 State and Commonwealth Government agencies.

To navigate these complexities in a meaningful and purposeful way, all local councils in New South Wales adhere to the Integrated Planning and Reporting (IP&R) framework.

The IP&R framework acts as a roadmap for the delivery of community aspirations over a ten-year period by integrating those goals into council strategies and plans. By articulating the community's vision and priorities, the IP&R framework supports community members and stakeholders to play an active role in shaping the future of their city. It sets out the resourcing requirements needed to deliver the community's priorities and balances affordability with aspiration.

The framework also helps maintain accountability and transparency through regular monitoring and reporting to both the council and the community. Progress is monitored under a structured timeline to ensure goals and actions remain relevant across the lifespan. This allows councils to pivot to meet changing circumstances, adhere to best practice and continuously improve over time.

How the Framework Supports the City of Ryde to Deliver Community Expectations

The City of Ryde community is at the heart of our IP&R framework. We engage with our community to understand its priorities and vision for the future. This allows us to develop a strong partnership that balances achieving the community's goals with prudent, strategic management. Decisions are made with community involvement at every step to develop alternative strategies, identify preferred solutions and prioritise activities.

In this way, decision making is informed through an evidence base and the representative views of the community, rather than specific interests or assumptions. Once strategic objectives have been set in the Community Strategic Plan, it is Council's responsibility to deliver and report against these objectives, undertake resource planning, and ensure the community's big-picture ambitions become operational realities.

All local councils across the state are required to plan and report in line with the NSW Office of Local Government's Integrated Planning and Reporting Framework (IP&R).
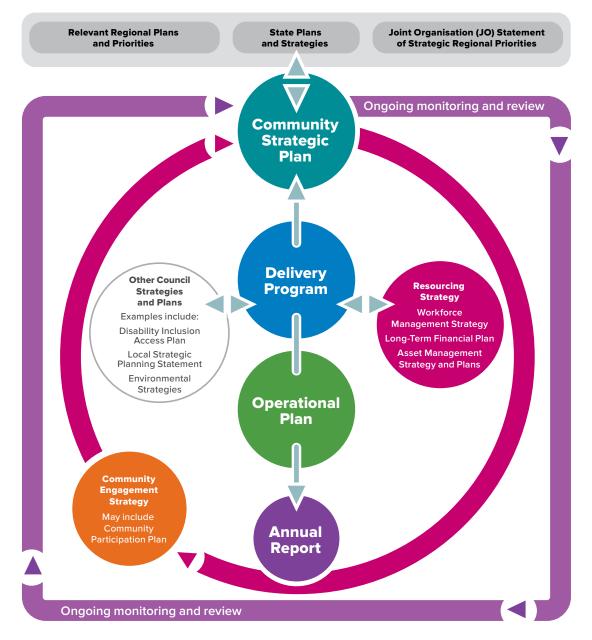
Figure A. Integrated Planning and Reporting (IP&R) Framework

IP&R Framework

The Plans and Strategies That Guide Us

Strategies, Programs, Plans, and Reports

Community Strategic Plan (CSP)

- Highest level of strategic planning undertaken by a council – guides all other Council plans and strategies
- Articulates community vision through long-term vision, goals, aspirations, strategic pathways and the actions required to achieve that future
- Considers state and regional plans as they apply to the council
- Contains, as a minimum, community vision, strategic directions and outcomes, and a means of measuring progress
- Based on social justice principles

Duration: 10+ years

Review: In line with election cycle, generally every four years

Community Engagement Strategy (CES)

- Supports the development of all plans, policies, programs and key activities
- Must demonstrate a commitment to genuine and inclusive engagement
- Based on social justice principles

Duration: Updated as required

Review: Within three months of the local government elections

Resourcing Strategy (RS)

- Demonstrates how work identified in the Delivery Program and Operational Plan will be resourced, as identified through:
  - Long-Term Financial Planning
  - Workforce Management Planning
  - Asset Management Planning

Duration: 4-10 years, in line with Delivery Program and Operational Plan

Review: Continual monitoring to measure effectiveness and respond to change; the Long-term Financial Plan, Asset Management Strategy and Plans are reviewed and updated annually to cover a minimum 10-year forecast. The Workforce Management Strategy is reviewed and updated every four years along with the Delivery Program

Delivery Program (DP)	Operational Plan (OP)	Annual Report (AR)	State of our City Report
• Describes the elected Council's commitment to deliver against the CSP over its four year term • Describes what can be delivered using available resources • Aligns with strategic directions and outcomes of the CSP	• Identifies annual projects and activities to deliver DP outcomes • Includes Council's annual budget and Statement of Revenue Policy	• Report to the community on the work undertaken by Council to deliver on the commitments of the DP through that year's OP • Contains a copy of the audited financial statements	• Prepared by each outgoing Council for the incoming Council • Reports to the community on the implementation of the CSP
Duration: Four years **Review:** Annual review with six-monthly reporting	**Duration:** 12 months **Review:** One plan each year for the four years of the council term, in line with DP	**Duration:** 12 months **Review:** Annually	**Duration:** Four-yearly **Review:** In line with election cycle, generally every four years

A detailed overview of the framework is provided on the Office of Local Government website at www.olg.nsw.gov.au

Council's Key Documents

This document, the City of Ryde's Four-Year Delivery Program 2025-2029, explains how we will deliver the seven strategic outcomes our community told us will help make our City an even better place to live, work and play over the next four years.

It describes how Council functions and operations will deliver the services expected by the community, as well as how we will meet our many legislative responsibilities and implement regulatory functions. The Delivery Program also describes how we will measure our performance to ensure we're delivering the right mix of services and projects to balance short-term and long-term aspirations with prudent management.

Details of the actions and projects that we will deliver in 2025/2026, as well as our annual budget, are found in Council's One-Year Operational Plan. Progress against this program is reported publicly at the end of every quarter.

Delivery Program 2025-2029

Operational Plan 2025-2026

Our Principal Activities

Our Principal Activities

How to Read this Section

What is Important to Our Community?

What you told us about your aspirations and values and how these should inform the Council's long-term focus, objectives and priorities.

These insights were collected, collated and synthesised following extensive community engagement for the Ryde to 2035 Community Strategic Plan.

1. Our Vibrant and Liveable City

What is Important to Our Community?

Sustained population and housing growth over the coming decade will put pressure on preserving our local character and heritage, and sustaining Ryde's natural and urban environment. Managing development to ensure diversity of built form and retention of character, and planning for long-term liveability, is a major priority for our community.

While urban renewal can bring local streets, footpaths, parks and centres to life – and offer greater choice in the types of housing available, places to meet and socialise as well as better transport connections – our community has expressed its concerns about the pace and style of development underway. Community members are concerned about supporting infrastructure lagging behind development and congested roads and parking issues, a lack of affordable housing for key workers and insufficient diversity to accommodate people at different stages of their lives. Residents want a more strategic approach to high-rise development, a mix of densities and better active and public transport connections between neighbourhoods.

And with prolonged heat periods predicted to increase with global warming, our community has called for more green, open spaces and increased urban tree canopy cover to reduce urban heat island effects. They seek the protection and enhancement of natural areas, parks, sports grounds and shady street trees while green space within and around new residential buildings and variety in the surrounding streetscapes and local centres is also important. Diversity in built form is also a priority as it creates opportunities for community members to engage with one another and builds overall vibrancy and liveability.

Our community also wants to protect and maintain Ryde's character and heritage, while building a vibrant day and night-time economy that supports a range of activities, from dining to festivals, creative enterprises, music and other events. This requires us to continue to advocate across government for investment in infrastructure that matches the needs of the growing population and builds vibrant, liveable neighbourhoods for our diverse, multi-generational communities.

Delivery Program   X

1. Our Vibrant and Liveable City

Contributing Departments and Responsible Business Areas

- City Property
- City Architect
- City Places
- City Resilience
- City Fabric

- City Economy
- Development Assessment
- Health, Building and Regulatory Services
- Development Advisory Services
- Operations

Principal Activities

Key functions, services or initiatives that a department undertakes to achieve the strategic outcomes and objectives as outlined in the CSP.

Responsibility

The specific department assigned to ensure the effective delivery of principal activities and services, the achievement of objectives, and the fulfillment of legal, regulatory and community expectations.

Financial Year

Financial year in which the functions, services or initiatives will be performed.

Measures and Indicators

How we will track performance and progress and ensure the achievement of the Council's strategic outcomes.

The following tables list the principal activities that Council is planning to deliver over the next four years.

City Architect

Principal Activities	Responsibility	FY25-26	FY26-27	FY27-28	FY28-29
Provide thought leadership and advocacy to improve architectural and urban design outcomes, including heritage.	CEO Office	●	●	●	●
Carry out council-led master plans and public domain enhancements.	CEO Office	●	●	●	●
Provide architectural services.	CEO Office	●	●	●	●
Undertake pre-lodgment negotiations.	CEO Office	●	●	●	●
Measures and Indicators					

- Provide timely urban design and architectural advice to assessment teams
- Undertake architectural services throughout Council

City Places

Principal Activities	Responsibility	FY25-26	FY26-27	FY27-28	FY28-29
Manage re-zoning planning proposals.	City Shaping	●	●	●	●
Provide advice on strategic planning.	City Shaping	●	●	●	●
Coordinate amendments to the Ryde LEP regarding strategic land use planning matters.	City Shaping	●	●	●	●
Collaborate with the State Government on development and update of the Local Strategic Planning Statement.	City Shaping	●	●	●	●
Measures and Indicators					

- Deliver adopted program of actions and targets from the City's Local Strategic Planning Statement (LSPS)
- Provide timely strategic planning advice throughout Council
- Assessment of planning proposals as per the LEP Making Guidelines.

Our Principal Activities

Our Strategic Outcomes

Following extensive community and stakeholder input we analysed the information and insights gathered against demographic forecasts, government plans and our guiding principles.

We developed seven strategic outcomes to capture our community's aspirations for the City of Ryde over the next 10 years, supported by measurable actions to monitor our progress.

Council's Four-Year Delivery Program and One-Year Operational Plan detail the activities we will undertake as we work towards the delivery of these outcomes.

A Principled Approach
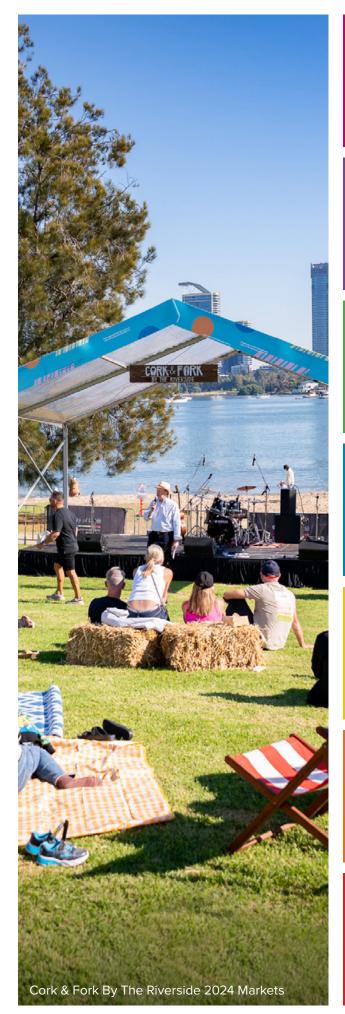
Our strategic outcomes are underpinned by the principles of social justice, resilient cities and good governance. *Ryde 2035* is guided by the NSW Social Justice Strategy principles of:

- Access – fairness in the distribution of resources
- Equity – fair access to economic resources and services
- Participation – opportunities for genuine community participation and consultation on decisions
- Recognition and promotion of rights.

To ensure the City of Ryde is resilient, we:

- promote effective leadership, inclusive decision-making, empowered stakeholders and integrated planning
- aim to ensure that our community has what it needs to survive and thrive
- strive to nurture and protect the human and natural systems that provide critical services and support the flow of goods, services and knowledge.

Effective delivery of *Ryde 2035*'s seven strategic outcomes is underpinned by good governance. This includes accountability, transparent, balanced decision-making processes, opportunities for whole-of-community input into decisions, and effective stewardship of resources.

Cork & Fork By The Riverside 2024 Markets

Our Vibrant and Liveable City

Our Active and Healthy City

Our Natural and Sustainable City

Our Smart and Innovative City

Our Connected and Accessible City

Our Diverse and Inclusive City

Our Open and Progressive City

Our Principal Activities

Overview

1. Our Vibrant and Liveable City

The City of Ryde is a welcoming, well-planned collective of diverse and vibrant precincts that support innovation, the growth of ideas, multicultural expression and sustainable population growth. The sense of identity and place that characterises our distinctive neighbourhoods is elevated through diverse, well-designed and maintained public spaces and features. These support health, wellbeing and growth and provide connected, sought-after destinations for both daytime and night-time activities.

2. Our Active and Healthy City

The City of Ryde is an active and healthy community, with diverse recreational spaces and opportunities for people of all ages, abilities and backgrounds to embrace healthy lifestyles. There are many opportunities for social connection in public spaces, at community events and in emerging sports and leisure activities. Lifelong participation and learning opportunities are readily accessible, while safe, clean and inviting spaces support a variety of both day and night-time activities, helping everyone to feel part of the Ryde community.

3. Our Natural and Sustainable City

The City of Ryde's open spaces and natural areas provide breathing space and room to move for a community increasingly living in high density. An emphasis on sustainable design, green building materials, the circular economy and nature-based solutions helps manage the challenges of a changing climate, encourages energy and resource savings and waste solutions and provides opportunities to bring our multigenerational community on the transition journey.

4. Our Smart and Innovative City

Established and emerging businesses of all sizes flourish in an environment of innovation, investment and economic growth, supported by well-maintained, quality public domain and infrastructure. Our commercial centres are vibrant, sought-after destinations for businesses and for the community that is drawn to the products and services they offer.

5. Our Connected and Accessible City

Underpinned by universal design principles and climate-responsive planning, the City of Ryde offers easy, safe, accessible and convenient connections for people to get to work, visit friends or shops, or use local facilities and services. Walking, cycling and public transport routes are easy to use, enhance social connectivity and embrace technological innovation to support integrated, multimodal trips.

6. Our Diverse and Inclusive City

The City of Ryde is home to a thriving, diverse, welcoming multicultural community. The City includes diverse places for people to come together to build greater understanding and respect, enhance social connections and equity and embrace new opportunities for growth. This rich and dynamic social tapestry provides an enduring legacy for future generations.

7. Our Open and Progressive City

An organisation that works closely with the community, understand its needs and aspirations and undertakes strong advocacy on the issues that matter to our residents. Vision, stewardship and careful management of public resources ensures they meet the needs of residents both now and into the future.

Terminology and Definitions

Terminology	Definitions
Strategic Outcome(s)	Guided by the IP&R Framework, strategic outcomes are outlined in Council's Community Strategic Plan (CSP), which sets the long-term priorities for the local government area. These outcomes develop into specific goals, objectives and actions within supporting plans such as Delivery Programs and Operational Plans. They reflect the vision and aspirations of the community, brought to life through engagement and strategic planning. Strategic outcomes are high-level and forward-looking, and highlight the transformative benefits and changes the community desires.
Contributing Outcome(s)	A contributing outcome is a smaller, discrete, more immediate results that directly supports and helps achieve a larger, long-term strategic outcome. They serve as "stepping-stones" toward achieving the larger goals.
Department(s)	A department is a specific organisational business unit responsible for managing and delivering services, programs and functions that support the Councils' operations, meet community needs, and achieve strategic outcomes and objectives. Department descriptions provide a detailed overview of a department's role, responsibilities, core functions and key services, outlining how it contributes to the strategic outcome and serves the needs of the community.
Responsibility(s)	Responsibilities are specific duties and obligations assigned to the department to ensure the effective delivery of services, the achievement of objectives, and the fulfillment of legal, regulatory and community expectations.

Terminology	Definitions
Principal Activity(s)	A principal activity within the Integrated Planning and Reporting (IP&R) framework is a key function, service or initiative that a council undertakes to achieve the strategic objectives outlined in its Community Strategic Plan over a four-year Council term. These activities are detailed in the Delivery Program and are further broken down into specific actions in the Operational Plan. Each principal activity is associated with dedicated team resources, performance measures and reporting requirements to ensure accountability and facilitate progress tracking.
Measures and Indicators	Measures are specific indicators used to assess the effectiveness, efficiency and impact of the principal activities, helping to track performance and progress and ensure the achievement of Council's strategic outcomes, and departmental objectives, goals and actions. For example: **Strategic Outcome:** A sustainable and environmentally responsible community. **Objective:** Reduce waste sent to landfill by 15% over the next 5 years. **Proposed Performance Measures:** • Output: Number of recycling bins distributed to households. • Outcome: Percentage reduction in waste sent to landfill. • Efficiency: Cost per ton of waste diverted from landfill. • Quality: Community satisfaction with recycling services (measured through surveys).

Terminology	Definitions
Program(s)	Programs are reoccurring actions, or ongoing activities year on year, designed to achieve specific outputs and outcomes, often as part of a broader project initiative aimed at fulfilling strategic objectives and delivering sustained benefits to the community.
Project(s)	A project is a temporary initiative designed to implement specific changes or improvements, typically involving new processes, services or systems, to address identified needs or strategic outcomes within the community.
Action(s)	This item refers to an action in an Operational Plan. An action is a specific, concrete step outlined within an Operational Plan that contributes to achieving the goals set forth in the broader Delivery Program within the 12-month timeframe of an Operational Plan. For example: Instead of: "Improve community engagement", an operational plan action might be: "Conduct two community workshops in the next quarter to gather feedback on proposed park upgrades and develop a community engagement plan for the following year."
Objective(s)	An objective is a specific, measurable and time-bound statement that outlines what an organisation aims to achieve in order to progress toward its broader strategic outcomes. For example: **Strategic Outcome:** A healthy, active and connected community. **Objective:** Increase participation in community sports programs by 20% over the next three years.
Outputs	Outputs are the specific deliverables or services produced as a result of actions taken to achieve an objective, often measured in terms of quantity, quality and timeliness.
Strategy(s)	Under the NSW Local Government Integrated Planning and Reporting (IP&R) Framework, strategies serve as decisive blueprints that outline how a council will attain a specific strategic objective. In other words, these are the overarching approaches that will be implemented to achieve the strategic outcomes and objectives. They not only provide a clear framework for action, but also pave the way for the development of targeted initiatives. Key Characteristics of Strategies in the IP&R Framework: • High-level: Strategies deliver broad direction and insightful approaches rather than detailing minute actions. • Aligned: They must directly support the achievement of their respective strategic objectives, ensuring every effort contributes to the greater goal. • Guiding: Strategies lay the groundwork for crafting more detailed plans, programs, and projects that can drive meaningful change. For example: • Strategic Outcome: Enhance environmental sustainability. • Strategy: Promote and champion community-based initiatives to significantly reduce waste and boost recycling efforts. This strategy provides a profound direction for how the council will confront the strategic objective. From this foundation, specific principal activities can be developed, such as: • Launching an impactful community composting program. • Conducting engaging educational workshops on waste reduction and recycling. • Empowering local businesses to significantly reduce their environmental footprint.

1. Our Vibrant and Liveable City

The City of Ryde is a welcoming, well-planned collective of diverse and vibrant precincts that support innovation, the growth of ideas, multicultural expression and sustainable population growth. The sense of identity and place that characterises our distinctive neighbourhoods is elevated through diverse, well-designed and maintained public spaces and features. These support health, wellbeing and growth and provide connected, sought-after destinations for both daytime and night-time activities.

What is Important to Our Community?

Sustained population and housing growth over the coming decade will put pressure on preserving our local character and heritage, and sustaining Ryde's natural and urban environment. Managing development to ensure diversity of built form and retention of character, and planning for long-term liveability, is a major priority for our community.

While urban renewal can bring local streets, footpaths, parks and centres to life – and offer greater choice in the types of housing available, places to meet and socialise as well as better transport connections – our community has expressed its concerns about the pace and style of development underway. Community members are concerned about supporting infrastructure lagging behind development and congested roads and parking issues, a lack of affordable housing for key workers and insufficient diversity to accommodate people at different stages of their lives. Residents want a more strategic approach to high-rise development, a mix of densities and better active and public transport connections between neighbourhoods.

And with prolonged heat periods predicted to increase with global warming, our community has called for more green, open spaces and increased urban tree canopy cover to reduce urban heat island effects. They seek the protection and enhancement of natural areas, parks, sports grounds and shady street trees while green space within and around new residential buildings and variety in the surrounding streetscapes and local centres is also important. Diversity in built form is also a priority as it creates opportunities for community members to engage with one another and builds overall vibrancy and liveability.

Our community also wants to protect and maintain Ryde's character and heritage, while building a vibrant day and night-time economy that supports a range of activities, from dining to festivals, creative enterprises, music and other events. This requires us to continue to advocate across government for investment in infrastructure that matches the needs of the growing population and builds vibrant, liveable neighbourhoods for our diverse, multi-generational communities.

Contributing Departments and Responsible Business Areas

- City Property
- City Architect
- City Places
- City Resilience
- City Fabric

- City Economy
- Development Assessment
- Health, Building and Regulatory Services
- Development Advisory Services
- Operations

The following tables list the principal activities that Council is planning to deliver over the next four years.

City Architect

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Provide thought leadership and advocacy to improve architectural and urban design outcomes, including heritage.	CEO Office	●	●	●	●
Carry out council-led master plans and public domain enhancements.	CEO Office	●	●	●	●
Provide architectural services.	CEO Office	●	●	●	●
Undertake pre-lodgment negotiations.	CEO Office	●	●	●	●

Measures and Indicators

- Provide timely urban design and architectural advice to assessment teams
- Undertake architectural services throughout Council.

City Places

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Manage re-zoning planning proposals.	City Shaping	●	●	●	●
Provide advice on strategic planning.	City Shaping	●	●	●	●
Coordinate amendments to the Ryde LEP regarding strategic land use planning matters.	City Shaping	●	●	●	●
Collaborate with the State Government on development and update of the Local Strategic Planning Statement.	City Shaping	●	●	●	●

Measures and Indicators

- Deliver adopted program of actions and targets from the City's Local Strategic Planning Statement (LSPS)
- Provide timely strategic planning advice throughout Council
- Assessment of planning proposals as per the LEP Making Guidelines.

Development Advisory Services

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Manage the NSW Planning Portal and facilitate review, lodgement and returns of various types of applications including Development Applications, Modification Applications (Section 4.55 Applications), S8.3 Review of Determinations Applications, Subdivision Certificate and other applications received via the E-planning platform.	Business and Operations	●	●	●	●
Issue fee quotes via the Portal.	Business and Operations	●	●	●	●
Manage and coordinate Council's clearing house service to facilitate DA lodgement to meet the requirements under the Ministerial Statement of Expectations Order July 2024 with respect to lodgement time.	Business and Operations	●	●	●	●
Manage NSW major projects dashboard with respect to State Significant Developments (SSD) and State Significant Infrastructure (SSI) Development, including document management.	Business and Operations	●	●	●	●
Facilitate consultation and preparation of Council submissions with respect to State Significant Development (SSD) and State Significant Infrastructure projects and liaise with Department of Planning Housing and Infrastructure (DPHI).	Business and Operations	●	●	●	●
Monitor and communicate decisions made by Housing Delivery Authority (HDA) to internal stakeholders.	Business and Operations	●	●	●	●
Keep up-to-date planning and development information on Council's website.	Business and Operations	●	●	●	●
Review Development Advisory Service fees and charges to incorporate pre-lodgement advice provided with respect to State Significant Developments.	Business and Operations	●	●	●	●
Coordinate and prepare Council submissions to external agencies with respect to Part 5 Applications (REF) and relating to consultations under various State Environmental Planning Policies (SEPP).	Business and Operations	●	●	●	●

Measures and Indicators

- Average 80% of State Significant Developments (SSD) Applications reviewed within agreed timeframes
- Average 90% of Duty Town Planner enquiries attended
- Average 90% of PANs (DA) submitted via the Planning Portal reviewed within agreed timeframes
- Average 90% of applications requiring clearing house review processed within agreed timeframe
- 80% of pre-lodgement reviews conducted within agreed timeframes
- 80% of written Urban Design Review advice provided within agreed timeframe
- Increase in number of information/ training sessions provided
- 80% of Post Consent certificates processed and registered within 14 days of lodgement.

Development Assessment

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Maintain and improve development assessment processes and procedures as required by legislation.	Business and Operations	●	●	●	●
Assess and determine development applications, review requests and modification applications under delegated authority.	Business and Operations	●	●	●	●
Present assessment reports and draft recommendations to planning panels for local and regionally significant developments.	Business and Operations	●	●	●	●
Provide specialist advice on planning engineering, and landscape matters throughout the development assessment process.	Business and Operations	●	●	●	●
Provide specialist planning, engineering and landscape advice at pre-lodgment meetings for development applications and planning proposals.	Business and Operations	●	●	●	●
Review, assess and provide specialist planning comments on Building Information Certificates	Business and Operations	●	●	●	●
Manage and defend planning appeals in the Land and Environment Court.	Business and Operations	●	●	●	●
Review, assess and approve subdivision certificate applications.	Business and Operations	●	●	●	●
Provide post-determination advice to proponents on interpretation of development consent conditions.	Business and Operations	●	●	●	●
Provide specialist input into planning proposals.	Business and Operations	●	●	●	●

Measures and Indicators

- 100% compliance with the Ministerial Statement of Expectations Order, effective 1 July 2024: determine development applications on or close to 115 days for FY24/25, 105 days FY25/26, 95 days FY26/2727 and 85 days from 1 July 2027 onwards
- Manage up to 45 building inspection certificate applications, up to 10 Class 1 appeals in Land and Environment Court and 50 subdivision certificate applications per year.

Health, Building and Regulatory Services

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Deliver Ranger services including education, compliance enforcement regarding parking, animal offences, illegal dumping, littering, footpaths and road obstruction, protection of road assets through heavy vehicle enforcement and park patrolling.	Business and Operations	●	●	●	●
Provide specialist services in areas of environmental health and public health protection, including pest management investigations and inspection of public swimming pools and food premises to help prevent the spread of infectious diseases.	Business and Operations	●	●	●	●
Assess and determine building-related applications and conduct building-related inspections to ensure compliance with national construction standards and legislative requirements.	Business and Operations	●	●	●	●
Conduct condition audits and investigate of unauthorised activities and works and development-related complaints and enforcement.	Business and Operations	●	●	●	●

Measures and Indicators

- Completion of the annual inspection and audit program monitoring compliance with building standards, public amenity and safety, and unauthorised activities
- Completion of the annual inspection program monitoring public health risks and compliance with health regulations and standards.

City Economy (*)

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Support the increased supply of affordable housing for frontline workers within the City of Ryde.	City Shaping	●	●	●	●
Implement a public art program to enhance the night-time aesthetic appeal of key economic centres over four years.	City Shaping	●	●	●	●
Implement at least two special entertainment precincts within four years.	City Shaping	●	●	●	●

Measures and Indicators

- Completion of annual Economic Development Action Plan.

City Resilience (*)

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Provide strategic planning advice and review for major development matters relating to climate risk, resilience and hazard planning, biodiversity, water and fire management.	City Shaping	●	●	●	●
Collaborate with and advocate to the State Government on development issues and impacts related to climate risk, environmental conservation and community resilience.	City Shaping	●	●	●	●

Measures and Indicators

- Provide strategic advice on matters related to climate risk, community resilience and linked natural environmental issues, impacting the wellbeing, safety and resilience of our community
- Represent Council on working groups and in advocacy to progress regional issues with the State Government, NSROC, Resilient Sydney etc as required (monthly, quarterly or annually as needed).

* This department contributes to multiple strategic outcomes with their primary principal activities related to another strategic outcome.

2. Our Active and Healthy City

The City of Ryde is an active and healthy community, with diverse recreational spaces and opportunities for people of all ages, abilities and backgrounds to embrace healthy lifestyles. There are many opportunities for social connection in public spaces, at community events and in emerging sports and leisure activities. Lifelong participation and learning opportunities are readily accessible, while safe, clean and inviting spaces support a variety of both day and night-time activities, helping everyone to feel part of the Ryde community.

What is Important to Our Community?

The City of Ryde is a welcoming community where many cultures peacefully co-exist as they actively participate in community life and in the workforce. Through an extensive range of recreational facilities and sports amenities, and easy access to specialised health and support services provided through government, not-for-profit, charity and volunteer organisations our City is characterised by a healthy social fabric.

Our City's green spaces and parks and the range of services, programs and recreational facilities available to them are loved by our community. Our inclusive approach is acknowledged to support economic, social and physical wellbeing across our community, and delivers services to members of the community with particular needs relating to their stage of life or circumstances.

Our community wants to ensure that in the midst of so much development, there is sufficient open space within walking distance so they can spend time outside and socialise with others, both formally and informally. With changing household composition, ensuring diverse opportunities for recreation, learning and remaining active and connected are available and inviting to all generations and cultures is vital to our City's liveability.

As the City grows and changes, we need to plan to meet increased demand on the facilities and services that support the entire community, including a specific focus on spaces for both informal and organised sports and opportunities to participate and engage with others in lifelong learning and development opportunities. We also need to be prepared to pivot to respond to changing expectations and respond with well-thought, targeted services that exceed community expectations and enhance wellbeing and belonging.

Contributing Departments and Responsible Business Areas

- City Spaces
- Parks and Open Spaces
- RALC

- Libraries and Customer Services
- Traffic Services

The following tables list the principal activities that Council is planning to deliver over the next four years.

City Spaces

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Update Council's park master plans to provide a direction for the future embellishment of Council's parks and open spaces.	City Shaping	●	●	●	●
Update Council's plans of management in partnership with the community to ensure expectations are met within the resources available to Council.	City Shaping	●	●	●	●
Develop partnerships with and advocate to the State Government on matters impacting local residents related to Parks and Open Spaces matters.	City Shaping	●	●	●	●
Liaise with Federal and State Government agencies to apply for grants to support upgrading community facilities.	City Shaping	●	●	●	●
Undertake strategic planning and management of Council's urban forest and controls relating to tree management.	City Shaping	●	●	●	●

Measures and Indicators

- ≥ 90% response to customer requests (Merit CRM)
- ≥ 85% LDA referrals completed on time (within 14-21 working days)
- >85% of plans completed as identified in Council's Operational Plan
- ≥ 2 park plans and strategies adopted by Council
- =100% number of Councillor requests responded to within five days
- = 3 initiatives implemented in collaboration with external agencies
- =100% of park policies reviewed and where required updated with Council adoption
- =100% applications made to identified grant programs.

Parks and Open Spaces

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Manage, maintain and operate the City's sportsgrounds and facilities for active and informal sporting activities.	Business and Operations	●	●	●	●
Facilitate and deliver community sports and recreation programs in Council's open spaces and facilities.	Business and Operations	●	●	●	●
Deliver targeted grant program supporting community-based sports and recreation organisations.	Business and Operations	●	●	●	●
Develop capital works program for park projects.	Business and Operations	●	●	●	●
Deliver urban forest canopy replacement.	Business and Operations	●	●	●	●
Manage and maintain Council's passive parks, gardens and streetscapes.	Business and Operations	●	●	●	●
Manage Council's street and park trees.	Business and Operations	●	●	●	●
Manage and maintain natural areas within the City.	Business and Operations	●	●	●	●

Measures and Indicators

- ≥ 90% response to customer requests (Merit CRM)
- ≥ 85% LDA referrals completed on time (within 14-21 working days)
- =100% of Councillor Requests responded to within five days
- >85% of actions identified in Council's Operational Plan implemented
- ≥90% number of parks that are maintained to identified service levels
- >3600 bookings processed annually for the active and passive use of Council's parks and sporting facilities
- ≥ 80 bookings managed for watercraft storage facilities
- >500 street trees planted annually
- >30 natural areas managed under contract in the bush regeneration program
- =100% applications made to identified grant programs.

Libraries and Customer Services

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Operate five library locations to ensure our community has access to equitable, accessible, cost effective and efficient library services.	Business and Operations	●	●	●	●
Deliver targeted services, programs and activities to the community.	Business and Operations	●	●	●	●
Develop, maintain and improve Council's set of library technology, collections, facilities and other assets to a standard that ensures Council's libraries continue to provide of high-quality, contemporary services and accessible public spaces for our community with opportunities to participate in lifelong learning and engage with others.	Business and Operations	●	●	●	●
Supply new library materials, library technologies and continued provision of attractive, welcoming library spaces and places to the community.	Business and Operations	●	●	●	●

Measures and Indicators

- Delivery and implementation of the Library Strategy
- > 700,000 Library visits per year, indicating strong community participation
- Providing capacity for over 940,000 library loans
- Providing access to free technology across 130,000 Wi-Fi logins and 30,000 public PC hours
- Providing > 1500 Library programs and activities per year with a target of 35,500 attendees
- Responding to > 40,000 p.a. Customer Service Counter Enquiries in person or online
- Responding to > 60,000 p.a. calls to Customer Service Call Centre.

Ryde Aquatic Leisure Centre (RALC)

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Provide Learn to Swim classes, leisure and recreational swimming services, indoor sports and facilities services, surfing and merchandise sales to the community.	Business and Operations	●	●	●	●
Undertake day-to-day operations of the Ryde Aquatic Leisure Centre (RALC).	Business and Operations	●	●	●	●
Maintain all capital works programs at RALC.	Business and Operations	●	●	●	●

Measures and Indicators

- Up to 750,000 Centre visits per year
- Expense recovery greater than 100%
- Completing the annual asset renewal project.

City Economy (*)
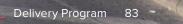
Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Enhance workers' access to public open space across the Macquarie Park Innovation District and the City of Ryde's economic centres in line with the Council's Public Open Space Strategy.	City Shaping	●	●	●	●
Increase the number of public spaces able to be used for night-time activities by four spaces over four years.	City Shaping	●	●	●	●
Measures and Indicators					

- Completion of annual Economic Development Action Plan.

Traffic Services (*)

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Liaise with community groups, Federal and State Government agencies and other key stakeholders in the planning, design and implementation of on- and off-road cycling infrastructure to improve connectivity to our parks and recreational spaces.	Business and Operations	●	●	●	●
Deliver community programs that promote sustainable transport options (e.g. walking and cycling).	Business and Operations	●	●	●	●
Ensure Council's parks and recreational spaces are supported by adequate end-of-trip facilities (e.g. bicycle racks) that accommodate healthy, active and environmentally friendly forms of transport such as walking and cycling.	Business and Operations	●	●	●	●
Measures and Indicators					

- ≥ 70% of traffic, transport and road safety measures endorsed by the Ryde Local Traffic Committee (RTC) are implemented in a timely manner following Council resolution
- 100% completion of approved community programs and initiatives under the Local Government Road Safety Program, including active transport programs.

* This department contributes to multiple Strategic Outcomes with their primary Principal Activities related to another Strategic Outcome.

3. Our Natural and Sustainable City

The City of Ryde's open spaces and natural areas provide breathing space and room to move for a community increasingly living in high density. An emphasis on sustainable design, green building materials, the circular economy and nature-based solutions helps manage the challenges of a changing climate, encourages energy and resource savings and waste solutions and provides opportunities to bring our multigenerational community on the transition journey.

What is Important to Our Community?

Over the next decade, the changing climate and forecast population growth will increase pressure on the City of Ryde's natural and urban environment. Our community consistently emphasises the natural environment, green open spaces and parks as the thing they love the most about Ryde. They want Council to show leadership in environmentally sensitive and sustainable behaviours behaviour and initiatives and to ensure that development prioritises sustainable outcomes. They also want more active engagement on long-term plans and for more opportunities to be provided for community input in decision-making processes.

Our priority over the next 10 years is protecting and increasing natural areas and parklands where possible to compensate for our City's growing development footprint and increasing population. Encouraging considered urban renewal that enhances natural assets, supports sustainable living and builds resilience is a priority. Increased shading through growing our urban forest and green spaces, integrating new development with transport and enhancing connections to encourage walkability and liveability are also key priorities for our City's future.

3.
Our Natural and Sustainable City

Contributing Departments and Responsible Business Areas

- City Resilience
- Parks and Open Spaces
- Engineering and Project Delivery
- Operations
- Circular Economy
- City Architect
- City Spaces
- City Fabric

The following tables list the principal activities that Council is planning to deliver over the next four years.

Circular Economy

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Deliver comprehensive waste services including collection, processing, resource recovery and responsible disposal.	Business and Operations	●	●	●	●
Deliver waste collection, disposal and resource recovery services for business on commercial basis.	Business and Operations	●	●	●	●
Deliver targeted programs for priority areas such as waste minimisation and resource recovery.	Business and Operations	●	●	●	●
Operate the Porters Environmental Construction Materials Recycling Facility (ECoMRF) to offer recycling of construction materials to regional councils and businesses on commercial basis.	Business and Operations	●	●	●	●
Provide specialist advice on best-practice waste solutions and planning to futureproof waste services.	Business and Operations	●	●	●	●

Measures and Indicators

- Domestic waste and recycling services: 100% compliance with schedules and service standards
- Re-use of Council construction and demolition waste.

City Resilience

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Maintain collection of environmental and asset data to inform future projects reducing emissions and improve efficiency and respond to regional reporting requirements.	City Shaping	●	●	●	●
Develop and deliver strategies, policy and projects that respond to regional priorities and improve climate and city resilience.	City Shaping	●	●	●	●
Support responsible corporate leadership in environmentally sustainable development outcomes, resource efficiency, climate change risk management, adaptation and resilience, minimising risk and exposure to Council and community.	City Shaping	●	●	●	●
Develop and implement education programs to corporates and the community within the LGA.	City Shaping	●	●	●	●
Develop and deliver projects and initiatives to reduce emissions and resource consumption across the LGA.	City Shaping	●	●	●	●

Measures and Indicators

- Deliver adopted programs of actions and targets from the Ryde Resilience Plan 2030
- Deliver adopted programs of actions and targets from the Net Zero Emissions Pathway 2022
- Deliver adopted programs of actions and targets from the Sustainable Transport Strategy 2022
- Deliver adopted programs of actions and targets from the Green Revolving Fund
- Include climate risk considerations across all business services
- Review relevant strategies in alignment with review dates
- Meet Net Zero Emissions for Council operations by 2035 (or sooner) with interim targets
- Meet Net Zero Emissions for Community by 2040 (or sooner)
- Support 10,000 residents to be resilient-ready by 2030
- 50 resilient businesses by 2025.

City Economy (*)

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Reduce greenhouse gas emissions by 20% within four years through energy efficiency and renewable energy initiatives for local businesses.	City Shaping	●	●	●	●
Reduce greenhouse gas emissions in night-time precincts by 10% within four years through electrification and renewable energy initiatives.	City Shaping	●	●	●	●

Measures and Indicators

- Completion of annual Economic Development Action Plan.

* This department contributes to multiple Strategic Outcomes with their primary Principal Activities related to another Strategic Outcome.

City Spaces (*)

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Maintain and update the documents that provide the framework for how the City will manage its urban forest to achieve balanced outcomes for the community.	City Shaping	●	●	●	●

Measures and Indicators

- =100% strategic tree management documents put to Council adopted
- ≥ 90% response to customer requests (Merit CRM)
- ≥ 85.00% LDA referrals completed on time (within 14-21 working days).

Engineering and Project Delivery (*)

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Ensure that water and catchment infrastructure delivered by external stakeholders complies with regulatory and legislative requirements, and aligns with the Community Strategic Plan to support sustainable growth, flood resilience, and community accessibility.	Business and Operations	●	●	●	●
Maintain and enhance Council's water and catchment assets, including stormwater infrastructure, seawalls, boat ramps, wharves, culverts, and jetties, ensuring they remain safe, serviceable and resilient in accordance with regulatory standards and Council policies.	Business and Operations	●	●	●	●
Provide technical expertise on stormwater and floodplain management as part of LDA assessments to ensure sustainable water infrastructure, regulatory compliance and alignment with the City of Ryde's long-term planning and liveability goals.	Business and Operations	●	●	●	●
Collaborate with State Government agencies and neighbouring councils to uphold regulatory standards, promote best practices and deliver integrated water management solutions that support resilient infrastructure, environmental sustainability and high-quality public spaces.	Business and Operations	●	●	●	●

Measures and Indicators

- ≥ 90% response to customer requests (Merit CRM)
- ≥ 85.00% LDA referrals completed on time (within 14-21 working days).

* This department contributes to multiple Strategic Outcomes with their primary Principal Activities related to another Strategic Outcome.

4. Our Smart and Innovative City

Established and emerging businesses of all sizes flourish in an environment of innovation, investment and economic growth, supported by well-maintained, quality public domain and infrastructure. Our commercial centres are vibrant, sought-after destinations for businesses and for the community that is drawn to the products and services they offer.

What is Important to Our Community?

The City of Ryde is the second largest commercial employment zone in Sydney, producing an economic output similar to Hobart and Darwin combined. It is a diverse area, both in terms of the people and the residential and commercial mix and is a major employer for residents outside our City. Our City's resident workforce is highly educated, with an above-average proportion of female workers. The City of Ryde was home to 14,361 businesses at the end of June 2023.

The Macquarie Park Innovation District (MPID) is a nationally significant economic hub, contributing $13.6 billion to the NSW economy. Industrial areas throughout the south of the LGA, in Gladesville and West Ryde, provide critical anchor points for productivity, employment and a diverse economy and contribute towards the NSW Government's broader vision of 30-minute cities – where people can get from their homes to their workplaces within 30 minutes on public transport, seven days a week.

The MPID's strengths include its diverse innovation ecosystem, proximity to key population areas, access to a pipeline of talent via Macquarie University, and the presence of two TAFE campuses and the Institute of Applied Technology – Digital in the broader LGA.

As an economic powerhouse within Australia's knowledge economy, the MPID hosts leading organisations in high value-adding sectors, including financial services, professional, scientific and technical services, property services, information media, telecommunications and health. Its industrial profile encompasses higher education, research, innovation and emerging industries, which are expected to generate continuous, high levels of R&D activity and make an important contribution to the continued growth of NSW and Australian productivity and economic output. The presence of a diverse, deep technology sector and innovation activity is a key driver of success.

Multinational and emerging organisations across high-growth sectors are located alongside world-class research and knowledge institutions. Our City is also home to more than 12,000 businesses that provide employment and essential and vital services. The community wants more support for local businesses, an emphasis on renewing places to attract investment, an established night-time economy, and more shops, cafes, restaurants and options for leisure activities in Macquarie Park.

Our ambition is for our City's economy to flourish and prosper in a well-designed and planned environment that encourages investment, local jobs and business opportunities. We will continue our rolling program of town centre and commercial area revitalisation to attract businesses and an increased diversity of shops, cafes and restaurants. We will support the creation of a flourishing night-time economy, underpinned by diverse communities, appropriately located development and infrastructure and a thriving economic landscape that encourages ideas to flourish and businesses to grow.

Contributing Departments and Responsible Business Areas

- City Economy
- City Fabric

- City Places

The following tables list the principal activities that Council is planning to deliver over the next four years.

City Economy

Principal Activities	Responsibility	FY2025/2026	FY2026/2027	FY2027/2028	FY2028/2029
Increase the number of businesses registered in the City of Ryde by 10% within four years.	City Shaping	●	●	●	●
Increase the number of jobs within the City of Ryde by 10% within four years.	City Shaping	●	●	●	●
Increase the number of new startups within the City of Ryde by 25% within four years.	City Shaping	●	●	●	●
Increase the registration of Intellectual Property (IP) within the City of Ryde by 10% within four years.	City Shaping	●	●	●	●
Increase awareness of the tourism offerings, including night- time tourism, in the City of Ryde.	City Shaping	●	●	●	●
Increase the number of residents enrolled in higher learning by 10% within four years.	City Shaping	●	●	●	●
Attract $50 million in new business investment from outside the City of Ryde within four years.	City Shaping	●	●	●	●
Increase awareness of diverse entertainment opportunities within the City of Ryde.	City Shaping	●	●	●	●
Increase the number of approved live music and performance venues under the NSW Government's incentives scheme by at least ten businesses within four years.	City Shaping	●	●	●	●
Increase the number of businesses operating during night-time hours through targeted incentives and support programs.	City Shaping	●	●	●	●
Support local businesses to employ more people living with a disability.	City Shaping	●	●	●	●

Measures and Indicators

• Completion of annual Economic Development Action Plan.

5. Our Connected and Accessible City

Underpinned by universal design principles and climate-responsive planning, the City of Ryde offers easy, safe, accessible and convenient connections for people to get to work, visit friends or shops, or use local facilities and services. Walking, cycling and public transport routes are easy to use, enhance social connectivity and embrace technological innovation to support integrated, multimodal trips.

What is Important to Our Community?

The City of Ryde is strategically located in Sydney's geographic centre, with its proximity to the CBD and transport connections forming key strengths. However, our community has told us that traffic management, road safety and public transport are significant concerns, with congestion and parking issues reducing liveability.

With forecast population growth and future housing development, our community is calling for new transport connections and infrastructure in advance of housing development – connections that link people to their local centres, around their neighbourhoods and to work. These must be designed for accessibility and inclusivity, and be networked, efficient and safe.

Our aim is to better connect our community with existing transport options and journey planning tools and improve accessibility to our suburbs, centres, open spaces and places. Relieving traffic and congestion on roads, reducing car use and making public transport more accessible, and increasing walkability and other active transport connections to destinations across the city are key priorities.

With transport primarily planned and funded by the NSW Government, and Council focused on local streets and centres, we will continue to advocate on behalf of the community for improved transport solutions while also enhancing and renewing existing infrastructure assets like roads and pathways.

Contributing Departments and Responsible Business Areas

- City Transport
- Traffic Services
- City Resilience
- Engineering and Project Delivery
- Information Technology Management (ITM)
- Major Projects
- Property Management
- Health, Buildings and Regulatory Services
- Operations

The following tables list the principal activities that Council is planning to deliver over the next four years.

City Transport

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Develop multi-modal network transport strategies, policies and guidelines for the City of Ryde and its precincts.	City Shaping	●	●	●	●
Coordinate with other service teams within the organisation to build synergy between transport planning, infrastructure and land use planning.	City Shaping	●	●	●	●
Advocate on behalf of the community for improved transport solutions and work with State Government transport agencies to deliver major transport infrastructure projects.	City Shaping	●	●	●	●

Measures and Indicators

- Complete the refresh and update of City of Ryde transport strategies, policies and advocacy documents, including the Integrated Transport Strategy and the Sustainable Transport Strategy
- Implement the City of Ryde Integrated Transport and Sustainable Transport Strategies
- Provide inputs and advice in relation to Council responses to planning proposals and development applications
- Provide inputs and advice on masterplans and city planning projects
- Provide evidence-based briefings and report to Executive Leadership Team and Councillors on strategic transport planning decisions
- Advocacy and collaboration with external stakeholders to facilitate transport projects that benefit the City of Ryde's community
- Provide up to 38,000 passenger trips annually on the Shop Ryder Shuttle
- Monitor the performance of the Shop Ryder Shuttle and respond to customer service enquiries within agreed timelines
- Monitor the performance of the City of Ryde electric vehicle (EV) chargers and respond to customer service enquiries or technical faults within agreed timelines
- Successfully pursue opportunities for expanding EV public charging facilities within the City of Ryde
- Successfully pursue funding opportunities from New South Wales and Commonwealth Governments for transport projects and initiatives, including sustainable transport initiatives and Active Transport infrastructure.

Engineering and Project Delivery

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Ensure public domain infrastructure delivered by external stakeholders complies with regulatory and legislative requirements, and aligns with the City of Ryde's Strategic Plan to support a growing, accessible and sustainable community.	Business and Operations	●	●	●	●
Ensure Council's civil assets, including road reserves, bridges, car parks, and bus stops, remain safe and serviceable, comply with regulations and Council's policies and strategies, and meet community needs.	Business and Operations	●	●	●	●
Provide technical advice on public domain assets as part of LDA assessments to ensure sustainable infrastructure, safe and accessible public domain, compliance with regulations, and alignment with City of Ryde's Strategic Plan for planned growth and enhanced liveability.	Business and Operations	●	●	●	●
Collaborate with the State Government and other local councils to ensure compliance with regulatory requirements and support consistent standards and best practices in infrastructure, planning and public domain management, in alignment with the Community Strategic Plan to deliver sustainable growth, resilient infrastructure and high-quality public spaces that meet community needs.	Business and Operations	●	●	●	●

Measures and Indicators

- ≥ 90% response to customer requests (Merit, CRM)
- ≥ 85.00% LDA referrals completed on time (within 14-21 working days).

Operations

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Perform day-to-day management and implementation of the City's infrastructure assets including water catchments, stormwater drainage networks, natural waterways, roads, traffic facilities, bridges, retaining walls, carparks, footpaths and cycleways.	Business and Operations	●	●	●	●
Maintain and improve foreshore infrastructure and assets.	Business and Operations	●	●	●	●
Coordinate and support cleaning, landscaping, maintenance and construction services.	Business and Operations	●	●	●	●
Manage Council's light vehicle and heavy plant fleet.	Business and Operations	●	●	●	●
Provide light engineering and fabrication jobs to support project and operational service delivery.	Business and Operations	●	●	●	●

Measures and Indicators

- Annual delivery program completion
- Seawalls and foreshore facilities – level of service (condition, availability, lighting etc).
- Achieve Net Zero greenhouse gas emissions
- ≥ 90% response to customer requests
- 100% of Tier 1 and Tier 2 complaints resolved within agreed standards
- Delivery of infrastructure in a cost-effective manner, providing value for money
- Minimisation of localised flooding arising from blocked stormwater pits
- Management of Council fleet to ensure availability, reliability and cost-effectiveness of fleet items
- Maintenance of civil infrastructure to ensure design life of the asset is achieved.

Traffic Services

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Transport Operations Management Managing the City's local transport, road and parking network with key activities being: • Addressing all operational and development matters relating to traffic, transport, parking and road safety. This includes providing road activity permits for temporary road works • Assessing and improving (where required) existing traffic facilities to ensure these devices are effective and fit for public use • Introducing appropriate parking and active transport measures (e.g. permit parking schemes) to facilitate accessibility and connectivity to adjoining land uses.	Business and Operations	●	●	●	●
Traffic and Active Transport Infrastructure Developing and improving our City's transport assets including traffic control at intersections (e.g. roundabouts, Stop and Give Way priority control), parking facilities, pedestrian crossings, cycleways and other local area traffic management devices. Key activities include: • Overseeing the planning, designing, budgeting and implementation of the capital works program relating to traffic and transport infrastructure (e.g. traffic controls at intersections (non-signalised), cycleways, pedestrian crossings and other local area traffic management devices) • Conducting investigations, including studies, plans and policy development, to assist with Council's advocacy efforts in securing approvals and funding for future transport infrastructure across the City.	Business and Operations	●	●	●	●
Transport Programs Delivering community-based education and behavioural change programs, targeting safe travel practices and encouraging greater uptake of non-car based modes of travel to reduce traffic congestion and greenhouse emissions on the City's roads.	Business and Operations	●	●	●	●

Measures and Indicators

- ≥ 90% of customer enquiries are responded to in a timely manner
- Assessing up to 300 development applications and planning proposals per year, with respect to traffic, transport, parking and road safety implications
- Assessing up to 700 road permit applications per year, including review of traffic management plans
- Ensuring ≥ 70% of traffic, transport and road safety measures endorsed by the Ryde Local Traffic Committee (RTC) are implemented in a timely manner following Council resolution
- Completing 100% of required projects and initiatives under the Local Government Road Safety Program, including active transport programs
- 100% of traffic and active transport infrastructure projects are completed on time.

City Economy (*)

Principal Activities	Responsibility	FY2025/2026	FY2026/2027	FY2027/2028	FY2028/2029
Support delivery of two major infrastructure projects that contribute to economic growth within four years.	City Shaping	●	●	●	●
Upgrade lighting infrastructure in key night-time precincts to improve visibility and deter crime within four years.	City Shaping	●	●	●	●
Increase awareness of the variety of transport modes available to access night-time economy precincts, to increase foot traffic in these areas.	City Shaping	●	●	●	●

Measures and Indicators

- Completion of annual Economic Development Action Plan.

City Resilience (*)

Principal Activities	Responsibility	FY2025/2026	FY2026/2027	FY2027/2028	FY2028/2029
Work across Council to promote multi-modal and accessible design considerations in Council's capital works and planning to increase access for community, improve resilience and support emissions reduction from transport towards Net Zero.	City Shaping	●	●	●	●
Deliver the Ryde Resilience Plan and Net Zero Emissions Pathway actions related to outcomes of connection, transport, community wellbeing and access as delivered by council stakeholder groups.	City Shaping	●	●	●	●
Provide input and strategic advice on matters related to community resilience and climate risk in areas of community access and connectivity that promote sustainable development and integrated planning considerations.	City Shaping	●	●	●	●

Measures and Indicators

- Provide timely responses to Council plans or submissions on the above outcome areas
- Support business departments on the delivery of actions linked to Resilience and Net Zero Plans
- Deliver actions from the Resilience and Net Zero Plans as per adopted timelines.

* This department contributes to multiple Strategic Outcomes with their primary Principal Activities related to another Strategic Outcome.

6. Our Diverse and Inclusive City

The City of Ryde is home to a thriving, diverse, welcoming multicultural community. The City includes diverse places for people to come together to build greater understanding and respect, enhance social connections and equity and embrace new opportunities for growth. This rich and dynamic social tapestry provides an enduring legacy for future generations.

What is Important to Our Community?

Our City is a friendly, supportive community with a rich history and diverse background. As it grows, we need to bring people together, strengthen social connections and harmony through diverse spaces. Our community already comes together at a range of events and activities on offer each year, nurtures its creativity through our public art program and celebrates the heritage of the Wallumedegal people, who have lived in the area for thousands of years.

Our community has told us they want our local history and heritage to be protected and promoted, to preserve the stories of tomorrow and to create a unifying identity. They want to see more places for groups to come together, attend a variety of events, interact and engage in lifelong learning.

Reducing social isolation as an increasing proportion of residents live in high density buildings is vital. A combination of social networks, community groups and partnerships will help residents and businesses to participate in creative, diverse, voluntary and philanthropic activities that connect neighbourhoods and improve the quality of life for people of all ages, abilities, health and cultures.

Contributing Departments and Responsible Business Areas

- Community Services
- Communications and Engagement
- City Economy
- Social and Cultural Planning

- City Spaces
- City Architect
- City Resilience

The following tables list the principal activities that Council is planning to deliver over the next four years.

Community Services

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Partner with government agencies, organisations and individuals to deliver solutions to support the community.	Business and Operations	●	●	●	●
Support the arts and cultural development through events, projects, capacity building programs and sector development.	Business and Operations	●	●	●	●
Provide a community grants program to support local not-for-profit organisations and community groups.	Business and Operations	●	●	●	●
Provide and manage quality of affordable community spaces, public facilities for events and programs, including halls and meeting rooms for local non-profit organisations.	Business and Operations	●	●	●	●
Create and deliver inclusive events, supported by a rich range of social networks, community groups and partnerships, that provide opportunities for participation, celebrate our culture and strengthen community connections.	Business and Operations	●	●	●	●

Measures and Indicators

- Deliver on the strategic directions and outcomes of the City of Ryde Social Plan 2025-2030 (draft) and Creativity Strategy 2025-2030 (draft)
- Deliver the strategic direction outlined in the 2024-2028 Events Plan
- Maintain event patron satisfaction ratings at City of Ryde events
- Maintain the number partnerships/ collaboration opportunities for Council's community development programs and initiatives
- Increase the number of applicants who apply for community grants
- Maintain user satisfaction rating for Council's 'For Hire' community facilities
- Deliver outcomes of the Live Music Action Plan 2024-2028
- Maintain satisfaction ratings at City of Ryde arts and creative events
- Increase participation and engagement from community members and creatives in arts and culturally based activities and programs.

Social and Cultural Planning

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Collaborate with our community, key sectors and governments on addressing social challenges, enhancing social cohesion and community wellbeing, empowering people to fully participate in community life, and establishing creative and cultural opportunities within the City of Ryde.	City Shaping	●	●	●	●
Review and update Council's plans, strategies and policies relevant to social and cultural planning and infrastructure delivery. This includes: • Implement the Social Strategy 2025-2030 and Creativity Strategy 2025-2030 • Update and implement the Halls and Facilities Strategy.	City Shaping	●	●	●	●
Undertake appropriate research, investigation, policy analysis and stakeholder consultation to identify gaps, challenges and opportunities and formulate discussion papers that inform Council's social and cultural planning and infrastructure delivery.	City Shaping	●	●	●	●

Measures and Indicators

- Number of partnerships with relevant government agencies and service providers
- Delivery of adopted objectives and actions from Social Strategy 2025-2030 and Creativity Strategy 2025-2030 and achieving the desired outcomes outlined in these strategies
- Review and update the Halls and Facilities Strategy, and achieve its adopted objectives and desired outcomes
- Maintain or increase community satisfaction with social cohesion, social wellbeing and social, cultural and creative opportunities available across the LGA during 2025 and 2026. Satisfaction will be measured through stakeholder engagement, community surveys and analysis of changes to social and cultural trends and statistics.

City Economy (*)

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Support local businesses to employ more people living with a disability.	City Shaping	●	●	●	●
Double the number of indigenous businesses certified and registered with Supply Nation within the City of Ryde within four years.	City Shaping	●	●	●	●
Increase the number of businesses owned by women by 10% within four years.	City Shaping	●	●	●	●
Increase support for businesses owned and operated by people living with a disability.	City Shaping	●	●	●	●
Facilitate the development of night-time cultural and entertainment events to attract visitors and stimulate local spending within four years.	City Shaping	●	●	●	●
Increase the number of venues that are accessible to people with a disability by 20%.	City Shaping	●	●	●	●
Increase the number and spread of venues and activities that are accessible to culturally and linguistically diverse people.	City Shaping	●	●	●	●

Measures and Indicators

- Completion of annual Economic Development Action Plan.

City Resilience (*)

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Deliver actions from the Ryde Resilience Plan 2030 that improve community resilience through improved social cohesion, stronger governance and connection to community. Actions to include the vulnerable and aging communities.	City Shaping	●	●	●	●
Participate in strategic regional planning programs that address social cohesion and community resilience and use the insights gained in planning and support programs in Ryde.	City Shaping	●	●	●	●
Include our Dharug community of Ryde in planning and decision making for key projects and improve connections for learning and increased community cohesion and resilience.	City Shaping	●	●	●	●

Measures and Indicators

- Delivery of adopted actions and targets from Ryde Resilience Plan 2030.

* This department contributes to multiple Strategic Outcomes with their primary Principal Activities related to another Strategic Outcome.

7. Our Open and Progressive City

An organisation that works closely with the community, understand its needs and aspirations and undertakes strong advocacy on the issues that matter to our residents. Vision, stewardship and careful management of public resources ensures they meet the needs of residents both now and into the future.

What is Important to the Community?

The City of Ryde's responsibilities extend well beyond traditional ideas of 'roads, rates and rubbish'. It has a legislative responsibility for many functions and activities that are important to the local community, which are managed through departments within the Council organisation. Guided by stakeholders, including residents and their elected representatives, Council is a dynamic, responsive leader and advocate for our community.

At times constrained by State Government legislation and regulation, the City of Ryde endeavours to make wise policy decisions on behalf of its community and advocates for change when legislation is not in the best interest of our community, on development matters and on emerging social challenges.

Responsible for the prudent management of public resources on behalf of residents and ratepayers and optimising their use for long-term community benefit, the Council organisation provides services to support the community across diverse areas, including economic development, protection of the environment and sustainability, events, planning and providing spaces for the community to gather.

Our community has told us they are mostly satisfied with Council's overall performance, with customer service, parks, kerb and gutter maintenance and financial management significant drivers of satisfaction. While some residents are happy about the opportunities they have to provide input into the future of our City, others would like better communication about long-term plans and more opportunities for community input in decision-making processes. We are identifying new ways to engage with our diverse community to ensure their voices are heard.

While some of the major decisions in respect of planning approvals are out of Council's direct control, the City of Ryde is committed to an active and comprehensive community engagement and consultation process for major decisions that impact the community. The community wants Council to advocate on its behalf, especially on issues relating to increased development. This will be a major focus and priority of the Council over the next three years.

Contributing Departments and Responsible Business Areas

- City Property
- Property Management
- Finance
- Engineering and Project Delivery
- Libraries and Customer Services
- Operations
- Legal Services

- Business Assurance and Governance
- Business Strategy and Innovation
- Risks and Insurance
- People and Culture
- City Fabric
- Major Projects
- Information Technology Management

The following tables list the principal activities that Council is planning to deliver over the next four years.

Business Assurance and Governance

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Provide administrative secretariat support to ensure the efficient operation of the City's civic functions. This includes Council meetings, Councillor workshops and Mayor/Councillor community outreach events.	CEO Office	●	●	●	●
Provide Councillors with relevant support and manage the administrative process and protocols relating to Committee and Council Meetings.	CEO Office	●	●	●	●
Manage operational and governance activities for the Audit, Risk and Improvement Committee (ARIC), including management of the internal audit function.	CEO Office	●	●	●	●
Establish and enforce standards of conduct to ensure City of Ryde meets its ethical and legal obligations, makes decisions in the best interests of all stakeholders, with transparency and accountability across the organisation. Undertake a scan of regulatory changes and update policy and procedures as appropriate.	CEO Office	●	●	●	●
Handle community complaint management process including code of conduct complaints against Councillors.	CEO Office	●	●	●	●

Measures and Indicators

- Annual maintenance and update of Council's policies and delegations
- Complete the annual Internal Audit plan, conduct internal audit and quality assurance functions
- Maintain a legislative compliance register and provide authority cards to authorised officers
- Facilitate at least 10 ordinary meetings of the Council annually and approximately 20 Councillor workshops
- Facilitate the Councillor helpdesk function to provide high-quality support and responsiveness to requests for information and civic office support
- Independently oversee public interest disclosure matters
- Manage escalated complaints or Code of Conduct and integrity matters.

Business Strategy and Innovation

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Deliver Council's statutory responsibilities under the Integrated Planning and Reporting (IP&R) requirements of the *Local Government Act 1993*.	Business and Operations	●	●	●	●
Enable and uplift project management capabilities.	Business and Operations	●	●	●	●
Enable and uplift business analytics, customer insights and experience, and reporting capabilities to identify service improvement opportunities.	Business and Operations	●	●	●	●
Enable and uplift business improvement capabilities, and deliver service improvements.	Business and Operations	●	●	●	●

Measures and Indicators

- Council's statutory IP&R responsibilities are delivered on time, within budget, and with quality
- Council's key projects are regularly monitored and reported to internal and external stakeholders
- Deliver key awareness and development training, transfer practical knowledge and processes, and actively coach and support to uplift key capabilities
- Deliver business improvement initiatives.

City Fabric

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Manage the reporting system for Council's infrastructure assets to ensure its financial sustainability from an infrastructure perspective and maintain Council's ability to offer an acceptable level of service to the community from its assets.	City Shaping	●	●	●	●
Develop, update, and deliver the Asset Management Framework and its associated policies, strategies and plans as required by the Integrated Planning and Reporting (IP&R) framework.	City Shaping	●	●	●	●
Develop, review and update internal asset management procedures, maintenance and improvement programs, undertake asset revaluations and condition assessments when required.	City Shaping	●	●	●	●
Work with various asset custodians to support decision-making processes for Council on long-term asset planning, asset renewals and new assets.	City Shaping	●	●	●	●
Capital works planning for the short (1-4 years) and- long term renewal (10+ years) and acquisition of infrastructure assets.	City Shaping	●	●	●	●
Programming for the collection and review of Council's stormwater CCTV information.	City Shaping	●	●	●	●

Measures and Indicators

- Council's Strategic Asset Management Plan is current and includes renewal forecast for all major asset classes
- The stormwater CCTV program is successfully completed, and data is managed and imported into Council's Asset Management System
- Council's four-year capital works program is updated with input from all relevant asset owners.

City Property

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Provide leadership and strategic management of Council's property portfolio to maximise its efficiency, portfolio performance and contribution to Council's financial position.	CEO Office	●	●	●	●
Provide commercial input to all Council projects.	CEO Office	●	●	●	●
Prepare and implement Council policy in relation to development contributions and administer Council's development contribution plans (Section 7.11 and 7.12).	CEO Office	●	●	●	●
Prepare and implement a voluntary planning agreement policy and coordinate the assessment, negotiation and implementation of voluntary planning agreements.	CEO Office	●	●	●	●

Measures and Indicators

- Increase returns and efficiencies gained through Council's property portfolio
- Develop and implement a new voluntary planning agreement policy
- Establish governance structure and framework to review, recommend and report on voluntary planning agreements
- Complete key strategic transactions
- Complete a full review of the Council's property portfolio.

Communications and Engagement

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Update and maintain Council's corporate communication channels.	Business and Operations	●	●	●	●
Manage media relations, including preparing media releases, developing Council's branding, delivering publications and online content.	Business and Operations	●	●	●	●
Provide briefings and speech writing services to Mayor and CEO.	Business and Operations	●	●	●	●
Implement media and social media policies and other communications guidelines.	Business and Operations	●	●	●	●
Implement the Community Engagement Strategy.	Business and Operations	●	●	●	●

Measures and Indicators

- Maintain and refresh content across Council's channels to support organisational operations
- Respond to internal service requests within expected timeframes and levels
- Successful implementation of media and social media policies and other communications guidelines
- Successful implementation of Community Engagement Strategy.

Executive Services

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Provide administrative and coordination support for the Mayor, Chief Executive Officer, Executive Leadership, and Leadership teams.	CEO Office	●	●	●	●

Measures and Indicators

- Level of service
- Coordination of meeting agendas and minutes within the prescribed timeframes.

Finance

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Provide strategic financial management, including Council's Long-Term Financial Plan; manage legislative and corporate financial key performance indicators; provide expert advice to the Executive Leadership Team and Council; and establish and review Council's investment and financial policies.	Business and Operations	●	●	●	●
Develop and manage annual budget.	Business and Operations	●	●	●	●
Manage corporate financial accounting and reporting function, including the financial systems at City of Ryde to ensure data accuracy and integrity; and provide expert advice on system capabilities to meet business requirements.	Business and Operations	●	●	●	●
Manage Council's cashflow to ensure Council's long-term financial sustainability.	Business and Operations	●	●	●	●
Manage council rates, charges, accounts receivable and payable functions.	Business and Operations	●	●	●	●
Monitor and provide financial guidance on procurement processes.	Business and Operations	●	●	●	●

Measures and Indicators

- 100% of Long-Term Financial Plan and Corporate financial indicators are met
- 100% of annual budget is completed within the agreed timeframe every year
- 100% of legislative and management financial reports are produced on time for unqualified annual audit opinion
- 100% of cashflow requirements for operational, capital works and investments are met throughout the Council Term
- 95% of invoices approved and paid on time
- ≤ 5% of outstanding rates
- 95% of tenders completed within agreed timeframe and corporate procurement policy (local suppliers).

Information Technology Management

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Provide IT helpdesk services and support to all Council staff and ensure appropriate processes and procedures are in place to respond to critical business system incidents and failures.	Business and Operations	●	●	●	●
Maintain and support IT infrastructure, including data centres, business systems and applications, telecommunications and end-user connectivity.	Business and Operations	●	●	●	●
Develop and implement a plan to ensure Council's data and IT systems are protected from cyber and security threats and can be effectively recovered in the event of a breach.	Business and Operations	●	●	●	●
Ensure core business systems and applications are updated, tested and supported to support Council's operations.	Business and Operations	●	●	●	●
Develop and deliver the ICT Digital Strategy ensuring Council's future technology and digital needs are understood and met.	Business and Operations	●	●	●	●
Deliver information and records management to ensure Council's data is accurate, accessible, secure and disposed of correctly, and meets the relevant legal and regulatory requirements.	Business and Operations	●	●	●	●
Implement and maintain Geographic Information Systems (GIS) to map, analyse and manage spatial data to support planning and decision-making.	Business and Operations	●	●	●	●

Measures and Indicators

- Availability of critical business systems and services to support Council's operations within agreed service levels
- Completion of formal GIPA Requests within defined service levels
- IT business and operational projects managed and delivered according to approved plans, timelines and budget, and agreed quality measures.

Legal Services

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Provide legal services to Council including representing Council and managing external counsel in legal proceedings.	CEO Office	●	●	●	●
Ensure Council's decisions comply with regulations, legislation and other requirements.	CEO Office	●	●	●	●

Measures and Indicators

- Council's decisions comply with regulations, legislation and other requirements throughout the Delivery Plan period.

Major Projects

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Enhance community engagement and involvement in project planning and execution to create stakeholder value.	Business and Operations	●	●	●	●
Plan and deliver major infrastructure projects to established time, cost and quality targets.	Business and Operations	●	●	●	●
Develop and implement best-practice project management framework to guide the planning, development and delivery of Council's major infrastructure projects.	Business and Operations	●	●	●	●

Measures and Indicators

- Delivery of Council's approved major projects to agreed time and cost
- Provision of timely response to customer and Councilor's requests and enquiries
- Adoption of a suitable project management framework across project delivery areas of Council.

People and Culture

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Act as the custodian of the Council's payroll system and payroll services.	Business and Operations	●	●	●	●
Undertake organisational development and learning projects to enhance staff performance and skill base across Council.	Business and Operations	●	●	●	●
Develop and implement a systematic approach to work health and safety (WHS) culture, practice and compliance in human resource management, management of workers compensation claims and Workers Compensation Self-Insurance License.	Business and Operations	●	●	●	●
Deliver the Workforce Management Strategy, operations, human resources projects, recruitment, policies and procedures, industrial and employee relations and salary systems.	Business and Operations	●	●	●	●
Manage and drive the Human Resources business partnership function to support managers and employees. Manage employee relations and performance management processes to ensure all policy and legislative requirements are met.	Business and Operations	●	●	●	●

Measures and Indicators

- Deliver priority programs, projects and key actions in accordance with Workforce Management Strategy.

Property Management

Principal Activities	Responsibility	FY2025/ 2026	FY2026/ 2027	FY2027/ 2028	FY2028/ 2029
Manage and maintain Council's portfolio of corporate, commercial, residential, operational, recreational, heritage, community and civic properties to ensure optimal long-term value and return for ratepayers and that these buildings are fit for purpose.	Business and Operations	●	●	●	●

Measures and Indicators

- Occupancy of Council's commercial properties.

Risk and Insurance

Principal Activities	Responsibility	FY2025/2026	FY2026/2027	FY2027/2028	FY2028/2029
Facilitate the implementation of Council's Enterprise Risk Management Framework, including maintaining the Council Risk register.	Business and Operations	●	●	●	●
Maintain business continuity.	Business and Operations	●	●	●	●
Maintain appropriate insurance coverage for Council's operations.	Business and Operations	●	●	●	●
Facilitate Council's insurance claims management program.	Business and Operations	●	●	●	●

Measures and Indicators

- Deliver enterprise risk management awareness and training to staff
- 100% of risk management plans implemented within agreed timeframes.

City Economy (*)

Principal Activities	Responsibility	FY2025/2026	FY2026/2027	FY2027/2028	FY2028/2029
By the end of 2025, establish a governance model for the night-time economy in the City of Ryde that articulates the roles and responsibilities of various government and non-government stakeholders.	City Shaping	●	●	●	●

Measures and Indicators

- Completion of annual Economic Development Action Plan.

* This department contributes to multiple Strategic Outcomes with their primary Principal Activities related to another Strategic Outcome.

Review and Improvement

How We Review and Improve Our Services

We deliver a wide range of services to the community, as set out in the Four-Year Delivery Program and One-Year Operational Plan. The Four-Year Delivery Program identifies service areas that will be reviewed during the Council term and explains how we will engage with the community and other stakeholders to determine their expectations of Council. Progress against these goals is reported to the Council each quarter and summarised in Council's Annual Report.

The Four-Year Delivery Plan also outlines ongoing improvements to organisational efficiency, productivity, financial management and governance.

We are committed to reviewing our services on an ongoing basis to ensure current and future community needs and expectations are met in the best possible way while we plan for a sustainable future.

We use feedback and insights from the community, Councillors, staff and our partnership network, as well as our own internal audit and improvement processes to identify potential improvements to organisational efficiency, productivity, financial management and governance. These drive more effective use of resources while providing services to meet the needs of the community.

Service reviews underway:

- Best Value Services Reviews
- Organisational Reform 2025: Ryde for the Future
  - Council will be reviewing its current organisational structure, and how services can be delivered more efficiently and effectively, as it transitions to a new organisational structure.

Our Four-Year Financial Overview

Financial Summary
By Strategic Outcomes

Our Vibrant and Liveable City

Planned Investment ($'000)	2025/2026	2026/2027	2027/2028	2028/2029	Four-Year Total Budget
Base Expenditure	13,838	14,300	14,774	15,264	58,176
Operating Income	(23,820)	(24,281)	(24,760)	(25,259)	(98,120)
Total Base Budget	**(9,983)**	**(9,982)**	**(9,986)**	**(9,994)**	**(39,945)**
Total Grant and Contribution related to Projects	–	–	–	–	–
Total Project Expenditure	–	–	–	–	–
Our Vibrant and Liveable City	**(9,983)**	**(9,982)**	**(9,986)**	**(9,994)**	**(39,945)**

Our Active and Healthy City

Planned Investment ($'000)	2025/2026	2026/2027	2027/2028	2028/2029	Four-Year Total Budget
Base Expenditure	30,959	31,947	32,960	34,006	129,873
Operating Income	(9,004)	(9,356)	(9,723)	(10,104)	(38,187)
Total Base Budget	**21,956**	**22,591**	**23,238**	**23,902**	**91,686**
Total Grant and Contribution related to Projects	**(5,600)**	–	–	–	**(5,600)**
Total Project Expenditure	**13,163**	**10,874**	**8,966**	**3,307**	**36,310**
Our Active and Healthy City	**29,519**	**33,465**	**32,204**	**27,210**	**122,397**

Our Natural and Sustainable City

Planned Investment ($'000)	2025/2026	2026/2027	2027/2028	2028/2029	Four-Year Total Budget
Base Expenditure	44,293	45,573	46,858	48,180	184,905
Operating Income	(32,606)	(33,350)	(34,287)	(35,250)	(135,493)
Total Base Budget	**11,687**	**12,223**	**12,572**	**12,931**	**49,412**
Total Grant and Contribution related to Projects	–	–	–	–	–
Total Project Expenditure	**2,020**	**3,801**	**3,788**	**5,759**	**15,368**
Our Natural and Sustainable City	**13,707**	**16,024**	**16,359**	**18,690**	**64,780**

Our Smart and Innovative City

Planned Investment ($'000)	2025/2026	2026/2027	2027/2028	2028/2029	Four-Year Total Budget
Base Expenditure	2,111	2,179	2,249	2,321	8,861
Operating Income	–	–	–	–	–
Total Base Budget	**2,111**	**2,179**	**2,249**	**2,321**	**8,861**
Total Grant and Contribution related to Projects	–	–	–	–	–
Total Project Expenditure	**227**	**157**	**128**	**129**	**640**
Our Smart and Innovative City	**2,338**	**2,337**	**2,377**	**2,449**	**9,501**

Our Connected and Accessible City

Planned Investment ($'000)	2025/2026	2026/2027	2027/2028	2028/2029	Four-Year Total Budget
Base Expenditure	23,843	24,910	27,406	28,244	104,404
Operating Income	(5,860)	(6,250)	(6,430)	(6,615)	(25,155)
Total Base Budget	**17,983**	**18,661**	**20,976**	**21,629**	**79,249**
Total Grant and Contribution related to Projects	**(9,306)**	**(600)**	**(600)**	**(600)**	**(11,106)**
Total Project Expenditure	**19,873**	**17,829**	**17,148**	**16,583**	**71,434**
Our Connected and Accessible City	**28,551**	**35,890**	**37,525**	**37,612**	**139,577**

Our Diverse and Inclusive City

Planned Investment ($'000)	2025/2026	2026/2027	2027/2028	2028/2029	Four-Year Total Budget
Base Expenditure	11,996	12,379	12,772	13,177	50,323
Operating Income	(1,341)	(1,391)	(1,444)	(1,499)	(5,675)
Total Base Budget	**10,655**	**10,988**	**11,328**	**11,678**	**44,648**
Total Grant and Contribution related to Projects	–	–	–	–	–
Total Project Expenditure	**747**	**1,222**	**359**	**571**	**2,899**
Our Diverse and Inclusive City	**11,403**	**12,210**	**11,686**	**12,248**	**47,547**

Our Open and Progressive City

Planned Investment ($'000)	2025/2026	2026/2027	2027/2028	2028/2029	Four-Year Total Budget
Base Expenditure	43,309	44,825	46,081	47,413	181,629
Operating Income	(116,585)	(120,118)	(124,619)	(129,637)	(490,959)
Total Base Budget	**(73,276)**	**(75,292)**	**(78,537)**	**(82,224)**	**(309,330)**
Total Grant and Contribution related to Projects	–	–	–	–	–
Total Project Expenditure	**7,807**	**5,562**	**6,203**	**7,192**	**26,763**
Our Open and Progressive City	**(65,470)**	**(69,730)**	**(72,335)**	**(75,032)**	**(282,566)**
Grand Total	**10,065**	**20,213**	**17,830**	**13,182**	**61,291**

2025-2029 Delivery Program

Financial Management Summary Report

The following table displays the income, expenses and operating results of Council for a period of four years, which includes the 2025/2026 budget. The Statutory Format requires the inclusion of all income received for the year, although the associated expenditure may be incurred in future periods, therefore its operating results are somewhat misleading. The Management Format takes into consideration 'matching principles' and is used to monitor Council's financial performance.

Statutory Format				Descriptions	Management Reporting Format			
Proposed Budget					Proposed Budget			
2025/2026 ($'000)	2026/2027 ($'000)	2027/2028 ($'000)	2028/2029 ($'000)		2025/2026 ($'000)	2026/2027 ($'000)	2027/2028 ($'000)	2028/2029 ($'000)
Income from Continuing Operations								
126,656	130,304	135,135	140,150	Rates and annual charges	126,656	130,304	135,135	140,150
18,319	19,052	19,814	20,607	User charges and fees	18,319	19,052	19,814	20,607
10,406	10,789	10,991	11,635	Interest and investment revenue	10,406	10,789	10,991	11,635
14,446	15,021	15,579	16,158	Other revenues	14,446	15,021	15,579	16,158
6,549	6,725	6,847	7,023	Grants and contributions provided for operating purposes	6,549	6,725	6,847	7,023
27,206	12,900	12,900	12,900	Grants and contributions provided for capital purposes	–	–	–	–
541	555	596	490	Net gain from the disposal of assets	–	–	–	–
				Transfer from Internal Restrictions	443	455	468	1,381
				Transfer from External Restrictions	31,103	31,877	32,751	33,649
204,122	195,346	201,862	208,963	Total Income from Continuing Operations	207,921	214,224	221,585	230,604

Statutory Format				Descriptions	Management Reporting Format			
Proposed Budget					Proposed Budget			
2025/2026 ($'000)	2026/2027 ($'000)	2027/2028 ($'000)	2028/2029 ($'000)		2025/2026 ($'000)	2026/2027 ($'000)	2027/2028 ($'000)	2028/2029 ($'000)
Expenses from Continuing Operations								
70,493	72,232	74,703	77,311	Employee benefits and on-costs	70,493	72,232	74,703	77,311
264	1,104	1,018	922	Borrowing costs	264	1,104	1,018	922
60,913	61,948	65,034	67,491	Materials and contracts	60,913	61,948	65,034	67,491
33,221	34,327	35,955	36,948	Depreciation and amortisation	33,221	34,327	35,955	36,948
7,637	7,842	8,045	8,253	Other expenses	7,637	7,842	8,045	8,253
172,528	**177,454**	**184,755**	**190,925**	**Total Expenditure**	**172,528**	**177,454**	**184,755**	**190,925**
31,594	**17,893**	**17,107**	**18,038**	**Operating Result (Surplus)/Deficit**	**35,393**	**36,770**	**36,830**	**39,679**
				Add back Non Cash Items: Depreciation and Amortisation	33,221	34,327	35,955	36,948
				Budget Surplus before Transfer to Reserves	**68,614**	**71,097**	**72,785**	**76,627**
				Transfer to Assets Related Reserves	38,492	40,185	41,056	44,059
				Transfer to Other Reserves	29,907	30,912	31,729	32,568
31,594	**17,893**	**17,107**	**18,038**	**Budget Result Surplus/(Deficit)**	**215**	**–**	**–**	**–**

Our Four-Year Financial Overview

2025-2029 Projected Balance Sheet

	Proposed Budget			
Balance Sheet – Consolidated	2025/2026 ($'000)	2026/2027 ($'000)	2027/2028 ($'000)	2028/2029 ($'000)
Assets				
Current Assets				
Cash and Cash Equivalents	22,508	37,648	55,369	78,202
Investments	138,390	138,390	138,390	138,390
Receivables	14,529	13,524	14,036	14,589
Inventories	926	942	989	1,026
Other	2,295	2,337	2,447	2,536
Total Current Assets	**178,649**	**192,840**	**211,231**	**234,744**
Non-Current Assets				
Investments	133,270	133,270	133,270	133,270
Receivables	1,189	1,223	1,269	1,316
Infrastructure, Property, Plant and Equipment	1,854,504	1,859,368	1,859,341	1,854,856
Investment Property	181,425	181,425	181,425	181,425
Right of use assets	21,710	19,280	16,844	14,414
Total Non-Current Assets	**2,192,098**	**2,194,566**	**2,192,149**	**2,185,281**
Total Assets	**2,370,747**	**2,387,407**	**2,403,380**	**2,420,026**

Balance Sheet – Consolidated	Proposed Budget			
	2025/2026 ($'000)	2026/2027 ($'000)	2027/2028 ($'000)	2028/2029 ($'000)
Liabilities				
Current Liabilities				
Payables	31,547	31,796	32,324	32,786
Contract liabilities	4,511	4,618	4,731	4,847
Lease liabilities	1,590	1,774	1,971	2,182
Employee benefit provisions	14,840	14,840	14,840	14,840
Other provisions	246	246	246	246
Total Current Liabilities	**52,734**	**53,275**	**54,112**	**54,901**
Non-Current Liabilities				
Contract liabilities	2,703	2,703	2,703	2,703
Lease liabilities	20,562	18,788	16,817	14,635
Employee benefit provisions	842	842	842	842
Total Non-Current Liabilities	**24,107**	**22,333**	**20,362**	**18,180**
Total Liabilities	**76,841**	**75,608**	**74,474**	**73,081**
Net Assets	**2,293,906**	**2,311,799**	**2,328,906**	**2,346,944**
Equity				
Retained Earnings	1,441,527	1,459,420	1,476,527	1,494,565
Revaluation Reserves	852,379	852,379	852,379	852,379
Council Equity Interest	**2,293,906**	**2,311,799**	**2,328,906**	**2,346,944**
Total Equity	**2,293,906**	**2,311,799**	**2,328,906**	**2,346,944**

Our Four-Year Financial Overview

2025-2029 Projected Cashflow Statements

Cash Flow Statement – Consolidated	Proposed Budget			
	2025/2026 ($'000)	2026/2027 ($'000)	2027/2028 ($'000)	2028/2029 ($'000)
Cash Flows from Operating Activities				
Receipts:				
Rates and Annual Charges	126,338	130,200	134,997	140,006
User Charges and Fees	18,334	19,027	19,788	20,580
Investment and Interest Revenue Received	10,224	10,672	10,833	11,450
Grants and Contributions	34,239	20,579	19,739	19,912
Other	14,663	15,430	15,513	16,088
Payments:				
Employee Benefits and On-Costs	(70,493)	(72,232)	(74,703)	(77,311)
Materials and Contracts	(60,885)	(61,906)	(64,928)	(67,404)
Borrowing Costs	(264)	(1,104)	(1,018)	(922)
Other	(7,480)	(7,730)	(7,830)	(8,056)
Net Cash provided (or used in) Operating Activities	**64,675**	**52,936**	**52,392**	**54,344**
Cash Flows from Investing Activities				
Receipts:				
Sale of Infrastructure, Property, Plant and Equipment	1,848	1,899	2,040	1,681
Payments:				
Purchase of Infrastructure, Property, Plant and Equipment	(41,659)	(38,106)	(34,937)	(31,221)
Other Investing Activity Payments	–	–	–	–
Net Cash provided (or used in) Investing Activities	**(39,810)**	**(36,206)**	**(32,897)**	**(29,540)**

Cash Flow Statement – Consolidated	Proposed Budget			
	2025/2026 ($'000)	2026/2027 ($'000)	2027/2028 ($'000)	2028/2029 ($'000)
Cash Flows from Financing Activities				
Payments:				
Repayment of lease liabilities (principal repayments)	(2,357)	(1,590)	(1,774)	(1,971)
Net Cash Flow provided (used in) Financing Activities	**(2,357)**	**(1,590)**	**(1,774)**	**(1,971)**
Net Increase/(Decrease) in Cash and Cash Equivalents	**22,508**	**15,139**	**17,721**	**22,833**
plus: Cash and Cash Equivalents – beginning of year	–	22,508	37,648	55,369
Cash and Cash Equivalents – end of the year	**22,508**	**37,648**	**55,369**	**78,202**
Cash and Cash Equivalents – end of the year	22,508	37,648	55,369	78,202
Investments – end of the year	271,660	271,660	271,660	271,660
Cash, Cash Equivalents and Investments – end of the year	**294,168**	**309,308**	**327,029**	**349,863**
Representing:				
– External Restrictions	187,605	202,738	218,163	237,987
– Internal Restrictions	98,543	97,279	99,651	102,808
– Unrestricted	8,021	9,291	9,216	9,067
	294,168	**309,308**	**327,029**	**349,863**

Our Four-Year Financial Overview

2025-2029 Projected Capital Budgets

	Proposed Budget			
Capital Budget Statement – Consolidated	2025/2026 ($'000)	2026/2027 ($'000)	2027/2028 ($'000)	2028/2029 ($'000)
Capital Expenditure and Repayments to Liability				
Capital – New	9,495	4,178	4,176	1,350
Capital – Renewal	32,164	33,928	30,761	29,871
Lease Payment	2,214	1,590	1,774	1,971
Total Capital Expenditure and Repayments to Liability	**43,873**	**39,696**	**36,711**	**33,192**
Capital Funding				
Transfer from Internally Restricted Reserve	12,754	18,472	14,675	14,273
Transfer from Externally Restricted Reserves				
Development Contributions Reserves	6,498	1,370	2,337	–
Stormwater Management Reserve	983	960	1,180	1,610
Infrastructure Special Rate Reserve	8,733	18,293	17,919	16,709
Grants and Contributions	14,906	600	600	600
Total Capital Funding	**43,873**	**39,696**	**36,711**	**33,192**

2025-2029 Total Asset Renewal Spending

Our Four-Year Financial Overview

Council funds the replacement of assets through a combination of General Revenue and the use of additional funding, restricted in the Asset Replacement Reserves. The funds allocated to this reserve are to ensure the Council maintains its asset renewal service levels in addition to the Infrastructure Special Rate. Whilst there is no legislative requirement for this reserve to be maintained, it is prudent to ensure asset renewal service levels are being maintained. The following tables show the classes of projects for which these funds have been committed over the period of the Delivery Program.

Total Asset Renewal Spending (Asset Replacement Reserve)	2025/2026 Budget	2026/2027 Budget	2027/2028 Budget	2028/2029 Budget
71 – Buildings	2,719,750	2,382,800	1,310,700	1,550,000
72 – Other Structures	–	–	–	–
73 – Public Roads	50,000	2,850,000	2,090,000	880,000
76 – Stormwater Drainage	–	–	685,000	2,480,000
77 – Open Space/Recreational Assets	100,000	2,330,000	1,400,000	650,000
78 – Other Infrastructure Assets	–	–	–	–
79 – Other Non-Infrastructure Assets	100,000	100,000	100,000	100,000
Grand Total	**2,969,750**	**7,662,800**	**5,585,700**	**5,660,000**

Total Asset Renewal Spending (Infrastructure Special Rate and Asset Replacement)	2025/2026 Budget	2026/2027 Budget	2027/2028 Budget	2028/2029 Budget
71 – Buildings	5,195,950	4,644,600	4,487,500	2,626,500
72 – Other Structures	353,072	140,000	140,000	507,500
73 – Public Roads	4,326,673	14,261,601	14,546,751	13,665,000
76 – Stormwater Drainage	–	1,920,000	2,000,000	3,540,000
77 – Open Space/Recreational Assets	1,145,000	4,325,000	1,980,000	1,530,000
78 – Other Infrastructure Assets	581,650	564,750	250,000	400,000
79 – Other Non-Infrastructure Assets	100,000	100,000	100,000	100,000
Grand Total	**11,702,345**	**25,955,951**	**23,504,251**	**22,369,000**

Total Asset Renewal Spending (All sources)	2025/2026 Budget	2026/2027 Budget	2027/2028 Budget	2028/2029 Budget
71 – Buildings	5,195,950	4,644,600	4,487,500	2,626,500
72 – Other Structures	353,072	140,000	140,000	507,500
73 – Public Roads	13,502,435	14,861,601	15,146,751	14,265,000
76 – Stormwater Drainage	982,800	2,880,000	3,180,000	5,150,000
77 – Open Space/Recreational Assets	6,795,000	5,625,000	2,030,000	2,280,000
78 – Other Infrastructure Assets	581,650	564,750	250,000	400,000
79 – Other Non-Infrastructure Assets	4,753,000	5,212,260	5,526,765	4,641,656
Grand Total	**32,163,907**	**33,928,211**	**30,761,016**	**29,870,656**

Special Rates
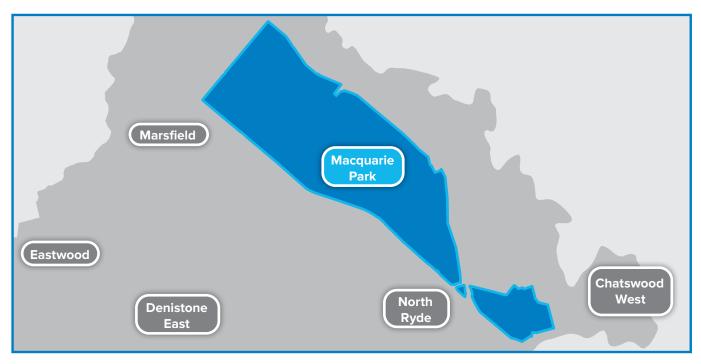
Macquarie Park Corridor

This special rate was approved by the Minister for Local Government in 2006 on an ongoing basis. This special rate is expected to raise approximately $2.272 million from business properties in the Macquarie Park Corridor. At present 551 business properties are located within this area (see map).

The Special Rate funds will be used to construct and maintain the public domain infrastructure in the area, improve roads and cycle ways as the area changes from a low-density business park to an attractive, viable and vibrant urban centre. Income relating to the Macquarie Park Corridor Special Rate will be restricted to a reserve where relevant Macquarie Park related projects will be funded from. Any unspent funds will remain in the reserve at the end of each financial year. The following works are proposed to be funded from the Macquarie Park Corridor Special Rate.

Projects funded by Macquarie Park Special Rate 2025-2029

Traffic and Transport	Budget ($)			
	2025/2026	2026/2027	2027/2028	2028/2029
Activation and Compliance – Macquarie Park	189,030	195,569	202,312	209,289
Grand Total	**189,030**	**195,569**	**202,312**	**209,289**

Special Infrastructure Renewal Rate

The Special Infrastructure Renewal Rate will generate an estimated $16 million during FY2025/2026 from all rateable properties in the City of Ryde.

The Special Infrastructure Renewal Rate funds will be used to undertake asset infrastructure renewal works and asset maintenance throughout the City of Ryde.

Income received from the Special Infrastructure Renewal Rate will be restricted to a separate reserve where the relevant infrastructure works will be funded from. Any unspent funds will remain in the reserve at the end of each financial year.

The table on the following page shows the projects for which these funds will be committed over the FY2025/2026.

Area of spending	Year 1 2025/2026	Year 2 2026/2027	Year 3 2027/2028	Year 4 2028/2029
Additional Maintenance costs	594,780	617,986	642,060	667,078
Additional Asset Maintenance Spending	594,780	617,986	642,060	667,078
Future Design – Parks	80,000	80,000	80,000	80,000
Future Design – Civil Infrastructure Assets	250,000	250,000	250,000	400,000
Pavement Testing and Design	–	100,000	–	150,000
Heavy Patching	300,000	273,697	650,000	600,000
Bus Stop DDA Compliance – Renewal	2,257,465	2,159,984	–	–
Future Design – Traffic	150,000	100,000	100,000	100,000
Future Design – Building	50,000	50,000	50,000	50,000
Cycleways Construction Renewal	225,000	450,000	162,885	500,000
Road Resurfacing Renewal	123,238	6,495,046	8,630,108	7,290,000
Footpath Construction Renewal	200,000	717,500	980,000	980,000
Road Kerb Renewal	425,000	600,000	1,000,000	2,515,000
Traffic Facilities Renewal	411,070	215,374	533,758	250,000
Stormwater Asset Replacement Renewal	–	1,210,000	200,000	610,000
Seawalls/Retaining Walls Refurbishment Renewal	331,650	314,750	–	–

Area of spending	Year 1 2025/2026	Year 2 2026/2027	Year 3 2027/2028	Year 4 2028/2029
Sportsfield Floodlighting Renewal	440,000	250,000	500,000	200,000
Sportsfield Upgrade and Renewal	375,000	715,000	–	600,000
RALC Asset Renewal	1,014,400	–	–	569,700
Community Buildings Renewal	526,800	501,800	206,800	456,800
Sportsground Amenities Upgrade and Renewal	90,000	1,100,000	2,920,000	–
Playground Upgrade and Renewal	150,000	950,000	–	–
Commercial Buildings Renewal	755,000	–	–	–
Car Park Renewal	353,072	140,000	140,000	507,500
Stormwater Improvement Works Renewal	–	710,000	1,115,000	450,000
Kerb and Gutter Renewal	184,900	300,000	400,000	400,000
Heritage Buildings Renewal	40,000	610,000	–	–
Additional Asset Spending	**8,732,595**	**18,293,151**	**17,918,551**	**16,709,000**
Additional Annual Asset Spending	**9,327,375**	**18,911,137**	**18,560,611**	**17,376,078**

Environmental Management Levy

The Environmental Management Levy will generate an estimated $9.472 million in FY2025/2026 from all rateable properties in the City of Ryde.

The Environmental Management Levy funds will be used to implement and continue a range of environmentally sustainable initiatives. These include reducing our environmental footprint, protecting our natural and built environments, reducing our impact on our natural systems, strengthening the health of our natural corridors, and managing infrastructure to reduce risk and impacts.

Financial Forecasts and the Long-Term Financial Plan (LTFP)

Financial forecasts for the Delivery Plan are essential within the NSW Integrated Planning and Reporting (IP&R) Framework. These projections provide expected financial estimates that support Council's ability to implement its Delivery Program over a four-year period.

The financial forecasts in this Delivery Plan are closely connected to the Long-Term Financial Plan (LTFP) and aid Councils in making informed decisions about resource allocation, funding strategies, and risk management.

You can find the Council's Long-Term Financial Plan (LTFP) on the Council's website.

Four-Year Capital Works Program
Assets and Infrastructure Program

Projects for 2025-2029

		Budget ($)			
		2025/2026	2026/2027	2027/2028	2028/2029
Grand Total		41,658,852	38,105,809	34,937,218	31,220,656
Strategic Outcome 1: Our Vibrant and Liveable City		–	–	–	–
Strategic Outcome 2: Our Active and Healthy City		13,007,360	10,817,800	8,559,306	3,269,700
Program:	**City Sport and Recreation**	11,577,360	10,377,800	8,144,306	3,269,700
Meadowbank Park Masterplan Delivery AIF		●			
Future Design – Parks		●	●	●	●
Meadowbank Park – Fields 3, 4, 5 & 6				●	
Lighting Control and LED upgrade		●			
Eastwood Park Sports Field Lighting Renewal		●			
Christie Park – Hinged Pole Replacement			●		
Ryde Park – 1			●		
Brush Farm Park Netball Courts Subsidence			●		
Morrison Bay Field 3		●			
Bremner Park		●			
Eastwood Lower		●			
Sportsfield Upgrade and Renewal					●
RALC Asset Renewal		●	●	●	●
Leisure Pool AHU Renewal			●		
Westminster Park Amenities			●		
Tuckwell Park Amenities Upgrade				●	
Parks Amenities Buildings – compliance works		●		●	●
Tennyson Park – Neighbourhood Playground			●		
Ann Thorn Park – Local Playground		●			

● Indicates budgeted funding in the financial year

Projects for 2025-2029

	Budget ($)			
	2025/2026	**2026/2027**	**2027/2028**	**2028/2029**
Pioneer Park – District		●		
Putney Park Regional Playground		●		
Quandong Reserve			●	●
Blenheim Park – Masterplan Delivery	●			
Putney Park Masterplan – Northern Section Delivery	●	●		
Christie Park 1 – Synthetic Surface Renewal	●	●		
Christie Park 2 – Synthetic Surface Renewal		●	●	
ELS Hall Park – Synthetic Surface Renewal			●	●
Morrison Bay Park #3	●	●		
Santa Rosa #1	●	●		
Pioneer Park		●	●	
Putney Park Regional Playground		●		
Quandong Reserve and Cottonwood Reserve			●	
Anzac Park – Masterplan Delivery		●	●	
Putney Park Masterplan – Northern Section Delivery		●		
Blenheim Park – Masterplan Delivery	●			
ELS Hall Park – Pole Replacement				●
Program: Library	**1,430,000**	**440,000**	**415,000**	**–**
Library Upgrade and Technology Enhancements	●			
North Ryde Library Minor Refurbishment		●		
Ryde/Gladesville Library Renewal – After Hours Fitout	●	●	●	
Library Renewal Planning		●	●	
Upgrade Eastwood Library	●			
Strategic Outcome 3: Our Natural and Sustainable City	**1,414,450**	**3,294,750**	**3,280,000**	**5,250,000**
Program: Catchments and Waterways	**1,314,450**	**3,194,750**	**3,180,000**	**5,150,000**
Wharf Road Gladesville Seawall construction	●	●		
Asset Renewal – Stormwater			●	●
SRV – Pit/Pipe Small Reconstructions	●	●	●	●
SRV – Chatham Road, West Ryde		●		
Pioneer Park				●
Stanley Street, Putney		●		
5 Higginbotham Road, Ryde				●
33 Kingsford Avenue, Eastwood		●		

Projects for 2025-2029

	Budget ($)			
	2025/2026	2026/2027	2027/2028	2028/2029
113 Kent Road,Marsfield		●		
9 Peach Tree Road, Macquarie Park			●	●
Wattle Street, West Ryde			●	
Napier Crescent, North Ryde		●		
Clive Road, Eastwood		●		
Culloden Road, Marsfield				●
Joy Street, Gladesville – Pipe Upgrade		●		
Gwendale Crescent, Eastwood – Pipe Upgrade				●
4 Conrad Street, North Ryde – Pipe Replacement		●		
Buffalo Road, Ryde			●	●
Folkard Street North Ryde – Pipe replacement				●
200 North Road, Eastwood			●	●
Raymond Street, Eastwood				●
SRV – Pipe Lining Treatments – Combined	●	●	●	
Arnold Street, Ryde				●
118 Ryde Road, Gladesville				●
22 Argyle Avenue, Ryde				●
Doig Avenue, Denistone East	●			
Morrison Road, Putney				●
Driver Street, Denistone West		●		
34 Gregory Street, Putney			●	
56 Thompson Street, Gladesville			●	
Program: **Waste and Recycling**	**100,000**	**100,000**	**100,000**	**100,000**
Porters Creek Precinct	●	●	●	●
Strategic Outcome 4: Our Smart and Innovative City	**50,000**	**–**	**–**	**–**
Program: **City Economy**	**50,000**	**–**	**–**	**–**
Blenheim Road Investigations	●			
Strategic Outcome 5: Our Connected and Accessible City	**19,663,492**	**17,719,199**	**17,088,347**	**16,522,500**
Program: **Traffic and Transport**	**14,106,742**	**4,317,956**	**1,625,354**	**1,157,500**
Constitution Road Infrastructure Upgrades Renewal (AIF)	●			
Constitution Road Infrastructure Upgrades Expansion (AI)	●			
Bus Stop DDA Compliance – Expansion	●	●	●	
Pedestrian Crossing Lighting Upgrade	●			
Bus Stop DDA Compliance – Renewal	●	●		

Projects for 2025-2029

	Budget ($)			
	2025/2026	2026/2027	2027/2028	2028/2029
Future Design – Traffic	●	●	●	●
Traffic Facilities Renewal (Local and Regional Roads)	●	●	●	●
Church Street Car Park	●			
Glen Street Car Park Defect Remediation Works	●	●	●	●
Traffic Infrastructure	●	●	●	●
Monash Road Gladesville Pedestrian Refuge	●			
Program: **Roads**	**4,489,900**	**11,678,743**	**13,620,108**	**12,835,000**
Constitution Road Infrastructure Upgrades (IBF)	●			
Future Design – Civil Infrastructure Assets	●	●	●	●
Pavement Testing and Design		●		●
Heavy Patching	●	●	●	●
Deeble Street viewing platform		●		
Meadowbank Water Station	●			
Asset Renewal – Other Road Assets			●	●
Ryedale Road (Second Avenue – Fourth Avenue)	●			
Ryedale Road (Fifth Avenue – Sixth Avenue)				●
Wilding Street (Winston Street – Cul De Sac (E))	●			
Bayview Street (Morrison Road – Teemer Street)		●		
Irvine Crescent (Victoria Road – Providence Road)		●		
Vimiera Road (Corunna Road – Vanimo Place)			●	
Raven Street (Ross Street – Western Crescent)			●	
Stewart Street (Shaftsbury Road – Coronation Avenue)				●
Pope Street (Lane Cove Road – Smith Street)		●		
Waterview Street (Douglas Street – Regent Street)	●			
Folkard Street (Marilyn Street – House Number 5/5a)		●		
Menzies Road (Elk Street – Menzies Road)		●		
Young Parade (Second Avenue – Third Avenue)			●	
Balaclava Road (Irene Crescent – North Road)				●
Belmore Lane (Church Lane – The End)		●		
Bond Street (Twin Road – Cul De Sac (S))		●		
Boulton Street (Morrison Road – Phillip Road)			●	
Clarence Street (Pittwater Road – Blenheim Road)			●	
Clifton Street (Sindel Street – Cul De Sac (S))			●	
Dickson Avenue (Chatham Road – Bellevue Avenue)	●			
Dora Street (Nola Street – Herring Road)		●		

Projects for 2025-2029

	Budget ($)			
	2025/2026	2026/2027	2027/2028	2028/2029
Farnell Street (Bell Avenue – Winbourne Street)			●	
John Miller Street (Milne Street – Quarry Road)			●	
Kuppa Road (Wolger Road – Cul De Sac)			●	
Lexcen Place (Treharne Close – Cul De Sac (E))			●	
Maxim Lane (Maxim Street – Gaza Road)			●	
Owen Street (Buffalo Road – Cul De Sac (E))			●	
Champion Road (Morrison Road – Brett Street)		●		
Daphne Street (Hermoyne Street – Cul De Sac (W))		●		
Vincentia Street (Cul De Sac (N) – Agincourt Road)		●		
Katoa Place (Zanco Road – Cul De Sac (S))			●	
Stroud Street (Twin Road – Berripa Close)		●		
Forsyth Street (Victoria Road – Macpherson Street)		●		
Hopetoun Avenue (Russell Street – Blaxland Road)		●		
Delmar Parade (Amiens Street – Shackel Avenue)			●	
Mitchell Street (Ida Street – Morrison Road)		●		
Marlow Avenue (Miriam Road – Ryedale Road)			●	
Macquarie Place (North Road to Cul De Sac (S))		●	●	
Waterloo Road (Thomas Holt Drive – Wicks Road)		●		
Waterloo Road (Trafalgar Place – Culloden Road)			●	
Talavera Road (Culloden Road – Busaco Road)			●	
Morrison Road (Church Street – Belmore Street)				●
Tucker Street (Pope Street – Blaxland Road)		●		
Dora Street (Booth Street – Nola Street)		●		
David Avenue (Napier Crescent – Parklands Road)		●		
Paul Street (Lane Cove Road – Mcgregor Avenue)		●		
Cressy Road (Cox's Road – Cul De Sac)		●		
Pine Street (Trevitt Road – Beswick Avenue)		●		
Oates Avenue (Westminster Road – Swan Street)		●		
Patricia Street (Edith Street – Bridge Road)		●		
Isabel Street (Lane Cove Road – Smith Street)			●	
Spencer Street (Tennyson Road – Cul De Sac)		●		
Shaftsbury Road (Rowe Street – Rutledge Street)		●		
Lakeside Road (The Avenue (Eastwood) – Glen Street)			●	
Aeolus Avenue (Wolger Road – North Road)		●		
Clanwilliam Street (Darvall Road – Read Street)		●		

Projects for 2025-2029

	Budget ($)			
	2025/2026	2026/2027	2027/2028	2028/2029
Clanwilliam Street (Read Street – Denman Street)		●		
Regent Street (Small Street – Storey Street)		●		
Regent Street (Storey Street – Phillip Road)		●		
Regent Street (Phillip Road – Wade Street)		●		
Batten Avenue (Cul De Sac – Cobham Avenue)		●		
Zanco Road (Katoa Place – Koorong Street)		●		
Betty Hendry Parade (Cutler Parade – Rowell Street)		●		
Clifton Street (Sindel Street – Cul De Sac)		●		
Thistle Street (Sutherland Avenue – Belmore Street)			●	
Maxim Street (Gaza Road – Victoria Road)			●	
Maxim Street (Hughes Street – Gaza Road)			●	
North Road (Lovell Road – Tallwood Avenue)			●	
North Road (Tallwood Avenue – Ferrabetta Avenue)			●	
Fonti Street (North Road – Star Street)			●	
Fonti Street (Star Street – Susan Avenue)			●	
Fonti Street (Susan Place – Hunts Avenue)			●	
Terry Road (Inkerman Road – Commissioners Road)				●
Brush Road (Rutledge Street – Denman Street)			●	
Gale Street (Constitution Road – Sutherland Avenue)			●	
Rex Street (Mons Avenue – Federal Road)			●	
Willandra Street (Belmore Street – House Number 14)			●	
Milne Street (Badajoz Road – John Miller Street)			●	
Susan Place (Fonti Street – Cul De Sac)			●	
Oates Avenue (Westminster Road – Swan Street)			●	
Twin Road (Badajoz Road – Nerang Street)			●	
Twin Road (Nerang Street – Stroud Street)			●	
Westminster Road (Oates Avenue – Diggers Avenue)			●	
Tennyson Road (Beach Street – Deeble Street)			●	
Nash Place (Cressy Road – Cul De Sac)			●	
Holt Street (Napier Crescent – David Avenue)			●	
Inkerman Road (Pennant Avenue – Terry Road (Ryde))			●	
Hughes Street (Maxim Street – Cul De Sac)				●
Reserve Street (Anthony Road – MiriAM – Road)			●	
Cecil Street (North Road – Birdwood Street)			●	
Carmen Street (Cul De Sac (N) – Beverly Crescent)			●	

Projects for 2025-2029

	Budget ($)			
	2025/2026	2026/2027	2027/2028	2028/2029
Waterloo Road (Vimiera Road – Trafalgar Place)			●	
Long Avenue (Shaw Street – Cul De Sac)				●
Linton Lane (Herbert Street – Cul De Sac)				●
Elston Avenue (Cul De Sac – Ryedale Road)				●
Olive Street (Ronald Avenue – Rocca Street)				●
Olive Street (Rocca Street – Quarry Road)				●
Cheers Street (Darvall Road – Brush Road)				●
Small Street (Princes Street – Regent Street)				●
Small Street (Regent Street – Cul De Sac)				●
Brabyn Street (Kings Road – School Gate)				●
Flinders Road (Cave Avenue – #43 Flinders Road)				●
Lorna Avenue (Amelia Street – Larkard Street)				●
Amelia Street (House Number 15 – Marilyn Street)				●
Pittwater Road (High Street – Thompson Street)				●
Clanalpine Street (Stewart Street – Shaftsbury Road)				●
Leslie Street (Michael Street – Wilson Street)				●
Corunna Road (Munro Street – Vimiera Road)				●
Blundell Street (Darcy Street – Herring Road)				●
Gardener Avenue (Jones Street – Cameron Crescent)				●
Morrison Road (Tennyson Road – Kemp Street)				●
Benson Lane (Blaxland Road – Benson Street)				●
Heath Street (North Road – Cul De Sac (S))				●
Vimiera Road (Rugby Road – Abuklea Road)				●
Cressy Road (Pidding Road – Higginbotham Road)				●
Shaw Street (Long Avenue – Coxs Road)				●
Kellaway Street (Bluett Avenue – Cul De Sac (E))				●
Rene Street (Pittwater Road – Mccallum Avenue)				●
Pine Street (Beswick Avenue – Parklands Road)				●
Neville Street (Fawcett Street – Smalls Road)				●
Flinders Road (Bridge Road – Cave Avenue)				●
Booth Street (Dora Street – Scott Street)				●
Ryrie Street (Coxs Road – Farrington Parade)				●
Rocca Street (House Number 17 – Cul De Sac)				●
Collins Street (Ryrie Street – Wicks Road)				●
Rocca Street (Olive Street – House Number 17)				●

Projects for 2025-2029

	Budget ($)			
	2025/2026	2026/2027	2027/2028	2028/2029
Gardeners Lane (Victoria Road – Hay Street)				●
Gwendale Crescent (No. 23 – Balaclava Road)				●
Parklands Road (David Avenue – Pine Street)				●
Pacey Avenue (Badajoz Road – Badajoz Road)				●
Irene Crescent (Balaclava Road – Balaclava Road)				●
Abuklea Road (Summit Close – Yamba Close)				●
Avon Road (Barr Street – Lorna Avenue)				●
Ross Street (Tyrell Street – Coulter Street)				●
Spring Street (Orange Street – Cul De Sac (E))				●
Waratah Street (Banksia Street – Acacia Street)				●
Readford Place (Hancott Street – Cul De Sac (E))				●
Arnold Street (Frederick Street – Cul De Sac (S))				●
Brian Street (Cul De Sac (N) – Ellen Street)				●
Buena Vista Avenue (Stage 2 Construction – Buena Vista Avenue)			●	
Cressy Road (Victoria Road – Buffalo Road)			●	
Victoria Lane (Regent Street – End)	●			
Higginbotham Road (Cressy Road – #58)		●		
Murray Street (Moira Avenue – Shaftsbury Road)		●		
Princes Street (Morrison Road – Phillip Road)		●		
Grove Lane (Grove Street – Orange Street)		●		
Marshall Place (Wicks Road – Cul De Sac)		●		
Hamilton Crescent West (Nancarrow Avenue – Constitution Road)			●	
Wharf Road (Amiens Street – Bernard Avenue)			●	
Clanwilliam Street (Wentworth Road – Darvall Road)				●
Anne Lane (Adelaide Street – Mons Avenue)				●
Brett Street (Champion Road – End)				●
Wade Lane (Regent Street – End)				●
York Street (Meriton Street – Linsley Street)				●
Kerb and Gutter condition 4 and 5	●	●	●	●
Program: Paths and Cycleways	**1,066,850**	**1,722,500**	**1,842,885**	**2,530,000**
Minor works for Cycleways	●	●	●	●
Cycleway Design	●		●	
Cycleway Construction		●		
Major Cycleway Renewal Works				●

Projects for 2025-2029

	Budget ($)			
	2025/2026	2026/2027	2027/2028	2028/2029
Footpath and Kerb Ramp Renewal	●	●	●	●
Darvall Road (Warrawong Street – Rutledge Street)	●			
Woodbine Crescent (50 Woodbine Crescent – 70 Woodbine Crescent)	●			
Cosimo Place (Quarry Road – Cul-de-sac)	●			
Napier Crescent (David Avenue – 350 Lane Cove Road)	●			
Bowden Street (Ferry Wharf – Bay Drive)		●		
Suttor Avenue (Belmore Street – Church Street)	●			
Marshall Place (Epping Road – Wicks Road)		●		
Adelphi Street (Herring Road – Cul De Sac)	●			
Bellevue Avenue (Bencoolen Avenue – Dickson Avenue)			●	
Robinson Street missing link		●		
Glades Avenue (Ross Street – Linsley Street)		●		
Terry Road (Commissioners Road – Pennant Avenue)			●	
Kuppa Road (Wolger Road – Cul De Sac)			●	
Dan Street (Herring Road – Cul De Sac)		●		
Forrest Road (Ryde Secondary College to Cul-de-sac)				●
Dickson Avenue (Bellevue Avenue – Shaftsbury Road)				●
Chadwick Street (Delange Road – Cul-de-sac)				●
Pindari Street (Pindari Park to Trevett Road)				●
Orana Street (Trevitt Road to Cul-de-sac)			●	
Dunbar Street (Samuel Street to Samuel Street)				●
Fourth Avenue (East Parade to Young Parade)				●
Gwendale Crescent (Gwendale Crescent to Cul-de-sac)			●	
Lambert Street (Winbourne Street E to John Street)				●
John Street (Winbourne Street (E) to Lambert St)			●	
Pacey Avenue (Badajoz Road to Badajoz Road)				●
Arnold Street (Frederick Street to Cul-de-sac)				●
Baird Avenue (Providence Road to Cul-de-sac)				●
Zola Avenue (Smalls Road to Cul-de-sac)				●
Storey Street (No. 1B to Cul-de-sac)		●		

Projects for 2025-2029

		Budget ($)			
		2025/2026	2026/2027	2027/2028	2028/2029
Strategic Outcome 6: Our Diverse and Inclusive City		**566,800**	**1,111,800**	**206,800**	**456,800**
Program:	**Community Inclusion and Wellbeing**	**566,800**	**1,111,800**	**206,800**	**456,800**
Community Facilities Preschool Renew Program		●	●	●	●
Community Facilities Access/Capacity Program		●	●	●	●
Community Facilities Lifecycle replacement Program		●	●	●	●
North Ryde Community Hall HVAC		●			
Addington House		●	●		
Strategic Outcome 7: Our Open and Progressive City		**6,956,750**	**5,162,260**	**5,802,765**	**5,721,656**
Program:	**Strategic Property Management**	**2,303,750**	**50,000**	**376,000**	**1,180,000**
Future Design – Building		●	●	●	●
Asset Renewal – Buildings				●	●
202 Rowe Street, Eastwood – Replacement of Main switchb		●			
Top Ryde Water ingress through façade		●			
Top Ryde – Replacement of non-complaint spiral staircase		●			
Top Ryde – HVAC Project		●			
Operation Centre-Particulate Extraction System – Implem		●			
Operation Centre-Roofing		●			
Operation Centre-HVAC Project		●			
Program:	**Service Delivery Support**	**4,653,000**	**5,112,260**	**5,426,765**	**4,541,656**
Plant and Fleet Purchases		●	●	●	●

Our Four-Year Financial Overview

Four-Year Non-Capital Projects

Projects for 2025-2029		Budget ($)			
		2025/2026	2026/2027	2027/2028	2028/2029
Grand Total		**2,178,900**	**1,339,063**	**1,654,591**	**2,319,037**
Strategic Outcome 1: Our Vibrant and Liveable City		–	–	–	–
Strategic Outcome 2: Our Active and Healthy City		**155,900**	**55,900**	**407,000**	**37,500**
Program:	**City Sport and Recreation**	**120,000**	–	–	–
Review of Childrens Play Plan		●			
Update to Council's Halls and Facilities Strategy		●			
Ryde Park Masterplan		●			
Sport and Recreation Strategy Update		●			
Plan of Management Housekeeping Update		●			
Program:	**Library**	**35,900**	**55,900**	**407,000**	**37,500**
Library Strategic Plan Implementation			●		
Digital Enhancement		●	●	●	●
Replacement of RFID Equipment				●	
Libraries Public PC Renewal				●	
Strategic Outcome 3: Our Natural and Sustainable City		**606,000**	**506,000**	**507,750**	**509,000**
Program:	**Resilience and Sustainability**	**136,000**	**136,000**	**136,000**	**136,000**
Street Tree Planting Program		●	●	●	●
Program:	**Catchment Waterway**	**200,000**	**200,000**	**200,000**	**200,000**
Stormwater CCTV Investigations		●	●	●	●
Program:	**Waste and Recycling**	**270,000**	**170,000**	**171,750**	**173,000**
Schools Waste Education Program		●	●	●	●
Community Recycling Drop-off		●			
Bin Bay Upgrade Program		●			
MUDs Resource Recovery		●	●	●	●
Household Problem Waste Collection Service		●	●	●	●

● Indicates budgeted funding in the financial year

Projects for 2025-2029	Budget ($)			
	2025/2026	2026/2027	2027/2028	2028/2029
Strategic Outcome 4: Our Smart and Innovative City	**176,500**	**157,163**	**127,841**	**128,537**
Program: **City Economy**	**176,500**	**157,163**	**127,841**	**128,537**
Ryde After Dark Program	●	●	●	●
Innovation Strategy	●	●	●	●
Visitor Economy Strategy	●	●	●	●
Strategic Outcome 5: Our Connected and Accessible City	**210,000**	**110,000**	**60,000**	**60,000**
Program: **Roads**	**210,000**	**110,000**	**60,000**	**60,000**
Bridge Condition Assessment	●	●		
High Risk Tonkin Line CCTV condition assessment	●	●	●	●
Porters Creek Stormwater Culverts Investigation	●			
Strategic Outcome 6: Our Diverse and Inclusive City	**180,500**	**110,000**	**152,000**	**114,000**
Program: **Community Inclusion and Wellbeing**	**180,500**	**110,000**	**152,000**	**114,000**
Implementing the Social Strategy	●	●	●	●
Implementing the Creativity Strategy	●	●	●	●
City of Ryde Reconciliation Action Plan			●	
DIAP Implementation	●	●	●	●
White Ribbon Implementation	●	●	●	●
Strategic Outcome 7: Our Open and Progressive City	**850,000**	**400,000**	**400,000**	**1,470,000**
Program: **Governance and Corporate Services**	**850,000**	**400,000**	**400,000**	**1,470,000**
Review of the Community Strategic Plan				●
Council Election				●
Councillor Induction				●
Asset Data Collection	●			
ICT Strategy Implementation	●	●	●	●

Translation Information

Contact Us

Translation Information

English

Language Assistance
For a free interpreter, call the Translating and Interpreting Service (TIS) on 131 450.

Arabic

المساعدة اللغوية
للاستعانة بمترجم شفهي، اتصل بخدمة الترجمة التحريرية والشفهية (TIS) على الرقم 131 450.

Armenian

Լեզվական աջակցություն
Թարգմանչի անվճար ծառայության համար զանգահարեք
Թարգմանության ծառայության (TIS) հեռախոսահամարին՝ 131 450:

Chinese (Simplified)

语言帮助
如需免费口译服务，请拨打 TIS 笔译和口译服务，电话 131 450。

Farsi (Persian)

کمک زبانی
برای یک مترجم شفاهی رایگان، با خدمات ترجمه کتبی و ترجمه شفاهی (TIS) به شماره
131 450 تماس بگیرید.

Hindi

भाषा संबंधी सहायता
नि:शुल्क दुभाषिए के लिए, अनुवाद एवं दुभाषिया सेवा (Translating and Interpreting Service)
(TIS) को 131 450 पर कॉल करें।

Italian

Assistenza linguistica
Per un interprete gratuito, chiamare il Servizio di Traduzione e Interpretariato (TIS)
al numero 131 450.

Korean

언어 지원
무료 통역 서비스를 원하시면 통번역 서비스 (TIS)에 131 450으로 전화하세요.

Contact Us

Website
www.ryde.nsw.gov.au

Telephone
Call (+61 2) 9952 8222
between 8.00am and 5.30pm,
Monday to Friday

Post
Write to us at:
City of Ryde
Locked Bag 2069
North Ryde NSW 1670

Email
Send us an email at
cityofryde@ryde.nsw.gov.au

Mayor and Councillors
Contact details for the Mayor and Councillors are available on
www.ryde.nsw.gov.au or by contacting the Customer Service Centre
on (+61 2) 9952 8222.

In Person
You can visit our Customer Service Centre located at
1 Pope Street, Ryde, NSW 2112 or any of our five libraries
www.ryde.nsw.gov.au/Library/Visit-Us

Accessibility Assistance

Please contact the National Relay Service (NRS) on 1800 555 660
and select the appropriate option.

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℞ City of Ryde

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