



City of Ryde

Lifestyle and opportunity
at your doorstep

ONE-YEAR *Operational* Plan

DRAFT
PUBLIC EXHIBITION

Ryde
2026 to 2027

Acknowledgement of Country

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 One-Year Operational Plan 2026-2027, 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 during the next year. It includes our annual budget, details the services, activities and projects we will deliver, and explains how we will measure our performance to ensure we're delivering the right services the best way we can. This document includes our Annual Budget 2026/2027 and should be read in conjunction with our Four-Year Delivery Program 2025-2029.

We report publicly on our progress against this program at the end of every quarter to ensure we stay on track.

Mayor

A Message from Our Mayor



Welcome to City of Ryde's One-Year Operational Plan for 2026-2027. This is an important document outlining Council's short-term plans to fulfil the vision set by our overarching Community Strategic Plan 2035 and I enthusiastically commend it to you. I'm now in my second year as the popularly elected Mayor of this great City and my priorities for making Ryde an even better place to live, work and play remain the same. They are: reducing the burden on all ratepayers by ensuring Council remains financially sustainable; continuing to upgrade our vital open space assets; advocating for the State Government to 'strike the right balance' between necessary housing uplift and the key infrastructure that must accompany it; and championing the wonderful diversity and inclusivity that makes our community the envy of Sydney.

Trenton Brown

Trenton Brown
City of Ryde Mayor

**Chief
Executive
Officer**

A Message from Our CEO



Following the Local Government Elections of 2024, Council undertook a major review of its organisational structure to ensure we remain proactive, dynamic and innovative in our approach to addressing the evolving challenges and needs of our community. I'm pleased to report that following that review, Council made four Directorship appointments that will significantly strengthen our strategic planning around the key areas of housing, business development, sustainability and inclusiveness, as articulated in this Operational Plan 2026-2027. The new Directors are John Angilley (Business Services), Kandace Lindeberg (Development and Regulation), Samantha Urquhart (Infrastructure), and Josh Hatten (Office of the Mayor and CEO). The new Directors join our Deputy CEO and Director for Advocacy and Strategy, Mr Michael Galderisi in rounding out our new Executive Leadership Team. I'm looking forward to working with all of them to ensure that the City of Ryde expands upon its well-earned reputation as the place to be for opportunity and lifestyle at your doorstep.

A handwritten signature in black ink that reads "Wayne Rylands". The signature is fluid and cursive.

Wayne Rylands
City of Ryde
Chief Executive Officer



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Guiding Principles

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.



Our Organisation



Our Organisational Structure

The City of Ryde faces increasing pressures from rapid population growth, significant development and the need to balance liveability with meeting government planning targets. Challenges such as infrastructure strain in the Macquarie Park precinct, housing demand and meeting NSW Government performance expectations underscore the importance of strategic thinking and an adaptable organisational structure.

Effectively managing the growing demand for service delivery from our community requires a multi-faceted approach that considers the efficiency and innovation of work processes (process management), the effectiveness of the work undertaken in meeting customer needs (business measures) and the evidence of demand for a service (community acceptance of service levels).

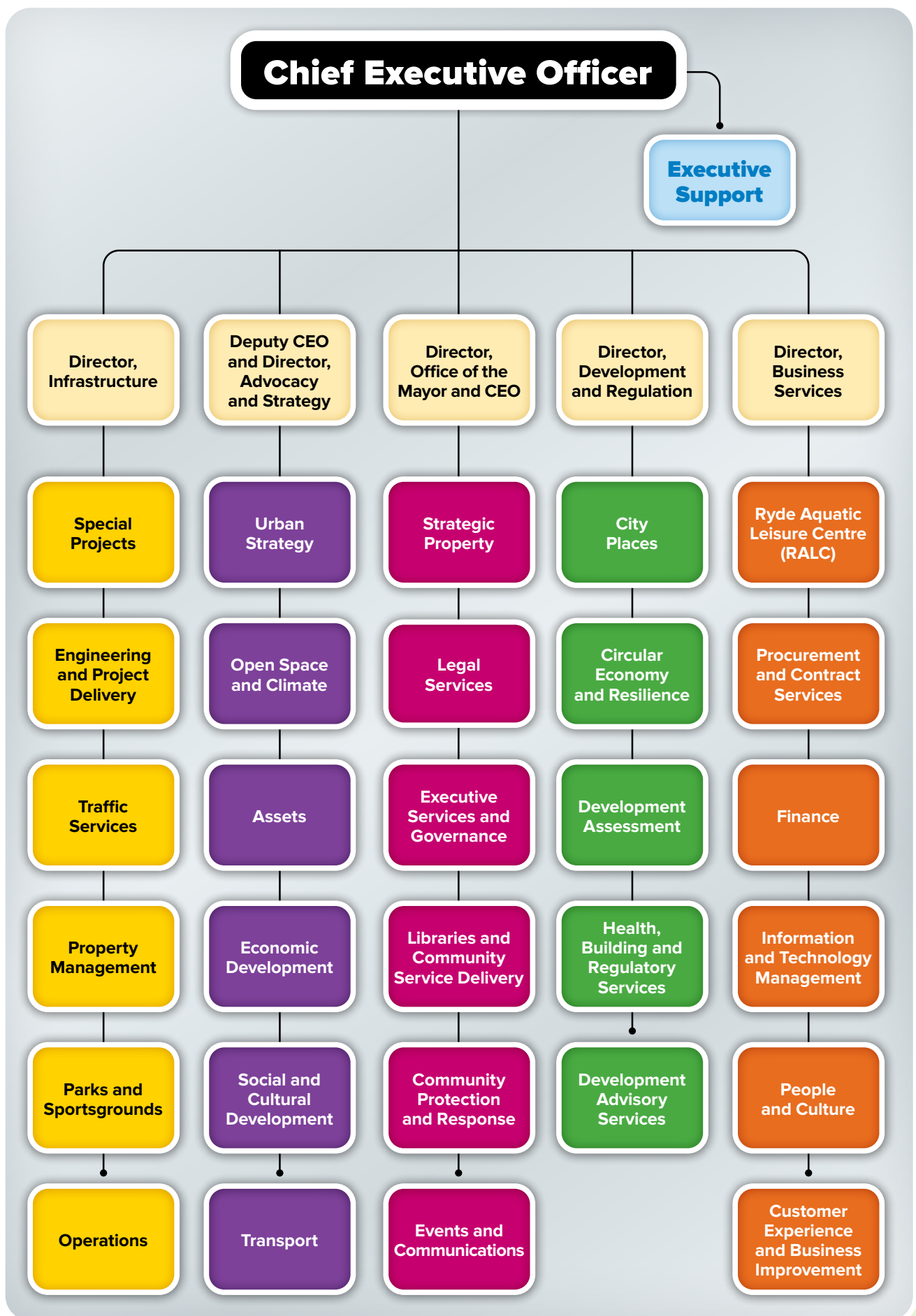
Following the local government election in 2024, we reviewed our organisational structure to ensure it aligns with the priorities of incoming Council members and their commitments to our community, as required under the *Local Government Act 1993*.

Our new organisational structure will enable stronger 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.

It provides more direct leadership communication to the business through the inclusion of new director roles. Similar operational roles have been aligned to remove duplication and create efficiencies. These roles, along with other changes will address emerging responsibilities and balance priorities and investments.

At the commencement of the Four-Year Delivery Program, Council outlined a program of work to be delivered by a workforce of 469 FTE staff. The NSW Office of Local Government maintains a comparative website that includes an analysis of FTE across a defined group of similar Councils, with the City of Ryde falling within Category 3 (Large Metropolitan Council). The group average for FTE required to deliver a similar range of services was 761. With the current population of Ryde, we are currently servicing 241 community members per FTE (group average 248) with an expected five-year growth in population of 5 percent. On average this would see an additional 1,600 community members requiring services each year, with an anticipated annual FTE growth of between six and seven people required to maintain current service levels.

Organisational Structure (2026)







The Integrated Planning and Reporting (IP&R) Framework

**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).

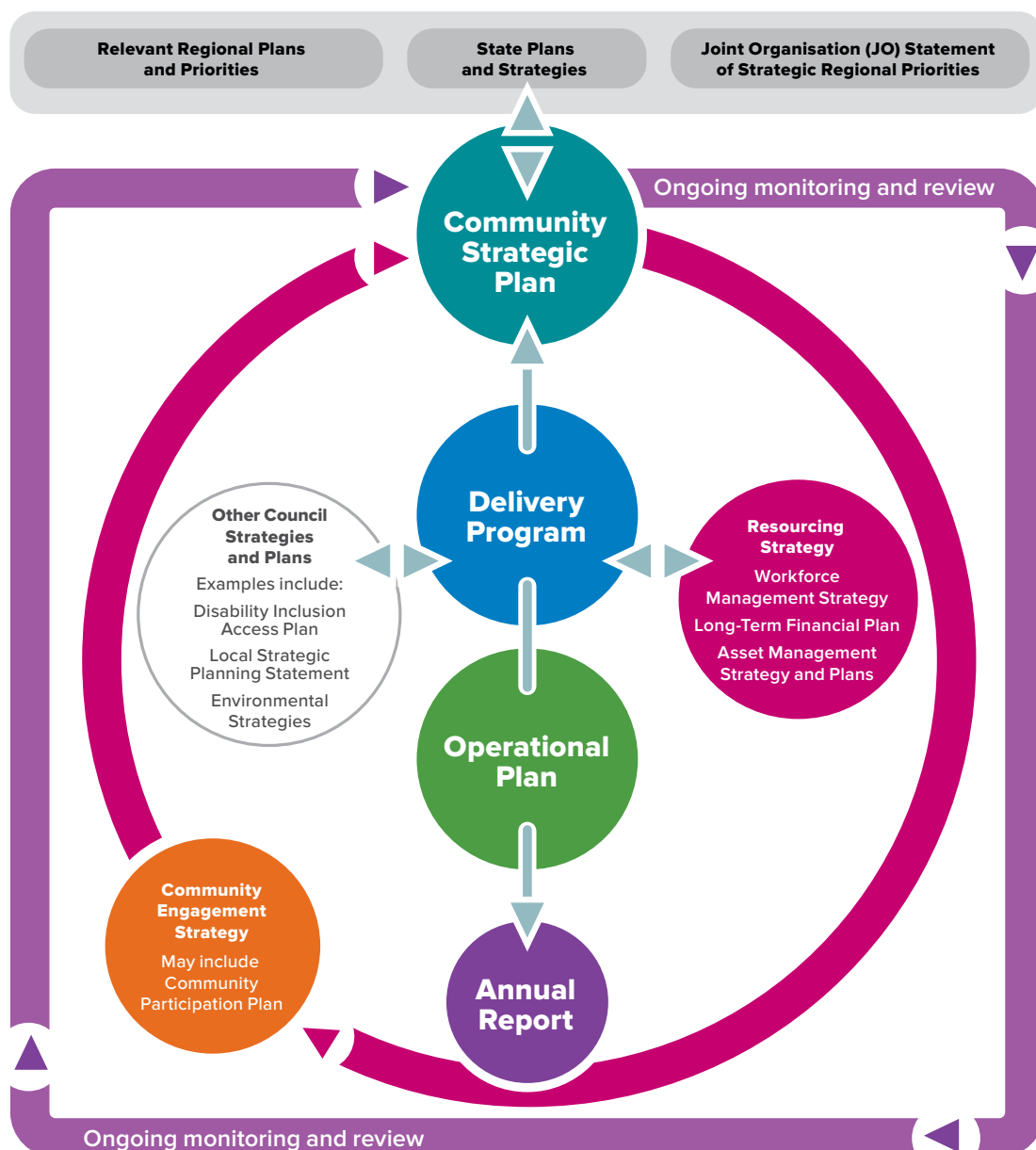


Figure A. Integrated Planning and Reporting (IP&R) Framework

**IP&R
Framework**

The Plans and Strategies That Guide Us

Strategies, Programs, Plans, and Reports

Community Strategic Plan (CSP)	Community Engagement Strategy (CES)	Resourcing Strategy (RS)
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Demonstrates how work identified in the Delivery Program and Operational Plan will be resourced, as identified through: <ul style="list-style-type: none"> Long-Term Financial Planning Workforce Management Planning Asset Management Planning.
<p>Duration: 10+ years</p> <p>Review: In line with election cycle, generally every four years.</p>	<p>Duration: Updated as required.</p> <p>Review: Within three months of the local government elections.</p>	<p>Duration: 4-10 years, in line with Delivery Program and Operational Plan.</p> <p>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.</p>

Delivery Program (DP)	Operational Plan (OP)	Annual Report (AR)	State of our City Report
<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Identifies annual projects and activities to deliver DP outcomes Includes Council's annual budget and Statement of Revenue Policy. 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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



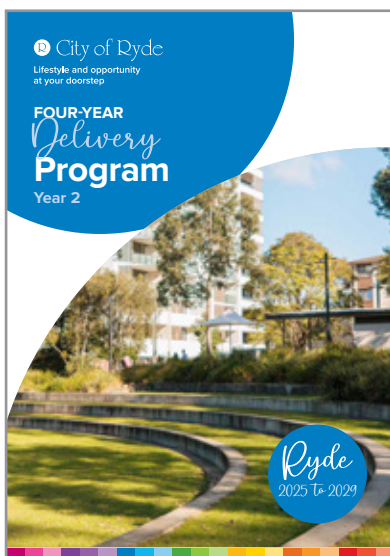
IP&R Framework

Council's Key Documents

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 FY2026/2027 as well as our annual budget are found in this document, 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 2026-2027

Our 2026/2027 Actions and Projects

Our 2026/2027 Actions and Projects

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.

Operational Plan X

1. Our Vibrant and Liveable City

Contributing Departments and Responsible Directorates

- City Places
- Community Protection and Response
- Development Advisory Services
- Development Assessment
- Health, Building and Regulatory Services
- Strategic Property.

Contributing Departments and Responsible Directorates

Departments that are contributing to the strategic outcomes as outlined in the CSP.

Principal Activities

Key functions, services or initiatives that a department undertakes to achieve the strategic outcomes and objectives as detailed in the Four-Year Delivery Program.

Priority Actions and Projects

Key actions, projects or initiatives that a department undertakes to achieve the strategic outcomes and objectives over this financial year.

Measures and Indicators

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

City Places	
Principal Activities	
Refer to the Delivery Program 2025-2029 for list of principal activities.	
Priority Actions and Projects in 2026/2027	Measures and Indicators
<ul style="list-style-type: none"> • Deliver planning proposals • Complete Local Environment Plan (LEP) amendments • Prepare and publicly exhibit the West Ryde-Meadowbank master plan • Review and update the Local Strategic Planning Statement (LSPS) • Issue 10.7 planning certificates in line with legislative requirements • Amend LEP and Development Control Plan (DCP) controls in accordance with Low and Mid-Rise Housing reforms • Undertake preparation for Council's affordable housing scheme • Initiate the establishment of a Special Entertainment Precinct in Eastwood. 	<ul style="list-style-type: none"> • Planning proposals delivered within LEP Making Guideline timeframes • LEP amendments completed within State Government Gateway Determination timeframes • In accordance with project plan • LSPS reviewed and updated in line with State issued guidelines and framework • At least 95% of 10.7 certificates issued within three working days, with ≥99% accuracy • In accordance with project plan • In accordance with project plan • In accordance with project plan.

Community Protection and Response	
Principal Activities	
Refer to the Delivery Program 2025-2029 for list of principal activities.	
Priority Actions and Projects in 2026/2027	Measures and Indicators
<ul style="list-style-type: none"> • Review and update CCTV camera network • Review and update current CCTV Policy and supporting documentation • Update Emergency Management Plan (EMPLAN) and publish on Council website • Review and update current business continuity plan (BCP) and ensure testing and exercises schedule in place. 	<ul style="list-style-type: none"> • Replacement of all current analogue equipment with digital technology • Updated CCTV policy endorsed by Council and in place • Review and endorsement of updated EPLAN by Emergency Management Committee (EMC) • Internal endorsement of BCP, testing and rollout complete.



Our Strategic Outcomes



**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 2026/2027 Actions and Projects

Our Strategic Outcomes with Descriptions

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



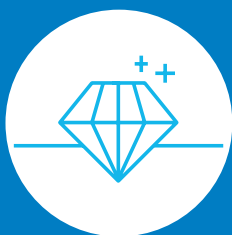
The City of Ryde is an active and healthy community, with diverse recreational spaces and opportunities for people of all ages, abilities and backgrounds to embrace healthy lifestyles. There are many opportunities for social connection in public spaces, at community events and in emerging sports and 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.

Our 2026/2027 Actions and Projects

Terminologies and Definitions

Terminology	Definitions
Strategic Outcome(s)	<p>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.</p> <p>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.</p> <p>Strategic outcomes are high-level and forward-looking, and highlight the transformative benefits and changes the community desires.</p>
Contributing Outcome(s)	<p>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.</p>
Department(s)	<p>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.</p> <p>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.</p>
Responsibility(s)	<p>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.</p>



Terminology	Definitions
Principal Activity(s)	<p>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.</p> <p>Each principal activity is associated with dedicated team resources, performance measures and reporting requirements to ensure accountability and facilitate progress tracking.</p>
Measure(s) and Indicator(s)	<p>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.</p> <p>For example:</p> <p>Strategic Outcome: A sustainable and environmentally responsible community.</p> <p>Objective: Reduce waste sent to landfill by 15% over the next 5 years.</p> <p>Proposed Performance Measures:</p> <ul style="list-style-type: none"> • 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)	<p>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.</p> <p>For example:</p> <p>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.”</p>
Objective(s)	<p>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.</p> <p>For example:</p> <p>Strategic Outcome: A healthy, active and connected community.</p> <p>Objective: Increase participation in community sports programs by 20% over the next three years.</p>
Output(s)	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)	<p>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.</p> <p>Key Characteristics of Strategies in the IP&R Framework:</p> <ul style="list-style-type: none"> • 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. <p>For example:</p> <ul style="list-style-type: none"> • Strategic Outcome: Enhance environmental sustainability. • Strategy: Promote and champion community-based initiatives to significantly reduce waste and boost recycling efforts. <p>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:</p> <ul style="list-style-type: none"> • Launching an impactful community composting program. • Conducting engaging educational workshops on waste reduction and recycling. • Empowering local businesses to significantly reduce their environmental footprint.



City of Ryde

Lifestyle and oppor
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Our 2026/2027 Actions and Projects

Overview of the Programs

Contribution to Strategic Outcomes	Programs	Descriptions
Our Vibrant and Liveable City	1. City Development	We are creating a vibrant and welcoming city that balances development with appealing community spaces and places for a more sustainable future.
	2. Community Safety and Amenity	We ensure our community enjoys clean and well-kept public spaces, food outlets and personal services.
Our Active and Healthy City	3. City Sport and Recreation	We offer sporting and recreation facilities, parks and open spaces so people of all ages can relax, have fun and connect with the community.
	4. Library	We provide modern libraries and welcoming public spaces where people can learn, connect and enjoy cultural and recreational activities at any age.
Our Natural and Sustainable City	5. Resilience and Sustainability	We care for our natural areas and wildlife and are working to make our City's buildings more eco-friendly, as we prepare our community to be resilient in the face of climate change.
	6. Catchments and Waterways	We keep our waterways and foreshore areas clean and healthy, while managing stormwater systems to help prevent flooding and protect homes.
	7. Waste and Recycling	We make it easy for residents and businesses to dispose of waste and recycle, and to keep our City clean and green.
Our Smart and Innovative City	8. City Economy	We are supporting our local economy to grow stronger and become more diverse and globally competitive.

Our 2026/2027 Actions and Projects

Contribution to Strategic Outcomes	Programs	Descriptions
Our Connected and Accessible City	9. Traffic and Transport	We are working to create a safe, easy-to-use transport network that helps everyone move smoothly around our City, no matter how they travel.
	10. Roads	We are working to ensure our local and regional roads are safe and well maintained to meet the needs of our community, now and in the future.
	11. Paths and Cycleways	We are expanding our network of footpaths and bike lanes to make it safer and easier to walk or cycle to local shops, parks and public transport.
Our Diverse and Inclusive City	12. Community Inclusion and Wellbeing	We help people to feel more connected and better supported so everyone – regardless of age, needs or cultural background – can get involved and enjoy community life.
	13. Community Connectedness and Engagement	We help residents stay connected, informed and involved so they can celebrate our City's vibrant culture, make new friends and have a say in decisions that shape our community.
Our Open and Progressive City	14. Strategic Property Management	We manage 320 Council properties to ensure they benefit our community through either direct service delivery or generating income that supports community programs.
	15. Service Delivery Support	We provide a wide range of support services that help Council's diverse programs run smoothly and meet the needs of our community.
	16. Governance and Corporate Services	We provide expert support to help the City of Ryde make good decisions and deliver quality services for our community.



1. Our Vibrant and Liveable City

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1.
**Our Vibrant and
Liveable City**

What is Important to the Community?

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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.

1.
**Our Vibrant and
Liveable City**

Contributing Departments and Responsible Directorates

- City Places
- Community Protection and Response
- Development Advisory Services
- Development Assessment
- Health, Building and Regulatory Services
- Strategic Property.

City Places

Principal Activities

Refer to the Delivery Program 2025-2029.

Priority Actions and Projects in 2026/2027

- Deliver planning proposals
- Complete Local Environment Plan (LEP) amendments
- Prepare and publicly exhibit the West Ryde-Meadowbank master plan
- Review and update the Local Strategic Planning Statement (LSPS)
- Issue 10.7 planning certificates in line with legislative requirements
- Amend LEP and Development Control Plan (DCP) controls in accordance with Low and Mid-Rise Housing reforms
- Undertake preparation for Council's affordable housing scheme
- Initiate the establishment of a Special Entertainment Precinct in Eastwood.

Measures and Indicators

- Planning proposals delivered within LEP Making Guideline timeframes
- LEP amendments completed within State Government Gateway Determination timeframes
- In accordance with project plan
- LSPS reviewed and updated in line with State issued guidelines and framework
- At least 95% of 10.7 certificates issued within three working days, with ≥99% accuracy
- In accordance with project plan
- In accordance with project plan
- In accordance with project plan.

Community Protection and Response

Principal Activities

Refer to the Delivery Program 2025-2029.

Priority Actions and Projects in 2026/2027

- Review and update CCTV camera network
- Review and update current CCTV Policy and supporting documentation
- Update Emergency Management Plan (EMPLAN) and publish on Council website
- Review and update current Business Continuity Plan (BCP) and ensure testing and exercises schedule in place.

Measures and Indicators

- Replacement of all current analogue equipment with digital technology
- Updated CCTV policy endorsed by Council and in place
- Review and endorsement of updated EPLAN by Emergency Management Committee (EMC)
- Internal endorsement of BCP, testing and rollout complete.

Development Advisory Services

Principal Activities

Refer to the Delivery Program 2025-2029.

Priority Actions and Projects in 2026/2027

- Review Fees and Charges Schedule to incorporate pre-lodgement review and advice and consultation provided with respect to State Significant Developments (SSDs)
- Review internal processes to generate process efficiencies and ensure compliance with the Ministerial Statement of Expectations Order 2024 with respect to review and lodgement of Development Applications (DAs)
- Develop systems to capture additional statistics and analytics to identify trends and improve services.
- Streamline pre-lodgement consultation process to provide high-quality advice
- Launch community information sessions, and review and update information available at the Customer Service Centre and on Council website.

Measures and Indicators

- 90% of fee categories reviewed relating to Development Advisory Services
- 80% of formal and informal planning and development enquiries responded to within agreed timeframes
- 80% of State Significant Development (SSD) Applications reviewed within agreed timeframes
- 90% of Duty Town Planner enquiries attended to at the Customer Service Centre
- 80% of design reviews conducted within agreed timeframes
- 80% of Post Consent Certificates and Complying Development Certificates reviewed and registered within 14 days of submission
- 90% of Proposed Acquisition Notes (PANs) submitted on the NSW Planning Portal reviewed within agreed timeframes.

Development Assessment

Principal Activities

Refer to the Delivery Program 2025-2029.

Priority Actions and Projects in 2026/2027

- Streamline the development assessment process to meet Ministerial Statement of Expectations Order 2024
- Refine assessment report templates
- Minimise requests for additional information through proactive case management
- Determine applications where requested information is not provided, or inadequate information is submitted, by either refusal or approval subject to additional conditions
- Provide advice to ensure applicants submit only complete DAs
- Review fees and charges for 2026/27, update existing fees and add new fees to cover operational costs
- Prepare a roadmap to offer more competitive development assessment and determination services than those offered by CDCs (by private certifiers), SSD and Housing Delivery Authority
- Engage with business leaders to showcase Council services and why it should be preferred over other approval pathways like CDCs, SSDs and the Housing Delivery Authority.

Measures and Indicators

- Manage up to 450 DA approvals per year
- Determine DAs within 95 days in 2026/27
- Manage up to 45 building inspection certificate applications, 10 Class 1 appeals in the NSW Land and Environment Court and 50 subdivision certificate applications
- Provide specialist advice on up to 10 planning proposals.

Health, Building and Regulatory Services

Principal Activities

Refer to the Delivery Program 2025-2029.

Priority Actions and Projects in 2026/2027

- Review Council's smart parking technology to improve customer experience across our City
- Ensure Council's building certification officers maintain accreditation with NSW Fair Trading.

Measures and Indicators

- Undertake more than 800 food business inspections per year
- Respond to more than 4,000 customer requests per year
- Respond to greater than 90% of customer requests within agreed timeframes.

Strategic Property

Principal Activities

Refer to the Delivery Program 2025-2029.

Priority Actions and Projects in 2026/2027

- Deliver key strategic transactions
- Undertake a comprehensive property portfolio review
- Deliver business cases for nominated properties
- Prepare, implement and monitor Council's Voluntary Planning Agreement (VPA) policy
- Establish a governance structure and framework to review, recommend and report on VPAs
- Administer Council's development contributions under Sections 7.11 and 7.12.

Measures and Indicators

- Completion of key strategic transactions within adopted timeframes
- Completion of comprehensive property portfolio review within adopted timeframes
- Preparation and adoption of business cases within adopted timeframes
- Delivery of voluntary planning agreement policy within adopted timeframes
- Voluntary planning agreement governance structure and framework prepared and adopted within agreed timeframes
- Review of development contribution processes and procedure prepared and adopted within agreed timeframes.



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.



2. Our Active and Healthy City

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.



2. Our Active and Healthy City

Contributing Departments and Responsible Directorates

- Libraries and Community Service Delivery
- Open Space and Climate
- Parks and Sportsgrounds
- Ryde Aquatic Leisure Centre (RALC).

Libraries and Community Service Delivery

Principal Activities

Refer to the Delivery Program 2025-2029.

Priority Actions and Projects in 2026/2027

Measures and Indicators

Libraries

- Renew Library Strategic Plan 2026-2031
- Deliver Library collection development plan
- Deliver a diverse annual program of Library programs and activities
- Enhance Library digital technology.
- Delivery of Eastwood 24/7 Library
- Endorsement of new Library Strategic Plan by Council
- Library collections developed and maintained
- Delivery of >1,500 Libraries programs and activities with over 35,500 participants
- Library technology upgraded as planned.

Arts and Cultural Development

- Host creative meet ups
- Deliver professional skills for creatives workshops
- Deliver the Youth Arts Competition
- Deliver the Inclusive Arts Competition
- Deliver a Youth performing arts program to support health and wellbeing, and educational outcomes for young people
- Implement actions from the Live Music Plan 2024-2028 and deliver an inaugural live music event
- Review and evaluate the Artist in Residence program in alignment with the creativity strategy to improve creative outcomes for artists, Council and the community.
- Delivering Council's Community Development Program of >100 activities to >5,000 participants
- ≥75% of programs and initiatives delivered in partnership with community organisations
- Delivering Council's Arts and Creative Development Program and supporting creative community groups to deliver programs to >2,000 participants
- Increasing the number of local creatives listed on Council's Artist Register.

Community Development

- Deliver a wide range of community-building initiatives, programs and activities including:
 - Youth Zone at Granny Smith Festival
 - International Women's Day Forum
 - Seniors Festival activities and programs
 - Youth Week activities
 - Social Inclusion Week activities for people with disability
 - Volunteer Recognition Awards
 - Diwali Celebration and Festival of Lights Competition
 - Reconciliation Action Plan initiatives
 - initiatives that contribute to the Ryde Social Strategy 2025-2030
 - Implement actions from the Disability Inclusion Action Plan 2022-2026.
- Maintain the number partnerships/ collaboration opportunities for Council's community development programs
- Deliver >100 Community Development programs and activities
- Engage >5,000 participants each year and ≥75% of programs and initiatives delivered in partnership with community organisations
- Deliver RAP actions according to the plan
- Deliver annual initiatives according to the Ryde Social Plan
- Deliver DIAP actions according to the plan.

Principal Activities

Refer to the Delivery Program 2025-2029.

Priority Actions and Projects in 2026/2027

- Update park master plans, strategic plans and plans of management to effectively manage park assets and complete capital works in a planned and strategic manner
- Prepare Ryde Park master plan to ensure it meets the community's future needs
- Review Council's parks plans of management to ensure they meet legislative and community expectations, within resourcing constraints
- Support Council adoption process for Putney Park Plan of Management and the Parramatta River Parklands Plan of Management
- Complete updates to the Ryde Biodiversity Plan.
- Identify opportunities and submit applications to external grant bodies to support park and open space facility upgrades
- Undertake strategic planning and develop a policy framework for Council's urban forest and controls relating to tree management within the LGA
- Advocate to relevant government agencies to achieve outcomes that align with Council's objectives
- Develop collaborative relationships with key State Agencies such as Schools Infrastructure NSW, Department of Planning, the Office of Sport, the Office of Environment and Heritage and Peak Sporting Bodies and key stakeholders to ensure Council's interests are represented during decision-making processes
- Engage with both community and industry to ensure that we are planning and delivering best practice services
- Review Council's Sport and Recreation Strategy and update as required
- Review Council's tree management documents and consolidate as required.

Measures and Indicators

- ≥90% response to customer requests (Merit CRM) within agreed timeframes
- ≥85% of development referrals completed on time (within 14-21 working days)
- ≥3 park plans and strategies adopted by Council
- 100% of number of Councillor requests responded to within five days
- 3 initiatives implemented in collaboration with external agencies
- 100% of park policies reviewed, updated and, where necessary, adopted by Council
- 100% of applications made to identified grant programs
- Review of Children's Play Implementation Plan completed
- Housekeeping review and update to Council's plans of management completed.

Parks and Sportsgrounds

Principal Activities

Refer to the Delivery Program 2025-2029.

Priority Actions and Projects in 2026/2027	Measures and Indicators
Parks Operations <ul style="list-style-type: none">• Manage all services relating to the city's 217 parks, 56 sportsfields and 42 buildings in parks and sportsgrounds, including park bookings• Liaise with key stakeholder groups and facility users• Oversee property services for park buildings• Deliver capital projects according to plan• Maintain parks and sportsgrounds so that they are clean, safe and available for recreational activities• Respond to customer enquiries and requests relating to parks and sportsgrounds across the City• Implement park and open space elements of the Active in Ryde program:<ul style="list-style-type: none">– Increase Active Seniors program offerings– Increase Active Kids and Youth programs (ages 5-18).	<ul style="list-style-type: none">• ≥90% response to customer requests (Merit CRM)• ≥85% LDA referrals completed on time (within 14-21 working days)• >85% implementation of actions identified in Council's Operating Plan• ≥95% of Councillor requests responded to within five days• >90% of sportsgrounds maintained to identified service levels• >5,000 bookings processed annually for use of Council's parks and sporting facilities• >500 street trees planted annually• >30 natural areas managed under contract in the bush regeneration program• >5,000 bookings processed annually for use of Council's parks and sporting facilities• >500 street trees planted annually• >30 natural areas managed under contract in the bush regeneration program• >5,000 bookings processed annually for use of Council's parks and sporting facilities• >500 street trees planted annually• >30 natural areas managed under contract in the bush regeneration program.
Parks Maintenance <ul style="list-style-type: none">• Deliver maintenance programs for sportsfields, passive parks, gardens, streetscapes, the urban forest and natural areas• Maintain facilities and ground amenities.	
Projects <ul style="list-style-type: none">• Passive Park renewal and expansion<ul style="list-style-type: none">– Deliver Blenheim Park Masterplan– Deliver Meadowbank Masterplan stages 3 and 4– Deliver ANZAC Park Masterplan– Deliver Putney Park Masterplan.• Install sportsfield floodlighting at Morrison Bay Park Field #3 and Santa Rosa Park Field #1• Plan renewal of synthetic sportsfield at Christie Park Fields #1 and #2• Undertake Tennyson Park playground renewal project• Deliver Santa Rosa Park sportsfield improvements• Deliver the Westminster Park amenities project• Deliver the Buffalo Creek bank stabilisation project.	

Ryde Aquatic Leisure Centre (RALC)

Principal Activities

Refer to the Delivery Program 2025-2029.

Priority Actions and Projects in 2026/2027

- Undertake a review to ensure that current levels of service are meeting community needs and providing value for money
- Pro-actively address and resolve RALC maintenance requirements as outlined in the asset renewal program.

Measures and Indicators

- 100% compliance with water quality criteria
- Utilisation of aquatic centres (number of visitors)
- Utilisation of aquatic and indoor sports programs (number of bookings)
- Uptake of learn to swim programs
- Effective and efficient delivery of RALC's operating and capital budgets.





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.

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3. Our Natural and Sustainable City

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 Directorates

- Assets
- Circular Economy and Resilience.

Assets

Principal Activities

Refer to the Delivery Program 2025-2029.

Priority Actions and Projects in 2026/2027

- Regularly update Council's asset management system with new asset information as it becomes available
- Create detailed future forecasts for asset renewals within the LGA, with scenarios based on population projections
- Create a long-term infrastructure delivery plan that collates all Council plans and strategies with approximate delivery times for these assets.

Measures and Indicators

- The asset management system is regularly reviewed and project information is updated quarterly in line with other key Council policies and guidelines
- Actions from the Local Infrastructure Strategy Roadmap are addressed in accordance with agreed timeframes
- A long-term infrastructure delivery plan is established to collate all key projects from Council's adopted plans and strategies.

Circular Economy and Resilience

Principal Activities

Refer to the Delivery Program 2025-2029.

Priority Actions and Projects in 2026/2027

Waste Management

- Review Council's Waste Development Control Plan to ensure successful service delivery for new residential and mixed-use developments
- Develop food organics recycling program to meet community needs
- Update Council's Circular Economy (Waste) Strategy
- Promote resource recovery and safe disposal of problem waste materials
- Deliver the household problem waste collection service
- Manage contamination of recyclables to ensure quality and optimise resource recovery
- Deliver the Schools Waste Education Program
- Deliver the Community Recycling Drop-Off Program
- Deliver the Bin Bay Upgrade Program
- Deliver the MUDs Resource Recovery Program
- Undertake business development at Porters Creek Precinct and enhance operational efficiency
- Target concrete and asphalt for recycling and reuse.

Measures and Indicators

- Providing ≤56,000 weekly waste collection services for residential properties in the LGA to required standards
- Providing ≥34,000 booked collection services
- Delivering Council's waste education program, including 50 engagement activities
- Directly engaging ≥450 households in education and behavioural change programs
- Reusing or recycling ≥40,000 tonnes of construction material every year.

Circular Economy and Resilience

Priority Actions and Projects in 2026/2027

Measures and Indicators

Resilience

- | | |
|---|---|
| <ul style="list-style-type: none"> • Track Council operational emissions (scopes 1, 2 and 3) to inform future project development • Finalise the Low Carbon Concrete Guideline to reduce operational emissions from civil works • Develop a Net Zero Business Program to support SME emissions reductions activities • Support delivery of the EV Transition Strategy • Contribute to the development of sustainable procurement guidance aligned with Federal Government procurement directive, focused on emissions reduction • Implement a pool energy efficiency program aligning with the Home Waste Sustainability Advisory (HWSA) program • Assist in the development of pre-event and recovery plans for extreme events • Contribute to the Parramatta River Catchment Group (PRCG) Master Plan review • Investigate naturalisation of Archers Creek • Deliver World Environment Day program of events • Deliver education and behavioural change events related to resilience, environmental sustainability and Net Zero • Deliver the 'Smarter, Cleaner, Greener' monthly newsletter and annual achievements publication • Deliver Council's annual water quality monitoring program for major waterways and Putney Beach • Deliver catchment and waterways education programs. | <ul style="list-style-type: none"> • >90% of project milestones completed on time • >85% customer satisfaction from community engagements, events, workshops and education sessions • >2,000 customers engaged with Council events or workshops • >500 residents contacted for engagement in the HWSA service • >100 residential home audits aimed at reducing community carbon emissions conducted annually • >8 workshops provided to community / corporates to increase awareness of environmental sustainability issues • 40,000 tonnes of used concrete and asphalt diverted from landfill. |
|---|---|

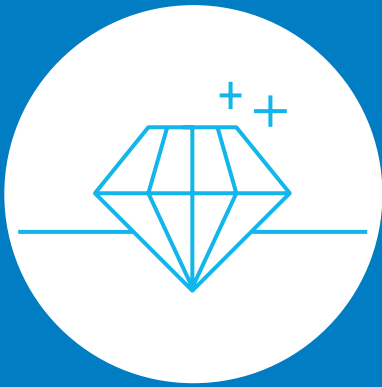
Circular Economy and Resilience

Priority Actions and Projects in 2026/2027

Measures and Indicators

Porters Creek

- Operate the waste management facility in full compliance with EPA regulations and Environment Protection Licence (EPL) requirements
 - Conduct regular Pollution Incident Response Management Plan testing to ensure environmental risk preparedness
 - Implement dust suppression measures to control on-site emissions
 - Contain and filter stormwater run-off before discharge to local waterways
 - Undertake routine leachate inspections and maintain leachate systems within EPA guidelines
 - Receive bulk concrete and asphalt from Council operations to divert waste from landfill
 - Process and supply competitively priced crushed concrete and asphalt products for Council use
 - Accept bulk construction materials from external customers as a revenue source
 - Sell recovered construction products to external customers for profit
 - Receive certified mulch from Council's parks and open spaces
 - Supply mulch internally to Council departments
 - Lease or service space to external parties to generate revenue
 - Provide and maintain operational services and infrastructure, including wash bay facilities.
- Recycle 90% of incoming waste concrete
 - Recycle 95% of incoming waste asphalt
 - A minimum of one Pollution Incident Response Management Plan (PIRMP) test per year.



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.

4. Our Smart and Innovative City

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.



4.

**Our Smart and
Innovative City**

Contributing Departments and Responsible Directorates

- Economic Development.

Economic Development

Principal Activities

Refer to the Delivery Program 2025-2029.

Priority Actions and Projects in 2026/2027	Measures and Indicators
<ul style="list-style-type: none">• Attract businesses to, and retain businesses within the Macquarie Park Innovation District and City of Ryde• Elevate support provided to local businesses through targeted workshops and events• Engage with local chambers of commerce• Support town centre activation programs• Deliver Ryde After Dark program• Deliver night-time economy placemaking initiatives• Deliver the Empower Ryde Program• Develop tools and provide support to culturally and linguistically diverse (CALD) businesses• Deliver an innovation strategy• Develop and deliver a visitor economy strategy• Deliver an inaugural innovation festival• Deliver an inaugural investor forum• Deliver the Ryde Business Forum• Deliver an event for Small Business Month• Implement a public art program to enhance vibrancy and night-time safety• Re-establish relationships with consulates from target markets to support the implementation of Council's International Relations Policy• Review current arrangements with international partners (e.g. sister cities, friendship cities, MoU partners)• Strengthen relationships with State and Commonwealth agencies• Apply for State and Commonwealth grants where appropriate• Refresh and rebrand Connect MPID through a new partnership, governance and funding model.	<ul style="list-style-type: none">• Completion of planned projects and strategies• Number of businesses engaged with, both directly and through event delivery• Number of chamber events and meetings attended• Number of investment leads identified• Number of events delivered and attendee net promoter score• Active participation in Council and external stakeholder working groups• Number of international engagement activities.



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.

**5.
Our Connected
and Accessible
City**

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.

**5.
Our Connected
and Accessible
City**

Contributing Departments and Responsible Directorates

- Engineering and Project Delivery
- Operations
- Special Projects
- Traffic Services
- Transport.

Engineering and Project Delivery

Principal Activities

Refer to the Delivery Program 2025-2029.

Priority Actions and Projects in 2026/2027

- Deliver stormwater asset replacement and renewal program, including pit and pipe reconstructions and pipe-lining treatments to improve water flow and durability
- Upgrade 134 bus stop to progress the Bus Stop DDA Compliance Program
- Upgrade pedestrian crossing lighting in collaboration with Ausgrid
- Construct new footpaths to improve pedestrian accessibility
- Progress infrastructure upgrades for major multi-year projects
- Undertake heavy patching works to maintain and improve Council roads. Undertake road resurfacing program to enhance key routes
- Undertake bridge rehabilitation works
- Renew footpath kerb ramps to improve accessibility
- Renew road kerbs to maintain road integrity
- Renew and maintain key carparks.

Measures and Indicators

- Delivery of ≥90% of capital work civil program scheduled for completion in 2026/27, in line with project schedules.

Operations

Principal Activities

Refer to the Delivery Program 2025-2029.

Priority Actions and Projects in 2026/2027

- Develop scheduled maintenance program for footpaths, kerbs and gutters
- Develop stormwater pit and pipe cleaning program
- Develop servicing schedule for gross pollutant trap (GPT) network
- Undertake regular street sweeping
- Remove graffiti within agreed timeframes
- Undertake regular bridge and jetty maintenance
- Respond to reactive maintenance and emergency callouts
- Undertake regular cleaning of 12 town centres.

Measures and Indicators

- Footpath, kerb, gutter, and stormwater assets maintained in accordance with annual programs and Service Level Agreements
- GPTs maintained in accordance with annual programs and service level agreements
- Six-week street sweeping cycle followed
- Graffiti removal and monitoring undertaken three times a week
- Bridges and jetties maintained in accordance with annual programs and service level agreements
- Responsiveness to urgent requests and high-risk issues
- Routine pressure washing of town centres undertaken twice a year or when required.

Special Projects

Principal Activities

Refer to the Delivery Program 2025-2029.

Priority Actions and Projects in 2026/2027

- Reconstruction and upgrade of Constitution Road between Hamilton Crescent and Railway Road in Meadowbank
- Install traffic signals at the intersection of Banks Street and Constitution Road, west of Meadowbank Railway Station
- Develop detailed design and tender package for the signalisation of the intersection of Waterloo and Khartoum Roads in Macquarie Park
- Substantially complete the development of new sports fields and associated amenities at Meadowbank Park
- Complete design, develop tender documentation and commence construction of an additional synthetic soccer field and futsal courts at Christie Park
- Commence design and development application to provide a multistorey car park and upper deck sporting facility at RALC.

Measures and Indicators

- Constitution Road upgrades substantially completed by September 2027
- Banks and Constitution Road signals completed by December 2026
- Waterloo and Khartoum Road signal works design and tender package completed by December 2026
- Christie Park sports field upgrades substantially commenced.

Traffic Services

Principal Activities

Refer to the Delivery Program 2025-2029.

Priority Actions and Projects in 2026/2027

Transport Operations Management

- Respond to and resolve customer enquiries on traffic, transport, parking and road safety matters in a timely manner
- Review and process road permit applications (including the assessment of traffic management plans) in a timely manner
- Review and provide expert advice on traffic, transport, parking and road safety matters relating to development proposals including DAs and State Significant Development Applications
- Provide guidance on technical transport documents such as transport impact assessment reports, signage and line-marking plans, green travel plans, loading dock management plans and road safety audits
- Conduct studies and investigations to determine future traffic, transport and parking requirements across the City's local road network
- Develop or renew policies relating to traffic operations, transport planning, road safety and parking management
- Lead or guide submissions in response to State and Federal Government legislation, policies and strategies with significant transport implications for the City of Ryde.

Measures and Indicators

- Implementing $\geq 70\%$ of traffic, transport and road safety measures endorsed by the Ryde Local Transport Forum (RTF) in a timely manner following Council resolution
- 100% completion of projects and initiatives under the Local Government Road Safety Program, including active transport programs
- Responding to $\geq 90\%$ customer enquiries in a timely manner
- Assess over 250 development applications, State Significant Developments, planning proposals per year, with respect to its traffic, transport, parking and road safety implications
- Assessing up to 700 road permit applications per year, including review of traffic management plans
- Plan and deliver traffic and active transport infrastructure projects identified in the Operational Plan on time
- Completion of comprehensive road safety review of 12 schools across the LGA
- Complete traffic and transport study for the Fontenoy Road Precinct.

Traffic Services

Priority Actions and Projects in 2026/2027

Measures and Indicators

Traffic and Active Transport Infrastructure

- Expand traffic facilities to deliver new traffic, parking, cycling and pedestrian crossing facilities and improve connectivity and accessibility to major transport hubs and key destinations across the City
- Repair and upgrade existing traffic, parking, cycling and pedestrian crossing facilities to ensure these devices are safe and serviceable for public use
- Build and upgrade our City's on- and off-road cycling network to support the use of non-car based modes of transport (cycling, walking and public transport)
- Liaise with community groups, Federal and State Government agencies and other key stakeholders to plan, design and implement critical transport infrastructure.

Transport Programs

- Prepare, schedule and implement approved community programs in collaboration with different community groups (e.g. schools, cycling groups and businesses), government agencies and other key stakeholders, to reduce road trauma, promote safe travel practices and encourage greater uptake of active transport
- Review and develop or update plans and policies relating to road safety and active transport.

Transport

Principal Activities

Refer to the Delivery Program 2025-2029.

Priority Actions and Projects in 2026/2027

Measures and Indicators

- | | |
|---|---|
| <ul style="list-style-type: none">• Create new active transport plan for 2026-2031 to support the Integrated Transport Strategy (ITS 2045)• Create public transport plan for 2026-2031 to support the ITS 2045• Implement Council's Sustainable Transport Plan 2031• Lead or support applications for government transport-related grant programs, such as Get Active NSW• Install public kerbside charging points to support uptake of electric vehicles, funded through NSW Government Kerbside EV Charging Grants Round 2• Actively participate in Council and external stakeholder working groups. | <ul style="list-style-type: none">• Council adoption of transport plan• Implementation of planned actions from the Sustainable Transport Plan 2031 and ITS 2045• 100% applications submitted to eligible transport-related grant programs within required timeframes• Installation of at least 30 kerbside charge points by July 2026• Active and ongoing participation in relevant working groups• Representation at ≥ one nationally significant industry event. |
|---|---|



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.



6. Our Diverse and Inclusive City

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.

A solid orange circle containing the section number and title.

6.

Our Diverse and Inclusive City

Contributing Departments and Responsible Directorates

- Customer Experience and Business Improvement
- Events and Communications
- Social and Cultural Development.

Customer Experience and Business Improvement

Principal Activities

Refer to the Delivery Program 2025-2029.

Priority Actions and Projects in 2026/2027

Measures and Indicators

Community Engagement

- Develop and implement engagement approaches that provide our community with opportunities to make meaningful contributions to decisions that affect their daily lives, ensuring stakeholders feel heard and providing local insights that assist evidence-based decision making
 - Conduct research initiatives to inform service delivery priorities, community sentiment and customer satisfaction to assist Council in making informed, impactful, and effective decisions for our City.
- Community satisfaction with opportunities to have their voices heard on issues that affect them
 - Completion of Have Your Say initiatives
 - Completion of community sentiment and customer satisfaction research initiatives.

Customer Service Centre

- Support consistent, effective communication and ensure accurate information and timely assistance to our customers
 - Strengthen internal communication, engagement and responsiveness by promoting a customer-focused approach across all service touchpoints (in person, phone, online, email, and after-hours).
- Delivery of improved customer experiences and user-friendly service interfaces for the community
 - Customer satisfaction with our Customer Service Centre
 - Customer Service Centre performance indicators.

Business Improvement (Service Reviews)

- Service reviews performed to ensure that current service levels meet community needs and provide value for money.
- Minimum two service reviews delivered
 - Customer experience and business improvement opportunities identified
 - Business improvement initiatives delivered.

Integrated Planning and Reporting (IP&R)

- Deliver Council's Annual Report
 - Refresh and update Council's IP&R documents (Four-Year Delivery Program, One-Year Operational Plan and Quarterly Progress Reports).
- Council's statutory IP&R responsibilities are delivered on time, within budget and to a high standard.

Events and Communications

Principal Activities

Refer to the Delivery Program 2025-2029.

Priority Actions and Projects in 2026/2027

Communications

- Continue to enhance project delivery webpages
- Finalise corporate guidelines (written and brand)
- Implement Council's communications strategy.

Community Events

- Host key events and programs for the community
- Implement actions from the Events Plan 2024-2028
- Undertake approval processes to support major external events.

Civic Events

- Deliver civic events and Council programs, including citizenship ceremonies, ANZAC and Remembrance Day activities.

Measures and Indicators

- Content maintained and refreshed across Council's channels to support organisational operations
- Internal service requests responded to within expected timeframes and levels
- Media and social media policies and other communications guidelines successfully implemented
- Delivery of Events Plan 2024-2028 strategic direction in accordance with Council's Events Plan
- Event satisfaction ratings at City of Ryde events are maintained.

Social and Cultural Development

Principal Activities

Refer to the Delivery Program 2025-2029.

Priority Actions and Projects in 2026/2027

Social Research and Advice:

- Identify and monitor social challenges and community needs and priorities through the development of Council strategies
- Provide strategic advice and input into the development of Council strategies and plans led by other teams, including:
 - Assessment/feedback on development proposals
 - Preparing submissions
 - Advocacy to other levels of government
 - Informing projects, programs and/or broader Council decisionmaking.

Strategy Development

- Develop key Council strategies and facilitate the adoption process for the following:
 - Community Facilities Strategy 2026-2036
 - Library Strategic Plan 2026-2031
 - Disability Inclusion Action Plan 2026-2030
 - Innovate Reconciliation Action Plan 2027-2029.

Strategy Implementation

- Coordinate implementation of actions associated with the following strategies across Council teams:
 - Social Strategy 2025-2030 (Year 2 implementation)
 - Creativity Strategy 2025-2030 (Year 2 implementation)
 - Disability Inclusion Action Plan 2026-2030 (Year 1 implementation)
- Contribute to the implementation of the Community Facilities Strategy 2026-2036 (Year 1).

Collaboration and Partnerships

- Strengthen connections with key stakeholders and community through strategy development processes and identify opportunities for collaboration and partnerships.

Measures and Indicators

- Council strategies adopted (including Community Facilities Strategy 2026-2036, Libraries Strategy 2026-2031, Disability Inclusion Action Plan 2026-2030 and Innovate Reconciliation Action Plan 2027-2029)
- Robust evidence base is developed, applied and documented in Council strategies
- Engagement processes associated with the development of Council strategies attract strong participation and demonstrate meaningful and inclusive engagement
- Annual reviews of progress and achievements against Council strategies demonstrate that actions are being delivered as intended, with implementation meeting expectations and strategic objectives
- Providing strategic advice, input and recommendations on social matters provided in a timely manner to other Council teams as requested.



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.

7.
**Our Open and
Progressive City**

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.

7.
**Our Open and
Progressive City**

Contributing Departments and Responsible Directorates

- Executive Services and Governance
- Executive Support
- Finance
- Information Technology Management
- Legal Services
- People and Culture
- Procurement and Contract Services
- Property Management
- Urban Strategy.

Executive Services and Governance

Principal Activities

Refer to the Delivery Program 2025-2029.

Priority Actions and Projects in 2026/2027

Measures and Indicators

Governance Support

- Monitor outstanding obligations in the RelianSys legislative compliance module to ensure any changes to legislation are assigned to the relevant manager, action taken and compliance achieved
 - Roll out access to the policy register in Reliansys and create an e-learning training guide for all staff on navigating and viewing the register
 - Work with stakeholders, including managers and directors, that are overdue for review
 - Update and roll out new RelianSys delegations register to the organisation
 - Work with stakeholders to establish required delegations for staff and approval by the CEO, with training provided where needed
 - Review and update the Ethical Lobbying Policy
 - Review and update the following policies:
 - Petitions Policy
 - Conflict of Interest Policy
 - Public Interest Disclosure Policy.
 - Renew and issue Authority Cards for Authorised Officers with expiry on 30 June 2026
 - Reconcile Delegations Registers financial expenditure delegations to Technology One
 - Update Reliansys database regularly to maintain accuracy
 - Update the Gifts and Benefits Register.
 - Collect annual Related Party Disclosures from designated officers
 - Collect annual Pecuniary Interest Disclosures from designated officers
 - Investigate code of conduct complaints involving Councillors and CEO
 - Review and register any staff Conflict of Interest declarations
 - Assess and register any Conflict of Interest – Management Strategy Statement applications
 - Provide ongoing governance advice to the organisation as required.
- Quarterly review and report to ELT and ARIC the progress of obligations being actioned and compliance achieved
 - Number of staff who have accessed and viewed the ELearning demonstration
 - Quarterly report to ELT on progress on draft policies
 - Authority card renewals complete
 - Reliansys database reviewed quarterly
 - Related party disclosures reported to ELT and ARIC annually
 - Pecuniary interest disclosures reported to CEO and tabled with Council annually.

Executive Services and Governance

Priority Actions and Projects in 2026/2027

Measures and Indicators

Complaints Management

- Implement Code of Conduct training to support the professional development of Councillors and staff
 - Refer process improvement recommendations to appropriate department
 - Drive information updates to website or among Customer Service staff as required
 - Review complaint management functions, synergies and reports
 - Present complaints management policy to ELT and Council for endorsement
 - Deliver roadshow to directors and managers on changes to methodology for dealing with customer complaints.
- Annual code of conduct complaints report submission completed.

Internal Audit

- Develop and implement the FY2026/2027 Annual Internal Audit Program
 - Develop and monitor the annual ARIC strategic workplan and report on progress
 - Roll out the Reliansys Audit Model across the organisation
 - Continue to strengthen the internal audit function.
- Annual Audit Plan endorsed by ARIC
 - Internal audit progress reports submitted to ARIC quarterly
 - Demonstrated utilisation Reliansys Audit Model by leadership and managers
 - Identified gaps closed and continuous improvement actions implemented.

Civic Services

- Provide administrative support for Mayor and Councillor requests submitted via the HelpDesk
 - Provide administrative support to ensure the effective operation of Council and Committee Meetings
 - Prepare and distribute Council and Committee business papers and minutes
 - Prepare action sheets and update Council and Committee meeting resolutions
 - Maintain the Councillor Discretionary Funds Register
 - Reconcile Mayor and Councillor reimbursement claims.
- Councillor requests responded to within agreed timeframes
 - A minimum of 10 Ordinary Council meetings held, in accordance with the *Local Government Act 1993*
 - Preparation and distribution of Council and Committee Business Papers and Minutes in accordance with Council's adopted Code of Meeting Practice
 - Action sheets and resolutions spreadsheet updated after Council and Committee meetings
 - Councillor Discretionary Funds Register updated and published after Council meetings
 - Mayor and Councillor reimbursement claims reconciled in accordance with Councillor Expenses and Facilities Policy.

Risk and Insurance

- | | |
|--|--|
| <ul style="list-style-type: none"> • Uplift enterprise risk management framework maturity by: <ul style="list-style-type: none"> – Embedding the framework across all business units – Reviewing and updating the corporate and operational risk registers – Aligning risk reporting with strategic objectives and key deliverables. • Ensure Risk Committee effectiveness and oversight by: <ul style="list-style-type: none"> – Formalising Risk Committee charter, roles and reporting lines – Implementing structured quarterly risk reporting – Enhancing oversight of emerging and cross-functional risks. • Undertake strategic risk review and alignment by: <ul style="list-style-type: none"> – Undertaking regular reviews of strategic risks in line with the Delivery Program and Operational Plan – Facilitating strategic risk workshops – Strengthening risk appetite articulation and tolerance in decision-making. • Develop organisational risk capability and culture by: <ul style="list-style-type: none"> – Delivering organisation-wide online risk management training – Developing targeted training for risk owners and project managers – Promoting consistent risk assessment methodology. • Undertake insurance and claims risk monitoring by: <ul style="list-style-type: none"> – Strengthening claims trend analysis and reporting – Improving incident reporting timeliness – Aligning insurance coverage with emerging risk exposures. | <ul style="list-style-type: none"> • Percentage of business units with current and reviewed risk registers • Quarterly risk reports presented to ARIC and ELT • Reduction in overdue risk treatments • Independent internal audit validation of risk framework effectiveness completed • Quarterly risk committee meetings held with documented actions and attendance and representation from key business units • Timely escalation of high and extreme risks • Completion rate of committee action items • Strategic risk register formally reviewed and endorsed at least quarterly • Evidence of risk consideration in all major Council reports and business cases • Clear linkage between strategic risks and performance reporting • Training completion rates across the organisation • Improved quality and consistency of risk assessments • Increased proactive risk identification (early risk logging trends) • Reduction in claim frequency and cost volatility • Percentage of incidents reported within required timeframes • Quarterly review of insurance claims and reporting completed. |
|--|--|

Executive Services and Governance

Priority Actions and Projects in 2026/2027

Measures and Indicators

Grants Management

- | | |
|---|--|
| <ul style="list-style-type: none">• Incoming Grants<ul style="list-style-type: none">– Coordinate cross-team communication and maintain an up-to-date grants register to ensure projects are shovel-ready and application-ready– Proactively identify, assess and communicate grant funding opportunities aligned with organisational priorities to maximise external funding outcomes– Provide expert advice and ongoing assistance by working with key stakeholders organisation-wide to ensure applications adhere to Council's strategic direction are efficient and align with Council priorities– Established a formal Grants Committee to oversee grant strategy for incoming grants, decision-making and compliance– Review and update the Incoming Grants Policy and Procedures to ensure efficiency, transparency and alignment with organisational objectives.• Outgoing Grants<ul style="list-style-type: none">– Ensure efficient processing, stakeholder communication and program compliance support for community grants, minor donations and ClubGRANT programs through a dedicated support role– Review and update the Community Grants Policy and Guidelines to improve governance, clarity and accessibility. | <ul style="list-style-type: none">• Incoming Grants<ul style="list-style-type: none">– Grants Committee established– Compliance with funding requirements, nil recall of awarded grants.• Outgoing Grants<ul style="list-style-type: none">– Community grants process simplified and easier to use with faster turnaround times. |
|---|--|

Executive Support

Principal Activities

Refer to the Delivery Program 2025-2029.

Priority Actions and Projects in 2026/2027

Measures and Indicators

- | | |
|--|--|
| <ul style="list-style-type: none">• Ensure Mayoral and Councilor requests are responded to according to policy• Manage Mayoral and Councillor community and stakeholder engagement. | <ul style="list-style-type: none">• Responses to Mayoral and Councilor request are provided within five business days. |
|--|--|

Finance

Principal Activities

Refer to the Delivery Program 2025-2029.

Priority Actions and Projects in 2026/2027

- Maintain Council's financial accounts and asset registers and prepare Council's annual financial statements
- Deliver externally audited financial statements according to Office of Local Government timelines
- Ensure statutory compliance with all requirements
- Ensure capital preservation and best returns for Council's investments according to the Ministerial Investment Order 2011
- Deliver monthly and quarterly budget reviews and Council's annual budget, issue annual rates notices and quarterly reminders by deadlines
- Prepare and monitor Council's Long-Term Financial Plan
- Administer Council's financial and rating system
- Maintain Council's rating and levy system
- Run Council's account receivable function including issuing and collecting rates, levies and charges
- Support Council's procurement function, including requisition, order management and stock holdings at Council's Operations Centre store.

Measures and Indicators

- 95% of valid and compliant supplier invoices paid within terms (Note: the Procurement function now belongs to the new department – Procurement and Contract Services)
- Lodgement of externally audited financial statements by 31 October 2026
- Delivering Council Quarterly budget reviews within 60 days of quarter's end
- Delivering the year-end review to Council's October ordinary meeting
- Maintaining or increasing Council's minimum agreed unrestricted cash balance of \$13.4m as of 30 June 2027.

Information Technology Management

Principal Activities

Refer to the Delivery Program 2025-2029.

Priority Actions and Projects in 2026/2027

- Conduct a review of ITM services to ensure current service levels meet Council requirements, community needs and provide value for money
- Develop and deliver the Digital Strategy and Digital Transformation program to ensure Council's future technology and digital needs are understood and met
- Support the organisation with IT-related issues and ensure IT ecosystems, networks and platforms remain available, current and secure
- Ensure Council's information assets are secure and vulnerabilities are mitigated through continuous monitoring and management of information security requirements and controls
- Ensure relevant policies and guidelines are current and appropriate engagement with staff and Council is undertaken
- Manage IT service delivery by ensuring incidents and requests are resolved according to priority and within agreed timeframes.

Measures and Indicators

- Delivery of a fit-for-purpose Digital Strategy and Digital Transformation program that meets Council's future technology and digital needs
- Effective and efficient delivery of ITM's operating and capital budgets
- Effective management of the IT hardware and software asset lifecycle in accordance with organisational requirements
- Effective management of the information and records lifecycle, ensuring records are accurately classified, stored, disposed of, and accessible in line with legislation, policy and guidelines
- IT incidents and service requests resolved within agreed target timeframes
- IT project outcomes delivered on time, within agreed scope, budget and quality standards
- Formal GIPA applications processed within 20 working days or within agreed timeframes
- Spatial data service requests completed within target resolution timeframes.

Legal Services

Principal Activities

Refer to the Delivery Program 2025-2029.

Priority Actions and Projects in 2026/2027

- Provide legal services to Council, including representing Council and managing external counsel in legal proceedings
- Ensure Council's decisions comply with regulations, legislation and other requirements.

Measures and Indicators

- Ensuring Council's decisions comply with regulations, legislation and other requirements throughout FY2026/2027.

People and Culture

Principal Activities

Refer to the Delivery Program 2025-2029.

Priority Actions and Projects in 2026/2027

- Design, implement and embed the new organisational structure
- Revise and update the Workforce Management Strategy following adoption of the new organisational structure
- Organise the 'Ticket To Ryde' event for all staff.

Measures and Indicators

- Delivering programs and strategies in accordance with Council's Workforce Management Strategy.

Procurement and Contract Services

Principal Activities

Refer to the Delivery Program 2025-2029.

Priority Actions and Projects in 2026/2027

- Ensure training and development opportunities are available for all staff to improve their procurement capabilities
- Update and ensure templates, tools, processes and guidelines are maintained to support continuous improvement across the Procurement function
- Provide support and advice as required, including procurement strategies, tender processes, tender evaluation and award completion, contract extension/variation, and new contract implementation
- Develop dashboards and improve data analytics through Tech One to support robust procurement decision-making
- Ensure a clear customer-focused experience on the infonet to ensure users can find templates and are empowered to undertake purchasing and procurement activities.

Measures and Indicators

- 20% year-on-year increase in supplier and customer satisfaction
- Procurement policies and guidelines are maintained as per review schedules
- Procurement Infonet updated and improved to support business unit self-service
- Launch of procurement dashboard to ELT to support decision making.
- Compliance remediation program completed on time and on budget.

Property Management

Principal Activities

Refer to the Delivery Program 2025-2029.

Priority Actions and Projects in 2026/2027

- Ensure occupancy documentation is in place to protect Council's interests, and that obligations are being met.
- Undertake appropriate emergency, remedial, planned and/or preventative maintenance activities as required to ensure proper asset management and functionality of buildings
- Ensure essential services are maintained (cleaning, security etc) to allow proper functioning of buildings
- Undertake capital improvement projects to meet life-cycle, end-of-useable-life, compliance, health and safety, expansion, environmental or re-purposing requirements
- Provide input to policies, procedures, plans, projects and administration.

Measures and Indicators

- ≥90% response to customer requests achieved within nominated timeframes
- ≥9,000 bookings per year across 15 hireable community spaces
- Capturing and reporting on the number of people attending community facilities for arts, cultural events and activities
- Achieving ≥80% satisfactory level in the annual customer survey for users of community facilities
- Deliver projects within agreed timeframes.

Community Facilities

- Hold an annual customer survey for the users of the for-hire facilities to identify areas of improvement
- Undertake WHS audits across Council facilities
- Develop and implement planned maintenance and capital works projects for Community Facilities to ensure ongoing asset sustainability and service improvement.

Urban Strategy

Principal Activities

Refer to the Delivery Program 2025-2029.

Priority Actions and Projects in 2026/2027

- Provide urban design input into the finalisation of West Ryde-Meadowbank master plan
- Complete Eastwood Place Strategy to inform Eastwood master plan
- Provide strategic architectural and urban design advice throughout Council, for SSDs and LDAs
- Undertake strategic heritage framework
- Assess minor works exemptions for heritage items and contributory items within conservation areas
- Prepare architectural concept design for key council led projects
- Provide architectural design advice for Council's capital projects.

Measures and Indicators

- West Ryde-Meadowbank master plan adopted by Council
- Eastwood Place Strategy complete and handed over to strategic planning team
- Urban design advice provided to planning teams within agreed timeframe (14-21 days)
- Assessment of minor works exemptions within agreed timeframes
- Architectural concept designs to inform strategic business case for two Council sites complete
- Measurable improvement in design outcomes in Council projects.





Review and Improvement



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.

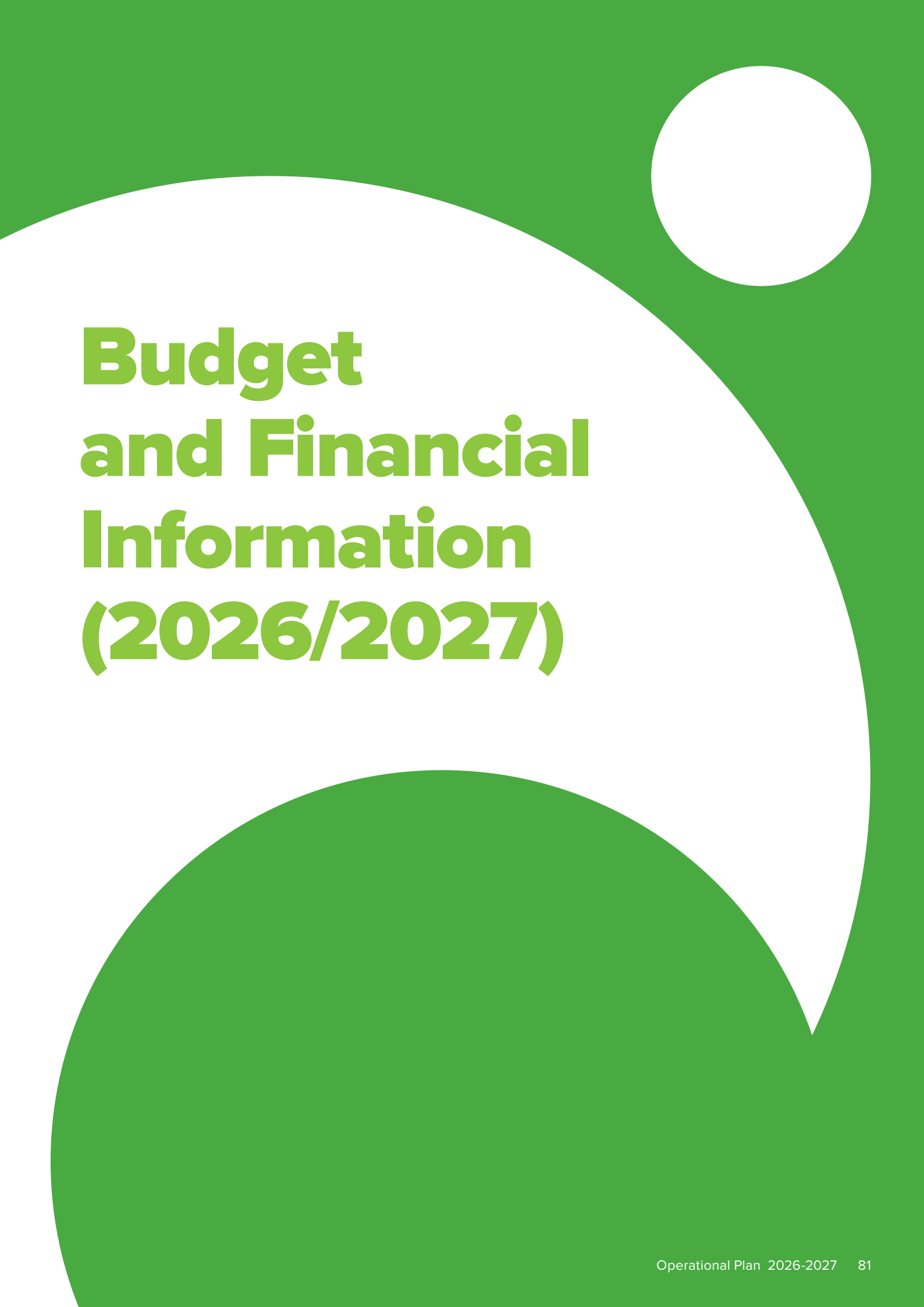
The Four-Year Delivery Plan also outlines ongoing improvements to organisational efficiency, productivity, financial management and governance.

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 planned or underway:

- Customer Experience and Business Improvement
- Ryde Aquatic Leisure Centre (RALC)
- Finance, and
- Other reviews initiated based on priority and available resources.



Budget and Financial Information (2026/2027)

**Budget and
Financial
Information
(2026/2027)**

Financial Summary

By Strategic Outcomes

Our Vibrant and Liveable City

Planned Investment (\$'000)	2026/2027
Base Expenditure	14,164
Operating Income	(25,386)
Total Base Budget	(11,222)
Total Grant and Contribution related to Projects	–
Total Project Expenditure	150
Our Vibrant and Liveable City	(11,072)

Our Active and Healthy City

Planned Investment (\$'000)	2026/2027
Base Expenditure	32,662
Operating Income	(9,353)
Total Base Budget	23,309
Total Grant and Contribution related to Projects	(2,985)
Total Project Expenditure	30,269
Our Active and Healthy City	50,593

Our Natural and Sustainable City

Planned Investment (\$'000)	2026/2027
Base Expenditure	50,178
Operating Income	(35,542)
Total Base Budget	14,636
Total Grant and Contribution related to Projects	(105)
Total Project Expenditure	4,130
Our Natural and Sustainable City	18,661

Our Smart and Innovative City	
Planned Investment (\$'000)	2026/2027
Base Expenditure	2,109
Operating Income	–
Total Base Budget	2,109
Total Grant and Contribution related to Projects	–
Total Project Expenditure	157
Our Smart and Innovative City	2,266

Our Connected and Accessible City	
Planned Investment (\$'000)	2026/2027
Base Expenditure	24,987
Operating Income	(6,663)
Total Base Budget	18,324
Total Grant and Contribution related to Projects	(12,704)
Total Project Expenditure	34,943
Our Connected and Accessible City	40,563

Our Diverse and Inclusive City	
Planned Investment (\$'000)	2026/2027
Base Expenditure	11,811
Operating Income	(1,409)
Total Base Budget	10,402
Total Grant and Contribution related to Projects	(123)
Total Project Expenditure	1,083
Our Diverse and Inclusive City	11,362

Our Open and Progressive City	
Planned Investment (\$'000)	2026/2027
Base Expenditure	45,588
Operating Income	(126,675)
Total Base Budget	(81,088)
Total Grant and Contribution related to Projects	–
Total Project Expenditure	8,919
Our Open and Progressive City	(72,169)
Grand Total	40,205

**Budget and
Financial
Information
(2026/2027)**

Financial Summary By Program

Proposed Budget for all Programs Listed Below

Proposed Budget 2026/2027 (\$'000)	
Income from Continuing Operations	
Rates and annual charges	134,710
User charges and fees	19,333
Interest and investment revenue	14,625
Other revenues	14,408
Grants and contributions provided for operating purposes	7,167
Grants and contributions provided for capital purposes	29,962
Net gain from the disposal of assets	740
Total Income from Continuing Operations	220,946
Expenses from Continuing Operations	
Employee benefits and on-costs	72,795
Borrowing costs	1,478
Materials and contracts	66,237
Depreciation and amortisation	32,895
Other expenses	9,622
Net loss from the disposal of assets	–
Total Expenses from Continuing Operations	183,026
Net Operating Result	37,919
Net Operating Result before Capital Grants and Contributions	7,957
Capital Expenditure and Repayments to Liability	
Capital – Expansion	34,770
Capital – Renewal	43,355
Lease Payment	–
Total Capital Expenditure and Repayments to Liability	78,124

**Budget and
Financial
Information
(2026/2027)**

Program Summary – Financial Management Summary Report

Proposed Budget 2026/2027 (\$'000)

Program: City Development

Income from Continuing Operations

Rates and annual charges	–
User charges and fees	2,676
Interest and investment revenue	–
Other revenues	19
Grants and contributions provided for operating purposes	–
Grants and contributions provided for capital purposes	14,150
Net gain from the disposal of assets	–
Total Income from Continuing Operations	16,846

Expenses from Continuing Operations

Employee benefits and on-costs	5,727
Borrowing costs	–
Materials and contracts	637
Depreciation and amortisation	–
Other expenses	(133)
Net loss from the disposal of assets	–
Total Expenses from Continuing Operations	6,232
Net Operating Result	10,614
Net Operating Result before Capital Grants and Contributions	(3,536)

Capital Expenditure and Repayments to Liability

Capital – Expansion	–
Capital – Renewal	–
Lease Payment	–
Total Capital Expenditure and Repayments to Liability	–

Program Summary – Financial Management Summary Report

Proposed Budget 2026/2027 (\$'000)

Program: Community Safety and Amenity

Income from Continuing Operations

Rates and annual charges	–
User charges and fees	3,639
Interest and investment revenue	–
Other revenues	4,901
Grants and contributions provided for operating purposes	–
Grants and contributions provided for capital purposes	–
Net gain from the disposal of assets	–

Total Income from Continuing Operations **8,540**

Expenses from Continuing Operations

Employee benefits and on-costs	5,637
Borrowing costs	–
Materials and contracts	1,998
Depreciation and amortisation	–
Other expenses	297
Net loss from the disposal of assets	–

Total Expenses from Continuing Operations **7,932**

Net Operating Result **608**

Net Operating Result before Capital Grants and Contributions **608**

Capital Expenditure and Repayments to Liability

Capital – Expansion	–
Capital – Renewal	150
Lease Payment	–

Total Capital Expenditure and Repayments to Liability **150**

Program Summary – Financial Management Summary Report

Proposed Budget 2026/2027 (\$'000)

Program: City Sport and Recreation

Income from Continuing Operations

Rates and annual charges	–
User charges and fees	7,800
Interest and investment revenue	–
Other revenues	844
Grants and contributions provided for operating purposes	177
Grants and contributions provided for capital purposes	2,985
Net gain from the disposal of assets	–

Total Income from Continuing Operations	11,806
--	---------------

Expenses from Continuing Operations

Employee benefits and on-costs	9,688
Borrowing costs	–
Materials and contracts	5,744
Depreciation and amortisation	7,435
Other expenses	526
Net loss from the disposal of assets	–

Total Expenses from Continuing Operations	23,394
--	---------------

Net Operating Result	(11,588)
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Net Operating Result before Capital Grants and Contributions	(14,573)
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Capital Expenditure and Repayments to Liability

Capital – Expansion	16,878
Capital – Renewal	12,896
Lease Payment	–

Total Capital Expenditure and Repayments to Liability	29,773
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Program Summary – Financial Management Summary Report

Proposed Budget 2026/2027 (\$'000)

Program: Library

Income from Continuing Operations

Rates and annual charges	–
User charges and fees	–
Interest and investment revenue	–
Other revenues	76
Grants and contributions provided for operating purposes	456
Grants and contributions provided for capital purposes	–
Net gain from the disposal of assets	–

Total Income from Continuing Operations 533

Expenses from Continuing Operations

Employee benefits and on-costs	5,635
Borrowing costs	–
Materials and contracts	2,381
Depreciation and amortisation	876
Other expenses	432
Net loss from the disposal of assets	–

Total Expenses from Continuing Operations 9,325

Net Operating Result (8,792)

Net Operating Result before Capital Grants and Contributions (8,792)

Capital Expenditure and Repayments to Liability

Capital – Expansion	–
Capital – Renewal	440
Lease Payment	–

Total Capital Expenditure and Repayments to Liability 440

Program Summary – Financial Management Summary Report

Proposed Budget 2026/2027 (\$'000)

Program: Resilience and Sustainability

Income from Continuing Operations

Rates and annual charges	–
User charges and fees	96
Interest and investment revenue	–
Other revenues	–
Grants and contributions provided for operating purposes	105
Grants and contributions provided for capital purposes	–
Net gain from the disposal of assets	–

Total Income from Continuing Operations	202
--	------------

Expenses from Continuing Operations

Employee benefits and on-costs	1,976
Borrowing costs	–
Materials and contracts	2,157
Depreciation and amortisation	–
Other expenses	–
Net loss from the disposal of assets	–

Total Expenses from Continuing Operations	4,133
--	--------------

Net Operating Result	(3,931)
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Net Operating Result before Capital Grants and Contributions	(3,931)
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Capital Expenditure and Repayments to Liability

Capital – Expansion	–
Capital – Renewal	250
Lease Payment	–

Total Capital Expenditure and Repayments to Liability	250
--	------------

Program Summary – Financial Management Summary Report

Proposed Budget 2026/2027 (\$'000)

Program: Catchments and Waterways

Income from Continuing Operations

Rates and annual charges	–
User charges and fees	–
Interest and investment revenue	–
Other revenues	–
Grants and contributions provided for operating purposes	–
Grants and contributions provided for capital purposes	–
Net gain from the disposal of assets	–

Total Income from Continuing Operations –

Expenses from Continuing Operations

Employee benefits and on-costs	2,179
Borrowing costs	–
Materials and contracts	1,985
Depreciation and amortisation	4,659
Other expenses	112
Net loss from the disposal of assets	–

Total Expenses from Continuing Operations 8,935

Net Operating Result (8,935)

Net Operating Result before Capital Grants and Contributions (8,935)

Capital Expenditure and Repayments to Liability

Capital – Expansion	800
Capital – Renewal	2,365
Lease Payment	–

Total Capital Expenditure and Repayments to Liability 3,165

Program Summary – Financial Management Summary Report	
Proposed Budget 2026/2027 (\$'000)	
Program:	Waste and Recycling
Income from Continuing Operations	
Rates and annual charges	32,542
User charges and fees	1,661
Interest and investment revenue	–
Other revenues	1,243
Grants and contributions provided for operating purposes	–
Grants and contributions provided for capital purposes	–
Net gain from the disposal of assets	–
Total Income from Continuing Operations	35,446
Expenses from Continuing Operations	
Employee benefits and on-costs	2,099
Borrowing costs	–
Materials and contracts	27,913
Depreciation and amortisation	–
Other expenses	7,713
Net loss from the disposal of assets	–
Total Expenses from Continuing Operations	37,726
Net Operating Result	(2,280)
Net Operating Result before Capital Grants and Contributions	(2,280)
Capital Expenditure and Repayments to Liability	
Capital – Expansion	–
Capital – Renewal	100
Lease Payment	–
Total Capital Expenditure and Repayments to Liability	100

Program Summary – Financial Management Summary Report

Proposed Budget 2026/2027 (\$'000)

Program: City Economy

Income from Continuing Operations

Rates and annual charges	–
User charges and fees	–
Interest and investment revenue	–
Other revenues	–
Grants and contributions provided for operating purposes	–
Grants and contributions provided for capital purposes	–
Net gain from the disposal of assets	–

Total Income from Continuing Operations –

Expenses from Continuing Operations

Employee benefits and on-costs	1,447
Borrowing costs	–
Materials and contracts	782
Depreciation and amortisation	–
Other expenses	37
Net loss from the disposal of assets	–

Total Expenses from Continuing Operations 2,266

Net Operating Result (2,266)

Net Operating Result before Capital Grants and Contributions (2,266)

Capital Expenditure and Repayments to Liability

Capital – Expansion	–
Capital – Renewal	–
Lease Payment	–

Total Capital Expenditure and Repayments to Liability –

Program Summary – Financial Management Summary Report

Proposed Budget 2026/2027 (\$'000)

Program: Traffic and Transport

Income from Continuing Operations

Rates and annual charges	–
User charges and fees	1,455
Interest and investment revenue	–
Other revenues	1,943
Grants and contributions provided for operating purposes	80
Grants and contributions provided for capital purposes	9,535
Net gain from the disposal of assets	–

Total Income from Continuing Operations 13,013

Expenses from Continuing Operations

Employee benefits and on-costs	3,687
Borrowing costs	–
Materials and contracts	859
Depreciation and amortisation	1,937
Other expenses	123
Net loss from the disposal of assets	–

Total Expenses from Continuing Operations 6,607

Net Operating Result 6,407

Net Operating Result before Capital Grants and Contributions (3,128)

Capital Expenditure and Repayments to Liability

Capital – Expansion	12,368
Capital – Renewal	9,404
Lease Payment	–

Total Capital Expenditure and Repayments to Liability 21,772

Program Summary – Financial Management Summary Report

Proposed Budget 2026/2027 (\$'000)

Program: Roads

Income from Continuing Operations

Rates and annual charges	–
User charges and fees	526
Interest and investment revenue	–
Other revenues	76
Grants and contributions provided for operating purposes	2,210
Grants and contributions provided for capital purposes	3,120
Net gain from the disposal of assets	–

Total Income from Continuing Operations 5,931

Expenses from Continuing Operations

Employee benefits and on-costs	1,842
Borrowing costs	–
Materials and contracts	2,799
Depreciation and amortisation	8,372
Other expenses	110
Net loss from the disposal of assets	–

Total Expenses from Continuing Operations 13,122

Net Operating Result (7,192)

Net Operating Result before Capital Grants and Contributions (10,311)

Capital Expenditure and Repayments to Liability

Capital – Expansion	120
Capital – Renewal	11,308
Lease Payment	–

Total Capital Expenditure and Repayments to Liability 11,428

Program Summary – Financial Management Summary Report

Proposed Budget 2026/2027 (\$'000)

Program: Paths and Cycleways

Income from Continuing Operations

Rates and annual charges	–
User charges and fees	314
Interest and investment revenue	–
Other revenues	–
Grants and contributions provided for operating purposes	59
Grants and contributions provided for capital purposes	49
Net gain from the disposal of assets	–

Total Income from Continuing Operations 422

Expenses from Continuing Operations

Employee benefits and on-costs	2,177
Borrowing costs	–
Materials and contracts	833
Depreciation and amortisation	2,435
Other expenses	2
Net loss from the disposal of assets	–

Total Expenses from Continuing Operations 5,447

Net Operating Result (5,025)

Net Operating Result before Capital Grants and Contributions (5,073)

Capital Expenditure and Repayments to Liability

Capital – Expansion	604
Capital – Renewal	950
Lease Payment	–

Total Capital Expenditure and Repayments to Liability 1,554

Program Summary – Financial Management Summary Report

Proposed Budget 2026/2027 (\$'000)

Program: Community Inclusion and Wellbeing

Income from Continuing Operations

Rates and annual charges	–
User charges and fees	416
Interest and investment revenue	–
Other revenues	338
Grants and contributions provided for operating purposes	210
Grants and contributions provided for capital purposes	123
Net gain from the disposal of assets	–

Total Income from Continuing Operations 1,087

Expenses from Continuing Operations

Employee benefits and on-costs	1,702
Borrowing costs	–
Materials and contracts	1,413
Depreciation and amortisation	1,313
Other expenses	511
Net loss from the disposal of assets	–

Total Expenses from Continuing Operations 4,938

Net Operating Result (3,851)

Net Operating Result before Capital Grants and Contributions (3,974)

Capital Expenditure and Repayments to Liability

Capital – Expansion	–
Capital – Renewal	973
Lease Payment	–

Total Capital Expenditure and Repayments to Liability 973

Program Summary – Financial Management Summary Report

Proposed Budget 2026/2027 (\$'000)

Program: Community Connectedness and Engagement

Income from Continuing Operations

Rates and annual charges	–
User charges and fees	144
Interest and investment revenue	–
Other revenues	286
Grants and contributions provided for operating purposes	15
Grants and contributions provided for capital purposes	–
Net gain from the disposal of assets	–

Total Income from Continuing Operations 445

Expenses from Continuing Operations

Employee benefits and on-costs	4,819
Borrowing costs	–
Materials and contracts	2,008
Depreciation and amortisation	–
Other expenses	157
Net loss from the disposal of assets	–

Total Expenses from Continuing Operations 6,983

Net Operating Result (6,538)

Net Operating Result before Capital Grants and Contributions (6,538)

Capital Expenditure and Repayments to Liability

Capital – Expansion	–
Capital – Renewal	–
Lease Payment	–

Total Capital Expenditure and Repayments to Liability –

Program Summary – Financial Management Summary Report

Proposed Budget 2026/2027 (\$'000)

Program: Strategic Property Management

Income from Continuing Operations

Rates and annual charges	191
User charges and fees	257
Interest and investment revenue	–
Other revenues	3,154
Grants and contributions provided for operating purposes	–
Grants and contributions provided for capital purposes	–
Net gain from the disposal of assets	–

Total Income from Continuing Operations 3,601

Expenses from Continuing Operations

Employee benefits and on-costs	2,432
Borrowing costs	1,452
Materials and contracts	2,867
Depreciation and amortisation	2,885
Other expenses	166
Net loss from the disposal of assets	–

Total Expenses from Continuing Operations 9,803

Net Operating Result (6,202)

Net Operating Result before Capital Grants and Contributions (6,202)

Capital Expenditure and Repayments to Liability

Capital – Expansion	4,000
Capital – Renewal	511
Lease Payment	–

Total Capital Expenditure and Repayments to Liability 4,511

Program Summary – Financial Management Summary Report	
Proposed Budget 2026/2027 (\$'000)	
Program:	Service Delivery Support
Income from Continuing Operations	
Rates and annual charges	–
User charges and fees	–
Interest and investment revenue	–
Other revenues	1,118
Grants and contributions provided for operating purposes	65
Grants and contributions provided for capital purposes	–
Net gain from the disposal of assets	740
Total Income from Continuing Operations	1,923
Expenses from Continuing Operations	
Employee benefits and on-costs	5,246
Borrowing costs	–
Materials and contracts	(1,588)
Depreciation and amortisation	2,435
Other expenses	643
Net loss from the disposal of assets	–
Total Expenses from Continuing Operations	6,736
Net Operating Result	(4,812)
Net Operating Result before Capital Grants and Contributions	(4,812)
Capital Expenditure and Repayments to Liability	
Capital – Expansion	–
Capital – Renewal	4,007
Lease Payment	–
Total Capital Expenditure and Repayments to Liability	4,007

Program Summary – Financial Management Summary Report

Proposed Budget 2026/2027 (\$'000)

Program: Governance and Corporate Services

Income from Continuing Operations

Rates and annual charges	101,977
User charges and fees	349
Interest and investment revenue	14,625
Other revenues	410
Grants and contributions provided for operating purposes	3,790
Grants and contributions provided for capital purposes	–
Net gain from the disposal of assets	–

Total Income from Continuing Operations 121,151

Expenses from Continuing Operations

Employee benefits and on-costs	16,502
Borrowing costs	26
Materials and contracts	13,448
Depreciation and amortisation	548
Other expenses	(1,074)
Net loss from the disposal of assets	–

Total Expenses from Continuing Operations 29,449

Net Operating Result 91,702

Net Operating Result before Capital Grants and Contributions 91,702

Capital Expenditure and Repayments to Liability

Capital – Expansion	–
Capital – Renewal	–
Lease Payment	–

Total Capital Expenditure and Repayments to Liability –

Financial Summary

By Statutory/ Management Format

**Budget and
Financial
Information
(2026/2027)**

Council produces two types of financial reports during each year. The first of those types of reports are what are referred to as the Management Accounting Format and the second being the Statutory Format. The Management Format is used by Council to actively review and manage financial performance over a given period, monthly, quarterly and annually. The Statutory Format refers to the adherence of accounting standards and may exclude the matching principle. The Statutory Format requires the inclusion of all income received for the year although the associated expenditure maybe incurred in future periods whereas The Management Format takes into consideration 'matching principles' and is used to monitor Council's financial performance.

Statutory Format	Descriptions	Management Format
Proposed Budget 2026/2027 (\$'000)	Income Statement	Proposed Budget 2026/2027 (\$'000)
Income from Continuing Operations		
134,710	Rates and annual charges	134,710
19,333	User charges and fees	19,333
14,625	Interest and investment revenue	14,625
14,408	Other revenues	14,408
7,167	Grants and contributions provided for operating purposes	7,167
29,962	Grants and contributions provided for capital purposes	–
740	Net gain from the disposal of assets	–
–	Transfer from Internal Restrictions	406
–	Transfer from External Restrictions	36,914
220,946	Total Income from Continuing Operations	227,564
Expenses from Continuing Operations		
72,795	Employee benefits and on-costs	72,795
1,478	Borrowing costs	1,478
66,237	Materials and contracts	66,237
32,895	Depreciation and amortisation	32,895
9,622	Other expenses	9,622
183,026	Total Expenditure	183,026
37,919	Operating Result (Surplus)/Deficit	44,537
Add back Non Cash Items:		
–	Depreciation and Amortisation	32,895
Budget Surplus before Transfer to Reserves		77,432
–	Transfer to Assets Related Reserves	52,070
–	Transfer to Other Reserves	25,029
37,919	Budget Result Surplus/(Deficit)	333

**Budget and
Financial
Information
(2026/2027)**

Financial Summary

Balance Sheet

Balance Sheet – Consolidated		Proposed Budget 2026/2027 (\$'000)
Assets		
Current Assets		
Cash and Cash Equivalents		87,416
Investments		116,889
Receivables		15,163
Inventories		954
Other		3,124
Total Current Assets		223,547
Non-Current Assets		
Investments		128,375
Receivables		1,613
Infrastructure, Property, Plant and Equipment		2,010,352
Investment Property		184,375
Right of use assets		22,317
Total Non-Current Assets		2,347,032
Total Assets		2,570,579

**Budget and
Financial
Information
(2026/2027)**

Balance Sheet – Consolidated	Proposed Budget 2026/2027 (\$'000)
Liabilities	
Current Liabilities	
Payables	36,497
Contract liabilities	5,055
Lease liabilities	386
Employee benefit provisions	16,128
Other provisions	
Total Current Liabilities	58,066
Non-Current Liabilities	
Contract liabilities	2,379
Lease liabilities	24,108
Employee benefit provisions	880
Total Non-Current Liabilities	27,367
Total Liabilities	85,433
Net Assets	2,485,146
Equity	
Retained Earnings	1,470,050
Revaluation Reserves	1,015,096
Council Equity Interest	2,485,146
Total Equity	2,485,146

**Budget and
Financial
Information
(2026/2027)**

Financial Summary

Cashflow Statements

Cash Flow Statement – Consolidated	Proposed Budget 2026/2027 (\$'000)
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Cash Flows from Operating Activities

Receipts:

Rates and Annual Charges	134,484
User Charges and Fees	19,304
Investment and Interest Revenue Received	14,645
Grants and Contributions	36,986
Other	14,384

Payments:

Employee Benefits and On-Costs	(72,795)
Materials and Contracts	(66,389)
Borrowing Costs	(1,478)
Other	(9,733)

Net Cash provided (or used in) Operating Activities	69,408
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Cash Flows from Investing Activities

Receipts:

Sale of Infrastructure, Property, Plant and Equipment	1,910
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Payments:

Purchase of Infrastructure, Property, Plant and Equipment	(78,124)
Other Investing Activity Payments	–

Net Cash provided (or used in) Investing Activities	(76,214)
--	-----------------

**Budget and
Financial
Information
(2026/2027)**

Cash Flow Statement – Consolidated	Proposed Budget 2026/2027 (\$'000)
Cash Flows from Financing Activities	
Payments:	
Repayment of lease liabilities (principal repayments)	0
Net Cash Flow provided (used in) Financing Activities	0
Net Increase/(Decrease) in Cash and Cash Equivalents	(6,806)
plus: Cash and Cash Equivalents – beginning of year	94,222
Cash and Cash Equivalents – end of the year	87,416
Cash and Cash Equivalents – end of the year	87,416
Investments – end of the year	245,264
Cash, Cash Equivalents and Investments – end of the year	332,680
Representing:	
– External Restrictions	219,230
– Internal Restrictions	99,993
– Unrestricted	13,456
	332,680

**Budget and
Financial
Information
(2026/2027)**

Financial Summary

Capital Budgets

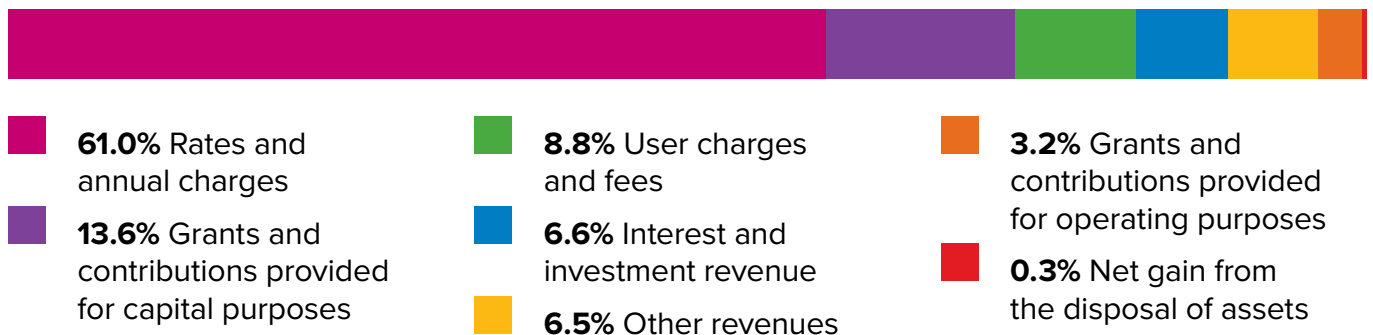
Capital Budget Statement – Consolidated	Proposed Budget 2026/2027 (\$'000)
Capital Expenditure and Repayments to Liability	
Capital – New	34,770
Capital – Renewal	43,355
Lease Payment	–
Total Capital Expenditure and Repayments to Liability	78,124
Capital Funding	
Transfer from Internally Restricted Reserve	21,306
Transfer from Externally Restricted Reserves	
Domestic Waste Management Reserve	765
Development Contributions Reserves	23,839
Stormwater Management Reserve	1,075
Infrastructure Special Rate Reserve	13,418
Grants and Contributions	15,812
Sale Proceeds	1,910
Total Capital Funding	78,124

Financial Summary

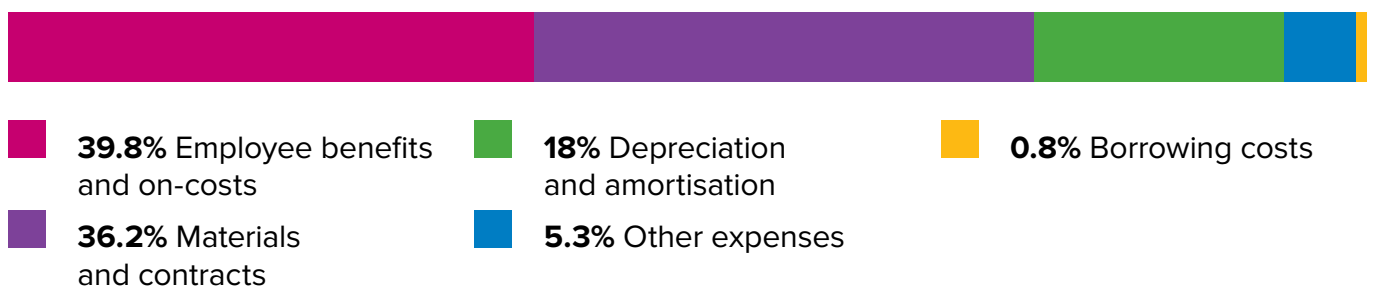
Financial Graphs

**Budget and
Financial
Information
(2026/2027)**

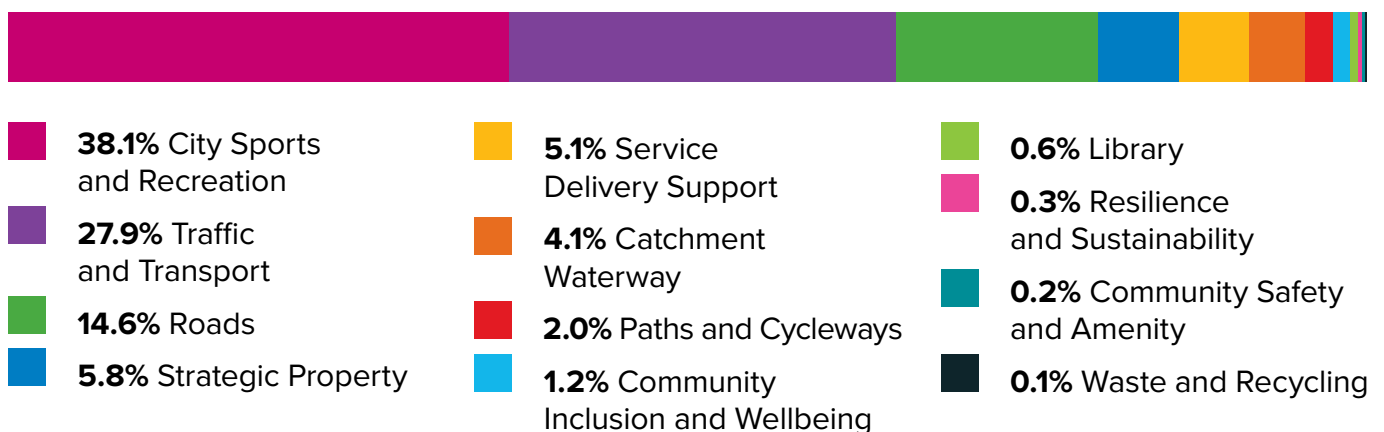
Projected 2026/2027 Total Operating and Capital Income – \$220.95m



Projected 2026/2027 Total Operating Expenditure – \$183.03m



Projected 2026/2027 Capital Works Program – \$78.12m



Budget Assumptions

The FY2026/27 Budget is developed using the Base Case scenario set out in the Long-Term Financial Plan 2026-2036.

The proposed FY2026/27 Budget is based on the following assumptions:

- Rate Peg Increase of 5.1%
- User Charges and Fees (Non-Statutory) and Other Income increase of 4.0%
- Salary Increase of 3.4%
- Depreciation expense will reduce by 0.98%
- CPI of 2.7% applied to most of materials and contract and some other expenses.

Council also follows the following principles of sound financial management when developing this budget:

- Maintain operating surpluses before capital grants and contributions so that operating revenue is sufficient to cover operating expenditure including depreciation
- Set aside funds to meet known commitments which are tied to the Long-Term Financial Plan
- Must maintain positive, and healthy Unrestricted Cash balance sufficient to cover three months working capital requirements and aim to grow this over time to ensure a buffer against unknown or unexpected costs or losses in income
- Priority to be given to expenditure on renewal of Council's existing asset base over new capital with appropriate funding set aside
- For any new capital expenditure, identify source of funding and ensure that Council has incorporated lifecycle costing related to future maintenance and operational costs including funds set aside for future renewal and/or replacement of these assets
- Consider borrowings only if a continuous stream of general revenue only is identified to service the loan including interest
- Apply user pays principles for private goods and/or benefits such as aquatic centres etc. All other cost recovery principles are as per Council's adopted Fees and Charges
- Achieve industry financial and infrastructure ratios within the benchmarks identified to ensure Council is "fit for the future."

Considering the assumptions mentioned above, Council's projected net operating result (Statutory Format) for the financial year 2026-27 is estimated to be approximately \$37.9 million. The Statutory Format requires the inclusion of all income received for the year although the associated expenditure may be incurred in future periods. The Management Format takes into consideration "matching principles" and is also used to monitor Council's financial performance. The Management Format budget for the financial year 2026-27 is \$77.4 million surplus before



Budget and Financial Information (2026/2027)

transfers to reserves. This projection is primarily driven by the expected increase in rates revenue, various fees and charges, and investment income. However, employee costs are also anticipated to increase due to award adjustment, and there will be a rise in materials and services costs due to \$3.2 million costs associated with implementing FOGO recycling, as well as ongoing allowance for expenditure price inflation.

Detailed Breakdown of the Budget

The 2026-27 budget has been allocated among 16 programs and 7 strategic outcomes, each with details of the income, expenditure, and capital expenditure in the 2026-27 Operational Plan section above. This information is to help the community better understand how the budget is being utilised and how it might impact the future of the City of Ryde.

Fees and Charges

Councils FY2026/2027 Fees and Charges document can be found on Council's website and is supplementary to the Operational Plan 2026-2027.

Statement of Revenue Policy

Rating Plan

In FY2026/2027, Council is projecting rate revenue of approximately \$100.9 million which represents 45.7% of Council's total revenue.

Council considers the principles of equity and benefit in determining its rating structure and seeks to:

- Maximise the income from business properties to ensure business contributes their fair proportion of rates to the City of Ryde
- Set minimum rates in accordance with the appropriate guidelines.

Council's rating policy position has been to retain a 70/30 revenue generation split between the rates derived from residential and business properties. This was first initiated in 2008/09.

The revenue split between residential and business properties will be 70/30 after recategorisations and recoupment of valuation objections.

IPART (Independent Pricing & Regulatory Tribunal) has set the rate pegging limit at 5.1% for FY2026/2027.

In accordance with Section 566(3) *Local Government Act 1993*, Council can set an interest rate on overdue rates and charges, but that rate must not exceed the rate specified by the Minister of Local Government. It has been determined by the Minister that the maximum rate of interest payable on overdue rates and charges for the period 1 July 2026 to 30 June 2027 will be 10.5% per annum.

Rates and Annual Charge for 2026/2027

Rates and Annual Charges are a major source of Council's income during the FY2026/2027. Council's rating structure consists of both ordinary and special rates. Council must levy an ordinary rate on all rateable land within its Local Government area and each assessment must be categorised according to its dominant permitted use. As an option, Council may levy special rates on those ratepayers who receive a benefit from works, services, facilities or activities provided.

Council proposes to make and levy the following rates:

Ordinary Rates

Ordinary rates are mandatory and are to be categorised as per the *Local Government Act 1993*:

a. Residential – Minimum and Valorem

Residential – includes any rateable parcel or parcels of land valued as one assessment and the dominant use is for residential accommodation, or if vacant land is zoned or otherwise designated for use for residential purposes under an environmental planning instrument (Applicable to all rateable properties categorised as per map which is available on Council's website.)

b. Business

Business – Minimum and Ad Valorem

Business – is rateable land that cannot be classified as farmland, residential or mining.

Sub-categories are determined on whether the land is located within a defined centre of activity. (Applicable to all rateable properties categorised as per map which is available on Council's website.)

Business – Sub Category – Major Retail Centre – Macquarie Park (Applicable to all rateable properties categorised as per map which is available on Council's website.)

Business – Sub Category – Major Retail Centre – Top Ryde (Applicable to all rateable properties categorised as per map which is available on Council's website.)

a. Special Rates

Macquarie Park Corridor (Applicable to all rateable properties categorised as per map which is available on Council's website.)

Special Infrastructure Renewal

The use for funds raised are detailed in this document. (Applicable to all rateable properties categorised as per map which is available on Council's website.)

Environmental Management

The use for funds raised are detailed in this document. (Applicable to all rateable properties categorised as per map which is available on Council's website.)

Rating of Subdivided/Consolidated Land

Upon registration of a plan of subdivision or consolidation with the Registrar General, the rates and charges will be levied on the new lot or lots once a supplementary valuation has been provided to Council by the NSW Valuer General. Council will then levy rates and charges from the commencement of the following quarter of the rating year.

Aggregation of Values of Rateable Land Subject to Rates Containing Base Amounts or Minimum Rates

With the City of Ryde there are some strata developments which result in a garage and/or storage space listed as separate/discrete lots within the strata plan. These garage and storage spaces are a separate parcel of rateable land are subject to being separately rated – contrary to the principle of rating equity.

Therefore, an owner of a strata titled dwelling who also owns a garage space/s and/or storage units within the same strata plan may request Council to aggregate the land value of each lot into a single rating assessment, pursuant to Section 548A *Local Government Act 1993*.

Pensioner Concession

Council provides a rate reduction (statutory rebate) to eligible pensioners pursuant to Section 575 and Section 582 *Local Government Act 1993*. Eligible pensioners are entitled to rebate of up to \$250. The granting of this rebate is limited to the current financial year and back dated to the previous financial year, if relevant.

In addition to this rebate, Council will grant a voluntary rebate to a maximum of \$100 offset against the Domestic Waste Management Charge. This voluntary rebate will only apply to applicants that are eligible for the statutory rebate.

The granting of the statutory and voluntary rebate will be annually assessed by Council.

Rates and Charges – Estimated Yield for 2026/2027

Rate Type	Category/ Sub-Category	No. of Properties	Land Values \$	Base Charge \$	Minimum \$	Ad Valorem (amount in \$)	% of Revenue from Base for each rate	Estimated Yield \$
Ordinary	Residential – Minimum	35,072	15,134,817,422.94	–	730.45	–	–	25,618,342
Ordinary	Residential – Ad Valorem	18,794	40,500,575,653	–	–	0.000482500	–	19,541,522
Ordinary	Business – Minimum	561	29,782,342.03	–	730.45	–	–	409,782
Ordinary	Business – Ad Valorem	1,507	5,783,068,766	–	–	0.00400685	–	23,171,889
Ordinary	Business – Major Retail Centre – Macquarie Park	1	265,000,000	–	–	0.00886339	–	2,348,801
Ordinary	Business – Major Retail Centre – Top Ryde	7	60,767,869	–	–	0.006878297	–	417,979
Total Yield Ordinary Rates								71,508,322
Special	Macquarie Park Corridor – Ad Valorem	521	3,309,608,415	–	–	0.000778110	–	2,575,239
Special	Special Infrastructure Renewal – Base Charge	5,5917	–	151.51	–	–	50%	8,471,985
Special	Special Infrastructure Renewal – Ad Valorem	5,5917	61,789,089,071	–	–	0.000137121	–	8,472,582
Special	Environmental Management – Base Charge	5,5917	–	89.11	–	–	50%	4,982,764
Special	Environmental Management – Ad Valorem	5,5917	61,789,089,071	–	–	0.000080655	–	4,983,599
Total Yield Ordinary and Special Rates								100,994,490

The Residential Minimum and Business Minimum rates include mixed developments that have been apportioned in accordance with advice from the NSW Valuer General.

The above rates figures include the rate pegging amount of 5.1% as determined by the Independent Pricing and Regulatory Tribunal (IPART), and calculations for individual rates payers, other factors impacting rates levied on individual rate payers include land value (relative to others), Council Policy (including approved rating structure), property category, fixed charges and other levies.

As Council will continue to process adjustments to its rating records until the time the Operational Plan is adopted, minor changes to the amounts shown in the above table will occur. These adjustments include the processing of supplementary valuation lists from the NSW Valuer General's Department, changes to rating categories, and changes in the rateability of land.

For the 2026/2027 rating year, the base date for Land Values is 1/07/2025.

Details of Special Rates

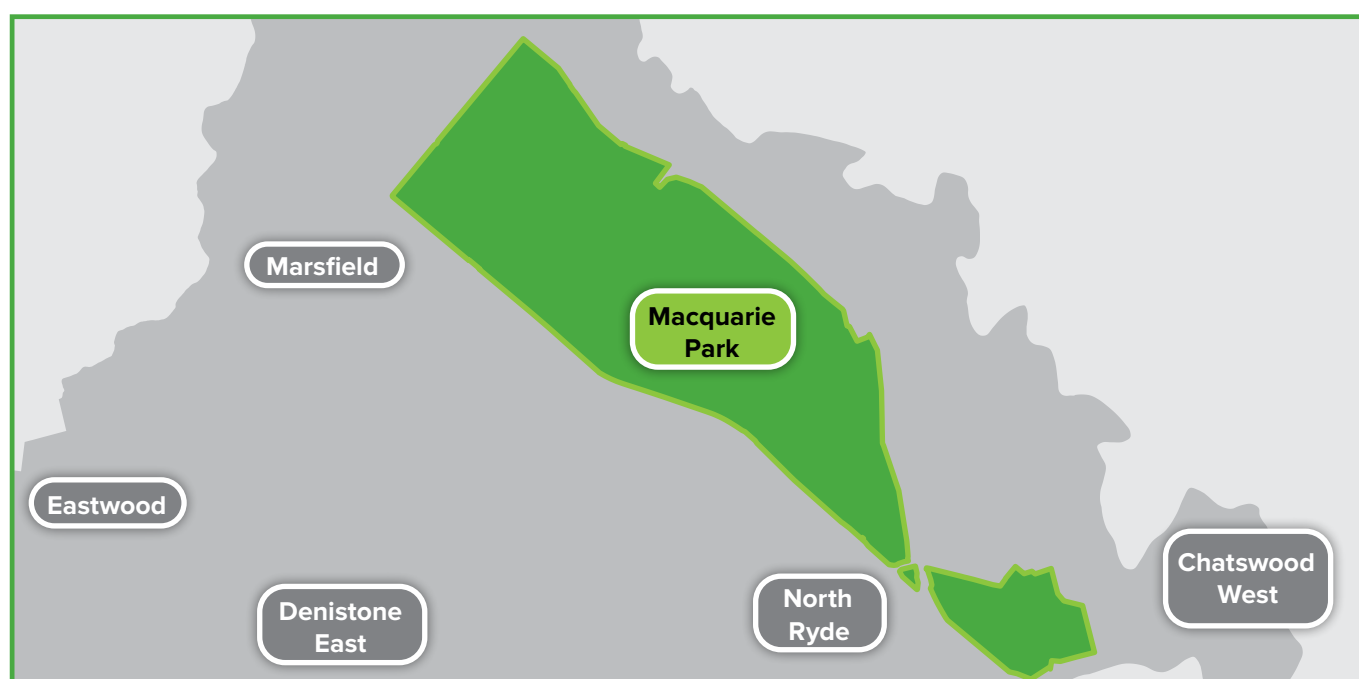
Macquarie Park Corridor Special Rate

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 \$2.575 million from business properties in the Macquarie Park Corridor. At present 521 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 center.

Income relating to the Macquarie Park Corridor Special Rate will be restricted to a reserve from which relevant Macquarie Park related projects will be funded. Any unspent funds will remain in the reserve at the end of each financial year.

A copy of the map is available on Council's website.



Special Infrastructure Renewal Rate

The Special Infrastructure Renewal Rate will generate an estimated \$16.9 million during FY2026/2027 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 from which relevant infrastructure works will be funded. Any unspent funds will remain in the reserve at the end of each financial year.

Environmental Management Levy

The Environmental Management Levy will generate an estimated \$9.966 million in FY2026/2027 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.

Domestic Waste Management Service Charge

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

The Domestic Waste Management Service charge for FY2026/2027 is levied under Section 496 (1) of the *Local Government Act 1993* and the standard service charge has been set at \$ 561.60 per service per annum.

The Domestic Waste Management Service charge is levied on each rateable residential property within the City of Ryde. Ratepayers have the option to request either a Standard, Premium or Eco service depending on their waste preference. Ratepayers who use a shared bin system are only entitled to a Standard service. The Domestic Waste Management Charge standard service will yield an estimated total revenue of \$32.41 million for the FY2026/2027.

Unit blocks with bin bays will share a 240-litre garbage bin and a 240-litre recycling bin between two units and one vegetation bin per unit block or as required as long as the total volume does not exceed the total number of units times the standard service charge.

All newly rateable residential properties will be charged with a standard service as a default until Council is notified of a service change request.

To ensure operational efficiencies, large Multi-Unit Dwellings will have a different bin composition which will include the use of bulk bins. The bins may be collected multiple times a week (twice

or thrice) depending on the size and composition of the complex ensuring that the total volume of each stream does not exceed the total number of units times the standard service charge.

Domestic Waste Management Services	Description	Annual Charge (\$)	Estimated Number of Services	Estimated Yield (\$)
Additional Service – 140l	Additional 140L waste bin collected weekly	420.24	1,259	529,082
Additional Service – 240l	Additional 240L waste bin collected weekly	720.41	1,200	864,492
Additional Service – 80l	Additional 80L waste bin collected weekly	240.14	157	37,702
Additional Service – Res Green	Additional 240L Green waste bin collected fortnightly	57.81	2,019	116,718
Additional Service – Res Recycle	Additional 240L Recycling bin collected fortnightly	83.56	2,543	212,493
Eco Service	This charge provides for one 80L weekly waste collection service, one 240L fortnightly recycling collection service, one 240L fortnightly green waste collection service, mulching and chipping service and up to 5 booked clean-up collections per year	381.50	850	324,275
Premium Service	This charge provides for one 240L weekly waste collection service, one 240L fortnightly recycling collection service, one 240L fortnightly green waste collection service, mulching and chipping service and up to 5 booked clean-up collections per year	861.77	988	851,429
Standard Service	This charge provides for one 140L weekly waste collection service, one 240L fortnightly recycling collection service, one 240L fortnightly green waste collection service, mulching and chipping service and up to 5 booked clean-up collections per year	561.60	52,478	29,471,645
Total				32,407,836

A Domestic Waste Management Service charge, Standard Service WW, of \$336.60 will be available in FY2026/2027 for eligible war widows and widowers.

Non-Residential Waste Management Service Charge

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

The Non-Residential Waste Management Standard Service charge for FY2026/2027 levied under Section 501 (1) of the *Local Government Act 1993* and has been set at \$561.60 per service for a full year service.

The Non-Residential Waste Management Service charge is levied on each non-rateable non-residential property within the City of Ryde where the service is requested. Ratepayers have the option to request either a Standard, Premium or Eco Non-Residential Waste Management

service depending on their waste preference. The total Non-Residential Waste Management Service charge will yield an estimated total revenue of \$0.083 million for the FY2026/2027.

Non-Residential Waste Management Services	Description	Annual Charge (\$)	Estimated Number of Services	Estimated Yield (\$)
Standard Service	This charge provides for one 140L weekly waste collection service, one 240L fortnightly recycling collection service, one 240L fortnightly green waste collection service, mulching and chipping service and up to 5 booked clean-up collections per year	561.60	33	18,533
Premium Service	This charge provides for one 240L weekly waste collection service, one 240L fortnightly recycling collection service, one 240L fortnightly green waste collection service, mulching and chipping and up to 5 booked clean-up collections per year	861.77	19	16,374
Eco Service	This charge provides for one 80L weekly waste collection service, one 240L fortnightly recycling collection service, one 240L fortnightly green waste collection service, mulching and chipping service and up to 5 booked clean-up collections per year	381.50	0	0
Additional Service – NRWM – 140l	Additional 140L waste bin serviced weekly	420.24	27	11,346
Additional Service – NRWM – 240l	Additional 240L waste bin serviced weekly	720.41	44	31,698
Additional Service – Non-Res Recycle	Additional 240L Recycling bin serviced fortnightly	83.56	46	3,844
Additional Service – Non-Res Green	Additional 240L Green waste bin serviced fortnightly	57.81	24	1,387
Total				83,182

Stormwater Management Service Charge

The Stormwater Management Service Charge for FY2026/2027 is levied under Section 496A of the *Local Government Act 1993* (as amended).

The annual Stormwater Management Service Charge provides funding specifically for stormwater management restoration, maintenance of stormwater infrastructure and for environmental initiatives to better manage stormwater. These programs assist in reducing flooding and water damage from heavy rain, as well as prevent litter and other pollutants from being washed from roads to local creeks and waterways.

The charges have been set in accordance with the Local Government (General) Regulation 2021 for FY2026/2027 are as follows:

- Strata/Company titled residential home units: \$12.50 per unit
- Other residential property: \$25.00 per rateable property
- Business rateable property: \$25.00 per 350 square metres of land area
- Strata/Company titled business units: a minimum of \$5.00 or the relevant proportion of the maximum annual charge that would apply to the land subject to the strata scheme if it were a parcel of land subject to the business rateable property charge
- The Stormwater Management Service Charge will raise an estimated yield of \$1.179 million in FY2026/2027.

Section 611 Local Government Act – Annual Charges

Section 611 of the *Local Government Act 1993* permits Council to charge persons who benefit from having private facilities on, above or under public land. Council has a number of commercial arrangements captured under this provision and will continue to charge these in FY2026/2027.

Commercial Matters

Council does not declare any of its activities as commercial activities in accordance with the National Competitive Policy (NCP).



**Budget and
Financial
Information
(2026/2027)**

2026/2027 Capital Works Program

Assets and Infrastructure Program by Strategic Outcomes

Projects for 2026-2027		
		Proposed Budget 2026/2027 (\$)
Grand Total		78,124,320
Strategic Outcome 1: Our Vibrant and Liveable City		150,000
Program:	Community Safety and Amenity	150,000
CCTV Renewal		●
Strategic Outcome 2: Our Active and Healthy City		30,213,340
Program:	City Sport and Recreation	29,773,340
Anzac Park – Masterplan Delivery		●
Blenheim Park – Masterplan Delivery – Expansion		●
Blenheim Park – Masterplan Delivery – Renewal		●
Catherine Hamlin Park		●
Christie Park 1 – Synthetic Surface Renewal		●
Christie Park 2 – Synthetic Surface Renewal		●
CIOSPE – Christie Park Stages 3 and 4		●
CIOSPE – Ryde Park		●
Critical Infrastructure Project – Santa Rosa Park		●
Drainage Santa Rosa		●
Future Design – Parks		●
Lachlan's Line Pedestrian Lighting renewal		●
LH Waud – Sportsfield Lighting		●
Meadowbank Park – LH Waud		●
Meadowbank Park – Remediation		●
Meadowbank Park Masterplan Delivery AIF		●

● Indicates budgeted funding in the financial year

Projects for 2026-2027		
		Proposed Budget 2026/2027 (\$)
Morrison Bay Park #3		●
Putney Park Masterplan – Northern Section Delivery – E		●
Putney Park Masterplan – Northern Section Delivery – R		●
Putney Park Regional Playground – Expansion		●
Putney Park Regional Playground – Renewal		●
RALC Asset Renewal		●
Santa Rosa #1		●
Sportsfield LED Floodlighting Renewal		●
Tennyson Park – Neighbourhood Playground		●
Tuckwell Park Amenities Upgrade		●
Upgrade of long jump run ups – Dunbar Park		●
Westminster Park Amenities		●
Program:	Library	440,000
Library Renewal Planning		●
Ryde/Gladesville Library Renewal – After Hours Fitout		●
Strategic Outcome 3: Our Natural and Sustainable City		3,514,750
Program:	Resilience and Sustainability	250,000
Buffalo Creek bank stabilisation		●
Program:	Catchments and Waterways	3,164,750
100 – 104 Rowe St Stormwater Drainage Upgrade		●
113 Kent Rd, Marsfield		●
1A Regent Street Retaining Wall Renewal		●
295 Rowe Street, Eastwood		●
33 Kingsford Avenue, Eastwood		●
Clive Road, Eastwood		●
Driver Street, Denistone West		●
Napier Crescent, North Ryde		●
SRV – Chatham Road, West Ryde		●
SRV – Pipe Lining Treatments – Combined		●
SRV – Pit/Pipe Small Reconstructions		●
Stanley Street, Putney		●
Wharf Road Gladesville Seawall construction		●
Program:	Waste and Recycling	100,000
Porters Creek Precinct		●

Projects for 2026-2027

Proposed Budget 2026/2027 (\$)

Strategic Outcome 4: Our Smart and Innovative City

–

Strategic Outcome 5: Our Connected and Accessible City

34,754,100

Program: Traffic and Transport

21,772,250

Bus Stop DDA Compliance – Expansion

●

Bus Stop DDA Compliance – Renewal

●

Constitution Rd/Bank St Meadowbank – Traffic Control Si

●

Constitution Rd/Bowden St Meadowbank – Traffic Control Si

●

Constitution Road Infrastructure Upgrades Expansion (AI)

●

Constitution Road Infrastructure Upgrades Renewal (AIF)

●

Future Design – Traffic

●

LATM facilities

●

Pedestrian Crossing Lighting Upgrade

●

Traffic Facilities Renewal (Local & Regional Roads)

●

Traffic Infrastructure

●

Twin Road Wombat Crossing

●

Waterloo and Khartoum Roads – Intersection Signalisation

●

Program: Roads

11,428,160

Aeolus Avenue (Wolger Road – North Road)

●

Belmore Lane (Church Lane – The End)

●

Betty Hendry Parade (Cutler Pde – Rowell St)

●

Bridge Rehabilitation Works

●

Clanwilliam Street (Read Street – Denman Street)

●

Constitution Road Infrastructure Upgrades (IBF)

●

David Avenue (Napier Crescent – Parklands Road)

●

Deeble Street viewing platform

●

Folkard Street (Marilyn Street – House Number 5/5a)

●

Forsyth Street (Victoria Road – Macpherson Street)

●

Future Design – Civil Infrastructure Assets

●

Grove Lane (Grove Street – Orange Street)

●

Heavy Patching

●

Higginbotham Road (Cressy Road – #58)

●

Hopetoun Avenue (Russell Street – Blaxland Road)

●

Kerb and Gutter condition 4 and 5

●

Projects for 2026-2027		
		Proposed Budget 2026/2027 (\$)
Macquarie Place (North Road to Cul De Sac (S))		●
Marshall Place (Wicks Road – Cul De Sac)		●
Oates Avenue (Westminster Road – Swan Street)		●
Parkes Street (Hinkler Street – Colston Street)		●
Patricia Street (Edith Street – Bridge Road)		●
Paul Street (Lane Cove Road – McGregor Avenue)		●
Pavement Testing and Design		●
Pine Street (Trevitt Road – Beswick Avenue)		●
Shaftsbury Road (Rowe Street – Rutledge Street)		●
Spencer Street (Tennyson Road – Cul De Sac)		●
SRV – Irvine Crescent (Victoria Road – Providence Road)		●
SRV – Pope Street (Lane Cove Road – Smith Street)		●
Tucker Street (Pope Street – Blaxland Road)		●
Waterloo Road (Thomas Holt Drive – Wicks Road)		●
Zanco Road (Katoa Place – Koorong Street)		●
Program:	Paths and Cycleways	1,553,690
Bowden Street (Ferry Wharf – Bay Drive)		●
Cycleway Construction (Stage 1 & 2 – Regional Route 04)		●
Footpath and Kerb Ramp Renewal		●
Forrest Road (Ryde Secondary College to Cul De Sac)		●
Glades Avenue (Ross Street – Linsley Street)		●
Kuppa Road (Wolger Road – Cul De Sac)		●
Minor works for Cycleways		●
Robinson Street Missing Link		●
Walking and Riding Routes to Ryde Public School		●
Strategic Outcome 6: Our Diverse and Inclusive City		973,350
Program:	Community Inclusion and Wellbeing	973,350
Addington House		●
Community Facilities DDA Accessibility Audit DIAP		●
Community Facilities Preschool Renew Program		●
Old Eastwood Town Hall		●
Strategic Outcome 7: Our Open and Progressive City		8,518,780
Program:	Strategic Property Management	4,511,350
24 Argyle Avenue, Ryde – Garage		●
Future Design – Building		●

Projects for 2026-2027

		Proposed Budget 2026/2027 (\$)
Office Relocation Project 2026		●
Rockend Cottage – Rectification of Unauthorised		●
SES – Repainting internal/external		●
Top Ryde – Water ingress through façade		●
Program:	Service Delivery Support	4,007,430
Plant and Fleet Purchases		●

2026/2027 Capital Works Program

Assets and Infrastructure Program by Wards

Budget and Financial Information (2026/2027)

Projects for 2026-2027	
Proposed Budget 2026/2027 (\$)	
Grand Total	78,124,320
Central Ward	24,880,910
Program: Traffic and Transport	13,785,180
Constitution Road/Bank Street Meadowbank – Traffic Control Si	●
Constitution Road/Bowden Street Meadowbank – Traffic Control Si	●
Constitution Road Infrastructure Upgrades Expansion (AI)	●
Constitution Road Infrastructure Upgrades Renewal (AIF)	●
Waterloo and Khartoum Roads – Intersection Signalisation	●
Program: Roads	5,403,400
Aeolus Avenue (Wolger Road – North Road)	●
Belmore Lane (Church Lane – The End)	●
Constitution Road Infrastructure Upgrades (IBF)	●
David Avenue (Napier Crescent – Parklands Road)	●
Forsyth Street (Victoria Road – Macpherson Street)	●
Macquarie Place (North Road to Cul De Sac (S))	●
Parkes Street (Hinkler Street – Colston Street)	●
Patricia Street (Edith Street – Bridge Road)	●
Paul Street (Lane Cove Road – McGregor Avenue)	●
Pine Street (Trevitt Road – Beswick Avenue)	●
SRV – Pope Street (Lane Cove Road – Smith Street)	●
Tucker Street (Pope Street – Blaxland Road)	●

● Indicates budgeted funding in the financial year

Projects for 2026-2027

		Proposed Budget 2026/2027 (\$)
Program:	Paths and Cycleways	438,690
Bowden Street (Ferry Wharf – Bay Drive)		●
Kuppa Road (Wolger Road – Cul De Sac)		●
Walking and Riding Routes to Ryde Public School		●
Program:	Catchment Waterway	250,000
113 Kent Road, Marsfield		●
Napier Crescent, North Ryde		●
Program:	Community Inclusion and Wellbeing	773,350
Addington House		●
Program:	City Sports and Recreation	4,102,780
Catherine Hamlin Park		●
CLOSPE – Ryde Park		●
Critical Infrastructure Project – Santa Rosa Park		●
Drainage Santa Rosa		●
LH Waud – Sportsfield Lighting		●
Santa Rosa #1		●
Tuckwell Park Amenities Upgrade		●
Program:	Strategic Property	127,510
24 Argyle Avenue, Ryde – Garage		●
Top Ryde – Water ingress through façade		●
East Ward		18,532,420
Program:	Traffic and Transport	150,000
Twin Road Wombat Crossing		●
Program:	Roads	3,165,000
Betty Hendry Parade (Cutler Pde – Rowell St)		●
Deeble Street viewing platform		●
Folkard Street (Marilyn Street – House Number 5/5a)		●
Higginbotham Road (Cressy Road – #58)		●
Marshall Place (Wicks Road – Cul De Sac)		●
Oates Avenue (Westminster Road – Swan Street)		●
Spencer Street (Tennyson Road – Cul De Sac)		●
SRV – Irvine Crescent (Victoria Road – Providence Road)		●
Waterloo Road (Thomas Holt Drive – Wicks Road)		●
Program:	Paths and Cycleways	590,000
Cycleway Construction (Stage 1 & 2 – Regional Route 04)		●
Forrest Road (Ryde Secondary College to Cul De Sac)		●

Projects for 2026-2027		
		Proposed Budget 2026/2027 (\$)
Glades Avenue (Ross Street – Linsley Street)		●
Robinson Street Missing Link		●
Program:	Resilience and Sustainability	250,000
Buffalo Creek bank stabilisation		●
Program:	Catchment Waterway	614,750
1A Regent Street Retaining Wall Renewal		●
Stanley Street, Putney		●
Wharf Road Gladesville Seawall construction		●
Program:	Waste and Recycling	100,000
Porters Creek Precinct		●
Program:	City Sports and Recreation	13,428,830
Blenheim Park – Masterplan Delivery – Expansion		●
Blenheim Park – Masterplan Delivery – Renewal		●
Lachlan's Line Pedestrian Lighting renewal		●
Morrison Bay Park #3		●
Putney Park Masterplan – Northern Section Delivery – E		●
Putney Park Masterplan – Northern Section Delivery – R		●
Putney Park Regional Playground – Expansion		●
Putney Park Regional Playground – Renewal		●
RALC Asset Renewal		●
Tennyson Park – Neighbourhood Playground		●
Westminster Park Amenities		●
Program:	Strategic Property	233,840
Rockend Cottage – Rectification of Unauthorised		●
SES – Repainting internal/external		●
West Ward		5,924,400
Program:	Roads	1,290,000
Clanwilliam Street (Read Street – Denman Street)		●
Grove Lane (Grove Street – Orange Street)		●
Hopetoun Avenue (Russell Street – Blaxland Road)		●
Shaftsbury Road (Rowe Street – Rutledge Street)		●
Zanco Road (Katoa Place – Koorong Street)		●
Program:	Catchment Waterway	1,905,000
100 – 104 Rowe St Stormwater Drainage Upgrade		●
295 Rowe Street, Eastwood		●
33 Kingsford Avenue, Eastwood		●

Projects for 2026-2027

Proposed Budget 2026/2027 (\$)

Clive Road, Eastwood		●
Driver Street, Denistone West		●
SRV – Chatham Road, West Ryde		●
Program:	Community Inclusion and Wellbeing	20,000
Old Eastwood Town Hall		●
Program:	City Sports and Recreation	2,709,400
Anzac Park – Masterplan Delivery		●
Christie Park 1 – Synthetic Surface Renewal		●
Christie Park 2 – Synthetic Surface Renewal		●
CIOSPE – Christie Park Stages 3 and 4		●
Upgrade of long jump run ups – Dunbar Park		●
Mixed/Multiple Wards		28,786,590
Program:	Traffic and Transport	7,837,070
Bus Stop DDA Compliance – Expansion		●
Bus Stop DDA Compliance – Renewal		●
Future Design – Traffic		●
LATM facilities		●
Pedestrian Crossing Lighting Upgrade		●
Traffic Facilities Renewal (Local & Regional Roads)		●
Traffic Infrastructure		●
Program:	Roads	1,569,760
Bridge Rehabilitation Works		●
Future Design – Civil Infrastructure Assets		●
Heavy Patching		●
Kerb and Gutter condition 4 and 5		●
Pavement Testing and Design		●
Program:	Paths and Cycleways	525,000
Cycleway Design		
Footpath and Kerb Ramp Renewal		●
Minor works for Cycleways		●
Program:	Community Safety and Amenity	150,000
CCTV Renewal		●
Program:	Catchment Waterway	395,000
SRV – Pipe Lining Treatments – Combined		●
SRV – Pit/Pipe Small Reconstructions		●

Projects for 2026-2027

		Proposed Budget 2026/2027 (\$)
Program:	Community Inclusion and Wellbeing	180,000
	Community Facilities DDA Accessibility Audit DIAP	●
	Community Facilities Preschool Renew Program	●
Program:	City Sports and Recreation	9,532,330
	Future Design – Parks	●
	Meadowbank Park – LH Waud	●
	Meadowbank Park – Remediation	●
	Meadowbank Park Masterplan Delivery AIF	●
	Sportsfield LED Floodlighting Renewal	●
Program:	Library	440,000
	Library Renewal Planning	●
	Ryde/Gladesville Library Renewal – After Hours Fitout	●
Program:	Strategic Property	4,150,000
	Future Design – Building	●
	Office Relocation Project 2026	●
Program:	Service Delivery Support	4,007,430
	Plant & Fleet Purchases	●

**Budget and
Financial
Information
(2026/2027)**

2026/2027 Non-Capital Projects

Projects		2026/2027 Budget (\$)
Grand Total		1,527,810
Strategic Outcome 1: Our Vibrant and Liveable City		–
Strategic Outcome 2: Our Active and Healthy City		55,900
Program:	Library	55,900
Library Strategic Plan Implementation		●
Digital Enhancement		●
Strategic Outcome 3: Our Natural and Sustainable City		615,440
Program:	Resilience and Sustainability	25,000
Biosecurity and Natural Areas Monitoring Officer		●
Street Tree Planting Program		●
Parramatta and Lane Cove River Inner Sydney Harbour Coastal		●
Program:	Catchment Waterway	200,000
Stormwater CCTV Investigations		●
Program:	Waste and Recycling	170,000
Schools Waste Education Program		●
MUDs Resource Recovery		●
Household Problem Waste Collection Service		●
Strategic Outcome 4: Our Smart and Innovative City		157,160
Program:	City Economy	157,160
Ryde After Dark Program		●
Innovation Strategy		●
Visitor Economy Strategy		●
Strategic Outcome 5: Our Connected and Accessible City		189,310
Program:	Traffic and Transport	79,310
Glen Street Car Park Defect Remediation Works		●

● Indicates budgeted funding in the financial year

**Budget and
Financial
Information
(2026/2027)**

Projects		2026/2027 Budget (\$)
Program:	Roads	110,000
Bridge Condition Assessment		●
High Risk Tonkin Line CCTV condition assessment		●
Strategic Outcome 6: Our Diverse and Inclusive City		110,000
Program:	Community Inclusion and Wellbeing	110,000
DIAP Implementation		●
White Ribbon Implementation		●
Creativity Strategy Implementation		●
Social Strategy Implementation		●
Strategic Outcome 7: Our Open and Progressive City		400,000
Program:	Governance and Corporate Services	400,000
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

निःशुल्क 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
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Accessibility Assistance

Please contact the National Relay Service (NRS) on 1800 555 660
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Customer Service Centre

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