

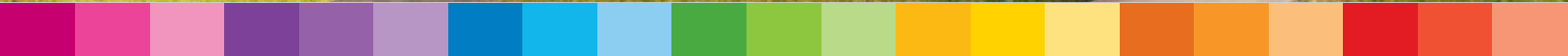


Lifestyle and opportunity
at your doorstep

FOUR-YEAR
Delivery
Program
Year 2

DRAFT
PUBLIC EXHIBITION

Ryde
2025 to 2029



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 Four-Year Delivery Program 2025-2029 (Year 2), explains how we will deliver the seven strategic outcomes our community told us will help make our City an even better place to live, work and play over the next four years. It describes how we will measure our performance to ensure we're delivering the right mix of services and projects and balance short-term and long-term aspirations with prudent management.

For details of the actions and projects that we will deliver in 2026/2027 and our annual budget, please refer to Council's One-Year Operational Plan.

Mayor

A Message from Our Mayor



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

Trenton Brown

Trenton Brown
City of Ryde Mayor

**Chief
Executive
Officer**

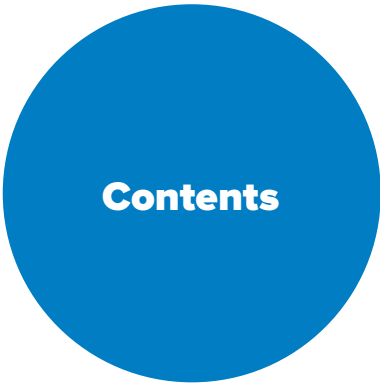
A Message from Our CEO



One of the major challenges facing our Council is preparing for a rapidly growing population. We have already met half of our housing target, over 5,000 new dwellings, in the first year of the State Government's five-year (2025-2030) housing reforms. As articulated in this Four-Year Delivery Program 2025-2029, the growing number and increased density of our population will impact many aspects of our strategic planning. This Council is committed to working collaboratively with stakeholders at all levels of government to 'strike the right balance' between necessary housing uplift, the protection of our vital employment lands and the provision of essential infrastructure. That way, we will continue to be the place for opportunity and lifestyle at your doorstep into 2029 and beyond.

A handwritten signature in black ink that reads "Wayne Rylands". The signature is fluid and cursive, with the first and last names being more prominent.

Wayne Rylands
City of Ryde
Chief Executive Officer

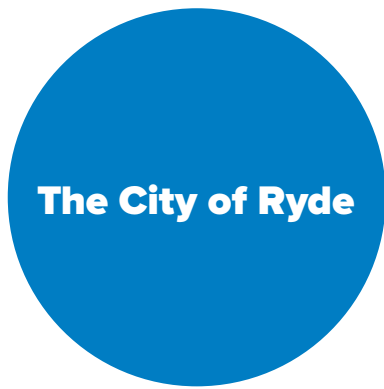


Contents

Table of Contents

Acknowledgement of Country	2
About this Document	3
A Message from Our Mayor.....	4
A Message from Our CEO	5
Our Guiding Principles	8
The City of Ryde in Profile	9
Our Community	10
Our City	11
Our Mayor and Councillors	13
Our Elected Council	14
Our Local Government Area – Neighbours, Wards and Suburbs	17
About the City of Ryde	18
Our Organisation	23
Our Executive Leadership Team.....	24
Our Organisational Structure.....	30
Our Directorates.....	32
Our Departments.....	34
Our Areas of Operations	44
How the Three Levels of Government Work Together.....	46
Council’s Role.....	47

Who Does Council Engage with to Deliver for Our Community?	50
The Integrated Planning and Reporting (IP&R) Framework	51
An Integrated Approach	52
The Plans and Strategies That Guide Us.	54
Council's Key Documents.	57
Our Principal Activities	59
How to Read this Section	60
Our Strategic Outcomes	62
Overview	64
Terminology and Definitions	66
Strategic Outcome 1. Our Vibrant and Liveable City	70
Strategic Outcome 2. Our Active and Healthy City	78
Strategic Outcome 3. Our Natural and Sustainable City	84
Strategic Outcome 4. Our Smart and Innovative City	88
Strategic Outcome 5. Our Connected and Accessible City	92
Strategic Outcome 6. Our Diverse and Inclusive City	100
Strategic Outcome 7. Our Open and Progressive City	106
Review and Improvement	117
How We Review and Improve Our Services	118
Our Four-Year Financial Overview	119
Financial Summary	120
2025-2029 Delivery Program	124
2025-2029 Projected Balance Sheet	126
2025-2029 Projected Cashflow Statements	128
2025-2029 Projected Capital Budgets	130
Special Rates	132
Four-Year Capital Works Program by Strategic Outcomes	134
Four-Year Capital Works Program by Wards	144
Four-Year Non-Capital Projects	154
Translation Information, Contact Us	157



Our Guiding Principles



Our Vision

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



Our Mission

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



Our Values

At City of Ryde we value:

Health and Safety

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

Excellence

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

Accountability

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

Respect

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

Teamwork

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



The City of Ryde in Profile

Our Community



Population

135,716

residents

Children

22,040 – 16 Percent

Young people

15,241 – 11 Percent

Older people

20,425 – 15 Percent



Households

53,829

households

Families

34,987

Couples without children

13,495

Single-person households

12,979



A Culturally Diverse City

Over 130

countries of origin

Over 100

languages spoken

49.05 Percent

of residents born overseas

49.53 Percent

of residents speak a language other than English at home



A Prosperous Area

38.29 Percent

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

65,563

employed residents

73.41 Percent

of resident workers have a tertiary qualification

6,115

residents require assisted living due to disability – 5 percent



A Growing Region

54,235

rateable properties

21,508

dwellings are separate houses

9,524

dwellings are medium-density housing

24,382

dwellings are in high-density housing



A Powerhouse Economy

\$19.196 Billion

(gross regional product)

14,361

local businesses (approximately)

91,764

local jobs

Data sources:
REMPAN, Profile.id, ABS

Our City



Over 320kms

of roads



665kms

of kerbs and guttering
(approx)



833,000m²

of paths and cycleways
(approx)



205 Hectares

of natural areas distributed
over 71 parks and reserves



98

playgrounds



56

sportsfields



27

halls and facilities



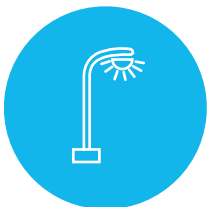
5 + 1

libraries and an aquatic centre



14,361

local businesses



4,568

lights upgraded to
energy-efficient LEDS



39

car share spaces



37

bushland reserves

Data sources:
REMPAN, Profile.id, ABS





Our Mayor and Councillors

Our Mayor and Councillors

Our Elected Council

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

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

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



Mayor



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

West Ward



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



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



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



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

Central Ward



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



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



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



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

East Ward



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



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



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



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





Our Local Government Area – Neighbours, Wards and Suburbs



Our LGA

About the City of Ryde

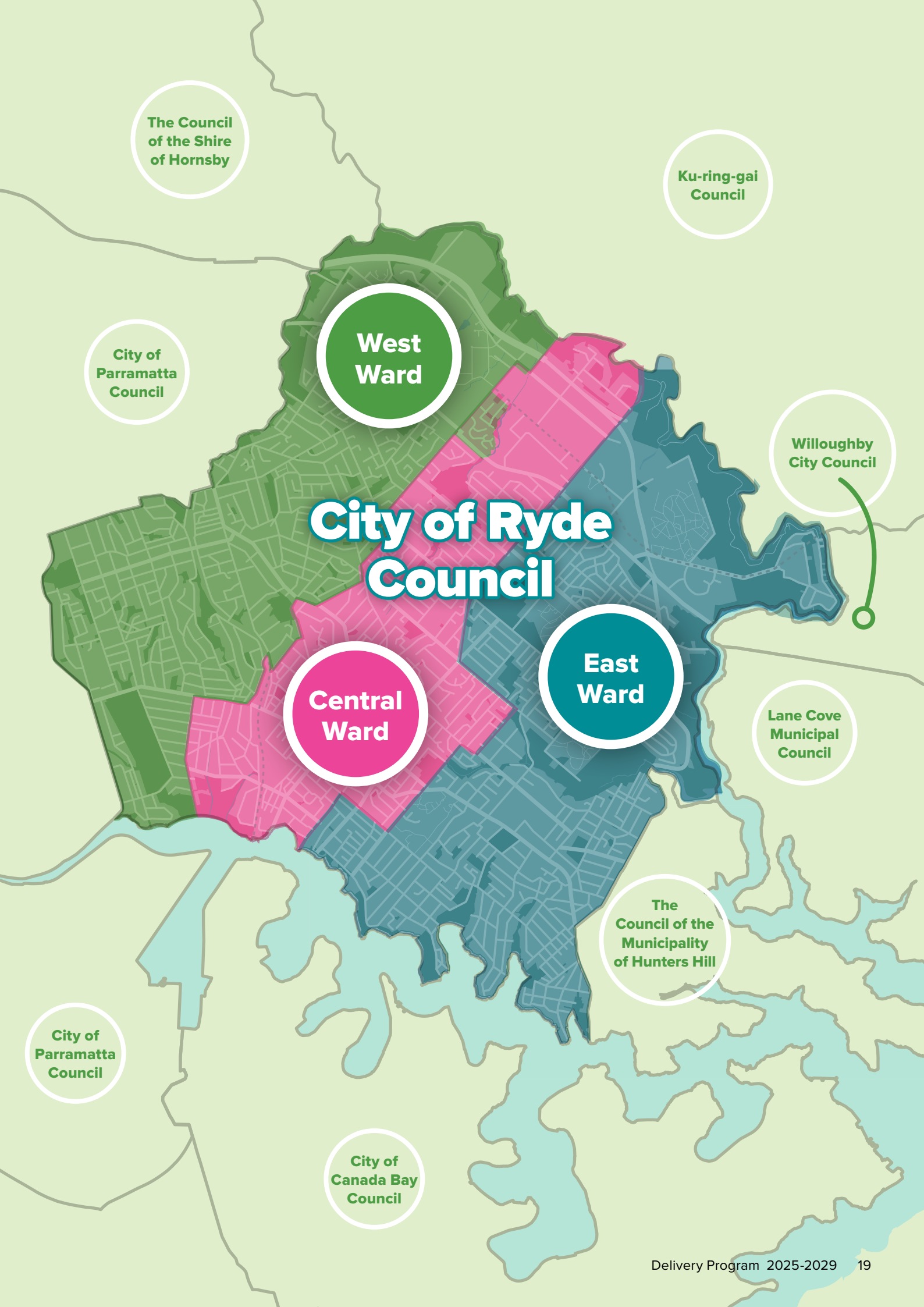
Our Local Government Area (LGA), Neighbours and Wards

The City of Ryde is located in Sydney's north-western suburbs, 12 kilometres from the Sydney CBD.

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

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

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



The Council
of the Shire
of Hornsby

Ku-ring-gai
Council

City of
Parramatta
Council

West
Ward

Willoughby
City Council

City of Ryde
Council

Central
Ward

East
Ward

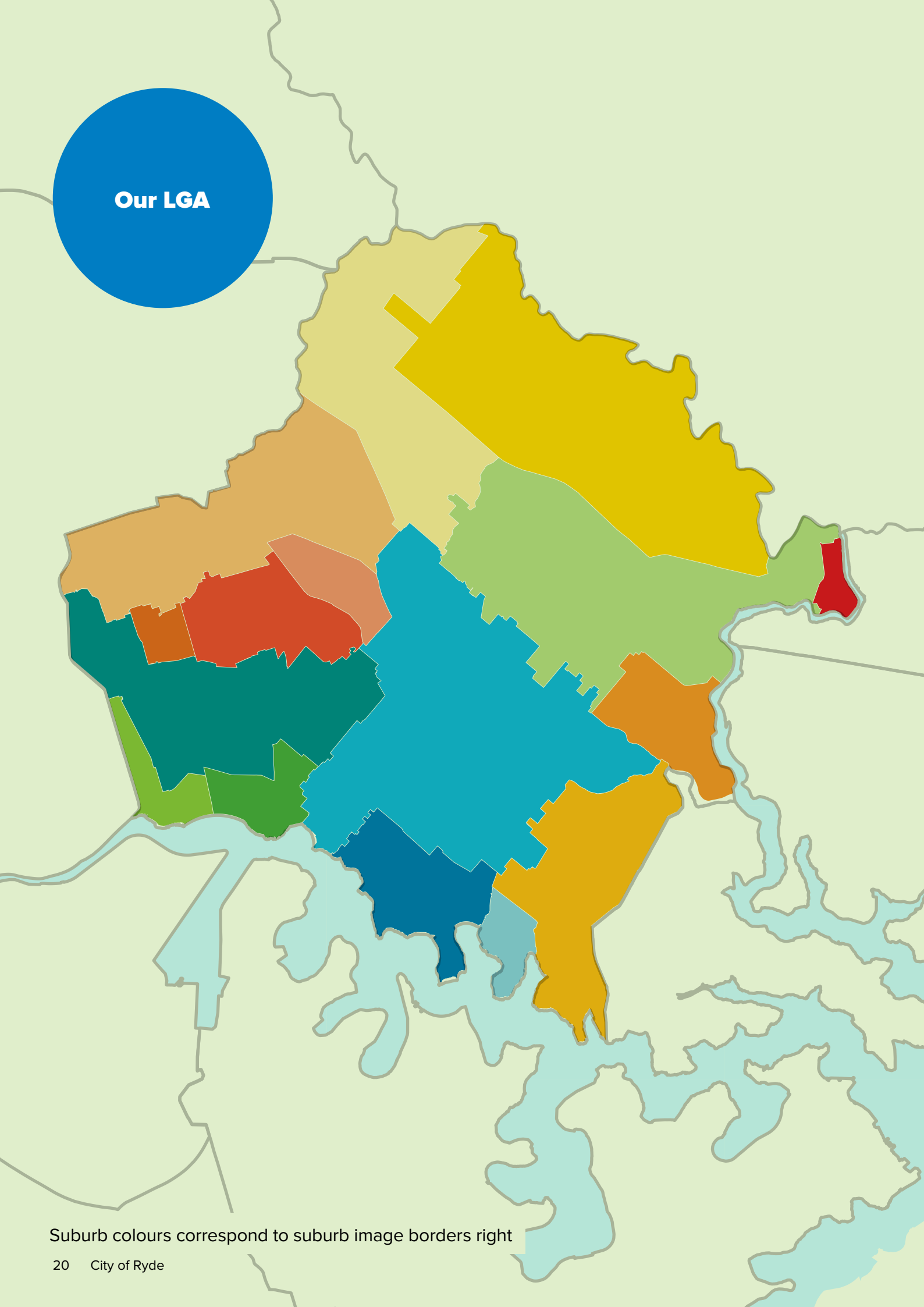
Lane Cove
Municipal
Council

The
Council of the
Municipality
of Hunters Hill

City of
Parramatta
Council

City of
Canada Bay
Council

Our LGA



Suburb colours correspond to suburb image borders right

Our Suburbs and Landmarks



Chatswood West



Denistone



Denistone East



Denistone West



East Ryde



Eastwood



Gladesville



Macquarie Park



Marsfield



Meadowbank



Melrose Park



North Ryde



Putney



Ryde



Tennyson Point



West Ryde





Our Organisation

Our Organisation

Our Executive Leadership Team



From left to right: John Angilley, Kandace Lindeberg, Josh Hatten, Chief Executive Officer Wayne Rylands, Samantha Urquhart and Deputy Chief Executive Officer Michael Galderisi

The City of Ryde's new Executive Leadership Team (ELT) is now in place, marking an important step forward for both our organisation and our community. Together with Chief Executive Officer Wayne Rylands and Deputy CEO and Director Advocacy and Strategy Michael Galderisi, four new Directors complete a strong, united team committed to guiding our strategic direction and delivering on our shared vision for the City.

Our four new directors – John Angilley (Business Services), Kandace Lindeberg (Development and Regulation), Samantha Urquhart (Infrastructure) and Josh Hatten (Office of the Mayor and CEO) – each bring deep expertise across local government, finance, planning, infrastructure and cross-sector leadership.

The team is united in its commitment to delivering high-quality services, sustainable growth and long-term value for our community, underpinned by a cohesive leadership approach that is grounded in collaboration, accountability and a clear focus on community outcomes. Together, these strengthen our capacity to deliver on our strategic priorities and ensure the City of Ryde remains the place to be for lifestyle and opportunity at your doorstep.



Our Executive Leadership Team



Chief Executive Officer

Wayne Rylands

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

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



Deputy Chief Executive Officer and Director Advocacy and Strategy

Michael Galderisi

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

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

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



Director Infrastructure

Samantha Urquhart

Samantha has over 20 years' experience in Local Government, with extensive experience in property and facilities management, land management, asset management and capital works.

For close to 10 years Samantha has worked in senior leadership roles within Bayside Council, City of Canada Bay and most recently as Director Infrastructure & Environmental Sustainability at Hunter's Hill Council. Samantha has extensive experience overseeing the capital works for local government areas including Hunters Hill, City of Canada Bay, Bayside and City of Sydney.

She has successfully delivered one of Hunters Hill Council's largest ever capital works program. Working on projects such as the redevelopment of Concord Oval, restoration of the Sydney Park brick kilns, construction of Figtree Park, the construction of the Boronia Sports and Community Facility, redevelopment of Gladesville Oval, and the Bedlam Bay swim site.



Director Office of the Mayor and CEO

Josh Hatten

Josh's leadership experience spans government, corporate and not-for-profit sectors. Josh most recently served as a Chief of Staff in The Cabinet Office, London, UK.

He has held senior executive and board appointments in public service, education, finance, banking and health sectors.

Josh has delivered several large-scale organisational, policy and strategic reforms during his career including the participation of NSW in the 'Gonski' education and funding reforms.



Director Development and Regulation

Kandace Lindeberg

Kandace is a senior executive with over 20 years of a broad range of experience in local government.

She brings to the role deep expertise in strategic and statutory planning, advisory, environmental health, sustainability, compliance and regulation. Kandace has successfully led organisational change and reform across multiple councils, implemented planning and regulatory frameworks that enhance efficiency and community outcomes.

She has a proven track record of driving transformation and change, embedding sustainable practices and delivering innovative solutions in complex environments. As a people-focused leader, Kandace is committed to fostering collaboration, empowering teams and building a culture of meaningful engagement and community, all while maintaining a strong focus on achieving strategic objectives.



Director Business Services

John Angilley

John is a people-focused, authentic leader with extensive experience in cultural and operational transformation, underpinned by a proven financial foundation across multiple industries.

He has held senior leadership roles with the City of Parramatta, Fairfax Media, and IPART, bringing expertise in financial management, strategic planning, governance, and operational efficiency.

Known for honesty, openness, and an ability to personalize change, John builds aligned and engaged teams committed to delivering a shared vision and positive culture.



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).

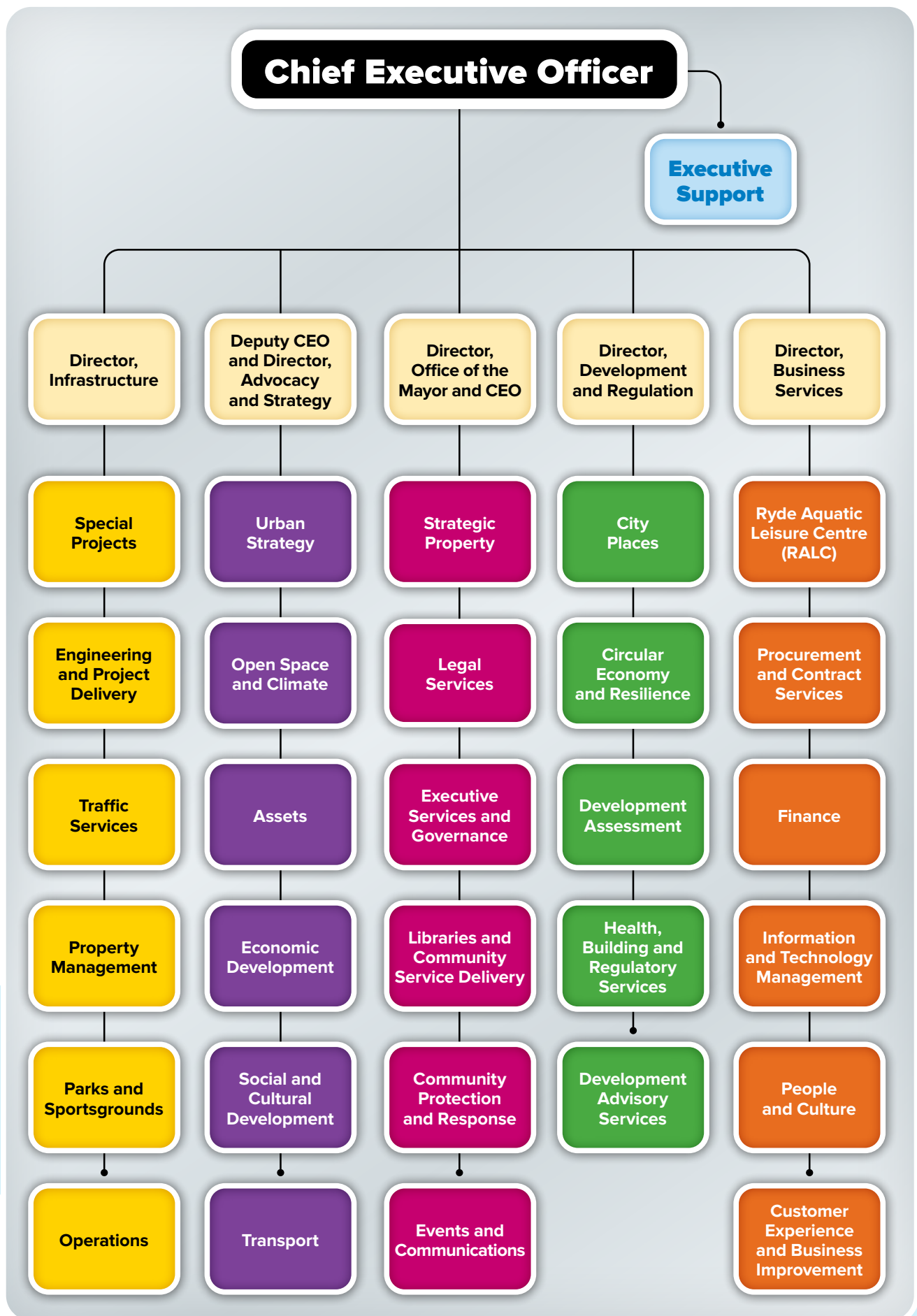
Following the local government election in 2024, we reviewed our organisational structure to ensure it aligns with the priorities of incoming Council members and their commitments to our community, as required under the *Local Government Act 1993*.

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)



Our Directorates

No	Directorate
1	<div> <div>Advocacy and Strategy</div> <div>Michael Galderis</div> </div> <p>Advocacy and Strategy leads Council's long-term planning and advocacy to ensure strategic alignment, sustainable growth and positive outcomes for the community.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Supporting the CEO and Executive Leadership Team to deliver Council's strategic vision and priorities • Leading advocacy, strategic planning and stakeholder engagement to influence policy and investment outcomes • Coordinating place-based planning and service delivery to support community wellbeing and economic development • Strengthening organisational performance through strategic planning, governance and leadership.
2	<div> <div>Business Services</div> <div>John Angilley</div> </div> <p>Business Services leads the efficient delivery of customer-focused and sustainable business services that support Council operations, decision-making and community outcomes.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Leading finance, procurement, people and culture, technology and business improvement services • Driving customer experience, operational efficiency and value for money • Supporting informed decision-making through strong governance, data and performance oversight • Enabling high-quality service delivery through continuous improvement and community engagement.
3	<div> <div>Development and Regulation</div> <div>Kandace Lindeberg</div> </div> <p>Development and Regulation provides strategic leadership across land use planning, development assessment, advisory services, urban analytics, sustainability and circular economy initiatives, urban resilience, regulatory compliance, and continuous improvement. This helps enable sustainable development, protect community wellbeing and ensure effective, transparent regulatory outcomes.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Leading strategic land-use planning and planning information services, including the preparation and maintenance of planning proposals, Local Environment Plans (LEPs), Development Control Plans (DCPs), the Local Strategic Planning Statement (LSPS), master plans and planning policies, and the provision of accurate planning information to guide sustainable, well-designed urban growth • Delivering high-quality development assessment services, ensuring Development Applications are evaluated consistently, transparently and in accordance with statutory planning requirements and Council's long-term vision • Providing expert development advisory services, offering clear planning guidance to applicants, stakeholders and the community to support informed decisions and improve development outcomes • Driving sustainability, circular economy and resilience initiatives • Managing health, building and regulatory compliance to protect public safety • Strengthening governance, innovation and continuous improvement across development and regulation services.

No	Directorate	
4	Infrastructure	Samantha Urquhart
<p>Infrastructure provides strategic leadership to deliver safe, sustainable and well-managed infrastructure that supports sustainable growth, community wellbeing and Council priorities.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Planning, delivering and maintaining Council infrastructure and assets • Leading major projects, engineering services and operational delivery • Managing transport, property and open space services to support safe and liveable communities • Driving governance, performance and continuous improvement across infrastructure services. 		
5	Office of the Mayor and CEO	Josh Hatten
<p>Office of the Mayor and CEO provides strategic leadership to support strong governance, community connections and communications, Council's strategic property portfolio and legal services while enabling the Mayor, Councillors and CEO to deliver Council priorities.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Supporting governance, legal and executive decision-making • Leading community-focused libraries services, safety and engagement initiatives • Managing strategic property • Events and communications functions • Community protection and response • Driving compliance, risk management, grants management and continuous improvement across the organisation. 		

Our Departments

No	Department and Service Description	Directorate
1	Assets manages Council's asset lifecycle, ensuring efficient, safe and sustainable infrastructure that supports current and future service needs and underpins sustainable growth across our City. <p>Services include:</p> <ul style="list-style-type: none"> • Integrating asset planning, engineering and renewal across Council • Optimising asset performance, maintenance and lifecycle value • Supporting informed investment decisions through strategic planning and engineering expertise • Driving governance, consistency and continuous improvement in asset management • Reviewing and updating the asset management framework • Systematically guiding the planning, acquisition, operation, maintenance, renewal, and disposal of assets related to transport infrastructure, stormwater drainage, buildings, open space and recreational assets • Updating and maintaining asset information within Council's corporate Asset Management System. 	Advocacy and Strategy
2	Circular Economy and Resilience promotes sustainable resource use, waste reduction and climate resilience across the community. <p>Services include:</p> <ul style="list-style-type: none"> • Leading resource recovery and recycling programs to support circular economy outcomes • Delivering education and engagement initiatives that encourage sustainable behaviours • Integrating climate resilience into operational planning and development processes • Coordinating sustainability and resilience programs to respond to environmental and community challenges • Ensuring effective governance, performance monitoring and continuous improvement across services. 	Development and Regulation
3	City Places is responsible for the City of Ryde's strategic land use planning functions, including the preparation of planning proposals, Local Environmental Plans (LEPs), Development Control Plans (DCPs), Local Strategic Planning Statements (LSPS), master plans and planning policies, and issuing planning certificates. The department ensures that all planning processes are transparent, adhere to State Government planning frameworks and support Council's long-term vision for sustainable and well-designed urban growth. <p>Services include:</p> <ul style="list-style-type: none"> • Preparing planning proposals and developing and reviewing LEPs to ensure statutory planning instruments align with State Government frameworks and guide land use and development standards • Preparing and maintaining DCPs to set clear built-form requirements and support high-quality design outcomes • Preparing and updating LSPSs to articulate Council's long-term land use vision and strategic priorities • Issuing planning certificates in line with legislative requirements, providing accurate and transparent planning information for property transactions. • Developing and maintaining strategic planning frameworks including master plans, planning policies and supporting studies to guide place-based planning and align land use with infrastructure and City-shaping objectives. 	Development and Regulation

No	Department and Service Description	Directorate
4	Community Protection and Response	Office of the Mayor and CEO
<p>Community Protection and Response provides strategic leadership to strengthen Council's preparedness, resilience and public safety capabilities.</p> <p>The department leads emergency management, business continuity and CCTV governance and supports Council's risk and compliance functions to ensure we can prevent, prepare for, respond to and recover from disruptive events, while maintaining community confidence and operational continuity.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Leading business continuity and emergency management planning • Coordinating emergency preparedness, response and recovery activities • Managing CCTV planning and governance to enhance community safety • Driving compliance, risk management and continuous improvement across protection services. 		
5	Customer Experience and Business Improvement	Business Services
<p>Customer Experience and Business Improvement advocates and leads a culture of continuous improvement, meaningful engagement and exceptional service delivery for our community, customers and stakeholders.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Connecting with our community by designing and delivering engagement strategies that bring Council closer to the people we serve and making sure every voice is heard and valued • Providing data-driven insights that inform decisions and create meaningful outcomes for our community • Delivering exceptional service through managing day-to-day interactions with the community through our Customer Service Centre • Driving continuous business improvement by uplifting organisational capabilities in process management, data analytics and service reviews to enhance customer experience and service delivery • Coordinating corporate and statutory planning under the Integrated Planning and Reporting framework and meeting all legislative requirements. 		
6	Development Advisory Services	Development and Regulation
<p>Development Advisory Services provides general and personalised advice on planning policy.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Pre-lodgement review • Design review service through the Urban Design Review Panel • Front counter duty town planner enquiry service • General planning and development enquiries • Management of online planning portal for lodgement of DAs, CDCs, subdivision certificates and modification applications • Registration of post-consent certificates • Review and coordination of Council responses to State Significant Development (SSD) and State Significant Infrastructure applications • Collection and analysis of development-related data to identify trends, issues and opportunities in local planning • Contributing to planning instruments reviews, particularly focusing on trends and analytics • Ongoing monitoring of Council's planning policies and procedures to ensure we provide accurate, up-to-date information. 		

No	Department and Service Description	Directorate
7	Development Assessment	Development and Regulation
	<p>Development Assessment manages the Development Application (DA) review and determination process, ensuring growth across our City is sustainable, compliant and aligned with Council and State priorities.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Assessing and determining DA in line with relevant planning legislation, strategic objectives and the Ministerial Statement of Expectations Order 2024 • Assessing and determining Complying Development Certificate (CDC) applications, including CDC modifications • Defending Council's planning position in the Land and Environment Court of NSW • Ensuring engineering, landscaping and construction outcomes meet Council standards and community expectations • Driving consistent, customer-focused service delivery and continuous improvement across assessment services. 	
8	Economic Development	Advocacy and Strategy
	<p>Guided by our Economic Development Strategy, Economic Development provides strategic leadership to drive economic growth, support local businesses and attract investment to enhance the city's competitiveness.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Delivering economic strategies and advice to support sustainable growth • Supporting business development, innovation and employment outcomes • Attracting investment and promoting key economic precincts • Building partnerships and driving continuous improvement across economic initiatives. 	
9	Engineering and Project Delivery	Infrastructure
	<p>Engineering and Project Delivery designs and delivers the capital works programs for the City of Ryde's asset portfolio and ensures civil infrastructure and foreshore assets are in a condition that meets community expectations, safety standards and regulatory requirements. The department also ensures that all public domain works delivered through developments meet Council requirements.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Maintaining civil and foreshore assets, including roads, footpaths, stormwater drainage, bridges, seawalls and public spaces, ensuring they remain safe, functional and valuable to the community • Overseeing and regulating all Council infrastructure delivered by external stakeholders, ensuring adherence to relevant standards, development approvals and Council specifications, from planning through to asset handover • Providing comprehensive and innovative design solutions for all Council-delivered assets, incorporating sustainability, accessibility and community-focused design principles • Offering expert technical advice to both internal and external stakeholders, supporting consistent infrastructure standards, risk mitigation and best practices across all projects • Managing the end-to-end delivery of capital works projects, from concept and planning through to construction and final handover, ensuring projects are completed on time, within budget and to a high standard • Implementing environmentally sustainable practices and inclusive design to enhance community accessibility and the long-term resilience of Council assets in line with Council's strategies. 	

No	Department and Service Description	Directorate
10	Events and Communications	Office of the Mayor and CEO
	<p>Events and Communications delivers major festivals, engaging civic and community events and effective strategic communications that connect and enhance community wellbeing and Council's profile.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Delivering high-quality major festivals and civic and community events aligned with Council priorities • Leading integrated communications, media and digital engagement • Strengthening community connection, reputation and public trust • Driving innovation and continuous improvement across events and communications. 	
11	Executive Services and Governance	Office of the Mayor and CEO
	<p>Executive Services and Governance ensures that the City of Ryde's civic and operational functions are accountable, effective, efficient and transparent and meet regulatory and legislative requirements.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Providing administrative support to the Mayor and Councillors to enable effective operation of Council and Committee meetings, Councillor workshops and Mayor and Councillor events • Managing the Councillor HelpDesk to ensure timely responses and provision of information requested by the Mayor and Councillors to assist in undertaking their civic duties • Managing Mayor and Councillor claims for reimbursement and the provision of facilities in accordance with Council Policy • Managing and recording customer feedback, including escalated complaints and compliments, and analysing this data to recommend business improvements or system changes • Managing the enterprise risk management framework and providing internal risk advisory services – including risk identification, assessment, control design, monitoring and reporting – to mitigate strategic and operational risks and strengthen organisational resilience and compliance • Managing insurance claims management activities, liability assessment, insurer liaison and claims analytics, to minimise financial exposure and support effective outcomes • Providing internal audit functions to ensure transparency, accountability and the effective use of resources • Coordinating and overseeing grant application and management processes to ensure fair access to funding for the organisation and the community. 	
12	Executive Support	Chief Executive Officer (CEO)
	<p>Executive Support supports and ensures the smooth operation of executive functions, strategic planning and decision-making processes by providing administrative, strategic and operational support.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Coordinating Council and committee meetings, including preparing agendas, reports and minutes • Researching and preparing information to support decision-making • Acting as a point of contact between elected officials, Council departments and external stakeholders • Providing administrative support to senior leaders • Ensuring accurate record-keeping of executive and Council decisions, correspondence and reports. 	

No	Department and Service Description	Directorate
13	Finance	Business Services
	<p>Finance provides a comprehensive range of financial services to support the City of Ryde's long-term financial sustainability.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Leading budgeting, financial planning and reporting to support informed decision-making and service delivery • Managing rates, revenue and insurance to protect Council's financial position and ensure statutory compliance • Providing strategic financial advice to support Council priorities and organisational performance • Driving continuous improvement in financial governance, systems and professional standards. 	
14	Health, Building and Regulatory Services	Development and Regulation
	<p>Health, Building and Regulatory Services provides a regulatory framework that promotes public health, ensures building safety standards and delivers effective compliance and parking services to support community wellbeing and maintain local amenity and safety.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Leading environmental health and public safety initiatives • Managing building compliance, certification and enforcement • Delivering compliance ranger and parking services to support community safety and amenity • Driving compliance, governance and continuous improvement across regulatory services. 	
15	Information Technology Management	Business Services
	<p>Information and Technology Management (ITM) delivers secure, reliable and innovative digital, information and technology services that enable Council operations, transparency, accountability and decision making.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Leading ICT strategy, digital transformation and innovation • Managing technology infrastructure, networking, telecommunications, data centre services, business applications and information governance • Ensuring cyber security, compliance and risk management • Ensuring Council's data and information is accurate, accessible, secured and disposed of in accordance with relevant legal and regulatory requirements • Supporting informed decision-making through data management, records management and spatial services. 	

No	Department and Service Description	Directorate
16	Legal Services	Office of the Mayor and CEO
<p>Legal Services and General Counsel support Council operations by representing the City of Ryde in legal matters and advising on all matters pertaining to the law and Council's compliance with legislation.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Negotiating and drafting contracts and other legal instruments • Representing Council in legal proceedings • Managing external counsel when specialised legal expertise is required • Ensuring Council decisions are lawful and comply with regulations, legislation and other requirements • Advising the elected Council and staff on legal matters. 		
17	Libraries and Community Service Delivery	Office of the Mayor and CEO
<p>Libraries and Community Service Delivery provides inclusive library, community and cultural services that connect people, support learning and enhance community wellbeing. Our activities and programs build social capital, community connections and celebrate our diversity.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Delivering modern, accessible library services and programs that support learning and digital inclusion • Providing community development programs that promote inclusion, connection, wellbeing and civic participation • Leading arts and cultural initiatives that celebrate diversity, creativity and local identity and provide opportunities for our community to participate and engage in a rich social and cultural life • Offering tailored programs and activities that cater for older people, people living with disability, children, youth and families, multicultural communities, First Nations peoples, emerging communities and specific community cohorts • Driving service quality, strategic alignment and continuous improvement across community-facing services. 		
18	Open Space and Climate	Advocacy and Strategy
<p>Open Space and Climate plans, protects and enhances open spaces to deliver sustainable places to play while strengthening climate resilience for the community.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Planning and managing open spaces to support growth, wellbeing and environmental outcomes • Leading climate resilience, adaptation and Net Zero initiatives • Protecting biodiversity and integrating sustainability into city planning and operations • Driving governance, performance and continuous improvement across open space and climate services. 		

No	Department and Service Description	Directorate
19	Operations	Infrastructure
<p>Operations provides the day-to-day management of services and projects for most asset categories to ensure the smooth functioning of the local community.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Maintaining the City’s water catchments, stormwater drainage networks, infrastructure and natural waterways • Developing, remediating, improving and maintaining constructed foreshore infrastructure and assets, including landscaping projects • Maintaining roads and related infrastructure assets, including bridges and retaining walls, car parks and parking hardware • Maintaining the extensive network of footpaths and cycleways to support safe and convenient mobility and connections • Coordinating and supporting cleaning, landscaping, maintenance and construction services • Providing fleet management services for Council’s Operations team and fleet users • Providing light engineering and fabrication jobs to support project and operational service delivery • Approving driveway designs, and providing certification upon approval • Liaising with utilities to facilitate the reinstatement of community assets damaged by utility asset upgrades and expansions. 		
20	Parks and Sportsgrounds	Infrastructure
<p>Parks and Sportsgrounds provides strategic and operational leadership in the planning, maintenance and enhancement of public parks, sports facilities and urban landscapes, ensuring these spaces are safe, accessible, well-maintained and valued by the community.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Caring for parks, streetscapes and sports facilities so they are welcoming, attractive and maintained to a high standard for everyone to enjoy • Managing our trees and urban greenery to enhance safety, protect the environment and improve the look and feel of our neighbourhoods • Supporting community and sporting activities through thoughtful planning, efficient operations and strong engagement with local clubs and residents • Continuously improving our services by focusing on quality, compliance and better ways of maintaining and managing parks and open spaces. 		
21	People and Culture	Business Services
<p>People and Culture supports the development of a high-performing, inclusive and resilient workforce that is capable, engaged, safe and aligned with Council’s values and priorities.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Building workforce capability through development, engagement and succession planning • Managing employee relations, workforce planning and payroll to ensure compliance and performance • Leading work health and safety to promote wellbeing, risk management and a strong safety culture • Driving continuous improvement in people systems, governance and service delivery. 		

No	Department and Service Description	Directorate
22	Procurement and Contract Services	Business Services
	<p>Procurement and Contract Services provides strategic leadership and partnerships to provide compliant, efficient and value-for-money procurement and contract management services for the community we serve.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Establishing and managing procurement and contract frameworks that support Council objectives and regulatory requirements • Leading sourcing, contracting and purchasing activities that optimise value, performance and risk management • Providing advice and assurance to support the delivery of the City of Ryde's strategic objectives while managing supply chain risk • Driving continuous improvement and capability development in procurement systems, processes and service delivery. 	
23	Property Management	Infrastructure
	<p>Property Management manages and maintains Council's corporate, commercial, residential, operational, civic and community properties to support safe, sustainable and effective service delivery to our community.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Managing Council-owned properties and facilities to optimise value, performance and compliance • Delivering maintenance, renewal and lifecycle programs for buildings and community facilities • Supporting community access and service delivery through effective facilities management • Driving sustainability, governance and continuous improvement across property services. 	
24	Ryde Aquatic Leisure Centre (RALC)	Business Services
	<p>Ryde Aquatic Leisure Centre (RALC) operates pools, indoor sports programs and related facilities to provide safe, accessible and engaging aquatic and leisure services that support community wellbeing and promote an active, healthy city.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Managing day-to-day Centre operations, facility safety and asset maintenance • Providing learn-to-swim classes, leisure and recreational swimming, a range of indoor sports and facility hire options, birthday parties, a surfing attraction and merchandise sales • Maintaining plant and infrastructure, including all capital works programs • Ensuring high-quality customer experience and compliance. 	

No	Department and Service Description	Directorate
25	Social and Cultural Development	Advocacy and Strategy
<p>Social and Cultural Development applies a strategic planning and people-centred approach to ensure Council's planning and practices meet the needs of our diverse community. Through internal and external collaboration and partnerships, Social and Cultural Development advocates for inclusive services and infrastructure and equitable access to quality and affordable facilities and spaces for all, to foster our community's social cohesion and wellbeing.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Identifying and monitoring social challenges and community needs and priorities • Providing strategic advice and recommendations across Council teams on social challenges, impacts and needs • Providing advice and recommendations in relation to social and cultural infrastructure needs to inform planning and provision of Council's social and cultural infrastructure network • Collaborating with external stakeholders (government agencies, education providers, peak bodies, community groups and others) on addressing social challenges, community needs and priorities within the City of Ryde. 		
26	Special Projects	Infrastructure
<p>To deliver high-quality outcomes for the City Ryde and its community, Special Projects provides professional project management services for complex, high-value and high-risk projects involving community infrastructure development, public domain enhancement, shared community and cultural facilities, and environmental conservation and upgrade projects.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Planning and delivering major infrastructure projects to achieve Council's strategic outcomes • Enhancing community engagement and involvement in project planning and execution to create stakeholder value • Using customer-centric project management philosophy to create stakeholder value • Applying consistent, industry best-practice frameworks for the management and governance of the major projects under its responsibility. 		
27	Strategic Property	Office of the Mayor and CEO
<p>Strategic Property provides strategic direction to maximise the long-term financial and public value of Council's property portfolio, ensures assets align with strategic objectives, and manages development contributions and planning agreements in accordance with regulatory requirements.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Providing strategic direction for Council's property and investment portfolio to support service delivery, growth and long-term sustainability • Leading property strategy, planning and decision-making to align assets with community and organisational needs • Providing land and property-related policy and commercial advice in strategic planning, development and investment matters • Administering Council's development contribution plans (Section 7.11 and 7.12) • Monitoring income flows and expenditure of development contribution funds • Preparing and implementing Council development contribution policies • Coordinating the assessment, negotiation and implementation of voluntary planning agreements. 		

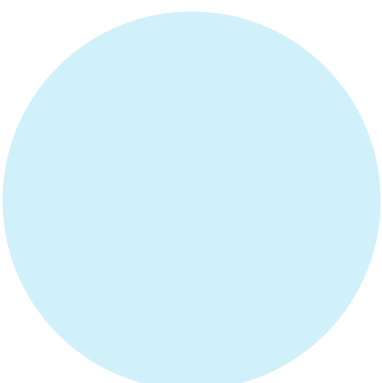
No	Department and Service Description	Directorate
28	Traffic Services	Infrastructure
	<p>Traffic Services leads the strategic delivery of safe, efficient and sustainable traffic and transport management across the local area, facilitating connected and accessible movement across our City.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Managing traffic operations, road safety and parking services across the City's local street network • Developing innovative, best-practice solutions to complex traffic, transport and parking challenges that aligns with Council's strategic transport vision • Guiding sustainable development across the City by: <ul style="list-style-type: none"> – providing traffic and transport assessment services for development proposals, based on an integrated transport and land-use framework aligned with contemporary industry standards – providing construction traffic management advice to ensure safety on local roads. • Overseeing the design and delivery of transport infrastructure, programs and services that support sustainable and safe travel • Leading studies, policies, audits, frameworks and other investigations that: <ul style="list-style-type: none"> – guide the future development of traffic and transport infrastructure across the City – assist with advocacy efforts to achieve movement and place outcomes in alignment with Council's long term transport vision – contribute to securing external funding (e.g. grants, developer contributions) to finance traffic and transport projects that benefit our community. • Driving compliance, performance and continuous improvement across all services provided by the department. 	
29	Transport	Advocacy and Strategy
	<p>Transport delivers integrated and sustainable transport solutions that enhance accessibility and improve the mobility, safety and liveability that underpins a vibrant, liveable city.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Leading transport strategy, planning and policy to support city growth and connectivity • Promoting walking, cycling and public transport to reduce congestion and emissions • Integrating transport with land use and urban planning to deliver better place outcomes • Driving innovation, performance and continuous improvement across transport services. 	
30	Urban Strategy	Advocacy and Strategy
	<p>Urban Strategy manages Council's urban design, architecture and heritage functions, providing strategic leadership to improve place outcomes in our City, aligned with the Community Strategic Plan.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Urban design consultancy to inform strategic master plans, sustainable growth and place outcomes • Promoting design excellence and high-quality urban environments • Protecting and managing heritage assets through sound planning and advice • Driving governance, collaboration and continuous improvement across urban strategy services. 	



Our Organisation

Our Areas of Operations

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

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

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

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

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



These locations are:

- | | |
|---|---------------------------------------|
| 1 Customer Service Centre and Ryde Library | 8 West Ryde Library |
| 2 Operations Centre | 9 Macquarie Park Office |
| 3 Ryde Aquatic Leisure Centre | 10 Addington House |
| 4 Porters Environmental Construction Materials Recycling Facility | 11 Brush Farm House |
| 5 Eastwood Library | 12 Old Eastwood Town Hall |
| 6 Gladesville Library | 13 Rockend Cottage |
| 7 North Ryde Library | 14 The Parsonage and Westward Cottage |
| | 15 Willandra House |



How the Three Levels of Government Work Together

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

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

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

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

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

Council's Role

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

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

- **Planning for sustainable development**

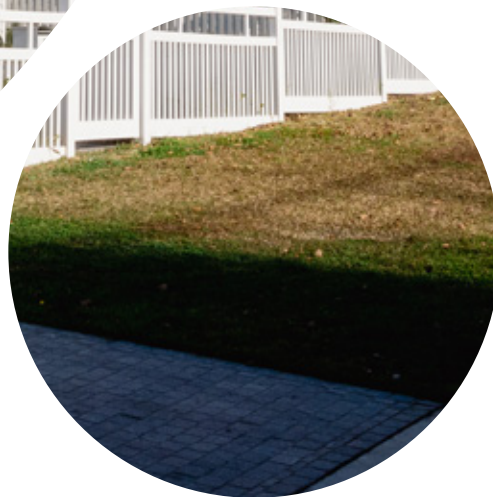
We provide long-term strategic planning as well as town planning, development assessment and other services. We engage with our community on decisions that may affect them, and advocate with the state and federal government on issues affecting the growth of our local areas, suburbs, and centres. We integrate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

- **Supporting community development**

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

- **Safeguarding public health**

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



- **Providing and maintaining infrastructure**

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

- **Protecting the environment**

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

- **Supporting economic development**

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

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

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





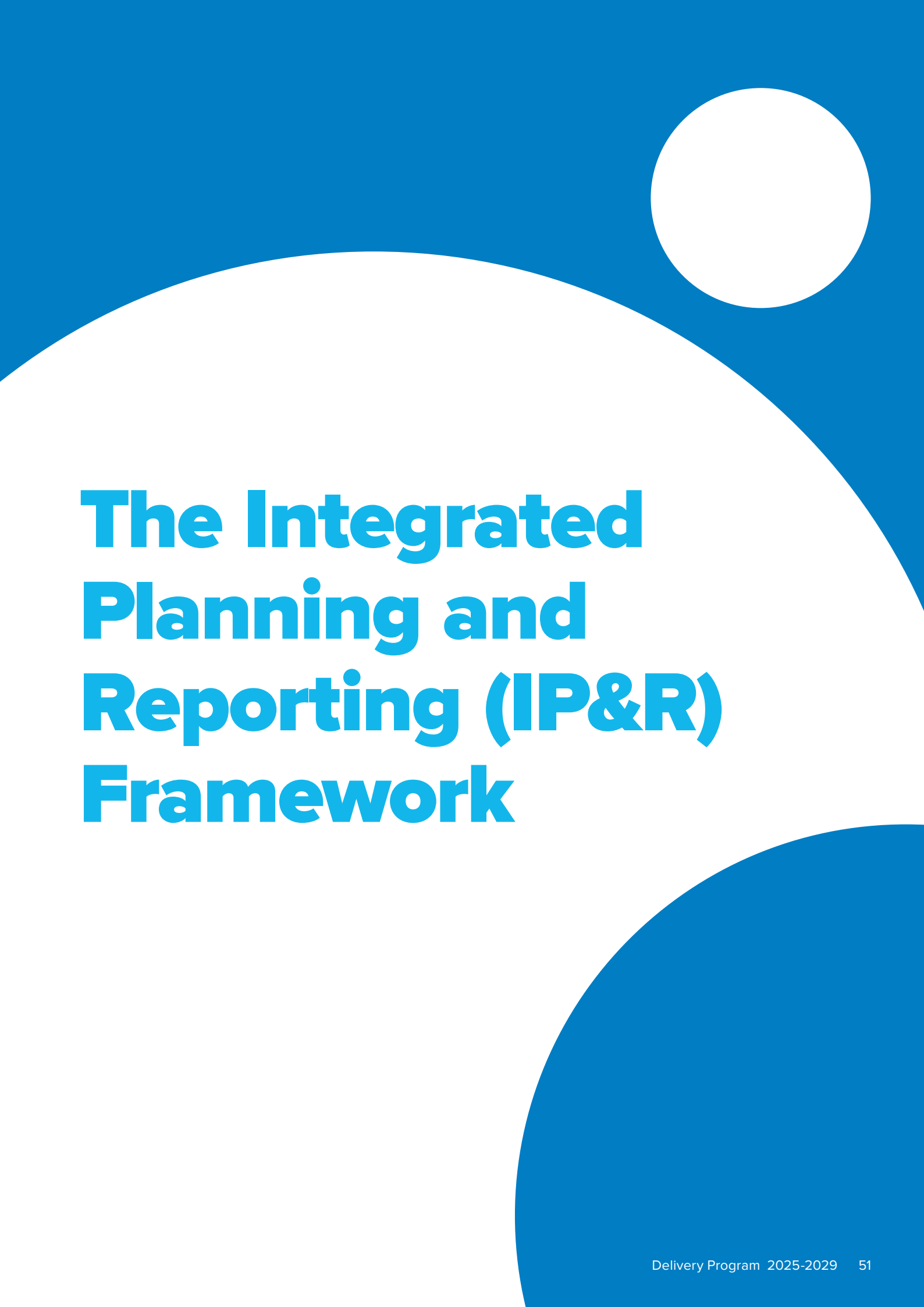
Our Organisation

Who Does Council Engage with to Deliver for Our Community?

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

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

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



The Integrated Planning and Reporting (IP&R) Framework



An Integrated Approach

The Integrated Planning and Reporting Framework

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

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

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

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

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

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

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

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

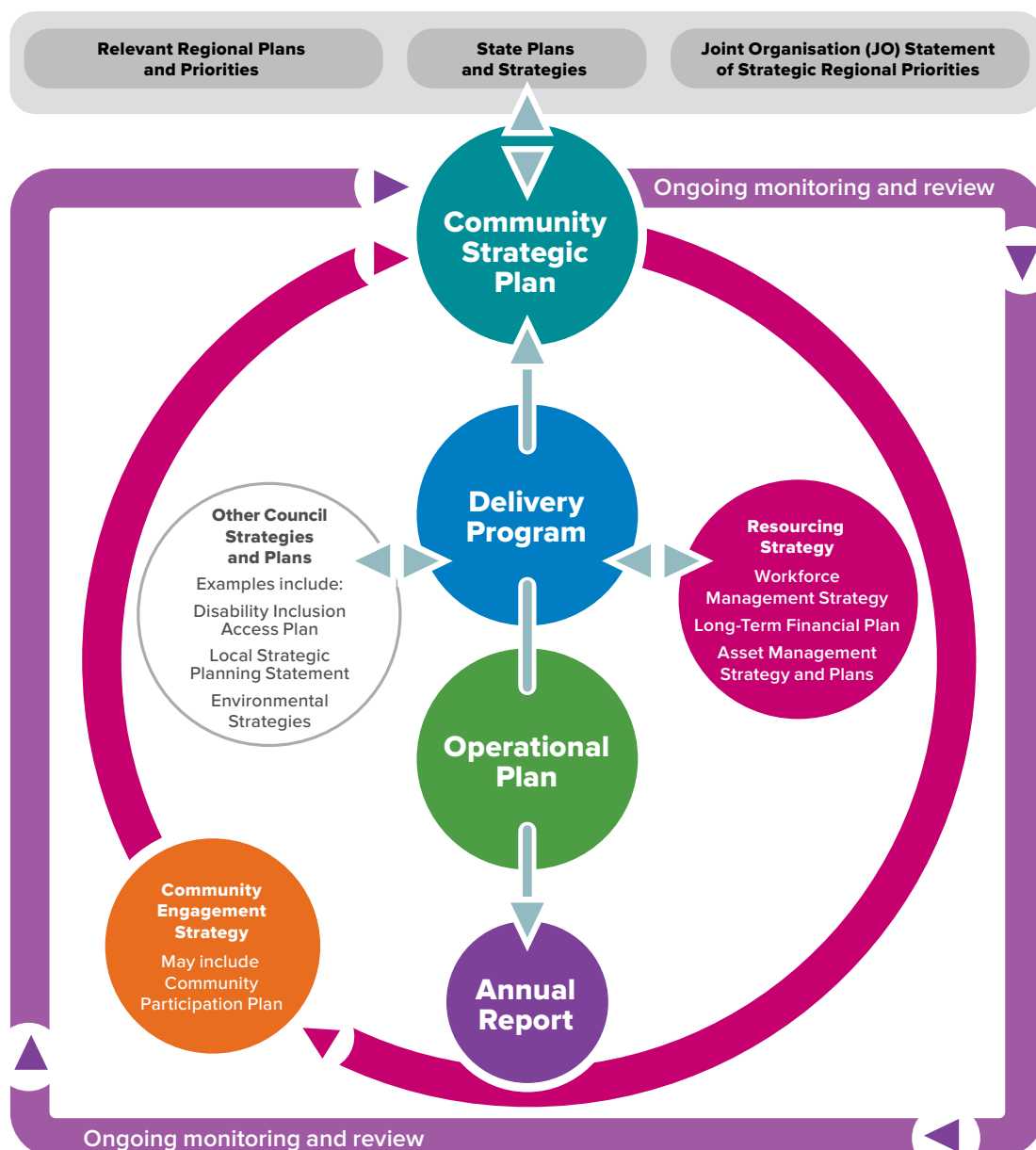


Figure A. Integrated Planning and Reporting (IP&R) Framework

**IP&R
Framework**

The Plans and Strategies That Guide Us

Strategies, Programs, Plans, and Reports

Community Strategic Plan (CSP)	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	Duration: 12 months	Duration: 12 months	Duration: Four-yearly
Review: Annual review with six-monthly reporting.	Review: One plan each year for the four years of the council term, in line with DP.	Review: Annually.	Review: In line with election cycle, generally every four years.

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



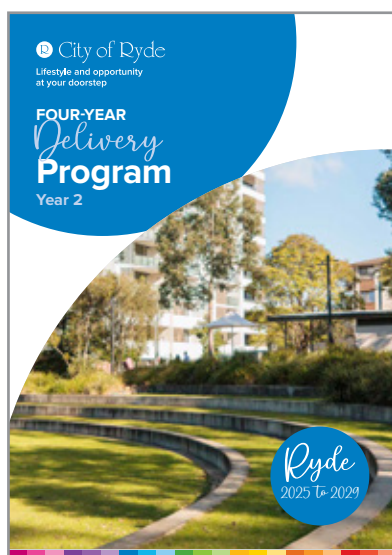


Council's Key Documents

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

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

Details of the actions and projects that we will deliver in 2026/2027, as well as our annual budget, are found in Council's One-Year Operational Plan. Progress against this program is reported publicly at the end of every quarter.



Delivery Program 2025-2029



Operational Plan 2026-2027





Our Principal Activities

Our Principal Activities

How to Read this Section

What is Important to Our Community?

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

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

1. Our Vibrant and Liveable City

What is Important to Our Community?

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

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

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

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

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 outlined in the CSP.

Responsibility

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

Financial Year

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

Measures and Indicators

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

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

City Places					
Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
Manage the preparation and assessment of planning proposals.	Development and Regulation	•	•	•	•
Coordinate development, review and amendments to the Local Environment Plan (LEP).	Development and Regulation	•	•	•	•
Prepare and maintain Development Control Plan (DCPs) to guide built form and design.	Development and Regulation	•	•	•	•
Update the Local Strategic Planning Statement (LSPS) in collaboration with State Government frameworks.	Development and Regulation	•	•	•	•
Issue planning certificates in line with legislation.	Development and Regulation	•	•	•	•
Develop and update strategic frameworks, including master plans and planning policies.	Development and Regulation	•	•	•	•
Provide strategic and statutory planning advice across Council.	Development and Regulation	•	•	•	•
Measures and Indicators					
<ul style="list-style-type: none"> • Planning proposals delivered within the timeframes specified in the LEP Making Guideline • LEP amendments completed within the statutory timeframes set by State Government Gateway Determinations • DCPs, master plans, planning policies and strategic studies maintained and updated in accordance with the adopted strategic planning workplan • LSPS reviewed and updated in collaboration with State Government agencies and in accordance with State-issued guidelines and frameworks • At least 95% of 10.7 Planning Certificates issued within three working days, with an accuracy rate of at least 99% • Timely, accurate strategic and statutory planning advice provided across Council within agreed timeframes. 					



Our Principal Activities

Our Strategic Outcomes

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

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

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

A Principled Approach

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

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

To ensure the City of Ryde is resilient, we:

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

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



Cork & Fork By The Riverside 2024 Markets



**Our Vibrant
and Liveable City**



**Our Active
and Healthy City**



**Our Natural and
Sustainable City**



**Our Smart
and Innovative City**



**Our Connected
and Accessible City**



**Our Diverse
and Inclusive City**



**Our Open
and Progressive City**

Our Principal Activities

Overview

1. Our Vibrant and Liveable City



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

2. Our Active and Healthy City



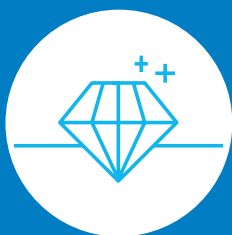
The City of Ryde is an active and healthy community, with diverse recreational spaces and opportunities for people of all ages, abilities and backgrounds to embrace healthy lifestyles. There are many opportunities for social connection in public spaces, at community events and in emerging sports and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

3. Our Natural and Sustainable City



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

4. Our Smart and Innovative City



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

5. Our Connected and Accessible City



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

6. Our Diverse and Inclusive City



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

7. Our Open and Progressive City



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

Our Principal Activities

Terminology 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.





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.

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.

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.

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

City Places					
Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
Manage the preparation and assessment of planning proposals.	Development and Regulation	●	●	●	●
Coordinate development, review and amendments to the Local Environment Plan (LEP).	Development and Regulation	●	●	●	●
Prepare and maintain Development Control Plans (DCPs) to guide built form and design.	Development and Regulation	●	●	●	●
Update the Local Strategic Planning Statement (LSPS) in collaboration with State Government frameworks.	Development and Regulation	●	●	●	●
Issue planning certificates in line with legislation.	Development and Regulation	●	●	●	●
Develop and update strategic frameworks, including master plans and planning policies.	Development and Regulation	●	●	●	●
Provide strategic and statutory planning advice across Council.	Development and Regulation	●	●	●	●
Measures and Indicators					
<ul style="list-style-type: none"> • Planning proposals delivered within the timeframes specified in the LEP Making Guideline • LEP amendments completed within the statutory timeframes set by State Government Gateway Determinations • DCPs, master plans, planning policies and strategic studies maintained and updated in accordance with the adopted strategic planning workplan • LSPS reviewed and updated in collaboration with State Government agencies and in accordance with State-issued guidelines and frameworks • At least 95% of 10.7 Planning Certificates issued within three working days, with an accuracy rate of at least 99% • Timely, accurate strategic and statutory planning advice provided across Council within agreed timeframes. 					

Community Protection and Response

Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
Provide strategic leadership for Council's emergency management preparedness, response and recovery arrangements.	Office of the Mayor and CEO	●	●	●	●
Establish, maintain and continuously improve Council's business continuity and organisational resilience framework.	Office of the Mayor and CEO	●	●	●	●
Provide governance and oversight of Council's CCTV and public safety technologies in accordance with legislative and policy requirements.	Office of the Mayor and CEO	●	●	●	●
Support and contribute to Council's risk management, compliance and assurance activities relating to community protection and emergency functions.	Office of the Mayor and CEO	●	●	●	●
Strengthen organisational capability through workforce development, systems improvements and continuous learning in emergency management and resilience.	Office of the Mayor and CEO	●	●	●	●

Measures and Indicators

- Adequacy of Council's emergency management arrangements confirmed through external review
- Confidence in preparedness and response evidenced through exercises and reviews
- Business continuity framework aligned to recognised standards and best practice
- Demonstrated ability to maintain priority services during disruptions through testing
- CCTV systems operated in accordance with legislative, privacy and governance requirements.

Development Advisory Services

Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
Manage the NSW Planning Portal and facilitate review, lodgement and returns of various types of applications including Development Application (DAs), Modification Applications (Section 4.55 Applications), S8.3 Review of Determinations Applications, Subdivision Certificate and other applications received via the E-planning platform.	Development and Regulation	●	●	●	●
Issue fee quotes via the NSW Planning Portal.	Development and Regulation	●	●	●	●
Manage and coordinate Council's clearing house service to facilitate DA lodgement and meet requirements of the Ministerial Statement of Expectations Order July 2024.	Development and Regulation	●	●	●	●
Manage NSW Major Projects Dashboard with respect to State Significant Developments (SSD) and State Significant Infrastructure (SSI) developments, including document management.	Development and Regulation	●	●	●	●

Development Advisory Services					
Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
Facilitate consultation and preparation of Council submissions with respect to SSD and SSI projects and liaise with Department of Planning Housing and Infrastructure (DPHI).	Development and Regulation	●	●	●	●
Monitor and communicate decisions made by the Housing Delivery Authority (HDA) to internal stakeholders.	Development and Regulation	●	●	●	●
Keep up-to-date planning and development information on Council's website.	Development and Regulation	●	●	●	●
Review Development Advisory Service fees and charges to incorporate pre-lodgement advice provided with respect to SSDs.	Development and Regulation	●	●	●	●
Coordinate and prepare Council submissions to external agencies with respect to Part 5 Applications (REF) and to consultations under various State Environmental Planning Policies (SEPP).	Development and Regulation	●	●	●	●
Capture and interpret data to identify development trends within the LGA to inform planning decisions and continuous business improvement.	Development and Regulation	●	●	●	●
Measures and Indicators					
<ul style="list-style-type: none"> • Average 80% of SSD applications reviewed within agreed timeframes • Average 90% of duty town planner enquiries attended • Average 90% of PANs (DA) submitted via the Planning Portal reviewed within agreed timeframes • Average 90% of applications requiring clearing house review processed within agreed timeframes • 80% of pre-lodgement reviews conducted within agreed timeframes • 80% of written Urban Design Review Panel advice provided within agreed timeframes • Increase in the number of information/training sessions provided • 80% of Post-Consent certificates processed and registered within 14 days of lodgement. 					
Development Assessment					
Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
Maintain and improve development assessment processes and procedures as required by legislation.	Development and Regulation	●	●	●	●
Assess and determine Development Applications, review requests and modification applications under delegated authority.	Development and Regulation	●	●	●	●
Present assessment reports and draft recommendations to Planning Panel for determination.	Development and Regulation	●	●	●	●
Provide specialist advice on planning, engineering and landscape matters throughout the development assessment process.	Development and Regulation	●	●	●	●

Development Assessment					
Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
Provide specialist planning, engineering and landscape advice at pre-lodgement meetings for Development Applications and planning proposals.	Development and Regulation	●	●	●	●
Provide comments on State Significant Developments (SSD)	Development and Regulation	●	●	●	●
Review, assess and provide specialist planning comments on building information certificates.	Development and Regulation	●	●	●	●
Manage and defend planning appeals in the Land and Environment Court of NSW.	Development and Regulation	●	●	●	●
Review, assess and approve subdivision certificate applications.	Development and Regulation	●	●	●	●
Provide post-determination advice to applicants on interpretation of development consent conditions.	Development and Regulation	●	●	●	●
Provide specialist input into planning proposals.	Development and Regulation	●	●	●	●
Measures and Indicators					
<ul style="list-style-type: none"> 100% compliance with the Ministerial Statement of Expectations Order, effective 1 July 2024: determine Development Applications on or close to 95 days FY26/27 and 85 days from 1 July 2027 onwards Manage up to 45 building inspection certificate applications, up to 10 Class 1 appeals in the Land and Environment Court of NSW and 50 subdivision certificate applications per year. 					

Health, Building and Regulatory Services					
Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
Deliver Ranger services including education and compliance enforcement for parking, animal offences, illegal dumping, littering, footpaths and road obstruction, as well as protection of road assets through heavy vehicle enforcement, and park patrols.	Development and Regulation	●	●	●	●
Provide specialist services in the areas of environmental health and public health protection, including pest management investigations and inspection of public swimming pools and food premises to help prevent the spread of infectious diseases.	Development and Regulation	●	●	●	●
Assess and determine building-related applications and conduct building-related inspections to ensure compliance with national construction standards and legislative requirements.	Development and Regulation	●	●	●	●
Conduct condition audits and investigate unauthorised activities and works and development-related complaints and enforcement.	Development and Regulation	●	●	●	●

Health, Building and Regulatory Services

Measures and Indicators

- Completion of annual inspection and audit programs that monitor compliance with building standards and fire safety requirements
- Completion of annual inspection and audit programs that monitor public health risks and compliance with health regulations and standards
- Investigation and regulation of all valid concerns relating to the Health, Building & Regulatory Services Department.

Strategic Property

Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
Provide leadership and strategic management of Council's property portfolio to maximise efficiency, portfolio performance and contribution to Council's financial position.	Office of the Mayor and CEO	●	●	●	●
Review Council's property portfolio to ensure alignment with Council's community service delivery objectives.	Office of the Mayor and CEO	●	●	●	●
Guide future investment and resource allocation decisions associated with Council-owned and operated property assets to meet the diverse and evolving needs of our local community.	Office of the Mayor and CEO	●	●	●	●
Provide strategic management advice on land and property to provide investment direction and optimise benefit to our community.	Office of the Mayor and CEO	●	●	●	●
Provide land and property-related commercial input to all Council projects.	Office of the Mayor and CEO	●	●	●	●
Prepare and implement development contributions policy and administer Council's development contribution plans (Section 7.11 and 7.12).	Office of the Mayor and CEO	●	●	●	●
Prepare and implement a voluntary planning agreement (VPA) policy and coordinate assessment, negotiation and implementation of VPAs.	Office of the Mayor and CEO	●	●	●	●

Measures and Indicators

- Develop and implement a new VPA policy
- Establish governance structure and framework to review, recommend and report on VPAs
- Complete key strategic transactions
- Complete a full review of the Council's property portfolio
- Develop new property policy and strategy.



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.

A large purple circle in the top right corner of the page, containing the section number and title.

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).

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

Libraries and Community Service Delivery					
Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
Libraries					
Operate five library locations to ensure our community has access to equitable, accessible, cost effective and efficient library services.	Office of the Mayor and CEO	●	●	●	●
Deliver targeted services, programs and activities to the community.	Office of the Mayor and CEO	●	●	●	●
Develop, maintain and improve Council's delivery of library technology, collections, facilities and other assets to a standard to ensure we continue to provide high-quality, contemporary services and accessible public spaces for our community with opportunities to participate in lifelong learning and engage with others.	Office of the Mayor and CEO	●	●	●	●
Supply new library materials, library technologies and continue to provide attractive, welcoming library spaces and places to the community.	Office of the Mayor and CEO	●	●	●	●
Implement the Library Strategic Plan 2026-2031.	Office of the Mayor and CEO	●	●	●	●
Community Service Delivery					
Undertake strategic and cultural planning and service delivery and implement key aspects of the Social Strategy 2025-2030.	Office of the Mayor and CEO	●	●	●	●
Partner with government agencies, organisations and individuals to deliver solutions that improve community outcomes.	Office of the Mayor and CEO	●	●	●	●
Support arts and cultural development through events, projects, capacity building programs and sector development.	Office of the Mayor and CEO	●	●	●	●
Implement the Creativity Strategy 2025-2030 and the Live Music Plan 2024-2028.	Office of the Mayor and CEO	●	●	●	●
Coordinate initiatives that support and encourage volunteering in the City of Ryde.	Office of the Mayor and CEO	●	●	●	●
Create and deliver inclusive programs and activities, supported by a rich range of social networks, community groups and partnerships, providing opportunities for participation, celebration of our cultures and strengthened community connections.	Office of the Mayor and CEO	●	●	●	●

Libraries and Community Service Delivery

Measures and Indicators

- Delivery and implementation of the Library Strategy
- >750,000 Library visits per year, indicating strong community participation
- Providing capacity for over 940,000 library loans
- >130,000 Wi-Fi logins and 30,000 public PC hours
- >1500 Library programs and activities per year with a target of 35,500 attendees
- Deliver on the strategic directions and outcomes of the City of Ryde Social Strategy 2025-2030 and Creativity Strategy 2025-2030
- Maintain partnerships and collaboration opportunities for Council's community development programs
- >100 community development programs and activities provided, engaging >5,000 participants.

Open Space and Climate

Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
Review and update Council's park master plans to provide direction for the future embellishment of Council's parks and open spaces.	Advocacy and Strategy	●	●	●	●
Review and update Council's plans of management in partnership with our community to ensure expectations for the use and management of our parks are met within the resources available to Council.	Advocacy and Strategy	●	●	●	●
Develop collaborative partnerships with and advocate to State Government agencies on matters impacting local residents related to open space within the LGA.	Advocacy and Strategy	●	●	●	●
Liaise with Federal and State Government agencies and peak sporting bodies to apply for grants to support community facility upgrades.	Advocacy and Strategy	●	●	●	●
Undertake strategic planning and management of Council's urban forest and controls relating to tree management.	Advocacy and Strategy	●	●	●	●
Liaise with relevant internal and external stakeholders to review and update Council's climate change response strategies.	Advocacy and Strategy	●	●	●	●

Measures and Indicators

- ≥90% response to customer requests (Merit CRM) within two days
- ≥85% of Development Application referrals completed within agreed timeframes
- >85% of plans completed as identified in Council's Operational Plan
- ≥3 plans and strategies adopted by Council
- 100% – number of Councillor requests responded to within five days
- 3 initiatives implemented in collaboration with external agencies
- 100% of park and climate-related policies reviewed and, where required, updated and adopted by Council
- 100% applications made to identified grant programs within the required timeframe.

Parks and Sportsgrounds					
Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
Manage, maintain and operate the City's sportsgrounds and facilities for active and informal sporting activities.	Infrastructure	●	●	●	●
Facilitate and deliver community sports and recreation programs in Council's open spaces and facilities.	Infrastructure	●	●	●	●
Develop a capital works program for park projects.	Infrastructure	●	●	●	●
Deliver urban forest canopy replacement.	Infrastructure	●	●	●	●
Manage and maintain Council's passive parks, gardens and streetscapes.	Infrastructure	●	●	●	●
Manage Council's street and park trees.	Infrastructure	●	●	●	●
Manage and maintain natural areas within the City.	Infrastructure	●	●	●	●
Measures and Indicators					
<ul style="list-style-type: none"> • ≥90% response to customer requests (Merit CRM) • ≥85% LDA referrals completed on time (within 14-21 working days) • ≥95% of Councillor Requests responded to within five days • >85% of actions identified in Council's Operational Plan implemented • ≥90% – number of sportsgrounds that are maintained to identified service levels • >5,000 bookings processed annually for the active and passive use of Council's parks and sporting facilities • >500 street trees planted to increase Council's overall canopy coverage • >30 natural areas managed under contract in the bush regeneration program. 					
Ryde Aquatic Leisure Centre (RALC)					
Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
Manage Council's aquatic fitness facilities and services.	Business Services	●	●	●	●
Manage Council's aquatic and indoor sports programs.	Business Services	●	●	●	●
Support consistent, effective communication with the community, ensuring high-quality customer experience, proactive customer service, and timely assistance.	Business Services	●	●	●	●
Measures and Indicators					
<ul style="list-style-type: none"> • Number of visits to RALC • Number of bookings for aquatic and indoor sports 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.



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.

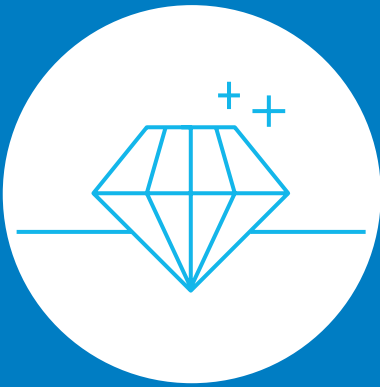
Our Natural and Sustainable City

Contributing Departments and Responsible Directorates

- Assets
- Circular Economy and Resilience.

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

Assets					
Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
Manage long-term asset planning, asset management and reporting for Council's portfolio of assets to ensure both financial sustainability and acceptable service levels for our community.	Advocacy and Strategy	●	●	●	●
Develop, review and update asset management procedures, maintenance and improvement programs, asset revaluation and asset condition assessments when required.	Advocacy and Strategy	●	●	●	●
Develop, update and deliver the Asset Management Framework and associated policies as required by the Integrated Planning and Reporting (IP&R) framework.	Advocacy and Strategy	●	●	●	●
Work with asset custodians to support decision-making processes for Council relating to long-term asset planning, renewals, upgrades and acquisitions.	Advocacy and Strategy	●	●	●	●
Measures and Indicators					
<ul style="list-style-type: none"> Council's Strategic Asset Management Plan and asset management plans is reviewed annually for consistency with Council's Long-Term Financial Plan Council's Four-Year Delivery Program is reviewed and updated annually. 					
Circular Economy and Resilience					
Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
Work towards achieving the actions identified in Council's Resilience plan and Net Zero Emissions pathway.	Development and Regulation	●	●	●	●
Collaborate with and advocate to the State Government on development issues and impacts related to climate risk, environmental conservation, resource recovery and community resilience.	Development and Regulation	●	●	●	●
Provide best-practice waste advice and review major development matters in relation to domestic waste service provision.	Development and Regulation	●	●	●	●
Measures and Indicators					
<ul style="list-style-type: none"> Representing Council on working groups and in advocacy to progress regional issues with the State Government, NSROC, Resilient Sydney, NSROC Professional Officers Groups etc as required (monthly, quarterly or annually as needed) Supporting Council operations and internal stakeholders with materials and storage that are essential to Council operations (mulch, construction materials and aggregate) Number of Resilience and Net Zero actions completed. 					



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.

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

Economic Development					
Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
Develop and implement the City of Ryde's innovation strategy, visitor economy strategy and education and training prospectus.	Advocacy and Strategy	●	●	●	●
Continue to implement the Economic Development Strategy and Night-Time Economy Strategy.	Advocacy and Strategy	●	●	●	●
Develop a pipeline of investment opportunities.	Advocacy and Strategy	●	●	●	●
Accelerate the uplift of industry capabilities.	Advocacy and Strategy	●	●	●	●
Measures and Indicators					
<ul style="list-style-type: none"> Successful completion of the annual Economic Development Action Plan within the allocated time and budget. 					



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.

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

Engineering and Project Delivery					
Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
Ensure that water and catchment infrastructure delivered by external stakeholders complies with regulatory and legislative requirements and aligns with the Community Strategic Plan to support sustainable growth, flood resilience and community accessibility.	Infrastructure	●	●	●	●
Maintain and enhance Council's water and catchment assets, including stormwater infrastructure, seawalls, boat ramps, wharves, culverts and jetties, ensuring they remain safe, serviceable and resilient in accordance with regulatory standards and Council policies.	Infrastructure	●	●	●	●
Plan, deliver and maintain Council's civil infrastructure, including roads, bridges, retaining walls, footpaths, kerb and gutter as well as verge assets such as street furniture, bus shelters and street lighting.	Infrastructure	●	●	●	●
Provide technical expertise on stormwater and floodplain management as part of Land Development Application (LDA) assessments to ensure sustainable water infrastructure, regulatory compliance and alignment with the City of Ryde's long-term planning and liveability goals.	Infrastructure	●	●	●	●
Collaborate with State Government agencies and neighbouring councils to uphold regulatory standards, promote best practices and deliver integrated water management solutions that support resilient infrastructure, environmental sustainability and high-quality public spaces.	Infrastructure	●	●	●	●
Measures and Indicators					
<ul style="list-style-type: none"> • ≥90% response to customer requests (Merit CRM) • ≥85% LDA referrals completed on time (within 21 working days). 					

Operations

Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
Perform day-to-day implementation and management of the City's infrastructure assets including catchments, stormwater drainage networks, natural waterways, roads, bridges, retaining walls, carparks, footpaths and cycleways.	Infrastructure	●	●	●	●
Develop, remediate, improve and maintain foreshore infrastructure and assets.	Infrastructure	●	●	●	●
Coordinate and support cleaning, landscaping, maintenance and construction services.	Infrastructure	●	●	●	●
Manage Council's car fleet and users.	Infrastructure	●	●	●	●
Provide light engineering and fabrication jobs to support project and operational service delivery.	Infrastructure	●	●	●	●

Measures and Indicators

- Annual delivery program completion
- Service level agreements fulfilled.

Special Projects

Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
Plan and deliver major infrastructure projects to established time, cost and quality targets.	Infrastructure	●	●	●	●
Develop and implement a best-practice project management framework to guide the planning, development and delivery of Council's major infrastructure projects.	Infrastructure	●	●	●	●
Enhance community engagement and involvement in project planning and execution to enhance stakeholder value.	Infrastructure	●	●	●	●

Measures and Indicators

- Delivery of Council's approved major projects program to established time and cost targets
- Provision of customer service and community engagement excellence with professional, quality and timely communication leading to a positive and professional image of Council in the wider community
- Successful implementation of a project management framework and development of a full range of supporting guidelines, tools and templates.

Traffic Services					
Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
Transport Operations					
<p>Deliver day-to-day transport operations by responding to customer enquiries, processing road permit applications, and providing expert technical advice on development proposals and transport documentation. This includes:</p> <ul style="list-style-type: none"> undertaking traffic, parking and road safety assessments conducting strategic studies developing and updating policies leading submissions on State and Federal initiatives with significant implications for the City of Ryde. 					
	Infrastructure	●	●	●	●
Traffic and Active Transport Infrastructure					
<p>Plan, implement and maintain traffic, parking, cycling and pedestrian infrastructure to improve safety, connectivity and accessibility across the City. This includes:</p> <ul style="list-style-type: none"> delivering new intersection upgrades expanding the cycling network ensuring existing facilities remain safe, functional and aligned with Council's strategic transport objectives. 					
	Infrastructure	●	●	●	●
Transport Programs					
<p>Develop and deliver community-focused road safety and active transport initiatives in collaboration with schools, businesses, government agencies and other stakeholders. This includes:</p> <ul style="list-style-type: none"> preparing and updating relevant strategies and policies to reduce road trauma promoting safe travel behaviours encouraging greater uptake of sustainable transport modes. 					
	Infrastructure	●	●	●	●
Measures and Indicators					
<ul style="list-style-type: none"> Implement over 150 traffic, transport, parking and road safety initiatives endorsed by the Ryde Local Transport Forum (RTF) following Council resolution Deliver over 100 road safety and community programs, which include popular recurring programs such as Child Car Seat Check Program and Safer Driving for Seniors Workshop Respond to over 2,000 customer enquiries on time Assess up to 1,000 development applications, State Significant Developments, planning proposals per year, with respect to its traffic, transport, parking and road safety implications Review over 100 construction traffic management plans, green travel plans, signage and linemarking plans, road safety audits, and loading dock management plans associated with new developments Assess up to 2,800 road permit applications, including review of traffic guidance schemes 					

Traffic Services

Measures and Indicators

- Complete or contribute to traffic and parking studies, policies, and strategies to inform future transport infrastructure needs and identify innovative solutions to resolve complex transport issues across the LGA
- Plan and deliver traffic and active transport infrastructure projects identified in the Delivery Program on time
- Represent and advocate for desirable transport outcomes for City of Ryde at NSROC and other external committees, working groups and forums.

Transport

Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
Develop multi-modal city-wide transport strategies, plans, policies and guidelines for the City of Ryde.	Advocacy and Strategy	●	●	●	●
Coordinate with other service teams within the organisation to build synergy between transport planning, infrastructure and land use planning.	Advocacy and Strategy	●	●	●	●
Advocate on behalf of the community for improved transport solutions and work with State Government transport agencies to deliver major transport infrastructure projects.	Advocacy and Strategy	●	●	●	●

Measures and Indicators

- ≥90% response to customer requests (Merit CRM)
- >85% of plans completed as identified in Council's Operational Plan
- ≥2 transport plans and strategies adopted by Council
- 100% of Councillor requests responded to within five days
- ≥95% ELT paper reviews completed
- Review incoming State Significant Development (SSDs) from a Transport planning perspective
- Review and update Council's transport strategies, policies and advocacy documents, including the Integrated Transport Strategy 2045 (ITS 2045), Sustainable Transport Plan 2031, Active Transport Plan and Public Transport Plan
- Manage and deliver sustainable transport policies and initiatives, including facilitating Council's Car Share Program; providing support for new electric vehicle technology and infrastructure; leveraging opportunities to increase the uptake of sustainable transportation modes in new developments; and advocating for improved active transport and connections.





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.



6.

**Our Diverse and
Inclusive City**

Contributing Departments and Responsible Directorates

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

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

Customer Experience and Business Improvement					
Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
Community Engagement					
Implement the City of Ryde's Community Engagement Strategy to build trust, transparency and confidence in Council processes, enabling inclusive outcomes and strengthening partnerships with the community, while developing and delivering engagement plans that ensure stakeholders feel heard, valued and able to make meaningful contributions.	Business Services	●	●	●	●
Deliver multi-channel, evidence-based community engagement to inform Council decision-making that reflects community sentiment and local needs.	Business Services	●	●	●	●
Undertake research across multiple channels to inform service delivery, improve customer experience and support project development, while measuring satisfaction with Council services, programs and infrastructure to identify insights that drive continuous improvement.	Business Services	●	●	●	●
Customer Service Centre					
Manage customer enquiries and relationships across multiple channels, including in-person, phone, online, email and after-hours services.	Business Services	●	●	●	●
Deliver high-quality customer service and act as the primary day-to-day point of contact between the City of Ryde and the community.	Business Services	●	●	●	●
Business Improvement (Service Reviews)					
Build and enhance Council capability by strengthening business improvement, process management, data analytics and service review practices, while leading and supporting crossfunctional teams to embed a culture of continuous improvement and evidencebased decisionmaking across Council operations.	Business Services	●	●	●	●
Facilitate service reviews to assess efficiency, effectiveness, quality and value for money.	Business Services	●	●	●	●
Integrated Planning and Reporting (IP&R)					
Deliver and coordinate Council's statutory Integrated Planning and Reporting (IP&R) obligations under the Local Government Act 1993.	Business Services	●	●	●	●

Customer Experience and Business Improvement

Measures and Indicators

- Our community is engaged, receives high-quality service and has meaningful opportunities to shape decisions affecting the City
- Community engagement and research inform Council initiatives and projects and decision-making, through delivery of key Have Your Say programs
- Delivery of effective and responsive customer service that addresses community enquiries
- Continuous improvement achieved through service reviews, data, technology and innovative business practices
- Council services are regularly reviewed to ensure they meet community needs, deliver value for money and improve customer satisfaction
- Council's statutory Integrated Planning and Reporting (IP&R) obligations are delivered on time, within budget and to a high standard.

Events and Communications

Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
Plan and deliver major festivals and events across an annual calendar.	Office of the Mayor and CEO	●	●	●	●
Plan and deliver civic events across an annual calendar.	Office of the Mayor and CEO	●	●	●	●
Create and deliver inclusive events, supported by a rich range of social networks, community groups and partnerships, that provide opportunities for participation, celebrate our culture and strengthen community connections.	Office of the Mayor and CEO	●	●	●	●
Support and advise grant recipients, community groups and Council departments to deliver successful events for our community.	Office of the Mayor and CEO	●	●	●	●
Update and maintain Council's corporate communication channels.	Office of the Mayor and CEO	●	●	●	●
Manage media relations, including preparing media releases, developing Council's branding, delivering publications and online content.	Office of the Mayor and CEO	●	●	●	●
Provide briefings and speech writing services to Mayor and CEO.	Office of the Mayor and CEO	●	●	●	●
Implement media and social media policies and other communications guidelines.	Office of the Mayor and CEO	●	●	●	●

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
- Awareness and participation of community members in Council events and programs maintained or increased
- Satisfaction ratings at City of Ryde events are maintained.

Social and Cultural Development

Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
Identify and monitor social challenges and community needs and priorities through research and ongoing stakeholder and community engagement.	Advocacy and Strategy	●	●	●	●
Contribute to strengthening Council's relationships and meaningful connections with key stakeholders (government, industry, the community sector and other stakeholders) and proactively identify opportunities for collaboration and partnerships.	Advocacy and Strategy	●	●	●	●
Provide strategic advice and recommendations across Council teams on social challenges, impacts and needs. This includes:					
<ul style="list-style-type: none"> providing advice on strategies and plans led by other Council teams reviewing development proposals preparing submissions advocacy to other levels of government informing projects, programs and broader Council decisionmaking. 	Advocacy and Strategy	●	●	●	●
Develop key Council strategies, underpinned by a strong evidence base, including:					
<ul style="list-style-type: none"> Community Facilities Strategy 2026-2036 Libraries Strategy 2026-2031 Disability Inclusion Action Plan 2026-2030 Innovate Reconciliation Action Plan. 	Advocacy and Strategy	●	●	●	●
Collaborate with other Council teams to implement and monitor strategies including:					
<ul style="list-style-type: none"> Disability Inclusion Action Plan 2026-2030 Social Strategy 2025-2030 Creativity Strategy 2025-2030 Innovate Reconciliation Action Plan 2027-2029 Community Facilities Strategy 2026-2036. 	Advocacy and Strategy	●	●	●	●
Measures and Indicators					
<ul style="list-style-type: none"> Council strategies adopted, including the 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 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 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.

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.

A solid red circle containing the section number and title.

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.

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

Executive Services and Governance					
Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
Provide administrative support to ensure the efficient operation of the City's civic functions. This includes Council meetings, Councillor workshops, Councillor HelpDesk and Mayor/Councillor community outreach events.	Office of the Mayor and CEO	●	●	●	●
Manage the administrative process and protocols relating to Council meetings to ensure compliance with all relevant legislation.	Office of the Mayor and CEO	●	●	●	●
Manage expense reimbursement and facility provision to Councillors in accordance with the adopted Expenses and Facilities Policy.	Office of the Mayor and CEO	●	●	●	●
Manage operational and governance activities for the Audit, Risk and Improvement Committee (ARIC), including management of the internal audit function.	Office of the Mayor and CEO	●	●	●	●
Establish and enforce standards of conduct to ensure Council meets its ethical and legal obligations, makes decisions in the best interests of all stakeholders, and with transparency and accountability across the organisation.	Office of the Mayor and CEO	●	●	●	●
Monitor and report on legislative compliance status.	Office of the Mayor and CEO	●	●	●	●
Review and maintain Council's delegation register.	Office of the Mayor and CEO	●	●	●	●
Monitor and report on service level complaints as required by NSW Ombudsman, analysing trends to support policy and procedural changes and staff training to enhance customer service.	Office of the Mayor and CEO	●	●	●	●
Establish a Compliments Register to support recognition for staff and to assist with providing data for monthly / yearly staff awards.	Office of the Mayor and CEO	●	●	●	●
Identify and support incoming grant opportunities by coordinating cross-team communication and maintaining an up-to-date grants register.	Office of the Mayor and CEO	●	●	●	●
Track organisation-wide applications and liaise with relevant stakeholders to support an efficient, organised and compliant grants management process.	Office of the Mayor and CEO	●	●	●	●
Proactively identify, assess, and communicate grant funding opportunities aligned with organisational priorities to maximise external funding outcomes.	Office of the Mayor and CEO	●	●	●	●

Executive Services and Governance

Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
----------------------	----------------	---------	---------	---------	---------

Oversee annual community grants rounds, minor donation programs and ClubGRANTS (in partnership with Ryde-Eastwood Leagues Club) to support local not-for-profit organisations and community groups.

Office of the Mayor and CEO

● ● ● ●

Measures and Indicators

- Annual maintenance and update of Council's policies and delegations
- Completion of annual internal audit plan, internal audit and quality assurance program
- Closure of identified gaps and continuous improvement actions implemented
- Legislative compliance register maintained
- At least 10 ordinary meetings of the Council facilitated annually in accordance with the adopted Code of Meeting Practice and the Local Government Act, 1993
- Councillor HelpDesk function facilitated to provide high-quality support and responsiveness to requests for information and civic office support
- Independently oversight of public interest disclosure matters provided
- Escalated complaints or Code of Conduct and integrity matters managed
- Consistent high-quality, submission-ready grant applications supported with positive stakeholder feedback on coordination, clarity and compliance.

Executive Support

Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
----------------------	----------------	---------	---------	---------	---------

Provide administrative and coordination support for the Mayor, Chief Executive Officer, Executive Leadership, and Leadership teams.

Chief Executive Officer (CEO)

● ● ● ●

Measures and Indicators

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

Finance

Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
Provide strategic financial management, including Council's Long-Term Financial Plan.	Business Services	●	●	●	●
Manage legislative and corporate financial key performance indicators.	Business Services	●	●	●	●
Provide expert advice to the Executive Leadership Team and Council.	Business Services	●	●	●	●
Establish and review Council's investment and financial policies.	Business Services	●	●	●	●
Develop and manage Council's annual budget.	Business Services	●	●	●	●
Manage the corporate financial accounting and reporting function, including financial systems, to ensure data accuracy and integrity.	Business Services	●	●	●	●
Provide expert advice on system capabilities to meet business requirements.	Business Services	●	●	●	●
Manage cashflow to ensure Council's long-term financial sustainability.	Business Services	●	●	●	●
Manage council rates, charges, accounts receivable and payable functions.	Business Services	●	●	●	●
Manage the Project Management Office on behalf of the organisation, including project tracking and reporting.	Business Services	●	●	●	●

Measures and Indicators

- 100% of Long-Term Financial Plan and Corporate financial indicators are met
- 100% of annual budget is completed within the agreed timeframe every year
- 100% of legislative and management financial reports are produced on time for unqualified annual audit opinion
- 100% of cashflow requirements for operational, capital works and investments are met throughout the Council Term
- 95% of invoices approved and paid on time
- 100% of capital and non-capital projects are tracked within the project management system, including reporting of actual spend to date and forecast spending for the current as well as future financial years
- ≤5% of outstanding rates and revenues are overdue
- 95% of valid and compliant supplier invoices paid within terms.

Information and Technology Management

Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
Develop and deliver the ICT Digital Strategy to ensure Council's future technology and digital needs are understood and met.	Business Services	●	●	●	●
Maintain and support IT infrastructure, including data centres, business systems and applications, telecommunications and end user connectivity.	Business Services	●	●	●	●
Provide IT helpdesk services and support to all Council staff and ensure appropriate processes and procedures are in place to respond to critical business system incidents and failures.	Business Services	●	●	●	●
Develop and implement a plan to ensure Council's data and IT systems are protected from cyber and security threats and can be effectively recovered in the event of a breach.	Business Services	●	●	●	●
Ensure core systems and business applications are updated, tested and supported to support Council's operations.	Business Services	●	●	●	●
Deliver information and records management to ensure Council's data is accurate, accessible, secure and disposed of correctly, and meets the relevant legal and regulatory requirements.	Business Services	●	●	●	●
Implement and maintain Geographic Information Systems (GIS) to map, analyse and manage spatial data that supports planning and decision-making.	Business Services	●	●	●	●

Measures and Indicators

- IT business, digital and operational projects are managed and delivered according to approved plans, timelines and budget, and agreed quality measures
- Critical business systems and services remain available within agreed service levels, and IT platforms are maintained for currency and security
- Government Information Public Access (GIPA) requests are completed within defined service levels.

Legal Services

Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
Provide legal services to Council including representing Council and managing external counsel in legal proceedings.	Office of the Mayor and CEO	●	●	●	●
Ensure Council's decisions comply with regulations, legislation and other requirements.	Office of the Mayor and CEO	●	●	●	●

Measures and Indicators

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

People and Culture

Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
Act as the custodian of the Council's payroll system and payroll services.	Business Services	●	●	●	●
Undertake organisational development and learning projects to enhance staff performance and skill base across Council.	Business Services	●	●	●	●
Develop and implement a systematic approach to work health and safety (WHS) culture, practice and compliance in human resource management, management of workers compensation claims and Workers Compensation Self-Insurance License.	Business Services	●	●	●	●
Deliver the Workforce Management Strategy, operations, human resources projects, recruitment, policies and procedures, industrial and employee relations and salary systems.	Business Services	●	●	●	●
Manage and drive the Human Resources business partnership function to support managers and employees.	Business Services	●	●	●	●
Manage employee relations and performance management processes to ensure all policy and legislative requirements are met.	Business Services	●	●	●	●

Measures and Indicators

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

Procurement and Contract Services

Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
Provide advice and capability development through training.	Business Services	●	●	●	●
Partner with and collaborate across the business to develop and deliver compliant, transparent and value-for-money end-to-end procurement activities.	Business Services	●	●	●	●
Provide support to suppliers and customers through registration in our systems and tools.	Business Services	●	●	●	●
Co-ordinate and publish relevant information to meet our contract register obligations under the Government Information (Public Access) Act 2009.	Business Services	●	●	●	●
Develop, maintain and continually improve procurement policies, frameworks, governance and processes.	Business Services	●	●	●	●
Provide a limited range of inventory items to support frontline operations by managing purchasing, warehousing and inventory of these goods on behalf of Council.	Business Services	●	●	●	●
Undertake frontline assurance and strategic reporting on key risks as they relate to the procurement lifecycle.	Business Services	●	●	●	●
Provide advice, reporting and risk management in relation to sustainable and social procurement to maximise value delivered to the community.	Business Services	●	●	●	●

Measures and Indicators

- 80% of staff identify an increase in capability from procurement training delivered
- 90% Compliance rate for procurement activities
- 20% year on year increase in supplier and customer satisfaction.

Property Management					
Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
Manage and maintain Council's portfolio of corporate, commercial, residential, operational, recreational, heritage, community and civic properties to ensure optimal long-term value and return for ratepayers and that these buildings are fit for purpose.	Infrastructure	●	●	●	●
Manage and maintain community spaces, public facilities for events and programs, including halls, hireable spaces and meeting rooms to ensure these facilities remain accessible, safe and well equipped for community use.	Infrastructure	●	●	●	●
Measures and Indicators					
<ul style="list-style-type: none"> Commercial property occupancy rates User satisfaction with Council's 'for hire' community facilities. 					

Urban Strategy					
Principal Activities	Responsibility	FY25/26	FY26/27	FY27/28	FY28/29
Provide thought leadership and advocacy to improve architectural and urban design outcomes, including heritage.	Advocacy and Strategy	●	●	●	●
Review incoming State Significant Developments (SSDs) and Local Development Applications (LDAs) from an urban design and heritage perspective.	Advocacy and Strategy	●	●	●	●
Develop urban place strategies and public domain enhancements.	Advocacy and Strategy	●	●	●	●
Provide architectural services throughout Council.	Advocacy and Strategy	●	●	●	●
Provide expert heritage advice to internal and external customers, and deliver projects to promote the conservation of Ryde's heritage.	Advocacy and Strategy	●	●	●	●
Measures and Indicators					
<ul style="list-style-type: none"> Comprehensive urban design and architectural advice provided to assessment teams within agreed timeframes (typically 14-21 working days) Schematic design of one Council project complete ≥90% response to customer requests (Merit CRM) ≥95% ELT paper reviews completed Development of three urban design/heritage strategies/frameworks 95% number of Councillor requests responded to within five days. 					



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 completed:

- Best Value Services Reviews
- Organisational Reform 2025: Ryde for the Future
- Parks and Open Spaces
- Project Management Framework.

Service reviews underway:

- Refer to the One-Year Operational Plan for specific planned reviews and schedules.

Our Four-Year Financial Overview

**Our Four-Year
Financial
Overview**

Financial Summary By Strategic Outcomes

Our Vibrant and Liveable City

Planned Investment (\$'000)	2025/2026	2026/2027	2027/2028	2028/2029	Four-Year Total Budget
Base Expenditure	13,838	14,164	14,613	15,071	57,685
Operating Income	(23,820)	(25,386)	(29,835)	(39,303)	(118,344)
Total Base Budget	(9,983)	(11,222)	(15,222)	(24,232)	(60,659)
Total Grant and Contribution related to Projects	–	–	–	–	–
Total Project Expenditure	–	150	–	–	150
Our Vibrant and Liveable City	(9,983)	(11,072)	(15,222)	(24,232)	(60,509)

Our Active and Healthy City

Planned Investment (\$'000)	2025/2026	2026/2027	2027/2028	2028/2029	Four-Year Total Budget
Base Expenditure	30,959	32,662	36,212	37,800	137,634
Operating Income	(9,004)	(9,353)	(9,718)	(10,096)	(38,171)
Total Base Budget	21,956	23,309	26,494	27,704	99,462
Total Grant and Contribution related to Projects	(5,600)	(2,985)	–	–	(8,585)
Total Project Expenditure	13,163	30,269	47,147	20,485	111,064
Our Active and Healthy City	29,519	50,593	73,641	48,188	201,941

Our Natural and Sustainable City

Planned Investment (\$'000)	2025/2026	2026/2027	2027/2028	2028/2029	Four-Year Total Budget
Base Expenditure	44,293	50,178	48,812	50,157	193,441
Operating Income	(32,606)	(35,542)	(38,353)	(39,417)	(145,918)
Total Base Budget	11,687	14,636	10,460	10,741	47,523
Total Grant and Contribution related to Projects	–	(105)	–	–	(105)
Total Project Expenditure	2,020	4,130	3,487	4,324	13,961
Our Natural and Sustainable City	13,707	18,661	13,946	15,065	61,379

Our Smart and Innovative City

Planned Investment (\$'000)	2025/2026	2026/2027	2027/2028	2028/2029	Four-Year Total Budget
Base Expenditure	2,111	2,109	2,174	2,239	8,633
Operating Income	–	–	–	–	–
Total Base Budget	2,111	2,109	2,174	2,239	8,633
Total Grant and Contribution related to Projects	–	–	–	–	–
Total Project Expenditure	227	157	128	129	640
Our Smart and Innovative City	2,338	2,266	2,301	2,368	9,273

Our Connected and Accessible City

Planned Investment (\$'000)	2025/2026	2026/2027	2027/2028	2028/2029	Four-Year Total Budget
Base Expenditure	23,843	24,987	26,343	27,150	102,323
Operating Income	(5,860)	(6,663)	(6,894)	(7,132)	(26,549)
Total Base Budget	17,983	18,324	19,449	20,018	75,774
Total Grant and Contribution related to Projects	(9,306)	(12,704)	(3,229)	(1,183)	(26,422)
Total Project Expenditure	19,873	34,943	19,779	15,413	90,008
Our Connected and Accessible City	28,551	40,563	35,999	34,247	139,360

Our Diverse and Inclusive City

Planned Investment (\$'000)	2025/2026	2026/2027	2027/2028	2028/2029	Four-Year Total Budget
Base Expenditure	11,996	11,811	12,163	12,527	48,497
Operating Income	(1,341)	(1,409)	(1,462)	(1,517)	(5,728)
Total Base Budget	10,655	10,402	10,701	11,010	42,769
Total Grant and Contribution related to Projects	–	(123)	–	–	(123)
Total Project Expenditure	747	1,083	842	369	3,042
Our Diverse and Inclusive City	11,403	11,362	11,543	11,379	45,687

Our Open and Progressive City

Planned Investment (\$'000)	2025/2026	2026/2027	2027/2028	2028/2029	Four-Year Total Budget
Base Expenditure	43,309	45,588	46,981	48,129	184,007
Operating Income	(116,585)	(126,675)	(128,810)	(133,412)	(505,482)
Total Base Budget	(73,276)	(81,088)	(81,829)	(85,283)	(321,476)
Total Grant and Contribution related to Projects	–	–	–	–	–
Total Project Expenditure	7,807	8,919	6,688	7,577	30,991
Our Open and Progressive City	(65,470)	(72,169)	(75,141)	(77,706)	(290,485)
Grand Total	10,065	40,205	47,068	9,310	106,648



**Our Four-Year
Financial
Overview**

2025-2029 Delivery Program Financial Management Summary Report

The following table displays the income, expenses and operating results of Council for a period of four years, which includes the 2026/2027 budget. The Statutory Format requires the inclusion of all income received for the year, although the associated expenditure may be incurred in future periods, therefore its operating results are somewhat misleading. The Management Format takes into consideration 'matching principles' and is used to monitor Council's financial performance.

Statutory Format				Management Reporting Format					
Proposed Budget				Descriptions	Proposed Budget				
2025/2026 (\$'000)	2026/2027 (\$'000)	2027/2028 (\$'000)	2028/2029 (\$'000)		2025/2026 (\$'000)	2026/2027 (\$'000)	2027/2028 (\$'000)	2028/2029 (\$'000)	
Income from Continuing Operations									
126,656	134,710	141,451	146,603	Rates and annual charges	126,656	134,710	141,451	146,603	
18,319	19,333	20,109	20,912	User charges and fees	18,319	19,333	20,109	20,912	
10,406	14,625	12,415	12,330	Interest and investment revenue	10,406	14,625	12,415	12,330	
14,446	14,408	14,982	15,581	Other revenues	14,446	14,408	14,982	15,581	
6,549	7,167	7,239	7,412	Grants and contributions provided for operating purposes	6,549	7,167	7,239	7,412	
27,206	29,962	21,379	28,333	Grants and contributions provided for capital purposes	–	–	–	–	
541	740	726	887	Net gain from the disposal of assets	–	–	–	–	
–	–	–	–	Transfer from Internal Restrictions	443	406	417	1,328	
–	–	–	–	Transfer from External Restrictions	31,103	36,914	42,026	43,006	
204,122	220,946	218,301	232,059	Total Income from Continuing Operations	207,921	227,564	238,638	247,172	

Statutory Format				Management Reporting Format				
Proposed Budget				Descriptions	Proposed Budget			
2025/2026 (\$'000)	2026/2027 (\$'000)	2027/2028 (\$'000)	2028/2029 (\$'000)		2025/2026 (\$'000)	2026/2027 (\$'000)	2027/2028 (\$'000)	2028/2029 (\$'000)
Expenses from Continuing Operations								
70,493	72,795	75,144	77,617	Employee benefits and on-costs	70,493	72,795	75,144	77,617
264	1,478	1,460	1,435	Borrowing costs	264	1,478	1,460	1,435
60,913	66,237	70,366	73,564	Materials and contracts	60,913	66,237	70,366	73,564
33,221	32,895	32,250	33,166	Depreciation and amortisation	33,221	32,895	32,250	33,166
7,637	9,622	9,872	10,119	Other expenses	7,637	9,622	9,872	10,119
172,528	183,026	189,093	195,900	Total Expenditure	172,528	183,026	189,093	195,900
31,594	37,919	29,208	36,159	Operating Result (Surplus)/Deficit	35,393	44,537	49,546	51,272
				Add back Non Cash Items:				
–	–	–	–	Depreciation and Amortisation	33,221	32,895	32,250	33,166
				Budget Surplus before Transfer to Reserves				
–	–	–	–		68,614	77,432	81,796	–
				Transfer to Assets Related Reserves				
–	–	–	–		37,896	52,070	43,998	40,918
				Transfer to Other Reserves				
–	–	–	–		30,503	25,029	38,331	42,336
31,594	37,919	29,208	36,159	Budget Result Surplus/(Deficit)	215	333	(533)	1,184

**Our Four-Year
Financial
Overview**

2025-2029 Projected Balance Sheet

Balance Sheet – Consolidated	Proposed Budget			
	2025/2026 (\$'000)	2026/2027 (\$'000)	2027/2028 (\$'000)	2028/2029 (\$'000)
Assets				
Current Assets				
Cash and Cash Equivalents	22,508	87,416	74,297	98,280
Investments	138,390	116,889	116,889	116,889
Receivables	14,529	15,163	14,709	15,908
Inventories	926	954	1,014	1,060
Other	2,295	3,124	3,305	3,447
Total Current Assets	178,649	223,547	210,213	235,583
Non-Current Assets				
Investments	133,270	128,375	128,375	128,375
Receivables	1,189	1,613	1,693	1,755
Infrastructure, Property, Plant and Equipment	1,854,504	2,010,352	2,054,806	2,067,278
Investment Property	181,425	184,375	184,375	184,375
Right of use assets	21,710	22,317	20,741	19,170
Total Non-Current Assets	2,192,098	2,347,032	2,389,991	2,400,953
Total Assets	2,370,747	2,570,579	2,600,204	2,636,536

Our Four-Year Financial Overview

Balance Sheet – Consolidated	Proposed Budget			
	2025/2026 (\$'000)	2026/2027 (\$'000)	2027/2028 (\$'000)	2028/2029 (\$'000)
Liabilities				
Current Liabilities				
Payables	31,547	36,497	37,185	37,746
Contract liabilities	4,511	5,055	5,169	5,288
Lease liabilities	1,590	386	506	635
Employee benefit provisions	14,840	16,128	16,128	16,128
Other provisions	246	–	–	–
Total Current Liabilities	52,734	58,066	58,989	59,796
Non-Current Liabilities				
Contract liabilities	2,703	2,379	2,379	2,379
Lease liabilities	20,562	24,108	23,602	22,967
Employee benefit provisions	842	880	880	880
Total Non-Current Liabilities	24,107	27,367	26,861	26,226
Total Liabilities	76,841	85,433	85,850	86,022
Net Assets	2,293,906	2,485,146	2,514,354	2,550,514
Equity				
Retained Earnings	1,441,527	1,470,050	1,499,258	1,535,418
Revaluation Reserves	852,379	1,015,096	1,015,096	1,015,096
Council Equity Interest	2,293,906	2,485,146	2,514,354	2,550,514
Total Equity	2,293,906	2,485,146	2,514,354	2,550,514

**Our Four-Year
Financial
Overview**

2025-2029 Projected Cashflow Statements

Cash Flow Statement – Consolidated	Proposed Budget			
	2025/2026 (\$'000)	2026/2027 (\$'000)	2027/2028 (\$'000)	2028/2029 (\$'000)
Cash Flows from Operating Activities				
Receipts:				
Rates and Annual Charges	126,338	134,484	141,263	146,459
User Charges and Fees	18,334	19,304	20,082	20,884
Investment and Interest Revenue Received	10,224	14,645	12,521	12,069
Grants and Contributions	34,239	36,986	29,113	35,331
Other	14,663	14,384	15,155	15,341
Payments:				
Employee Benefits and On-Costs	(70,493)	(72,795)	(75,144)	(77,617)
Materials and Contracts	(60,885)	(66,389)	(70,211)	(73,441)
Borrowing Costs	(264)	(1,478)	(1,460)	(1,435)
Other	(7,480)	(9,733)	(9,649)	(9,923)
Net Cash provided (or used in) Operating Activities	64,675	69,408	61,669	67,669
Cash Flows from Investing Activities				
Receipts:				
Sale of Infrastructure, Property, Plant and Equipment	1,848	1,910	1,874	2,290
Payments:				
Purchase of Infrastructure, Property, Plant and Equipment	(41,659)	(78,124)	(76,276)	(45,469)
Other Investing Activity Payments	–	–	–	–
Net Cash provided (or used in) Investing Activities	(39,810)	(76,214)	(74,402)	(43,179)

Our Four-Year Financial Overview

Cash Flow Statement – Consolidated	Proposed Budget			
	2025/2026 (\$'000)	2026/2027 (\$'000)	2027/2028 (\$'000)	2028/2029 (\$'000)
Cash Flows from Financing Activities				
Payments:				
Repayment of lease liabilities (principal repayments)	(2,357)	0	(386)	(506)
Net Cash Flow provided (used in) Financing Activities	(2,357)	0	(386)	(506)
Net Increase/(Decrease) in Cash and Cash Equivalents	22,508	(6,806)	(13,119)	23,983
plus: Cash and Cash Equivalents – beginning of year	–	94,222	87,416	74,297
Cash and Cash Equivalents – end of the year	22,508	87,416	74,297	98,280
Cash and Cash Equivalents – end of the year	22,508	87,416	74,297	98,280
Investments – end of the year	271,660	245,264	245,264	245,264
Cash, Cash Equivalents and Investments – end of the year	294,168	332,680	319,561	343,544
Representing:				
– External Restrictions	187,605	219,230	203,163	227,583
– Internal Restrictions	98,543	99,993	102,538	101,686
– Unrestricted	8,021	13,456	13,860	14,275
	294,168	332,680	319,561	343,544

**Our Four-Year
Financial
Overview**

2025-2029 Projected Capital Budgets

Capital Budget Statement – Consolidated	Proposed Budget			
	2025/2026 (\$'000)	2026/2027 (\$'000)	2027/2028 (\$'000)	2028/2029 (\$'000)
Capital Expenditure and Repayments to Liability				
Capital – New	9,495	34,770	44,178	14,875
Capital – Renewal	32,164	43,355	32,098	30,594
Lease Payment	2,214	–	386	506
Total Capital Expenditure and Repayments to Liability	43,873	78,124	76,661	45,976
Capital Funding				
Transfer from Internally Restricted Reserve	10,902	21,306	11,846	13,617
Transfer from Externally Restricted Reserves				
Domestic Waste Management Reserve	–	765	–	–
Development Contributions Reserves	6,498	23,839	41,536	13,107
Stormwater Management Reserve	983	1,075	1,144	1,200
Infrastructure Special Rate Reserve	8,733	13,418	17,033	14,579
Grants and Contributions	14,906	15,812	3,229	1,183
Sale Proceeds	1,852	1,910	1,874	2,290
Total Capital Funding	43,873	78,124	76,661	45,976



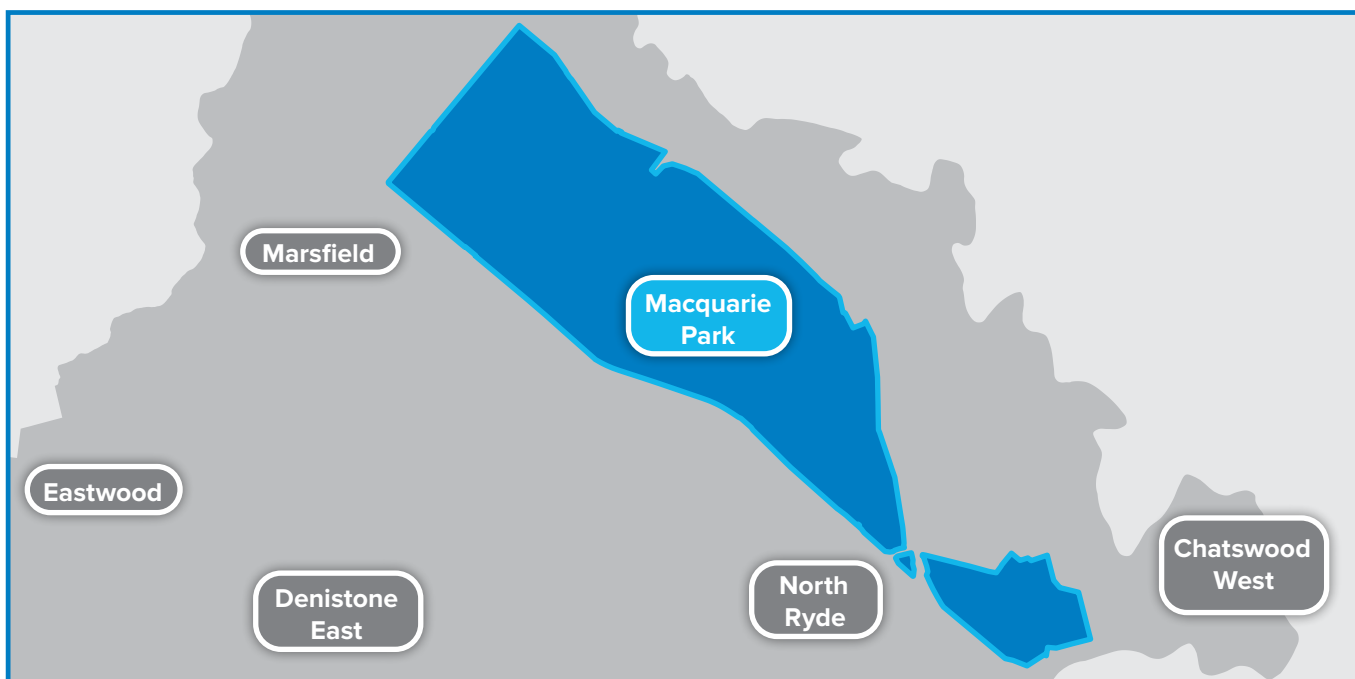
Our Four-Year Financial Overview

Special Rates

Macquarie Park Corridor

This special rate was approved by the Minister for Local Government in 2006 on an ongoing basis. This special rate is expected to raise approximately \$2.575 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 centre. Income relating to the Macquarie Park Corridor Special Rate will be restricted to a reserve where relevant Macquarie Park related projects will be funded from. Any unspent funds will remain in the reserve at the end of each financial year. 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 where the relevant infrastructure works will be funded from. 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.

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

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

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

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

**Our Four-Year
Financial
Overview**

Four-Year Capital Works Program

Assets and Infrastructure Program by Strategic Outcomes

Projects for 2025-2029

		Budget (\$)			
		2025/2026	2026/2027	2027/2028	2028/2029
Grand Total		41,658,840	78,124,320	76,275,765	45,469,044
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		13,007,370	30,213,340	46,739,754	20,447,000
Program:	City Sport and Recreation	11,577,370	29,773,340	46,299,754	17,722,000
Ann Thorn Park – Local Playground		●			●
Anzac Park – Masterplan Delivery			●	●	
Bill Mitchell Park					●
Blenheim Park – Masterplan Delivery – Expansion		●	●		
Blenheim Park – Masterplan Delivery – Renewal		●	●		
Bremner Park		●			
Brush Farm Park Netball Courts Subsidence					●
Catherine Hamlin Park			●		
Christie Park 1 – Synthetic Surface Renewal		●	●		
Christie Park 2 – Synthetic Surface Renewal			●	●	
CLOSPE – Christie Park Stages 3 and 4			●	●	
CLOSPE – RALC Stage 2				●	●
CLOSPE – Ryde Park			●		
Critical Infrastructure Project – Santa Rosa Park			●	●	
Drainage – Meadowbank 4					●
Drainage & Irrigation Monash Park					●

● Indicates budgeted funding in the financial year

Projects for 2025-2029

	Budget (\$)			
	2025/2026	2026/2027	2027/2028	2028/2029
Drainage Dunbar Park			●	
Drainage ELS Hall 2				●
Drainage Pioneer Park			●	
Drainage Santa Rosa		●		
Eastwood Lower	●			
Eastwood Park Sports Field Lighting Renewal	●			
ELS Hall Park – Pole Replacement				●
ELS Hall Park – Synthetic Surface Renewal			●	●
Fontenoy Park (Sportsfield Lighting Expansion)				●
Future Design – Parks	●	●	●	●
Lachlan's Line Pedestrian Lighting renewal		●		
LH Waud – Sportsfield Lighting		●		
Lighting Control and LED upgrade	●			
LTFP – Sportsfield Upgrade & Renewal				●
Meadowbank Park – Fields 3, 4, 5 & 6			●	
Meadowbank Park – LH Waud		●		
Meadowbank Park – Remediation		●		
Meadowbank Park Masterplan Delivery AIF	●	●		
Morrison Bay Field 3	●			
Morrison Bay Park #3	●	●		
Morrison Bay Park 6				●
Parks Amenities Buildings – compliance works	●		●	●
Peel Park				●
Pioneer Park			●	
Putney Park Masterplan – Northern Section Delivery – E		●		
Putney Park Masterplan – Northern Section Delivery – R	●	●		
Putney Park Regional Playground – Expansion		●		
Putney Park Regional Playground – Renewal		●		
Quandong Reserve and Cottonwood Reserve			●	
RALC Asset Renewal	●	●	●	●
Ryde Park – 1			●	
Ryde Wharf Replacement Decking				●
Santa Rosa #1	●	●		
Sportsfield LED Floodlighting Renewal		●		

Projects for 2025-2029

		Budget (\$)			
		2025/2026	2026/2027	2027/2028	2028/2029
Tennyson Park – Neighbourhood Playground			●		
Tuckwell Park Amenities Upgrade			●	●	
Upgrade of Eastwood Park Playground – Installation					●
Upgrade of long jump run ups – Dunbar Park			●		
Upgrade of Magdala Park Playground				●	●
Westminster Park Amenities			●	●	
Program:	Library	1,430,000	440,000	440,000	2,725,000
Library Renewal Planning			●	●	●
Library Upgrade and Technology Enhancements		●			
North Ryde Library Minor Refurbishment				●	
Ryde/Gladesville Library Renewal – After Hours Fitout		●	●	●	●
Upgrade Eastwood Library		●			●
Strategic Outcome 3: Our Natural and Sustainable City		1,414,460	3,514,750	2,978,894	3,815,000
Program:	Resilience and Sustainability	–	250,000	–	–
Buffalo Creek bank stabilisation			●		
Program:	Catchments and Waterways	1,314,460	3,164,750	2,878,894	3,715,000
1 Regent Street, Putney				●	
100 – 104 Rowe St Stormwater Drainage Upgrade			●		
113 Kent Rd, Marsfield			●		
1A Regent Street Retaining Wall Renewal			●		
200 North Road, Eastwood					●
22 Pennant Avenue, Denistone				●	
295 Rowe Street, Eastwood			●		
33 Kingsford Avenue, Eastwood			●		
34 Gregory Street, Putney				●	
4 Conrad Street, North Ryde – Pipe Replacement				●	
56 Thompson Street, Gladesville					●
Asset Renewal – Stormwater				●	●
Booth Street, Marshfield				●	
Buffalo Road, Ryde					●
Clarence Street, North Ryde					●
Clive Road, Eastwood			●		
Doig Avenue, Denistone East		●			
Driver Street, Denistone West			●		
Joy Street, Gladesville – Pipe Upgrade					●

Projects for 2025-2029

		Budget (\$)			
		2025/2026	2026/2027	2027/2028	2028/2029
Napier Crescent, North Ryde			●		
SRV – Chatham Road, West Ryde			●		
SRV – Pipe Lining Treatments – Combined		●	●	●	●
SRV – Pit/Pipe Small Reconstructions		●	●	●	●
Stanley Street, Putney			●		
Wattle Street, West Ryde					●
Wharf Road Gladesville Seawall construction		●	●		
Program:	Waste and Recycling	100,000	100,000	100,000	100,000
Porters Creek Precinct		●	●	●	●
Strategic Outcome 4: Our Smart and Innovative City		50,000	–	–	–
Program:	City Economy	50,000	–	–	–
Blenheim Road Investigations		●			
Strategic Outcome 5: Our Connected and Accessible City		19,663,460	34,754,100	19,579,010	14,845,026
Program:	Traffic and Transport	14,106,730	21,772,250	6,201,759	708,594
Bus Stop DDA Compliance – Expansion		●	●	●	
Bus Stop DDA Compliance – Renewal		●	●		
Church Street Car Park		●			
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		●	●	●	●
Glen Street Car Park Defect Remediation Works		●			
Graham Avenue, Eastwood Pedestrian Refuge				●	
Hermitage Road Roundabouts at Orchard Street and Parkes				●	
LATM facilities			●		●
LATM Facilities (e.g. road humps, kerb blisters, etc.)				●	●
Local Transport Forum Traffic Items (including surveys)				●	●
Monash Road Gladesville Pedestrian Refuge		●			
Pedestrian Crossing Lighting Upgrade		●	●		
Traffic Facilities Renewal (Local & Regional Roads)		●	●		
Traffic Infrastructure		●	●		
Twin Road Wombat Crossing			●		
Waterloo and Khartoum Roads – Intersection Signalisation			●		

Projects for 2025-2029

		Budget (\$)			
		2025/2026	2026/2027	2027/2028	2028/2029
Program:	Roads	4,489,880	11,428,160	12,024,576	12,156,431
Aeolus Avenue (Wolger Road – North Road)			●		
AM – Twin Road (Badajoz Road – Nerang Street)				●	
Asset Renewal – Other Road Assets				●	●
Batten Avenue (Cul De Sac – Cobham Avenue)				●	
Belmore Lane (Church Lane – The End)			●		
Betty Hendry Parade (Cutler Pde – Rowell St)			●		
Bond Street (Twin Road – Cul De Sac (S))				●	
Boulton Street (Morrison Road – Phillip Road)					●
Bridge Rehabilitation Works			●	●	●
Brush Road (Rutledge Street – Denman Street)					●
Buena Vista Avenue (Stage 2 Construction – Buena Vista)				●	
Carmen Street (Cul De Sac (N) – Beverly Crescent)					●
Cecil Street (North Road – Birdwood Street)					●
Champion Road (Morrison Road – Brett Street)					●
Clanwilliam Street (Read Street – Denman Street)			●		
Clarence Street (Pittwater Road – Blenheim Road)					●
Clifton Street (Sindel Street – Cul De Sac (S))				●	
Constitution Road Infrastructure Upgrades (IBF)		●	●		
Cressy Road (Cox's Road – Cul De Sac)				●	
Cressy Road (Victoria Road – Buffalo Road)				●	
Daphne Street (Hermoyne Street – Cul De Sac (W))				●	
David Avenue (Napier Crescent – Parklands Road)			●		
Deeble Street viewing platform			●		
Delmar Parade (Amiens Street – Shackel Avenue)					●
Dickson Avenue (Chatham Road – Bellevue Avenue)		●			
Dora Street (Booth Street – Nola Street)				●	
Dora Street (Nola Street – Herring Road)				●	
Farnell Street (Bell Avenue – Winbourne Street)					●
Folkard Street (Marilyn Street – House Number 5/5a)			●		
Fonti Street (North Road – Star Street)					●
Fonti Street (Star Street – Susan Avenue)					●
Fonti Street (Susan Place – Hunts Avenue)					●
Forsyth Street (Victoria Road – Macpherson Street)			●		
Future Design – Civil Infrastructure Assets		●	●	●	●

Projects for 2025-2029

	Budget (\$)			
	2025/2026	2026/2027	2027/2028	2028/2029
Gale Street (Constitution Road – Sutherland Avenue)				●
Grove Lane (Grove Street – Orange Street)		●		
Hamilton Crescent West (Nancarrow Avenue – Constitution)				●
Heavy Patching	●	●	●	●
Higginbotham Road (Cressy Road – #58)		●		
Holt Street (Napier Crescent – David Avenue)				●
Hopetoun Avenue (Russell Street – Blaxland Road)		●		
Inkerman Road (Pennant Avenue – Terry Road (Ryde))				●
Isabel Street (Lane Cove Road – Smith Street)				●
John Miller Street (Milne Street – Quarry Road)				●
Katoa Place (Zanco Road – Cul De Sac (S))				●
Kerb and Gutter condition 4 and 5	●	●	●	●
Kuppa Road (Wolger Road – Cul De Sac)				●
Lakeside Road (The Avenue (Eastwood) – Glen Street)				●
Lexcen Place (Treharne Close – Cul De Sac (E))				●
Macquarie Place (North Road to Cul De Sac (S))		●		
Marlow Avenue (Miriam Road – Ryedale Road)				●
Marshall Place (Wicks Road – Cul De Sac)		●		
Maxim Lane (Maxim Street – Gaza Road)				●
Maxim Street (Gaza Road – Victoria Road)				●
Maxim Street (Hughes Street – Gaza Road)				●
Meadowbank Water Station	●			
Menzies Road (Elk Street – Menzies Road)			●	
Milne Street (Badajoz Road – John Miller Street)				●
Mitchell Street (Ida Street – Morrison Road)			●	
Morrison Road (Church Street – Belmore Street)			●	
Murray Street (Moirs Ave – Shaftsbury Road)			●	
Nash Place (Cressy Road – Cul De Sac)				●
North Road (Lovell Road – Tallwood Avenue)				●
North Road (Tallwood Avenue – Ferrabetta Avenue)				●
Oates Avenue (Westminster Road – Swan Street)		●		●
Owen Street (Buffalo Road – Cul De Sac (E))				●
Parkes Street (Hinkler Street – Colston Street)		●		
Parkes Street (Samuel Street – Blaxland Road)			●	
Patricia Street (Edith Street – Bridge Road)		●		

Projects for 2025-2029

	Budget (\$)			
	2025/2026	2026/2027	2027/2028	2028/2029
Paul Street (Lane Cove Road – McGregor Avenue)		●		
Pavement Testing and Design		●	●	●
Pine Street (Beswick Avenue – Parklands Road)				●
Pine Street (Trevitt Road – Beswick Avenue)		●		
Pittwater Road (High Street – Thompson Street)				●
Princes Street (Morrison Road – Phillip Road)			●	
Regent Street (Small Street – Storey Street)			●	
Reserve Street (Anthony Road – MiriRoad)				●
Rex Street (Mons Avenue – Federal Road)				●
Ryedale Road (Second Avenue – Fourth Avenue)	●			
Shaftsbury Road (Rowe Street – Rutledge Street)		●		
Sobraon Road (Waring Street – Zanco Road)				●
Spencer Street (Tennyson Road – Cul De Sac)		●		
SRV – Bayview Street (Morrison Road – Teemer Street)				●
SRV – Irvine Crescent (Victoria Road – Providence Road)		●		
SRV – Pope Street (Lane Cove Road – Smith Street)		●		
SRV – Raven Street (Ross Street – Western Crescent)				●
SRV – Vimiera Road (Corunna Road – Vanimo Place)				●
Stroud Street (Twin Road – Berripa Close)			●	
Susan Place (Fonti Street – Cul De Sac)				●
Talavera Road (Culloden Road – Busaco Road)			●	
Tennyson Road (Beach Street – Deeble Street)				●
Thistle Street (Sutherland Avenue – Belmore Street)				●
Tucker Street (Pope Street – Blaxland Road)		●		
Victoria Lane (Regent St – End)	●			
Vincentia Street (Cul De Sac (N) – Agincourt Road)			●	
Waterloo Road (Thomas Holt Drive – Wicks Road)		●		
Waterloo Road (Trafalgar Place – Culloden Road)			●	
Waterloo Road (Vimiera Road – Trafalgar Place)			●	●
Waterview Street (Douglas Street – Regent Street)	●			
Westminster Road (Oates Avenue – Diggers Avenue)				●
Wharf Road (Amiens Street – Bernard Avenue)				●
Wilding Street (Winston Street – Cul De Sac (E))	●			
Willandra Street (Belmore Street – House Number 14)				●

Projects for 2025-2029

		Budget (\$)			
		2025/2026	2026/2027	2027/2028	2028/2029
Young Parade (Second Avenue – Third Avenue)					●
Zanco Road (Katoa Place – Koorong Street)			●		
Program:	Paths and Cycleways	1,066,850	1,553,690	1,352,675	1,980,000
Adelphi Street (Herring Road – Cul De Sac)		●			
Arnold Street (Frederick Street to Cul De Sac)					●
Baird Avenue (Providence Road to Cul De Sac)					●
Bellevue Avenue (Bencoolen Avenue – Dickson Avenue)				●	
Bowden Street (Ferry Wharf – Bay Drive)			●		
Chadwick Street (Delange Road – Cul De Sac)					●
Cosimo Place (Quarry Road – Cul De Sac)		●			
Cycleway Construction (Stage 1 & 2 – Regional Route 04)			●	●	
Cycleway Design		●			
Darvall Road (Warrawong Street – Rutledge Street)		●			
Dickson Avenue (Bellevue Avenue – Shaftsbury Road)				●	
Dunbar Street (Samuel Street to Samuel Street)					●
Footpath and Kerb Ramp Renewal		●	●	●	●
Forrest Road (Ryde Secondary College to Cul De Sac)			●		
Fourth Avenue (East Parade to Young Parade)					●
Glades Avenue (Ross Street – Linsley Street)			●		
Gwendale Crescent (Gwendale Crescent to Cul De Sac)				●	
John Street (Winbourne Street (E) to Lambert St)				●	
Kuppa Road (Wolger Road – Cul De Sac)			●		
Lambert Street (Winbourne Street E to John Street)					●
Minor works for Cycleways		●	●	●	●
Napier Crescent (David Avenue – 350 Lane Cove Road)		●			
Orana Street (Trevitt Road to Cul De Sac)				●	
Pacey Avenue (Badajoz Road to Badajoz Road)					●
Pindari Street (Pindari Park to Trevett Road)				●	
RR01 Eastwood Meadowbank Missing Links Design				●	
RR01 Eastwood Meadowbank Missing Links Construction					●
Robinson Street Missing Link			●		
Suttor Avenue (Belmore Street – Church Street)		●			
Terry Road (Commissioners Road – Pennant Avenue)				●	
Trelawaney Street (Coronation – Shaftsbury)					●
Walking and Riding Routes to Ryde Public School			●		

Projects for 2025-2029

		Budget (\$)			
		2025/2026	2026/2027	2027/2028	2028/2029
Warren Street (Smalls Road – No.11)					●
Woodbine Crescent (50 Woodbine – 70 Woodbine)		●			
Zola Avenue (Smalls Road to Cul De Sac)					●
Strategic Outcome 6: Our Diverse and Inclusive City		566,800	973,350	690,000	255,000
Program:	Community Inclusion and Wellbeing	566,800	973,350	690,000	255,000
Addington House		●	●		
Community Facilities Access/Capacity Program		●			
Community Facilities DDA Accessibility Audit DIAP			●	●	●
Community Facilities Lifecycle replacement Program		●			
Community Facilities Preschool Renew Program		●	●	●	●
Kitchenette Repurposing and Accessible Toilet Upgrade				●	
North Ryde Community Hall HVAC		●			
Old Eastwood Town Hall			●		
Willandra House				●	
Strategic Outcome 7: Our Open and Progressive City		6,956,750	8,518,780	6,288,108	6,107,018
Program:	Strategic Property Management	2,303,750	4,511,350	2,294,100	1,346,760
100 – 104 Rowe St Eastwood – Toilet Alteration					●
202 Rowe Street Eastwood – Refurbishment				●	
202 Rowe Street, Eastwood – Replacement of Main switch		●			
24 Argyle Avenue, Ryde – Garage			●		
Asset Renewal – Buildings				●	●
Building Management System (BMS) Upgrade					●
Future Design – Building		●	●	●	●
Office Relocation Project 2026			●		
Operation Centre – HVAC Project		●			
Operation Centre – Particulate Extraction System – Implem		●			
Operation Centre – Roofing		●			
Rockend Cottage – Rectification of Unauthorised			●		
SES – Repainting internal/external			●		
Top Ryde – HVAC Project		●			
Top Ryde – Water ingress through façade		●	●		
Top Ryde Replacement of non-compliant spiral staircase		●			
Program:	Service Delivery Support	4,653,000	4,007,430	3,994,008	4,760,258
Plant and Fleet Purchases		●	●	●	●



**Our Four-Year
Financial
Overview**

Four-Year Capital Works Program

Assets and Infrastructure Program by Wards

Projects for 2025-2029

		Budget (\$)			
		2025/2026	2026/2027	2027/2028	2028/2029
Grand Total		41,658,852	78,124,320	76,275,765	45,469,044
Central Ward		13,989,450	24,880,910	11,815,163	5,834,785
Program:	Traffic and Transport	8,993,200	13,785,180	5,250,163	–
Church Street Car Park		●			
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)		●	●	●	
Hermitage Road Roundabouts at Orchard Street and Parkes				●	
Waterloo and Khartoum Roads – Intersection Signalisation			●		
Program:	Roads	2,220,000	5,403,400	490,000	2,929,785
Aeolus Avenue (Wolger Road – North Road)			●		
Belmore Lane (Church Lane – The End)			●		
Carmen Street (Cul De Sac (N) – Beverly Crescent)					●
Constitution Road Infrastructure Upgrades (IBF)		●	●		
David Avenue (Napier Crescent – Parklands Road)			●		
Dora Street (Booth Street – Nola Street)				●	
Dora Street (Nola Street – Herring Road)				●	
Forsyth Street (Victoria Road – Macpherson Street)			●		
Gale Street (Constitution Road – Sutherland Avenue)					●
Hamilton Crescent West (Nancarrow Avenue – Constitution)					●
Holt Street (Napier Crescent – David Avenue)					●

● Indicates budgeted funding in the financial year

Projects for 2025-2029

	Budget (\$)			
	2025/2026	2026/2027	2027/2028	2028/2029
Inkerman Road (Pennant Avenue – Terry Road (Ryde))				●
Isabel Street (Lane Cove Road – Smith Street)				●
Kuppa Road (Wolger Road – Cul De Sac)				●
Macquarie Place (North Road to Cul De Sac (S))		●		
Maxim Lane (Maxim Street – Gaza Road)				●
Maxim Street (Gaza Road – Victoria Road)				●
Maxim Street (Hughes Street – Gaza Road)				●
Parkes Street (Hinkler Street – Colston Street)		●		
Patricia Street (Edith Street – Bridge Road)		●		
Paul Street (Lane Cove Road – McGregor Avenue)		●		
Pine Street (Beswick Avenue – Parklands Road)				●
Pine Street (Trevitt Road – Beswick Avenue)		●		
Rex Street (Mons Avenue – Federal Road)				●
SRV – Pope Street (Lane Cove Road – Smith Street)		●		
Thistle Street (Sutherland Avenue – Belmore Street)				●
Tucker Street (Pope Street – Blaxland Road)		●		
Willandra Street (Belmore Street – House Number 14)				●
Program: Paths and Cycleways	314,990	438,690	360,000	280,000
Adelphi Street (Herring Road – Cul De Sac)	●			
Bowden Street (Ferry Wharf – Bay Drive)		●		
Cosimo Place (Quarry Road – Cul De Sac)	●			
Dunbar Street (Samuel Street to Samuel Street)				●
Kuppa Road (Wolger Road – Cul De Sac)		●		
Napier Crescent (David Avenue – 350 Lane Cove Road)	●			
Orana Street (Trevitt Road to Cul De Sac)			●	
Pindari Street (Pindari Park to Trevett Road)			●	
Terry Road (Commissioners Road – Pennant Avenue)			●	
Walking and Riding Routes to Ryde Public School		●		
Warren Street (Smalls Road – No.11)				●
Woodbine Crescent (50 Woodbine – 70 Woodbine)	●			
Zola Avenue (Smalls Road to Cul De Sac)				●
Program: Catchment Waterway	–	250,000	750,000	500,000
113 Kent Road, Marsfield		●		
22 Pennant Avenue, Denistone			●	
Booth Street, Marshfield			●	

Projects for 2025-2029

		Budget (\$)			
		2025/2026	2026/2027	2027/2028	2028/2029
Napier Crescent, North Ryde			●		
Wattle Street, West Ryde					●
Program:	Community Inclusion and Wellbeing	40,000	773,350	375,000	–
Addington House		●	●		
Willandra House				●	
Program:	City Sports and Recreation	210,010	4,102,780	4,590,000	2,125,000
Ann Thorn Park – Local Playground		●			●
Catherine Hamlin Park			●		
CLOSPE – Ryde Park			●		
Critical Infrastructure Project – Santa Rosa Park			●	●	
Drainage ELS Hall 2					●
Drainage Santa Rosa			●		
ELS Hall Park – Pole Replacement					●
ELS Hall Park – Synthetic Surface Renewal				●	●
Fontenoy Park (Sportsfield Lighting Expansion)					●
LH Waud – Sportsfield Lighting			●		
Ryde Park – 1				●	
Ryde Wharf Replacement Decking					●
Santa Rosa #1		●	●		
Tuckwell Park Amenities Upgrade			●	●	
Program:	Strategic Property	2,211,250	127,510	–	–
24 Argyle Avenue, Ryde – Garage			●		
Operation Centre – HVAC Project		●			
Operation Centre – Particulate Extraction System – Implem		●			
Operation Centre – Roofing		●			
Top Ryde – HVAC Project		●			
Top Ryde – Water ingress through façade		●	●		
Top Ryde Replacement of non-compliant spiral staircase		●			
East Ward		11,121,260	18,532,420	19,383,469	19,254,000
Program:	Traffic and Transport	250,000	150,000	–	–
Monash Road Gladesville Pedestrian Refuge		●			
Twin Road Wombat Crossing			●		
Program:	Roads	690,000	3,165,000	4,832,000	3,369,000
AM – Twin Road (Badajoz Road – Nerang Street)				●	
Betty Hendry Parade (Cutler Pde – Rowell St)			●		

Projects for 2025-2029

		Budget (\$)			
		2025/2026	2026/2027	2027/2028	2028/2029
Bond Street (Twin Road – Cul De Sac (S))				●	
Boulton Street (Morrison Road – Phillip Road)					●
Champion Road (Morrison Road – Brett Street)					●
Clarence Street (Pittwater Road – Blenheim Road)					●
Cressy Road (Cox's Road – Cul De Sac)				●	
Cressy Road (Victoria Road – Buffalo Road)				●	
Deeble Street viewing platform			●		
Delmar Parade (Amiens Street – Shackel Avenue)					●
Folkard Street (Marilyn Street – House Number 5/5a)			●		
Higginbotham Road (Cressy Road – #58)			●		
John Miller Street (Milne Street – Quarry Road)					●
Marshall Place (Wicks Road – Cul De Sac)			●		
Milne Street (Badajoz Road – John Miller Street)					●
Mitchell Street (Ida Street – Morrison Road)				●	
Nash Place (Cressy Road – Cul De Sac)					●
Oates Avenue (Westminster Road – Swan Street)			●		●
Owen Street (Buffalo Road – Cul De Sac (E))					●
Parkes Street (Samuel Street – Blaxland Road)				●	
Pittwater Road (High Street – Thompson Street)					●
Princes Street (Morrison Road – Phillip Road)				●	
Regent Street (Small Street – Storey Street)				●	
Spencer Street (Tennyson Road – Cul De Sac)			●		
SRV – Bayview Street (Morrison Road – Teemer Street)					●
SRV – Irvine Crescent (Victoria Road – Providence Road)			●		
SRV – Raven Street (Ross Street – Western Crescent)					●
Stroud Street (Twin Road – Berripa Close)				●	
Tennyson Road (Beach Street – Deeble Street)					●
Waterloo Road (Thomas Holt Drive – Wicks Road)			●		
Westminster Road (Oates Avenue – Diggers Avenue)					●
Victoria Lane (Regent Street – End)		●			
Waterview Street (Douglas Street – Regent Street)		●			
Wharf Road (Amiens Street – Bernard Avenue)					●
Program:	Paths and Cycleways	196,850	590,000	127,675	373,000
Arnold Street (Frederick Street to Cul De Sac)					●
Baird Avenue (Providence Road to Cul De Sac)					●

Projects for 2025-2029

		Budget (\$)			
		2025/2026	2026/2027	2027/2028	2028/2029
Chadwick Street (Delange Road – Cul De Sac)					●
Cycleway Construction (Stage 1 & 2 – Regional Route 04)			●	●	
Forrest Road (Ryde Secondary College to Cul De Sac)			●		
Glades Avenue (Ross Street – Linsley Street)			●		
Pacey Avenue (Badajoz Road to Badajoz Road)					●
Robinson Street Missing Link			●		
Suttor Avenue (Belmore Street – Church Street)		●			
Program:	Resilience and Sustainability	–	250,000	–	–
Buffalo Creek bank stabilisation			●		
Program:	Catchment Waterway	331,650	614,750	1,093,894	1,315,000
1 Regent Street, Putney				●	
1A Regent Street Retaining Wall Renewal			●		
34 Gregory Street, Putney				●	
4 Conrad Street, North Ryde – Pipe Replacement				●	
56 Thompson Street, Gladesville					●
Clarence Street, North Ryde					●
Joy Street, Gladesville – Pipe Upgrade					●
Stanley Street, Putney			●		
Wharf Road Gladesville Seawall construction		●	●		
Program:	Waste and Recycling	100,000	100,000	100,000	100,000
Porters Creek Precinct		●	●	●	●
Program:	Community Inclusion and Wellbeing	240,000	–	–	–
North Ryde Community Hall HVAC		●			
Program:	City Economy	50,000	–	–	–
Blenheim Road Investigations		●			
Program:	City Sports and Recreation	9,262,760	13,428,830	13,204,900	14,097,000
Bill Mitchell Park					●
Blenheim Park – Masterplan Delivery – Expansion		●	●		
Blenheim Park – Masterplan Delivery – Renewal		●	●		
Bremner Park		●			
CIOSPE – RALC Stage 2				●	●
Drainage & Irrigation Monash Park					●
Lachlan's Line Pedestrian Lighting renewal			●		
Morrison Bay Field 3		●			
Morrison Bay Park #3		●	●		

Projects for 2025-2029

		Budget (\$)			
		2025/2026	2026/2027	2027/2028	2028/2029
Morrison Bay Park 6					●
Peel Park					●
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			●		
Upgrade of Magdala Park Playground				●	●
Westminster Park Amenities			●	●	
Program:	Library	–	–	25,000	–
North Ryde Library Minor Refurbishment				●	
Program:	Strategic Property	–	233,840	–	–
Rockend Cottage – Rectification of Unauthorised			●		
SES – Repainting internal/external			●		
West Ward		2,389,180	5,924,400	32,706,762	3,955,138
Program:	Traffic and Transport	109,870	–	250,000	–
Glen Street Car Park Defect Remediation Works		●			
Graham Avenue, Eastwood Pedestrian Refuge				●	
Program:	Roads	795,000	1,290,000	4,467,808	2,867,878
Batten Avenue (Cul De Sac – Cobham Avenue)				●	
Brush Road (Rutledge Street – Denman Street)					●
Buena Vista Avenue (Stage 2 Construction – Buena Vista)				●	
Clanwilliam Street (Read Street – Denman Street)			●		
Clifton Street (Sindel Street – Cul De Sac (S))				●	
Daphne Street (Hermoyne Street – Cul De Sac (W))				●	
Dickson Avenue (Chatham Road – Bellevue Avenue)		●			
Farnell Street (Bell Avenue – Winbourne Street)					●
Fonti Street (North Road – Star Street)					●
Fonti Street (Star Street – Susan Avenue)					●
Fonti Street (Susan Place – Hunts Avenue)					●
Grove Lane (Grove Street – Orange Street)			●		
Hopetoun Avenue (Russell Street – Blaxland Road)			●		
Katoa Place (Zanco Road – Cul De Sac (S))					●
Lakeside Road (The Avenue (Eastwood) – Glen Street)					●

Projects for 2025-2029

		Budget (\$)			
		2025/2026	2026/2027	2027/2028	2028/2029
Lexcen Place (Treharne Close – Cul De Sac (E))					●
Marlow Avenue (Miriam Road – Ryedale Road)					●
Menzies Road (Elk Street – Menzies Road)				●	
Murray Street (Moirs Ave – Shaftsbury Road)				●	
North Road (Tallwood Avenue – Ferrabetta Avenue)					●
Reserve Street (Anthony Road – Miri Road)					●
Ryedale Road (Second Avenue – Fourth Avenue)		●			
Shaftsbury Road (Rowe Street – Rutledge Street)			●		
Sobraon Road (Waring Street – Zanco Road)					●
SRV – Vimiera Road (Corunna Road – Vanimos Place)					●
Susan Place (Fonti Street – Cul De Sac)					●
Talavera Road (Culloden Road – Busaco Road)				●	
Vincentia Street (Cul De Sac (N) – Agincourt Road)				●	
Waterloo Road (Trafalgar Place – Culloden Road)				●	
Waterloo Road (Vimiera Road – Trafalgar Place)				●	●
Wilding Street (Winston Street – Cul De Sac (E))		●			
Young Parade (Second Avenue – Third Avenue)					●
Zanco Road (Katoa Place – Koorong Street)			●		
Program:	Paths and Cycleways	130,000	–	340,000	427,000
Bellevue Avenue (Bencoolen Avenue – Dickson Avenue)				●	
Darvall Road (Warrawong Street – Rutledge Street)		●			
Dickson Avenue (Bellevue Avenue – Shaftsbury Road)				●	
Fourth Avenue (East Parade to Young Parade)					●
Gwendale Crescent (Gwendale Crescent to Cul De Sac)				●	
John Street (Winbourne Street (E) to Lambert Street)				●	
Lambert Street (Winbourne Street E to John Street)					●
Trelawney Street (Coronation – Shaftsbury)					●
Program:	Catchment Waterway	777,810	1,905,000	–	200,000
100 – 104 Rowe St Stormwater Drainage Upgrade			●		
200 North Road, Eastwood					●
295 Rowe Street, Eastwood			●		
33 Kingsford Avenue, Eastwood			●		
Clive Road, Eastwood			●		
Doig Avenue, Denistone East		●			
Driver Street, Denistone West			●		

Projects for 2025-2029

		Budget (\$)			
		2025/2026	2026/2027	2027/2028	2028/2029
SRV – Chatham Road, West Ryde			●		
Program:	Community Inclusion and Wellbeing	–	20,000	–	–
Old Eastwood Town Hall			●		
Program:	City Sports and Recreation	325,000	2,709,400	27,504,854	200,000
Anzac Park – Masterplan Delivery			●	●	
Brush Farm Park Netball Courts Subsidence					●
Christie Park 1 – Synthetic Surface Renewal		●	●		
Christie Park 2 – Synthetic Surface Renewal			●	●	
CIOSPE – Christie Park Stages 3 and 4			●	●	
Drainage Dunbar Park				●	
Drainage Pioneer Park				●	
Eastwood Lower		●			
Eastwood Park Sports Field Lighting Renewal		●			
Pioneer Park				●	
Quandong Reserve and Cottonwood Reserve				●	
Upgrade of Eastwood Park Playground – Installation					●
Upgrade of long jump run ups – Dunbar Park			●		
Program:	Library	209,000	–	–	200,000
Upgrade Eastwood Library		●			●
Program:	Strategic Property	42,500	–	144,100	60,260
100 – 104 Rowe Street Eastwood – Toilet Alteration					●
202 Rowe Street Eastwood – Refurbishment				●	
202 Rowe Street, Eastwood – Replacement of Main switch		●			
Mixed / Multiple Wards		14,158,950	28,786,590	12,370,372	16,425,120
Program:	Traffic and Transport	4,753,660	7,837,070	701,596	708,594
Bus Stop DDA Compliance – Expansion		●	●	●	
Bus Stop DDA Compliance – Renewal		●	●		
Future Design – Traffic		●	●	●	●
LATM facilities			●		●
LATM Facilities (e.g. road humps, kerb blisters, etc.)				●	●
Local Transport Forum Traffic Items (including surveys)				●	●
Pedestrian Crossing Lighting Upgrade		●	●		
Traffic Facilities Renewal (Local & Regional Roads)		●	●		
Traffic Infrastructure		●	●		

Projects for 2025-2029

		Budget (\$)			
		2025/2026	2026/2027	2027/2028	2028/2029
Program:	Roads	784,880	1,569,760	2,234,768	2,989,768
Asset Renewal – Other Road Assets				●	●
Bridge Rehabilitation Works			●	●	●
Cecil Street (North Road – Birdwood Street)					●
Future Design – Civil Infrastructure Assets		●	●	●	●
Heavy Patching		●	●	●	●
Kerb and Gutter condition 4 and 5		●	●	●	●
Meadowbank Water Station		●			
Morrison Road (Church Street – Belmore Street)				●	
North Road (Lovell Road – Tallwood Avenue)					●
Pavement Testing and Design			●	●	●
Program:	Paths and Cycleways	425,010	525,000	525,000	900,000
Cycleway Design		●			
Footpath and Kerb Ramp Renewal		●	●	●	●
Minor works for Cycleways		●	●	●	●
RR01 Eastwood Meadowbank Missing Links Design				●	
RR01 Eastwood Meadowbank Missing Links Construction					●
Program:	Community Safety and Amenity	–	150,000	–	–
CCTV Renewal			●		
Program:	Catchment Waterway	205,000	395,000	1,035,000	1,700,000
Asset Renewal – Stormwater				●	●
Buffalo Road, Ryde					●
SRV – Pipe Lining Treatments – Combined		●	●	●	●
SRV – Pit/Pipe Small Reconstructions		●	●	●	●
Program:	Community Inclusion and Wellbeing	286,800	180,000	315,000	255,000
Community Facilities Access/Capacity Program		●			
Community Facilities DDA Accessibility Audit DIAP			●	●	●
Community Facilities Lifecycle replacement Program		●			
Community Facilities Preschool Renew Program		●	●	●	●
Kitchenette Repurposing and Accessible Toilet Upgrade				●	
Program:	City Sports and Recreation	1,779,600	9,532,330	1,000,000	1,300,000
Drainage – Meadowbank 4					●
Future Design – Parks		●	●	●	●
Lighting Control and LED upgrade		●			
LTFP – Sportsfield Upgrade & Renewal					●

Projects for 2025-2029

		Budget (\$)			
		2025/2026	2026/2027	2027/2028	2028/2029
Meadowbank Park – Fields 3, 4, 5 & 6				●	
Meadowbank Park – LH Waud			●		
Meadowbank Park – Remediation			●		
Meadowbank Park Masterplan Delivery AIF		●	●		
Parks Amenities Buildings – compliance works		●		●	●
Sportsfield LED Floodlighting Renewal			●		
Program:	Library	1,221,000	440,000	415,000	2,525,000
Library Renewal Planning			●	●	●
Library Upgrade and Technology Enhancements		●			
Ryde/Gladesville Library Renewal – After Hours Fitout		●	●	●	●
Program:	Strategic Property	50,000	4,150,000	2,150,000	1,286,500
Asset Renewal – Buildings				●	●
Building Management System (BMS) Upgrade					●
Future Design – Building		●	●	●	●
Office Relocation Project 2026			●		
Program:	Service Delivery Support	4,653,000	4,007,430	3,994,008	4,760,258
Plant & Fleet Purchases		●	●	●	●

Our Four-Year Financial Overview

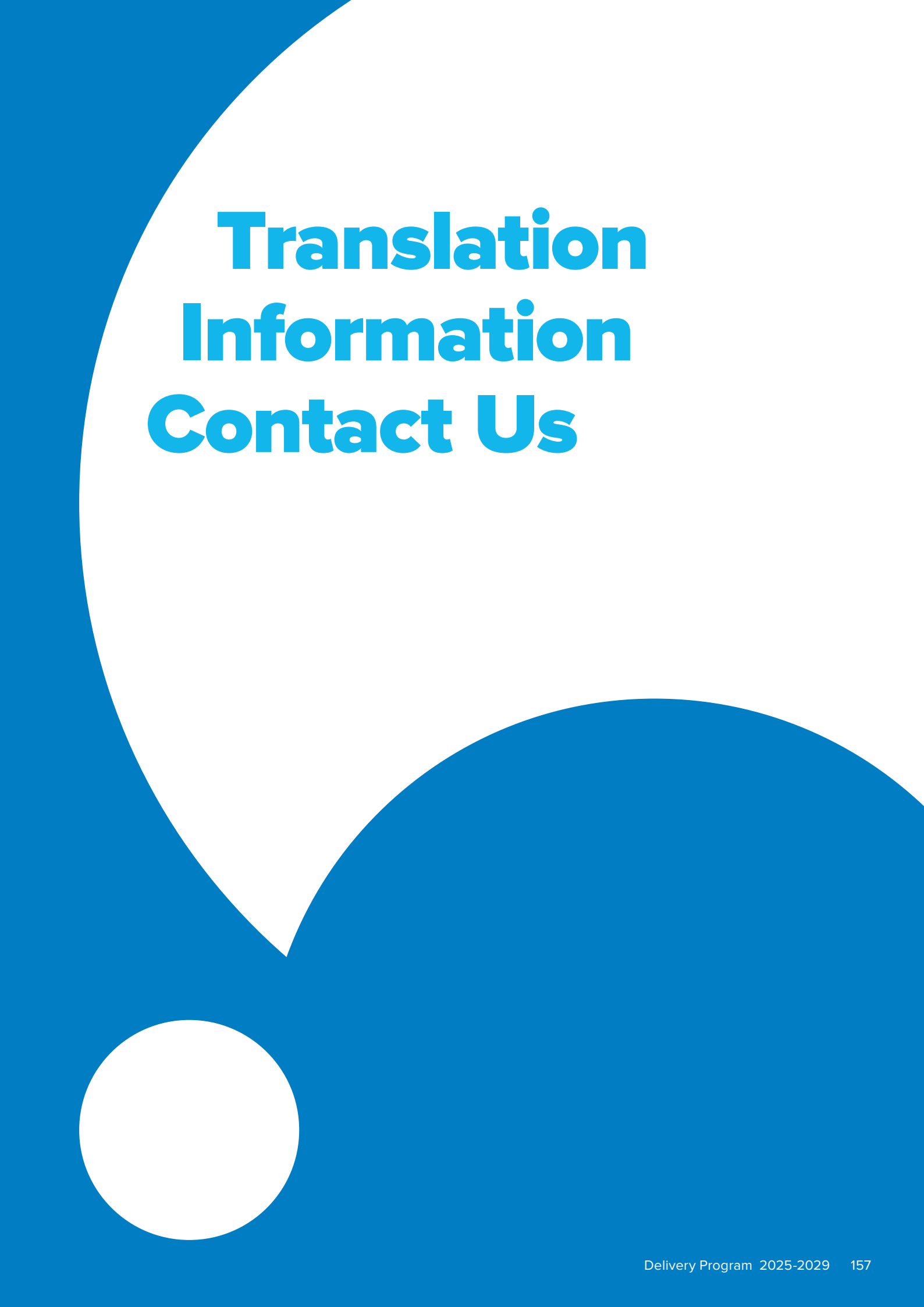
Four-Year Non-Capital Projects

		Budget (\$)			
Projects for 2025-2029		2025/2026	2026/2027	2027/2028	2028/2029
Grand Total		2,178,900	1,527,810	1,794,591	2,826,537
Strategic Outcome 1: Our Vibrant and Liveable City		–	–	–	–
Strategic Outcome 2: Our Active and Healthy City		155,900	55,900	407,000	37,500
Program:	City Sport and Recreation	120,000	–	–	–
Review of Childrens Play Plan		●			
Update to Council's Halls and Facilities Strategy		●			
Ryde Park Masterplan		●			
Sport and Recreation Strategy Update		●			
Plan of Management Housekeeping Update		●			
Program:	Library	35,900	55,900	407,000	37,500
Library Strategic Plan Implementation			●		
Digital Enhancement		●	●	●	●
Replacement of RFID Equipment				●	
Libraries Public PC Renewal				●	
Strategic Outcome 3: Our Natural and Sustainable City		606,000	615,440	507,750	509,000
Program:	Resilience and Sustainability	136,000	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	200,000	200,000	200,000
Stormwater CCTV Investigations		●	●	●	●
Program:	Waste and Recycling	270,000	170,000	171,750	173,000
Schools Waste Education Program		●	●	●	●
Community Recycling Drop-off		●			
Bin Bay Upgrade Program		●			

● Indicates budgeted funding in the financial year

Projects for 2025-2029		Budget (\$)			
		2025/2026	2026/2027	2027/2028	2028/2029
MUDs Resource Recovery		●	●	●	●
Household Problem Waste Collection Service		●	●	●	●
Strategic Outcome 4: Our Smart and Innovative City		176,500	157,160	127,841	128,537
Program:	City Economy	176,500	157,160	127,841	128,537
Ryde After Dark Program		●	●	●	●
Innovation Strategy		●	●	●	●
Visitor Economy Strategy		●	●	●	●
Strategic Outcome 5: Our Connected and Accessible City		210,000	189,310	200,000	567,500
Program:	Traffic and Transport	–	79,310	140,000	507,500
Glen Street Car Park Defect Remediation Works			●	●	●
Program:	Roads	210,000	110,000	60,000	60,000
Bridge Condition Assessment		●	●		
High Risk Tonkin Line CCTV condition assessment		●	●	●	●
Porters Creek Stormwater Culverts Investigation		●			
Strategic Outcome 6: Our Diverse and Inclusive City		180,500	110,000	152,000	114,000
Program:	Community Inclusion and Wellbeing	180,500	110,000	152,000	114,000
City of Ryde Reconciliation Action Plan				●	
DIAP Implementation		●	●	●	●
White Ribbon Implementation		●	●	●	●
Creativity Strategy Implementation		●	●	●	●
Social Strategy Implementation		●	●	●	●
Strategic Outcome 7: Our Open and Progressive City		850,000	400,000	400,000	1,470,000
Program:	Governance and Corporate Services	850,000	400,000	400,000	1,470,000
Review of the Community Strategic Plan					●
Council Election					●
Councillor Induction					●
Asset Data Collection		●			
ICT Strategy Implementation		●	●	●	●





Translation Information Contact Us

Translation Information

English

Language Assistance

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

Arabic

المساعدة اللغوية

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

Armenian

Լեզվական աջակցություն

Թարգմանչի անվճար ծառայության համար զանգահարեք

Թարգմանության ծառայության (TIS) հեռախոսահամարին՝ 131 450:

Chinese (Simplified)

语言帮助

如需免费口译服务，请拨打 TIS 笔译和口译服务，电话 131 450。

Farsi (Persian)

کمک زبانی

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

Hindi

भाषा संबंधी सहायता

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
www.ryde.nsw.gov.au/Library/Visit-Us

Accessibility Assistance

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

Acknowledgements

The City of Ryde would like to acknowledge the community and all staff
who contributed to the completion of this report.

Published 2026



Lifestyle and opportunity
at your doorstep

Customer Service Centre

1 Pope Street,
Ryde NSW 2112
(+61 2) 9952 8222
www.ryde.nsw.gov.au

Copyright 2026
® City of Ryde