Annual Report

2019-20

Randwick City Council
a sense of community

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Mayor's Message

The latter half of this year has presented our nation, our state and our community with a series of challenges we've not had to face before. The benefit of facing challenges, however, is that they call for creative responses, they can make us stronger and when we find ways to overcome them, the sense of achievement is great.

Our Annual Report provides an overview of the activities and programs we've undertaken in the past 12 months, for the financial year 2019-20, and it shows a Council able to respond quickly and effectively to the changing needs of its community. It also notes our achievements, and when I look over what we have accomplished, I feel a sense of pride in how Randwick Council has been able to support our community through what has been an incredibly difficult time for many.

In March, Council endorsed a $2.3M support package that waived a range of fees and identified other ways we were able to support key areas of our community. Our Operational Plan and Budget, released in July, included a $48.6M infrastructure program aimed at stimulating the economy and creating more than 3,000 jobs.

It also included a support package of initiatives, called Resilient Randwick, that aims to develop job creation, provide community and business support and assist business recovery.

I'm also pleased that we have been able to support and retain our own workforce as they have adjusted to new ways of working while continuing to deliver the services and projects that keep our community running smoothly.

Council staff have found ways to shift many events and programs online, so that residents don't miss out on opportunities for connection with each other or to maintain their health and wellbeing.

We've also kept an eye on the future, particularly with regards to the environment, and made changes that support our vision for a more sustainable Randwick City. We have replaced more than 1000 streetlights with energy efficient LED lights that reduce not just greenhouse gas emissions but our energy costs as well.

As part of our commitment to conserving water, we started the installation of a stormwater harvesting system in Maroubra, which will capture, treat and provide water for the toilets at Maroubra Surf Club and South Maroubra amenities.

I'm thankful for this year of opportunities, which has allowed us to look at different ways we can serve our community and ensure our residents have the support they need.

Cr Danny Said
Mayor of Randwick

General Manager's Message

While the Annual Report presents us with an opportunity to review all that we have built and achieved over the past financial year, it also shows us what it is possible to accomplish in the midst of a pandemic when a team works together towards the common goal of looking after our residents and local businesses.

More importantly, it reminds us that when we emerge from this, we will be a stronger, more cohesive community that offers support to those who need it.

Our financial position remains strong, despite the impacts of the pandemic. The $2.3 million Community Support Package adopted by Council, in conjunction with the pandemic related closure of some of our services such as the Des Renford Leisure Centre, resulted in a reduction in our revenues. However, our financial performance has remained sound with a net surplus result of $23.2 million for the year.

Our staff are one of the key reasons we have been able to respond with speed and agility to the constant changes we experienced in 2020. Their willingness to quickly embrace new technology that allowed them to work from home and find ways to implement digital alternatives to what were formerly paper-based processes has meant there was little disruption to our services.

The use of new technology also allowed us to hold livestreamed Council meetings that allowed for public participation and enabled us to livestream several events including Anzac Day.

As part of the Coogee Smart Beach Project, smart beach displays were installed showing aquatic conditions in real time. Smart lockers, BBQs, sunscreen dispensers, water fountains and bins were installed, and wifi and CCTV were extended along the upgraded Coogee Bay Road town centre.

We also completed the streetscape upgrades to Coogee Bay Road. This included footpath widening and new paving for improved outdoor dining, undergrounding of powerlines, new street furniture and landscaping. The design also caters for improved pedestrian amenity and safety with anti-terrorism structures, CCTV and improved lighting.

Other capital works that have been completed include the upgrade of the Frenchman's Bay playground, remediation of Purcell Park in Matraville, the new Mahon Pool Amenities were opened, and the Malabar Offshore Jet Rescue facility was finished. More recently, we have commenced work on amenities buildings at Yarra Bay Bicentennial Park and Malabar Junction and started work on the Coogee Surf Club upgrade.

This investment in our community is one of the key ways that we will ensure we're all able to get through this unusual time together and create a liveable City that meets the needs of all our residents.

Therese Manns
General Manager

Our Vision and mission

Randwick City has a diverse community made up of many cultures including a significant Indigenous population. We have outstanding natural features with a spectacular coastline, and we are one of the oldest local government areas in Australia.

We have a rich history that has formed who we are, and by establishing a vision for the future and working together, we will create a bright future.

Randwick City Council's vision is to build a sense of community. We are achieving this through our mission statement of working together to enhance our environment, celebrate our heritage, and to value and serve our diverse community.

Our values

Our corporate values show how Council wishes to conduct itself as an organisation and reflect the manner in which we wish to engage our customers and the community. They provide a lens and a reference point for all staff in the organisation.

Our five corporate values are:

INTEGRITY: Ensuring transparency and honesty in all our activities

CUSTOMER FOCUS: Delivering prompt, courteous and helpful service and being responsive to people's changing needs

ACCOUNTABILITY: Accepting our responsibility for the provision of quality services and information which meet agreed standards

RESPECT: Treating everyone with courtesy, dignity and fairness regardless of our own feelings about the person or the issue

EXCELLENCE: Being recognised for providing services, programs and information which consistently meet and exceed standards through the use of best known practices and innovation.

Responding to COVID-19

Randwick Council, like every organisation in Australia, has been impacted by the coronavirus pandemic and it has changed the way we function as a Council. Our priority was and always will be the safety and wellbeing of our staff and community.

Here are some of the ways we addressed the impacts of COVID-19.

We changed the way we operated to ensure we could manage the health risk and continue to deliver the essential services and projects needed by our community.

We carefully managed our community facilities and open spaces inline with the State Government's Public Health Orders. This included making tough decisions to limit access and, on occasions, close access to some locations like beaches, community centres and libraries.

We changed the way we worked to reduce the risk to our frontline staff and implemented new technologies and systems to enable our staff to continue working remotely if needed.

We moved our events and meetings online including library activities and workshops, Des Renford Leisure Centre fitness workouts, seminars and talks, community consultations, Council meetings and Precinct meetings.

In March 2020, Council endorsed its initial $2.3M COVID-19 support package, which waived a range of Council fees and provided free parking for hospital workers. This program later expanded to more than $52M in direct support and capital expenditure – including the creation of more than 3,000 jobs as part of Council's 2020-21 capital works program.

We acted quickly to create a range of measures, including direct financial support, to help businesses and community groups impacted by COVID-19.

Casual staff whose work was interrupted as part of closures to our facilities were redeployed as 'Spread kindness not germs' ambassadors. These staff wearing bright blue shirts were located at beaches and public places reminding people to practice social distancing.

Council also sent out Community Care Cards encouraging people to check in with their neighbours and offer practical support where they could.

Vulnerable members of the community were targeted through programs that provided free packs of fruit and vegetables through existing support networks. A unique partnership between Randwick Council, Harris Farm Markets and Viral Kindness provided hundreds of boxes of vegetables throughout the height of the pandemic.

Council's ongoing commitment to helping our community through the pandemic is reflected in the adopted 2020-21 Operational Plan and Budget. This plan incorporates measures that will help build a resilient Randwick that can can survive, adapt and thrive despite the unforeseen shock of COVID-19.

Resilient Randwick

Randwick City Council is investing more than $52M in direct support and assistance programs to create jobs, provide support for the community and businesses and to assist with business recovery. Our Resilient Randwick plan provides $49M in capital works and $3.7M in support and recovery initiatives.

CONSTRUCTION

- ✔ $49M accelerated capital works program creating more than 3,000 jobs.
- ✔ Works include new community and cultural centres, amenities buildings and sporting facilities.

COMMUNITY

- ✔ Creation of a dedicated assistance line to connect people with support services.
- ✔ Free rent for childcare and not for profit organisations using Council properties.
- ✔ Increased waste collection services.

FINANCIAL SUPPORT FOR BUSINESSES

- ✔ Rental subsidies for Council tenants facing hardship.
- ✔ Waiving Council fees for business DAs, footway dining, A-frame signage and food inspections.

BUSINESS SUPPORT

- ✔ New economic development and place-making team to work with businesses on initiatives to aid recovery.
- ✔ Assisting local businesses with compliance in response to changing restrictions.

ONLINE EVENTS

- ✔ Online events, fitness sessions, courses, community meetings, workshops and library programs.

HEALTH CARE WORKERS

- ✔ Supporting hospital workers with free parking permits.

SPORT & RECREATION

- ✔ Waiving ground hire fees for winter sports and assisting with COVID-safe plans.
- ✔ Pop-up pedal parks and food trucks.
- ✔ Supporting pop-up cycleways.

CULTURE

- ✔ New $170K grants stream to support the arts industry (taking our total grants program to $1M).

Spread kindness not germs!

Planning and reporting at Randwick City Council

This Annual Report highlights the key achievements of Randwick City Council during 2019-20 and presents the required statutory information.

Our planning and reporting approach

The Randwick City Plan is Council's 20-year community strategic plan that reflects our community's vision and long term goals. It focuses on six central themes:

- Responsible management
- A sense of community
- Places for people
- A prospering City
- Moving around
- Looking after our environment.

The **City Plan** is prepared by Council through engagement and collaboration with the community, other levels of government and major institutions within the City. This plan is underpinned by a suite of medium term plans and the Resourcing Strategy which takes into account our workforce, our finances, our technology and our assets which enable us to deliver services to the community.

The Delivery Program 2018-2022 reflects the City Plan and includes the strategic approaches that will be implemented to achieve the directions under each theme. The annual Operational Plan further details the actions that will be undertaken in implementing the various approaches.

Closing the loop

All of Council's short, medium and long term strategies and plans are integrated with the City Plan themes. All plans are developed, implemented and reported with this integration in mind.

Data is collated to produce quarterly reports, showing how each action listed in our Operational Plan is progressing and measures our effectiveness. This framework demonstrates Council's commitment to accountability and transparency in reporting our performance.

The 2019-20 Operational Plan and associated quarterly reports can be viewed at **www.randwick.nsw.gov.au/about-council/policies-plans-and-forms/plans-and-reports.** This Annual report assesses our performance during the 2019-20 year against the six City Plan themes.

Indicators Model

The **Randwick City Plan Indicators Model** was developed in 2010 to monitor and evaluate the state of the City in line with the themes and directions set by the community in the Randwick City Plan. The model measures the outcomes of the actions taken by the Council, other organisations, the community and the impact of factors such as changes in the environment and economy. The Randwick City Plan Indicators Model is available on Council's website here: **www.randwick.nsw.gov.au/about-council/policies-plans-and-forms/plans-and-reports.**

Council is currently reviewing how we measure performance with regard to achieving specific outcomes. Please refer to page 28 for more information on our performance management framework.

Census data – ABS

The Census of Population and Housing, undertaken every five years, is a descriptive count of everyone who is in Australia in any given household on one night. Information from the Census provides a reliable basis for estimating the population of local government areas, planning the distribution of government funds, and making informed decisions on policy and planning issues. The most recent Census of Population and Housing was conducted on 9 August 2016. Comprehensive demographic information for Randwick City is available on our website at: **www.randwick.nsw.gov.au/community/randwick-city/demographics-and-population.**

Financial reports

Randwick City Council Financial Reports contain detailed information about Council's financial position at the end of the year and how it performed over the preceding 12 months. The reports are independently audited and published annually. The 2019-20 Financial Reports can be found on Council's website here: **www.randwick.nsw.gov.au/about-council/policies-plans-and-forms/plans-and-reports.**

All data provided in this report is the most recent available at the time of preparation.

About Randwick City

Randwick City is located in the eastern suburbs of Sydney, bounded by Waverley Council to the north, the Pacific Ocean to the east, Botany Bay to the south and the City of Sydney and Bayside councils to the west.

Our City covers 37.42 square kilometres (3,742 hectares) and includes the suburbs of Chifley, Clovelly, Coogee, Kensington, Kingsford, La Perouse, Little Bay, Malabar, Maroubra, Matraville, Phillip Bay, Randwick and South Coogee.

Our City is known for its extensive parkland and open space areas including Centennial Park, Heffron Park and Kamay Botany Bay National Park; 29 kilometres of coastline with the magnificent Coastal Walkway linking ten beaches and eight ocean pools; excellent education and medical facilities including the University of NSW (UNSW), the Randwick Hospitals Complex and associated research and related services; a strong artistic and cultural focus; regionally significant recreational facilities; employment facilities such as Port Botany; and its proximity to the Sydney Central Business District and Sydney Airport.

Our people

At end June 2019[1] our estimated resident population was approximately 155,649, having increased by 1,504 people (0.98%) during the previous year.

It is projected[2] that Randwick City's population will increase by an average of 0.7 per cent annually reaching 179,423 in 2041.

Of the households in our City, 63.1 per cent are lived in by families, who welcomed 1,905 new born babies during the 12 month period to December 2018[3].

Of our resident population, 48.6 per cent are overseas born, and over 40 per cent speak a language other than English at home. 70.8 per cent of all Randwick City residents have at least one parent born overseas[4]. From July 2019 to June 2020, approximately 900 Randwick residents became new Australian citizens.

At 30 June 2019 there were 13,462 local businesses in Randwick City generating 57,355 local jobs[5]. 26.6% of Randwick City residents both live and work in Randwick City[6].

[1] Source: Australian Bureau of Statistics 3218.0 Regional Population Growth, Australia, Estimated Resident Population (25 March 2020)
[2] Source: NSW Department of Planning, Industry and Environment, Population, Household and Implied Dwelling Projections by LGA (ASGS 2019)
[3] Source: Australian Bureau of Statistics 3301.0 Births, Australia, 2018
[4] Source: Australian Bureau of Statistics Census of Population and Housing 2016
[5] Source: National Institute of Economic and Industry Research 2019
[6] Source: Australian Bureau of Statistics Census of Population and Housing 2016

Quality of life

Randwick City is a highly desirable place to live, work and visit.

Residents have a strong attachment to their community and local area demonstrating that we are achieving our vision of building a sense of community.

Randwick residents have consistently rated the area as a good place to live. Council carries out deliberate engagement with the community to gauge levels of satisfaction which informs decision-making and service delivery.

Community engagement

In response to NSW Government requirements, Council developed a new community consultation strategy that provides a single document setting out how and when Council will engage with the community.

This Community Participation Plan (CPP) incorporates Council's requirements for notification and exhibition of development related matters and also includes Council's framework and strategy for consultation with the community.

The purpose of the CPP is to provide a single document that the community can access that sets out all of council's community participation requirements (including under the planning and other legislation), including all minimum mandatory and non-mandatory exhibition timeframes.

Council believes the community has a right to be involved in decisions affecting them and Council actively uses the experience and knowledge of the local community to make better decisions.

We are committed to ensuring residents are informed about how we use public funds and make decisions. We use a number of regular communication channels such as direct mailouts, print advertising, flyers, local newspapers, eNews, banners, and community newsletters. Our website, smartphone app and the use of social media platforms such as Twitter, Facebook, Instagram and YouTube also provide residents with access to a range of Council services and information.

We seek regular feedback from our consultative and advisory committees, our precinct committees and chambers of commerce; as well as from leadership forums with local businesses.

Due to social gathering restrictions, Council's consultations were online only from March 2020 and this provided opportunities to use new techniques such as Facebook Live, Zoom seminars and online Precinct meetings. Despite the challenges faced in not being able to meet face to face, the digital techniques have proved effective and in many cases have attracted more participants than traditional techniques.

We conduct surveys through the **Your Say Randwick** online site that allows residents and ratepayers to let Council know what they think of proposed projects and plans. Interested residents are encouraged to subscribe to receive notifications about new consultations. For a closer look go to: **www.yoursay.randwick.nsw.gov.au**

The Mayor and Councillors

The City of Randwick is divided into five wards - north, south, east, west and central.

There are 15 elected representatives with three Councillors representing each ward. The elections due to be held in September 2020 have been delayed by 1 year due to COVID-19. Therefore, the current Councillors are serving a four-year term (September 2017 to September 2021)

The responsibilities of Councillors are defined in the NSW Local Government Act 1993 and include:

- to be an active and contributing member of the governing body;
- to make considered and well informed decisions as a member of the governing body;
- to participate in the development of the integrated planning and reporting framework;
- to represent the collective interests of residents, ratepayers and the local community;
- to facilitate communication between the local community and the governing body;
- to uphold and represent accurately the policies and decisions of the governing body; and
- to make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a Councillor.

Council makes provision for Councillors to attend relevant conferences and encourages participation in ongoing professional development programs. Refer to page 76 for further information.

WEST WARD

Cr Alexandra Luxford
Labor
First elected in 2017

Cr Harry Stavrinos
Liberal
First elected in 2012

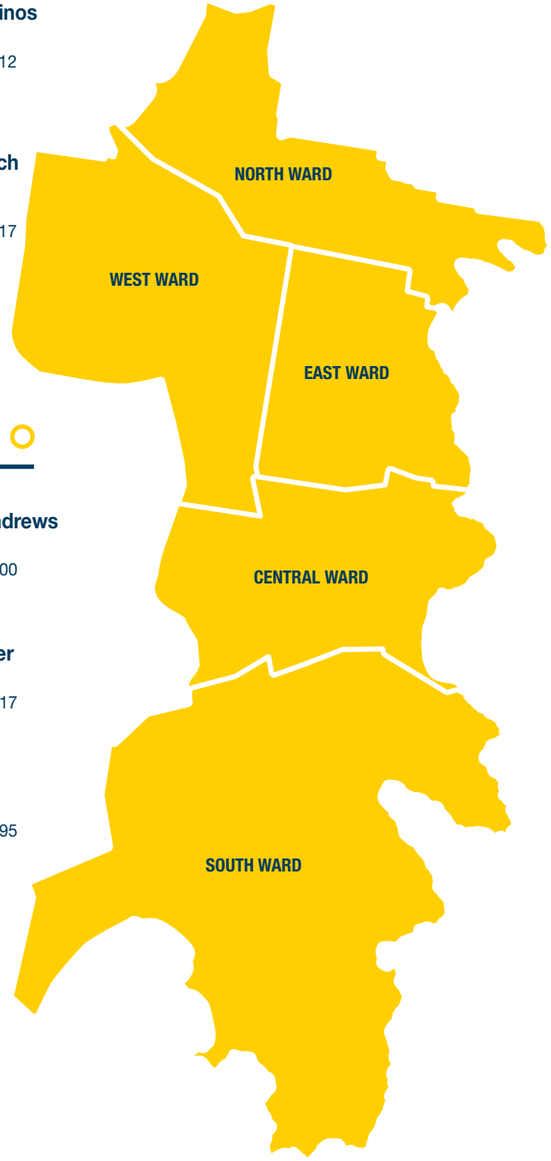
Cr Philipa Veitch
Deputy Mayor
Greens
First elected in 2017

CENTRAL WARD

Cr Anthony Andrews
Independent
First elected in 2000

Cr Dylan Parker
Labor
First elected in 2017

Cr Ted Seng
Liberal
First elected in 1995



NORTH WARD

Cr Christie Hamilton
Liberal
First elected in 2017

Cr Kathy Neilson
Labor
First elected in 2012

Cr Lindsay Shurey
Greens
First elected in 2012

EAST WARD

Cr Tony Bowen
Labor
First elected in 2008

Cr Murray Matson
Greens
First elected in 1995

Cr Brendan Roberts
Liberal
First elected in 2012

SOUTH WARD

Cr Carlos Da Rocha
Independent
First elected in 2017

Cr Noel D'Souza
Independent
First elected in 2012

Cr Danny Said
Mayor
Labor
First elected in 2017

Council meetings and decision-making

Ordinary Council Meetings are held once a month, generally on the 4th Tuesday of the month with the dates of the meetings listed on our website.

Residents are normally welcome to attend Council meetings in person; however, in the final quarter of the 2019-20 financial year, restrictions due to COVID-19 prevented meetings from proceeding in their normal format. Council live broadcasted its April and May meetings via Microsoft Teams.

In June, Council meetings returned to the Prince Henry Centre with strict social distancing requirements. To provide greater community access, live audio broadcasting of Council meetings via Council's website commenced in July 2020.

Extraordinary Council Meetings are called at short notice from time to time to address particular issues. The dates of these meetings are also published on our website (if timeframes permit).

Business Papers and Minutes for Council meetings are available on our website.

Organisational structure

Randwick City Council is managed by its General Manager and the Directors of three divisions: City Services, City Planning and Corporate Services.

General Manager

The General Manager's responsibilities are set out in the NSW Local Government Act 1993. They include:

- to conduct the day-to-day management of the Council in accordance with the strategic plans, programs, strategies and policies of the Council,
- to implement, without undue delay, lawful decisions of the Council,
- to advise the Mayor and the governing body on the development and implementation of the strategic plans, programs, strategies and policies of the Council,
- to advise the Mayor and the governing body on the appropriate form of community consultation on the strategic plans, programs, strategies and policies of the council and other matters related to the Council,
- to prepare, in consultation with the Mayor and the governing body, the Council's community strategic plan, community engagement strategy, resourcing strategy, delivery program, operational plan and annual report,
- to ensure that the Mayor and other Councillors are given timely information and advice and the administrative and professional support necessary to effectively discharge their functions,
- to exercise any of the functions of the Council that are delegated by the Council to the General Manager,
- to appoint staff in accordance with the organisational structure and the resources approved by the Council,
- to direct and dismiss staff,
- to implement the Council's workforce management strategy.

The overall performance of the General Manager is measured through a performance agreement as part of their contract of employment.

Awards and citations

During the 2019-2020 financial year Randwick City Council was recognised with the following key awards:

Randwick City Council - Eco Living Expo
Winner

Innovation in Special Events Award – Division C

Local Government NSW - RH Dougherty Awards 2019

Waverley, Woollahra and Randwick Councils - 3-Council Public Electric Vehicle charging network
Winner

Sustainable Infrastructure – Division C

Local Government NSW - Excellence in the Environment Awards 2019

Randwick City Council - ICARE Values
Highly commended

Culture Change Innovation and Excellence Award – Division C

Local Government NSW - Planning Awards 2019

Waverley, Woollahra and Randwick Councils - Solar My School
Winner

Renewable Energy Award

Keep Australia Beautiful Sustainable Cities 2019

Waverley, Woollahra and Randwick Councils - Solar My School
Winner

Local Government Excellence - Environmental Leadership and Sustainability Award

National Local Government Professionals Federation Awards 2019

Waverley, Woollahra and Randwick Councils - Solar My School
Winner

Public Sector leadership award

Green Globe Awards 2019

Waverley, Woollahra and Randwick Councils - Solar My School
Finalist

Innovation Award

Green Globe Awards 2019

Waverley, Woollahra and Randwick Councils - Solar My School
Finalist

Climate change leadership award

Green Globe Awards 2019

Randwick City Council - End Beach Pollution website
Finalist Nominee

Websites - Government & Civil Innovation 2020

The Webby Awards

Mahon Pool Amenities and Maroubra Seals Swimming Clubhouse (Sue Barnsley Design)
Award of Excellence

Small projects

NSW Landscape Architecture Awards 2020

Responsible management

Responsible management is about the integrity we apply to our financial management and governance and the way we value our community and our employees. It is about leadership and sustainability and is the platform through which we deliver all our activities.

At Randwick City Council we use a range of measures to monitor our progress in achieving the community's goals in the Randwick City Plan. We will refer to these indicators throughout this report.

We focus on our customers

The experience of our customers is of high importance at Randwick City Council. Customer Focus is a core value for all employees, who are expected to take care of the customers' needs by providing professional, timely, helpful, high quality and consistent customer service before, during and after the customers' requirements are met.

A queue management system at our Customer Service Centre helps us provide a tailored and efficient service for our face-to-face customers. A kiosk touch screen is also available, providing customers with self-serve access to online services.

We are committed to planning ahead and ensuring a financially stable and robust organisation

This year our focus was firmly on the future while continuing to deliver planned projects and services.

All our plans are underpinned by our 10-year Long Term Financial Plan (LTFP). This gives our staff and our community the stability of knowing when each action is going to be funded.

Council's financial strategy is reviewed at least four times during the year – during the development of the annual Budget, the auditing of Council's Financial Statements and the reviews of the LTFP.

95%
Written correspondence actioned in 15 days or less

80%
Phone calls answered within 30 seconds

92.4%
Customer service requests completed within the service level agreements

31,960
Face-to-face customers served

896
Development applications (DAs) accepted

112,622
Telephone enquiries responded to

Key financial results:

INDICATOR	BENCHMARK	2019-20	2018-19	2017-18	2016-17
Operating performance ratio This ratio measures Council's achievement of containing operating expenditure within operating revenue.	Greater than or equal to breakeven	**4.16%** ✓	5.51%	6.2%	3.71%
Own source revenue This ratio measures the degree of reliance on external funding sources.	Greater than 60%	**83.72%** ✓	90.24%	91.15%	89.55%
Unrestricted current ratio To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.	Greater than or equal to 1.5 : 1	**3.95x** ✓	4.06x	3.63x	3.35x
Debt service cover ratio This ratio measures the availability of operating cash to service debt including interest, principal and lease payments. n.b. Randwick Council had no external borrowings in 2019-20.	Greater than 2 x (Times)	**5,786.17x** ✓	0.00x	0.00x	0.00x
Rates, annual charges, interest & extra charges outstanding percentage To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.	Less than 5.00%	**4.84%** ✓	3.15%	2.41%	2.84%
Cash expense cover ratio Indicates the number of months Council can continue paying for its immediate expenses without additional cash inflows.	Greater than or equal to 3 months	**4.67 mths** ✓	3.33 mths	3.02 mths	3.8 mths
Building, infrastructure & other structures renewal ratio This ratio is used to assess the rate at which assets are being renewed against the rate at which they are depreciating. Includes Buildings, Roads, Drainage and Open Space assets.	Greater than or equal to 100%	**66.09%** ✗	106.33%	119.65%	107.03%
Infrastructure backlog ratio This ratio shows what proportion the backlog is against the total value of Council's infrastructure.	Less than 2%	**0.50%** ✓	0.51%	0.65%	0.66%
Asset maintenance ratio This ratio compares the actual versus required annual asset maintenance.	Greater than 100%	**174.22%** ✓	172.14%	159.94%	154.79%
Cost to bring assets to Agreed Level of Service A snapshot of the proportion of outstanding renewal works compared to the total suite of assets that Council has under its care and stewardship.	N/A	**0.31%** ✓	0.32%	0.39%	0.39%

We are financially sustainable

Randwick City Council is in a strong financial position with a history of generating operating surpluses; significant capital works programs and sound liquidity.

The financial results for the year were impacted by the COVID-19 pandemic which very much influenced the final quarter. The $2.3 million Community Support Package adopted by Council, in conjunction with the pandemic related closure of some of our services such as the Des Renford Leisure Centre, realised a reduction in our revenues.

Despite the COVID-19 impact, Council's financial performance for the year remained sound with a net surplus result of $23.2 million for the year. This amount included $15.6 million worth of infrastructure assets that had been used in association with the light rail project, that were handed back to Council from Transport for NSW.

As detailed in the key financial results table opposite, all financial performance measures were met, with the exception of the buildings and infrastructure renewals ratio. This was primarily due to COVID-19 impacting works in the latter half of the year and reducing our asset renewal rate.

For more information on Council's financial results, position and performance against financial sustainability indicators, please refer to the separate document titled 'Financial Reports 2019-20' which is available on our website: **www.randwick.nsw.gov.au/about-council/policies-plans-and-forms/plans-and-reports.**

FINANCIAL SUMMARY	2018-19	2019-20
Total income	$164.7m	$181.7m
Total expenses	$151.6m	$158.5m
Net Operating surplus	$13.1m	$23.2m
Net Operating surplus excl capital grants and contribution	$6m	$2.4m
New capital works	$15.4m	$23.4m
Capital renewal works	$20.4m	$17.9m
Total capital expenditure	$35.8m	$41.3m
Total assets	$1,900m	$1,925m
Total liabilities	$34m	$38m
Net assets	$1,866m	$1,887m

Our workforce is high performing, committed and engaged

In the 2019-20 annual employee performance review, 99 per cent of our staff were assessed as being proficient and above. This strong result has remained the same as the year prior.

Our values based culture is embedded in all we do, from attraction and selection to performance reviews, policies and training events.

The Randwick City Council Employee Health and Wellbeing program continues to offer regular Lifestyle Lunches to discuss wellbeing issues and share knowledge, weekly Befit classes to keep staff physically active, annual flu vaccinations and skin cancer checks.

Our focus on risk and safety has resulted in a strong culture of incident management and review of our Business Continuity Plans to ensure we are prepared and managing our risks appropriately. This preparedness meant we were in a good position to set up our Pandemic Response to the COVID-19 pandemic.

Our commitment to employee health and wellbeing has continued with our industry leading Family and Domestic Violence Policy. This policy allows access to 10 days paid leave, education, support and flexible work practices for employees who are victims of Family and Domestic Violence.

Randwick continues to focus on and invest in the development of our staff to ensure the ongoing growth of our employees' capability, skill, knowledge and professional development. This was achievable by making online learning available to all staff during COVID-19.

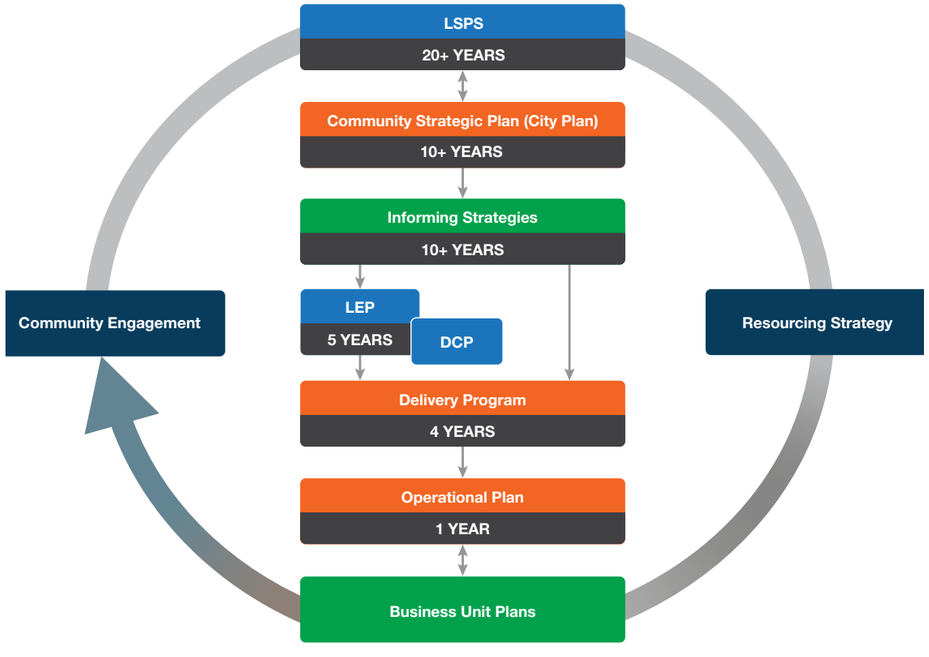
We ensure our employees remain informed and engaged with regular internal communications including fortnightly newsletters, intranet, digital display screens at worksites, community eNews and staff announcement emails. This year saw additional measures like SMS and virtual live events to keep employees engaged during the pandemic.

We have a strong focus on improvement

Randwick City Council is continually transforming to better serve our community, with a strong commitment to continuous improvement. We always seek to provide better services and programs to achieve cost and efficiency savings, and to encourage innovation.

In 2019-20, a new methodology for business unit planning was completed in key business units of the Corporate Services division. This methodology takes the business unit team on a deep dive in identifying and defining all of the functions, processes and activities that are unique to their business unit and for which the unit is accountable. The business unit plans that result are robust in providing clarity and focus for both staff and the organisation in linking their day-to-day efforts with achieving the strategic outcomes contained within the Operational Plan, Delivery Program, informing strategies and Randwick City Plan. This methodology will be facilitated and embedded across all Council's business units in 2020-21.

The following flow chart represents the integrated planning model that links Council's day to day activities (Business Units Plans) with the key outcomes contained in the Community Strategic Plan (City Plan). For more information on each of the elements in our integrated planning model, please refer to: **www.randwick.nsw.gov.au/about-council/policies-plans-and-forms/plans-and-reports.**



We build partnerships

Since adopting the first Randwick City Plan in 2006, Council has developed a number of significant partnerships to encourage mutual understanding of local needs and contribute to projects that benefit the wider community.

Our key partnerships include:

- Membership and participation in the **Southern Sydney Regional Organisation of Councils** (SSROC), an association of 11 municipal and city councils.
- The **Randwick Collaboration Area program.** This is a new approach to address complex city-making issues through better coordination and collaboration. The Randwick Collaboration area is based on the Health and Education Precinct which is strategically located between the Sydney Central Business District and Sydney Airport. The partners in the program are Prince of Wales Hospital, UNSW, Royal Randwick Racecourse and Council with oversight and direction provided by the Greater Sydney Commission.

  The Randwick Collaboration Area Place Strategy was collectively designed by the Randwick Collaboration Area Stakeholder Group between July 2017 and August 2018 and approved by the Greater Sydney Commission in September 2018. It identifies a vision and shared objectives for the area and sets out priorities and actions to realise this vision.

- **Sister City relationships** both within Australia (Narrabri and Temora Shire Councils) and internationally (City of Albi in France; Greek Island of Castellorizo; City of Hangzhou in China and the Randwick Parish Council in Gloucestershire, United Kingdom) to promote mutual understanding and friendship to benefit our communities.
- A partnership with the **University of Technology Sydney (UTS) Centre for Local Government,** which enables Council staff who participate in the LG Professionals NSW Management Challenge to complete the short course 'Team Building and Leadership' as credit towards the Postgraduate Certificate in Local Government Leadership qualification.
- The Sustainability Agreement with **UNSW,** whereby the University have agreed to provide Council with access to research into sustainability and related programs, Council will work to provide practical application of the research.
- Partnership with **UNSW** in the delivery of the Integrated Smart Parking Project. The project is jointly funded by Randwick Council and through a grant from the Australian Government's Smart Cities and Suburbs Program.
- Collaborative effort with **Housing NSW** to deliver improved social and physical outcomes for residents living in and around public housing precincts in Randwick City.
- Memorandum of Understanding with **South East Sydney Local Health District, NSW Department of Communities and Justice** and a local service provider to establish and maintain a multipurpose Community Hub at Lexington Place, Maroubra. Established in 2018, the Hub@Lexo offers community health and wellbeing programs through pop-up clinics, community garden, social activities and service referral and support. The partnership has been co-produced with community members and continues to evolve to address local needs.
- Community partnerships with the **Sydney Roosters** and **South Sydney Rugby League Football Clubs, Souths Cares, Randwick Rugby Club, the Kooloora Community Centre and Youth Off The Streets** to assist disadvantaged youth and junior rugby league clubs in our area and also to support associated community volunteers.
- **UNSW Crime Prevention Partnership** (between Randwick City Council, Eastern Beaches Police Area Command and UNSW) that seeks to reduce crime on and about the UNSW campus.

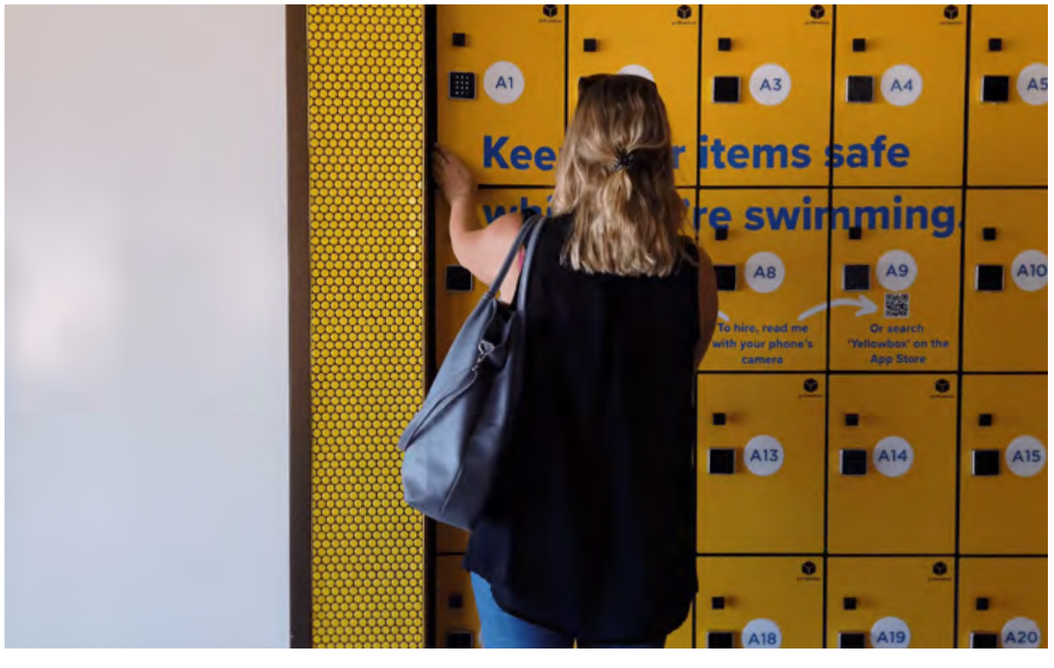
- **3-Council Sustainability Partnership** (Randwick, Waverley and Woollahra) to collaborate on common sustainability issues (water, energy and waste) and alignment of strategic sustainability outcomes for the 3 councils.
- Part of the **Sydney Coastal Councils Group Inc.** - a collaborative regional organisation that advances sustainable management of Sydney's urban coastal and estuarine environment. It currently comprises 9 member councils with a total coastline of almost 600 kilometres.
- Food Regulation Partnership between Council and the **NSW Food Authority,** which provides for the implementation of a comprehensive food safety and inspection program for food businesses within the LGA.
- Partnership with the **UNSW** and **Juvenilia Press** for the Lionel Bowen Young Writers' Awards (held every two years).
- A participating council of the **Resilient Sydney initiative** – a strategy for city resilience, hosted by City of Sydney Council. A collaboration of Sydney metropolitan councils with key organisations and communities. The strategy sets the direction needed for Sydneysiders to cope, adapt and thrive in the face of increasing global uncertainty and local shocks and stresses.

We offer improved technology and online services

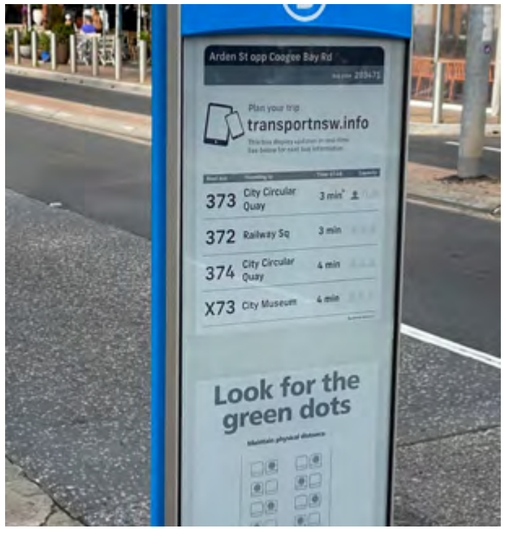
Council continued its program of investment in technology and digital services to deliver better service to the community and drive internal efficiencies. Prior year investments in technology allowed Council to respond efficiently to the COVID-19 pandemic emergency.

Significant initiatives delivered during the year included:

- Support for the organisation through the COVID-19 Pandemic through the delivery of working from home solutions to suit individual staff requirements, including support for the movement of Council's call centre offsite; implementation of capacity counting technology for major sites; a staff working from home information hub; deployment of collaboration software and movement to electronic forms to allow the business of Council to continue without paper forms or signatures.
- Support for virtual council meetings including public participation and live streaming; and live streaming of a number of events including Anzac Day.
- Extending Council's network infrastructure to encompass new sites including Clovelly Beach and Malabar Beach, with public Wi-Fi, CCTV and beach cameras rolled out at these locations. Continued improvements to capacity across other sites taking advantage of the recent deployment of the NBN network.



- As part of the Coogee Smart Beach Project, smart beach displays were installed showing aquatic conditions in real time. Smart lockers, bbqs, sunscreen dispensers, water fountains and bins were installed, and wifi and CCTV were extended along the upgraded Coogee Bay Road town centre.
- Smart Bus Stops have been installed at Coogee Beach to provide real time bus departure information for this busy outbound bus stop location; the screens utilise open transport data provided by Transport for NSW.



- Internal staff engagement was enhanced through the delivery of a new staff intranet hub and the simplification and transfer online of a large number of previously paper driven internal processes.
- Expansion of Council's online mapping solutions to deliver new smart maps for residents including alcohol restrictions, waste zones and residential parking schemes; and extensive support for major planning initiatives such as Council's Housing Strategy and the Kingsford to Kensington (K2K) planning proposal.
- Development and launch of an innovative "Beach Pollution Ends Here" website to support Council's key initiative in improving water quality along our coastline.
- To support improved information management practices, Council has launched a Digital 2020 initiative to convert legacy paper records to digital and remove them from Council premises to long term storage or disposal as required.
- In light of the change to work from home and an overall increase in the cyber security threat in Australia, a number of IT security initiatives were undertaken to ensure the security of Council systems and information.
- A number of upgrades of applications were undertaken and legacy applications decommissioned as part of Council's application lifecycle management methodology.

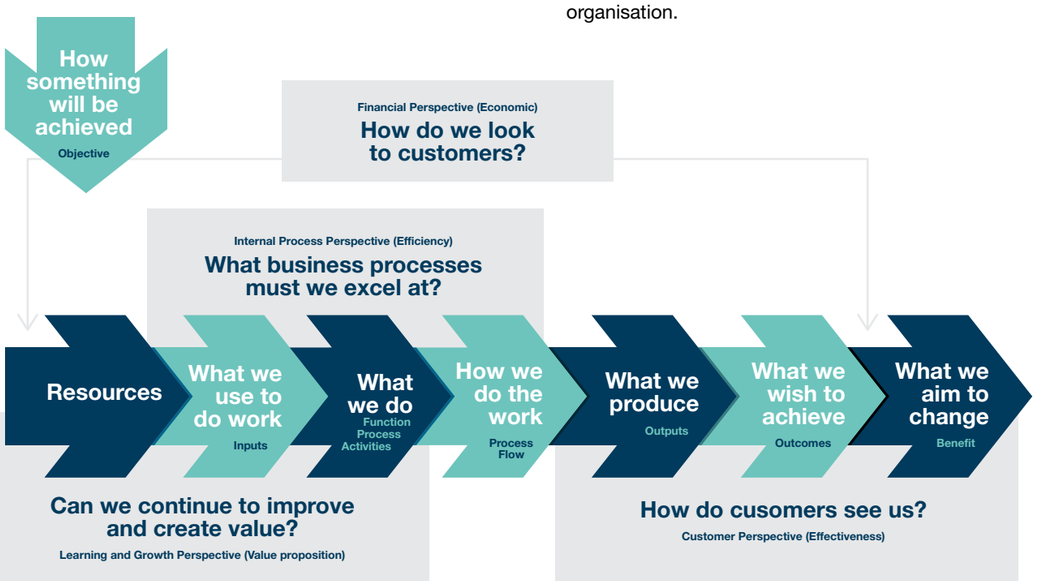
We provide good governance with demonstrated accountability, transparency and probity

An effective and robust governance framework is essential to the successful leadership and stewardship of Randwick City Council. In addition to legislation, regulation, codes and best practice, Randwick's governance and probity framework includes a newly established Audit, Risk & Improvement Committee and a comprehensive Performance Management Framework.

Measures implemented during 2019-20 to further strengthen the level of governance across the organisation, included:

- **Performance Management Framework (PMF)**

  In 2019-20 we commenced a review of how we measure performance to ensure our day to day activities are contributing to achieving stated outcomes and providing real benefits for the community. Knowing how well the Council is currently doing is essential in developing appropriate strategic approaches and policies in an ever-changing world. The Performance Management Framework is represented by the following diagram:



- **Business Unit Planning**

  During 2019-20 we spent a considerable amount of time on Business Unit Planning in order to link Council's high-level strategic objectives with business unit functions, processes and activities.

- **Audit, Risk & Improvement Committee**

  During 2019-20 Council endorsed the establishment of an Audit, Risk & Improvement Committee to improve oversight of our overall governance framework (including financial management, enterprise risk management, external and internal audit, legislative compliance integrated planning and reporting and performance management framework).

- **Governance Management Framework**

  During 2019-20 we commenced work on a comprehensive Governance Management Framework to provide staff with a better understanding of our legal and regulatory drivers and to better inform them of the reasons behind why Council has its various governance controls in place. Increasing staff awareness of the Framework is aimed at minimising Council's risk and improving efficiency.

- **Policy Framework**

  Council's Policy Framework has been reviewed to ensure that it is comprehensive and services the needs of the organisation. In line with a review of our policy framework we have continued to improve the manner in which we track policy reviews and ensure our framework is applied consistently throughout the organisation.

- **Three-year Strategic Internal Audit Plan**

  We have established a three-year Strategic Internal Audit Plan that provides the basis of the next three years' audit activity and takes into account the Council's risk environment, tolerance for risk and the resources available to perform the audit function.

- **Process Mapping**
  Good processes are a critical ingredient to delivering a high standard of service to our community. The process maps are a tool used by new and existing staff, assisting and guiding staff in how we work today, while also providing the platform to share, collaborate, innovate and improve what we do for tomorrow.

- **Legislative Compliance Management Software**
  Council operates in a complex regulatory environment. This makes compliance management a major strategic risk. In order to address this risk, Council continues to subscribe to Legislative Compliance Management Software (called ReliansSys) which allows us to allocate compliance matters to responsible officers and report on compliance (and non-compliance) so that we manage our performance and develop strategies, as required, to address any shortcomings identified.

In addition, regular reports are submitted to our leadership team in relation to:

- Customer Complaint Analysis reporting
- TRIM overdue items
- Corporate Risk and Safety
- Legislative Compliance
- Process mapping.

We implement fraud control activities

Council is very aware of the reputational and financial risk associated with potential fraudulent activities. Extensive control measures are in place to mitigate these risks. Fraud control activities include:

- We maintain a high level of IT security with patching of software, decommissioning of out of date or unused software and conducting regular vulnerability assessments of our environment.
- We separate the creation of users and permission assignment in financial-related systems and periodically review permission access.
- We have strong controls around administrative access to systems and conduct background checks on staff with elevated permissions prior to employment.
- We encourage the use of electronic payments across Council business activities through integrated EFTPOS and web-based payment systems including for Libraries and the Des Renford Leisure Centre, to reduce the risk of cash handling fraud.
- We conduct training for staff in email phishing awareness, password and information security on an annual basis.
- We ensure that IMT staff in critical roles take their leave, we rotate roles between staff in the IMT Department; and we ensure that all IT requests for changes are captured in a single system.
- We discourage the use of paper and manual systems through implementation and upgrade of electronic systems to reduce the risk of errors and potential fraud arising from manual systems. Examples include the Envibe System for point of sale at DRLC and Monitor for payments taken at the Libraries.
- Any bank account change requests for both suppliers (accounts payable) and employees (payroll) are independently verified from known sources prior to masterfile update.
- All EFT payment files (accounts payable and payroll) are independently verified and authorised by two delegated officers.
- We maintain separation of duties in relation to creating new suppliers in the system (Procurement and Accounts Payable) and double check ABNs/ legitimacy of business (via website checks etc.).
- Purchase orders are required to be raised prior to invoice, and supported with quotes/supporting documents.
- We have a workflow in place for invoice signoff against the approved purchase orders.
- We have documented processes in place to handle invoices after purchase orders.
- Invoices without purchase orders are returned by accounts payable to the relevant officer and cc'd to procurement for follow up/explanation. Note: Inclusion of procurement on unsupported invoices enabled detection of a recent fraudulent invoice.

A sense of community

A sense of community describes Council's aim to create a feeling of inclusiveness, wellbeing and involvement for our diverse community groups and organisations. We promote this sense of community by providing facilities such as parks, and by running community festivals, events and cultural programs catering to the different age groups.

We also try to ensure that those in our community who experience social and economic disadvantage have equitable access to services and facilities that support their needs.

This year was the third year of our 4-year Disability Inclusion Action Plan (DIAP). The DIAP is in place to help remove barriers and enable people with a disability to participate equally and fully in their communities. For our 2019-20 DIAP highlights see page 70.

We support and meet the needs of our community

Randwick City Council took a coordinated approach in response to COVID-19, which included an immediate, emergency response to community needs and a proactive recovery response.

We launched innovative projects, fostered network collaborations and information sharing which enabled Council to learn about emerging issues and ensure a timely response to community needs, rapidly adjusting to the challenges presented by COVID-19 to ensure the level of service, information and advocacy for the community was accessible and available.

We continue to work with relevant agencies to understand and meet the needs of our community.

We partner with health agencies and peak organisations to increase community awareness on a range of health and wellbeing issues, covering topics such as Alzheimer's disease, dementia, suicide prevention and understanding depression.

Council also partners with key agencies and local social services to deliver joint projects and events that address the identified needs of our vulnerable and disadvantaged community members.

We seek regular feedback from our precinct committees whose representatives meet quarterly with Council's General Manager to discuss issues of significance.

We also host regular meetings with representatives from the combined chambers of commerce, Randwick City Tourism and the service clubs in Randwick City as well as leadership forums with local businesses.

During 2019-20, Randwick City Council contributed more than $2.56 million in donations and subsidies to individuals, community groups and non-profit organisations. Financial contributions included rental subsidies to community operated childcare centres and donations to surf clubs and local and regional welfare organisations via our grants programs. For the financial details of Council's donations, subsidies and grants please refer to page 74 of this report.

Council was very pleased to be able to organise and conduct 9 Citizenship Ceremonies with approximately 900 new citizens welcomed into the local community.

We provide great community activities and events

More than 90,000 people attended community events run by Council throughout the year.

Our signature annual events normally include: Australia Day celebration and citizenship ceremony; Anzac Day Dawn Service at Coogee Beach; Beach Breaks Carnival at Maroubra Beach; The Spot Festival; Eco Living Expo; the biennial NOX Night Sculpture Walk; The Step Out Speak Out Walk; Coogee Carols; and Coogee Sparkles New Year's Eve fireworks. Unfortunately, as detailed on page 65, some of these events could not proceed in their regular format this year due to COVID-19.

Throughout the year, Council also held a wide range of activities at its various community centres and public libraries. Catering to different interests and age groups, these activities were provided to Randwick City residents free of charge or at a minimal cost. These activities have the effect of bringing people together and creating vibrant communities.

The new Randwick City Library outreach truck, Spark, was developed in partnership with Waverley and Woollahra libraries and had its inaugural trip at the

Randwick Community Race Day. The outreach truck, manned by library staff, attended four signature council events.

To help the Randwick City community stay connected when all in-person events were suspended in March, we rolled out a program of online events from April 2020.

Randwick City Library provides leading programs for social inclusion and lifelong learning. We offered 14 ongoing programs for seniors and the general community until March 2020, such as classes in Tai Chi, Bridge, Mah-Jong, singing, writing and art workshops, as well as a successful online Poetry Slam. Our residents were given an opportunity to learn and appreciate the Culturally and Linguistically Diverse (CALD) community, with a range of activities, from tech advice delivered in Russian and Spanish to Chinese calligraphy and craft.

Randwick City Library ran a successful Multicultural Health Information Day to help support our diverse community, featuring health information stalls and multilingual programs supported by bilingual speakers and interpreters. Topics ranged from general wellbeing and health related issues, to the National Disability Insurance Scheme (NDIS). Additionally, our Culturally and Linguistically Diverse (CALD) community were supported by Tech Savvy IT training in Chinese and Spanish, as well as physical and online English Conversation Classes. Our well-attended English Conversation Classes moved online to support the CALD community during the pandemic and were very well-received.

Our literary program, the Author Talks series continues to attract large audiences to well-known speakers such as Peter Sheridan, Holly Wainwright, Peter Hoysted and Pat Sheil, Cassie Hamer, Chris Hammer and Mary Moody. We continued to hold regular history talks in conjunction with the Randwick and District Historical Society and support the Cape Banks Family History Society events. To commemorate Christo and Jeanne-Claude's Wrapped Coast 50th Anniversary we held a major event with John Kaldor and curated an exhibition featuring professional photographs, local oral histories and documentary footage taken at the time of the installation.

We provided a regular series of talks on a variety of subjects, such as parenting a special needs child and health talks. Our popular Talking Tech series covered a number of topical tech topics including Demystifying the NBN, Photography with your phone, Holiday Planning Online, Navigating My Gov and My Aged Care. During Children's Book Week 2019 we held several activities for children and ran our regular Summer Storytime Trail over the holidays.

This year our Beach Lifeguards delivered the Surf Educational Program to students at a number of local primary schools, community and University groups, presenting information to help improve surf awareness and safety throughout the community.

We provide an engaging cultural arts program

Council's Cultural Arts Program, established in 2010, provides arts and cultural activities to involve, engage, and entertain a growing number of the community. The Twilight Concerts have been at the heart of this program for ten years, bringing quality performances to local venues at a family friendly time and price. This year the program stretched out to the edge of the City and broke new ground. Three sold out performances were staged at the La Perouse Museum including Cabaret at the Museum featuring swing band Chasing the Moon, and two screenings of The Merry Frolics of Méliès providing a rare opportunity to be immersed in the magical world

of French film pioneer Georges Méliès and internationally renowned jazz musician Phillip Johnston.

Twilight Concerts capitalised on the last of the warm weather in March by staging Vivaldi's Four Seasons in the Randwick Environment Park. Six hundred people saw the sun set while Randwick's very own Lurline Chamber Orchestra and Curious Legends puppet company performed a unique program of music and shadow puppetry which included the works of two Australian composers.

For the first time in many years the Macquarie Watchtower opened to the public with a brand new performance program called 'Live at the Watchtower'. Council's newest micro-venue hosted six thirty-minute performances attended by 190 people. The first, held on Bastille Day, showcased the talents of Australia's newest up and coming opera stars – Sarah Ampil, soprano and Nathan Bryon, tenor with a program of French influenced opera and classical songs. In March, Orquesta La Luna thrilled audiences with an impeccable program of Tango music.

Puppets were a feature of this year's Cultural Arts programming with the first ever Randwick Puppet Festival. The Festival was held over three days in three different locations and included a wide variety of performance styles, hands-on puppet making and performance workshops, a talk from international shadow puppeteer Richard Bradshaw and an exhibition of puppet theatres, puppets, posters and historic film. Over 1,700 people booked tickets and joined in the fun. The festival culminated in a picnic with giant-sized puppets in Council's Environment Park.

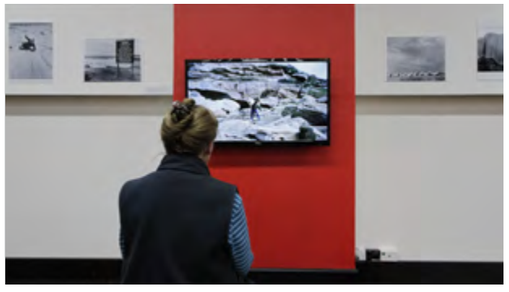
Council hosted a rare screening of the Franklyn Barrett silent film The Breaking of the Drought at the Ritz Cinema Randwick. Silent film buffs were joined by history buffs at the screening of this early 1900s silent film by local film maker Franklyn Barrett. The film was accompanied by a live musical score played on the theatre organ by maestro of the silent film John S. Batts.

The annual International Women's Day Art Prize at the Randwick Community Centre attracted 92 quality entries which were exhibited over a week at the community centre. The best art works were scheduled to be displayed for another eight weeks at the Lionel Bowen Library Gallery, as part of Council's celebration of International Women's Day but this was cancelled due to COVID-19 restrictions. Instead, The Women's Art Prize 2020 entries were exhibited in Council's Online Art Gallery. The competition winners were: Ava Moody; Niamh Robb; Ruth Duncan; Anne Ring; Osnat Almog; Erin Webster and Niranjana Gihosh.

La Perouse Museum had a wide range of cultural highlights and community engagements, building from its 2018-19 year. However, like many cultural venues across the country, due to the pandemic the Museum closed to the public from 26 March until 3 June. Access to storytelling and cultural experiences continued however primarily through the development of a virtual tour of the temporary exhibition program. This innovative online service, hosted on the Council website, was highly successful and will provide a template for exhibitions and programs going forward.

Throughout the 2019-20 financial year, Council hosted the following exhibitions at the Lionel Bowen Library:

- **City for Tomorrow** – A sustainability and youth engagement project | 7 July – 25 Aug 2019
- **Wrapped Coast 50th Anniversary Exhibition** | Sept 2019 – 15 Dec 2019
- **Create! Art Class 2019** | 17 Dec 2019 – 12 Jan 2020
- **The Magic of Puppetry Exhibition** | 15 Jan – July 2020



We have wonderful volunteers

Some of the activities we offer would not be possible without the generosity of our many volunteers.

Community volunteers help us to provide highly popular English conversation classes and early literacy classes in Russian, Japanese, Spanish, Chinese and French (held at the Lionel Bowen Library). Our volunteers also help to select books and other materials for our housebound community members through the Home Library Service.

Our dedicated Bushcare volunteers, who work with Council to protect and regenerate our natural bushland are essential to the preservation of Randwick's bushland.

The strong volunteering spirit of the Randwick City community is recognised each year through our Community Service Awards presented on Australia Day. These awards pay tribute to the selfless people in Randwick who help improve the lives of others and make our City a better place to live while encouraging others to follow their lead.

Thank you to our volunteers!

Council's Volunteering Opportunities brochure, designed to inform on volunteering opportunities available within the community, is available at **www.randwick.nsw.gov.au/about-council/jobs/volunteering**

We provide quality community facilities

Randwick City Council provides for our community's social, recreational, sporting and cultural needs through a range of facilities and services such as libraries, an aquatic leisure centre, community centres, sports grounds, parks, walking tracks, cycle ways, beaches, ocean pools and playgrounds.

Libraries

Randwick City's libraries continue to be a hub for cross generational and multicultural community interaction, education and entertainment.

Our libraries rose to the challenge of providing meaningful community engagement through service interruptions due to COVID-19. We developed new skills in streaming a leading set of online programs on a variety of platforms and covering a broad range of subjects, including interactive book clubs for all ages, author talks, early literacy programs such as Babies and Bop Rhyme Time and science and craft workshops. The Library's monthly eNews, which is sent to 34,000 subscribers, was delivered every two weeks during this period, to maintain a close connection with the community.

The Library initiated the Randwick Local Legends Podcast series, which was developed and produced by a cross-functional council team. The series was launched online in July 2020 and explores the history of

Randwick City through the recollections of locals who know and love the area.

During the closure in April and May 2020, the library conducted a complete stock take of the entire physical collection. This coordinated effort to inventory over 200,000 physical items across our three branches, has created a significant improvement on the accuracy of our holding records.

Many technological improvements were also made during the library closure, with staff moving to an online environment to communicate, roster and engage with the community and suppliers. The Library App was enhanced with a book carousel, drawing attention to new books added to the collection. Changes were made to authentication with our eBook platform Overdrive, to allow users who changed their card numbers to have continued access to their current loans and reservations. Remote access to family history resources was setup using a modified version of the catalogue to provide a secure logon site to meet the vendors' requirements for access.

In 2019-20 library membership remained constant at 57,849, with our members borrowing over 697,206 books, CDs, DVDs and magazines. 417,192 people visited the City's three main libraries, during the 9 and a half months the library was open. 30,605 visitors participated in one of the 1,379 activities and events run by the library, of which 60 were run online during the period of closure.

Des Renford Leisure Centre

At our Des Renford Leisure Centre, admissions continued to grow to new record numbers up until the COVID-19 closure in March 2020. Each week preceding closure, the Centre received an average of almost 20,000 visitors to the indoor and outdoor pools, the gym and aerobics facilities, and we were on track to achieve over 1 million visitors in the 2019-20 financial year. Unfortunately, the forced closure meant that the projected 1 million visitors for the financial year was not achieved.

Enrolments for the swim school were again strong with around 4,650 enrolments each term. The gym and aerobics departments continued to grow, with facility memberships averaging 2,500 and quarterly attendance in aerobics classes again surpassing previous years.

Following closure of the facility due to COVID-19, a number of successful online programs were introduced to support the community's health and wellbeing. Programs included online Facebook Live classes, a library of recorded exercise routines on the DRLC YouTube channel, and access to other 'fitness on demand' online options.

Sportsfields

Randwick sportsfields were used for a diverse range of organised sporting activities during the year. These activities included rugby league, rugby union, AFL, baseball, netball, soccer, cricket, Oz tag, touch football, archery, croquet, Gaelic football and school sports.

Randwick City's sporting groups have experienced a disrupted season due to the COVID-19 pandemic. Initially, sports governing bodies postponed the commencement of the season. Later in the year, sporting groups transitioned to Covid Safe training and competition. Sporting groups have put a lot of effort into producing Covid Safe plans that incorporate many measures and restrictions to ensure the safety of players and the community.

In recognition of the disruption and in order to support sporting groups during this difficult time, Randwick's elected representatives agreed to waive sports field hiring fees for the winter season. This reprieve was well received by sporting groups.

Throughout the 2019-20 financial year, Randwick City's sportsfields hosted over 100 different sporting organisations with in excess of 37,500 hours of sport played.

Prince Henry Centre

The Prince Henry Centre, located on the coastline at Little Bay, hosts a number of functions and events for both corporate and community groups. A commercial kitchen is part of the Centre and there is onsite parking.

Corporate events include product launches, training and conferences. The Centre also hosts a number of information days, expos, art shows and cultural performances for different community groups.

This year this state of the art centre was the venue for events such as the Sydney Multicultural Gala Lunch, Junction House Disability Ball, and meetings of Federal, State and local government departments.

La Perouse Museum

The Museum's cultural programming and visitation grew significantly in 2019-20, despite the major impact of the pandemic. From July 2019 to 26 March 2020, 11,633 people visited the museum and/or attended a cultural program. Following the reopening of the Museum on 3 June 2020, weekly visitation has almost doubled. Despite all external factors including the catastrophic bushfires, the total visitation for the 2019-20 financial year was over 18,000.

The major highlights of this year were sold-out public programs including concerts by the renowned jazz pianist and composer Chris Cody, and the conservatoire pianist Scott Davies, both held in the Instrument Room. Two concerts were held in the Macquarie Watchtower; a highlight being the Orquestra La Luna tango performance which had fantastic feedback. Aboriginal cultural guide and storyteller Dean Kelly entranced 30 guests on the shores of Kamay Botany Bay, under

a bushfire sky, proving again that the First Nations' connections to this region have far-reaching importance.

Objets Francais – French objects and Happy Valley: La Perouse in the Depression were curated in-house exhibitions that reflected the Museum's five themes. Happy Valley especially connected with local communities and their hitherto hidden memories and created moving parallels with contemporary life during a pandemic.

A Collection Policy to guide museum collecting was developed in consultation with the La Perouse Museum and Headland Trust.

We involve the community in decision-making

Using our Community Participation Plan we have implemented a set of online consultation tools including the Your Say Randwick consultation websites to connect with the community.

The website provides an easy to use online platform to inform and involve the community in Council projects and decision-making. Throughout the year there were 44,286 site visits including 25,029 'informed' visitors who visited multiple pages or downloaded a document and 3,760 'engaged' visitors who actively took part in a consultation.

Community consultation activities during the year included online surveys, onsite meetings, social media, public exhibitions, working groups, calling for submissions, letterbox drops, information stalls, focus groups and precinct meetings.

Council actively sought to engage with, and inform the community by conducting 25 community consultations.

A number of significant community consultations were undertaken including Council's waste management approach including resident attitudes towards a FOGO service, the K2K planning proposal, La Perouse Museum upgrade, Meeks St Plaza, Arts & Cultural Strategy, Night Time Economy Study, Vision 2040 plan and Recreation Needs Study.

Council used a variety of electronic, printed and face to face techniques to provide as many local residents as possible with the opportunity to contribute to these important projects.

Council continues to support our local precinct system. We provide the precinct committees with an opportunity to help us develop our Budget and Operational Plan each year by suggesting upgrades and improvement projects that would benefit the community. The precincts are comprised of residents and property owners and hold regular meetings, supported by Council, where residents identify their priorities, and voice their views.

Council also maintains a good understanding of the community's needs through consulting with a range of advisory committees. These committees provide strategic and practical advice which help to guide Council's decision-making and include:

- Aboriginal Consultative Committee;
- Older Persons and Access Advisory Committee;
- Arts and Cultural Advisory Committee;
- Community Affairs Committee;
- Cycleway & Bike Facilities Committee;
- Environment Committee;
- Greening Randwick Committee;
- Cultural Diversity & Equity Advisory Committee;
- Protecting Public Places Committee;
- Randwick City Night Time Economy Advisory Committee;
- Road Safety Steering Committee;
- Sports Committee;
- Youth Advisory Committee;
- La Perouse Museum & Headland Trust Committee; and
- Floodplain Management Committees.

Council also works with, and is represented on a number of external committees, such as the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum, Southern Sydney Regional Organisation of Councils (SSROC), Sydney Coastal Council's Group, and the Randwick Traffic Committee.

We have a strong focus on communication

Illustrating our commitment to communicate through a number of different mediums to listen to, inform and engage with the community and keep abreast with changing trends, Council uses a variety of digital communication channels. Council's award-winning weekly enews bulletin, which is distributed to 60,000 subscribers every week, helps keep residents informed about important Council information in a friendly and concise style.

The Library eNews is sent to 34,000 subscribers every month.

Council uses a variety of social media channels to engage with our community including Facebook, Twitter, Instagram and YouTube. These combined social media channels have approximately 41,000 followers (as at June 2020). Social media continues to be a powerful way to interact with people at a convenient time of their choosing.

Council's website continues to be the premier communication channel with our community, and never more so than during the COVID-19 pandemic where the services that Council provides were changing rapidly. During the year Council had more than 3.9 million page views, an increase of half a million views over last year, and visits to our Des Renford Leisure Centre and Randwick City Library sites also increased as people sought information about how these services were affected.

With Council's Customer Service Centre closed for the month of April, many transactions that were done in person were instead handled through our website, driving a 48% increase in unique users and 53% more visits than the same month in 2019.

We built new online forms, published extensive information about Council's response to COVID-19, and transformed one of our key business activities – the submission of development applications – to be entirely paperless. Other key activities were moved online including a virtual tour of La Perouse Museum and livestreaming of events so we could still connect with the community. We also hosted our signature Spot Festival through a virtual marketplace, providing opportunities for local businesses.

We launched an innovative End Beach Pollution campaign website that later became a finalist in the international 2020 Webby Awards; and we continued to improve the accessibility of our website through mobile friendly enhancements and updates like improving the DA tracking search logic.

Council continues to maintain a multilingual presence on our website to reflect our diverse community, with key content available in the five main community languages – Chinese, Spanish, Russian, Greek and Indonesian. The surfer's code is also available in five languages – French, German, Japanese, Portuguese and Spanish.

Council produces a quarterly print magazine called Scene Magazine. This 16-page A4 sized magazine, has gone from strength to strength. The quarterly newsletter is distributed to 64,000 households in Randwick City, as well as dropped to local businesses keeping the community informed and connected to what Council is doing. The magazine has a strong community focus and celebrates the many wonderful assets of Randwick City.

How to contact us

You may contact us:

- at our Administration Centre: 30 Frances Street, Randwick NSW 2031 between 8:30am to 5:00pm Monday to Friday
- by phone **02 9093 6000** or **1300 722 542**
- by SMS **0400 722 542**
- by email **council@randwick.nsw.gov.au**
- through our website **randwick.nsw.gov.au**
- through local Precincts who hold meetings to discuss local issues
- through special consultation Your Say Randwick websites
- via Mayor's Twitter page **twitter.com/randwickmayor**
- via Council's Twitter page **twitter.com/randwickcouncil**
- via Council's Facebook page **facebook.com/randwickcitycouncil**
- via Council's Instagram account **instagram.com/randwickcouncil**

Places for people

‘Places for people’ is about how our natural and built environment will be sustained to enhance the way people can live, work, shop, meet and spend leisure time within our City.

We require design excellence and environmental sustainability across all development

Randwick City Council has a robust planning and development framework centred around the Randwick Local Environmental Plan 2012 and the Development Control Plan 2013. These plans have proven effective in providing strong guidance for achieving quality and sustainable design in new developments.

This year Council adopted the Local Strategic Planning Statement (LSPS) and a Housing Strategy (HS) in line with State Government regulation which contains planning priorities for further promoting design excellence and sustainable design. The LSPS and HS are supported by a Local Character Study that guides design and sustainability outcomes in accordance with existing character areas in Randwick City and their desired future characters.

In December 2019 Council endorsed the Kingsford and Kensington (K2K) Planning Proposal and submitted the Proposal to the Department of Planning, Industry and Environment for finalisation. The K2K Proposal provides for greater dwelling numbers, business and jobs growth and community infrastructure contributions to support future growth and change. Council also endorsed an affordable housing plan, architectural competition policy and new guidelines for developer contributions for the two centres.

The draft planning strategy for the Randwick Junction Town Centre brings together specialist studies, community and stakeholder feedback, site analysis and auditing to develop a robust framework to guide future built form and urban design outcomes for the centre. Council continued to develop 3D digital maps and building envelopes for a range of planning scenarios to achieve an optimal town centre strategy in terms of design and sustainability.

Between November 2019 and February 2020, Council undertook broad community engagement on the draft Randwick City Night Time Economy Study. This study investigated practical initiatives to support Randwick City’s night time economy over the next 10 years including a range of improvements to the public domain of Randwick City’s centres to ensure that they are designed and managed to transition well between day time and night time environments. In May 2020 Council resolved to commence a 12 month trial to allow low impact uses such as restaurants, cafes and small bars to trade until 1am in the neighbourhood centres and 2am in the larger town centres, Thursday to Saturday

Local Character Study documents

evenings. Council also made representations to the NSW Parliamentary Inquiry into the Night Time Economy which looked into approaches to support, sustain and enhance the State's night time economy. Council's submission to the Inquiry noted the policy initiatives and practical actions included in Council's Night Time Study.

In late 2019 Council commenced work to update the 2008 Open Space and Recreation Needs Study. The purpose of the Study is to provide the evidence-base to understand our community's changing needs and enable us to better manage and plan for our parks, open spaces and recreation facilities. In early 2020 Council appointed consultants to assist with community engagement activities and preparation of the Study. An extended and modified engagement period was undertaken between March and May 2020 (in light of the COVID-19 situation) which resulted in over 700 community members responding to our surveys, on-line interactive mapping, workshops and meetings.

This year Council processed 867 Development Applications & S4.55 Applications, which was a 7 per cent reduction on the year before. However, Council's online lodgement of Development Applications service has increased by 10 per cent from 21.5 to 31.5 per cent of the total Development Applications lodged. This reflects Council's continuous improvement of the online Development Application system and the phasing out of "over the counter" lodgement.

We invest in quality open public spaces, buildings and facilities

Around 30 per cent of land in Randwick City is designated for some form of open space including parks, reserves, beaches and recreational areas – this is considered a high level of open space for our population.

During 2019-20 we continued our strong investment in public infrastructure. Work continued on the implementation of the Heffron Park Masterplan with planning of the new Heffron Centre. The new state-of-the-art community sporting facility will be home of the South Sydney Rabbitohs and will feature a new indoor multi-purpose facility with sports halls to accommodate community sports, including netball, basketball, badminton, volleyball and futsal, alongside a dedicated gymnastics facility. A café and plaza area are also included.

Other key public infrastructure improvements undertaken included:

- **Coogee Bay Road Streetscape Upgrade** – The streetscape works were completed including footpath widening and new paving for improved outdoor dining, undergrounding of powerlines, new street furniture and landscaping. The design also caters for improved pedestrian amenity and safety with anti-terrorism structures, CCTV and improved lighting.
- **Playground Upgrades**
  A new playground with exciting and interactive play equipment was constructed at Frenchmans Bay with planning underway for the playgrounds at Kokoda Park and Bundock Park. We also took the opportunity to replace the softfall at other playgrounds to give them a facelift.

- **Meeks Street Plaza**
  The project concept plan for this project was developed following extensive community consultation. The project will support the Kingsford town centre economic development and vibrancy by creating a focal point to enhance social connectivity and create a new space for people to rest, meet, eat and children to play.
- **Drainage upgrades**
  We relined nearly 1km of drainage pipeline. The relining increases the drainage line's life and improves drainage flow by providing structural stability and sealing / repairing isolated damage within the pipeline.
- **Belmore Road**
  Randwick Town Centre – Another stage of the town centre upgrade was completed including new kerb and gutter, new footpath paving, new street furniture and street tree planting. Part of these town centre upgrade works have included replacement of the concrete pavement with asphalt pavement for improved driver safety, comfort and lower road noise.
- **Maroubra Beach Stormwater Harvesting** – After several years of planning, we were able to commence this $4.7 million dollar project that will allow us to harvest stormwater, treat it and and use it for irrigation instead of potable water. The irrigation system will extend to our beachside reserves including Jack Vanny Reserve, Arthur Byrne Reserve and Broadarrow Reserve.

We implement our capital works building program

The following list of building projects highlights some of the key capital works projects that were continued, commenced or completed during 2019-20.

- **The Heffron Centre**
  Ongoing planning has been underway for the Heffron Centre project which includes the South Sydney Rabbitoh's Community High Performance Centre, and proposed new gymnastics and indoor multi-purpose facilities. In February 2019, Council resolved to enter into an Agreement for Lease and Licence of the Community and High Performance Centre. Also in early 2019, Council was awarded a $3.1 million grant towards the indoor multi-purpose facility, funded by the NSW Government. In late 2019/early 2020, Council procured specialist project managers and a lead design team to design the Centre. Initial community consultation was carried out over April - May 2020 and feedback will be considered during the concept stage of the project.
- **Randwick Administration Centre**
  Council continued planning for the upgrade of the air conditioning system at its main Administration Centre, located at 30 Frances Street, Randwick.
- **Mahon Pool Amenities**
  In late 2019, Council completed the construction of a new amenities facility in Jack Vanny Reserve, located above Mahon Pool. The new facility replaces the old outdated amenties block with toilets, change rooms facilities for the local winter swim club as well as landscaping and improved accessibility.

- **Malabar Offshore Jet Rescue Facility**
  In August 2019, Council completed the construction of an extension and refurbishment for this facility to accommodate essential storage and services. The new facility will continue to provide for the function of the Randwick Surf Rescue Boat Service.
- **La Perouse Museum and Toilets**
  Council continued planning for upgrade works to the La Perouse Museum building and associated external spaces. Housed in a unique heritage building at the La Perouse headland, the Museum documents the expedition of French explorer the Comte de Lapérouse. The Museum also features displays on the Aboriginal stories of La Perouse, and social, science and environmental histories.
- **Yarra Bay Bicentennial Park Toilets**
  In mid-2020, Council started upgrade works to the existing Yarra Bay Bicentennial Park Toilets located along Yarra Road, Phillip Bay. The project will include reconfiguration of the toilets, new accessible/parent's room, new points of access, upgrades to internal finishes, replacement and reconfiguration of the roof and improved security to the building with external lighting and CCTV.
- **Blenheim House (Cultural Centre)**
  Council continued planning upgrade works to the existing Blenheim House to serve as a new cultural facility. The design will be informed by Council's Art and Cultural Strategy currently being prepared.
- **Malabar Junction Amenities**
  In mid-2020, Council commenced upgrade works to the existing Malabar Junction Amenities building. The building is located within the reserve on the corner of Anzac Parade, Franklin Street and Prince Edward Street, Malabar.

  The project will include upgrades and increasing the areas to the male and female toilets. The works will also include new pathways for access through the reserve, landscaping around the building and an integrated bus shelter with seating for bus passengers.
- **Coogee Oval Grandstand**
  In 2020, Council will commence refurbishment of the Coogee Oval Grandstand located along Brook Street, Coogee. The proposed refurbishment includes upgrades to the existing change rooms including the provision of better lighting, ventilation, new lockers and new shower cubicles.

- **Coogee Surf Club Upgrade**
  Council commenced construction of the upgrade to the Coogee Surf Lifesaving Club (Coogee SLSC) in 2019 after the club had previously engaged a consultant to undertake concept design and a Development Application in 2017. These upgrade works include an internal reconfiguration of the existing first floor level, new glazing on the north facades and accessible internal lift.

Our public assets are well maintained and meet service standards

There has been an increase in the average overall condition of our public infrastructure since 2008. This reflects our expenditure on infrastructure which since 2008 has exceeded the value of maintenance required to maintain assets in a satisfactory condition.

In 2019-20 we spent $12.3 million maintaining the Randwick City's assets to keep them to a satisfactory condition.

Our Special Schedule 7 report on our infrastructure assets for 2019-20 shows that nearly 80 per cent of our assets are rated as either good or excellent in terms of their condition.

We keep our City clean and looking inviting

Randwick City has a magnificent coastline. Each day we rake and manually clean our main beaches (Clovelly, Maroubra, Coogee and Malabar).

To protect our beaches and bays from pollution, Council takes a whole-of-catchment approach to collecting litter and other general gross pollutants.

Every day we empty over 500 litter bins throughout Randwick City in commercial centres and open spaces. In our high use areas the litter bins are collected twice daily. We have installed several "Smart" compacting bins

in the recently upgraded Coogee Bay Road and at the La Perouse Loop.

We have doggy bins located in our off-leash dog parks and popular exercise areas which are serviced regularly.

We undertake regular street sweeping to collect litter before it reaches our drains and we have gross pollutant traps (GPTs) installed on our key stormwater drainage lines to collect litter before it enters our waterways. In 2019-20, we collected 664 tonnes of litter from our 35 GPTs and another 543 tonnes from our manholes and kerb inlet pits through both reactive and scheduled maintenance.

In 2019-20, 5,786 square metres of graffiti was removed throughout Randwick City – significantly down from last year's removal of 9,500 square metres – continuing the downward trend for the incidence of graffiti. During the COVID-19 pandemic our graffiti crews also teamed up with our street cleaners to increase the cleaning and sanitisation of footpaths throughout the shopping and commercial precincts.

During 2019-20 we received 41,518 service requests. We continued to meet these requests in a timely manner and at a consistently high rate. In 2019-20, 92.4 per cent of service requests were met within agreed timeframes.

Each week on average we collect garbage from 41,200 bins, recycled material from 21,300 bins, and green waste from 15,600 bins.

As part of our program to increase community awareness about waste management, Council provides free recycling collections for a number of local schools and free recycling education sessions.

We are committed to community safety, health and wellbeing

Randwick City Council is committed to ensuring our community's safety and helping to provide for its health and wellbeing. Council's regulatory officers implemented a range of inspection and enforcement programs, including:

- 9,886 customer action requests
- 792 food business inspections
- 6 health premises inspections
- 448 building and fire safety inspections
- 772 regulatory approvals and certificates.

Council's Environmental Health Officers continued with the Scores-on-Doors food safety program, with 369 participants and provided food safety training to local business operators.

Council officers also continued with the Swimming Pool Barrier Inspection Program and carried out 326 inspections and issued 44 Swimming Pool Certificates of Compliance.

Council also has a close working relationship with the local area command and participated in the Eastern Beaches Liquor Accord and provided CCTV footage to assist in crime prevention and enforcement.

This year:

- More than 20 local primary schools, community and University groups, participated in Council's Surf and Water Safety Program;
- Even with COVID-19 restrictions in place, there was over 9.5 million beach users at the City's beaches, with 306 surf rescues performed and over 22,000 incidents prevented;
- Water quality at the Des Renford swimming pools was 100 per cent compliant with NSW Health guidelines throughout the year; and
- Council completed more than 1443 jobs under the Home Maintenance and Modification Service (HMMS). The HMMS provides quality and reliable assistance to disadvantaged and older residents to enable them to live independently within their homes and communities.

We support diverse and affordable housing

Council continues to be involved in facilitating initiatives to retain and encourage provision of affordable housing in Randwick City. Council's Affordable Rental Housing Program is designed to assist low to moderate income earners, working in key local services such as childcare, hospitals, police, and education institutions, who are unable to rent locally without succumbing to housing stress.

Council currently has 24 affordable rental housing units.

We value our heritage and the natural environment

Randwick's LEP contains over 500 heritage items and 20 heritage conservation areas reflecting our City's rich history and diversity of buildings, structures, Aboriginal and archaeological sites, parks and reserves. Our LEP and heritage can be viewed at the following link: **www.randwick.nsw.gov.au/planning-and-building/planning/local-environmental-plan-lep.**

Council has set aside an annual budget to maintain Council owned historically significant monuments.

During 2019-20 we continued work to protect and celebrate our natural and built heritage by:

- Providing specialist heritage advice to the other divisions of Council and the community.
- Recognising the cultural and social heritage importance of places of significance to our Aboriginal and Torres Strait Islander community.
- Providing heritage comments for 156 development applications.
- Providing heritage comments for 5 pre-development application proposals.
- Assessing 22 applications for minor works to heritage items consistent with Council's exemption provisions under Randwick LEP 2012 (cl.5.10 (3)).
- Setting up a new Heritage Exemption Application for minor works in Pathway to systematically process applications for minor works under Randwick LEP 2012 (cl.5.10 (3)).
- Obtaining the heritage listing of three properties within the proposed Edgecumbe Estate heritage conservation area.
- Commissioning and project managing 3 heritage studies being the Randwick Heritage Review, the Anzac Parade Heritage Review and the Aboriginal Cultural Heritage Study.
- Liaising with Heritage NSW on the nomination of Yarra Bay and Frenchmans Bay for State Heritage Register listing.
- Providing specialist heritage advice for the Kensington and Kingsford planning proposal and draft Development Control Plan.
- Providing heritage advice and attending Land and Environment Court proceedings.
- Monitoring and maintaining data entry on heritage items in the State Heritage Inventory Web Application website of Heritage NSW.
- Facilitating remedial works to La Perouse Museum.
- Advising on management of Council owned heritage properties.
- Responding to customer enquiries in relation to consent/exempt development requirements for solar panel installations on dwelling houses, schools and other heritage buildings.
- Working with the representatives of various golf clubs with the objective of establishing a connected route for the Coastal Walkway between Malabar and Kamay Botany Bay National Park.
- Working closely with other government agencies, including the Environment Protection Authority and Beachwatch to monitor and improve water quality and investigate pollution incidents.
- Hosting Heritage Events - This year the standout highlight was the presentation by John Kaldor AO, during History Week September 2019 at Little Bay, attended by 230 people. The event celebrated the 50-year anniversary of the Wrapped Coast at Little Bay. A commemorative heritage exhibition, celebrating this historic art installation, was hosted at Lionel Bowen Library, from September to December 2019. The exhibition, opened by Penelope Seidler OAM, received much community praise. Hundreds of people visited the exhibition from all over Australia.

  The library also activated a second stream of History Talks at the Margaret Martin Library at the beginning of 2020, with 192 people attending two events.

  The library continues to develop monthly history talks for the Randwick and District Historical Society at Lionel Bowen Library. During the year, 25 heritage events with a total of 1359 attendees were held. This represents a significant increase on last year, despite the dramatic disruption to our in-person programming. Staff have seamlessly migrated to delivering History Talks online. These are generally uploaded to the Randwick City Council YouTube site where they continue to be popular months after the initial live presentation. These monthly celebrations of our community heritage are enjoyed by the local community and often the broader population as well. They are a powerful tool for promoting the rich heritage of Randwick City.
- Training the public in Ancestry.com continues to be popular with each session booked out throughout the year. The library partners with volunteers from Cape Banks Family History Group to deliver this program.
- Answering 1,441 general local history queries and facilitating 65 in-depth or corporate research appointments through our Local Studies and Family History section at the Library.
- The Randwick Photo Gallery has migrated to Portfolio, and connectivity to TROVE has been established. New donations of local studies photographic material in 2019-2020 are in excess of 454 images. Several manuscript donations have been received in addition to the pictorial donations.
- Regular local history social media content continues to engage new and existing audiences.

A prospering City

We have a strategic and collaborative approach to economic development

In 2019 Council commissioned an economic development study to update the Randwick Economic Development Strategy (2009). The study provides economic and employment research, analysis and strategic advice about Randwick City including economic drivers, emerging trends and future demand for employment floor space. The study also considers local economic challenges and economic opportunities for established businesses, new businesses and residents. With this evidence base, Council will develop specific strategies and actions that will support future economic prosperity both day and night.

Council completed a Night Time Economy Study in early 2020 containing specific opportunities and actions to strengthen and diversify the City's night life, cultural and performing arts sectors. In 2019 Council undertook a range of community and stakeholder engagement activities to understand and inform the study. Broadly, the Study makes recommendations on achieving a geographic spread of night-time activity, supporting musicians and performers, encouraging small bars, ensuring our town centres are safe, welcoming and functional and improving accessibility to night time precincts. In early 2020, Council resolved to commence a trial of extended trading hours (up to 2am in larger centres and 1am in smaller centres) for low impact uses such as shops, small bars, restaurants and cultural venues.

A key priority for Randwick City is ongoing engagement, effective partnerships and collaborative relationships with local businesses, local Chambers of Commerce and Business Associations, government and non-government organisations, industry stakeholders and local service providers.

Council normally holds two Economic Business Forums each financial year for the main purpose of sharing information and establishing and maintaining positive relationships with the businesses and economic stakeholders of Randwick City. Each forum is theme based and endeavours to provide expert, current and relevant economic opinion to the attendees as well as providing opportunities to discuss new ideas and/or raise any significant issues that could be impacting on local business activity. Due to COVID-19 and bushfire disruptions, Council was unable to arrange business forums in the 2019-20 financial year.

Unemployment is an important indicator of the economic success of an area. A low unemployment rate can indicate an affluent area with a high rate of access to jobs. At March 2020 the unemployment rate in Randwick City was 3.9% – however this latest available figure does not capture unemployment associated with COVID-19 impacts and the Department of Employment has advised that this figure is not representative of the unemployment situation at that time. The following quarter update was not available at the time of preparing the Annual Report.

In 2020, Council implemented a range of initiatives to support our businesses during the pandemic. These initiatives include rental subsidies for Council tenants, waiving Council fees for business development applications, footway dining, food inspections and outdoor fitness providers, and temporary parking permits for staff of the Hospitals' Campus.

Our commercial centres are vibrant

In 2020 Council established a new Economic Development and Placemaking team whose purpose is to work with local business to support resilience and plan for local economic recovery. The team will look at ways to create new opportunities on main streets within our local and neighbourhood centres such as footpath improvements, landscaping, trees and lighting.

Council continues to investigate planning strategies to create vibrancy and prosperity within local centres, capitalising on their existing character and future opportunities. The strategies set the vision for future development of the town centres as liveable, connected, sustainable, prosperous and vibrant places to live and work.

This financial year, Council exhibited and endorsed the final K2K Planning Proposal and submitted the Proposal to the Department of Planning, Industry and Environment requesting that the planning controls allowing for increased heights and densities, new infrastructure contributions, design excellence requirements and affobdable housing levy be legally made by the Minister for Planning.

Council also continued to work on the Randwick Junction town centre strategy. The strategy will include public domain and new planning provisions to protect commercial floor space, leverage opportunities to stimulate economic growth and support the Health and Education Precinct.

Randwick Health and Education Precinct

The Randwick Health and Education Precinct contains the University of NSW and the health cluster of the Prince of Wales public and private hospitals, the Royal Hospital for Women, Sydney Children's Hospital and also includes numerous research institutions. It is Randwick's largest employment centre and is recognised in the Randwick City Plan for its economic importance and contribution to local jobs and services for the community, as well as its support for the viability of the surrounding town centres and local economy.

The Greater Sydney Commission has identified the Randwick Health and Education Precinct as a Collaboration Area in A Metropolis of Three Cities. Projected employment growth and large-scale investment in and around the precinct have driven its inclusion and as a Collaboration Area. This includes the delivery of the CBD and South East Light Rail; and $1.2 billion committed funding from the NSW Government to develop the precinct including the $720 million redevelopment and expansion of the Prince of Wales Hospital.

In 2019, the core partners of the Randwick Collaboration Area (being the Australian Turf Club, UNSW, Health Infrastructure and Council) entered into a memorandum of understanding and appointed an independent program director to drive the implementation of the Randwick Place Strategy.

A key priority of the Collaboration Area process is to improve the integration of health, research, education and teaching to drive innovation and economic growth across the area. Together with key stakeholders we are continuing to work to strengthen the precinct and support its role as a knowledge cluster and centre of excellence in health care, education and research.

©Randwick Campus Redevelopment

Visitors and recreation

Visitors make a significant contribution to employment and the ongoing prosperity of Randwick City. Council recognises this important contribution to the local economy but is also very aware of the need to be sensitive to any associated environmental or social issues to ensure that visitors make a low impact on the environment and enhance the local culture.

Council's new placemaking team will work with local businesses to develop a Destination Management Plan, help improve our town centres and help attract visitors and customers. This new team will be working closely with local businesses and chambers in the coming months and years.

Randwick City contains a multitude of natural and lifestyle attractions and is a popular destination for local, national and international visitors. One of our major visitor attractions is our Coastal Walkway. This great asset provides access to fantastic vantage points along our magnificent eastern coastline. The completion of a continuous walkway from Clovelly to La Perouse is a key priority for Randwick City Council.

Moving around

‘Moving around’ is about how we get from place to place and how we support movement in, around and to our City

We advocate for improved public transport

We continued to undertake final work with Transport for NSW (TfNSW) and ALTRAC (the light rail construction consortium), to achieve the best outcomes from the light rail project. Light rail construction commenced in Randwick City in early 2016 with light rail services beginning along the Randwick line in December 2019 and along the Kingsford line in April 2020.

We also continue to work with TfNSW regarding improved public transport services for the whole LGA, and are looking forward to working with TfNSW when it announces revised bus services for the LGA.

We encourage walking and cycling

This year we continued to undertake substantial planning for bike rider facilities; especially close to the Light Rail Project.

To position the Council well regarding future grant opportunities, we continued with the detailed design of the northern part of the Doncaster Road cycleway, from Anzac Parade through to Alison Road. This cycleway will provide a safe, separated, bicycle facility between Centennial Park and the UNSW – with links extending into the City and Surry Hills. Construction of these cycleways, in future years will give residents, students and others a safe alternative to using motor cars.

In addition, we encouraged walking and cycling by:

- continued construction of footpaths throughout the City
- upgrading dropped kerbs within the City
- hosting a Bike Week event at the Heffron Pedal Park
- producing and distributing free, high quality, informative walking and cycling maps
- running bicycle courses for the community
- managing and supporting the Cycleways and Bicycles Facilities Advisory Committee to ensure that bicycle riders’ views were being heard; and appropriate recommendations implemented.

We promote road and pedestrian safety

The most recent annual data suggests that there was a modest reduction (6%) in the number of recorded motor vehicle crashes across Randwick City from 362 in 2017 to 340 in 2018 (calendar years). The number of pedestrian casualties also decreased slightly in 2018 to 34 from 37 in 2017 (calendar years).[1]

[1]Source: Roads and Maritime Services, Road Traffic Crashes in NSW (most recent full year data available)

This year Council continued to address pedestrian safety, particularly for seniors. Workshops for older pedestrians were delivered in partnership with Transport for NSW (TfNSW) and the Prince of Wales Hospital.

We continued a range of road safety programs including our free child restraint car seat fitting service using our online application process offered through our website. This year almost 600 Council vouchers were used to check the fitting of child car seats. The delivery of this program, like so many, was impacted heavily by the COVID-19 pandemic, and will be adapted in the future to ensure the continuing safety of babies and children travelling in cars.

We worked with the Traffic Committee when considering safety and accessibility issues within our City. The Traffic Committee meets monthly and is made up of representatives from the RMS and the NSW Police Force, our Local State Member of Parliament and Councillors.

In 2019-20 we constructed several traffic facilities to address road safety issues and to better manage traffic. These included:

- Dolphin Street, Coogee - Installation of a pedestrian refuge at the intersection with Arden Street.
- The Spot, St Pauls Street, Randwick - Introduction of a High Pedestrian Activity Area which involved reducing the speed limit by 10 km/h and installing kerb blisters.
- Arden Street & Clovelly Road, Clovelly - Intersection improvements including improved deflection angle of existing roundabout, and the installation of ‘speed cushion’ slow points.
- Anzac Parade & Forrest Street, Chifley - Installation of raised islands with additional stop signs.

We manage car parking across the City

The resident parking schemes are continually reviewed. Where appropriate and supported by the community, these areas are expanded to give parking priority on the street to residents who cannot park on their own property.

Car share usage

Randwick City Council continues to make car share parking spaces available as more residents decide to use car share vehicles.

From July 2019 to June 2020, an additional 1249 Randwick residents and businesses joined the car share scheme; resulting in 7067 current Randwick members.

Based on current membership levels, and a 2019 survey of Randwick car share members, there would be a requirement for more than 250 additional car parking spaces on Randwick streets if car share vehicles were not available and used to the extent that they are currently.

Looking after our environment

Leadership in sustainability

Randwick Council's Sustaining our City initiative is now in its sixteenth year, contributing significantly to Council's environmental improvement programs and not only meeting our community's expectations on sustainability but actively engaging them in an extensive array of activities aimed at enhancing and motivating sustainability 'ambassadors' working across their own neighbourhood, family and school networks.

Community involvement and capacity building is key to many of Council's programs and sustainability is no different – Council cannot make all the necessary changes to protect and restore our environment on its own.

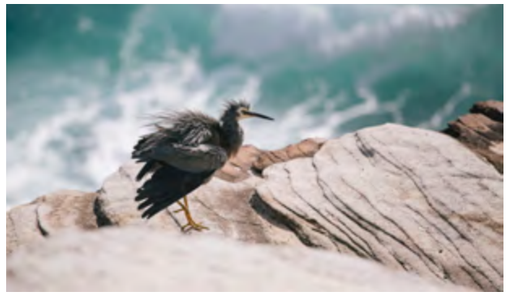
Randwick's collaborative partnership with its neighbouring Waverley and Woollahra Councils demonstrates how successful a collaborative approach can be through the results and recognition achieved over more than a decade. The program's Compost Revolution continues to provide discounted compost bins and worm farms across more than 20 NSW and Victorian Council areas; the 3-Council Solar my Schools initiative is supporting rooftop solar installation on more than 60 out of 64 eastern suburbs schools; and a 2 year project resulted in the 2019 roll-out of the first public electric vehicle charging infrastructure by a local government in metropolitan Sydney. These 3-Council programs have been recognised in national and NSW environmental awards throughout 2019 and 2020.

Another extremely positive shift for Randwick Council is the preparation of a new Environment Strategy over 2019-20 which will be ready for public exhibition and Council approval in the 2020-21 financial year. This Environment Strategy will guide Council decision-making up until 2030 on environmental protection and improvements.

Key environmental programs and activities

Conservation of our coastline

Working to improve stormwater quality from our urban environments continues as a priority for Council with an extensive network of Gross Pollutant Traps (GPTs) on major drainage lines down to our popular swimming beaches. Street litter, run-off and organic material is captured in these GPTs before reaching the ocean. A special working group has developed recommendations on how to improve the water quality at Coogee Beach



including a new public education campaign. The working group is currently developing a solution to increase stormwater reuse and divert as much stormwater from the beach as possible.

In 2019-20, plans and approvals were completed enabling the commencement of Randwick's largest stormwater treatment system aiming to save drinking water and connect treated stormwater to each of the parks along the Maroubra beachfront. Two million litre underground tanks will be installed capable of distributing irrigated watering systems from Jack Vanny Reserve at the northern end of the beach to Arthur Byrne Reserve at the southern end. In addition to conserving water, the system will also remove harmful bacteria from stormwater that would otherwise enter the coastal waters along our popular swimming beaches.

Continuing efforts are underway to take Randwick's high profile coastal walkway through and around the network of golf courses in the southern areas of the City and across the rock platforms at Lurline Bay. Consultation and negotiation with the wide range of community stakeholders including local indigenous communities makes the process of designing and obtaining approvals a complicated and time-intensive process. However, our coastal walkway remains a popular destination and recreational past time for millions of our residents and visitors each year, not only contributing economically to local businesses but minimising damage to fragile clifftop and foreshore vegetation and allowing walkers to enjoy our spectacular coastal views.

Council's Marine and Coastal Discovery Program is held three times each year in Spring, Summer and Autumn. Specialist educators, presenters, guides and marine biologists enable children and their families to discover and learn first-hand why our marine environment is unique and special, especially given its close proximity to the CBD of Australia's largest capital city. Marine and coastal activities take participants on, under, in and next to the water and include sea-kayaking, snorkeling and surfing as well as rockpool, coastal and catchment discovery activities and much more. Our Autumn program was moved online due to COVID-19 but still remained a hit for our local community.

Conserving resources and reducing Greenhouse emissions

Whilst the 2019-20 drought conditions reduced the availability of bore and recycled stormwater, Council still managed to save more than 150 million litres of potable water through the use of alternate water sources.

Following Council's March 2018 resolution for Council to implement a zero carbon emissions and 100 percent renewable set of environmental outcomes for Council's operations by 2030, there has been substantial focus on identifying and implementing new energy saving and renewable energy measures.

New solar has been installed at Malabar Library and replaced on the roof area at Randwick Literary Institute, as well as new initiatives to support solar on tenanted buildings. After substantial negotiation and communication the first such installation occurred on tenanted buildings at Randwick Community Centre. Further tenanted buildings are to be contacted to test whether this partnership can be extended further. The popular Solar my Schools initiative conducted jointly by Randwick, Waverley and Woollahra Councils is also being extended to community organisations and clubs as a Solar my Club program.

Commencement of energy efficient lighting upgrades are underway for various Council sites, including small sites (these are where energy consumption is relatively low due to the building use). In addition, the changeover to LED energy efficient streetlighting in locations across the City via an agreement with Ausgrid are each collectively bringing down energy consumption, related energy consumption costs and as importantly, the emissions of greenhouse gases as a result of reliance on fossil fuels.

20 per cent of Council's electricity is now being generated by the Moree Solar Farm in western NSW, and discussions are underway between Councils participating in this electricity purchase agreement to investigate the timing of purchasing up to 100 per cent of Council's electricity from renewable sources. This arrangement can be adjusted on a 3-yearly basis as part of an electricity contract negotiated by SSROC, involving most of their member Councils.

Each of these energy saving measures are being actively pursued to progress Randwick toward it's zero emissions deadline of 2030.

Randwick has also continued its pathway to achieving zero carbon emissions on an interim basis by offsetting remaining emissions and being accredited by the new Climate Active program (previously National Carbon Offset Standard).

Since mid-2019 when Randwick became the fifteenth Council across Australia to declare a Climate emergency, an additional 81 Councils have done likewise (there are now 96 local Councils who have made such a declaration). A new Climate Emergency Australia (CEA) network has been formed across the country to support Councils in their response to making this declaration.

Council's ban of single-use plastics across Council operations from 1 July 2018 moved to a ban of single-use plastics from Council-supported events from 1 January 2019. New efforts are underway to support less plastics used across other areas of the community, especially smaller businesses, cafes and restaurants.

Promoting and conserving biodiversity

Our small group of Bushland staff continue to support and work closely with Bushcare and Parkcare volunteers and with specialist contractors for the protection and management of just under 50 hectares of remnant and bushland vegetation within 30 managed reserves. Local volunteers contributed around 1,000 hours of bush regeneration at 11 Bushcare and three Parkcare sites. Unfortunately, Council had to suspend bushcare volunteering during the pandemic, however, as restrictions have eased our bushcare volunteers have recommenced bushcare activities under Covid Safe plans developed by Council.

As part of our bushland management activities, staff and contractors also collect local seed varieties of flora species identified in our Bushland Management Plans, conduct bushland tours and walks with a number of local schools and support a number of corporate volunteer days.

Council's responsibility includes recovery actions for the endangered ecological community of Eastern Suburbs Banksia Scrub and Acacia terminalis and other locally rare species.

Council's Community Nursery provides a key source of horticultural and environmental information to contractors, organisations and residents seeking to use native or indigenous plants in their landscaping developments.

The Nursery supports wider biodiversity initiatives, school information and greening of our local streets, parks and reserves. Approximately 80,000 native and indigenous plants were propagated as tubestock at the Kingsford Nursery with around 4,000 plants distributed at community events during the year including citizenship ceremonies.

Community education

Even in the era of COVID-19, Randwick Council is committed to engaging with its community on an extensive program of sustainability education events, courses and workshops.

Prior to the closure of community events and activities in March this year, our monthly Permabees volunteers and quarterly Eco Heroes clubs for 5 to 11 year olds had shifted to weekly and monthly volunteer workshops respectively. Sustainability events held up until March this year included our very popular annual Eco Living Expo at Randwick Community Centre and a specialty Best Gift in the World Sustainable Christmas Market. The sustainable Christmas market was held at the iconic Coogee beach and saw more than 150 separate stallholders selling sustainable, locally-made and environmentally friendly gifts in a first for Randwick and Coogee beach.

Our regular program of courses and workshops on topics such as permaculture gardening and orchards, organic gardening, composting, worm farming, sustainability leadership and bicycle maintenance were underway for around 9 months of the 2019-20 year.

Council's sustainability program supported the first Randwick Puppetry Festival as well as the first of the Twilight Concert series, both held outdoors at Randwick Community Centre. The Twilight Concert featured the famous Lurline Bay Chamber Orchestra in combination with shadow puppets performed by Curious Legends.

As lockdown measures began to ease in NSW, one of the first volunteer programs to return in a very socially-distanced safe environment was the Permabee volunteers working around Randwick's permaculture garden areas. To those unable to attend in person, sessions were streamed online.

Managing environmental risks and impacts

Environmental risks were managed across Randwick City including reducing the risk of flooding in our catchments, monitoring former landfill sites across the City and planning remediation of Purcell Park, Matraville.

Sustainable waste management

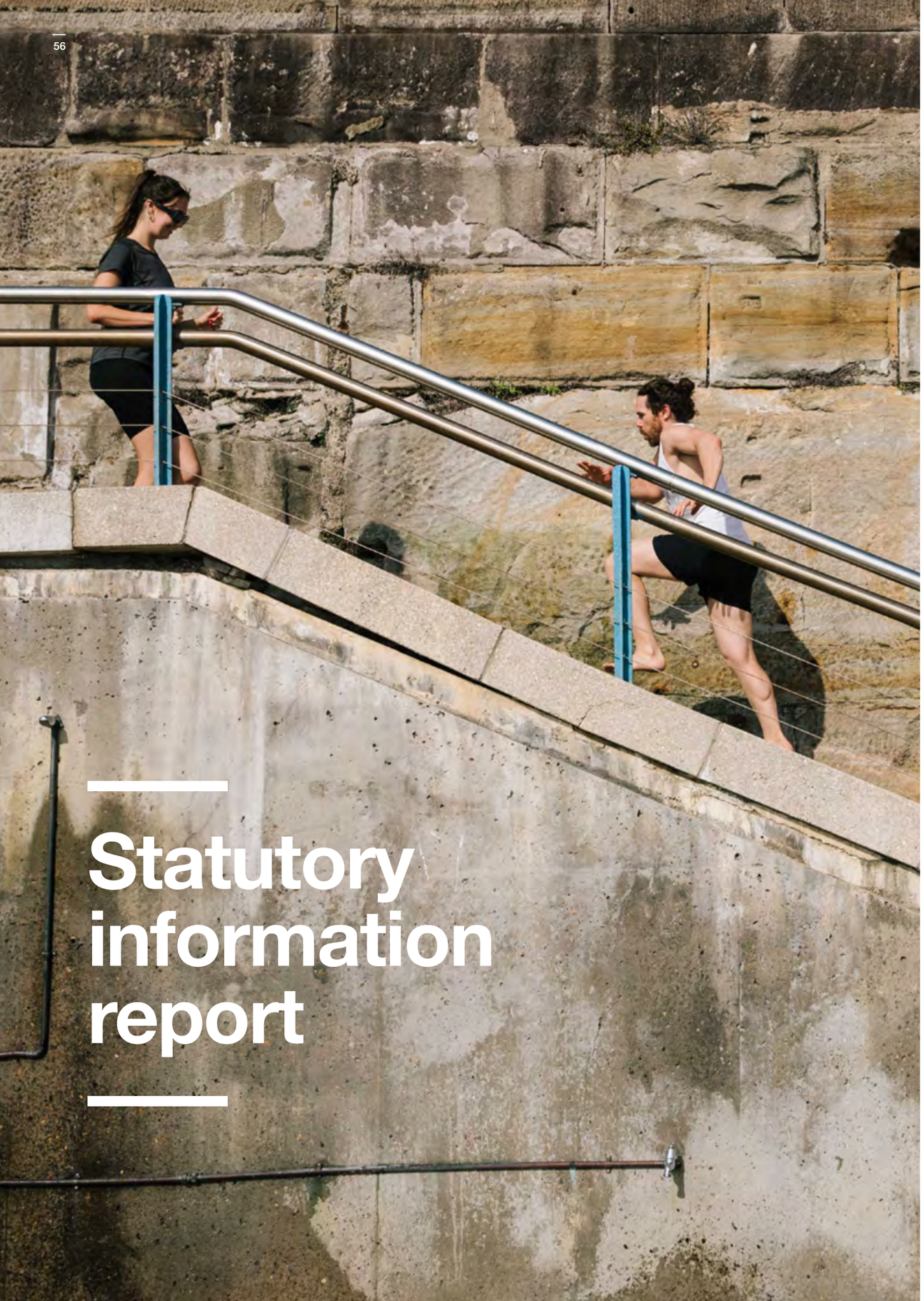
Randwick Council completed separate Waste Education and Waste Management Plans over the past 12 months which provided a sound basis for tackling future waste issues. Diversion of waste from landfill is currently at 47% per cent, down from the previous 60 per cent. This is due to NSW EPA's revocation of Mixed Waste Organic Outputs (MWOO) exemption order in 2018 that resulted in landfilling of MWOO produced through processing of Council's waste at an Alternative Waste Treatment (AWT) facility.

Kerbside collection service results in the recovery and recycling of garden organics, some food waste organics, clean paper, cardboard and containers in a commingled collection as well as other household items for re-use contributing to reducing this material ending up in landfill.

Council's kerbside recycling collection resulted in 10,235 tonnes of commingled recycling and approximately 6,900 tonnes of green waste collected from households. At the Recycling Centre approximately 330 tonnes of electronic waste (e-waste), polystyrene packaging and metal were recovered/recycled; and more than 6,700 mattresses were collected and recycled.

Additional services were added to Council's Recycling Centre at Perry Street, particularly for textiles and clothes.

The 27,475 tonnes of household garbage collected in 2019-20 was processed via Alternative Waste Treatment (AWT) facilities with a total recovery of 7,583 tonnes. Due to the MWOO exemption revocation, 19,892 tons of stabilised MWOO was sent to landfill. Our food waste processing and collection trial continued for approximately 3,400 multi-unit apartments collecting 89 tonnes in 2019-20, which is 27% higher than last year.



Statutory information report

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Introduction

As required by legislation, the following information details the annual reporting requirements of Randwick City Council.

Community development activities and events

Randwick City Council undertakes and partners with not-for-profit and government agencies to deliver a wide range of community activities for the broader community and specific target groups. Such activities and events are held throughout the year, designed to bring the community together for entertainment, learning and information exchange or recreational purposes.

Council invests in these activities as a tool for promoting healthy and cohesive communities. In 2019-20, Council implemented the following key programs and activities:

Note: Some of Council's planned activities and programs could not proceed as planned in 2019-20 due to COVID-19 restrictions.

Program name	Description	Target Group	Attendance number
Christmas Cheer Donation Program	Provision of a financial donation as a contribution towards their end of year festivities.	10 senior groups and organisations in Randwick City	200
Christmas Gift program to local nursing homes	Provision of nine concert performances at local aged care facilities and hostels in Randwick City.	Frail aged and carers	Residents and carers in 9 local aged care facilities and hostels
Carols by the Sea	Assistance for the La Perouse Aboriginal Community's Christmas festivities.	Aboriginal and general community	200
Parenting workshops	Two half-yearly workshop calendars for local service providers. Four Workshops on different topics throughout the year.	Families with young children, teenagers and parents	180
Twilight Concert Program	A program of concerts and arts activation activities held at various Council venues.	General community	3,000
International Women's Day art competition	Over 90 entries to Art Competition. Exhibition and ceremony for women held in March at Randwick Community Centre.	Women	150
Visual art exhibitions	Lionel Bowen Library Gallery hosted four exhibitions Youth Art, Wrapped Coast 50th Anniversary, Create! Art Class and the Magic of Puppetry Exhibition.	General community	6,500
Koojay Corroboree, Coogee Beach	The scheduled Koojay Corroboree was not held in May 2020 due to COVID-19.	General community	-
Culturefest	The scheduled Culturefest was not held due to COVID-19.	Young people	–
Literary programs	Through Randwick City Library, Council offers book clubs for different ages. Each month Author Talks by well-known authors are held, and history talks are hosted jointly by the Library, and Randwick and District Historical Society. From May all author and history talks were delivered live online.	General community	1,146 (185 online)
	Babies and toddlers are introduced to books through special programs such as Babies Love Books, Bop 2 Books and Saturday Storytime. Pre- and primary school children attend the Undercover Book Club, Totally Random Book Club and Kids' Club. Due to COVID-19 restrictions, the children's literary program was adapted to be delivered live online.	Babies/toddlers and their parents/ carers	16,960 (1,918 online)
Literacy skills	Literacy skills are taught through the Book Club for People of Non-English Speaking Backgrounds, story-time in other languages, (such as Chinese, Japanese, Russian, French, and Spanish), and English Conversation Classes.	Culturally and linguistically diverse backgrounds	3,065 (77 online)
	As part of Children's Book Week, writing workshops and other activities are offered to encourage children to immerse themselves in literature and develop their literacy skills. Additional writing workshops are held to foster a love of literacy for high school students.	Children and youth	423
Learning programs	Learning opportunities are offered in a variety of formats including: slam poetry performance, writing groups for youth and seniors; computer and technology classes/ training for seniors and Cultural and Linguistically Diverse; stop motion and coding classes for children and youth; and HSC talks for high school students.	General community	3,252
	Play Workshops are offered for parents to learn about their child's development with relevant toys and games for each stage.	Parents and carers	105
	Health talks relating to the topics of living well and aging well were undertaken to give the community tips to prevent serious diseases and illnesses in the community.	Seniors (and their carers) and general adults	189

Program name	Description	Target group	Attendance number
Recreational activities	Randwick City Library runs numerous school holiday activities, after-school clubs (offering board games and coding), the Spark Science club, arts and craft classes, outreach events such as Storytime Trail, and school visits. A live online Storytime and bookchat program was established to continue community connection when face-to-face events were suspended due to COVID-19.	Children and youth	1,692
	w The Autumn program (scheduled for the April school holidays) was moved online due to COVID-19.	Families and young children	1,228
	Randwick City Library runs numerous recreational clubs aimed at adults focusing on activities such as chess, Mah-jong, bridge, writing, creative arts, tai chi and crafts such as calligraphy, knitting and card making, and a movie club.	Adults and seniors	9,387

Community partnerships, joint projects and service coordination

Randwick City Council has developed strong and enduring relationships with other community organisations, government departments and individuals over many years and works with these groups to encourage improved understanding of local needs. Council officers also support and partner with local support providers and community groups to hold events or undertake capacity building projects.

Program name	Description	Target group	Attendance number
Community Drug Action Team (CDAT)	Council continued the partnership with Australian Drug Foundation to minimise the harm from alcohol and drug abuse. CDAT meetings were incorporated with the Mental Health Awareness and Suicide Prevention strategy group.	Mental Health & Suicide Prevention strategy group	49
Kooloora Community Centre on-site support	Council provided financial assistance for Kooloora's Vacation Care Programs and cleaning service.	Families, pre-school children and public housing tenants	28 children and parents per Vacation Care session
Youth Off The Streets Outreach Program	Council continues to work with Youth Off The Streets to deliver activities for young people from the public housing estates of South Coogee and Maroubra. Council officers mentor staff of the Youth Off The Street's Aboriginal program in Maroubra.	Young people	250
16 Days of Activism Against Gender Violence	Council in partnership with member organisations of the Eastern Suburbs Domestic Violence Network implemented and supported a number of activities during this period including the renamed walked against violence, *Step Out Speak Out Walk* from Randwick to Coogee, supported development of DV Basics for Workers resource to support non DV workers to make appropriate referrals (and held information on same), and distributed shopping bags with anti-violence messages to local independent grocers.	General public, family support workers and social workers	500 + *Step Out Speak Out Walk* participants
NAIDOC Week activities	Activities held include La Perouse Community Health Centre morning tea, South Cares NAIDOC Family Day at Matraville and the Indigenous Community Links NAIDOC Footy Cup at La Perouse.	Aboriginal and general public	1,000+
Matraville Family Fun Day	Council funded and partnered with local service providers to hold this annual event to promote local services, with fun activities and information sessions such as healthy eating options.	General public	800

Program name	Description	Target group	Attendance number
National Reconciliation Week activities	The Eastern Region Local Government Aboriginal and Torres Strait Islander Forum has been evaluated and was under review just prior to the pandemic response lockdown. As Council events were cancelled due to the Pandemic Response, Council promoted Reconciliation Week through social media with photos and posts acknowledging our local residents.	General public	-
Youth Week activities	Due to the pandemic lockdown, NSW Youth Week activities were postponed.	Youth & youth-workers	-
Lexington Place Community Services Hub	Council in partnership with NSW Health, FACS and PHN established and launched the community services hub in December 2018. Named the Hub@Lexo, it provides a weekly program of government outreach services, a playgroup and healthy lifestyle activities.	Public housing tenants of South Maroubra	100 residents per week
Home maintenance and modification program	Council provides a Commonwealth Government funded Home Maintenance and Modification service to frail and aged residents. 1443 individual jobs were completed for eligible residents.	Frail and aged (over 65 years) residents	250 clients
Nature strip lawn mowing program for elderly residents	Council provides a nature strip lawn mowing program for elderly residents who cannot mow the lawns themselves and do not have the resources to have them mowed. Lawns are mowed a minimum of four times a year.	Frail and aged (over 65 years) residents	82 properties
Safe TALK Suicide Prevention awareness training	Safe TALK – Suicide Prevention Awareness Training Seminars held in partnership with Lifeline involved suicide prevention training for people who care for someone with a mental illness.	Carers of people with a mental illness	40
Randwick Literary Institute	The Randwick Literary Institute (RLI) is well utilised and accommodates a wide range of 32 user groups. Most of the halls and garden settings for hire have permanent bookings from dance, art, exercise, play group, literacy, and theatre groups. In 2019-20, the RLI hosted 1 day of the 3-day puppet festival and 4 activities for the sustainability coastal program.	Local organisations and businesses	32 user groups
Cultural Diversity and Equity Advisory Committee	The Cultural Diversity and Equity Advisory Committee was developed to discuss issues that affect multicultural residents and provide Council with recommendations on engagement activities and strategies.	Local residents	14 members
Interagency groups	Community Development staff chair/co-chair, facilitate and provide secretarial support for community and government interagency groups across the Inner Sydney/ Eastern Suburbs region. Interagency groups enhance partnerships through information sharing and connection of services and agencies.	Government and non-government agencies	15 Interagency groups

Program name	Description	Target group	Attendance number
Domestic and family violence consulting service	Council has agreed to fund a DFV Outreach Service (available 3 days per week) now running in 3 locations, in the suburbs of Randwick, Maroubra and Malabar. A 5-year MOU has been entered into between the service provider and Council.	Victims of Domestic and Family Violence	Confidential
Stay Standing program	Council ran a six-week program on how to manage your risk of falling for healthy independent ageing with practical fall prevention information.	People aged 55 years and over	40
National Disability Insurance Scheme	National Disability Insurance Scheme (NDIS) information sessions held in partnership with St Paul Societies' Local Area NDIS Coordinators. The sessions provided an overview of the NDIS and the role of the Local NDIS Area Coordinators.	People with disabilities and their carers	90
Multicultural Water Safety Committee	A collaboration of four Councils, three State departments and three community services, servicing coastal LGAs from Randwick to the Sutherland Shire, continued regular promotion of the Water Safety Directory. In 2020, Council contributed to a website to host the online version.	Multicultural services and Residents from CALD communities	500+
Centennial Park School and Randwick City Council Coffee Club	Centennial Park School and Randwick City Council have a partnership to enhanced employability of the students through a staff barista-style coffee, hot chocolate and chai service. Teachers noted improvements in student confidence, behaviour and school attendance. Due to COVID-19 lockdown, this project has been put on hold until further notice.	Students from Centennial Park School	20 students
Eastern Region Local Government and Torres Strait Islander Forum	Eastern Region Local Government Aboriginal and Torres Strait Islander Forum has been evaluated and was under review just prior to the pandemic response lockdown.	Councillors and staff from 6 Sydney Councils	24
Seniors Wellbeing Project workshop	Held in partnership with Holdsworth Community, this workshop involves wellbeing exercise classes and activities for frail aged Seniors and Carers living in Randwick City and surrounding areas.	Older people and carers	30 per session
International Day of people with a disability	Disability Dance held in partnership with Holdsworth Community at Prince Henry Centre, Little Bay.	People with a disability and their carers	100
New Ways to Prevent and Treat Back Pain seminars	New Ways to Prevent and Treat Back Pain seminars held in partnership with Neuroscience Research Australia involved discussion of the latest findings and treatments to reduce back pain by targeting the brain, especially for those in chronic pain. The seminars were designed for older people and carers.	Older people and carers	130

Program name	Description	Target group	Attendance number
Heritage twilight tours	Council held two Twilight Tours of the Prince Henry Nursing and Medical Museum, Little Bay. The Twilight Tours explored the history of the former Prince Henry Hospital.	General community	190
Intergenerational sessions	Grandparents Fun Day held at Prince Henry Nursing and Medical Museum, Little Bay involved a range of intergenerational activities and showcased local support services. The day was designed for grandparents and carers.	Grandparents and their carers living in the Southern Suburbs of Randwick City	700
Back to Prince Henry	Held at the Prince Henry Nursing and Medical Museum, this event attracted 10 aged care service organisations, who provided information on their services to approximately 200 visitors to the Expo. This event aims to encourage older people and family members to participate in local community activities and learn about support services and social inclusion activities offered in the locality.	Service providers and older people	250
Christmas celebration and information session	Christmas celebration events and information sessions held in partnership with Ethnic Community Services Co-operative at Maroubra Seniors Centre, for seniors and carers from culturally and linguistically diverse backgrounds. These events targeted isolated carers who do not typically access formal services.	Isolated older people and carers	300
Health talks	Randwick City Library ran health talks relating to the topics of Advance Care Planning, Pain and Medication, Anxiety and Depression, New Ways to treat depression and other psychotic disorders and Grief and Loss. The talks were aimed at seniors as well as carers and provided strategies to improve individuals' quality of life.	Older people and carers	189
Renters housing forum and Tenancy Action Group meetings	Council staff held, in partnership with Eastern Area Tenants Service, Kingsford Legal Centre and the Tenants Union of NSW, two forums and several meetings to assist renters to learn tips on the best way to deal with landlords and their obligations, how to access relevant support services, common problems faced by renters and where to get help, and renters' rights and responsibilities. Council staff also supported a community engagement activity with Tenant Participation Community Engagement Service to engage in Government Housing strategy and consultation.	Renters living in Randwick City	40 per session

Community and corporate events

The following is a list of events that are held by Council to celebrate or commemorate occasions of significance to our communities. These include large scale, outdoor events where members of the general public are invited to be part of the occasion.

Note: Some of Council's planned events could not proceed as planned in 2019-20 due to COVID-19 restrictions.

Program name	Description	Target group	Attendance number
Bastille Day Community Celebration	The usual Bastille Day celebrations were not able to be held this year due to COVID-19. Instead a small ceremony of invited guests was held at the La Perouse Monument to commemorate this significant day for the local French Community. A video was released on Bastille Day explaining the French history and connection to the Randwick community.	Local community	40
Beach Breaks Carnival and Surfing Walk of Fame	The usual Beach Breaks Carnival was unable to be held in 2020. In its place a temporary artwork and social media campaign was launched for 2 weeks with a focus on community engagement and local business activation. The artwork celebrated the surfing and beach culture of Maroubra. Social media impressions were 32,200.	City-wide community	-
Eco Living Expo	A free sustainability festival held in September promoting innovative green living in a fun, family-friendly environment for the community to come and enjoy.	City-wide community	9,000
NOX Night Sculpture Walk	NOX was not held in 2020 as it is held every 2 years.	City-wide community	-
Garden Awards	The annual Garden Awards held in October are judged by professional horticulturalists and promote a sense of pride in gardens by our community. The categories are sponsored by local businesses and the presentation is held at the Randwick Community Centre.	Participating gardeners and sponsors	120
Civic receptions	Civic receptions held to mark occasions such as the opening of new facilities and to acknowledge the contribution of individuals and organisations.	Local community and organisations	1,500
Bali Commemoration Ceremony	The 17th annual commemoration ceremony was held at Dolphins Point, Coogee in October 2019. This ceremony was attended by a large number of family, friends and residents. Speeches were delivered in tribute to those who lost their lives while visiting Bali.	Families and friends who lost someone in the 2002 bombings, Councillors, MPs	150

Program name	Description	Target group	Attendance number
Malabar Family Day	Partnering with the local Malabar community and Souths Juniors, this family day remembers the lives of the nine Malabar locals who were lost in the Bali tragedy. A concert and BBQ takes place at Cromwell Park in October.	Local community	300
Awards for Sporting Achievements	Randwick City Council acknowledges its finest athletes through the presentation of the annual Awards for Sporting Achievements. This event was held in October.	Primary and high school children, sporting community, surf clubs	110
Business Awards	The Business Awards aim to recognise and acknowledge outstanding local businesses and their staff who go above and beyond in providing exceptional service to the community. The presentation night was held at the Randwick Racecourse in October 2019.	Local businesses	550
Step Out Speak Out, walk to end domestic violence	This event is held in partnership with the Eastern Beaches Local Area Command and aims to stop violence against women. The walk, held in November, starts at High Cross Park and ends at Grant Reserve in Coogee where there are speeches and a BBQ breakfast.	City-wide community, emergency services	5,000
SES 60th anniversary	Civic Reception to recognise 60 years of volunteer services by the SES in Randwick City.	SES Randwick members & invited guests	100
Seniors' Christmas Concerts	A free Christmas concert for Seniors living in Randwick City, held at Souths Juniors in November.	Seniors living in Randwick City	900
Kingsford Noodle Market	The Kingsford Noodle Market, held in November, showcased the specialties of local restaurants and included a traditional Lion Dance performance.	Local community	4,500
Coogee Carols	A family favourite, the Coogee Carols held each December is one of the most well attended Council events. A cast of local celebrities lead the carols as the crowd sings along, and the night ends with a fireworks display.	City-wide community	25,000
Coogee Sparkles New Year's Eve Fireworks	An alternative to the harbour fireworks, Coogee Beach is now considered a popular family destination to enjoy New Year's Eve celebrations. The bushfires and adverse weather conditions impacted on crowd attendance in 2019.	Eastern suburbs community	35,000
Australia Day Citizenship Ceremony and Community Service Awards	The citizenship ceremony and announcement of the Community Service Awards is held at the Prince Henry Centre in January.	City-wide community, new citizens	240
Australia Day Celebration Maroubra Beach	Free community celebration with live entertainment and activities, held in January.	Local community	4,000

Program name	Description	Target group	Attendance number
Rainbow flag raising for Mardi Gras	To celebrate the Mardi Gras season, the Mayor, Councillors, Local MPs, Randwick Council staff and the CEO of Mardi Gras raised the rainbow flag at the Town Hall in February to show support for the lesbian, gay, bisexual, trans, and/or intersex community.	City-wide community	80
The Spot Festival	The annual street fair held in March at Randwick was not held in 2020 due to the pandemic. A virtual market place was created to allow the usual local businesses and stallholders to trade online.	City-wide and eastern suburbs community	-
La Perouse Day	A reception held at the La Perouse Museum commemorating the history and significance of this iconic area.	French and local community	80
ANZAC Day Dawn Service	The usual Anzac Day Dawn Service could not be held due to COVID-19; however, a special live-stream event was created and included speeches, hymns and wreath laying. The live stream was viewed by over 8,000 people including international viewers. A special video was also created of local children and their understanding of Anzac Day.	City-wide community	-
Corroboree at Coogee Beach for Reconciliation Week	Corroboree was not held in 2020 due to COVID-19.	City-wide community and school groups	-
Lifeguard Surfers Cup	This event did not go ahead in 2020 due to COVID-19.	Lifeguards from Sydney and NSW coast	-
Opening of the Heffron Tennis Centre	A celebration for the opening of the Heffron Tennis Centre was held in August 2019, with a special naming of the Championship court in honour of Todd Reid.	Local community	200

Carers' responsibilities

To comply with Section 8 of the Carer (Recognition) Act 2010, Council is required to report on its compliance with the requirements of the Act.

The NSW Carer (Recognition) Act 2010 recognises carers' roles in, and contribution to, NSW communities. As a Human Services agency in the NSW Public Sector, Council has responsibilities under the Act, and must report them annually.

Staff who are carers

Council continues to comply with the Carers (Recognition) Act 2010 through our sound Sick and Carers' Leave Policy and flexible work practices.

Each carer's needs and circumstances are considered individually to ensure that special needs are taken into account. As a result, managers have the discretion to provide extra support and flexibility when needed.

8,064 hours of paid Carers Leave was accessed by Randwick employees in 2019-20.

As part of this, up to 10 days of Special COVID-19 leave was given to employees who were required to care for and home school children affected during the lockdown.

Throughout the year Council provided staff with support and information to assist in their caring responsibilities. Our monthly Life-Style Lunches for staff and our annual "All Stops to Randwick" event continue our focus on employee benefits and total wellbeing. Sessions this year included:

- Nutritious cooking demonstration and tasting
- Laughter yoga
- Mindfulness/meditation.
- R U OK? Depression and suicide awareness.
- Financial self care
- Master your health - tools to create lasting change
- Renovate your life
- Caring for carers

Consultation and liaison with carers

The Council supports carers in a range of ways, directly and indirectly. Examples of support to carers by Randwick City Council include:

- A series of information sessions and seminars to meet the identified needs of Carers including Advance Care Planning, Older People, Pain and Medication, Healing Grief & Loss, New Treatments for Depression, Understanding Anxiety and Depression and Coping with COVID-19 for Carers.
- 'Stay Standing' six week falls prevention program designed for older people and carers to learn how to manage their risk of falling for healthy and independent ageing with practical falls prevention information.
- Safe TALK – Suicide Prevention Awareness Training Seminars held in partnership with Lifeline involved suicide prevention training for carers who care for someone with a mental illness.
- Grandparents Fun Day held at the Prince Henry Nursing and Medical Museum, Little Bay involved a range of intergenerational activities and was designed for grandparents and carers living in the Southern suburbs of Randwick City, and was open to Council staff.
- 'Back to Prince Henry' held at the Prince Henry Nursing and Medical Museum, Little Bay to celebrate Seniors Week involved a range of intergenerational activities and showcased local support services. The day was designed for Seniors, their carers, family members and friends living in Randwick City and surrounding areas.
- Cultural Bridges Multicultural community event held in partnership with Ethnic Community Services Cooperative at Kensington Park Community Centre showcased multicultural performances, food and live music from around the world, and local support services for people living in Randwick City and surrounding areas.
- Healing Grief and Loss seminars designed for Carers impacted by grief and loss and providing insights and strategies on how people can better understand and manage their emotional wellbeing while adapting to the 'new normal.'
- 'Wrap with Love' knit-in group providing social support and fun knitting activities for seniors and carers on a weekly basis at Kensington Park Community Centre and St Basil's Aged Care Facility at Randwick.
- Disability Ball for people with a disability and their carers held in partnership with Holdsworth Community at the Prince Henry Centre, Little Bay. The Ball celebrated International Day of People with a Disability.
- Christmas Celebration events and information sessions held in partnership with Ethnic Community Services Co-operative at Maroubra Seniors Centre for Seniors and their carers from culturally and linguistically diverse backgrounds. These events targeted isolated carers who do not typically access formal services.
- Seniors Wellbeing Project held in partnership with Holdsworth Community involves wellbeing exercise classes and activities for frail aged Seniors and Carers living in Randwick City and surrounding areas.
- Home Library Service - Randwick City Library delivers books, DVDs and library resources to house-bound individuals, Diversional/Recreational Therapists and carers within the community.
- Randwick City Library also provides a variety of other services, events and programs to aid carers and those they support.

Randwick Disability Inclusion Action Plan 2017–2021

To comply with Section 13 of the Disability Inclusion Act 2014, Council is required to report on the implementation of its Disability Inclusion Action Plan, and provide a copy of the plan to the Minister for Disability Services.

The Randwick City Council Disability Inclusion Action Plan 2017–2021 (DIAP) guides Council to meet its requirements under the NSW Disability Inclusion Act 2014.

Our DIAP was endorsed by Council 26 November 2017, and encompasses four areas of focus:

1. **Attitudes and behaviours**
2. **Liveable communities**
3. **Employment**
4. **Systems and processes**

The development of our DIAP involved extensive community consultation and Council continues to engage the community to ensure the priorities are current.

Highlights 2019-20

ANNUAL PROGRESS OF DIAP ACTIONS			
COMPLETED	ONGOING	IN PROGRESS	NOT STARTED
14	20	7	0

1. Attitudes and behaviours

Council aims to build community awareness of the rights and abilities of people with disabilities, and to support the development of positive attitudes and behaviours towards people with disabilities.

Outcomes

- Coordinated the Creative Opportunities and Challenges COVID-19 Online forum for Aged and Disability Services and Consumers.
- Coordinated the Advance Care Planning, Older People, Pain and Medication seminars; as well as Safe Talk Suicide Prevention Awareness Training for people caring for someone at risk of suicide.
- Delivered seminars on Healing Grief & Loss, New treatments for Depression and other Psychotic Disorders, Understanding Anxiety and Depression in COVID-19 and Coping with COVID-19 for Carers.
- Issued 262 infringement notices to persons parking illegally in designated accessible parking spaces.
- Promoted a range of community and development-run programs through eNews and Facebook.
- Featured a story on accessibility in Randwick City Council's SCENE magazine that listed a range of facilities, parks, buildings and beaches which are accessible to everybody.
- Held two Older Persons and Access Advisory Committee meetings. These meetings provided a forum for raising community issues of concern regarding access; and also gave council the opportunity to seek comments on specific projects and policies, e.g. the Recreation Needs Study. The number of Older Persons and Access Advisory Committee meetings held was lower than planned due to COVID-19 restrictions.

2. Liveable communities

Council aims to increase participation of people with a disability in all aspects of community life, through targeted approaches to address barriers in housing, learning, transport, health and wellbeing.

Outcomes

- Provided 25 designated accessible parking spaces for residents with mobility limitations, following an assessment of their needs. Information on applying for a designated accessible/mobility parking space is available on Council's website.
- Held National Disability Insurance Scheme (NDIS) information sessions in partnership with St Paul's Society NDIS Area Coordinators to learn more about their role and how they can help people with a disability and their carers, in understanding and accessing the NDIS.
- Held Safe TALK – Suicide Prevention Awareness Training Seminars in partnership with Lifeline providing suicide prevention training for carers of someone with a mental illness.

- Convened and resourced Eastern Sydney Aged and Disability Services Interagency meetings involving: Community service providers, State and Federal Government officers, and Local Government officers. Regional issues are discussed at these meetings, and opportunities for joint projects are developed.
- Designed and built new and upgraded buildings in accordance with the relevant Building Code of Australia (BCA) and Australian Standard access requirements.
- Provided accessible transport to Council events such as the Eco Living Expo. Council events also provide accessible entry and exit paths for people using wheelchairs, preferred wheelchair seating allocation and accessible toilets.
- Held a Stay Standing six week falls prevention program for people with mobility impairments.
- Held 'Chasing Away the Black Dog' seminar on new treatment for depression to 90 participants.
- Enabled persons with limited accessibility to access activities through live streaming of community events such as the Anzac Day Service, Virtual Spot Festival and a virtual tour of the La Perouse Museum exhibition.
- Installed 'No Parking' zones in preference to 'No Stopping' zones to allow for persons to drop off and pickup persons – which can be helpful for persons with limited mobility.
- Constructed 1.65km of new concrete footpaths; renewed 1.34km of footpaths; constructed 72 new kerb ramps; (including upgrade of non-compliant ramps) and upgraded 30 bus stops to comply with DDA requirements.
- Provided financial support through Council's grants programs, and workshops to assist persons to navigate the NDIS, and a community dance to celebrate International Day of People with a Disability.

3. Employment

Council aims to support and improve opportunities for people with a disability to gain meaningful employment, which will enable them to exercise choice and control over their own lives as a result of financial security.

Outcomes

- Reviewed and amended Council's employment policies and practices to minimise barriers and improve opportunities for a diverse workforce, including persons with a disability.
- Advertised all major procurement opportunities in the Sydney Morning Herald, the tendering portal, and also on Council's website to enable opportunities for relevant social enterprises to tender.
- Two Disability Awareness sessions were scheduled for staff but cancelled due to COVID-19 restrictions. These are now being delivered virtually.

4. Systems and processes

Council aims to ensure that people with a disability are able to make informed choices about available services provided by government agencies. Some of the challenges stem from systems and processes that do not support inclusion or provide accessible options for people with a disability to choose when communicating, accessing information or providing input or feedback.

Outcomes

- Made ongoing improvements to the accessibly of website content by ensuring the use of plain English, integrating a greater use of on-line forms, reviewing the visibility of web pages, and making the Council's website more readable on mobile devices.
- Council's Brand Guidelines are also being updated to ensure use of photography, language and typography is accessible and representative of the diverse communities of Randwick City.
- Provided a virtual tour of the Spot Festival, live streamed events, and produced a virtual tour of the La Perouse Museum and its displays.
- Rescheduled the production of an access map pending audit of access infrastructure. This is to ensure that the newly constructed access facilities are included in the access map.
- Promoted local accessible facilities, for example the installation of the new all-access beach mat at Malabar Beach. This included a front page photograph and story in Council's Scene Magazine.

Human resources

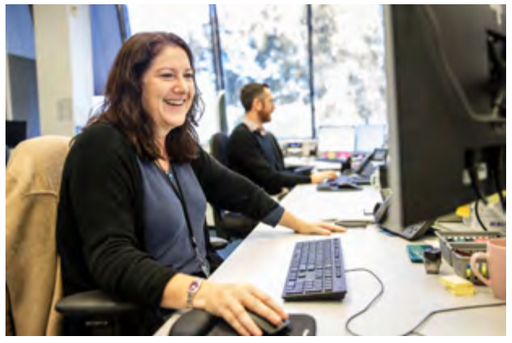
Workforce Plan

In 2019-20, our Workforce Plan has provided us with guidance and direction in line with our Resourcing Strategy 2018-28. The main focus of the Plan is to build a sustainable supply of high performing talent and capabilities to ensure the ongoing delivery of effective and efficient community services and programs.

The Randwick City Plan continues to underpin Council's strong reputation and employee value proposition to attract and retain high calibre employees empowered to continuously improve our processes and services that deliver value to our community.

The plan supports a sustainable, high performance workforce with annual actions surrounding the identified themes:

- Aligning values and workplace;
- Strengthening workforce capability;
- Inspiring performance;
- Building skills and knowledge; and
- Encouraging wellbeing.



Equal Employment Opportunity (EEO)

To comply with clause (1)(a9) of the Local Government (General) Regulation 2005, Council provides the following statement on Equal Employment Opportunity (EEO) Management.

Randwick City Council continues to reinforce its commitment to EEO and workforce diversity and inclusion reflecting the values and multiculturalism of the local community.

Council continues to educate and inform its staff on the importance of diversity and inclusion and its relevance to the community. These principles are embedded in all human resource policies and practices, and are especially emphasised in corporate induction, learning programs, leadership development, recruitment and safety and wellbeing programs. Employees and leaders have participated in training to ensure ongoing awareness and to demonstrate commitment to the Randwick City Council values.

We continue to participate with our neighbouring council, Waverley in preparing and delivering upon our Disability Inclusion Action Plan.

Fees and expenses for the Mayor and Councillors

To comply with clause 217 (1)(a1) of the Local Government (General) Regulation 2005, Council is required to provide a statement on Councillor expenses. Details of the total cost for the payment of expenses and provision of facilities to Councillors to attend to their civic duties is provided below.

Councillors are entitled to reimbursement for reasonable business expenses when attending conferences, seminars, meetings or functions. Approval to attend conferences and seminars within NSW is granted by the Mayor and the General Manager. For interstate conferences and seminars, the Council's approval is required.

The NSW Local Government Act 1993 requires councils to adopt a policy for the payment of expenses incurred by and the provision of facilities to, mayors, deputy mayors and other councillors. Mayors, deputy mayors and councillors can only be reimbursed for expenses and provided with facilities in discharging the functions of civic office in accordance with this policy. The Council's policy on the provision of facilities for use by councillors and the payment of councillors' expenses is available on our website.

In accordance with the Council's adopted policy, councillors are entitled to receive facilities such as a mobile telephone and laptop computer. In addition, Council-related telephone calls and internet access are paid for by the Council. Other facilities such as stationery, Cabcharge, reimbursement for use of private vehicle, refreshments at council and committee meetings and access to councillors' rooms, are also provided by the Council. Councillors receive an allowance in accordance with the NSW Local Government Act 1993.

The Mayor is entitled to receive a mayoral allowance, full private use of the Council's mayoral vehicle, office accommodation at the Town Hall with associated business equipment and reimbursement of reasonable expenses incurred when attending functions or performing duties in the role of the Mayor.

The total amount of money expended during the year on mayoral fees and councillors' fees was $455,381.

The total amount of money expended during the year on the provision of facilities and the payment of expenses to Councillors was $105,410. This included:

- Nil for Office Equipment facilities, including a mobile telephone, laptop computer and iPad;
- $23,280 for internet services and phone charges, including telephone calls made from landline telephones installed in Councillors' homes, and calls made from mobile telephones provided by the Council;
- $47,048 for the attendance of Councillors at conferences and seminars, and;
- $35,081 for the training of Councillors and the provision of skill development for Councillors.
- Nil for interstate visits undertaken by councillors while representing the council.
- Nil for expenses of any person who accompanied a councillor in the performance of his or her civic functions.
- Nil for expenses involved in the provision of care for a child to allow the councillor to undertake his or her civic functions.

Overseas travel

To comply with clause 217(1)(a) of the Local Government (General) Regulation 2005, Council provides the following report on overseas travel arrangements of Councillors and staff funded by Council.

During 2019-20 no councillor or senior staff member travelled overseas on Council business.

Senior staff remuneration

To comply with clause 217 (1)(b) & (c) of the Local Government (General) Regulation 2005, Council provides the following statement of total remuneration of the General Manager and other Senior Staff.

The General Manager and the three Directors are the designated Senior Staff positions of Council.

The General Manager and senior staff were paid a total combined remuneration (including salary sacrifice, non-cash benefits and Fringe Benefits Tax) of $1,397,161.

The total remuneration comprised in the remuneration package of the General Manager and other senior staff in 2019-20 is shown in the following table.

	GENERAL MANAGER CLAUSE 217 (1) (B) ($)	SENIOR STAFF CLAUSE 217 (1) (C) ($)
(i) Total value of the salary component of the package	386,583	866,113
(ii) Total amount of any bonus payments, performance payments or other payments made to them that do not form part of the salary components of their packages	0	0
(iii) Total amount payable by the council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor	24,981	74,942
(iv) Total value of any non-cash benefits for which they may have elected under the package	6,893	15,630
(v) Total amount payable by the council by way of fringe benefits tax for any such non-cash benefits	6,739	15,281

Council grants, donations and subsidies

To comply with clause 217 (1)(a5) of the Local Government (General) Regulation 2005, Council provides the following report on contributions and donations to others.

During 2019-20, the Council provided a range of grants, donations and subsidies to individuals, community groups and non-profit organisations.

Community partnerships funding program

The Community Partnerships Funding Program funded social service providers to deliver services aimed at improving the health and wellbeing of disadvantaged residents. This year $152,112 was distributed to a range of local organisations.

Cultural and community grants program

The Cultural and Community Grants Program allocates funds to local not-for-profit community organisations and groups wishing to hold activities or events aimed at promoting participation and celebrating culture and creativity. In 2019-20, the Council allocated $41,956 to community groups to carry out a diverse range of activities.

Community services and partnerships

A number of local and community organisations receive annual funding to conduct specific activities and services under partnership or sponsorship arrangements. The special purpose funds are used to help local organisations with the cost of delivering community events and activities for the benefit of our residents, such as holiday programs for primary and high school students from disadvantaged backgrounds, mentoring programs and social services for young people, and popular community carol events. In 2019-20, a total of $279,462 was distributed to local organisations.

Accommodation subsidies

Council contributed more than $1.37 million worth of rental subsidies to Community organisations over the past year. Service providers using Council owned buildings at a substantially reduced rent include baby health and childcare centres, kindergartens, Benevolent Society, the Historical Society, Learning Links, Housing NSW and Family Day Care.

We also subsidise the rent for services such as the four surf lifesaving clubs, offshore boat rescue, bowling clubs, fishing clubs, croquet club, NSW Handball, Surfing NSW, Randwick Botany Cycle Club, Eastern Suburbs Cycle Club, The Junction Neighbourhood Centre, Randwick Netball Association and Coogee Volleyball. The subsidies include capital works and maintenance of the buildings' assets and building insurance.

Further subsidies in the form of reduced or fee free and discounted hall hire are given to not-for-profit groups that operate for the benefit of local residents, such as seniors groups, various health services, church groups, playgroups, neighbourhood centre services, multicultural groups and precinct committees.

Details of the Council's allocated grants, donations and subsidies are summarised in the table below.

GRANT FUNDS		2019-20 ($)
Grants	3-Council ecological footprint Project	147,000
	Total	**147,000**
Donations	Council contingency fund	296,526
	Community partnerships funding program	152,112
	Cultural and community grants program	41,956
	Community services and partnerships	279,462
	Other donations	128,687
	Total	**898,743**
Subsidies	Rental subsidies and maintenance	1,370,000
	Operational and capital subsidies to surf clubs and offshore rescue	150,000
	Total	**1,520,000**
	TOTAL GRANT FUNDING	**2,565,743**

In June 2020, Randwick City Council adopted a new framework for grants and donations called the Community Investment Program, which is in the form of an 'investment' approach to community funding to enhance Council's ability to better structure and report on achievements while providing more diverse and flexible opportunities for the community to seek support.

Councillor meeting attendance record

Randwick City Council has 15 councillors. Randwick City Council elections were held in September 2017.

There were 11 Ordinary Council meetings held during 2019-20.

There were two Extraordinary Council meetings held during 2019-20.

COUNCILLOR	NO. OF MEETINGS ATTENDED/NO. OF MEETINGS HELD
Cr Andrews	10/11
Cr Bowen	10/11
Cr Da Rocha	11/11
Cr D'Souza	10/11
Cr Hamilton	11/11
Cr Luxford	10/11
Cr Matson	11/11
Cr Neilson	11/11
Cr Parker	11/11
Cr Roberts	9/11
Cr Said	11/11
Cr Seng	9/11
Cr Shurey	10/11
Cr Stavrinos	10/11
Cr Veitch	11/11

COUNCILLOR	NO. OF MEETINGS ATTENDED/NO. OF MEETINGS HELD
Cr Andrews	2/2
Cr Bowen	2/2
Cr Da Rocha	2/2
Cr D'Souza	2/2
Cr Hamilton	2/2
Cr Luxford	1/2
Cr Matson	2/2
Cr Neilson	2/2
Cr Parker	2/2
Cr Roberts	2/2
Cr Said	2/2
Cr Seng	2/2
Cr Shurey	2/2
Cr Stavrinos	2/2
Cr Veitch	2/2

Councillor professional development

To comply with clause 217(a1)(iiia) and clause 186 of Local Government (General) Regulation 2005, Council provides the following report on the provision of induction training and professional development programs for the Mayor and Councillors.

During 2019-20 all 15 Councillors participated in ongoing professional development. Councillors took the opportunity to participate in 25 different seminars, circulars and other professional development programs, including:

- Global Sustainability and Circular Economy Summit
- Improving Your Report Writing Workshop
- Local Government NSW Annual Conference
- 2019 Sustainable Cities Seminar and Awards
- Financial Issues in Local Government
- National Climate Emergency Summit
- LGNSW 2020 International Women's Day Networking Luncheon
- Directors' Breakfast
- Trees for Liveable Cities Forum
- Planning 101 for Councillors (now online)
- LGNSW Webinar Planning Forum (online)
- Company Director's course
- LGNSW Conference
- National General Assembly of Local Government
- Internally organised – annual weekend workshop
- Internally organised – Councillor Briefing Sessions x 10

The following programs were deferred (due to COVID-19) and are planned to be held later in the 2020-21 financial year:

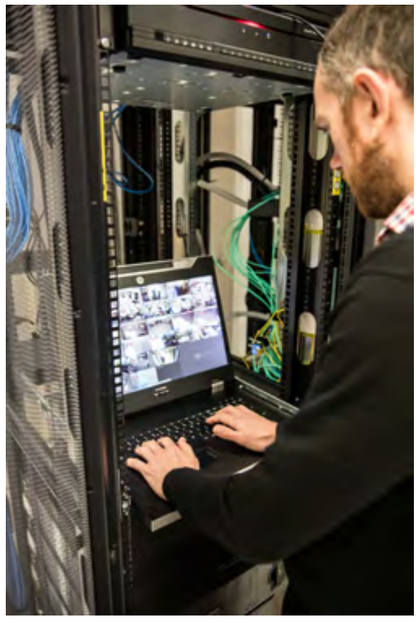
- Executive Certificate for Elected Members
- Smart Spaces Summit
- Waste Conference 2020

Privacy and access to information

Privacy Management Plan

The Privacy and Personal Information Protection Act 1998 (PPIPA) requires all councils to prepare a Privacy Management Plan outlining their policies and practices to ensure compliance with the requirements of that Act and the Health Records and Information Privacy Act 2002. The Council's Privacy Management Plan was updated in June 2019 and is based on the Office of Local Government's 'Model Privacy Management Plan for Local Government – January 2013'. A copy of Council's Plan has been distributed to all managers, and posted on the staff intranet and on Council's website.

Council received (1) one privacy complaint (an internal Review application) during 2019-20. The application was referred to the Information and Privacy Commission (IPC). The IPC did not make any recommendation on the matter, but exercised its function under section 36(g) of the Privacy & Personal Information Protection Act and provided advice to Council on relevant matters concerning the protection of personal information and the privacy of individuals.



Public Interest Disclosures Report

To comply with section 31 of the Public Interest Disclosure Act 1994 and section 4 of the Public Interest Disclosure Regulation 2011, Council provides the following report on public interest disclosures.

Reporting Period: July 2019 to June 2020	
No of public officials who made public interest disclosures to your public authority	0
No of public interest disclosure received by your public authority	0
Of public interest disclosures received, how many were primarily about:	
• Corrupt conduct	0
• Maladministration	0
• Serious and substantial waste	0
• Government information contravention	0
• Local government pecuniary interest contravention	0
No of public interest disclosures (received since 1 Jan 2012) that have been finalised in this reporting period	0
Have you established an internal reporting policy?	Yes
Has the head of your public authority taken action to meet their staff awareness obligations? Staff have been made aware as follows: • Statement of Commitment from head of the organisation's internal reporting policy; • staff undertaking that they have read and understood organisation's internal reporting policy; • new staff provided training during induction; • email message from organisation head to all staff; • links on the Randwick City Council intranet, and • messages in staff payslips.	Yes

Government Information (Public Access) Act 2009

To comply with section 7 & 125 of the Government Information (Public Access) Act 2009 (GIPA) and section 8 & schedule 2 of the Government Information (Public Access) Regulation 2009, Council provides the following report on public access to information held by Council.

Review of proactive release program Clause 7(3) of the GIPA Act

Under section 7 of the GIPA Act, agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

Council's program for the proactive release of information involves:

- Employing an Access to Information Officer who deals with 1,000+ informal access to information requests each year. Wherever possible, Council deals with information requests informally and, for the ease of applicants, information is provided electronically (often via email attachments).
- Providing a dedicated Council document (Access to Information) page on Council's website with quick links to open access information.
- Adopting a comprehensive Information Guide, which is published on our webpage to assist residents to understand our information access processes and practices and to gain access to council information in the most efficient manner.
- Considering, throughout the year, those initiatives, developments or projects relevant to council that it wants the public to know about.
- Identifying and considering for release, information Council has produced or acquired since the last review.
- Reviewing Council's disclosure log to identify patterns or themes in the types of information sought.

During the reporting period, we reviewed this program by:

- Comprehensively reviewing our Information Guide to ensure it is in line with the Information & Privacy Commissioner's Guidelines and to better assist residents' understanding of our processes in relation to information access.
- Undertaking an analysis of the information Council releases both informally (via its Access to Information request process) and formally under the GIPA Act.
- Comprehensively reviewing the I*PC Guideline 1: For local councils on the disclosure of information (returns disclosing the interests of councillors and designated persons*) and determining: to upload a list of names and positions required to submit Disclosure of Interest Returns; and to continue to make the Returns available for viewing at our Customer Service Centre upon request.

As a result of the abovementioned review, a list of the Councillors and staff members (names and positions) required to submit Disclosure of Interest Returns, is now available on our website.

Number of access applications received

During the reporting period, Council received a total of 19 formal access applications (including withdrawn applications but not invalid applications). In addition, Council processed 1,155 Access to Information Requests (informal GIPA applications) during the reporting period.

Number of refused applications for Schedule 1 information

During the reporting period, Council refused one (1) formal access application.

Statistical information about access applications (Schedule 2 of the Regulation)

Table A: Number of applications by type of applicant and outcome [1]

	ACCESS GRANTED IN FULL	ACCESS GRANTED IN PART	ACCESS REFUSED IN FULL	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICATION	REFUSE TO CONFIRM/ DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN	TOTAL	% of TOTAL
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	1	1	0	0	0	0	0	0	2	11%
Not for profit organisation or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (application by legal representative)	9	2	1	0	0	0	0	0	12	63%
Members of the public (other)	4	1	0	0	0	0	0	0	5	26%
Total	**14**	**4**	**1**	**0**	**0**	**0**	**0**	**0**	**19**	
% of Total	**74%**	**21%**	**5%**	**0%**	**0%**	**0%**	**0%**	**0%**		

[1] More than one decision can be made in respect of a particular access application. If so, a recording is made for each such decision. This also applies to Table B.

Table B: Number of applications by type of applicant and outcome [2]

	ACCESS GRANTED IN FULL	ACCESS GRANTED IN PART	ACCESS REFUSED IN FULL	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICATION	REFUSE TO CONFIRM/ DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN	TOTAL	% of TOTAL
Personal information applications [2]	2	0	1	0	0	0	0	0	3	16%
Access Applications (other than personal information applications)	12	1	0	0	0	0	0	0	13	68%
Access applications that are partly personal information applications and partly other	0	3	0	0	0	0	0	0	3	16%
Total	**14**	**4**	**1**	**0**	**0**	**0**	**0**	**0**	**19**	
% of Total	**74%**	**21%**	**5%**	**0%**	**0%**	**0%**	**0%**	**0%**		

[2] A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

Table C: Invalid applications

REASON FOR INVALIDITY	NO OF APPLICATIONS	% OF TOTAL
Application does not comply with formal requirements (section 41 of the Act)	2	100%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	2	100%
Invalid Applications that subsequently became valid applications	2	100%

Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act

REASON FOR INVALIDITY	NUMBER OF TIMES CONSIDERATION USED[3]	% OF TOTAL
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	0	0%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Privilege generally - Sch 1 (5A)	0	0%
Information provided to High Risk Offenders Assessment Committee	0	0%
Total	**0**	**0%**

[3] 3 More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

Table E: Other public interest considerations against disclosure: matters listed in table to Section 14 of the Act

	NUMBER OF TIMES CONSIDERATION USED[3]	% OF TOTAL
Responsible and effective government	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	5	71%
Business interests of agencies and other persons	2	29%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	**7**	

Table F: Timeliness

	NO OF APPLICATIONS	% OF TOTAL
Decided within the statutory timeframe (20 days plus any extensions)	19	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
Total	**19**	

Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)

	DECISION VARIED	DECISION UPHELD	TOTAL	% OF TOTAL
Internal review	0	0	0	0%
Review by Information Commissioner	0	0	0	0%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NCAT	0	0	0	0%
Total	**0**	**0**	**0**	
% of Total	**0%**	**0%**	**0%**	

Table H: Applications for review under Part 5 of the Act (by type of applicant)

	NUMBER OF APPLICATIONS FOR REVIEW	% OF TOTAL
Applications by access applicants	0	0%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	**0**	

Table I: Applications transferred to other agencies

	NUMBER OF APPLICATIONS TRANSFERRED	
Agency-Initiated Transfers	0	0%
Applicant-Initiated Transfers	0	0%
Total	**0**	

The Council's business functions

Competitive neutrality complaints

A specific category in Council's Complaints Management System was established in 1996 to deal with complaints on competitive neutrality. During the period 2019-20, no complaints relating to competitive neutrality were received.

Randwick City Council has not publicised the system it has in place to deal with complaints in relation to competitive neutrality, but all staff who log requests for work to be undertaken, or receive complaints, are aware of the existence of the category in the Complaints System and are required to use it should the need arise.

Companies controlled by the Council

To comply with clause 217 (1)(a7) of the Local Government (General) Regulation 2005, Council provides the following report on controlling interests held in other organisations.

The Council did not hold a controlling interest in any company during 2019-20.

Partnerships, cooperatives or joint ventures with the Council

To comply with clause 217 (1)(a8) of the Local Government (General) Regulation 2005, Council provides the following report on partnerships with other organisations.

The Council is a member of Statewide Mutual, a NSW Local Government Mutual Liability Scheme. The Council is a member of five Statewide Schemes: The Statewide Mutual Liability Scheme, Statewide Mutual Fidelity Guarantee Scheme, Statewide Mutual Property Scheme, Councillors and Officers Liability Scheme and the Motor Vehicle Scheme.

Statewide is formed by more than 118 councils and council authorities in NSW.

Council has entered into a Public Private Partnership (PPP) with South Sydney District Rugby League Football Club (the "Rabbitohs") for the construction of the Community High Performance Centre (CHPC), an elite, world class training facility for the Rabbitohs' playing squad, coaching staff, administration staff and Souths Cares (the Rabbitohs' charity organisation), as part of the Heffron Centre development in Heffron Park, Maroubra.

Functions delegated by the Council

To comply with clause 217 (1)(a6) of the Local Government (General) Regulation 2005, Council provides the following report on functions delegated to others.

No functions were delegated to any external body during 2019-20.

Rates and charges written off

To comply with clause 132 of the Local Government (General) Regulation 2005, Council is required to report on rates and charges written off. The following statement is provided.

In accordance with the requirement specified under the Local Government (General) Regulation 2005 (Rates and Charges), the following table details the rates and charges written off.

RATES AND CHARGES	2018-19	2019-20
Pensioner rates rebates (State mandatory)	$757,654	$742,696
Pensioner domestic waste service rebates (State mandatory)	$365,802	$350,660
Pensioner rebate (Council additional voluntary)	$339,881	$335,544
Postponed rates	$5,652	$5,860
Postponed interest	$2,821	$2,759
Write off small balances	-	$3,156
TOTAL	**$1,503,012**	**$1,440,675**

Special variation to rates

Our current financial strategy has been developed to not only provide the resourcing to meet new projects, but to provide resourcing to continue our diverse range of services at a level agreed with our community. Our financial strategy detailed in our Long Term Financial Plan (LTFP) includes two special variation approvals from IPART – the Our Community our Future 3-year permanent increase and the Environmental Levy 5-year temporary increase.

Special variations are approved increases to rates above the amount of the annual rate-peg. Special variations are the result of a demonstrated financial need, a robust conversation with the community and a rigorous assessment by the Independent Pricing and Regulatory Tribunal (IPART).

In 2019-20 Randwick ratepayers were subject to the second year increase of the 3-year Our Community our Future special variation (5.52 per cent increase), as well as the first of a further five year continuation of the successful Environmental Levy that previously existed.

Special variation income must be spent for the purposes it was obtained as per the conditions of IPART's approval.

Environmental Levy

The Environmental Levy is a special variation that has been in place since 2004-05, funding our Sustaining our City initiative for the past 16 years. Over that time, the initiative has led the way our community has responded to the important environmental issues facing us today; such as coastal protection, conserving resources, waste, protecting biodiversity, and community engagement.

The Environmental Levy special variation is known as a temporary special variation, which means that the Levy is introduced and paid for a period of 5 years before it must be removed (expired) from the Council's rate base. The temporary 5-year Levy has been continued on four occasions with support from the Randwick City community and IPART on each occasion.

The 2019-20 financial year was the first year of the Environmental Levy special variation approved by IPART in May 2019. The levy will expire 30 June 2024.

Environmental Levy expenditure 2019-20 - IPART Approval II. (a)

For 2019-20, Council adopted an Operational Plan and Annual Budget that incorporated a number of projects in keeping with the major elements and the proposed program of works that was approved as part of the Environmental Levy Special Rate Variation.

The table on the opposite page details the 2019-20 Proposed Program expenditure (as detailed in the IPART's determination of Council's SRV application) and the actual program of expenditure that was funded through the SRV.

Environmental Levy significant differences 2019-20 - IPART Approval II. (b)

The reasons for differences between the 2019-20 Proposed Program expenditure and the actual 2019-20 expenditure include:

Administration Costs

There was a reduction in administration costs associated with the Sustaining Our City Program that is funded by the Environmental Levy.

Gross Pollutant Traps

The investigation and planning for where to install the GPT was deferred due to information pending a related project. The GPT will be installed in 2020-21.

Coastal Walkway

The outstanding sections of the coastal walkway are located on land that is not directly managed by Council. The negotiation and investigations associated with these sections are ongoing. Upon resolution of the route and design concepts, the documentation can be undertaken for construction.

Open Space Water Conservation Works

Construction of the Maroubra Stormwater Harvesting project is well advanced. Completion expected in 2020-21.

Environmental Levy outcomes achieved 2019-20 - IPART Approval II. (c)

Some of the key outcomes achieved through the Environmental Levy included:

Water Savings projects

Even during last year's protracted drought, Council's stormwater and wastewater treatment and re-use systems were able to provide 69 million litres of recycled water.

By using both bore and recycled water as alternative sources of water, Council saved in the order of 155 million litres of water which would otherwise have been sourced from the mains in 2019-20. Whilst these figures are lower than previous years (due to the drought), alternative water sources still provided more than 40% of Council's operational water requirements in 2019-20.

Environmental Levy expenditure 2019-20

2019-20 PROPOSED EXPENDITURE AS PER IPART APPLICATION			2019-20 ACTUAL EXPENDITURE	
CATEGORY	PROJECT / SERVICE ALLOCATION	$	PROJECT / SERVICE ALLOCATION	$
Operating expenditure	Sustainability Operating Program	1,950,564	Administration	1,431,288
	Sustainability Staff Cost	711,344	Biodiversity	124,382
			Climate Change	66,025
			Tree Planting	95,790
			Coastal Walkway	42,050
			Community Education	380,736
Capital expenditure	Energy Efficiency Program	265,000	Climate Change	287,519
	Gross Pollutant Traps	130,000	GPT Upgrade Works	0
	Coastal Walkway	940,000	Coastal Walkway	452,999
	Water Conservation Program	600,000	Open Space Water Conservation Works	1,564,684
	Energy Program	30,000	Community Education	1,150
			Ecological Footprint	145,000
			Bicycle Route Construction	11,706
			Sustainability Collection	1,906
TOTAL		4,626,908		4,605,235

[1] Amounts include associated internal project costs.

Energy Conservation

Energy saving initiatives continue to increase across Council operations and in support of community activities.

New lighting upgrades continue to be introduced across larger and smaller energy consuming sites of Council, as well as street lighting. These initiatives are showing substantial savings in costs to Council and reductions in greenhouse gas emissions.

In 2019-20 total electricity consumption fell by approximately 9% compared to the previous year, and greenhouse gas emissions from electricity consumption dropped by a massive 36%.

Community Engagement and Partnerships

Through its Environmental Levy initiative, Council has a very comprehensive community engagement program and extensive collaboration with organisations ranging from UNSW to neighbouring Councils, Waverley and Woollahra as well as those in our south Sydney metropolitan region.

Local residents and visitors have attended in their thousands our larger community festivals and events including our annual Eco Living Expo, our Best Gift in the World Sustainable Christmas market at Coogee beach, and our Marine and Coastal Discovery Program. Separate workshops and courses are held at our sustainability education 'hub' developed over many years at the Randwick Community Centre which is also where our very active Permabee volunteers come together now on a weekly basis and our Eco Heroes Club for youngsters on a monthly basis with their parents and guardians.

Our 3-Council Regional Environment Program with neighbouring Waverley and Woollahra Councils goes from strength-to-strength with Compost Revolution, Solar my School and our roll-out of public electric vehicle charging infrastructure. Many of these initiatives have received recognition in various NSW and national environment awards.

Environmental Levy actual v. projected operating result 2019-20 - IPART Approval II. (d)

	2019-20 Actuals ($000)	2019-20 Projected (original) ($000)	Difference ($000)
Total revenue	181,752	165,159	16,593
Total expenses	158,511	152,351	6,160
Operating result from continuing operations	23,241	12,808	10,433
Net operating result before capital grants and contributions	2,385	8,006	-5,621

Note: The projected figures are those included in the original Special Rate Variation application to IPART in 2018-19 taken from the 2019-2029 LTFP

Environmental Levy actual v. projected operating result significant differences 2019-20 - IPART Approval II. (e)

A significant difference in the operating result is recorded for 2019-20 in comparison to the projected 2019-2029 LTFP figures that were included in the original special rate variation to IPART back in 2018-19. The main reasons for this difference are discussed below:

Handback of Light Rail assets

With the completion of the Light Rail project during the 2019-20 financial year, there was a handback of assets from Transport for NSW. These assets have been brought back onto Council's asset register.

The official handover of assets took place on 1 June 2020 and included over 6500 individual assets with a value of $15.622 million.

This transaction is reflected in the Operating Result from continuing operations.

Increase in Expenses

The primary increase in expenses relates to an increase in the Emergency Services Levy and increases in employee costs associated with rising workers compensation premiums.

Impact of COVID-19

The financial results for the year were also impacted by the COVID-19 pandemic. The $2.3 million Community Support Package adopted by Council, in conjunction with the pandemic related closure of some of our services such as the Des Renford Leisure Centre, realised a reduction in our revenues.

Our Community our Future

Randwick City Council embarked on an ambitious program, known as Our Community Our Future in July 2018, to provide major projects of a size and scope not previously undertaken, while maintaining our existing service levels.

Some projects included in the Our Community Our Future Program are carried over from the former Buildings for our Community Program which commenced in 2010 and concluded in 2018.

Council engaged with the community in December 2017 and January 2018, presenting a package of works and services and a range of funding models. Of the almost 6,000 survey responses Council received, 49 per cent backed Council's preferred rate increase option (including the use of significant borrowings for major capital works), 29 per cent supported a smaller increase while 22 per cent supported the minimal rate-peg increase.

IPART approved Council's special variation application in May 2018, for a 10-year expenditure program with rates increases for the first three years from 1 July 2018. These rates increases will remain part of Council's rate base permanently.

YEAR	FINANCIAL YEAR	RATE-PEG %	SRV % ABOVE RATE PEG	TOTAL %
1	2018-19	2.3	5.34	7.64
2	2019-20	2.7	2.82	5.52
3	2020-21	2.6	2.92	5.52

To offset the impact of the above rates increases on pensioners, Council also introduced an additional $75 rebate for eligible pensioners in 2018-19. This additional rebate is fully funded by Council and is not reimbursed or co-funded by the State Government.

Our Community our Future major elements

The Our Community Our Future package of projects and services consists of the following major elements:

- Anti-terrorism measures to make public places safer as required by the Federal Government,
- An upgrade to the La Perouse Museum,
- Addressing domestic violence through innovative strategies to provide more housing options for those exiting domestic violence and provide dedicated outreach workers,
- Undergrounding of powerlines to increase street tree planting opportunities,
- Providing for an arts and cultural centre,
- Upgrading the Randwick Literary Institute,
- Building a new indoor sports centre and gymnastics centre at Heffron Park - Maroubra,
- Evolving and implementing Council's digital strategy, and
- Various park, community building and public toilet upgrades.

Our Community Our Future expenditure 2019-20 - IPART Approval II. (a) & (c)

Under the terms of the IPART approval for the special rate variation (SRV), Council is required to use the additional special variation revenue over 10 years to fund:

- $20.5 million of additional operating expenditure
- $44.3 million of additional capital expenditure, and
- $25.4 million of loan repayments.

A detailed breakdown of proposed Our Community Our Future (OCOF) expenditure over each of the 10 years was included in Council's application to IPART, and this breakdown now forms part of the IPART approval. Where there is significant variation between the proposed and actual expenditure in any year, Council is required to provide the reasons.

The table opposite shows the proposed 2019-20 expenditure compared to the actual 2019-20 expenditure as well as the outcomes achieved by each project/service funded through the SRV. The table shows that whilst spend remained consistent with the OCOF objective of providing significant capital works and maintaining existing service levels, some of the proposed expenditure was reallocated and/or delayed due to re-prioritisation of works and the impact of COVID-19. Council allocated approximately $1.4 million of the SRV income towards the COVID-19 Community Support Package.

Further discussion on the reasons for the key differences between the proposed and actual expenditure is provided on page 89.

Notwithstanding these differences, the key projects/ services listed under the 2019-20 actual expenditure are in keeping with the major elements and the proposed program of works that was approved as part of the SVR.

Our Community our Future expenditure 2019-20

2019-20 PROPOSED EXPENDITURE AS PER IPART APPLICATION			ACTUAL EXPENDITURE		OBJECTIVE OF PROJECT/SERVICE	CITY PLAN OUTCOME ACHIEVED
Category	**Project/service allocation**	**Costs**	**Project/ service allocation**	**Costs**		
Operating expenditure	Loan Interest Expense	1,211,841	Loan Interest Expense	1,211,841	*Transferred to reserves (refer to comments under 'Loan Repayments' on opposite page)*	
	Existing Council Service Levels	1,471,832	Existing Council Service Levels	1,539,639	Maintain service levels	A liveable city
			COVID-19 Community Support Package	1,383,756	Waiver fees and rates to support businesses/ community	A strong local economy
Capital expenditure	Digital strategy	450,380	IMT Smart & Secure City Program[1]	17,008	Provide infrastructure to activate beaches and other precincts in the City as part of the open space program.	Leadership in sustainability
			Mobile Workforce Program[2]	481,776	Facilitate work from home/ in field via the deployment of portable devices such as laptops and tablets	Leadership in sustainability
			Staff Collaboration & Reporting	161,610	Provision of new staff collaboration platform with access to all Council policies, procedures and guidelines to support internal decision making.	Leadership in sustainability
	Anti-terrorism obligations	2,000,000	Anti-Terrorism Measures[3]	187,864	To be a safer city	A liveable city
			Property & Security Infrastructure	150,559	Provision of CCTV systems in Council controlled facilities throughout the city, and a contribution towards CCTV infrastructure in Coogee Bay Road and Clovelly Beach, connected to NSW Police	Leadership in sustainability
	Major projects	-	Major projects	-		
Loan repayments	Loan principal repayments	1,323,583	Loan Principal Repayments	1,323,583	*Transferred to reserves (refer to comments under 'Loan Repayments' on opposite page)*	
		6,457,636		**6,457,636**		

[1]Included Public Wi-Fi deployment in Coogee Bay Road, Malabar Beach, Clovelly Beach and Maroubra Beach precincts.

[2]Included deployment of 250 laptops and tablets to staff across Council to enable work from home or in the field, connected via a dedicated mobile service to Council's internal systems.

[3]Anti-terrorism measures included:
- Coogee Bay Road Town Centre Streetscape Upgrade – commissioning of 10 new cameras connected to NSW Police Force Randwick Station. Bollards and street furniture were also installed to protect public places.
- Coogee Oval Carpark – expansion of existing CCTV network to cover this high traffic area, connected to NSW Police Force Randwick Station.
- Bicentennial Reserve Yarra Bay – new CCTV network to cover this isolated area connected to NSW Police Force Randwick Station

Our Community Our Future significant differences 2019-20 - IPART Approval II. (b)

Reasons for differences between the 2019-20 Proposed Program expenditure and the actual 2019-20 expenditure include:

COVID-19 pandemic Community Support Package

In response to the pandemic, Council adopted a Community Support package aimed at building business and community resilience and providing financial assistance measures to ratepayers. While the pandemic could not be foreseen within Councils long term financial planning, to ensure leadership and support, prioritisation of funds to assist our community through this difficult period was prudent to ensure resilience.

Mobile Workforce & Collaboration Program

Prioritised as part of the digital strategy as an enabler to other digital initiatives, this program resulted in a strong mobility capability. This was fortuitous given the impact of the pandemic and while additional costs were incurred, the program resulted in a immediate business continuity response and facilitated continued service delivery through the pandemic.

Loan Repayments

Loan funds not yet drawn down. Initial borrowings anticipated in 2020-21 with further draw down in association with the Heffron Centre project in 2021-22. This expense will still be incurred and is a timing difference rather than a savings. A reserve has been created to hold the funds for this purpose.

Anti-terrorism Measures

Incorporated as a key design element in all capital works projects where appropriate. For example, the Coogee Bay Road upgrade included CCTV coverage and rated bollard design elements to address potential terrorism threat.

Our Community Our Future actual v. projected operating result 2019-20 - IPART Approval II. (d)

The table below details the Council's actual revenues, expenses and operating balance against the projected figures included in the original Special Rate Variation application to IPART in 2017-18:

	2019-20 ACTUALS ($000)	2019-20 PROJECTED (ORIGINAL) ($000)	DIFFERENCE ($000)
Total revenue	181,752	158,085	23,667
Total expenses	158,511	148,298	10,213
Operating result from continuing operations	23,241	9,787	13,454
Net operating result before capital grants and contributions	2,385	4,587	-2,202

Note: The projected figures are those included in the original Special Rate Variation application to IPART in 2017-18

Our Community Our Future actual v. projected operating result significant differences 2019-20 - IPART Approval II. (e)

A significant difference in the operating result was recorded for 2019-20 in comparison to the projected figures that were included in the original special rate variation to IPART back in 2017-18. The reasons for this difference are discussed below:

IPART approved 5 year extension to the Environmental Levy

2019-20 was the first year of a further 5 year extension to the award winning Environmental Levy funded Sustaining our City program. This has increased both the revenue and expenses compared to the Long Term Financial Plan (LTFP) projections that were included in the original Our Community Our Future Special Rate Variation application to IPART which did not assume the continuation of the Environmental Levy.

Handback of Light Rail assets

With the completion of the Light Rail project during the 2019-20 financial year, there was a handback of assets from Transport for NSW. These assets have been brought back onto Council's asset register.

The official handover of assets took place on 1 June 2020 and included over 6500 individual assets with a value of $15.622 million.

This transaction is reflected in the Operating Result from continuing operations.

Impact of COVID-19

As a result of the coronavirus pandemic, councils operations were impacted significantly. This included the required closure of Council facilities, including Des Renford Leisure Centre. Despite the closure, Council maintained employment of all staff.

The closure, combined with costs of modifying services to ensure business continuity, resulted in reduced revenues and increased costs for the 2019-20 financial year. In addition, to support our community, Council adopted a $2.3 million support package.

Stormwater Management Service Charge

To comply with clause 217 (1)(e) of the Local Government (General) Regulation 2005, Council is required to report on the application of revenue received from Stormwater Levy charges. The following statement is provided:

Randwick City Council continued with the Stormwater Management Service Charge in the 2019-20 financial year. The purpose of the charge is to establish a sustainable funding source aimed solely at providing for improved stormwater management across Randwick City.

Stormwater management can be defined as managing the quantity and quality of stormwater runoff from a catchment with the aim of:

- minimising stormwater impacts on aquatic ecosystems;
- minimising flooding impacts, and
- utilising stormwater as a water resource. Stormwater management involves physical infrastructure and treatment techniques and non-structural activities such as studies, research, education programs and monitoring measures.

To improve stormwater quality and reduce impact on our ocean and waterways, council developed an innovative education campaign with flyers and a dedicated website to educate the community about how litter enters our stormwater network and eventually reaches our beaches. The campaign is educational for all age groups and particularly for the younger generation.

The following table identifies Drainage Program work Council was able to undertake with funding from Stormwater Levy charges.

2019-20 Drainage Program

DRAINAGE CAPITAL WORKS PROGRAM	2019-20 ORIGINAL BUDGET ($)	2019-20 ACTUAL EXPENDITURE ($)	STATUS
Flood Study	200,000	48,665	Ongoing floodplain management. Kensington - Centennial Park catchment FRMSP completed.
Drainage Data Collection & CCTV	147,229	48,656	Remaining funds used for minor works.
Apsley Avenue & Hayward Street Drainage	174,947	5,780	Project underway, will be completed in 2020-21
Pipe Relining - Various Sites	370,443	438,792	- 20 Marcel Avenue, Randwick - 39 Carrington Road, Randwick - Goldstein Reserve, Coogee - 37 Perry Street, Matraville - 50 Cook Street, Randwick - 85 Perouse Road, Randwick - St Pauls Lane, Randwick - 15 Abby Street, Randwick - 8 Lasseter Avenue, Kingsford - 19 Winburn Avenue, Kingsford - 32 Adams Avenue, Malabar - 33 Meehan Street, Matraville - 79 Coogee Bay Road, Randwick - 103 Little Bay Road, Little Bay - 34-86 King Street, Randwick - 170 Maroubra Road, Maroubra

2019-20 Drainage Program cont.

DRAINAGE CAPITAL WORKS PROGRAM	2019-20 ORIGINAL BUDGET ($)	2019-20 ACTUAL EXPENDITURE ($)	STATUS
Minor Drainage Improvement Program	235,048	225,023	- 168 Cottenham Avenue, Kingsford - 56 Melody Street Pit Upgrade - Mons Avenue & Marine Parade Upgrade - Aboud Avenue, Kensington - 58 Cooper Street, Maroubra - 12 Randwick Street, Randwick - 9-9c Borrodale Road, Kensington (flood relief)
Hannan Street and Boyce Road Drainage Upgrade	250,000	19,405	On-going study
Upper Dolphin Street Upgrade	39,471	36,572	Feasibility Study completed
Stewart Street Upgrade	189,662	263,380	Completed
Carrington Road - Coogee Street to Dolphin Street	70,000	147,506	Project underway, will be completed in 2020-21
GPT Rehabilitation Program	150,000	-	Project underway, will be completed in 2020-21
Alison Road / Fred Hollows Reserve	50,000	102,802	Completed
Dolphin Street Relining	280,000	295,991	Completed
172-180 Clovelly Road, Randwick	119,530	41,741	Project underway, will be completed in 2020-21
Maroubra Beach Promenade Drainage Investigation	57,127	57,127	Feasibility Study completed - ongoing floodplain management
Rainbow Street Drainage Investigation	11,810	11,810	Feasibility Study completed - ongoing floodplain management
Coogee Beach Flow Monitoring	280,000	48,690	Coogee Beach water quality improvement project, funds to be redirected to next stages of the project
Pipe Relining - Bardon Park	239,269	257,076	Completed
South LGA Flood Study	73,635	11,545	Ongoing Flood Study, partially funded by NSW Govt.
Total	**2,938,171**	**2,060,561**	

Legal proceedings

To comply with clause 217(1)(a3) of the Local Government (General) Regulation 2005, Council provides the following report on legal proceedings paid during 2019-20.

DEVELOPMENT APPLICATION MATTERS	COURT	COSTS PAID IN 2019-20 ($)	COSTS RECOVERED IN 2019-20 ($)	STATUS / OUTCOME
84 Austral Avenue, Malabar	Land and Environment Court	0	12,504	Appeal Dismissed
5 Llanfoyst Street, Randwick DA/283/2017	Land and Environment Court	6,252	10,000	S34 Agreement Reached
119 Garden Street, Maroubra	Land and Environment Court	2,375		S34 Agreement Reached
7 Undine Street, Maroubra	Land and Environment Court	249		S34 Agreement Reached
44 Willis Street, Kingsford	Land and Environment Court	1,526		S34 Agreement Reached
7 Seaside Parade, South Coogee DA/601/2017	Land and Environment Court	3,132		S34 Agreement Reached
30 Beach Street, Coogee	Land and Environment Court	3,411		S34 Agreement Reached
6 Fenton Avenue, Maroubra	Land and Environment Court	10,050		S34 Agreement Reached
20 Glen Avenue, Randwick	Land and Environment Court	49,070		Discontinued
47 Botany Street, Randwick	Land and Environment Court	38,381		Appeal Dismissed
1249 Anzac Parade, Chifley	Land and Environment Court	45,550		Appeal Upheld
119 Boundary Street, Clovelly	Land and Environment Court	30,958		Appeal Upheld
80-82 Botany Street & 103 Middle Street, Kingsford	Land and Environment Court	43,290		S34 Agreement Reached
300 Clovelly Road, Clovelly	Land and Environment Court	14,093	16,000	S34 Agreement Reached
31-33 Wansey Road, Randwick	Land and Environment Court	10,705		S34 Agreement Reached
3 Chester Avenue, Maroubra	Land and Environment Court	1,278		S34 Agreement Reached
40 Creer Street, Randwick	Land and Environment Court	30,741		Appeal Dismissed

DEVELOPMENT APPLICATION MATTERS	COURT	COSTS PAID IN 2019-20 ($)	COSTS RECOVERED IN 2019-20 ($)	STATUS / OUTCOME
481-499 Malabar Road, Maroubra	Land and Environment Court	54,497		Appeal Upheld
25 Liguria Street, Maroubra	Land and Environment Court	19,908		Appeal Dismissed
30 Middle Street, Kingsford	Land and Environment Court	33,761		Ongoing
238-242 Alison Road, Randwick	Land and Environment Court	19,203		S34 Agreement Reached
45-51W Burnie Street, Clovelly	Land and Environment Court	107,062		Appeal Dismissed
43 Dudley Street, Coogee	Land and Environment Court	15,707		S34 Agreement Reached
118-120 Garden Street, Maroubra	Land and Environment Court	10,705	7,000	S34 Agreement Reached
212 Arden Street, Coogee	Land and Environment Court	7,668		S34 Agreement Reached
11 Jennifer Street, Little Bay (Aust Pat)	Land and Environment Court	107,027	17,500	Appeal Upheld
160 Brook Street, Coogee	Land and Environment Court	13,310	4,250	S34 Agreement Reached
14 Borrodale Road, Kingsford	Land and Environment Court	13,132		S34 Agreement Reached
18-26 Ascot Street, Kensington	Land and Environment Court	9,235		Ongoing
117 Alison Road, Randwick	Land and Environment Court	15,701		S34 Agreement Reached
5 Llanfoyst Street, Randwick DA/420/2018	Land and Environment Court	4,297		Finalised/Appeal Upheld
28 Gardeners Road, Kingsford	Land and Environment Court	31,336		Ongoing
20 Marine Parade, Maroubra	Land and Environment Court	10,093		Ongoing
41 Robey Street, Maroubra	Land and Environment Court	3,218		Ongoing
285 Malabar Road, Maroubra	Land and Environment Court	2,663		Ongoing
27 Banks Street, Maroubra	Land and Environment Court	3,155		Discontinued
43-45 Doncaster Avenue, Kensington	Land and Environment Court	1,866		Ongoing
14 Bruce Street, Kingsford	Land and Environment Court	792	17,727	Appeal Dismissed
84-86 Perry Street, Matraville	Land and Environment Court	6,800		Ongoing
38 Bond Street, Maroubra	Land and Environment Court	0	4,850	Ongoing
24 Alexandria Parade, South Coogee	Land and Environment Court	6,830		Ongoing
10 See Street, Kingsford	Land and Environment Court	5,035		Ongoing
TOTAL (Development Assessment)		**794,064**	**89,831**	

STRATEGIC PLANNING MATTERS	COURT	COSTS PAID IN 2019-20 ($)	COSTS RECOVERED IN 2019-20($)	STATUS / OUTCOME
39 Dudley Street, Coogee	Land and Environment Court	1,459	-	Finalised. Appeal dismissed.
TOTAL (Strategic Planning)		**1,459**	**-**	

REGULATORY MATTERS	COURT	COSTS PAID IN 2019-20 ($)	COSTS RECOVERED IN 2019-20($)	STATUS / OUTCOME
23 Harbourne Road, Kingsford	Land and Environment Court	3,385	-	Ongoing
19 Goorawahl Avenue, La Perouse - L&EC	Land and Environment Court	250	-	Finalised. Discontinued
19 Goorawahl Avenue, La Perouse - Local Court	Local Court	1,348	-	Finalised. No conviction
31 Titania Street, Randwick	Local Court	1,913	-	Finalised. No conviction
2 Glenwood Avenue, Coogee	Local Court	3,124	-	Finalised. Withdrawn
TOTAL (Regulatory)		**10,020**	**-**	

Contracts awarded exceeding $150,000

To comply with clause 217 (1)(a2) of the Local Government (General) Regulation 2005, Council provides the following table that includes details of each contract awarded by Council during the 2019-20 financial year other than employment contracts and contracts less than $150,000.

DESCRIPTION OF CONTRACT	CONTRACTORS	AWARDED AMOUNT (INCLUDING GST)
Heffron Centre Project Management	NS Projects Pty Ltd	$739,200
Heffron Centre Lead Design Consultant	Co.Op Studio Pty Ltd	$2,681,520
Heffron Centre Cost Consultant	Rider Levett Bucknall Pty Ltd	$460,944
Coogee Surf Life Saving Club Refurbishment	Xenia Constructions (NSW) Pty Ltd	$3,872,800
DRLC 25m Competition Pool Resurfacing	Wright Pools (NSW)	$525,321
Fire Services	Fire Services Australia Pty Ltd Newsound Fire Services Pty Ltd	$450,000 (Est)
Building Cleaning Services	SKG Cleaning Services Pty Ltd Storm International Pty Ltd Solo Services Group Australia Pty Ltd	$4,000,000 (Est)
CCTV and Access Controls Infrastructure and Services	Sapio Pty Ltd	$1,500,000
Purcell Park Redevelopment and Remediation	Statewide Civil Pty Ltd	$2,430,388
Maroubra Beach Stormwater Harvesting System	Murphy McCarthy & Associates Pty Ltd T/A MMA Civil Contractors	$5,108,806
Frenchman's Bay Reserve Playground Upgrade	GJs Landscapes Pty Ltd	$386,146
Soil and Turf	Amgrow T/as Nuturf Australia Sterling Group Services Pty Ltd Green Horticulture Group Renworx Pty Ltd Solid Ground Landscaping Pty Ltd	Schedule of rates
Smart Parking Solutions	Sarb Management Group Pty Ltd T/A Database Consultants Australia	$584,538
Supply and Delivery of Road Vehicle Brooms, Brushes and Spare Parts	Industrial Brushware Pty Ltd Rylepair Pty Ltd T/A BSB Brushes & Signs	$150,000 (Est)

Planning Agreements

To comply with Section 7.5 (5) of the Environmental Planning and Assessment Act 1979, Council is required to report on planning agreements in force during the financial year. The following statement is provided.

Council maintains a register of all Planning Agreements, detailing the Voluntary Planning Agreements (VPAs) negotiated and executed under the Council's Planning Agreements Policy. Council's Policy was adopted in 2007, and is consistent with the requirements of the Environmental Planning and Assessment Act 1979. This register is available to view at Council's Customer Service Centre.

As at end June 2020, one new voluntary planning agreement had been entered into; and one draft planning agreement had been exhibited.

Land management

To comply with clause 217 (1)(a4) of the Local Government (General) Regulation 2005, Council provides the following report on work undertaken by Council on private property that has been fully or partly subsidised by the council.

Private land

During the 2019-20 financial year, no work was carried out by the Council on private land, as referred to in section 67 (3) of the Local Government Act 1993.

Bush fire hazard reduction

Randwick City is in the Sydney metropolitan area and has no separate Bush Fire Service Unit. The combat agent for bush fires in Randwick is Fire and Rescue NSW, which has three stations located at Randwick, Maroubra and Matraville. Other nearby stations are Mascot, Alexandria, Bondi and Woollahra.

The National Parks and Wildlife Service has trained combat teams for fire outbreaks in National Parks such as Kamay Botany Bay. Randwick City is considered a low risk area for bush fire hazards.

The Council's Open Space Services staff keep the grassed areas under control, reducing the risk of bush fires. The Department of Lands maintains fire hazard control over coastal areas.

Companion animal management

To comply with clause 217 (1)(f) of the Local Government (General) Regulation 2005, Council provides the following statement on Companion Animal Management.

As required, the Council lodged pound seizure data collection returns and data relating to dog attacks with the Office of Local Government (OLG).

Throughout 2019-20 Council continued to undertake a number of companion animal community education programs and worked closely with other agencies such as vets, local schools, Housing NSW and Police, to ensure compliance with current regulations with respect to responsible dog and cat ownership.

Council promoted companion animal matters and responsible dog ownership through local media and community events and provided brochures and other information and advice regarding companion animal matters. Information posters were displayed in Council's libraries, customer service areas and at public bus shelters.

Council promoted the dog and cat desexing programs such as National Desexing Month and those of animal welfare agencies such as the Cat Protection Society, Animal Welfare League and the RSPCA, through local media and community promotions.

The pound that Council uses has a 'no kill' policy and dogs and cats were re-homed/fostered when appropriate.

Throughout Randwick City there are 14 off-leash dog exercise areas, each providing dog "poo" bags and disposal bins.

Council's Rangers routinely undertake patrols within the City to ensure compliance with the regulations of the NSW Companion Animals Act 1998 and where appropriate, undertake regulatory action.

Unregistered animals are identified and proactive action is routinely taken to ensure microchipped animals are registered as required from six months of age.

During 2019-20, Council's Rangers responded to and actioned 1015 customer service requests and enquiries relating to dogs and cats and issued 230 penalty notices in relation to breaches of the Act.

Council funds the position of a Companion Animal Administration Officer and a variety of educational resources at a cost of approximately $80,000 per annum.

Funding for companion animal activities came from a number of sources including:

- OLG returns on dog/cat registrations, and
- Compliance fees (derived from on-the-spot fines for breaches of the Local Government Act).

Swimming pool inspections

To comply with Section 22F(2) of the Swimming Pools Act 1992 and Clause 23 of the Swimming Pools Regulation 2018, Council provides the following information regarding swimming pool inspections undertaken in the 2019-20 financial year.

TYPE OF INSPECTION	NO. OF INSPECTIONS
Tourist and visitor accommodation	4
Premises with more than two dwellings	107
Residential premises	215

COMPLIANCE CERTIFICATES	NO. OF INSPECTIONS
Certificates of compliance issued (Section 22D)	44
Certificates of non-compliance issued (Clause 21)	8

Coastal protection services

To comply with Clause 217 (1)(e1) of the Local Government (General) Regulation 2005, Council is required to report on any charge levied for Coastal Protection Services. The following statement is provided.

The requirement to report on Coastal protection services does not apply as Randwick City Council does not levy an annual charge for coastal protection services. However, Council undertakes a number of initiatives to protect our 29 kilometres of coastline such as conducting educational activities that focus on the protection and preservation of the coastal environment, the construction and maintenance of the Coastal Walkway linking eight beaches and the protection of sand dune habitats.

Council assets

To comply with legislative asset reporting requirements, Council provides the following report on the condition of its assets as at 30 June 2020.

Council has developed Asset Management Plans that form part of the Resourcing Strategy within the Integrated Planning and Reporting process. The plans include modelling asset lifecycle costs based on service levels and desired asset condition.

Information on condition, estimated cost to bring each asset class up to a satisfactory standard and annual maintenance requirements as at 30 June 2020 provided in **Special Schedule 7**

Notes to Special Schedule 7:

1. Satisfactory is defined as 'satisfactory expectations or needs, leaving no room for complaint, causing satisfaction, adequate'.
2. The estimated cost to bring assets to a satisfactory standard / level of service is the amount of money that is required to renew or rehabilitate existing assets that are in a condition below satisfactory.
3. Required maintenance is the amount identified in Council's asset management plans.
4. Actual maintenance is what has been spent in the current year to maintain assets.
5. Net carrying value is the amount at which an asset is recognised after deducting any accumulated depreciation and accumulated impairment losses.
6. The Gross Replacement Cost is the cost the entity would incur to acquire/construct the asset on the reporting date.
7. Infrastructure Asset Condition 'Key'

1	**Excellent**	No work required (normal maintenance)
2	**Good**	Only minor maintenance work required
3	**Average**	Maintenance work required
4	**Poor**	Renewal required
5	**Very poor**	Urgent renewal / upgrading required

Since the implementation of Buildings for our Community and the current Our Community Our Future, Council has invested more funds in building infrastructure to close the renewal gap. The estimated current gross replacement cost of the Council's public infrastructure assets and buildings is $1.95 billion.

Special Schedule 7 – Report on Infrastructure Assets as at 30 June 2020

ASSET CLASS	ASSET CATEGORY	ESTIMATED COST TO BRING ASSETS TO SATISFACTORY STANDARD (1) $'000	ESTIMATED COST TO BRING TO AGREED LEVEL OF SERVICE SET BY COUNCIL (2) $'000	2019-20 REQUIRED MAINTENANCE (3) $'000	2019-20 ACTUAL MAINTENANCE (4) $'000	CARRYING AMOUNT (5) $'000	GROSS REPLACEMENT COST (GRC) (6) $'000	ASSET IN CONDITION AS A % OF GROSS REPLACEMENT COST (7) 1	2	3	4	5
Buildings	Non-specialised	249	249	1,414	1,492	62,584	120,698	17%	23%	60%	0%	0%
	Specialised	260	260	1,220	2,479	103,963	164,584	52%	7%	40%	1%	0%
	Subtotal	**509**	**509**	**2,634**	**3,971**	**166,547**	**285,282**	**37.2%**	**13.8%**	**48.5%**	**0.6%**	**0%**
Roads	Sealed Roads	977	977	1,102	2,357	402,285	765,939	25%	68%	4%	2%	1%
	Footpaths	430	430	502	1,770	118,839	171,881	26%	40%	31%	3%	0%
	Other Road Assets	2,738	2,738	1,397	1,251	168,460	284,028	21%	43%	21%	10%	5%
	Subtotal	**4,145**	**4,145**	**3,001**	**5,378**	**689,584**	**1,221,848**	**24.2%**	**58.2%**	**11.7%**	**4.0%**	**1.8%**
Stormwater Drainage	Stormwater Drainage	853	853	1,053	1,659	274,374	359,192	17%	73%	9%	1%	0%
	Subtotal	**853**	**853**	**1,053**	**1,659**	**274,374**	**359,192**	**17.0%**	**73.0%**	**9.0%**	**1.0%**	**0.0%**
Open Space / Recreational Assets	Swimming Pools	-	-	72	62	5,360	6,731	3%	8%	89%	0%	0%
	Other Open Space / Recreational Assets	623	623	318	1,261	61,753	77,388	44%	44%	9%	3%	0%
	Subtotal	**623**	**623**	**390**	**1,323**	**67,113**	**84,119**	**40.7%**	**41.1%**	**15.4%**	**2.8%**	**0.0%**
TOTAL ALL ASSETS		**6,130**	**6,130**	**7,078**	**12,331**	**1,197,618**	**1,950,441**	**25.5%**	**53.7%**	**16.8%**	**2.9%**	**1.1%**

The State of our Environment

Supplementary Report 2019-20

About the State of the Environment supplementary report 2019-20

In accordance with Section 428A of the Local Government Act 1993, Randwick City Council prepares annual State of the Environment (SoE) reports, comprehensively in the year of a council election and as a supplementary report each year in between. The focus of this supplementary SoE report is for Council to provide an update to its community in relation to the environmental directions and issues adopted in Randwick City's 20-year City Plan.

The issues covered in our SoE report align with those directions set out in Outcome 10, A Healthy Environment, in Randwick City's 20-year City Plan.

This update and any reported changes should be considered alongside information provided in our 2018-19, 2017-18 and 2016-17 comprehensive and supplementary SoE reports.

To view Council's SoE reports, visit **www.randwick.nsw.gov.au/about-council/policies-plans-and-forms/plans-and-reports**

How do we track our healthy environment results?

Our progress against Outcome 10 (A healthy environment) and related environmental indicators are reported via three separate measures, using traffic light colours. These measures represent:

- the overall trend for the issue across Randwick City;
- the reliability of the data utilised for SoE reporting purposes by Randwick; and,
- an objective assessment of the effectiveness or adequacy of Randwick City's efforts or responses to address the issue.

The summary for Randwick indicates that overall there are few significant changes for environmental issues when comparing this current report to previous SoE reports. The overall results are positive for all measures, except 10 (d) where revocation of the Mixed Waste Organic Outputs (MWOO) exemption order by the EPA has resulted in a reduction in the amount of waste diverted from landfill.

ISSUE[1]	OVERALL TREND[2]	RELIABILITY OF DATA	ADEQUACY OF RESPONSE
10(a) Council's programs and partnership foster sustainable behavioural changes and outcomes	☺	☺	☺
10(b) Policies and programs are developed and implemented in response to environmental risks and their potential impacts	☺	☺	☺
10(c) Bushland, open spaces, and biodiversity are protected and enhanced for future generations	☺	☺	☺
10(d) Waste is managed sustainably to ensure the highest level of resource recovery	😐	☺	☺
10(e) A total water cycle management approach including water conservation, re-use and water quality improvements is adopted	☺	☺	☺
10(f) Energy conservation and energy efficiency programs are implemented	☺	☺	☺

☺ Trend is in positive direction / overall results are positive

😐 Trend is less reliable to determine / some further work or improvement in monitoring data or information is required

☹ Trend is in negative direction / stronger improvement required

Notes: 1. A number of Outcome 10 issues and descriptions have been adjusted following the 2017 review of City Plan approved and adopted by Council
2. Overall trend is influenced by factors beyond Council's control.

10(a) Council's programs and partnership foster sustainable behavioural changes and outcomes

Sustainable behavioural changes

Council continues with its Sustaining our City initiative, approved as a special rate variation by our community and government for a fourth time in 2019.

Through this program, Council demonstrates ongoing commitment to fulfilling its responsibilities on behalf of our community and our unique environment across Randwick City. Investments made over the years strive to ensure measurable environmental improvements and achievements as well as engaging with our community to strengthen their capacity, confidence and skills to contribute substantially to environmental improvements, where and when they can at home, at school or in their workplace.

Upwards of 25,000 community members have attended or participated in the comprehensive range of events, activities, workshops and courses provided throughout the year, including our Eco Living Expo, our Best Gift Sustainable Christmas market, our Marine and Coastal Discovery program, Eco Heroes Club, Permabee volunteers and our various courses and workshops held at Randwick Community Centre and our sustainability demonstration house (part of our 3 Council Regional Environment collaboration).

From composting and worm farming, growing your own food on balconies or backyards, bike maintenance, keeping bees and chickens, and bringing birds and frogs to home gardens, our Permabees volunteer programs cover it all at our Randwick Community Centre. Joined each month by our Eco Heroes Club members and their families, our programs are aimed to reach young and older audiences, increasing their confidence and understanding so they can take their own actions and voice their concerns across each of their specific networks. School classes are also catered for, with school excursions on saving energy and water, seed saving, growing food and increasing recycling.

Council's initiatives continue to gain recognition at State and National levels, winning awards with LGNSW, Greater Sydney Planning Commission and LG Professionals. Our ongoing 3-Council, Solar My Schools initiative which now involves 60 of the 64 government and non-government schools across the eastern suburbs gained further recognition for its results over the past 12 months.

10(b) Policies and programs are developed and implemented in response to environmental risks and their potential impacts

Floodplain management

Work has progressed on our Clovelly Bay and Southern Catchment Flood Studies in accordance with the NSW Government Floodplain Development Manual 2005. The status of our Floodplain Management for the various catchments is shown below:

CATCHMENT	STATUS	ACTIONS
Green Square – West Kensington	Floodplain Risk Management Study and Plan	Completed 2012
Kensington – Centennial Park	Floodplain Risk Management Study and Plan	Completed 2019
Coogee Bay	Floodplain Risk Management Study and Plan	Completed 2016
Maroubra Bay	Floodplain Risk Management Study and Plan	Completed 2017
Birds Gully and Bunnerong Creek	Flood Study (in conjunction with Bayside Council)	Completed 2018
Clovelly Bay	Flood Study (in conjunction with Waverley Council)	Currently underway
Southern Catchment	Flood Study (in conjunction with Bayside Council)	Currently underway

In addition to the Flood Study Work, we also undertook specific feasibility studies arising from the Floodplain Risk Management Studies and Plans as follows:

1. **Maroubra Bay Catchment** – Maroubra Beach Promenade – Feasibility of lowering the promenade to allow overland flow across Marine Parade from McKeon Street.
2. **Coogee Bay Catchment** - Rainbow Street trapped low point – Feasibility of upgrading the drainage pipeline to cater for larger storm events.

Contaminated sites management

In 2019-2020 Council commenced remediation works in Purcell Park, Matraville. The remediation works currently in progress involve providing a soil capping layer, fresh topsoil and new grass. Works also include the installation of a stormwater recycling system to provide water for the park's irrigation system. This will ensure a long-term, suitable and sustainable water supply is provided to maintain the park for years to come. The soil remediation works are due for completion in December 2020 with stormwater recycling to be completed in line with these remediation works.

10(c) Bushland, open spaces, and biodiversity are protected and enhanced for future generations

Bushcare

Much of our effort to restore and protect our remnant bushland and natural areas, and improve the habitat for native animals is managed via Council's Bushland and Coastal Walk Program. Extensive weed control and revegetation has been carried out over the 2019-20 year by both contractors (16,617 hours), and volunteers (1,361 hours). Volunteers are active across 12 Bushcare and three Parkcare locations. Volunteer numbers were significantly lower as a result of COVID-19 and the cessation of the program from March to mid-June 2020. A total of 5,083 indigenous and native tubestock were planted across all Bushland managed sites.

Our Native Havens project, assisting schools and residents adjacent to important areas of vegetation, supported two schools and 8 non-school sites. Thirteen site visits including working bees were made during this time. These locations have seen a total of 200 native tube stock planted out across the sites.

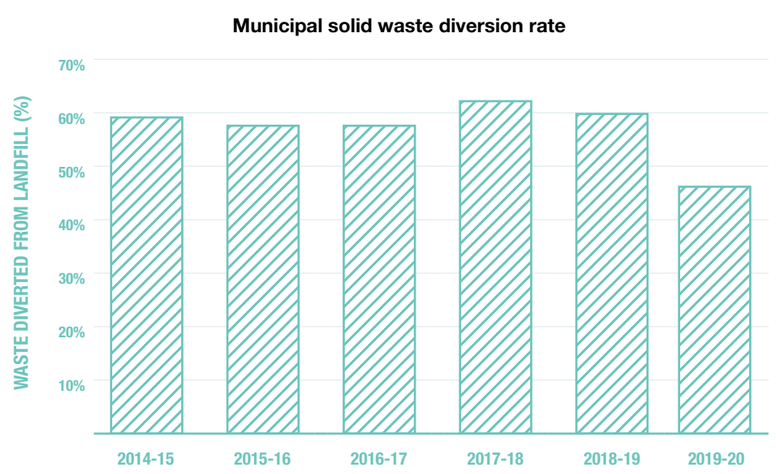
Council's Bushland Team continue their responsibilities maintaining reserves which contain the critically endangered ecological community Eastern Suburbs Banksia Scrub (ESBS), the endangered Sydney Freshwater Wetlands (SFW), the endangered plant Acacia terminalis subspecies terminalis and other species considered rare in Randwick.

Other activities included assisting the Gardening on the Wildside program, talks to community groups, conducting corporate planting events, conducting volunteer field trips to Manly Dam and Balls Head Reserve (North Sydney), working with EarthWatch on two ClimateWatch sites in Randwick and providing ongoing advice and technical support on biodiversity matters to internal and external customers.

Number of bush regeneration hours committed

FINANCIAL YEAR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
Contractor	13,994	14,355	14,466	15,886	16,352	16,617
Volunteers	1,576	1,606	1,826	1,496	1,956	1,361

10(d) Waste is managed sustainably to ensure the highest level of resource recovery



Sustainable waste management

In 2019-20, Council's waste diversion from landfill achieved 47 per cent landfill diversion, decreasing from 60 per cent diversion in 2018-19. This decrease in landfill diversion is due to NSW EPA revocation of the Mixed Waste Organic Outputs (MWOO) exemption order that previously allowed MWOO processed at an Alternative Waste Treatment (AWT) facility to be diverted from landfill and used as a soil amendment.

Over the financial year, 27,475 tonnes of household waste were processed at an AWT facility with 7,583 tonnes recovered. Food waste collection in our ongoing trial with approximately 3,400 multi-unit apartments increased to 89 tonnes from the previous year. Other waste streams resulted in 10,235 tonnes of commingled recyclables collected from yellow-lid bins and 6,886 tonnes of green waste recovered.

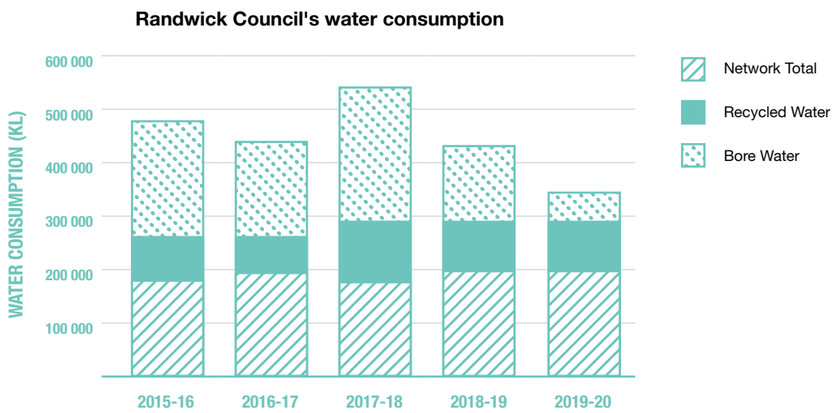
Council is currently implementing the first 5-year stage of its Waste Management and Waste Education plans for Council's ongoing initiatives to increase diversion and recovery of unwanted household waste items. Over 2019-20, this has included increasing community understanding of best practice recovery of unwanted items across various waste streams, including recycling in yellow-lid recycling bins, garden waste in green-lid garden waste bins, and for selected multi-unit dwellings, food waste in specific food organics bins. This positive effort is in contrast to the many issues local councils are facing due to the difficulties Australia has been experiencing in the processing of recycled waste materials overseas, particularly in China and Indonesia.

Residents continue to make good use of additional drop-off facilities for EPA-designated 'problem' wastes with 158 tonnes of electrical e-waste recovered, 167 tonnes of metal waste recycled, 1.8 tonnes of polystyrene packaging recycled and more than 6,700 mattresses collected and recycled. Residents were also able to drop-off textiles and clothing through the continuing extension of waste recovery services provided at Council's Perry Street Recycling Centre.

Municipal solid waste diversion rate

YEAR	WASTE DIVERTED FROM LANDFILL (%)
2014-15	59
2015-16	58
2016-17	58
2017-18	62
2018-19	60
2019-20	47

10(e) A total water cycle management approach including water conservation, re-use and water quality improvements is adopted



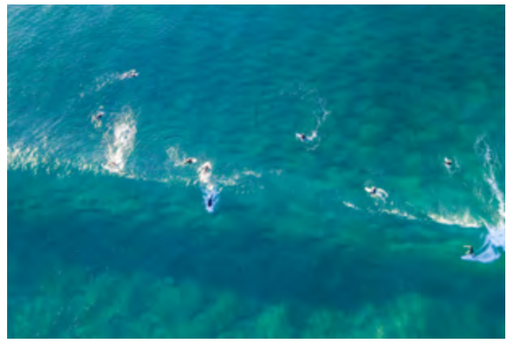
Council's water consumption

Council's overall mains water consumption (including parks and open spaces) for 2019 – 20 was an estimated 195 million litres.

By using treated bore and stormwater as alternative sources of water, Council saved in the order of 155 million litres of water which would otherwise have been sourced from the mains in 2019-20. This comprises 69 million litres of recycled water and 86 million litres of bore water. The reduction in the volume of recycled and bore water used (when compared to previous years) reflects the impact that drought conditions had over Randwick's non-potable, alternative water sources. Estimated cost savings associated with the use of bore and recycled water instead of mains water, amounted to more than $300,000.

Beach water quality

SWIMMING SITE	SITE TYPE	BEACH SUSTAINABILITY GRADE
Clovelly Beach	Ocean beach	Very good
Gordons Bay	Ocean beach	Good
Coogee Beach	Ocean beach	Good
Maroubra Beach	Ocean beach	Good
South Maroubra Beach	Ocean beach	Good
South Maroubra Rockpool	Ocean baths	Good
Malabar Beach	Ocean beach	Poor
Little Bay	Ocean beach	Good
Congwong Bay	Estuarine	Good
Frenchmans Bay	Estuarine	Good
Yarra Bay	Estuarine	Good



The water quality of beaches and other swimming locations is monitored by the NSW Department of Planning, Industry and Environment's Beachwatch Partnership Program to provide the community with accurate information on the cleanliness of the water. The NSW State Government Annual State of the Beaches report for 2019-2020 shows the beach suitability grade for Randwick City beaches is 'Good' with Clovelly rating 'Very Good'. However, annual results for Malabar Beach in the year are 'poor'. The volume of water at Malabar Beach and the long, narrow waters from the beach tend to refresh or change over at a slower rate than other beaches, contributing to the poor water quality rating for this beach.

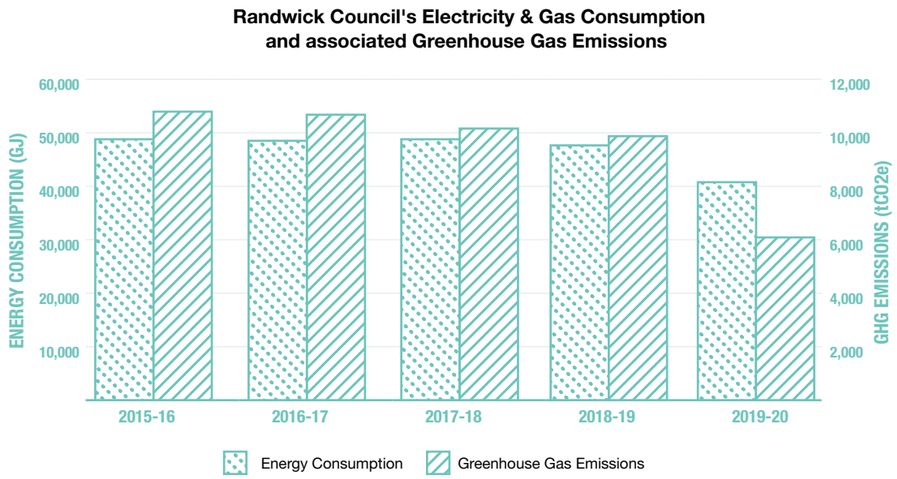
The Coogee Beach Stormwater Quality Working Group, established in 2017 to improve water quality at Coogee Beach, consists of a wide group of representatives from the community, Sydney Water, Beachwatch, University of NSW, council staff and the State Member for Coogee. In August 2017, the working group put recommendations to Council, which have been adopted and are being implemented. These include investigating the feasibility of diverting more stormwater from the beach, and the development of a community education and marketing campaign to better inform the local community about stormwater and its impact on local beaches. The campaign aims to empower local residents to take action to reduce stormwater pollution and is set for a launch during the 2020–2021 summer period.

Randwick Council will continue to work closely with residents and NSW Department of Planning, Industry and Environment's Beachwatch Partnership Program to implement proactive educational strategies to reduce pollution within our community.

Beachgoers and swimmers should remain aware that the NSW Government continues to caution swimmers using metropolitan beaches after heavy rainfall and storm events. Urban areas impacted by storms events and episodes of heavy rain will be affected by stormwater run-off carrying pollutants washed from roads, footpaths, kerbs and gardens. This run-off travels downwards along the drainage network to potentially influence water quality at local beaches. While run-off from heavy rains can create an immediate visual impact, water quality improves markedly over a 48-hour time period, through dilution, dispersion and subsequent sunlight reaching coastal waters.

10(f) Energy conservation and energy efficiency programs are implemented

Energy conservation efficiency



Council's overall electricity and gas energy consumption in 2019-20 for all sites (including street lighting) was 41,352 GJ. This represents a decrease of 13 per cent from the 2018-19 financial year. While this downward trend was influenced by the COVID-19 crisis, the consumption has been trending downwards for some years following Council's ongoing commitment to implement energy savings initiatives across Council sites and street lighting.

Energy saving measures across Council have been focused on both our four larger energy using sites and more recently across smaller energy consuming sites as well. In 2019-2020 Council also entered into an agreement with Ausgrid to replace older technology street lighting with LED street lights. Since commencement of the program over 1,000 street lights have been replaced (out of a total 3,600 lights). The LED lights use 77% less energy and have lower maintenance requirements saving significantly on energy costs as well as greenhouse gas emissions attributed to Randwick City.

Overall greenhouse gas emissions (including fuel consumed, electricity and gas) for all of Council's operations was down to 8,186 tonnes of CO2-e for 2019-20. This represents a 29% reduction from the previous year.

Council is on a strong trajectory of delivering on its March 2018 resolution to pursue zero greenhouse gas emissions and 100 per cent renewables by 2030 for its own operations. The procurement of 20% of Council's electricity from the Moree Solar Farm has made a significant impact in this trajectory, reducing annual emissions by almost 2,000 tonnes of CO2-e since it began in July 2019. For a third year running, Council has also gained zero carbon accreditation as part of the new Climate Active Standard (previously the National Carbon Offset Standard or NCOS). Randwick was the second Council in the metropolitan region to achieve this accreditation.

Council also became the fifteenth local Council in Australia to declare a Climate Emergency in the middle of 2019. There are now approximately 100 local Councils across Australia who have made this commitment sending a strong message of concern on Climate Change to other organisations and governments.

Renewable energy

Council continues to ensure monitoring systems can account for the amount of renewable energy generated across Council sites and has on-line electricity monitoring of our largest four sites. There is also ongoing monitoring of the public electric vehicle charging infrastructure installed across 5 Council locations.

The total amount of renewable energy generated across Council sites in 2019-20 was 261,360 kWh, based on Council's real-time renewable energy monitoring systems. This is equivalent to providing electricity for approximately 56 average Randwick households for a year.

Council's program with the Australian Energy Foundation has resulted in just under 200 residents attending solar workshops and around 11 per cent of these installing solar panels across their homes. There has been a 15 per cent increase in solar installations across Randwick households and schools (the latter through the Solar My Schools initiatives conducted with Waverley and Woollahra Councils). The amount of solar capacity installed across Randwick City (size of solar panel systems installed) has exceeded 20 per cent from the previous year for the fourth year in a row. There are now 3,325 rooftop solar installations in Randwick City.

Conclusion

Randwick City continues its demonstration of sustainability leadership and commitment to environmental improvements with a strong record of achievements over the past 12 months even in the face of COVID-19 disrupting normal operations.

These achievements, including the results of our 3-Council Regional Environment collaboration, have been recognised in national and regional award programs conducted by government and industry organisations, particularly around energy savings and responding to Climate Change through rooftop solar installations and the roll-out of public electric vehicle charging infrastructure.

The 2020-21 financial year is expected to generate further results particularly with the completion and public exhibition of Randwick's draft Environment Strategy.

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Keep 1.5m
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each other
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between
each other

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