

2016–17

Operational Plan

DELIVERY PROGRAM 2013–17



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Cover photo: Heffron Park, Maroubra



Mayor's message

It gives me great pleasure to present Randwick City Council's Operational Plan and Budget for the 2016–17 financial year.

It's anticipated that the year ahead will be one of significant change for local government as we work with the NSW Government to implement the proposed merger of Randwick, Waverley and Woollahra Councils.

The merger is a positive outcome for our region, preserving our eastern suburbs way of life and delivering \$235 million in extra services over 10 years.

Caring for staff is first and foremost in my mind. To minimise the impact of this proposed merger on staff we have provided five-year employment protection.

I am focused on looking forward and maintaining our high standard of service. Even in a time of great change for the local government sector, Randwick City Council continues its proud tradition of delivering a balanced budget with high quality, professional services and projects, and no borrowings.

I am pleased to announce this year's budget includes a spend of \$34.2 million on capital works projects which is a new record for Council. Our Capital Works Program clearly demonstrates our commitment to improving our great City and delivering fantastic services and facilities that our community deserves.

Key projects for this year include:

- construction of a new amenities at Coogee Beach including new men's, women's and accessible toilets, change rooms and showers;
- building new amenities at Mahon Pool;
- construction of synthetic playing fields at Latham Park in Maroubra;
- stormwater harvesting at Maroubra Beach; and
- an outdoor exercise circuit at Chifley Sports Reserve.

Artist's impression of proposed new amenities, Coogee Beach



In addition, we will continue work to extend the Coastal Walkway, constructing the section through the western end of Malabar Headland later this year. We will also undertake initial planning for further improvements at Heffron Park as part of the Plan of Management.

Let me assure you that building and maintaining a sense of community is at the heart of everything we do and I am honoured to represent the needs of my community. Our Councillors and staff work hard all year round to deliver quality services and facilities that you, our community, value.

Cr Noel D'Souza
Mayor of Randwick

Even in a time of great change for the local government sector, Randwick City Council continues its proud tradition of delivering a balanced budget with high quality, professional services and projects, and no borrowings.



General Manager's message

The Randwick City Council Operational Plan and Budget is a key document that outlines our budget and key activities for the year ahead.

These documents show our residents and ratepayers how we will achieve these activities, how much they will cost and highlight our ongoing commitment to corporate governance and continuous improvement. These documents also demonstrate our commitment to delivering financial and sustainable governance across the entire organisation.

The activities identified in the Operational Plan come from our four-year Delivery Program and our 20-year Randwick City Plan.

Our services, projects and programs are developed through detailed community engagement and long-term planning.

Council's community satisfaction survey consistently shows high levels of satisfaction across our projects, facilities and services that we deliver, but we continue to strive to provide even better services and facilities.

This year we embark on yet another substantial capital spend on roads, footpaths, parks and buildings while continuing to provide quality community facilities in our libraries and childcare centres, as well in areas like beach cleaning, streetscape maintenance, cleaning and waste.

A record amount of funds has been set aside to maintain and construct new roads, footpaths and bike paths in the City, with \$6.3 million for road programs and \$1.7 million to repair and renew footpaths.

Heffron Peddle Park



In addition, \$2.8 million has been allocated towards the Light Rail Support Plan for improving public spaces and reconfiguring parking in side streets along the rail route.

The Operational Plan and Budget helps guide us towards our vision of a sense of community, and I'm immensely proud to lead a team of dedicated and skilled staff who serve our community with pride.

Ray Brownlee PSM
General Manager

Council's community satisfaction survey consistently shows high levels of satisfaction across our projects, facilities and services that we deliver, but we continue to strive to provide even better services and facilities.

Budget summary 2016-17

For every \$100 Randwick City Council spends:

\$24

Major works
and construction

\$5

Maintaining
roads, footpaths
and drains

\$4

State government
charges

\$22

Waste
management

\$5

Public safety

\$3

Engineering
and traffic

\$15

Parks, recreation
and culture

\$4

Our beaches

\$3

Environmental
sustainability

\$9

Library and
community
services

\$4

Planning and
development

\$2

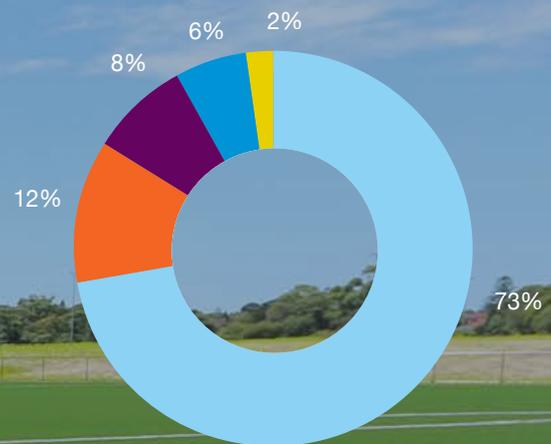
Governance

Randwick City Council is committed to remaining financially sustainable, debt free and maintaining and improving service levels provided for the community – this budget delivers that.

For details of our 2016-17 Budget see page 67.

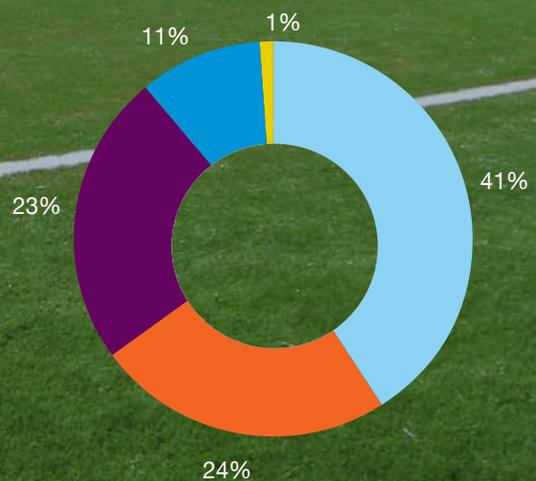
Source of funds

Revenue type	Amount (\$)
Rates and annual charges	106,081,277
User fees and charges	17,181,664
Grants and contributions	11,539,687
Other revenues	8,393,874
Interest	2,189,724
Total	145,386,226



Application of funds

Expenditure type	Amount (\$)
Employee costs	59,882,386
Materials and contracts	35,123,675
Net capital expenditures	33,021,412
Other operating expenses	15,798,526
Net savings for future years	1,547,021
Total	145,373,020



About this Plan

This Operational Plan sets out Randwick City Council's planned activities for 2016-17. These activities all stem from our fixed 2013-17 Delivery Program, which is the mechanism for delivering our 20-year Randwick City Plan. This Operational Plan is the fourth and final annual plan within the current Delivery Program.

This document sets out how we are using the long term outcomes of the City Plan to create day-to-day improvements in the Randwick area. Actions outlined in this Plan are linked to the outcomes and directions identified in the City Plan.

This Plan can be read in conjunction with our detailed 2016-17 Budget document, which includes full details of our Capital Works Program. The 2016-17 Budget is available on our website or in printed format at our libraries and administration centre.

Developing our plans

We aim to achieve the long-term outcomes and directions outlined in the six themes of the 20-year Randwick City Plan (see page 25). The six themes express the aspirations of the Randwick City community and were developed from research and community engagement.

We keep in step with the community's needs through extensive consultation and surveys, as well as engaging with the City's 12 precincts. Each year the precincts, comprised of residents and property owners, identify their priorities, which we consider and respond to within our business planning.

Our planning is also influenced by regional considerations and wider state, national and global influences. We work with relevant departments and agencies of the State and Federal Governments and neighbouring councils on our shared responsibilities. Within the Southern Sydney Regional Organisation of Councils (SSROC) we deal with common issues, particularly those that cross boundaries, such as planning, environment, transport, sustainability, procurement and waste management.

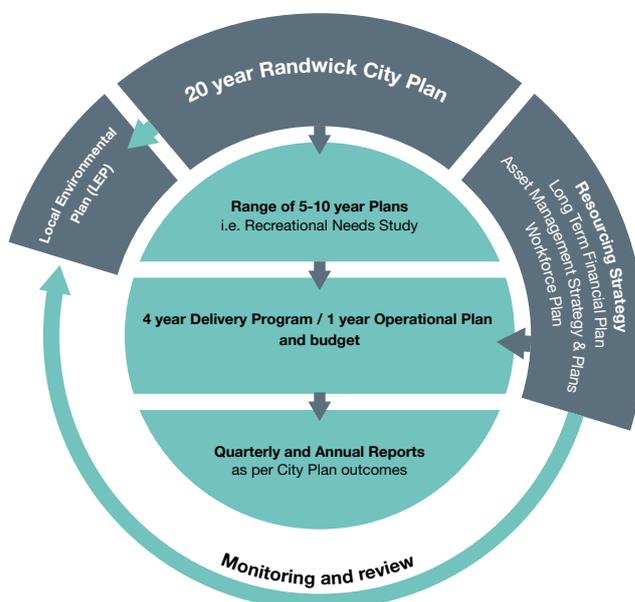
Accountability

All the actions outlined in the Delivery Program and Operational Plan are integrated throughout our internal business processes including departmental plans, project plans, service standards and individual work plans.

The Delivery Program and Operational Plan are supported by integrated planning software that includes a clear assignment of responsibility, timeframe of projects and key performance indicators for services. The plans are used to ensure accountability in our reporting mechanisms.

We measure the effectiveness of each program through performance indicators, such as service level agreements, to ensure full accountability to our community. We measure progress and report to the Council and community quarterly and annually.

How we meet our long-term planning goals



Umbrella Painting, Eco-living Fair



How to contact us

We have a commitment to providing high customer service standards, as set out in our Customer Service Charter.

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 9399 0999** or **1300 722 542**
- By SMS **0400 722 542**
- By fax **02 9319 1510**
- By email **council@randwick.nsw.gov.au**
- Through our website **www.randwick.nsw.gov.au**. Our website hosts a range of community information, from park and sports field availability to online development application lodging; the Council's meeting minutes, plans and reports; and access to a wide range of library services. There is a feedback form on the website for comments, compliments, requests and suggestions for improvement
- Through local precincts who hold monthly meetings to discuss local issues. The Council works closely with precincts to address areas of concern. Precinct contact details can be found on our website
- Through special consultation Your Say Randwick web pages.

Additional ways to connect with Randwick City Council include:

- Mayor's Twitter page
- Council's Twitter page
- Council's Facebook page
- The myRANDWICK app for iPhone and Android.

How we will contact you

We will make contact in many different ways and invite you to participate in the decisions that affect your community. Look out for our communications, such as newsletters, brochures, local exhibitions and displays as well as web-based enews, surveys and social media tools, to stay informed about the local area and to have your say.

See community engagement on page 18 for a full range of consultation activities.



Eco-living Fair 2015, Randwick

About Randwick City and the Council

Information about the composition of our population and projections into the future are essential for us to plan services that meet the needs of the entire community.

Randwick City

The Randwick area

Randwick City covers 37.42 square kilometres (3,742 hectares) and includes the 13 suburbs of Chifley, Clovelly, Coogee, Kensington, Kingsford, La Perouse, Little Bay, Malabar, Maroubra, Matraville, Philip Bay, Randwick and South Coogee.

Our City is located in the eastern suburbs of Sydney, bounded to the north by Waverley Council, to the east by the Pacific Ocean, to the south by Botany Bay and to the west by the City of Sydney and City of Botany Bay Councils. Randwick City's natural coastline stretches for 29 kilometres from Clovelly in the north to Botany Bay in the south, with ten beaches and bays, eight ocean pools, extensive foreshore areas and a number of rocky headlands.

Our City's major regional facilities include the Randwick Hospitals Complex, the University of NSW (UNSW), Randwick TAFE and many public and private schools. Part of the Port Botany area and the associated NSW Ports' industrial activity is within Randwick City. These facilities and our location close to the Sydney Central Business District and Sydney Airport contribute to Randwick's strong relationship with the broader economy of Sydney.

Apart from our famous surfing beach at Maroubra, Randwick City is also the home of regionally significant recreational facilities such as Randwick Racecourse, five major golf courses and Heffron Park.

Randwick City consists mainly of residential areas and features small commercial/retail centres. More than 60 per cent of the City's homes are multi-unit and semi-detached housing.

Despite the high level of urbanisation, a significant proportion of Randwick City (26 per cent) is designated as open space. We have more than 70 parks and reserves, providing a habitat for more than 500 species of indigenous plants and 250 species of native animals - as well as providing opportunities for relaxation, recreation and community activities.

The Eastern Suburbs Coastal Walkway winds along most of the City's eastern border, linking Coogee and Maroubra and providing spectacular views along its route.

Our community

Information about the composition of our population and projections into the future are essential for us to plan services that meet the needs of the entire community.

In this section all data is derived from the Census, unless stated otherwise.

Population

On the night of the 2011 Census (9 August), Randwick City had a population of 133,519 which included 2,588 overseas visitors. Over the five years prior to the 2011 Census, Randwick's population had increased by 7.6 per cent (from 119,884).

Since the Census, the ABS estimates that the City's population has increased by an average 1.4 per cent annually. In comparison, Greater Sydney's growth rate was 1.6 per cent over this period.

In June 2015, Randwick City's resident population is estimated at 145,822.

The census tells us that we have a slightly younger population than Greater Sydney with our median age of 35 years vs 36 years. In Randwick City the greatest number of residents are those aged between 20 and 24 years (10%) followed closely by those aged between 25 and 29 years (9.9%).

With multiple higher education institutions located within our City including UNSW, NIDA and Sydney TAFE Randwick College, Randwick has a significantly higher post school student population in the 18 to 24 age group living amongst us (13.1%) than Greater Sydney (9.5%).

We also have a slightly higher proportion of those aged 75 years and over living in Randwick City (6.7%) compared to the rest of Sydney (6.1%). It is projected that our community's aged population will increase by around 2.3 per cent annually until 2031.

Education

Again reflecting our proximity to several key higher educational institutions (Universities of Technology, Sydney and NSW) the proportion of our residents attending university (10.9%) is more than double that of Greater Sydney (5.2%).

Just over 65 per cent of us have completed year 12 or the equivalent, while 27.9% have a Bachelor or higher university qualification. That compares with 57.0% and 19.5% respectively for the Greater Sydney area.

Cultural Background

We are a diverse community with 38.5% of our residents born overseas and mostly in United Kingdom (6,744), China (5,829), New Zealand (2,790), Indonesia (2,619), Malaysia (1,902), and Ireland (1,896). More of us were born overseas than for Greater Sydney (34.2%). 65% of us has at least one parent born overseas and 30 per cent speak a language other than English. 1.4% of our residents identify as Aboriginal or Torres Strait Islander and 2.4% of our residents live in state-provided housing.

Housing

There are around 63,300¹ dwellings in Randwick City with approximately

3,553 residents per square km. 70.2% of our dwellings are medium or high density, mainly in our northern suburbs. In comparison, 40% of dwellings in Greater Sydney are medium or high density. In Randwick City single dwellings are more common in the southern suburbs.

Economy

There were 77,806² employed Randwick City residents in the year ending June 2015. Our unemployment rate of 3.65%³ is lower than both Greater Sydney (5.09%) and NSW (5.30%).

26.3% of the Randwick City workforce earn a high income (\$1,500 per week or more), though 13.6% earn a low income (less than \$400 per week).

There were 57,174⁴ jobs located in Randwick City in the year ending June 2015.

While 23,410 workers travel into our City each day to work, 24.9 per cent of those who live in Randwick also work in Randwick City.

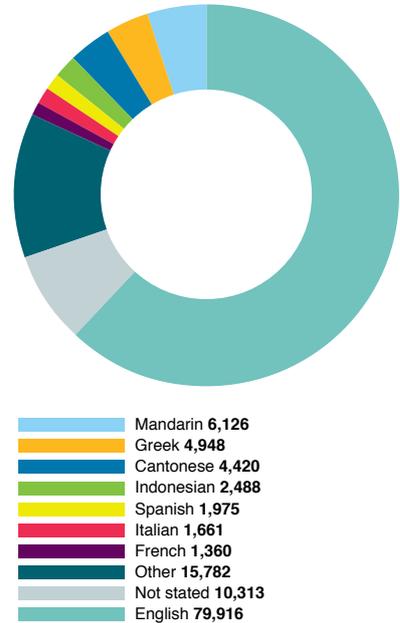
Furthermore those residents who work outside Randwick City do not travel far with 72.1 per cent of us travelling to surrounding Botany, Waverley, Woollahra or the City of Sydney to work.

We also have a strong tendency to shop in our local suburban centres although there are no major commercial centres in Randwick City.

In 2014-15, Randwick City's GRP⁵ was estimated at \$8.05 billion, up 1.3% from a year earlier with education and training the most productive industry, generating an estimated \$1,332 million; followed closely by health care and social assistance, generating an estimated \$1,119 million.

The health care and social assistance industry is also Randwick City's largest employer, generating 10,506 local jobs (in 2014-15) followed closely by the education and training industry (8,964 local jobs).

Languages spoken at home (number of persons)



1. Source: NSW Planning and Environment, NSW State and Local Government Area Household and Implied Dwelling projections, 2014 Final

2. Source: National Institute of Economic and Industry Research (NIEIR)

3. Source Australian Government Department of Employment (as at December 2015)

4. Source: National Institute of Economic and Industry Research (NIEIR)

5. Source: National Institute of Economic and Industry Research (NIEIR)



NORTH WARD



Cr Neilson

Cr Smith

Cr Shurey

SOUTH WARD



Cr D'Souza

Cr Belleli

Cr Garcia

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 for a four-year term.

Local government elections will be held in September 2016. However for newly proclaimed councils, the NSW Government has scheduled the next election for September 2017.

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

- playing a key role in the creation and review of the Council's resources for the benefit of the area
- reviewing performance, delivery of service, management plans and revenue policies of the Council
- representing the interests of residents and ratepayers
- providing leadership and guidance to the community
- facilitating communication between the community and the Council.

Council makes provision for Councillors to attend relevant conferences and participate in ongoing professional development programs. This is complemented by an online tool, developed by Council, through which Councillors can keep up to date with changes in legislation.

Council meetings and decision-making

Ordinary Council Meetings are held once a month and we have a range of committees that meet regularly. Residents are welcome to attend these meetings. The dates of the meetings are published on our website and in the Southern Courier.

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

The Council and Committee Meeting system permits Councillors to focus on issues and gives them sufficient time for debate, discussion and effective decision-making.

EAST WARD



Cr Roberts Cr Matson Cr Bowen

WEST WARD



Cr Stavrinou Cr Nash Cr Moore

CENTRAL WARD



Cr Stevenson Cr Seng Cr Andrews

Council and Committee Meeting Business Papers are available for Councillors at least a week prior to meetings in soft copy on iPads. This ensures the Councillors have easily accessible information necessary to make informed decisions.

Business Papers are then made available to the public at our Customer Service Centre, libraries and on our website, one week prior to the meetings and in the Council Chamber on meeting nights.

Council and Committee meeting proceedings are minuted and the minutes are made available on our website in the week following meetings.



North Ward

Cr Kathy Neilson
(ALP) First elected in 2012

Cr Kiel Smith
(Lib) First elected in 2008

Cr Lindsay Shurey
(Greens) First elected in 2012

South Ward

Cr Noel D'Souza - Mayor
(ALP) First elected in 2012

Cr Robert Belleli
(Lib) First elected in 2004

Cr Pat Garcia
(ALP) First elected in 2012

East Ward

Cr Brendan Roberts
(Lib) First elected in 2012

Cr Murray Matson
(Greens) First elected in 1995

Cr Tony Bowen
(ALP) First elected in 2008

West Ward

Cr Harry Stavrinou
(Lib) First elected in 2012

Cr Scott Nash
(Lib) First elected in 2004

Cr Greg Moore - Deputy Mayor
(ALP) First elected in 2012

Central Ward

Cr Geoff Stevenson
(ALP) First elected in 2008

Cr Ted Seng
(Lib) First elected in 1995

Cr Anthony Andrews
(Ind) First elected in 2000

Community engagement

We work hard to ensure our local community and residents have the opportunity to participate in the decisions that affect their lives and their environment.

The Community Consultation Principles and Consultation Planning Guide, initially adopted in 2008 and updated in February 2013 to incorporate the Council's increasing use of social media, guides and directs community consultation. This guide gives staff an easy and practical tool to frame and implement consultation plans. Our implementation of this policy meets the Council's obligations under legislation such as the NSW Local Government Act 1993, and the requirements of various funding agreements with the State and Federal Governments to consult with the community.

We communicate and consult with the community using direct mail, surveys, focus groups, quarterly community newsletters, web-based consultation and social media tools. The use of web-based consultations through the Your Say Randwick site continues to expand and attract community engagement in Council projects. We also convene working and reference groups, consisting of residents and stakeholders, for specific projects on a need basis.

We support a community based precinct system which is open for local residents to attend and voice their views. Precinct meetings provide opportunities for residents to become involved in decisions that affect their area. Representatives of precincts meet quarterly with the Council's General Manager to discuss issues of significance. Precincts help us develop our Budget and Operational Plan each year by suggesting upgrades and improvement projects that would benefit the community. Information about meeting times and venues can be found on our website.

As a leader in local government community engagement practice, we are a corporate member of the International Association of Public Participation, and work closely with the Association in developing consultation professional practice, as well as working closely with other metropolitan councils in supporting and developing precinct systems.

We also host regular meetings with representatives from the combined Chambers of Commerce, Randwick City Tourism and the Service Clubs in Randwick City.

Following Council's award-winning consultations for the Buildings for our Community Program, we promised to keep the community informed of the progress of this seven-year program. This promise included a commitment to engage the community on its implementation and to consult on each of the major projects in the program. The major projects planned for 2016-17 are detailed on page 80.

Partnership with other organisations

One of the roles of local government is to create viable partnerships with other organisations to encourage mutual understanding of local needs and contribute to projects that benefit the wider community. Partnerships are formed in a number of ways ranging from memoranda of understanding, to less formal working agreements.

Key Randwick City Council partnerships include:

- Membership and participation in the **Southern Sydney Regional Organisation of Councils (SSROC)**, an association of 16 municipal and city councils.
- **Light Rail partnerships.** The initial Rail Transport Infrastructure Memorandum of Understanding between the UNSW, Prince of Wales Hospital, Australian Turf Club (Royal Randwick Racecourse), Centennial

Park / Moore Park Trust, the City of Sydney and the Sydney Cricket Ground Trust, has successfully advocated for the return of light rail. Once the project was announced, Randwick City Council negotiated a Development Agreement with TfNSW to define our respective obligations and priorities.

- **Sister city relationships** both within Australia and internationally to promote mutual understanding and friendship to benefit our communities with:
 - the City of Albi in France; the Greek Island of Castellorizo; the City of Hangzhou in China and the Randwick Parish Council in Gloucestershire, United Kingdom. These agreements facilitate cultural understanding, including technical staff visits and forums for shared experience and information; and
 - Narrabri and Temora Shire Councils. These active relationships involve shared leadership development, staff exchanges, provision of emergency equipment and the exchange of corporate information.
- A Memorandum of Understanding, with the **Australian Centre of Excellence for Local Government (ACELG)**, signed by Council in 2012. In a first for local government, Council staff can get credit towards a postgraduate certificate in Local Government Leadership at the University of Technology by completing select internal learning and development courses at Council along with additional agreed assessment criteria.
- The **Sustainability Agreement with UNSW**, whereby the University have agreed to provide Council with access to research into sustainability and related programs, while Council works to provide practical application of the research. An extension of this Agreement resulted in the formation of a UNSW Expert Reference Group with specialist experts from eight different faculties, schools and centres meeting twice a year to brief Councillors and staff across eastern suburbs councils, on international and national trends and research into sustainability related topics and issues.

- A partnership with **Housing NSW** aimed at delivering improved social and physical outcomes for residents living in and around public housing precincts in Randwick City.
- Community partnerships with the **Sydney Roosters** and **South Sydney Rugby League Football Clubs, Souths Cares, Randwick Rugby Club, the Benevolent Society, Kooloora Community Centre** and **Youth Off The Streets** to assist disadvantaged youth and junior rugby league clubs in our area and to support our community volunteers.
- **The Eastern Beaches Crime Prevention** partnership between Randwick City Council, Eastern Beaches Local Area Command Police, Department of Premier and Cabinet, Department of Housing, Attorney General's Department, State Transit Authority, UNSW, Roads and Maritime Services and the Office of Liquor Gaming and Racing.
- **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.
- **Design Excellence Panel** partnership with Waverley Council for the promotion and application of excellence in urban design.

Our guiding principles

The Charter of Council

Section 8 of the Local Government Act 1993 sets out the Charter of Council, requiring the Council to:

- act consistently and without bias in the exercise of regulatory functions
- keep the local community and the State Government informed of activities
- account for the management of the public assets for which Council is responsible

- be a responsible employer
- properly manage, develop, protect, restore, enhance and conserve the environment.

Our vision and mission

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

Access and equity

We acknowledge the rights of all individuals to equal access to services and facilities within the City, and are committed to identifying and addressing physical, communication and attitudinal barriers that exist in the delivery of services and facilities to the community.

A number of access and equity strategies are included within this Operational Plan including: improvement of access to community facilities; enhancing our provision of information; and the Community Grants Program. We also support various target groups as part of our community development role. Our staff will continue to ensure that elderly residents have access to our home maintenance and modification service as well as subsidies in fees and charges.

Throughout the year we support a range of events that reflect the diversity in our community. We celebrate regular events such as NAIDOC, Seniors' and Youth Weeks as well as internationally

designated days for women and people with disabilities. Our senior citizens have opportunities to attend regular events and the highly popular annual Seniors' Christmas function. Annual celebrations such as the Coogee Carols and New Year's Eve fireworks are well attended by families and residents from across the City.

We also recognise and celebrate our diverse community by providing activities such as 'Harmony Day' and a range of multicultural events.

Our organisation

Organisational structure

Randwick City Council's structure consists of the Office of the General Manager and three divisions: City Services, City Planning, and Governance and Financial Services.

The Office of the General Manager also oversees the Chief Information Officer and those departments that report to the Chief Information Officer.

General Manager

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

- managing the day-to-day operations of the organisation
- exercising such functions as are delegated by Council
- appointing staff in accordance with organisational structure and resources
- directing and dismissing staff
- implementing Council's Equal Employment Opportunity Plan.

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

South West amenities, Heffron Park, Maroubra



Directors and Managers

Office of the General Manager

General Manager: Ray Brownlee

Department	Manager
Communications	Joshua Hay
Corporate Improvement	Anne Warner
Business Performance Projects	Caroline Foley

Chief Information Officer: Graham Curley

Department	Manager
Technology Systems	Anthony Collis
Business Systems	Helen Cram
Spatial Systems	Karen Lasky

City Services

Director: Jorde Frangoples

Department	Manager
Technical Services	Joe Ingegneri
Infrastructure Services	George Bounassif
Waste and Cleaning Services	Mark Bush
Library Services	Barbara Todes
Integrated Transport	Tony Lehmann
Aquatic Services	Reece Heddle

City Planning

Director: Sima Truuvert

Department	Manager
Community Development	Teresa Mok
Strategic Planning	Alan Bright
Development Assessment	Kerry Kyriacou
Health, Building and Regulatory Services	Roman Wereszczynski
Sustainability and Strategic Waste	Peter Maganov
Cultural Events and Venues	Katie Anderson

Governance and Financial Services

Director: Jeff Smith

Department	Manager
Administrative Services	David Kelly
Financial Operations	Greg Byrne
Corporate and Financial Planning	Mitchel Woods
Organisational Staff Services	Helen Smirniotis

Our values

The ICARE Values underpin the culture that drives management and staff in pursuing the Council's outcomes and in sustaining high levels of organisational performance.

The ICARE Values are:

- Integrity
- Customer focus
- Accountability
- Respect
- Excellence.



Equal Employment Opportunity

We aim to foster a culture that values and responds to the cultural and linguistic diversity of our staff and provide a workplace based on equity and merit that is free from discrimination in all employment areas.

To achieve this we have policies and procedures in place which ensure the absence of direct, systemic and indirect discrimination on the grounds of sex; age; transgender; homosexuality; marital status; pregnancy; carers' responsibilities; race, ethnic or ethno-religious background, descent or nationality; and/or disability.

Randwick City Council commits to Equal Employment Opportunity (EEO) in a number of ways, including celebrating key events throughout the year. For instance, Council holds staff events to celebrate International Women's Day, and also includes EEO merit assessment in all of its recruitment processes.

This commitment is supported by the implementation of EEO principles, which includes ongoing management and reporting of EEO, which in turn relates to the actions and outcomes in our 20-year Randwick City Plan.

Work Health and Safety

Randwick City Council is committed to providing a healthy and safe workplace for all employees, contractors and members of the public who make use of the Council's services and facilities. We do this through a consultative and co-operative approach to ensure that the responsibilities for Work Health and Safety (WHS) are defined and well understood by all workers and that we maintain a culture that supports safety initiatives.

Council's Workplace Health, Safety, Risk and Welfare Strategy 2013-17 is set out in the Workforce Plan. The purpose of this strategy is to increase awareness and commitment to Health, Safety and the Environment within the Council's workforce and partners. The aim is to build, implement and achieve excellence in Health, Safety and the Environment by minimising harm through a culture that ensures the safety of our workforce and partners.

We continue to look at ways to enhance our system to achieve excellence in Health, Safety and the Environment by minimising harm through a culture that ensures the safety of our workforce and partners, and the protection of the environment.

In keeping with Randwick City Council's proactive approach to changing legislation, we have fully updated our Workplace Health and Safety Management (WHSM) system. This system has been developed to provide the Council's management and workers with a tool to manage and improve WHS, systematically control risk and ultimately lead to a reduction in workplace injury and illness.



Key activities

The Randwick City Plan is our 20-year strategic plan that reflects our community's vision and long term goals for the health and well-being of our residents, our economy and the natural and built environment. The City Plan also demonstrates Randwick City Council's commitment to best practice in its own governance, and to providing leadership in environmental and social sustainability.

The Plan was developed during an extensive period of research and community consultation, and launched in 2006. The City Plan was updated in 2009 and reviewed in 2012. This review encompassed the development of the Delivery Program for 2013-17 and was also undertaken in line with the local government election cycle. We placed the updated Plan on public exhibition for community comment, and Council adopted the updated Plan in early 2013. The Plan reflects the values and changing needs of our community and provides an update on how we will achieve our objectives.

During the initial consultation process for the City Plan, six themes were developed with ten clear outcomes. We use these themes and outcomes for our planning, as a means of anchoring our activities to the community's stated needs.

Local Government Reform **31**



Kensington Community Centre **39**



Buildings for our Community Program **44**



Randwick Community Nursery **58**



Rock Fishing **65**



Theme 1: Responsible management

Outcome 1: Leadership in sustainability

Theme 2: A sense of community

Outcome 2: A vibrant and diverse community

Outcome 3: An informed and engaged community

Theme 3: Places for people

Outcome 4: Excellence in urban design and development

Outcome 5: Excellence in recreation and lifestyle opportunities

Outcome 6: A liveable City

Outcome 7: Heritage that is protected and celebrated

Theme 4: A prospering City

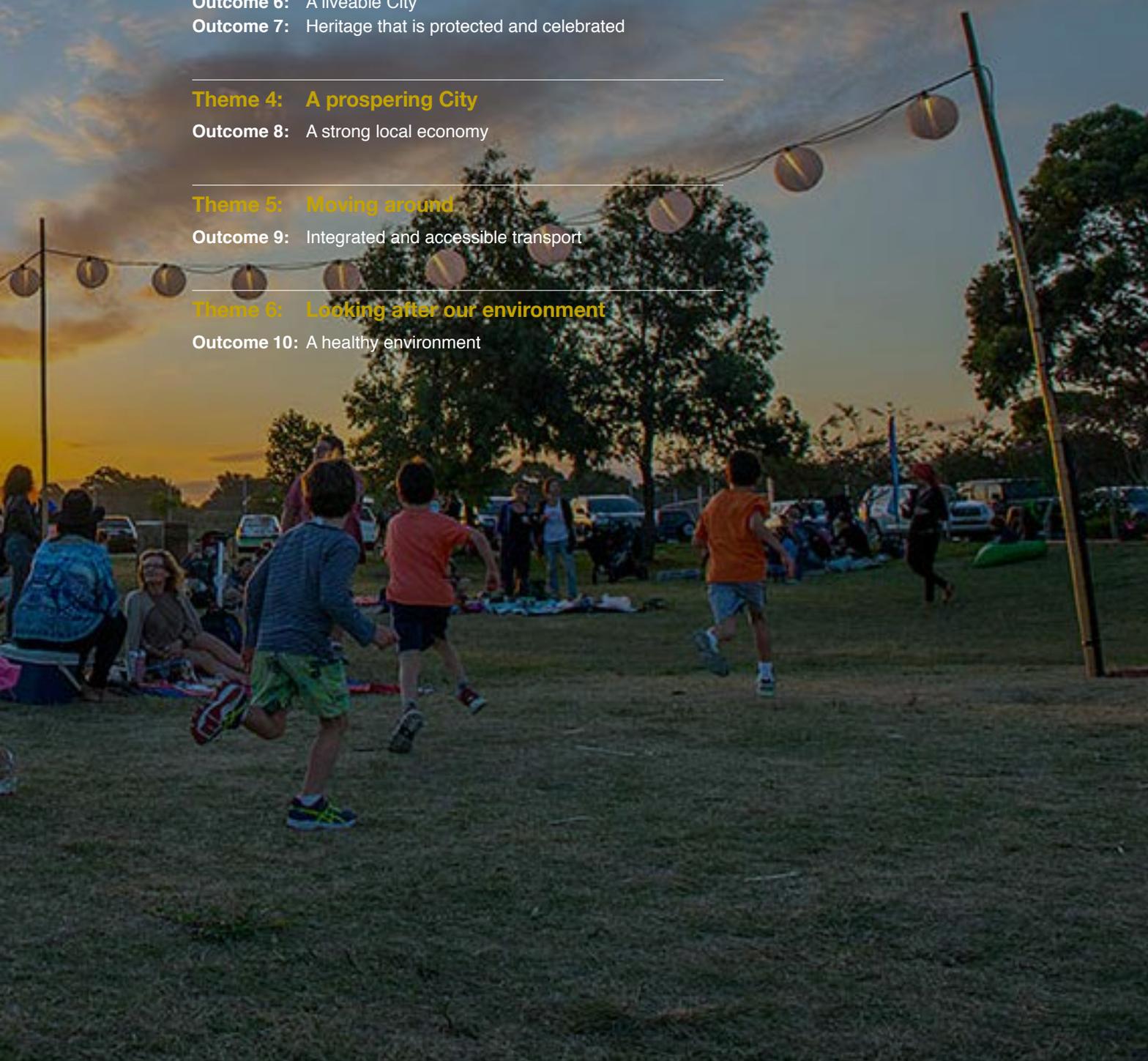
Outcome 8: A strong local economy

Theme 5: Moving around

Outcome 9: Integrated and accessible transport

Theme 6: Looking after our environment

Outcome 10: A healthy environment





Tree Planting, Malabar

Responsible management

Our outcome

- Leadership in sustainability

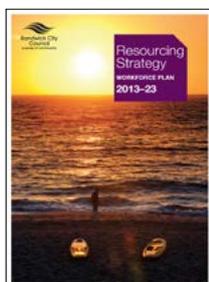
Randwick City Council is the guardian of Randwick City. We must ensure that the actions taken enhance our environment, our economy and our community now and in the future. To this end, we aim for environmental, financial and administrative sustainability in our practices. We demonstrate excellence within the Council's business systems and show community leadership. We use the principles of innovation and sustainability to meet the social, environmental and economic needs of the City.

Related plans

The overarching Resourcing Strategy includes three interlinked resourcing plans: the Workforce Plan, the Asset Management Strategy and the Long Term Financial Plan. The goal of the Resourcing Strategy is to support the organisation by delivering resources that achieve the outcomes in our City Plan and the four-year Delivery Program.

Workforce Plan 2013–23

Our Workforce Plan provides us with a framework to attract and retain staff so that we can achieve our strategic directions, develop innovative solutions and deliver services and programs efficiently for the community. It is the mechanism used for building and maintaining a strong platform for productivity and achievement through: responsive conditions of employment; encouraging talent and innovation; rewarding and motivating staff; and, establishing a positive culture through valuing diversity, ethical behaviours and safe working practices, with the aim of Randwick City Council becoming an industry leader and employer of choice.



Long Term Financial Plan

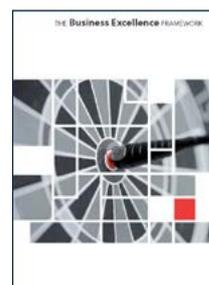
The Long Term Financial Plan is a ten-year plan which is reviewed and updated twice each year. It enables us to better plan and understand our long term financial requirements. The Plan includes consideration of sustainability, service provision levels and the creation, upgrading and renewal of infrastructure.

To create the Plan we use a set of integrated spreadsheets that draw on information contained within the City Plan, Delivery Program, Operational Budget, current budget and costed short, medium and long term plans.



Business Excellence Framework (BEF)

We have implemented a BEF which creates an organisational environment that drives continuous improvement in our processes, service delivery and programs. As part of our BEF, we have implemented targeted leadership and organisational development activities based on specific BEF categories, with activities prioritised on our assessment against the framework.



Outcome 1: Leadership in sustainability

We will demonstrate leadership by continuously improving the sustainability and rigour of our internal systems of governance, including financial and administrative management, as well as the sustainability of our facilities and activities for the benefit (including environmental and social) of the whole community.

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Actions for Outcome 1

4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2016-17)
1a: Council has a long term vision based on sustainability.	
1a.1 Implement the Integrated Planning and Reporting Framework including the Randwick City Plan, medium term plans and the Resourcing Strategy across the four year cycle.	Promote the Council's planning and reporting to the community and provide opportunities for input.
1a.2 Ensure sound long term financial strategies underpin the Council's asset management policies and strategic vision.	<p>Coordinate and update the Council's 10-year Long Term Financial Plan (twice yearly).</p> <p>Manage, monitor and review the Council's financial performance and position on a continual basis.</p>
1b: Council is a leader in the delivery of social, financial and operational activities.	
1b.1 Demonstrate best practice and leadership in local government.	<p>Embed the ICARE corporate values (integrity, customer focus, accountability, respect, excellence) through a range of activities.</p> <p>Continue fostering a great place to work through a sustainable supply of critical talent and capabilities.</p> <p>Establish initiatives in-line with the NSW Local Government Reform Program.</p>
1b.2 Contribute to protecting the Council's reputation and enhancing its positive public image.	<p>Effectively use media and online communities to promote and protect Council by monitoring, responding and providing an effective media enquiries and response process.</p> <p>Proactively promote the Council's achievements, programs, policies and projects.</p>
1b.3 Maintain a high performing workforce that is responsive to the needs of the organisation.	Implement the Council's Learning and Development Strategy 2013-17.

4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2016-17)
1b.4 Provide good governance and administrative support for the Council and organisation.	Ensure the effective and efficient administration of Council and Committee Meetings for the benefit of Councillors and the community.
	Ensure compliance with the Government Information (Public Access) Act 2009 and assist the community in obtaining access to appropriate Council information/documents.
	Maintain transparency and accountability in the purchasing of goods and services. Ensure compliance with purchasing procedures.
	Manage the Council's property portfolio.
	Manage the Council's insurance program.
1b.5 Effectively and efficiently manage financial operations, systems and information.	Ensure timely response to community requests for information through optimum performance of the Council's Electronic Document Management System (TRIM).
	Ensure timely and cost effective access to all information and optimal usage of storage space through the implementation of an effective archive system.
	Ensure all Financial Operation's processes and procedures are timely and accurate to provide both internal and external customers with high service levels for rating, debtors, accounts payable, payroll, investments, cash management and fleet management.
	Ensure the accurate levy, and collection of rates and charges, and provide appropriate payment options.
1b.6 Be recognised as providing quality internal and external customer service and call centre services.	Maximise returns of the Council's investment portfolio while minimising risk.
	Provide timely financial information, advice and reports to the community, the Council, senior management and staff.
1b.7 Continue to improve and implement business process systems and information infrastructure	Monitor response times to customer service requests.
	Provide up-to-date database of name and address details in the Name and Address Register to ensure accurate and efficient communication.
	Provide continued improvement, support, and implementation of business applications and processes and business systems.
	Provide the necessary information technology infrastructure and support to meet the Council's corporate objectives.
	Provide technology support services to the organisation.
	Provide continued improvement, support, and implementation of intranet and collaboration tools, to support internal business processes.
1b.8 Provide a safe and healthy environment for staff, contractors and the community.	Provide database integrity checks and reports, application development, business intelligence systems and develop integration of business systems.
	Provide Line of Business application support to the organisation.
	Continue the process to achieve accreditation in AS/NZS 4801:2001 Occupational Health and Safety Management systems.
	Manage the Council's Workers Compensation Insurance Program.
Create a workforce culture that supports and drives a clear and consistent approach to work health and safety resulting in improved safety performance.	
Build and maintain a resilient, motivated and productive workforce.	
Ensure a systematic approach to managing enterprise-wide risk.	

4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2016-17)
1b.9 Support the community and organisation through the improvement and expansion of online systems and GIS mapping.	Produce accurate and high quality maps. Ensure map and data integrity by cross referencing maps with other data sources, such as property and assets data. Delivery of online maps including interactive maps. (Refer 3a). Provide mapping systems for 2D and 3D viewing and analysis. Provide field collection systems for data and mapping.

1c: Continuous improvement in service delivery based on accountability, transparency and good governance.

1c.1 Apply the four-year Continuous Improvement Strategy within the organisation.	Build the capacity of the organisation to implement the Business Excellence Framework through training workshops and process reviews. Implement the 2016-17 Internal Audit Plan. Deliver and test Crisis Management (disaster recovery) Plan and Business Continuity Plan. Leverage workforce capabilities to continuously meet changing organisational needs.
1c.2 Implement a systematic and structured approach to obtaining feedback from customers and managing existing data and information.	Implement the City Plan Indicators, incorporating the review and analysis of data and community satisfaction levels.
1c.3 Proactively manage enterprise risks within Council's integrated risk management system.	Work towards accreditation in AS/NSZ ISO 9001:2008 - Quality Management Systems.

Our measures for this outcome include:

- RM01** Percentage of required annual maintenance expenditure on public works actually expended
- RM02** Debt servicing costs as a percentage of total revenue
- RM03** Percentage of the target balance for the employee leave entitlements reserve actually held in reserve
- RM04** Operating surplus ratio
- RM05** Unrestricted Current Ratio excluding internal and external restrictions (Working Capital Ratio)
- RM06** Percentage of rates revenue outstanding at year end
- RM07** Percentage return on investment portfolio less UBSA Bank Bill Index
- RM08** Percentage of staff assessed as proficient and above in annual performance review
- RM09** Percentage of workforce incurring a lost time workers compensation claim
- RM10** Number of public liability claims settled
- RM11** Percentage of service requests completed within Service Level Agreement targets
- RM12** Percentage of phone calls answered within 30 seconds
- RM13** Percentage of Customer Service Centre enquiries managed at the first point of contact
- RM14** Percentage of written correspondence actioned within deadline
- RM15** Overall community satisfaction with the Council
- RM16** The amount of cost shifting by other levels of government to the Council as a percentage of total revenue (before capital contributions)



31

Local Government Reform

The NSW State Government, in partnership with Local Government, commenced a round of reform for the local government sector in late 2011 with Destination 2036. At a gathering of Local and State Government representatives, discussion centred on the vision for the local government sector and how it might respond to changing communities, technology and economies. Following a number of subsequent reviews such as the Independent Review of Local Government, Review of the Local Government Act, and TCorp financial assessments of NSW Councils, the State Government invited local councils in late 2014 to make a submission to show how they might meet challenges that lie ahead and consider options for the future. In inviting submissions and throughout the reform process, the NSW Government has consistently indicated that ‘no change’ is not an option.

To ensure the community has been well informed of the reform process and to allow residents to have their say in the future of their area, Randwick City Council undertook the largest ever community consultation in early 2015. While Randwick’s preference is to stand alone, in June 2015 Council made a joint submission with Waverley Council, to the NSW Government, to merge the two entities.

After further consideration, the NSW Government announced in December 2015 a proposal for a new Eastern Sydney Council by merging Randwick with neighbouring Waverley and Woollahra Councils. The NSW Government invited comment on its proposal with the Office for Local Government referring to Delegates to conduct public enquiries, collect submissions and prepare reports.

At the time of preparing for publication, Council is awaiting the NSW Government’s consideration of the Boundaries Commission’s recommendations on the proposed merger of Randwick, Waverley and Woollahra Councils.

Our analysis concludes that a merger of Randwick, Waverley and Woollahra Councils will result in increased services to the value of \$235 million over 10 years – equivalent to \$856 per resident.

The estimated cost of amalgamation, less State Government grant funding, would total \$26 million.

Once the NSW Government’s decision is announced, a new set of integrated plans and budget will be prepared which will set the direction for the new Council over the short, medium and long term.



Eco-living Fair 2015, Randwick

A sense of community

Our outcomes

- A vibrant and diverse community
- An informed and engaged community

Council dedicates substantial resources including and involving community members in local activities and decision-making. We acknowledge and celebrate the range of cultures and people in Randwick City; we keep residents informed of our activities and encourage participation in shaping the Council's directions.

Related plans

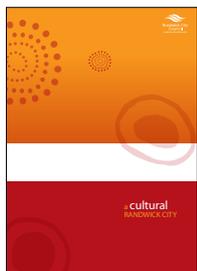
An Inclusive Randwick City

An inclusive Randwick City is a ten-year social inclusion plan aimed at improving active community life and assisting households in need of social support services. The key areas where we identified actions are: increasing community transport services; assisting service providers to address residents' social needs through partnerships and funding assistance; addressing homelessness and housing affordability issues; addressing the needs of our Indigenous community; and addressing the needs of young people.

In 2016-17 we will work with our key community service providers to identify and implement projects to assist residents in need of social or welfare services. Our staff will collaborate with service providers and government agencies to attend to service gaps in a cost effective manner.



A Cultural Randwick City



Following the introduction of our cultural plan – A Cultural Randwick City, we will continue to work towards achieving its cultural objectives.

Council holds a variety of cultural events such as an International Women's Day Art Prize and Exhibition, youth activities and the monthly Twilight Concert Series which are well attended. Randwick City Council also provides funds and support for other cultural events, such as the Randwick Arts Society exhibition, through its Cultural and Community Grants

Program. These programs will continue into 2016-17, with the Randwick Town Hall as the key focal point for the Twilight Concert Series.

Randwick City Library will continue to run an annual program of cultural events, including monthly author talks, writing and poetry workshops, cryptic crossword classes and book clubs aimed at adults, teens and children.

The popular Summer Reading Club for children and the Teen Summer Reading Challenge will also be held this year. To encourage and celebrate talent amongst young writers, Randwick City Library, in partnership with UNSW and Juvenilia Press, will conduct the biennial Lionel Bowen Young Writers' Award in 2016. Randwick City Library will also act as a satellite venue for the annual Sydney Writers' Festival.

Appreciation of the arts will be fostered through Randwick City Library's art classes for adults and monthly meetings of the Next Chapter Art Appreciation Group.

Dedicated gallery space at the Bowen Library will feature exhibitions that celebrate the history and talent of the local area, with exhibitions across 2016-17 including Eat Pray Naches, WW1 Honour Roll, Women's Art Prize, Creative: An Exhibition of HSC Major Works and Colours of Country. Local history will continue to be explored with historical talks, some in partnership with the Randwick and District Historical Society and others with the Cape Banks Family History Society.

Community Consultation Principles and Consultation Planning Guide

Council adopted the Community Consultation Principles and Consultation Planning Guide in 2008 to guide and direct community

consultations. This policy is based on international best practice principles and was developed after extensive community consultations.

Through the ongoing implementation of this policy, we make every effort to keep the community informed and engaged, and seek community input on future plans and projects.

We further develop our consultation practices through the Your Say Randwick website, giving our residents additional opportunity to join in community



conversations on our projects and plans. Council recognises that local residents have a right to be involved in decisions that affect where they live and also that input from residents results in better decision making.

The policy was updated in February 2013 to incorporate Council's social media.

Grants, Donations and Subsidies Policy

Council adopted the Grants, Donations and Subsidies Policy in November 2006. The policy provides Council with a framework for determining and allocating Council grants, donations and subsidies with clear priorities to achieve the Randwick City Plan outcome of a vibrant and diverse community, by enriching the range of services that meet our community's needs.

In 2016-17, Council will continue to focus on implementing policies and practices to provide for an equitable, transparent and accountable framework for determining and allocating its grants, donations and subsidies.

Outcome 2: A vibrant and diverse community

Our community will be proud to be part of our City and celebrate and support its range of cultures and people.

Actions for Outcome 2

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4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2016-17)
2a: Meet the needs of our diverse community and provide equitable access to social services and infrastructure.	
2a.1 Maintain a current understanding of our community's needs and up to date information to support planning and program development.	Participate in review and/or update of community data, plans and associated documents taking into account the new and extended LGA boundaries.
	Participate in local social services agency meetings to share information, and identify emerging needs and partnership opportunities across target groups.
	Prepare a Disability Inclusion Plan in accordance with NSW Disability legislation.
	Continue to implement the subsidised rental policy for use of the Council's facilities.
Ensure Council's multi-purpose centres are managed in accordance with business and/or plan of management objectives.	
2a.2 Provide high levels of accessibility to the Council's community facilities and infrastructure.	Deliver quality educational and care programs at Moverly Children's Centre in accordance with all regulatory and legislative requirements.
	Implement responsible day to day functions to ensure usage of the Randwick Literary Institute is maximised and meets the needs of our diverse communities.
	Implement a planned program of activities and services for our specific target groups aimed at promoting community well-being and social inclusion principles.
2a.3 Support the different groups in the community to improve access to services and recreational activities.	Ensure currency of content on Council's website that is translated into five languages most widely used other than English, (Chinese, Greek, Indonesian, Spanish and Russian) in Randwick City.
	Maintain and develop partnerships with external organisations which support CALD communities.
	Ensure Library non-English language collections are appropriate to the demographics of Randwick City and are well promoted and utilised.
Provide a range of programs and activities for CALD community.	
2a.4 Implement programs from the crime prevention and safety plan (A Safer Randwick City).	Monitor and maintain infrastructure, at risk of vandalism, within Randwick City.
	Liaise with NSW Police and other Agencies for the provision of Coogee CCTV footage, licensed premises and crime prevention.
2a.5 Provide improved opportunities for local Aboriginal and Torres Strait Islander people to access support services including employment, family support and recreational activities.	Provide support to local service providers (e.g. YOTS and Yarra Bay House) to deliver support services to Indigenous communities in need.
	Provide assistance to Indigenous communities to hold and participate in a variety of recreational and cultural activities.

	4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2016-17)
2a.6	Implement the social inclusion plan (An Inclusive Randwick) to reduce disadvantage and address gaps in service provision.	Work with local service providers by participating in joint service planning and projects aimed at addressing identified and emerging community needs.
2a.7	Implement grants programs in accordance with the Council's guidelines to enhance services that meet community needs.	Administer the Council's annual Community Partnership Funding Program, Cultural and Community Grants Programs, and Randwick ClubGrants NSW on behalf of participating clubs.

2b: Strong partnerships between the Council, community groups and government agencies.

2b.1	Provide support for resident precinct committees, local chambers of commerce and combined service clubs.	Continue to support precinct meetings and quarterly combined meetings with information, responses to resolutions, printing and advertising. Continue to host combined Chambers of Commerce meetings.
2b.2	Participate in external groups that provide support and services for the local community.	Provide on-site assistance to at least two local service providers in response to identified priority needs or service gaps.
2b.3	Implement joint projects with community groups and government agencies to achieve improved service coordination and value for money outcomes.	Promote awareness of community services available to local residents through an annual Information Day and Service Provider Expo, in partnership with service providers.

2c: New and upgraded community facilities that are multi-purpose and in accessible locations.

2c.1	Progressively update plans of management, in accordance with an established priority list, focusing on sustainable design and multi-use facilities.	Prepare a Business Plan for the La Perouse Museum.
2c.2	Implement the Community Facilities Plan as per identified priorities.	No specific action is planned under this program in this year of the Delivery Program 2013-17.

2d: Our cultural diversity is appreciated and respected.

2d.1	Implement A Cultural Randwick City.	Implement cultural activities and projects catering to a diverse range of audiences and age groups, such as the Twilight Concert Program.
2d.2	Deliver and/or sponsor a range of cultural programs to promote a sense of community.	Implement Council's planned events, such as The Spot Festival and Coogee Christmas Carols.

Outcome 3: An informed and engaged community

Our community will participate in shaping our City.

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Actions for Outcome 3

4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2016-17)
3a: Effective communication methods and technology are used to share information and provide services.	
3a.1 Provide information to the community on the Council's services and activities using effective communications methods.	<p>Monitor and apply corporate communications and visual design standards to the Council's communications materials, products and website.</p> <hr/> <p>Advise on and/or produce effective and targeted communications plans and products for the Council and its services and activities.</p> <hr/> <p>Produce regular print and electronic newsletters to inform and engage the community about Council activities, events and projects.</p> <hr/> <p>Produce high quality graphics to support and enhance Council's business.</p> <hr/> <p>Manage and effectively use Council's banner poles as an outdoor communication medium.</p>
3a.2 Ensure that the Council's website provides an accessible and usable interface between the Council and the community.	<p>Maintain and enhance the Council website to provide suitable and accessible content.</p> <hr/> <p>Ensure that the Library subsite and social media channels provide timely, engaging and relevant information.</p>
3a.3 Implement technological solutions that support the development of services and resources and meet the needs of the community.	<p>Continue improvement and expansion of the external web site content and provision of online services to our community, via the website and phone app.</p> <hr/> <p>Ensure optimal enterprise functionality to improve online access to information, services and resources.</p> <hr/> <p>Continue to provide innovative hardware, software and web solutions to library customers and staff.</p> <hr/> <p>Implement and support IT infrastructure, and security support services, to support the organisation's technological needs.</p> <hr/> <p>Investigate options for online planning solutions that allow DA reports to be automatically populated with key information.</p>

**4-Year Delivery Program
(2013-17)**
**1-Year Operational Plan actions
(2016-17)**

3b: The Council actively promotes the community services offered by other agencies.

3b.1	Continue to maintain community information programs.	Through the Library, provide the community with lifelong learning opportunities e.g. Tech talks, TechConnect, information talks and workshops for various community groups.
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3c: The community has increased opportunities to participate in decision-making processes.

3c.1	Develop opportunities for community input into the Council's decision-making processes.	Develop and support effective consultation plans to support the Council's projects.
		Use social media to further opportunities for the community to be part of the decision-making process and to connect with Council and other residents about Randwick City's projects, events and activities.

Our measures for this outcome include:

- SOC01** Level of satisfaction with community centres and halls
- SOC02** Number of people that attended Council events
- SOC03** Level of satisfaction with the Council's provision of information to residents about activities, services and community services
- SOC04** Level of satisfaction with community consultation
- SOC05** Number of hits on the Randwick City Council Website
- SOC06** Number of people following the Randwick City Council Facebook page and Twitter Account
- SOC07** Number of hits on LINCS (Community Services) webpage
- SOC08** Percentage of surveyed residents that stated they feel part of their local community
- SOC09** Percentage of the community that rate their quality of life as very high



Kensington Community Centre

At the time of developing Council's seven year Buildings for our Community Program a new community centre for Kensington was included although a specific site had not been identified. Recently a site at the corner of Barker Street and Day Lane became available and this will be developed for the new centre. The former Kensington Bowling Club had occupied this site since 1928.

With a suitable site, Council developed concept plans for a new centre to guide extensive community consultation which took place in early 2014. Community support for the centre is strong, with over 700 comments made on the plan during the consultation period. Following that consultation, detailed plans were drawn up which included two adjoining community halls which would be available for hire, one with a full kitchen and the other with a smaller kitchenette; and new toilet facilities.

The outside of the old Bowling Club will also be transformed to create an informal basketball half-court; pedestrian pathways linking the building to the adjoining Kensington Park; and new lighting, landscaping, bike racks and carpark.

There is also provision for an all ages outdoor gym in the neighbouring Kensington Park which may be constructed sometime in the future.

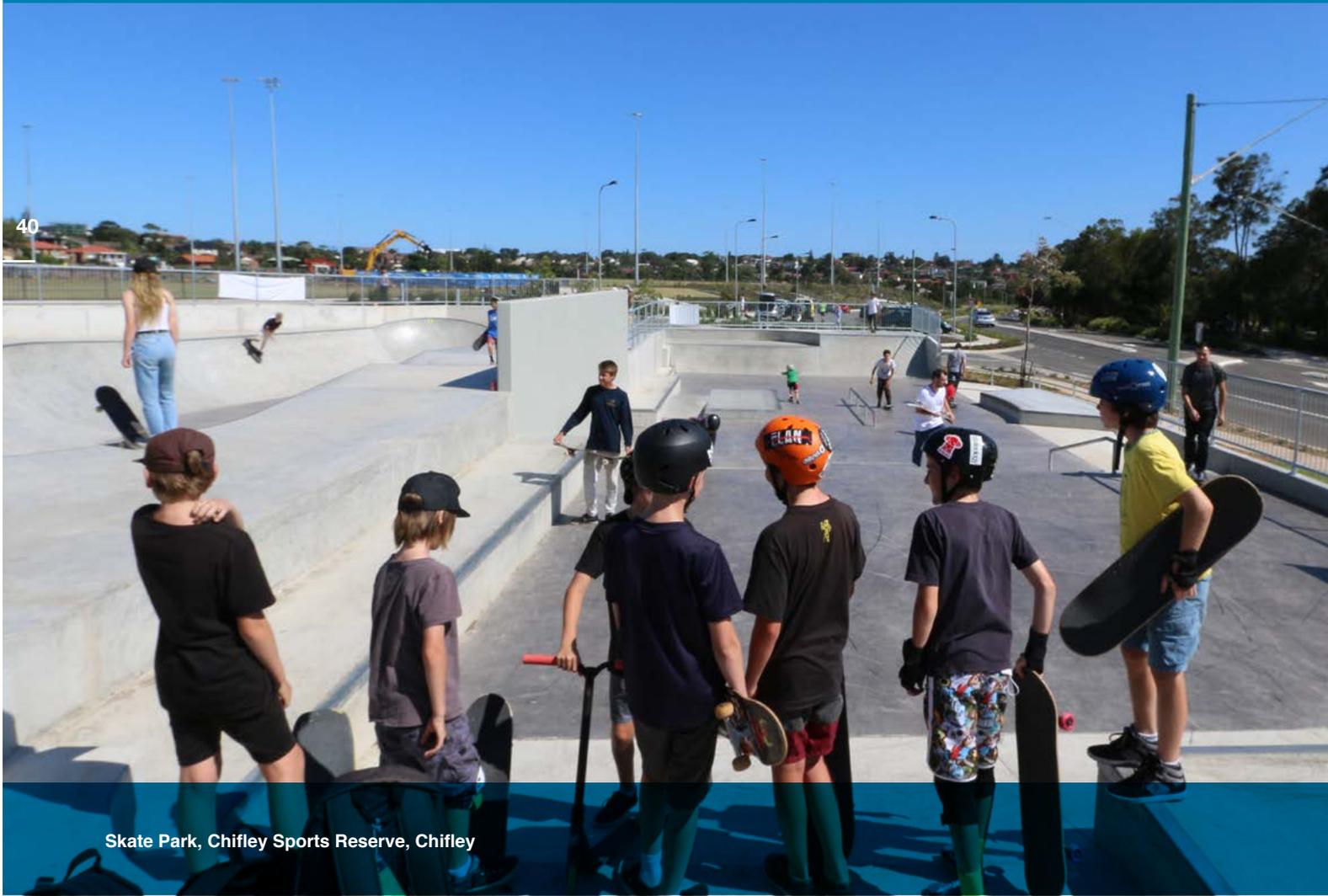
Construction, which commenced in early 2016, will involve some refurbishment of the existing building and some major alterations and additions to create a new community centre.

The new centre is expected to be completed and operational by the end of 2016.

Within Randwick City there are community centres in Clovelly (Burnie Park Community Hall and Clovelly Senior Citizens Centre); Maroubra (Bowen Library meeting rooms and Maroubra Senior Citizens); Coogee (Coogee Eastward Senior Citizens Centre); Malabar (Malabar Memorial Hall and Totem Hall); Randwick (Randwick Town Hall, Margaret Martin Library and Randwick Community Centre); Matraville (Matraville Youth and Cultural Hall); and Little Bay (Prince Henry Centre).

These halls are available for hire for varied community based activities such as exercise classes, playgroups and meetings, as well as private functions.

For enquiries about booking one of our halls please contact Council on 9399 0999 or email: council@randwick.nsw.gov.au.



Skate Park, Chifley Sports Reserve, Chifley

Places for people

Our outcomes

- Excellence in urban design and development
- Excellence in recreation and lifestyle opportunities
- A liveable City
- Heritage that is protected and celebrated

The theme 'Places for people' describes how we care for our natural, built and cultural heritage and meet the needs of our local and wider community. It recognises that our residents not only live in this City, but they work, shop, socialise and spend leisure time within their local area. It also expresses the way we value our City's heritage, and how we work to maintain its character while managing its progress and growth.

Related plans

Comprehensive LEP/DCP

Our Local Environment Plan (LEP) and Development Control Plan (DCP) are key instruments for the planning and development of our City. The Randwick LEP 2012 is consistent with the directions set out in our 20-year Randwick City Plan and became effective in February 2013 after a two staged review and consultation process. The first stage was a series of discussion papers over 2010 and 2011 followed by statutory consultations in 2012.

The Randwick DCP contains detailed planning and design guidelines for new development and supports the statutory planning controls of the Randwick LEP. The DCP came into effect on 14 June 2013 replacing 35 separate DCPs and policies. It was updated based on planning best practice, legislative changes and community feedback.

A Safer Randwick City

A Safer Randwick City is our crime prevention and community safety plan. It summarises the major crime and safety issues within our City and the priorities identified in consultation with NSW Police and the local community. Actions under this plan in 2016-17 include maintaining CCTV



network surveillance, monitoring premises for compliance with Late Trading regulations, and working with the local Community Drug Action Team (CDAT) to deliver harm minimisation projects to residents and vulnerable community groups.

Asset Management Strategy



Management Strategy 2013-23 analyses our existing assets, allows us to properly plan necessary maintenance, and makes projections for replacement as necessary. From this strategy we have developed asset management plans for each major category of asset. We are continuing with our plan to implement an Asset Management System to assist with analysis and project funding requirements.

Randwick City Council owns and operates more than \$1.5 billion worth of assets, including footpaths, roads, drainage, parks, buildings and equipment. Our Asset

Recreation Needs Study



may have upon the current and future provision of open space and sporting facilities across the City.

Through the ongoing remediation and redevelopment of the Heffron Park site, we are creating open space for a range of recreational and sporting activities.

In 2015-16 we constructed new synthetic fields and undertook remediation and upgrade to the north western part of the park. In 2016-17 we will plan to continue remediation at the site and undertake development in accordance with the Masterplan. The development will include the relocation of the tennis courts, new basketball court and improvements to the netball facilities.

The Recreation Needs Study has enabled Council to gain a better understanding of the future role of open space for residents and visitors, and the impact changing needs

At Chifley Sports Reserve, we will complete the upgrades with new gym equipment around the perimeter of the reserve. We are planning to construct the extension of the Coastal Walkway through the western end of Malabar Headland. We also plan to construct the Coastal Walkway through the NSW Golf Course to link with National Parks and Wildlife Services land.

Section 94A Development Contributions Plan

The Randwick s94A Plan authorises the Council to impose, as a condition of consent, a fixed levy based on the cost of development, when a development consent or complying development certificate is issued. Funds collected under the s94A framework are used to provide for additional or improved public facilities to meet expected demands arising from new development.

The Plan's Schedule of Works identifies ongoing and new projects for the next 10 years, such as the Coastal Walkway and implementing the plan of management at Heffron Park.

Affordable Housing Strategy

Randwick City Council's Affordable Housing Strategy and Action Plan was developed to ensure that we can maintain a mix of socio-economic groups within the City. The Affordable Housing Strategy provides a framework for responding to housing need for those households



on low to moderate incomes who are facing housing stress. The affordable housing principles are also reflected in the aims of the comprehensive LEP.

Outcome 4: Excellence in urban design and development

Our places and spaces will be inviting, safe, sustainable and contribute to our City's liveability.

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Actions for Outcome 4

4-Year Delivery Program (2013-17)		1-Year Operational Plan actions (2016-17)
4a: Improved design and sustainability across all development.		
4a.1	Require a high standard of design quality in new development.	Review development and urban design standards in relation to Light Rail. Finalise and exhibit the urban design strategy for the Anzac Parade, Kensington to Kingsford Town Centres.
4a.2	Promote and recognise design excellence and sustainability through events or other activities.	Hold the 2016 Architecture Talks.
4b: New and existing development is managed by a robust framework.		
4b.1	Develop and implement effective processes and strategies to manage the impact of new and existing development.	Determine DAs efficiently and in accordance with the provisions of the LEP and DCP. Review the DA decision making process to ensure that the determination of DAs is undertaken in accordance with industry best practice using an impartial and robust framework. Review the DA process and resources to ensure that DAs are assessed efficiently and impartially in accordance with industry best practice.

Outcome 5: Excellence in recreation and lifestyle opportunities

We will have world class parks, beaches, and a wide range of passive and active recreational facilities.

Actions for Outcome 5

4-Year Delivery Program (2013-17)		1-Year Operational Plan actions (2016-17)
5a: Maximise opportunities for residents and visitors to enjoy both active and passive open space uses.		
5a.1	Progressively update open space plans of management, in accordance with an established priority list and the Recreation Needs Study, focusing on active and passive recreation opportunities.	No specific action is planned under this program in this year of the Delivery Program 2013-17.
5a.2	Continue work towards creating a continuous Coastal Walkway from Clovelly to Botany Bay as detailed in the Recreation Needs Study.	Construct the Coastal Walkway through the NSW National Parks and Wildlife Service land to the west of Malabar Headland.

4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2016-17)
5b: Facilitate a range of sporting and leisure activities.	
5b.1 Introduce and maintain a diverse range of programs to increase attendances at Des Renford Leisure Centre (DRLC) from year to year.	Continue to provide and expand community programs at Des Renford Leisure Centre in line with industry trends.
5b.2 Implement open space plans of management with a focus on multi-uses such as the Heffron Park Plan of Management.	Begin construction of an all abilities playground at Chifley Sports Reserve. Plan and construct an outdoor gym at Chifley Sports Reserve.
5c: Create new open space as opportunities arise.	
5c.1 Advocate the return of the remaining Commonwealth land at Malabar Headland to community open space.	Negotiate with Commonwealth and State Government agencies for community access to the Malabar Headland.
5c.2 Consider opportunities for public open spaces connecting paths in any major renewal of other sites or localities.	Consider public space and access opportunities in conjunction with the proposed light rail project.
5d: Library programs, resources and facilities provide innovative and inspirational opportunities for education and leisure.	
5d.1 Improve and develop existing and new library facilities, services and resources ensuring their ongoing relevance to the community.	Undertake a targeted satisfaction survey of library resources, services and facilities. Ensure the acquisition of new resources, including digital resources, reflects community trends and meets user expectations. Update the marketing plan and implement the calendar of events. Continue to provide exciting and innovative programs and services for children and families. Continue to develop technology programs to enable seniors to enhance their technological skills and function in a modern society. Through the Library, extend the program of community outreach events and activities.

In 2010, Randwick City Council's Buildings for our Community Program was approved by the Minister for Local Government for a three-year s.508A Special Variation to General Revenue, to provide funding for a seven-year building capital upgrade and replacement program. It is part of a long-term strategy to provide the community with improved and additional facilities that contribute to public amenity and the well-being of our residents and visitors.

The 2016-17 financial year is the seventh year of the Buildings for our Community Program, with 33 projects completed to date.

Last year, we constructed a new multi-purpose community centre at Coogee, replacing the original centre which was built in the 1950s. The new centre was designed to better connect with Coogee Oval, which it overlooks, while its roofline allows for natural light and ventilation. Landscaping included new terraces that extend from the north and eastern sides of the building and connect with the outdoor space.

The new centre, known as the Coogee Eastwards Senior Citizens' Centre, also includes new kitchen facilities, storage and amenities, with an accessible ramp located to the entrance of the building.

In the year ahead, one of the largest projects to be undertaken will be the construction of new toilets and other amenities at Coogee Beach.

A survey undertaken by Council in 2014 showed strong community support for public toilets close to the beach.

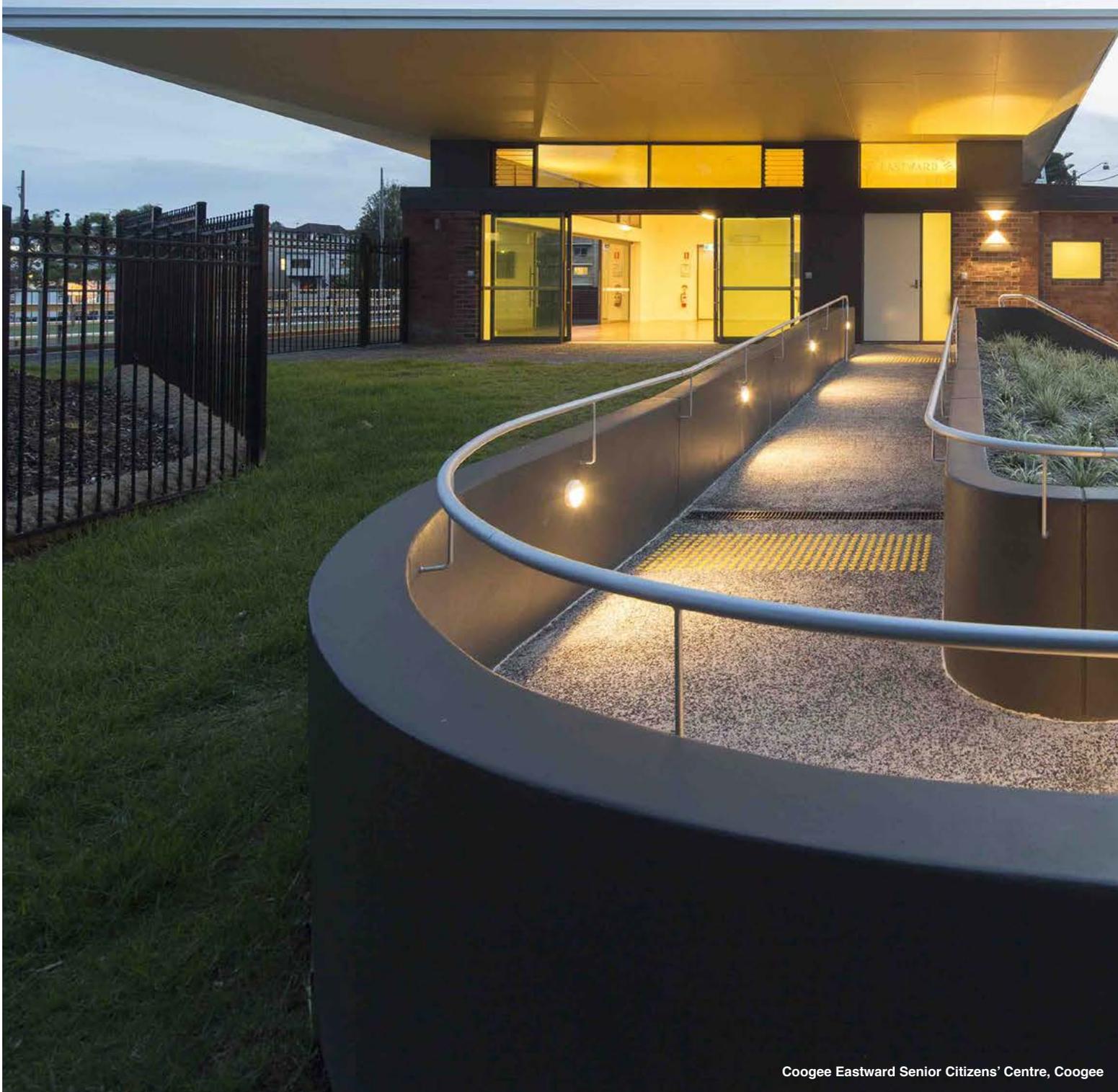
The new Coogee Beach amenities will be built semi-underground into the Coogee Promenade to preserve existing public space and include men's, women's and accessible toilets; showers and change rooms; family change area; lifeguard facilities and kiosk.

See page 80 for a detailed update on the Buildings for our Community Program.

Buildings for our Community Program



Artist's impression of proposed new amenities, Coogee Beach Promenade, Coogee



Outcome 6: A liveable City

We will proactively plan and manage the built environment to meet our diverse community's needs now and into the future.

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Actions for Outcome 6

4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2016-17)
6a: Our public infrastructure and assets are planned, managed and funded to meet the community expectations and defined levels of service.	
6a.1 Implement the strategic infrastructure and asset management (SAM) system to deliver intergenerational equity and meet Council's obligations as the custodian of our community's assets.	Implement an Asset Management System for Council's infrastructure assets.
6a.2 Conduct programmed infrastructure and asset maintenance management in accordance with adopted service levels.	<p>Maintain drainage infrastructure (kerb and gutter, drainage pits and gross pollutant traps).</p> <p>Maintain open space areas (parks, sports fields, gardens, streetscapes and cemeteries).</p> <p>Maintain building facilities (amenity buildings, community centers, boardwalks and park furniture).</p> <p>Maintain road pavement infrastructure (pot holes and large surface repairs), line markings and signage infrastructure.</p> <p>Maintain footpaths, such as rectifying uneven surfaces.</p> <p>Implement the Footpath Construction and Renewal Program, including access kerb ramps, as part of the Capital Works Program.</p> <p>Implement the Road Rehabilitation Program as part of the Capital Works Program.</p> <p>Implement the Building Capital Maintenance Program.</p> <p>Implement the Drainage Program incorporating the Stormwater Management Service Charge as part of the Capital Works Program.</p>
6a.3 Implement and complete all works in the Buildings for our Community Program.	Plan and construct all projects listed in Year 7 of the Buildings for our Community Program, for example construction of Kensington Community Centre.

4-Year Delivery Program (2013 -17)	1-Year Operational Plan actions (2016 -17)
6b: Our centres, beaches, streets and other public places are safe, inviting, clean and support a recognisable image of our City.	
6b.1 Conduct public place cleaning in accordance with adopted service levels.	Ensure business centres, public places and beaches are cleaned.
6c: The safety of our community is paramount and is acknowledged and supported through proactive policies, programs and strategies.	
6c.1 Implement actions identified in the Council's crime prevention and community safety plan (A Safer Randwick City) to reduce anti-social behaviour and foster a safer city.	<p>Implement harm prevention/intervention projects in partnership with lead agencies or support services to address domestic violence and drug and alcohol issues.</p> <p>Implement the Safety by Design Provisions of the DCP in the assessment of applications.</p> <p>Refer DAs to the Police in accordance with protocol.</p> <p>Participate in the Eastern Suburbs Liquor Accord.</p> <p>Participate in UNSW Crime Prevention Partnership.</p>
6c.2 Educate the public on surf and water safety.	Deliver the Surf and Water Safety education program to 20 schools.
6c.3 Implement effective regulatory and compliance services and programs to maximise public health and safety in Randwick City.	<p>Implement effective building regulation and compliance strategies.</p> <p>Implement effective building certification and fire safety programs and activities.</p> <p>Implement effective food safety and other environmental health programs and activities.</p> <p>Maintain bacterial and chemical parameters at Des Renford Leisure Centre to ensure compliance with NSW Health guidelines for pool and recycled water quality.</p>
6c.4 Implement the Road Safety Action Plan.	Develop and implement road safety behavioural projects (eg. pedestrian safety, speeding motorists, drink driving).
6d: A strategic land use framework provides for our lifestyle changes and for a continuing, yet low rate of growth across our City.	
6d.1 Complete and implement the strategic land use framework (the comprehensive LEP and DCP).	No specific action is planned under this program in this year of the Delivery Program 2013-17.
6d.2 Continually monitor and update the strategic land use framework for continual improvement.	<p>Monitor housing trends and input to the District Planning housing forecast process.</p> <p>Investigate ePlanning opportunities in response to changes in Council's web platform.</p>
6d.3 Ensure equitable and timely implementation of the s.94A Contributions Plan and work program to enhance infrastructure and facilities.	Monitor Council's s.94A Development Contributions Plan as required by any development activity and capital works.

**4-Year Delivery Program
(2013-17)**
**1-Year Operational Plan actions
(2016-17)**
6e: Enhance housing diversity, accessibility and adaptability to support our diverse community.

- | | |
|---------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6e.1 Provide for enhanced adaptability and accessibility of housing. | Implement Council's Home Maintenance and Modification Program in accordance with Service Plan ratified with NSW Family and Community Services and the Commonwealth Government. |
| 6e.2 Implement Council's Affordable Housing Strategy and Action Plan to facilitate new and retain existing affordable housing. | Oversee the Affordable Rental Housing Program to ensure all statutory requirements are met and the dwellings tenanted in accordance with the Council's Affordable Rental Housing Procedures.

Investigate further affordable housing opportunities as a part of the planning framework including District Planning process and major strategic developments. |

6f: Undertake an ongoing program of comprehensive commercial centre reviews.

- | | |
|--------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| 6f.1 Undertake an ongoing program of comprehensive commercial centre reviews. | Finalise urban design strategy of Randwick Junction commercial centre and respond to the Light Rail Project. |
|--------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|

Eco-living Fair 2015, Randwick



Outcome 7: Heritage that is protected and celebrated

Our natural, Indigenous, built and cultural heritage will be recognised and conserved.

Actions for Outcome 7

	4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2016-17)
7a: Our heritage is recognised, protected and celebrated		
7a.1	Local and cultural history is recognised, known, preserved and celebrated (through events, media, etc.)	Promote local and cultural services and collections through a range of public programs, exhibitions and partnerships that enhance community interpretations of heritage. Develop and make accessible heritage documents and resources through the implementation of Portfolio.
7a.2	Prepare and implement management and maintenance plans for heritage properties owned by the Council.	Manage Council heritage monuments, murals and properties.
7a.3	Implement, monitor and review our City's heritage planning provisions to ensure suitable conservation and adaptive re-use.	Provide heritage advice on State significant and local developments. Proactively manage and promote the City's urban heritage.

Our measures for this outcome include:

- PFP01** Satisfaction with how the Council plans and assesses development
- PFP02** Average development assessment processing time (days)
- PFP03** Hectares of open space per 1,000 people
- PFP04** Level of satisfaction with recreation and lifestyle opportunities
- PFP05** Average Des Renford Leisure Centre swim school enrolments per term per year
- PFP06** Number of Des Renford Leisure Centre admissions
- PFP07** Library membership as a percentage of the population
- PFP08** Weighted average overall condition of public infrastructure (Scale 1 = Excellent / 5 = Very Poor)
- PFP09** Satisfaction with maintenance of roads and footpaths
- PFP10** Number of anti-social behaviour incidents in the LGA
- PFP11** Satisfaction with community safety
- PFP12** Number of surf rescues
- PFP13** Satisfaction with cleanliness of Randwick City
- PFP14** Percentage of waste service requests completed within target days
- PFP15** Level of affordability of housing - median weekly rent divided by median weekly household income
- PFP16** Satisfaction with protection of heritage buildings and items
- PFP17** Number of heritage items and areas listed



Outdoor dining, Coogee

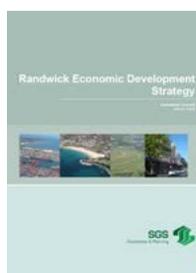
A prospering City

Our outcome
- A strong local economy

The theme ‘A prospering City’ is a focus for our actions that support the local economy. We aim to facilitate economic development and maintain the diversity of our local economic base and improve and promote our commercial centres while being sensitive to environmental and social issues.

Related plan

Economic Development Strategy



The Randwick Economic Development Strategy (2009) is designed to strengthen the local economy and to support business by providing a positive framework

and direction to guide and help promote sustainable economic development. The Strategy centers on further improving the current solid foundations for success and creating economic opportunities for individuals and businesses by identifying Randwick City’s economic strengths and addressing its challenges.

The Strategy provides practical actions with implementation timelines as well as cross functional economic initiatives for Council to support the local economy within the context of regional, national and international economic trends.

Essential to the success of the Randwick Economic Development Strategy is ongoing engagement, effective partnerships and collaborative relationships with local businesses, Chambers of Commerce, government and non-government organisations, industry stakeholders and local service providers.



Outcome 8: A strong local economy

Our commercial centres, businesses, industries and institutions will foster innovation and will be thriving, vibrant and attractive places to work, shop and interact.

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Actions for Outcome 8

	4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2016-17)
8a. Vibrant business, commercial and industrial sectors that provide ongoing and diverse employment opportunities and serve the community.		
8a.1	Implement the adopted recommendations of the Economic Development Strategy in relation to vibrant business, commercial and industrial sectors.	Focus on building existing local strengths and capabilities in City-wide business, commercial and industrial sectors by understanding the existing retail/commercial/industrial dynamic and monitoring change.
8a.2	Implement a range of strategies to support the development of vibrant commercial centres.	Investigate the potential to enhance the visitor experience by facilitating community/cultural events.
8a.3	Review and update the Economic Development Strategy.	No specific action is planned under this program in this year of the Delivery Program 2013-17.
8b: Support and strengthen the Hospital and University precinct's provision of specialised education and health services and employment growth.		
8b.1	Implement plans and strategies that strengthen the Hospital and University precincts' education, health and medical research functions.	Participate in the master-planning process with Health NSW for the Hospital Complex and with UNSW for the University precinct.

	4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2016-17)
8c: Develop and strengthen effective partnerships with key locally based organisations.		
8c.1	Implement the adopted recommendations of the Economic Development Strategy in relation to partnerships with locally based organisations.	Establish and maintain rewarding partnerships with the local Chambers of Commerce and Business Associations and locally based institutions such as the UNSW, TAFE and Randwick Hospital Complex.
8c.2	Consider online opportunities to enhance communication partnerships on economic development.	Encourage local businesses to innovate by providing information on current economic opportunities using social media.
8d: Tourism's role in the local economy is acknowledged.		
8d.1	Implement the adopted recommendations of the Economic Development Strategy in relation to tourism.	Develop a Sustainable Tourism Management Strategy.

Our measures for this outcome include:

- PROS01** Difference between the unemployment percentage in the Randwick LGA compared to the Sydney Statistical Division
- PROS02** Satisfaction with vitality of commercial centres
- PROS03** Satisfaction with attractiveness of commercial centres
- PROS04** Satisfaction with commercial centre cleaning
- PROS05** Number of surveyed residents that reported they are spending the same or more at shops within Randwick City than 12 months ago
- PROS06** Number of surveyed residents that stated they prefer to shop in their local neighbourhood
- PROS07** Number of people employed (FTE) in the Education and Health Specialised Area - increase capacity by 2,300 jobs to 12,100 jobs by 2031 as per the NSW Government's East Sydney Subregional Strategy (equivalent to 10,423 jobs on 30 June 2012 based on a straight trend in growth)
- PROS08** Number of international visitors spending at least one night in the top Randwick City visitation sites (Coogee, Clovelly, Kensington and Kingsford)
- PROS09** Continued investment in the maintenance and development of the Coastal Walk from Clovelly to Botany Bay



Artist's impression of Light Rail, Anzac Parade, Kingsford

Moving around

Our outcome

- Integrated and accessible transport

The ability to move around plays a key role in our quality of life, the choices we make about where we live and how liveable our community is. Council is working to increase accessibility both within and throughout the City. We are building a network of safe and convenient walking paths and cycleways; promoting sustainable transport options; advocating improved transport options, such as light rail; and balancing the needs of all road users in our traffic management and parking strategies.

Related plans

The Randwick Bicycle Plan

The Randwick Bicycle Plan sets out the proposed routes for a cycleway network throughout the City. The aim of the Plan is to create links for people riding bicycles between key destinations, such as commercial centres, beaches, the UNSW and the City of Sydney, and connecting with other sustainable transport modes, such as light rail.

The plan outlines a process of staged implementation and establishes priorities for the work. In 2015, the Council reviewed the priority order for the implementation of bike routes. This was to ensure that we develop bike routes to each of the proposed light rail termini and to other light rail stops. Public consultation on the review of the priority routes was undertaken. The result was a modified bike route priority list.

Road Safety Action Plan

The Road Safety Action Plan targets key road safety issues in the community. It aims to reduce the number and severity of crashes on our roads by reminding the community of important road safety messages which are most relevant to Randwick. The intention is to improve the behaviour of all people who use our roads, paths and bicycle facilities.

Randwick City Council has a Community Road Safety officer, partly funded by Roads and Maritime Services (RMS), who works with the community and a variety of stakeholders, such as the NSW Police, RMS and local schools, to implement the Plan.

The Road Safety Action Plan for 2016-17 will focus on:

- older pedestrians
- local street speeding issues
- child restraint safety – 0 to 8 year olds
- motor cycle riders
- safety around schools
- workshops for supervisors of learner drivers,

as well as support for RMS state-wide campaigns.

Light Rail Support Plan

With the introduction of light rail, Council recognised the need for a support plan to achieve the best possible outcomes and ensure the project is seamlessly integrated with the surrounding community.

This Plan is centred on the following elements:

Place Making - creation and improvement of public domain areas in the vicinity of the light rail alignment.

Parking - to maximise parking spaces and compensate for the loss of on-street parking along Anzac Parade, Alison Road and High Street as a result of the re-introduction of the light rail, the Plan proposes to reconfigure the parking arrangement of side streets.

Kingsford Interchange Parking - the Plan allows for the purchase of land in Kingsford for the provision of integrated public parking spaces.

Stormwater Drainage - upgrade and redesign Council's stormwater drainage network to align with the light rail development.

Cycleways - to promote and provide interconnecting sustainable transport modes, the Plan allows for new east/west cycle ways that connect to the light rail stops. This includes the installation of lockers at the Randwick Interchange.

Traffic Calming – the Plan allows for traffic calming works in the areas of Kingsford/Kensington and Randwick to minimise the impact of the changed traffic arrangements brought about by the re-introduction of light rail.

Initiatives of this Plan will be rolled out over time in line with the construction of the light rail which began construction in January 2016 and is scheduled for completion in 2019.

Outcome 9: Integrated and accessible transport

A range of transport choices will enable effective movement to, from and around our City.

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Actions for Outcome 9

	4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2016-17)
9a: A network of safe and convenient walking paths and cycle ways linking major land uses and recreation opportunities		
9a.1	Review, improve and implement facilities for cyclists as detailed within the Randwick Bicycle Plan.	Implement Randwick Bike Plan.
9a.2	Continue to use the footpath program to improve and develop facilities for people who are walking and identify opportunities for pedestrian improvements through the preparation and implementation of pedestrian and mobility plans for our commercial centres.	Plan for safe pedestrian accessibility throughout the footpath network.
9b: The community is informed, educated and encouraged to use sustainable transport		
9b.1	Implement Council's Energy Savings Plan and Local Greenhouse Action Plan to reduce reliance on private motor vehicles.	Plan for safe, accessible and attractive pathways and encourage increased use of walking, public transport and cycling networks.
9b.2	Continue to show leadership in this area with Council's vehicle and transport choices.	Monitor fuel usage and CO2 emissions from the Council's fleet of vehicles.
9c: Advocate and / or plan for integrated local and regional transport improvements, including high capacity transport such as light/standard rail.		
9c.1	Work closely with the State Government as planning and implementation of rail systems evolve.	Continue to work with the State Government on the implementation of light rail.

	4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2016-17)
9d: Residential amenity is protected by appropriate traffic management.		
9d.1	Implement traffic control strategies to protect residential amenity.	Investigate and address road safety matters and traffic and transport issues.
9d.2	Implement regulatory parking patrol and enforcement programs to ensure appropriate enforcement of the NSW Road Rules.	Implement operational programs to monitor and enforce relevant road rules in designated locations e.g. school zones, shopping precincts, residential parking areas and recreational areas.
9e: Parking is managed to balance convenience against reduce car reliance.		
9e.1	Enhance parking opportunities for residents through appropriate management of the Resident Parking Scheme.	Manage the 'area based' Residential Parking Scheme.
9e.2	Develop a strategic approach to the overall management of parking—especially within our commercial centres.	Continue the development of a Parking Management Strategy for our commercial centres.

Our measures for this outcome include:

- MA01** Number of bicycle crashes per annum as a percentage of total cyclists
- MA02** Average daily number of cyclists counted on the Anzac Parade cycle route
- MA03** Community satisfaction with the construction of cycleways
- MA04** Community satisfaction with the availability of car parking in commercial centres in the Randwick City area
- MA05** Number of vehicles per household
- MA06** Percentage of trips where mode of travel was not a vehicle driver
- MA07** Number of motor vehicle crashes per annum
- MA08** Number of pedestrian crashes per annum as a percentage of total population



Randwick Community Nursery

It is said spending time in nature among plants reduces stress and increases a state of calmness complementing our busy lifestyles. Here at Randwick, in Barker Street, Kingsford, we have the very place.

Randwick Community Nursery is one of Sydney's leading nurseries with over 50 years of experience in propagating and selling local provenance plants, and other native and exotic species that are suited to the soils and climate of the Eastern Suburbs.

The success of our nursery owes a large part to former employees - Doug Peters and Guy Knox. Doug was a respected member of the community and the horticulture industry for his knowledge, expertise and dedication. Under Guy's guidance, the name changed from Randwick Nursery to Randwick Community Nursery as several programs were developed in collaboration with and for the community, including:

- Community Street Tree - within this project the Nursery undertook the planting and partnering residents maintained them. A training program was implemented to impart horticultural skills and knowledge to our residents. This project alone planted thousands of trees across the City.
- Pocket Parks – under this program the Nursery provides plants and advice to residents for the selection of suitable plants to sustain the longevity of the flora. These were planted specifically in small green areas in and around suburbs.
- Sense of Place project – this initiative was to reintroduce naturally occurring or indigenous native plant life (flora) around the City such as Blueberry Ash, Banksia and Lillypillies.
- Easy Garden Care – this initiative was aimed at residents who had mobility constraints, and wanted to enjoy maintaining their own gardens. The nursery developed a program to help adapt their gardens such as constructing raised flower beds.

Today the Randwick Community Nursery is one of the most popular places to buy seeds and plants and is now home of the largest collection of native plants in the eastern suburbs. Our Randwick Community Nursery is a horticulture hub with passionate and dedicated staff imparting knowledge, and growing the best quality flora for our customers.





Herb garden

Looking after our environment

Our outcome

- A healthy environment

The Randwick area contains a magnificent array of natural features and we have a responsibility to conserve its diversity for future generations. To do this we are committed to leading our community in environmental sustainability; responding strategically to risks to the environment; protecting our biodiversity and natural heritage; identifying ways of disposing of our waste in a sustainable manner; conserving our potable water; and reducing our greenhouse gas emissions.

Related plans

Energy and Greenhouse Management Plan

Council has recently updated its understanding and prioritisation of energy saving and renewable energy projects through the approval of the updated Energy and Greenhouse Management Plan; Renewable Energy Master Plan; and Climate Change Adaptation Roadmap.

Each of these strategies outline the systematic approach Council will take on delivering greater energy efficiency and conservation; rolling out renewable energy initiatives across the City; and working to increase the level of community understanding and response to Climate Change.

Initiatives prioritised within these strategies are funded via Randwick's Environmental Levy.

We will investigate opportunities to support incentives to facilitate changes across our community related to energy use and greenhouse emissions reflecting updated energy saving targets to be considered by Council.

Water Management Plan

Council has continued its long term investment in stormwater, wastewater, borewater and rainwater storage, treatment and harvesting systems which now covers around two dozen of Council buildings, community parks and facilities. Total water savings continue to be in the order of 500 million litres of potable water saved depending on the prevailing seasonal fluctuations in temperature and rainfall.

A major investment in water savings projects stretching from North to South Maroubra is currently under investigation for the remaining years of the current five-year Environmental Levy Program.

Water Management Strategy

Council continues toward a 75 per cent reduction target set by the NSW Government for waste disposed at landfill by 2020.

Key programs continue to tackle 'reverse' contamination - that is the extent of organic waste material and recyclables being placed in household red-lid rubbish bins, currently comprising around 60 per cent of material placed in the bin. These programs provide opportunities for Council to assist residents to recycle correctly and place their organic materials into green-lid bins, into household compost systems and/or into specially coloured organic food waste bins in participating units and apartments across Randwick.

Council's strategic directions for improved waste management and increased resource recovery continue through our litter and illegal waste management strategy, recycling contamination management strategy and our overarching waste management strategy.

Outcome 10: A healthy environment

Our natural environment will be protected, enhanced and promoted for future generations.

Actions for Outcome 10

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	4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2016-17)
10a: Council's programs and partnerships foster sustainable behavioural changes and outcomes.		
10a.1	Develop, implement and review programs aimed at improving sustainability outcomes for residents, schools, businesses and staff.	Deliver sustainability courses, workshops and events for the Randwick community and review outcomes.
10a.2	Expand external partnerships supporting Council's sustainability initiatives e.g. UNSW and business.	Achieve sustainability outcomes with external partners, such as local businesses and funding programs.
10a.3	Continue the development, implementation and review of the 3-Council collaboration project with Waverley and Woollahra Councils to reduce resource consumption across the 3 local government areas.	Participate in initiatives and programs conducted as part of the 3-Council collaboration to reduce resource consumption across the eastern suburbs.
10a.4	Investigate and implement incentives aimed at increasing the level of participation of businesses, schools and residents in resource conservation programs.	Achieve sustainability outcomes through grants and other incentives offered to local schools and residents. Encourage community participation and support of food and native garden.
10b: Policies and programs are developed and implemented in response to environmental risks and their potential impacts.		
10b.1	Develop and implement a long term sustainability framework for Randwick.	Integration of strategic sustainability principles across and within Council policies, plans etc.
10b.2	Develop and implement environmental strategies for remediation of contaminated Council / public land.	No specific action is planned under this program in this year of the Delivery Program 2013-17.
10b.3	Implement recommendations contained in the NSW Government's Floodplain Development Manual and relevant flood studies carried out for Randwick.	Finalise floodplain risk management studies and plans for Maroubra Bay Catchment and Birds Gully Catchment.

	4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2016-17)
10b.4	Administer and implement Council's Tree Preservation Orders and review process and formally incorporate environmental risk and assessment.	Process tree pruning/removal applications incorporating relevant environmental risk assessments.
10b.5	Administer and coordinate Council's Climate Change Adaption and Mitigation Plan.	No specific action is planned under this program in this year of the Delivery Program 2013-17.
10c: Bushland, open spaces and biodiversity are protected and enhanced for future generations.		
10c.1	Implement and monitor Randwick's regulatory responsibilities especially in relation to the enhancement of our native and indigenous flora and fauna.	Implement the Bush Regeneration and Revegetation Program including threatened species management and development of green corridors. Implement the Noxious Weeds Act and provide advice on managing pest animals.
10c.2	Implement annual tree planting programs ensuring that species comply with Council's Street Tree Master Plan.	Implement ongoing Annual Street Tree Planting Program, Community Street Tree Planting project, National Tree Day and Trees for Mum projects.
10d: Waste is managed sustainably to ensure highest level of resource recovery.		
10d.1	Develop and implement Council's Resource Recovery Strategy to minimise the level of waste going to landfill.	Implement Council's Waste Management Strategy. Ensure efficient treatment of waste through use of sustainable waste technologies.
10d.2	Implement and review actions identified in Council's Litter and Illegal Dumping Management Plan.	Prioritise and implement projects to reduce illegal dumping and litter across Randwick.
10d.3	Develop and implement community engagement programs on waste and recycling.	Deliver waste education programs and community engagement programs for the Randwick community.

**4-Year Delivery Program
(2013-17)**
**1-Year Operational Plan actions
(2016-17)**
10e: A total water cycle management approach including water conservation, re-use and water quality improvements is adopted.

10e.1	Develop and implement projects to improve water conservation and efficiency across Council and the community.	Prioritise and implement water conservation in the operation of Council's amenities.
		Increase stormwater, rainwater and wastewater harvesting opportunities within Randwick City.
		Connect Council irrigation assets to the web managed irrigation system.

10f: Energy conservation and efficiency programs are implemented.

10f.1	Develop and implement projects to improve energy conservation and efficiency across Council and the Community.	Prioritise and implement energy saving and efficiency projects across the City.
10f.2	Investigate and implement renewable energy projects across Randwick City.	Prepare strategic priorities for expanding renewable energy across the City.

Our measures for this outcome include:

LAOE01	Mains water consumed by the Council's operations per day on average - 20% reduction by 2012 from the 2005 baseline of 540 kL per day
LAOE02	Net tonnes of greenhouse emissions from the Council's operation - 20% reduction by 2012 from the 1998-99 baseline of 13,680 tonnes - per annum
LAOE03	Energy (electricity and gas) consumed by the Council's top 10 consuming sites per annum - 20% reduction by 2012 from the 2005-06 baseline of 18,712.6 GJ
LAOE04	Household residential mains water consumption in Randwick City - per household per year
LAOE05	Electricity consumed by residential properties in the Randwick City LGA - per household per year
LAOE06	Solar energy generation exported back to the Ausgrid network from small power systems within Randwick City - per annum (MWh)
LAOE07	Air Quality Index measured in the grounds of the Randwick Army Barracks - number of days the index exceeded the NSW Department of Environment and Heritage healthy index range of 0-66 per annum
LAOE08	Water quality of beaches - percentage of beaches with a swimming suitability grade of good to very good
LAOE09	Amount of residential waste diverted from landfill - target of at least 66% by 2014
LAOE10	Percentage of surveyed residents with a high degree of concern about the environment
LAOE11	Biodiversity - percentage of open space land zoned for environmental protection

Rock Fishing

With its 29 kilometers of natural coastline spanning from Clovelly in the north to La Perouse in the south, Randwick City is a desirable spot for recreational fishers. Popular fishing spots include: Cape Banks, Jolong, The Trap and The Gutter at Little Bay, Julieanne's, Yellow Rock, North Maroubra and Mahon Pool.

But despite the often picturesque settings and relaxation afforded by rock fishing, this sport can be dangerous and unfortunately, the Randwick City Council coastline is one of the most dangerous rock fishing areas within Australia. Over the past ten years 17 deaths from rock fishing have been recorded along our coastline.

In response to these tragedies, and to learn more about how we might increase fisher safety, Randwick City Council conducted an extensive survey of rock fishers in 2013.

Our survey found that 94% of rock fishers in Randwick were male and mostly aged between 30 and 49 years of age, one-fifth (21%) will go fishing alone, instead of with a friend or buddy and half (49%) never wear a lifejacket. Worryingly some of those fishing are at serious risk of drowning as they either cannot swim (8%) or can only swim for one minute (7%) in swimming pool conditions – not the open ocean.

As a result of the survey and to raise awareness of the risks involved in rock fishing, Council has recently installed “shock” signage to warn fishers of the dangers. The bright red signs feature a skull and cross bones with a death ‘scoreboard’. They have been installed at nine locations along the Randwick City coastline at well known rock fishing black spots in Maroubra, Malabar, Little Bay and La Perouse in a bid to increase safety. Other safety tips to employ to enjoy a safe fishing experience include:

- wear a life jacket
- fish with friends
- inform others of your plans
- wear light clothing
- wear appropriate footwear such as cleats.
- carry safety gear
- never fish in exposed areas during rough or large seas
- observe first, fish later
- plan an escape route in case you are washed in
- stay alert – never turn your back on the sea
- ask for advice from locals who know the area.



Playground, Ocean View Reserve

Our Budget 2016-17

Our Budget 2016-17

	TOTAL (\$)
Employment costs	59,882,386
Materials and contracts	35,123,675
Depreciation	22,844,802
Other operating expenses	15,798,526
TOTAL EXPENSES	133,649,389
Rates	73,579,519
Annual charges	32,501,758
User charges and fees	17,181,664
Interest income	2,189,724
Other operating income	8,393,874
Operating grants and contributions	6,453,192
Capital grants and contributions	5,086,495
TOTAL REVENUE	145,386,226
NET OPERATING DEFICIT (SURPLUS)	11,736,837
Capital Additions	
Capital expenditure	34,180,709
Sale of assets	(1,159,297)
NET CAPITAL ADDITIONS	33,021,412
Movements in Reserve Funds (Net)	
s.94A reserve funds	(1,727,276)
Externally restricted reserve funds	1,594,935
Internally restricted reserve funds	1,679,362
NET MOVEMENTS IN RESERVE FUNDS	(1,547,021)
Add back Non-Cash Items	(22,844,802)
NET COST EXCLUDING DEPRECIATION (MOVEMENT IN WORKING CAPITAL)	(13,206)

Note: For more information refer to the full Randwick City Council Budget 2016-17

Revenue policy 2016-17

Rating structure

The Council's ordinary rates are structured on an 'ad valorem' basis in accordance with s.497 of the Local Government Act 1993 (NSW), and subject to minimum amounts in accordance with s.548.

The Act also provides for all rateable properties to be categorised into one of four categories of ordinary rates:

- Residential
- Business
- Farmland
- Mining.

All properties within Randwick City are categorised as either residential or business using the following criteria:

- Residential - includes any rateable parcel of land valued as one assessment and the dominant use is for residential accommodation, or if vacant land, is zoned or otherwise designated for use for residential purposes under an environmental planning instrument or is rural residential land.
- Business - is rateable land that cannot be classified as farmland, residential or mining. Land that is categorised as business is levied at the business rate. For 2016-17, the business rate is approximately 3.8 times the residential rate.

Valuations

Rates are calculated on the land valuation of a property, multiplied by a 'rate in the dollar'. The land value is determined by the NSW Valuer General who issues a Notice of Valuation at least every four years. The Valuation of Land Act requires the Council to assess rates using the most recent values provided.

A re-valuation of Randwick City took place in 2015. The 2015 valuations will be used for the 2016-17 rating year.

Rate pegging

The NSW Government introduced rate pegging in 1987. Rate pegging limits the amount by which the Council can increase its rate revenue from one year to the next. The amount of the rate peg was previously set by the Minister for Local Government but from 2011-12 has been set by the IPART. All councils are subject to the annual rate peg unless otherwise covered by a 'Special Variation'.

Special Variation

Rates will increase by 3.59 per cent in 2016-17 in line with IPART's approval of Council's special variation application in June 2014.

Variations to rate revenue

The estimates of rate revenue for 2016-17 comply with the relevant provisions of the Local Government (General) Regulation 2005, NSW Local Government Act 1993 and the Division of Local Government Council Rating and Revenue Raising Manual.

Variations will occur throughout the budget year between the estimated rate revenue and the actual income received. Reasons for these variations include:

- Properties being withheld from rating, pending revised valuation particulars from the NSW Valuer General. This occurs when

properties are subdivided and new valuation particulars are requested for the newly created lots. This usually results in an increase in the valuation base for the following year.

- Properties being rated for previous years upon receipt of new valuation particulars. There is a time delay associated with requesting new valuation particulars. This may result in some properties not being rated for a particular year until subsequent rating periods. This artificially inflates the rating revenue received for the year in which the rates are actually levied.
- Previously non-rateable properties becoming rateable during the year.

Pensioner rebates

Holders of a Pensioner Concession Card who own and occupy a rateable property are eligible for a pensioner concession. The Local Government Act provides for a pension rebate of up to 50 per cent of the aggregated ordinary rates and domestic waste management service charges, to a maximum of \$250.

Under the State's existing mandatory Pensioner Concession Scheme, the State Government reimburses the Council 55 per cent (up to \$137.50 per property) of the pensioner concession. The Council funds the remaining 45 per cent (up to \$112.50 per property).

Council has made representations to the Minister for Local Government to fund an increase in the prescribed pensioner rates concession from \$250 to \$350 per annum.

Randwick City Council has approximately 4,909 properties that receive a pensioner concession on their rates. Pensioner concessions are expected to total \$1.22 million in 2016-17. The 55 per cent pensioner subsidy received from the NSW Government will amount to approximately \$671,000.

Approximately 9.51 per cent of residential rateable properties will receive pensioner concessions in 2016-17.

Rates income 2016-17

The table below provides a summary of the rates structure that will apply in 2016-17. It shows the number of rateable properties within each of the rating categories, listed according to those to be rated at the minimum amount, the rate in the dollar applicable to the category, the ad valorem Environmental Levy and the total estimated rate revenue for 2016-17.

Interest charge 2016-17

In accordance with s.566(3) of the Local Government Act 1993, the Minister for Local Government determines the maximum rate of interest payable on overdue rates and charges each year.

For 2016-17, the Minister for Local Government has determined the maximum rate of interest payable on overdue rates and charges which a council can apply is 8.0 per cent. The interest rate in 2015-16 was 8.5 per cent per annum. Randwick City Council will apply the maximum rate in 2016-17.

Sundry debts greater than 90 days may incur interest charges at the same rate which is applicable to overdue rates and charges.

2016-17 Rates Structure

Rate description	Rate (¢ in \$)	No. of properties	Rate revenue (\$)
Residential - ad valorem	0.128040	22,958	\$36,749,269
Residential - minimum	\$752.25	26,628	\$20,030,913
Business - ad valorem	0.485910	1,366	\$13,435,251
Business - minimum	\$1,212.22	642	\$778,245
Environmental - ad valorem	0.010590	51,594	\$4,089,156
TOTAL			\$75,082,834

Levies and charges

Sustaining our City Environmental Levy

Randwick City Council has had an Environmental Levy in place for the past twelve years. The levy funds the Sustaining our City Program.

The levy was originally introduced in July 2004 for five years, calculated at 6 per cent of the Council's overall rates income. Since then, the levy has been extended twice at the same rate, for consecutive five year periods, in July 2009 and June 2014. Approval for the extension of the levy was given by IPART and followed extensive community engagement.

Details of expenditure under the Sustaining our City Environmental Levy are at page 77.

Domestic Waste Management Charge

The Council levies a Domestic Waste Management Charge under s.496 of the Local Government Act 1993. This charge will apply uniformly to each separate residential occupancy of rateable land (including those properties where an ex-gratia payment is applicable), for which the service is available.

For residential premises with shared facilities (shared bathroom and kitchen) one charge will apply per 10 beds. For all other residential premises with self-contained units (non-shared bathroom and/or kitchen) one charge will apply per unit.

The Council will exercise discretion from time to time in regard to s.496 and may vary the charge and/or service in evaluation of the individual circumstances and demands of a given property.

The Act limits revenue from the Domestic Waste Management Charge to reasonable costs which are required to provide the service.

The charge for 2016-17 per assessment is \$543. The estimated gross yield is \$31,873,823 for 2016-17. This is an increase of \$13.95 or 2.64 per cent from the 2015-16 charge of \$529.05. An additional 140L bin is offered at the charge of \$261.30.

The Domestic Waste Management Charge provides for existing services; charges for tipping to landfill; the ongoing operation of the Perry Street Recycling Centre; the continuation of Council's Contaminated Site Remediation Program; and Council's commitment to alternate waste technologies in an effort to increase the amount of rubbish diverted from landfill. Council can only set domestic waste charges at a level that will cover the costs to provide these services.

Stormwater Management Service Charge

In 2008, Randwick City Council introduced a Stormwater Management Service Charge to establish a sustainable funding source for providing improved stormwater management across Randwick City.

The Stormwater Management Service Charge appears as a separate charge on the rate notices. The charge is determined by the type of property.

- Residential property: \$25 per annum (approximately 48 cents per week).
- Residential strata property: \$12.50 per annum (approximately 24 cents per week).
- Business property: \$25 per annum plus an additional \$25 for each 350m² or part thereof by which the parcel of land exceeds 350m².

- Business strata property: calculated as per a business property and apportioned by unit entitlement for business strata lot with a minimum charge of \$5.
- Company title properties: calculated in accordance with the rating category of the land and then apportioned according to the number of shares held by each shareholder.

For 2016-17 the estimated gross yield of the Stormwater Service Management Charge is \$1,126,449.

Details on the expenditure under this program are at page 85.

Section charges on rails, pipes, cables and poles

Randwick City Council will charge any person or business for the time that they are in possession, occupation or enjoyment of a rail, pipe, wire, pole, cable, tunnel or structure laid, erected, suspended, constructed or placed on, under or over a public place as defined for the purposes of the Local Government Act 1993 (referred to as 'structures'). The proposed charges are to be based on the nature and extent of the benefit enjoyed by the person concerned. AGL and other gas and oil companies possess, occupy or enjoy structures located on, under or over public land in Randwick City. The Council will make a charge based on the revenue benefit derived from these structures by AGL and other oil and gas companies.

Street advertisers

Businesses use public places to advertise on and above public land in Randwick City. These businesses obtain revenue benefits from the presence of the advertising in public places and ordinarily would pay a price for such advertising. Randwick

City Council proposes to make a charge based on the revenue benefit derived from advertising by these businesses.

Other structures

Council will charge any people, businesses or organisations (which are currently not licence holders) that possess, occupy or enjoy structures located on, under or over public land in Randwick City. The charge will be based on the revenue benefit derived from these structures.

Trade waste subsidies

A number of non-profit community groups receive fully subsidised trade waste services. In 2016-17 a subsidy will again be provided. This is a recurrent program and applications are not required.

Pricing policy for goods and services

All of Randwick City Council's fees and charges that are not subject to statutory control are reviewed on an annual basis prior to finalisation of the Council's annual operating budget. However, in special circumstances, fees and charges can be reviewed and approved by the Council in accordance with the Local Government Act and Regulations.

In accordance with s.612 of the Local Government Act 1993, the Council will give at least 28 days public notice of changes of fees and charges already adopted within the Operational Plan.

The predominant consideration in reviewing these fees and charges shall be full/true cost recovery or market price on a fee for service ('user pays') basis. However, this principle will only be applied where the cost of the service provision can be accurately determined and the end user can be easily identified.

The various methods of pricing which have been implemented by the Council are detailed below. Pricing methods range from partial cost recovery through to the recovery of an amount greater than the full/true cost of providing the service.

The level of cost recovery has been categorised as follows:

- Partial cost recovery
- Full cost recovery
- Market competitive
- Regulated and prescribed
- Conditions of grant funding.

Full cost recovery, partial cost recovery, and minimal cost recovery are all categories that have been assessed on the basis of the level of public good which is derived from the service and the level of benefit attributable to the receiver of the service.

The level of pricing refers to situations where less than the full cost or reference pricing is recovered from the price charged for the service. It therefore implies the existence of subsidisation from other sources of revenue. Situations where less than the full cost pricing is involved include:

- Where benefits from the provision of a service accrue to the community as a whole, as well as the individual users as a short term approach to stimulate demand for a service where charging prices at full price may result in wide spread evasion where the service is targeted to a specific category of the community or users.
- Full cost recovery plus overheads (often referred to as Rate of Return Pricing) refers to recovering all the direct and indirect costs involved in providing a service through the price charged for that service. If costs are not met, the service

has to be subsidised from other sources of revenue. Full cost recovery would also include a component for opportunity cost of capital tied up in providing the service.

- Regulated and prescribed prices are set by State and Federal Government legislation. In the event of legislation for a new or amended statutory/regulatory fee being introduced subsequent to the adoption or printing of this document, the Council has the right to apply these new charges without further notice.
- Conditions of grant funding is a category of pricing which restricts the level of fees that can be recovered for the service. Grant funding provided by the State and Federal Governments frequently establishes fee structures for services where the Council is the sponsor organisation.

For details on Council's applicable fees and charges, refer to Council's separate Fees and Charges 2016-17 document which is available on our website.

The Council will give at least 28 days public notice of changes of fees and charges

Borrowings

Randwick City Council is debt free. No new external borrowings are proposed in 2016-17.

Activities of a commercial or business nature

Randwick City Council undertakes activities of a commercial or business nature in order to provide a service or to generate revenue that would not otherwise be available. These activities are:

- producing plants for sale to the public
- collecting commercial trade waste, on a contracted basis
- providing a 39-place long day care centre for children
- management of the Council's property portfolio
- operating a leisure centre
- offering a business certification service which provides efficient and cost effective building approvals, building certification and building inspection services.

Grants, donations and subsidies

Randwick City Council supports community organisations by providing a range of grants, donations and subsidies, in excess of \$1.8 million. These may be in the form of rental subsidies and access to Council-owned buildings. Council has adopted a policy framework to ensure that its decisions are consistent, and based on principles of accountability, transparency and fairness. Our focus in 2016-17 will be to ensure that all grant applications continue to meet grant assessment criteria and the stated objectives of the Randwick City Plan.

Council manages three grants programs. These are:

Community Partnerships Grants Program

This program is eligible only to not-for-profit organisations that deliver support programs or services to improve the health and well-being of disadvantaged residents.

Applicants may apply for an amount not exceeding \$20,000 per year, up to a maximum of three years, tied to conditions and acquittal requirements. Community organisations receiving grants will not be eligible to reapply until the term of their funding project expires. Approximately \$155,000 is available for funding continuing projects and new applicants in the 2016-17 financial year.

Cultural and Community Grants Program

Grants are awarded to not-for-profit organisations and community groups to develop projects or activities that encourage community participation, and contribute to a vibrant cultural and community life in Randwick City.

Approximately \$110,000 is available for allocation, tied to conditions and acquittal requirements, across two funding rounds per financial year, in September and March.

Randwick NSW ClubGRANTS

In addition Randwick City Council assists with the administration of the Randwick NSW ClubGRANTS Scheme on behalf of local clubs. This scheme is a state-wide program that encourages local clubs with gaming machine profits over \$1 million to contribute towards the provision of front-line projects, programs and services that assist disadvantaged groups and residents in Randwick City. In 2015, just over \$450,000 was allocated to not-for-profit organisations and charities.

Local non-profit community groups and organisations can apply for funding. Applicants are required to demonstrate how their project, program or service will address the local area priorities for Randwick City.

Affordable rental housing subsidies

Randwick City Council has a total of 20 units allocated to its Affordable Rental Housing Program and leased to eligible tenants in accordance with adopted procedures.

Through this program, the Council subsidises each tenant's weekly rent by at least 25 per cent of the median rent levels for Randwick City.

Through the local planning process, Council has negotiated with developers of large residential developments to transfer sixteen affordable units to its ownership for affordable rental housing purposes.

During 2015, the transfer of all sixteen units was completed, including three dwellings located in Little Bay.

Community housing provider, St George Community Housing, has been engaged by Council to undertake all tenant and property management functions on its behalf, for these sixteen units.

Four years ago, the Council partnered with another community housing provider, Community Housing Limited (CHL), to build eight units in South Maroubra for affordable rental housing purposes. The Council owns four units within this development, which are managed by CHL and leased to eligible tenants in accordance with Council's adopted procedures.

Trade waste subsidies

A number of non-profit community groups receive fully subsidised trade waste services. In 2016-17 a subsidy will again be provided. This is a recurrent program and applications are not required.

Donations for surf life saving services

In 2016-17, a total of \$150,000 will be allocated to support surf life saving services. Each of the following groups will receive a donation of \$30,000:

- Maroubra Surf Life Saving Club
- Coogee Surf Life Saving Club
- Clovelly Surf Life Saving Club
- South Maroubra Surf Life Saving Club
- Offshore Boat Rescue.

Asset Replacement Program

Council's approach to how we manage our Infrastructure Assets' life cycle is explained in our Asset Management Strategy and Plans. The Strategy and associated plans are available on our website here: <http://www.randwick.nsw.gov.au/about-council/policies-plans-and-forms/plans-and-reports>.

The replacement program for Operational Assets is outlined in the table below.

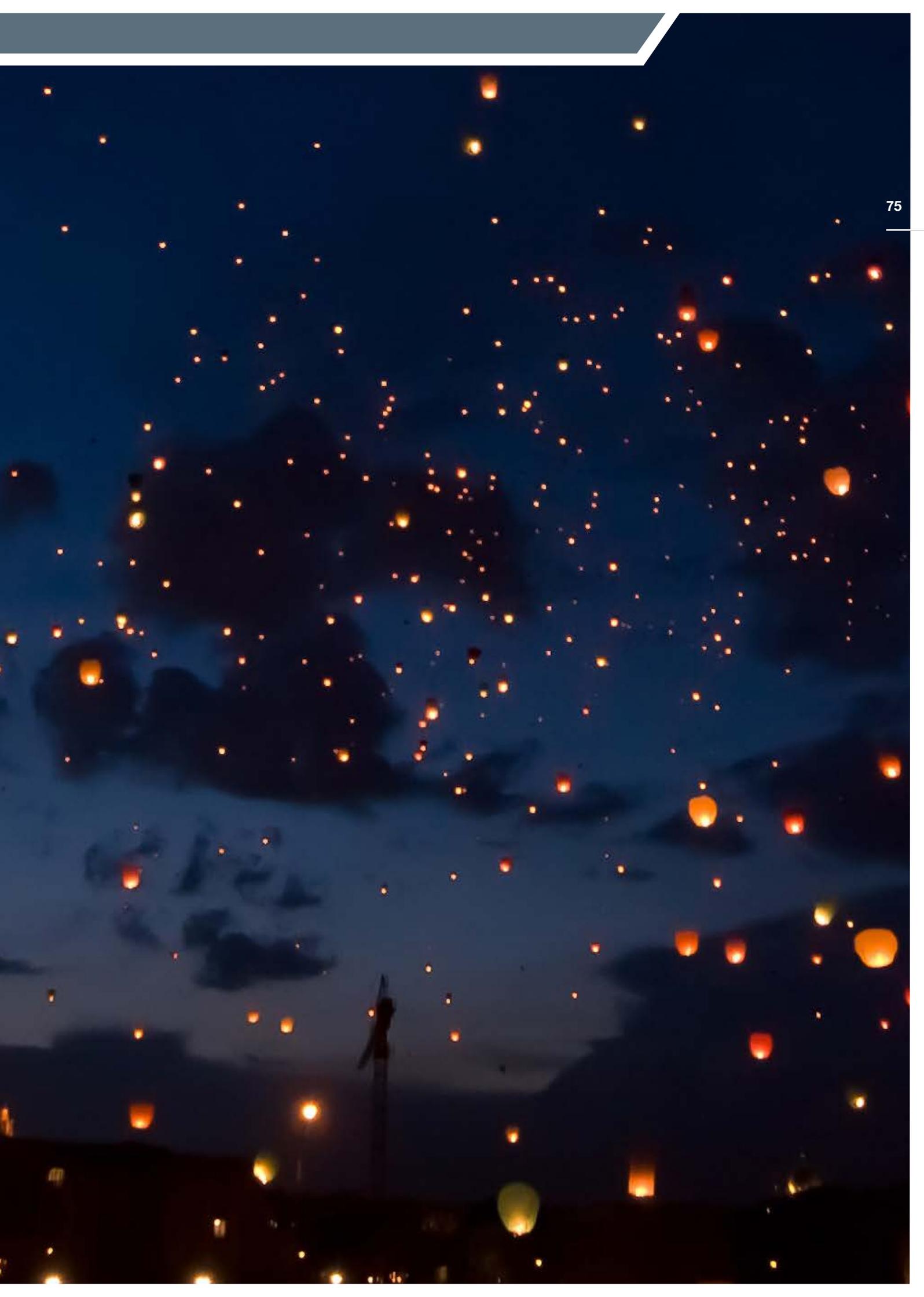
Operational Asset Replacement Program – replacement cycle	
Asset	Replacement cycle
Passenger fleet	Replaced at 60,000 kilometres or three years (whichever occurs first)
Truck fleet	Replaced every 7 years
Garbage compactor	Replaced every 5 years
Road sweepers	Replaced every 5 years
Footpath sweepers	Replaced every 2 years
Water tanker	Replaced every 10 years
Minor plant	Replaced when unfit, usually every year
Major plant	Replaced at 8,000 hours, or 5 years
Desktops	Replaced every 3 years
Software upgrades	As released

Sale of assets

Randwick City Council sells plant and equipment at auction at the end of the asset's operational life. The proceeds from the sale of these assets contribute to their replacement.

The proceeds from the sale or lease of any real property in the forthcoming year have not been incorporated into the 2016-17 Budget or the Council's Long Term Financial Plan.





Capital Works Program

Asset Management Plans have been produced for the assets under the care and control of Randwick City Council. The plans control the long-term maintenance and upgrade of these assets.

A number of issues need to be taken into account when deciding which assets to maintain or upgrade in any one period. These include, but are not limited to, the available funding, level of use, predicted life with maintenance, predicted deterioration without maintenance, risk to public of not upgrading and least cost for most improvement to the life and usability of the individual asset.

Randwick City Council has a Capital Works Program that lists in detail, the location, timing and costs of each component (refer to 2016-17 Budget). The Capital Works Program includes projects relating to road pavements, footpaths, open space (parks and reserves), kerb and guttering, traffic facilities, accessibility, drainage, bicycle facilities, buildings and recreational facilities.

Asset type	Total (\$)
Parks and Recreation	7,492,000
Roads	10,964,455
Buildings	8,149,563
Drainage	1,219,869
Plant and equipment	3,194,124
IT and office equipment	2,755,000
Library resources	405,698
TOTAL	34,180,709

Major capital projects 2016-17

The following table outlines key projects in the 2016-17 Capital Works Program.

Parks and Recreation Capital Works **\$7,492,000**

- Heffron Park Plan of Management works
- Latham Park - synthetic fields
- Continuation of the Coastal Walkway
- Stormwater Harvesting projects

Road Capital Works **\$10,964,455**

- Road Rehabilitation Program
- Footpath construction
- Light Rail Support Plan
- Cycling facilities
- Retaining Wall Program

Buildings Capital Works **\$8,149,563**

- Planning for Heffron Centre (Gymnastics)
- Heffron Park Netball Building
- Coogee Beach amenities
- Wylies Baths Caretaker Cottage upgrade

Drainage Capital Works **\$1,219,869**

- Light Rail Support Plan
- Perry Street and Beauchamp Road, Matraville - drainage system upgrade
- Hayward Street, Kingsford - drainage system upgrade
- CCTV data collection

Sustaining our City Program

Increasing understanding of the implications of Climate Change and responding to the over consumption of our natural resources continues to reinforce the soundness of Council's and the community's continuing approval and support of our Environmental Levy Program.

Randwick's successful approach takes in five key areas of activity and investment from its environmental levy and additional resources including:

- protecting our coastal and marine environment
- conserving resources, particularly focusing on water and energy consumption, and reducing the amount of waste going to landfill
- tackling greenhouse gas emissions, with a focus on sustainable transportation such as cycling, walking and public transport
- protecting our biodiversity that provides the natural ecosystem services we rely on for clean air, clean water and clean soil
- community engagement and participation in the huge range of environmental sustainability opportunities for change.
- encouraging sustainable food practices, including school and community food gardens and related practices such as keeping bees and chickens.



Eco-living Fair 2015, Randwick

We aim to continue our strong commitment to sustainability which is based on responding to the wide concerns and expectations of our diverse community, and the scientific information that supports the long term directions of our initiatives. Ongoing projects continue to focus on:

- protecting our fragile marine and coastal environment through the extension of our Coastal Walkway
- responding to high carbon and 'ecological footprint' values by reducing our energy and water consumption
- supporting community gardens and local food growing
- supporting sustainable transport outcomes, and
- increasing opportunities for community members to take their own actions and become more sustainable around the home, school and workplace.

The table on the following pages outlines the details of the proposed program for delivery during the course of the next five years.

Sustaining our City Program 2014–19

Project area	Description	YR 1 \$ 2014-15	YR 2 \$ 2015-16	YR 3 \$ 2016-17	YR 4 \$ 2017-18	YR 5 \$ 2018-19	*TOTAL \$
COASTAL PROTECTION							
Coastal Walkway	Upgrade / construct southern sections	965,800	1,188,300	1,298,779	1,331,958	1,366,069	6,150,906
Water quality improvement	Remove upstream street litter	113,600	0	0	0	0	113,600
	Design and install information signage	12,900	0	0	0	0	12,900
	Upgrade and install Gross Pollutant Traps	168,100	0	0	0	0	168,100
Sub Total (Coastal Protection)		1,260,400	1,188,300	1,298,779	1,331,958	1,366,069	6,445,506
CONSERVING RESOURCES							
Water conservation	Water efficiency amenity upgrades	449,000	264,300	81,174	83,300	85,400	963,174
	Stormwater Harvesting	0	204,400	324,695	332,800	341,100	1,202,995
	Community Water Efficiency Program	13,200	16,900	16,235	16,700	17,200	80,235
Energy Conservation	Solar panel installations - various	336,200	205,900	178,582	183,100	187,700	1,091,482
	Install energy saving measures - Council Administration Building	149,500	117,100	64,939	66,600	68,200	466,339
	Install energy savings measures - Randwick City Libraries	112,100	0	0	0	0	112,100
	Install energy saving measures - other Council sites	92,100	256,700	332,812	341,100	349,700	1,372,412
Sub Total (Conserving Resources)		1,152,100	1,065,300	998,437	1,023,600	1,049,300	5,288,737
TACKLING GREENHOUSE							
Sustainable Transportation	Upgrade / install / improve cycling and walking facilities	467,000	478,000	405,868	416,100	426,500	2,193,468
	Provide cycling and walking information	45,600	45,000	48,704	50,000	51,300	240,604
	Bicycle Re-use and Recycling Program	48,300	47,700	56,822	58,300	59,800	270,922
	3-Council Resource Conservation Program	0	223,800	194,817	199,700	204,700	823,017
Sub Total (Tackling Greenhouse)		560,900	794,500	706,211	724,100	742,300	3,528,011

Project area	Description	YR 1 \$ 2014-15	YR 2 \$ 2015-16	YR 3 \$ 2016-17	YR 4 \$ 2017-18	YR 5 \$ 2018-19	*TOTAL \$
BIODIVERSITY							
Biodiversity Strategy Implementation	Upgrade native habitat and plantings	121,700	118,400	251,638	258,000	264,500	1,014,238
	Support new community gardens	64,400	65,300	68,186	71,700	71,700	339,486
	Fred Hollows Boardwalk Refurbishment	0	75,000	0	0	0	75,000
	Flora and fauna monitoring	48,300	49,100	51,951	53,200	54,500	257,051
	Street trees and parks planting	64,400	85,300	99,032	101,500	104,100	454,332
	Establish Demonstration Native Garden - Randwick Community Centre	32,200	32,500	95,803	98,200	100,600	359,303
	Sub Total (Biodiversity)	331,000	425,600	566,610	580,800	595,400	2,449,410
COMMUNITY ENGAGEMENT							
Community Education	Marine and Coastal Discovery Programs	70,400	60,000	76,303	78,200	80,200	365,103
	Community sustainability workshops	90,400	92,100	64,939	66,600	68,200	382,239
	Sustainability Open Days and events	11,000	11,100	11,364	11,500	11,800	56,764
	Barrett House Sustainability Project	0	0	68,186	68,800	69,500	206,486
	Eco-living Fair	93,900	88,600	142,866	146,400	150,100	621,866
School Programs	City/Country Sustainability school visits	13,864	20,203	14,611	15,000	15,300	78,978
	Initiatives in partnership with UNSW	0	21,000	14,611	15,000	15,300	78,978
	Eco Heroes environmental club	16,381	16,618	14,611	15,000	15,300	77,910
	Sustainability resources at Libraries	12,286	12,365	11,364	11,700	12,000	59,715
	Sustainability education excursions / visits	133,569	134,314	92,537	94,800	97,200	552,419
	Sub Total (Community Engagement)	441,800	456,300	516,263	528,000	540,100	2,482,462
	TOTAL COSTS	3,746,200	3,930,000	4,086,300	4,188,458	4,293,169	20,244,126

* amounts include associated internal project costs

Buildings for our Community Program

In 2010, Randwick City Council's Buildings for our Community Program was approved by the Minister for Local Government for a three year s.508A Special Variation to General Revenue to provide funding for a seven-year capital, upgrade and replacement building program. The Program is part of a long-term strategy to provide the community with improved and additional facilities that contribute to public amenity and the well-being of our residents and visitors. Under the program we have delivered new buildings and amenities which we have identified are needed by the community, as well as upgrading existing buildings to ensure their use into the future.

We have made a commitment to keep the community involved in the program, including a promise of ongoing engagement with its implementation and consultation on each of the major projects.

In the financial year 2015-16, the Council commenced or completed work on numerous projects under the Buildings for our Community Program including:

Coogee Eastward Senior Citizens' Centre

Upgrade to the original Seniors Centre at Coogee was completed in late 2015 with a new multi-purpose community centre for the area. The upgrade retained the existing building footprint and includes new kitchen facilities, storage and amenities, with an accessible ramp located to the entrance of the building. The roof design allows for natural light and ventilation with new terraces that extend from the north and eastern sides of the building and connect with the outdoor space.

Kensington Community Centre

In early 2016 construction commenced on the new community centre at the former Kensington Bowling Club site. The scope of works include refurbishment of the existing building that will have two separate halls with associated outdoor terraces, kitchen facilities and amenities, as well as landscaping, an informal half basketball court and car parking. Designs for the Centre have been informed through extensive community consultation, which drew significant interest from the public during the public exhibition period in 2014.

Chifley Reserve Amenities Buildings

In 2015, construction commenced on new amenity facilities in Chifley Reserve is part of the overall transformation of the park. The buildings will accommodate public toilets, change rooms, storage areas, canteen facilities and a community meeting room. The park provides sporting fields, passive recreation areas and a recently completed skate park facility.

Coogee Beach Toilets and Amenities

In the middle of 2016 Council will commence construction on new toilets and associated amenities along the lower promenade at Coogee Beach. The proposal includes new men's, women's and accessible toilets, showers and change rooms, family change area, new lifeguard facilities, kiosk and storage for the Surf Life Saving Club. The facility will be built semi-underground into the Coogee Promenade thereby not removing any public space.

Council received feedback from the community about the need for more toilets and amenities at Coogee Beach, particularly during the busy summer months. The new toilets will more than double the capacity of available amenities near the beach.

Randwick Town Hall upgrade

The Randwick Town Hall is a place of high local heritage significance and has conducted civic duties and a wide range of civic, community and political events over the past 132 years. To ensure viable, continued use and retained significance for the building while meeting ongoing community needs and expectations, Council is developing plans ranging from conservation to remedial and upgrade works.

The proposed works will be staged with the first part commencing in 2016.

Mahon Pool Amenities

Council is planning new amenities to replace the old building facilities in Jack Vanny Reserve, Maroubra. The existing buildings are reaching the end of their useable life, are inadequate, lack disability access and sit too close to the rock shelf and cliff for safety. The new facility proposes new male, female and accessible toilets, change rooms, and facilities for the local winter swim club. Landscape works will enhance the building design and accessible footpaths will link the facility to the adjacent car park and Coastal Walkway.

After extensive public community consultation in 2015, Council plans to commence construction in 2016-17.

Heffron Park amenities (southern precinct)

Three amenity building facilities have already been constructed in Heffron Park under the Buildings for our Community Program. Council is currently preparing plans to build a new facility located within the southern precinct of Heffron Park. This will include a new canteen, toilets, change rooms, a community meeting room and storage. Located close to sporting fields, the cycle track, children's playground and bicycle play space the facility will cater for a diverse range of park users.

Construction is anticipated to commence in late 2016.

Heffron Park Indoor Sports Centre

Preliminary planning works have commenced which will guide the overall scope and direction of the project.

Little Bay Toilets

Improved amenities are planned for this popular little beach, with an additional toilet, new shower and general maintenance to the existing facility. The alterations and additions will cater for the growing visitor numbers at Little Bay Beach and will enhance the experience and comfort of beach users.

Coogee and Gordons Bay Fishermen's clubs and Wylie's Baths Caretaker's Cottage

In the middle of 2016, Council will be undertaking remedial and structural repair works to the Wylie's Baths Caretaker's Cottage at Coogee, as well as the two fishermen's clubs located at Gordons Bay and at the northern end of Coogee Beach.

Yarra Oval storage

Planning is underway to provide a new storage facility for the park at Yarra Oval, Phillip Bay.

2016-17 is the seventh year of the Buildings for our Community levy and program.

Some of the projects scheduled for the 2016-17 financial year in the Buildings for our Community Program are:

- Heffron Park Gymnastics Centre - preliminary planning work to guide and inform the overall scope and direction of the project.
- Malabar Childcare Centre - general upgrade and refurbishment works.
- Kensington Oval Grandstand - general upgrade works to the toilet and change room facilities.
- Wylie's Baths - extensive upgrade works to the pool and facilities.

Works completed since the 2010 commencement of the Buildings for our Community Program include:

- Coogee Surf Life Saving Club upgrade
- Clovelly Surf Life Saving Club upgrade
- South Maroubra Surf Life Saving Club upgrade
- Pioneer's Park, Malabar top field - new amenities building
- Pioneers Park, Malabar lower field - amenities building upgrade
- Maroubra Surf Life Saving Club upgrade
- SOS Preschool, Randwick - walkway and awning
- Baker Park, Coogee toilets
- Clovelly Beach Inspectors' office upgrade
- Duffy's corner Occasional Childcare Centre, Maroubra
- Rainbow Street Childcare Centre, Randwick
- KU Peter Pan La Perouse Preschool, Phillip Bay

- KU Randwick Coogee Preschool, Randwick
- Moverly Children's Centre, Coogee
- Nagle Park, Maroubra amenities building
- Maroubra Senior Citizens Centre
- Clovelly Childcare Centre (stage 1 works)
- James Bundock Fountain Coogee - restoration
- Latham Park, Maroubra - amenities canteen upgrade
- Cromwell Park, Malabar - toilet upgrade
- Des Renford Leisure Centre, Maroubra - extension
- James Robertson fountain, Coogee - restoration
- Bieler Park gateway, Randwick - restoration
- Randwick Nursery potting shed - upgrade
- Coral Sea Park, Maroubra - amenities upgrade
- Heffron Park, Maroubra - new amenities east precinct
- Heffron Park, Maroubra - upgrade amenities south west precinct
- Heffron Park, Maroubra - upgraded amenities central west precinct
- Kensington Oval, Kensington - improved storage
- Cromwell Park, Maroubra Beach - Inspectors watch tower upgrade
- Cromwell Park, Maroubra - toilet and amenities upgrade
- Clovelly Childcare and Community Centre - masterplanning
- Coogee Eastward Senior Citizen's Centre.

Buildings for our Community Program

(Year 7) 2016-17 Building Program Forecast*

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Building	Category	Project	Suburb	Total Project Cost \$'000	Source of Funding \$'000			
					Building Levy	Grants	s94	Council Reserves
Kensington Oval Grandstand	Grandstand	Upgrade the change rooms, shower areas, toilets and kiosk and install security lighting.	Kensington	300	300	-	-	-
Heffron Park (Gymnastics) Centre (Previously listed as Bunnerong Gymnastics Centre)	Sports Centre	Establishing a financial reserve for the demolition of the existing structure and construction of a new building.	Maroubra	2,358	888	-	1,000	470
Malabar Occasional Childcare	Childcare	Upgrade the kitchen and toilet facilities.	Malabar	125	125	-	-	-
Malabar Surf Rescue Boat Storage Shed	Storage Shed	Upgrade the office/meeting room, shower areas and toilets and improve the security lighting.	Malabar	90	90	-	-	-
Wylie's Baths	Amenities	Undertake an extensive heritage renovation to re-establish the internal and external historical integrity of the residential building and amenities.	Coogee	1,085	1,085	-	-	-
TOTAL 2016-17 PROGRAM (YEAR 7)				3,958	2,488	-	1,000	470

* amounts include associated internal project costs

The initial Buildings for our Community Program spans over a seven year period of scheduled projects (2010-2017). Council will continue its Buildings for our Community Program beyond 2017. Projects in the continuing Buildings for our Community Program include:

Buildings for our Community Program continuation

Building	Category	Project	Suburb
Popplewell Park -Childcare Centre	Childcare	Construct a new childcare facility.	Coogee
South Maroubra Surf Club Toilets	Amenities	Upgrade the male and female toilet areas and install new security lighting.	Maroubra
Randwick Cemetery Toilets and Storage	Cemetery	Demolish the existing building and construct storage and toilet facilities.	Randwick
Matraville Youth and Cultural Hall	Community Hall	Demolish the existing building and construct a new facility consisting of an auditorium, offices, meeting rooms, kitchen facility and toilets.	Matraville
Snape Park Dressing Shed	Amenities	Upgrade the change rooms, shower areas and toilets and improve security lighting.	Maroubra
Malabar Junction Amenities	Amenities	Upgrade the male and female toilet areas on Anzac Parade and install new security lighting.	Malabar
Yarra Bay Bicentennial Park Toilets	Amenities	Upgrade the change rooms, shower areas, toilets and kiosk and improve the security lighting.	La Perouse
Clovelly Senior Centre	Senior Citizens Centre	Complete upgrade to kitchen, toilets, main room, storage room and carry out internal painting.	Clovelly
Burnie Park Hall	Community Hall	Upgrade male and female toilets, install insulation to underside of roof and install air conditioning.	Clovelly
Malabar Memorial Hall (previously listed as South Matraville Hall at Malabar Library)	Community Hall	Upgrade main hall, male and female toilets, kitchen facility, roof and main entrance and install security lighting.	Matraville
Kingsford Town Centre Toilets	Amenities	Construct new male and female toilet amenities.	Kingsford
Coogee Oval Grandstand	Grandstand	Upgrade the top floor change rooms, toilets and cricket club room.	Coogee
Matraville Shopping Centre	Amenities	Install new male and female toilets.	Matraville
Maroubra Beach Community Centre	Community Centre	Construct a new building including of auditorium, offices, meeting rooms, kitchen facility and toilets.	Matraville

Stormwater Management Service Charge

In 2008, we introduced a Stormwater Management Service Charge to establish a sustainable funding source for providing improved stormwater management across Randwick City.

Stormwater management involves physical infrastructure, treatment techniques and non-structural activities such as studies, research, education programs and monitoring measures.

The benefits of effective stormwater management include:

- **Cleaner water at our beaches.** Randwick City is a densely settled area and large volumes of stormwater flow into our coastal waterways with substantial loads of litter, sediment and some chemicals. Programs to reduce the litter loads and/or total amount of stormwater will significantly contribute to cleaner waterways.
- **Flood mitigation.** There are a number of areas across Randwick City where even in times of relatively normal rainfall there are incidents that cause nuisance flooding and sometimes greater impact.
- **Better maintained drainage system.** Much of the Randwick area was settled in the nineteenth and early twentieth centuries and consequently a high proportion of the drainage system is old and reaching the end of its useful life. At this stage of an asset's life, there is a need for increased maintenance and we need to commence planning for renewal.
- **Improved water conservation.** Stormwater harvesting and reuse schemes can provide an alternate source of water for supply, irrigation and other non- potable water uses.
- **Improved knowledge.** Currently we have limited information on the condition of our drainage assets. Better understanding of the condition of our stormwater assets is vital for effective programming and prioritising of maintenance and capital drainage works.

Randwick City's Drainage Network

The stormwater drainage network is in place to collect and direct stormwater away from the property it services along known paths to a natural or constructed outlet. Traditionally in Randwick, stormwater infrastructure has been constructed to direct water away as quickly as possible to the Pacific Ocean or Botany Bay. This paradigm is changing though as stormwater is now being seen as an important water resource.

Randwick's stormwater drainage network consists of 261 kilometres of drainage conduits and approximately 10,000 pits across an area of 3,655 hectares. The Council maintains all the drainage system within local and regional road reserves areas, public land and other land including Council property with the exception of land owned by other public authorities such as Housing NSW. There are also 16.55 kilometres of Sydney Water drainage pipes and channels that run within the Randwick area that we do not manage.

Drainage Works Program

The annual Drainage Works Program includes funds from council revenue and the Stormwater Management Service Charge.

The following table details the 2016-17 Drainage Capital Works Program.

2016-17 Drainage Capital Works Program			
Description	SOURCE OF FUNDING (\$)		
	Total Cost	Stormwater Levy	General Revenue
Data collection / CCTV	19,869		19,869
Perry Street, Matraville - Drainage system upgrade	770,000	770,000	
250 Beauchamp Road, Matraville - Drainage system upgrade	180,000	88,000	92,000
Hayward Street, Kingsford - Drainage system upgrade	120,000		120,000
Stormwater Relining - various sites	100,000		100,000
Minor drainage improvement program	30,000		
Total 2016-17 Drainage Capital Works Program	1,219,869	858,000	331,869

Definitions

- Benchmark councils: the group of similar councils (size and coastal location) against which Randwick compares its performance for the purpose of improvement.
- Biodiversity: the variety of all life forms: the different plants, animals and micro-organisms, the genes they contain and the ecosystems they form.
- Medium density: includes all semi-detached, row, terrace, townhouses and villa units, plus flats and apartments in blocks of 1 or 2 storeys, and flats attached to houses.
- High density: includes flats and apartments in 3 storey and larger blocks.
- Infrastructure: the basic facilities, services and installations needed for the functioning of a community or society, such as transport networks, drainage and sewerage.
- Local Environmental Plan (LEP): a detailed planning instrument which provides a comprehensive landuse framework for the development and use of a local area, based on the translation of broad strategic planning principles and objectives into different land use zones.
- Local Government Act: Refers to the Local Government Act of NSW 1993.
- Randwick City Beaches include: Clovelly, Coogee, Congwong, Frenchmans Bay, Gordons Bay, Little Bay, Little Congwong, Malabar, Maroubra and Yarra Bay.
- Randwick City Ocean Pools include: The Geoff James Pool (Clovelly), Giles Baths (Coogee), Ivor Rowe Rockpool (South Coogee), Mahon Pool (Maroubra), Malabar Pool (Malabar), McIvers Baths (Coogee), Ross Jones Memorial Pool (Coogee) and Wylies Baths (Coogee).
- Social housing: includes those living in State and Territory housing, and co-operative/community/church group housing.
- Sustainable: outcomes that can continue to be achieved now and in the long term.
- Sustainable Development: development that meets the needs of the present generation without compromising the capacity of future generations to meet their needs.
- Greater Sydney: Includes local government areas – Ashfield, Auburn, Bankstown, Blacktown, Blue Mountains, Botany Bay, Burwood, Camden, Campbelltown, Canterbury, City of Canada Bay, City of Sydney, Fairfield, Gosford, Hawkesbury, The Hills Shire, Holroyd, Hornsby, Lane Cove, Leichhardt, Liverpool, Manly, Marrickville, Mosman, North Sydney, Parramatta, Penrith, Pittwater, Randwick, Rockdale, Ryde, Strathfield, Sutherland, Warringah, Waverley, Willoughby, Wollondilly, Woollahra and Wyong.





