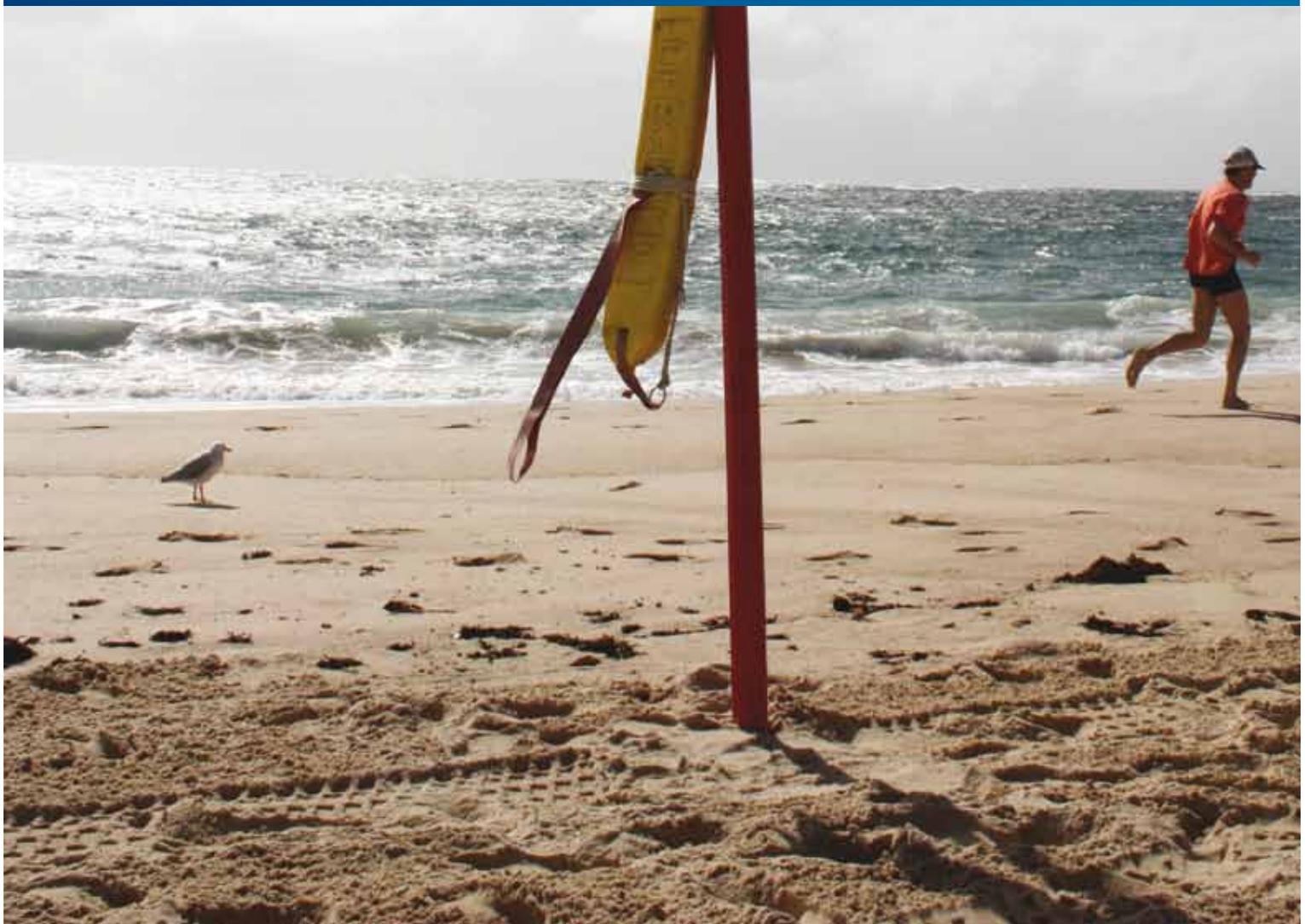




# The Randwick City Plan

## A 20 YEAR PLAN





# Our City and Surrounds

- Regional context
- Randwick City
- Centennial Park, Heffron Park and Botany Bay National Park
- Port and port-related land
- Town centre
- Adjacent recreation facilities
- Adjacent major centres

0 300m 1.2km

# Contents

Forewords	2
Introduction	4
How does The Randwick City Plan work?	5
How the plan was formed	6
Themes and outcomes	10
Responsible management	12
A sense of community	18
Places for people	26
A prospering City	38
Moving around	44
Looking after our environment	50
Our City—a closer look	57
About Randwick City	68

**The Randwick City Plan is our 20 year plan, in which we establish clear directions to shape our City's future. The Randwick City Plan reflects our community's aspirations and needs. The success of The Randwick City Plan relies on a strong working partnership with our community.**

# Foreword from the Mayor

**The 20-year City Plan was first published in 2006 following extensive consultation with the community. A number of the developments detailed in the initial plan have now been implemented and it is time for the Council to put the next steps in motion. This updated plan demonstrates our continuing commitment to our long-term goals.**

Over the past three years, the City Plan has proved to be an extremely useful reference point for the Council and the community, allowing us to gauge how we are progressing according to the directions in the Plan. The Council's actions and progress are made even more transparent and accountable due to our approach to integrated planning.

By linking directions of the 4-year Management Plan and the incorporated one year Operational Plan with the overarching City Plan, the community can easily see how individual projects are part of the Council's broader vision.

I would like to take this opportunity to thank the community, the Randwick City Councillors and staff for their continued willingness to join together, work cooperatively and make Randwick City an exciting and supportive place to live and work.

**Cr John Procopiadis**  
**Mayor of Randwick**

# Foreword from the General Manager

**In June 2009 the Minister for Local Government introduced the Local Government Amendment (Planning and Reporting) Bill to Parliament. This Bill will require all NSW councils to produce a long-term Community Strategic Plan, with a 4-year Delivery program and 1-year Operational plan linked to the longer-term planning outcomes.**

Randwick City Council is already well placed for these changes, with its 20-year City Plan first published in 2006 and the Management Plan 2009–13, which is updated annually with our current Operational Plan.

This revision of our City Plan retains the long-term vision and directions of the original, ensuring the Council's planning process remains stable. A revision was necessary to make the integration of the City Plan with our Management Plan more transparent and to update the objectives outlined in the City Plan.

One major addition to the revised City Plan is a new theme: Responsible Management. This theme relates to all of our outcomes, but specifically to Leadership in Sustainability.

Through the revised Plan, we will continue to focus on guiding and building a 'sense of community' and ensuring a bright future—for our City, our people, our economy and our environment.

**Ray Brownlee**  
General Manager

# Introduction

**Randwick City is a diverse community made up of many nationalities, including a significant Indigenous population. Our City is subject to many local, regional, national and international influences. *The Randwick City Plan* aims to direct these influences and manage environmental, social and economic change across our City over the next 20 years for the benefit of our community.**

The purpose of *The Randwick City Plan* is to celebrate and make real our 'rich history' and 'bright future': our 'rich history' has formed who we are, and by establishing a vision for the future and working together, we will create a 'bright future'.

We have used our community's aspirations and needs to develop this 20 year plan, so we have clear directions to shape our City's future. The success of *The Randwick City Plan* lies in the strong working partnerships the Council creates with the community and key organisations.



# How does The Randwick City Plan work?

The *Randwick City Plan*, first published in 2006, is a strategic document that reflects our community's priorities and aspirations. It is being used to guide and coordinate the Council's activities over a 20 year period. Together with our long-term planning for financial management, workforce management and asset management it ensures we have a cohesive and effective way forward.

The outcomes and directions outlined in *The Randwick City Plan* direct any specific strategies we develop or review, such as our crime prevention and cultural plans. The actions outlined in the Council's annual Management Plan, through a four year delivery program and a one year operational plan, are also prepared in line with these outcomes and directions.

Strong partnerships, whether made through formal arrangements such as Memoranda of Understanding or less formal agreements, are crucial to successful implementation of the strategies outlined in the City Plan.

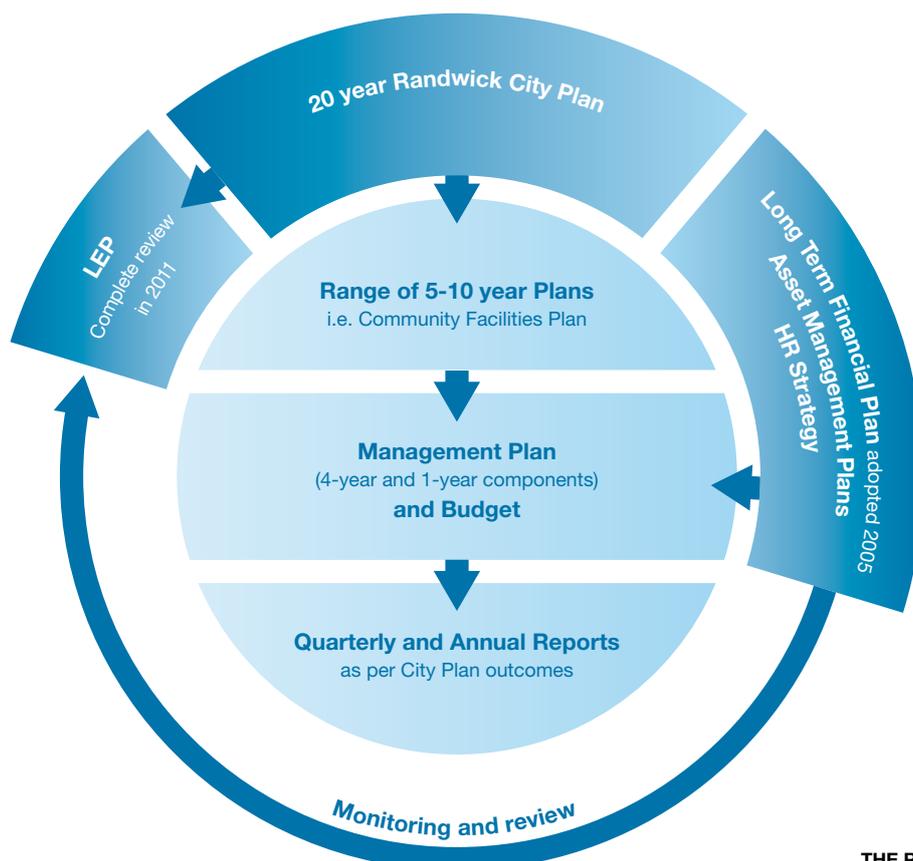
*The Randwick City Plan* is also guiding the review of Randwick City's Local Environmental Plan (LEP), which is the key planning instrument for the City. This is covered in more detail in the theme 'Places for people'.

We report on our delivery of the City Plan commitments through our Annual Report. Within each four-year electoral cycle we will undertake a major review to measure the Plan's progress and respond to changes in the community's aspirations, demographic information, technological advances and ongoing studies. A focus of the four-year review will be to analyse, through the collection of data over time, whether we are progressing towards achieving the outcomes within the Plan. Examples of the types of measures we will report on include:

- community satisfaction ratings
- economic indicators such as employment trends
- participation in cultural activities
- housing diversity and affordability ratings
- ecological footprint calculations
- public transport patronage rates.

Indicators for each outcome are outlined in the Council's annual Management Plan.

## PLANNING FRAMEWORK AT RANDWICK CITY COUNCIL



# How the plan was formed

The *Randwick City Plan* began with the vision of 'a sense of community'. It was then formed by six crucial elements:

- Extensive consultation with representatives of our diverse community. This was essential for developing a plan that can be embraced by all.
- Demographic studies, population projections and other research to determine our short and long-term needs and issues as a community.
- Our mission statement, which expresses our overarching ideals.
- The objectives of the 5–10 year strategies and plans that have been developed for key areas of our operation. Their integration into this long-term plan ensures the steady progress of our activities.
- Regional, state and national influences, particularly the NSW State Plan and the Sydney Metropolitan Strategy.
- The global 'Principles for Sustainable Cities' and principles of social justice.

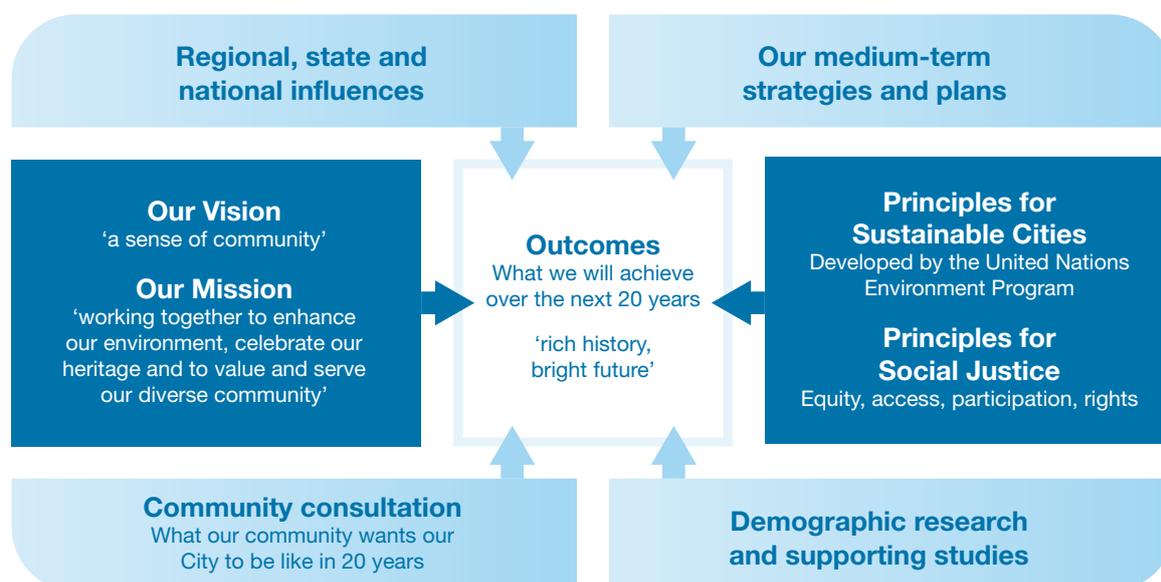
The *Randwick City Plan* was first published in 2006. This minor revision (2009) shows how we are following the course set at that time. It retains the themes and directions of the original plan, and adds the theme 'Responsible Management'. This makes the description of Outcome 1, Leadership in Sustainability, more explicit and gives details of the directions and actions as for the other themes.

This revision also incorporates additional consultation and research from the strategies and plans that have been adopted in the intervening years, as well as reflecting 2006 census data. This whole-of-Council approach to planning ensures the community's needs are addressed across all areas of the Council's operations.

A number of key recommendations from the original plan have already been acted upon, including:

- embracing our cultural plan to support our City's diversity and celebrate our cultural uniqueness
- implementing a community consultation framework that provides a consistent, relevant and reliable range of consultation processes
- preparing and implementing a crime prevention and community safety plan
- supporting affordable housing
- preparing and implementing an economic strategy for Randwick City
- reviewing the *Randwick Bicycle Plan* to provide links to key destinations and other transport nodes
- improving partnerships and establishing Memoranda of Understanding with key agencies.

## SHAPING THE RANDWICK CITY PLAN



## Consultation

Consultation for the 2006 *Randwick City Plan* commenced with a series of community reference and focus groups that fed into an initial discussion paper. A second round of consultation centred on workshops and public seminars that included people from specific target groups who may not otherwise have been in a position to attend. Participation was also extended into the community by a travelling program that visited shopping centres, beaches and local parks. Surveys, fact sheets and other displays from the program were available at libraries and community centres, and on our website.

The workshops and seminars took place around specific areas of interest. For a workshop on the environment, for instance, there was a guided walk at Yarra Bay followed by community discussion.

A writing and art competition for primary school children encouraged young people to consider how the future could look across the City of Randwick.

The Council facilitated workshops with key stakeholders, including the University of NSW, Randwick hospitals, state agencies and government departments, such as the Department of Planning.

Valuable input from our councillors was incorporated at each phase of development.

The information and ideas gathered from these activities were collated and used to inform a first draft of the plan. Background papers outlined key statistics and summaries related to each theme. This collection of documents was placed on public exhibition, and provided to all of our key stakeholders.

This revision of the plan incorporates the findings of a large number of plans that were devised with comprehensive community consultation and engagement, including *A Cultural Randwick City* and *A Safer Randwick City*.

Every two years the Council also undertakes a community satisfaction survey to examine community attitudes on a broad range of issues and to gather information on what residents see as the most important priorities for the Council for the next three years. The most recent survey, conducted in late 2008, showed there was an improvement in satisfaction with the Council since 2006 when the previous survey was conducted. Comparison of the two surveys showed a significant increase in satisfaction with seventeen of the Council's services and facilities, and a marginal increase in the remaining eight. The results of the customer satisfaction survey were presented to our councillors at an annual workshop, and also used to inform our future actions.



## Demographics

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. Knowing that we have an ageing population, for instance, tells us we have to maintain and enhance programs and support for our seniors. Analysing the nature of our multicultural community has enabled us to identify our five key non-English speaking communities (Greek, Chinese, Indonesian, Russian and Spanish) and produce library guides in these languages. The prominence of Chinese languages (Mandarin and Cantonese) led us to consult the local Chinese community in developing Chinese language sections in our libraries.

At the 2006 census, Randwick City had a resident population of 122,173, with 2,489 overseas visitors recorded on census night. Our population dropped from 123,450 in 1976 to 121,497 in 2001, but is now experiencing steady growth. However, our growth between 2001 and 2006 is significantly less than that experienced in New South Wales as a whole (0.5% vs. 3.4%).

Although our population mix varies throughout the different suburbs, the population is largely reflective of both our proximity to the Sydney CBD and our many places of education. At the 2006 census, compared with the Sydney average, our population had:

- a higher proportion of young adults
- a larger proportion of people who rent
- a larger proportion of people living alone
- a smaller percentage of young children
- fewer cars per household.

We have significant Indigenous, Chinese, Greek and Indonesian communities. Nearly 30 per cent of our residents speak a language other than English at home.

While population projections are integral to the planning of services and resource allocation, it is important to recognise that projections reflect the outcome of certain assumptions about future fertility, mortality and migration—assumptions which may or may not eventuate. According to the NSW Department of Health, fertility and migration (and to a lesser extent, mortality) are influenced by a wide variety of social, economic and political factors, many of which cannot be foreseen with any degree of precision. Therefore, projections should not be interpreted as precise predictions of the demographic future, nor are they targets for the future. Based upon a range of population projection figures released by government and non government agencies, it is anticipated that Randwick City may have a population of between 131,117 and 135,000 by 2021. A larger proportion of people aged 65 and over is anticipated, and the proportion of people younger than 15 is expected to remain the same. It is expected that the number of people per household will continue to decline.

For more information about Randwick City's demographic characteristics, please refer to the demographic profile on our website: [www.randwick.nsw.gov.au](http://www.randwick.nsw.gov.au)

## State and regional influences

We are working with the NSW Government towards achieving the relevant priorities of the 10-year NSW State Plan and its associated plans. The Sydney Metropolitan Strategy classifies us as part of the East subregion, and provides us with frameworks for planning as well as creating targets for the provision of jobs and housing in our area.

We work with our neighbouring councils within the Southern Sydney Regional Organisation of Councils (SSROC) to deal with common issues, particularly those that cross boundaries. Key issues include planning, transport, environment, sustainability, procurement and waste management.

Other agencies, such as the Sydney Metropolitan Catchment Management Authority (SMCMA), also affect our planning and direction. The SMCMA is working with other agencies, including councils, for natural resource management of the Sydney catchment to establish NSW targets for biodiversity, water, land and community wellbeing.

This revision of *The Randwick City Plan* meets the NSW Government's 2009 draft planning and reporting guidelines. These guidelines follow the introduction of the *Local Government Amendment (Planning and Reporting) Bill 2009* that requires councils to develop a long-term community strategic plan for their local area 'that identifies the main priorities and aspirations of the local community for the achievement of a socially, environmentally and economically sustainable future.' Randwick City Council welcomes the introduction of this legislation as it accords well with the importance we place on long-term integrated planning.

### Counting the population

The most comprehensive population count available in Australia is derived from the Census of Population and Housing conducted by the Australian Bureau of Statistics (ABS) every five years. However, the Census count is not the official population of an area. For example, it includes overseas visitors but excludes Australians overseas.

The ABS therefore produces annual 'Estimated Resident Population' (ERP) numbers. Based on

population estimates as at 30 June, ERPs are calculated with adjustments for factors such as people who miss the count on Census night because they were temporarily overseas. ERP figures are updated annually taking into account births, deaths, internal and overseas migration.

Randwick Council uses the Census figures for forward planning, and ERP figures for service delivery.

**Randwick City's Estimated Resident Population was 129,171 on 30 June 2008.**

# Guiding principles

## Principles for Sustainable Cities

The 'Principles for Sustainable Cities' were essential in developing our outcomes. They are a high-level set of aims that are being used by councils and other governing bodies throughout the world. Devised within the United Nations Environment Program (UNEP), they assist cities in achieving sustainable development. These principles provide a sound way forward both globally and in the Australian context.

The overarching vision for these principles is 'To create an environmentally healthy, vibrant and sustainable city where people respect one another and nature, to the benefit of all.' The principles cover the functioning of a sustainable city. It is worth noting how closely these principles align with our own themes and outcomes: for instance, our theme 'Responsible management' can be seen in principles 1, 2, 4, 8 and 10.

1. Provide a long-term vision based on: sustainability; intergenerational, social, economic and political equity; and their [the city's] individuality.
2. Achieve long-term economic and social security.
3. Recognise the intrinsic value of biodiversity and natural ecosystems, and protect and restore them.
4. Enable communities to minimise their ecological footprint.
5. Build on characteristics of ecosystems in the development and nurturing of healthy and sustainable cities.
6. Recognise and build on the distinctive characteristics of cities, including their human and cultural values, history and natural systems.
7. Empower people and foster participation.
8. Expand and enable cooperative networks to work towards a common, sustainable future.
9. Promote sustainable production and consumption, through appropriate use of environmentally sound technologies and effective demand management.
10. Enable continual improvement, based on accountability, transparency and good governance.

In confirmation of the Council's commitment to these principles, and the outcomes and directions set out in the City Plan, councillors supported the signing of the International Earth Charter early in 2008. The International Earth Charter is a charter of sustainability, democratic and governance principles signed by more than 3,500 organisations and individuals internationally. Randwick was the second local government in Australia to sign on to the charter.

## Principles of social justice

The other principles on which all of our outcomes and directions are based are the principles of social justice.

The following expression of social justice principles is taken from the Department of Local Government's *Social Justice Framework 2008–2012*:

- There is equity in the distribution of resources
- Rights are recognised and promoted
- People have fairer access to the economic resources and services essential to meet their basic needs and to improve their quality of life
- People have better opportunities for genuine participation and consultation about decisions affecting their lives.

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

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**Access and equity strategies are integrated into our planning. Examples include strategies to make recreational facilities more accessible; development of frameworks for the equitable, efficient and effective management of community facilities; improvement in the provision of information; and the revision of the community grants program to ensure equity, accountability and transparency.**

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# Themes and outcomes

This plan is organised into six broad interrelated themes, with ten outcomes arranged under those themes. Our consultations and research identified these themes and outcomes as aims for our long-term activities.

Theme	Outcome
1. Responsible management	<ul style="list-style-type: none"><li>• Leadership in sustainability</li></ul>
2. A sense of community	<ul style="list-style-type: none"><li>• A vibrant and diverse community</li><li>• An informed and engaged community</li></ul>
3. Places for people	<ul style="list-style-type: none"><li>• Excellence in urban design</li><li>• Excellence in recreation and lifestyle opportunities</li><li>• A liveable City</li><li>• Heritage that is protected and celebrated</li></ul>
4. A prospering City	<ul style="list-style-type: none"><li>• A strong local economy</li></ul>
5. Moving around	<ul style="list-style-type: none"><li>• Integrated and accessible transport</li></ul>
6. Looking after our environment	<ul style="list-style-type: none"><li>• A healthy environment</li></ul>

The outcomes and their directions are explored in detail under each theme in this document. Additional information can be found in the individual plans and strategies that fall under each theme. Our Management Plan provides further details as well, such as specific one-year operational plan actions for every direction.

Background papers for themes 2–6 were prepared in 2006 and provide a large amount of useful contextual information that is still relevant. Each paper includes:

- Key national and international trends that might influence our City
- A summary of our community's demographic characteristics (2001 census) and what they are likely to mean for Randwick City over the next 20 years
- A summary of the Council's and the State Government's key responsibilities and requirements
- The key outcomes that we will work to achieve over the next 20 years
- A summary of the major issues related to a theme, including the issues our City's residents and stakeholders identified during consultations conducted in 2000 to 2005
- A series of directions in which we outline the Council's approach to planning our City's future.

# The Randwick City Plan themes

The following section details the Council's directions and four year delivery program actions under the following themes:

Responsible management	12
A sense of community	18
Places for people	26
A prospering City	38
Moving around	44
Looking after our environment	50
Our City—a closer look	57

# Responsible management



**Responsible management underpins all of Randwick City Council's activities. It refers to the integrity we apply to our financial management and governance, the way we value our staff and is the platform through which we deliver the other themes in this plan.**

## Responsible management — a snapshot

The theme of 'Responsible management' is about business excellence as well as leadership, innovation and sustainability in all areas under Randwick City Council's control.

We are achieving sustainability in our finances through our long-term financial strategy. This places us in a very sound position to continue to deliver core services and programs that meet our high service standard levels as well as maintaining and developing our community's assets. How we act as guardians of the community's assets is detailed in the theme 'Places for people'.

Our internal systems of governance and administration fall under the theme of 'Responsible management'. We are systematically reviewing and testing our plans and strategies to ensure accountability, transparency and civic leadership. Aspects of civic leadership around democratic governance, particularly community engagement, fall under the theme 'A sense of community'.

Our Council staff are essential to the success of the organisation and there is a focus on attracting, retaining and developing the best staff and building both organisational and individual capability. Central to responsible management is the development of a workplace culture that values and encourages ethical behaviours and safe working practices.

We demonstrate leadership both within our own boundaries and within the wider region. We regularly provide submissions and contribute to the development of a range of state-wide plans. We are active in the Southern Sydney Regional Organisation of Councils (SSROC), which covers a resident base of nearly one million people in the south-eastern area of Sydney. SSROC provides a forum for councils to deal with the issues that they have in common, particularly those that cross council boundaries, and for making joint submissions to the relevant government authorities on matters that affect local government.

## Key issues

### **A sustainable long-term vision: Providing sustainability through financial, organisational, environmental, social and planning strategies**

Working sustainably means that you meet present needs while taking into account future needs or costs. We believe that it is implicit in the role of government at any level that it will consider the generations to come, as well as the needs of the current population. For this reason we aim for 'sustainability' in all of our strategies. In partnership with our community we will work towards achieving the long term vision for the City of Randwick as outlined in *The Randwick City Plan*.

Our adoption of the Business Excellence Framework has provided a systematic and structured framework that guides the development and improvement of our management and leadership systems. Implementing the Business Excellence Framework helped to create an organisational environment that is flexible and responsive to change, fostering self assessment and ongoing review. With this strong focus on continuous improvement we will continue to review our systems, procedures, policies and practices and focus always on getting the basics right for the community. The success of this approach was recognised when the Council won the 2006 Bluet Award (the major NSW local government award) and the Local Government Managers Australia Gold Award for Management Excellence in 2008.

The 20 year Long-term Financial Plan is updated twice a year on the adoption of the budget and the completion of the annual Financial Reports. The Long-Term Financial Plan draws on information contained within the Council's Management Plan, current budget and several short, medium and long-term costed plans. These plans are updated annually and include the *Information Technology Strategic Plan*, Plant Replacement Strategy, Property Development Strategy and the Domestic Waste Strategy.

Our planning includes a comprehensive Local Environment Plan (LEP), a long-term, land use planning framework. There is more information about this in the theme 'Places for people'.

**Focus on our customers:**  
**Providing quality customer service**

Our Customer Service Charter states our commitment to 'ensure that our customers and stakeholders receive efficient, responsive and friendly service.'

We have in place a Customer Service Request System that ensures we operate to established service standards in responding to customer requests and carrying out maintenance on assets such as roads, footpaths and public spaces.

The Council undertakes regular surveys in relation to particular projects, events or processes to gauge whether we are meeting the needs of the community. In addition, a broader community customer satisfaction survey is undertaken every two years to gauge community priorities generally.

**Good governance with demonstrated accountability and transparency:**  
**Applying high standards of ethics and integrity throughout all our activities**

In late 2007, Randwick undertook a desktop review of its core business processes using the Department of Local Government's *Promoting Better Practice Checklist*. This was followed in March 2008 with a more extensive peer based review by an external team. This review's findings confirmed that Randwick was delivering services to its community at a standard exceeding many other councils and that the performance of a number of Randwick's systems and key processes was at, or close to, industry best practice using available comparative data. A strong culture of good governance and ethical conduct was demonstrated.

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**A four year strategy to support the continuous improvement process has been prepared and includes ongoing reviews of all processes, organisational risk review, and further external peer reviews.**

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The appointment of a full-time Internal Auditor has strengthened governance and management across the organisation by providing an effective risk management tool and making a significant contribution to process improvement. We have established an Internal Audit Committee, consisting of the Mayor and three external appointments with the General Manager attending as an observer. Key functions of this committee are to oversee the Council's risk management and internal audit functions.

We have produced a Corporate Obligations Package which details our employees' obligations such as delegations, conflict of interest and our Customer Service Charter.

**Democratic governance:**  
**Ensuring that we support councillors within a democratic governance framework**

Councillors are the elected representatives of the community and it is our role to both support and work with them in the implementation of the Council's plans and strategies by providing reports, advice and information. A councillor's civic leadership role includes their involvement in the development and implementation of this City Plan.

We further support the governance framework by the efficient and effective running of council and committee meetings for the benefit of councillors and the community, and the development of an online training program for prospective councillors. This program aims to maximise the councillor's effectiveness as an elected representative with current information on relevant legislation, policy and council operations.

The Council has a strong commitment to community engagement and participation, including support of a range of specific Advisory groups, Precinct groups and Chambers of Commerce. Our community engagement practices are outlined in the theme 'A sense of community'.



### Attract, retain and develop a high performing workforce:

#### Developing and supporting a culture of staff excellence

At Randwick City Council we value our staff and acknowledge that they are essential to the success of the organisation. Our five-year human resources plan, *Our people, Our outcomes*, provides a strategic framework for developing our workforce so that it is multi-skilled, flexible and able to work with constantly evolving equipment and information and communication technologies.

At the individual level we focus on developing the skills, knowledge and motivation of all staff members. At the organisational level we are building capability by focusing on recruitment, selection, learning and professional development, career development, performance management and workforce planning. We aim to achieve a reputation as a workplace of choice that attracts, develops and retains quality staff.

In keeping with our leadership in principles of social justice, we are committed to equal opportunity in employment. We aim to foster a culture that values and responds to the cultural and linguistic diversity of our staff, providing a workplace that is based on equity and merit and free from discrimination and harassment. To achieve this aim we have policies and procedures in place to ensure that we protect the rights of individuals and promote ethical behaviour.

We have a strong focus on providing a safe workplace and encouraging best practice safe working habits.

Our corporate values illustrate how Randwick City Council wishes to conduct itself as an organisation and reflect the manner in which the Council wishes to engage with its customers and the community. They provide a reference point for all staff in the organisation. Our five corporate values are:

**Integrity:** Ensuring transparency and honesty in all our activities.

**Customer focus:** Delivering prompt, courteous and helpful service and being responsive to people's changing needs.

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

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

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

## Responsible management — an example

One of the key actions in the outcome 'Leadership in sustainability' is to: Maintain a high performing workforce that is responsive to the needs of the organisation.

Our human resources plan, *Our people, Our outcomes*, is a strategic plan to develop individual and organisational performance. It aims to make the workplace safe and supportive, a place where achievement is recognised, and learning and development are encouraged.

It starts by analysing the external and internal influences on the structure of the workplace. External influences affect the pace of change in the nature of work and the availability of the workforce. Its analysis of the existing workforce shows age and gender distribution, and length of service of exiting employees.

The strategy has five key themes:

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

Implementing the actions associated with these themes 'will build and maintain a strong platform for productivity and achievement that is distinguished by responsive conditions of employment; staff who are recognised, motivated and rewarded; a positive working environment culture that values and encourages ethical behaviours and safe working practices.'

Maintaining and retaining their workforce is a key objective for all organisations. There are wide-ranging benefits for an organisation and its customers in maintaining a stable workplace, with replacement of staff taking up resources in terms of both time and money. It is estimated that the cost of re-hiring and retraining, and the impact of the loss of knowledge, easily exceeds 150 per cent of an employee's salary.

One of the strategies used by the Council to attract and retain staff is provision of flexible working hours. There are many productivity benefits in having a flexible workplace, with decreased levels of absenteeism and higher quality of work.

The plan includes a human resources risk analysis that was used to develop actions that will help the Council to adapt to future challenges.



# Outcomes

The outcome that most relates to this theme is Leadership in sustainability.

## OUTCOME 1: LEADERSHIP IN SUSTAINABILITY

We will demonstrate leadership and achieve a sustainable future through applying best practice financial, administrative, environmental, social and planning strategies and rigorous internal systems of governance. Through our staff we will build a strong platform for productivity, customer focus and achievement and fulfil our responsibilities to the whole community.

Directions	Four-year delivery program actions (2009-13)
<p><b>1a.</b> Council has a long-term vision based on sustainability</p>	<ul style="list-style-type: none"> <li>• Implement <i>The Randwick City Plan</i> four year cycle</li> <li>• Implement the Council's Sustaining our City environmental program for 2009-14</li> <li>• Ensure financial strategies underpin the Council's asset management policies and strategic vision</li> </ul>
<p><b>1b.</b> Council is a leader in the delivery of social, financial and operational activities</p>	<ul style="list-style-type: none"> <li>• Demonstrate best practice and leadership in local government</li> <li>• Contribute to protecting the Council's reputation and enhancing its positive public image</li> <li>• Maintain a high performing workforce that is responsive to the needs of the organisation</li> <li>• Provide good governance and administrative support for the Council and organisation</li> <li>• Effectively and efficiently manage financial operations, systems, performance and information</li> <li>• Be recognised as providing quality customer service, customer focus and call centre services</li> <li>• Continue to improve and implement business process systems and information technology infrastructure to support the organisation's objectives</li> <li>• Develop and implement a comprehensive integrated risk management framework</li> <li>• Provide a safe and healthy environment for staff, contractors and the community</li> </ul>
<p><b>1c.</b> Continuous improvement in service delivery based on accountability, transparency and good governance</p>	<ul style="list-style-type: none"> <li>• Apply the four-year Continuous Improvement Strategy within the organisation</li> <li>• Implement a systematic and structured approach to obtaining feedback from customers and managing existing data and information</li> </ul>

# A sense of community



**The theme 'A sense of community' encompasses the Council's social planning and communications responsibilities. It outlines how we will support our community, and encourage a sense of community by:**

- creating the opportunities and means for people to participate in community life and engage in our decision-making
- focusing on addressing the needs and wellbeing of the people in our community
- celebrating our cultural diversity and encouraging harmony
- providing community and cultural facilities
- advocating and developing partnership projects between the Council, our community and community service providers
- providing access to information and referral to community services and facilities.

## A sense of community — a snapshot

This theme describes our aim to create a feeling of inclusiveness, wellbeing and involvement so that people feel that they belong and are an integral part of our community. We see the Council's role as providing the opportunity for people to interact with others by fostering the Randwick City community as a whole and supporting the smaller distinct communities that exist throughout our City. We want people to be able to identify with and have pride in our City.

### Principles of social justice underpin all of our plans and strategies:

- access
- equity
- participation
- rights.

While most of Randwick City experiences high levels of advantage relative to other areas of Sydney, we have some communities experiencing high levels of social and economic disadvantage. Our priorities in planning for social inclusion are focused on tackling the effects of disadvantage on our residents and making sure they have equitable access to services and facilities that support their needs.

We promote a sense of community and a feeling of pride in the locality by providing and maintaining facilities and parks and by running community festivals and events. The improvements that we make to town centres foster a distinct City character. We provide venues where resident groups can meet for activities, and make sure our community can participate in the Council's decision-making.

Randwick City is home to a range of facilities and recreational and natural features. Whether owned or operated by the Council, State or Commonwealth governments or private enterprise, they all contribute significantly to our City's cultural and community development.

Educational and medical facilities that are important both locally and regionally include the University of NSW, the National Institute of Dramatic Arts (NIDA), Randwick TAFE and the Randwick hospitals complex.

Other features that benefit our community include the beaches, rock pools, bushland and places of recreation such as Centennial Park—an area of national heritage significance—and Royal Randwick Racecourse.

Our City has a number of multi-purpose community centres, while the Des Renford Aquatic Centre is a significant regional facility.

Our community is made up of diverse groups from a wide range of cultural backgrounds, age groups and household composition. Individuals often belong to a number of different groups according to their changing needs and interests. Compared with the Sydney average we have:

- the same average age
- a larger proportion of people renting (42.2% vs. 29.7%)
- a larger proportion of people living in lone households
- a smaller percentage of young children (0-4 years old) (5.5% vs. 6.6%)
- a higher number of people with a university qualification (Bachelor or higher) (27.8% vs. 20%)
- a slightly higher proportion of people who are Aboriginal or Torres Strait Islander (1.2% vs. 1.1%)
- a slightly larger proportion of residents who were born in a non-English speaking country (of those who speak a language other than English at home, the most common languages are Chinese, Greek and Indonesian).

Our 2008 customer satisfaction survey, conducted with 1000 residents, identified the most important services in the area as:

- maintaining local roads
- beach cleaning
- community safety
- maintaining footpaths
- health inspections at food premises.

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**Ninety-five per cent of people interviewed agreed that Randwick City is a good place to live, eighty-nine per cent preferred to shop in their local neighbourhood, and seventy-seven per cent felt they were part of their local community.**

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This clearly demonstrates the residents of Randwick City have a strong attachment to their community and local area. The fact that the majority of residents do feel part of their community confirms our commitment to building a 'sense of community'.

Data and responses such as these, and the comments we receive from all our consultations, help frame our directions and actions.

# Key issues

## A range of community services:

### Providing assistance to service providers to meet the needs of our community

The Council's primary role in community service provision is to support specific agencies and organisations to deliver support services. The Council's Community Project Officers work with service providers to better target programs for our residents. The Council provides childcare at Moverly Children's' Centre, and uses the Bowen Library as the venue for a number of programs aimed at breaking social isolation, particularly for senior citizens and people from culturally and linguistically diverse backgrounds. We also provide children and youth vacation programs as well as summer activity programs.

The Council's key approach in addressing the needs of our disadvantaged or vulnerable residents is to facilitate a wide range of community services through its subsidies and grants programs. In 2006 the Council developed its Grants, Donations and Subsidies Policy after extensive consultation with our community based tenants. The consultation process included a community briefing for all community groups and over 44 representatives participated in total. As a result of the briefing session, a working group was established to review the subsidy criteria, which included volunteer representatives from a range of local community centres. The policy provides the Council with an equitable, transparent and accountable framework for determining and allocating Council grants and subsidies to community groups, with clear priorities to achieve equity across the community.

Under the policy we provide nearly one million dollars worth of rental subsidies to community organisations every year. Service providers using Council-owned buildings at a substantially reduced rent include baby health and childcare centres, kindergartens, youth services, meals on wheels and family day care. We also subsidise the rent for services such as fishing clubs, Coogee Diggers, Rotary, Surfing NSW and Randwick netball. The subsidies include capital maintenance of the buildings, insurance and waiver of rates.

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

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## Our annual grants program is designed to support social welfare services and to encourage community development and growth.

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The Council's Community Partnerships Funding Program provides annual financial assistance to community-based social service providers to deliver support programs or services to improve the health and wellbeing of disadvantaged residents. Applicants may seek funding to carry out projects or programs up to a maximum of three years. An amount not exceeding \$60,000 per application over three years or \$20,000 per year may be applied for, tied to conditions.

The Cultural Community Grants Program supports creative arts and cultural activities to encourage community participation and involvement. Each year, an amount of \$90,000 is allocated to successful grant recipients.

The NSW Government also provides local councils with grant funding to carry out a range of programs for the local community. The Community Services Grant Program (CSGP) is a longstanding funding program of the NSW Department of Community Services (DoCS) that supports a range of activities; most notably, local government community workers, youth services, family support programs, and neighbourhood and community centres. The Home and Community Care (HACC) program is also jointly funded by the Federal and NSW governments and administered by the NSW Department of Ageing Disability and Home Care. Randwick Council provides a Home Maintenance and Modification Service for those who are eligible for the HACC program, such as frail older people, people with disabilities, and their carers. This service provides low-cost small to medium home repairs and modification services, such as the installation of safety ramps and support rails in the bathroom, changing light globes and widening doorways.

*An Inclusive Randwick City* is the Council's key strategic plan to address the unmet needs of people living within Randwick City who are experiencing social isolation and disadvantage. The plan is part of a suite of community plans that will guide the Council's social and community development initiatives over a ten year period. The Plan describes the work that will be undertaken by Council staff in collaboration with local service providers, government agencies and community members over the next ten years.

### **Strong partnerships to meet community needs: Working to keep service provision relevant to the community**

In addition to providing financial assistance to community service agencies through the Council's grants programs and rental subsidy framework, we also run an important referral service for residents requiring support services from other agencies. Consultation had revealed that our community wanted the Council to take on a stronger advocacy role with other community service providers. As a result we have actively built on our existing partnerships and forged new interagency partnerships. Part of our advocacy lies in maintaining a good understanding of the community's needs and representing those needs to our community service partners. We are committed to these working partnerships to strengthen and better support our communities. Memoranda of Understanding, such as those we have with Housing NSW and the Department of Health, provide us with structures to better help our community.

Randwick City has a wealth of health, education and community services. Within the City there are many schools, the University of NSW, TAFE, NIDA (National Institute of Dramatic Art), four major hospitals and associated research and related services, and government and non-government services such as public housing, aged housing, nursing homes and childcare.

The Council generally has no direct role in provision of these essential facilities and services, but we take planning and other measures to facilitate and advocate for their suitable location and continuation in our City. Broad planning controls in our Local Environment Plan (LEP) and specific Development Control Plans (DCPs) guide their location, development and design over time. We work in partnership to support these services by participating in specific events and through our community grants programs. We also support them by providing material from demographic data and community surveys that monitors needs and trends. We ensure that the public domain meets the needs of users, through capital works such as safe roads and footpaths, and through our high standards of cleaning and maintenance that add to Randwick's appeal as a place to locate essential facilities and services.

Advisory committees for a number of identified groups (such as youth, access, multicultural and older persons) bring together community members, Council staff members and other service providers so that we can remain informed about the community's needs. We use this information, along with demographic and other planning information, to provide or advocate for new services or to expand existing services.

### **The provision of community facilities: Providing multi purpose community facilities and opportunities for recreation to meet our community's diverse needs**

'Community facilities' incorporates the buildings, equipment and services provided for a community.

Our focus in providing new community facilities, and upgrading existing facilities, is on having multi purpose centres in accessible locations. Planning for community facilities will follow the recommendations of the *Community Facilities Plan* as well as taking new opportunities or advocating for new facilities as appropriate.

Each of our community centres will specialise in a particular function or theme but can be used for a range of purposes. For example, the Prince Henry Centre will specialise in cultural and educational activities; the Randwick Community Centre will specialise in environmental and sustainability education; the Bowen Community Centre specialises in library based events as well as providing an activity space for older people and people with disabilities and their carers. We remain committed to our community facilities having barrier free access so that people who are less mobile can move freely into and around buildings.

- The Prince Henry Centre was built as part of the Prince Henry redevelopment site at Little Bay and dedicated to Randwick City Council in 2009. It has an auditorium with staging facilities and capacity to seat around 250 people, as well as three meeting rooms to suit a range of purposes. It will allow the Council to support and encourage a range of cultural, performing and visual arts activities that bring the City's residents together.
- We have three libraries that provide the community with a range of facilities and programs. The Randwick Library was extensively refurbished in 2009 and features customised leisure areas, a new toy library and enhanced meeting spaces. For more information on our libraries please refer to 'Places for people'.

We also provide for our community's recreation needs through facilities such as sports grounds, parks, walking tracks, cycleways, an aquatic centre and playgrounds.

**Support for cultural activities:**  
**Respecting our cultural diversity**

Artistic and cultural developments play a key role in creating a sense of community. Facilitating artistic and cultural expression within the City is part of our provision of a wide range of community services.

We will provide creative support and local initiatives to stimulate growth in arts and culture. This will be accomplished by implementing our cultural plan, *A Cultural Randwick City*. We currently conduct at least 50 major community events every year and we will continue this level of service provision in supporting events and festivals and celebrating our many cultures. We will seek to expand opportunities for creative expression, including the permanent and temporary display of public art and the number of performance spaces across our City.

We see the diversity of cultures within our community as an important part of the City's vibrancy and success. To make our activities socially inclusive we use a range of languages in our communications. We use the framework provided by *Implementing the Principles of Multiculturalism Locally* (Department of Local Government and Community Relations Commission) to ensure all individuals and groups can participate in public life; that we promote community harmony, with respect for all cultures, languages and religions; that we provide activities and programs that are open to all; and recognise that linguistic and cultural variety is an asset.

The Council's Cultural Community Grants Program (see page 20), supports creative arts and cultural activities.

**Community engagement:**  
**Ensuring there is collaboration between the community and the Council**

How we communicate with our community was identified as a key issue during the original consultations for this plan. The Council has now adopted a consultation policy—*Community Consultation Principles and Consultation Planning Guide*—that aligns with international best practice and ensures consultation is conducted by all sections of the Council in a consistent manner. As a result of further community feedback we are using a two-step process for consultation so that community members can comment firstly during project design and secondly when the project details have been refined.

The consultation policy expresses our commitment to working with the community, and recognises the value of inclusion for a truly democratic outcome. It states: "The community has insights, skills, knowledge and experience which are valued by the Council. This community resource can be used to improve the Council's outcomes. Effective community consultation enhances democratic processes, good decision making and good management." The development of our actions depends on collaboration between the community, the councillors and the staff of the Council.

Our community engagement processes use a range of forums and methods, depending on the project. Information meetings, precinct groups, surveys, direct mail, information leaflets, workshops, on-site meetings, feedback forms and public exhibition are all used to gather and disseminate information.



On a regular basis we seek feedback from our twelve precinct committees and eight chambers of commerce and distribute all major plans to them for comment. Precinct meetings are resident forums, supported by the Council, that give local people a chance to meet and discuss common concerns. They are open to everyone living within the precinct's boundaries. Chambers of commerce are organised by local business proprietors.

We will continue to explore methods of communication to achieve a smooth and accessible two-way flow of information between the Council and the community. Our website is updated regularly to be a source of up-to-date information about our activities. Residents can also use it to download application forms, to complete consultation surveys, to track development applications and for access to relevant internet forums. We are investigating the use of social media sites as a means of communication between interested groups and the Council, but we will also maintain traditional methods of communication such as newsletters.

**Access to information:**  
**Providing information about the Council and other agencies**

The Council is committed to engaging with the community to ensure that community interests are being met, and also to ensure the transparency and accountability of our actions. Our communication role is about providing information on Council meetings and events; it is also about making facilities and services available and ensuring this information reaches the people it is intended for. Information is provided in plain English, in key community languages, in an accessible format, and at locations accessible to all.

We will also continue to use our various means of communication to provide information about other agencies so the community has access to a full range of services. We provide access to a Sydney-wide Community Information Directory via our website. This directory covers topics from accommodation to volunteering and can be set to show the services within any of the suburbs in Randwick City. Printed directories based on this directory can be viewed by the public at our libraries and at the Council's administration building.

Please see the Background Paper for 'A sense of community', *A Cultural Randwick City* and *An Inclusive Randwick City* for further information on this theme. You can also view an up-to-date demographic profile on our website:  
**[www.randwick.nsw.gov.au](http://www.randwick.nsw.gov.au)**

## A sense of community— an example

**Randwick Council's strong commitment to 'an informed and engaged community' is reflected in its *Community Consultation Principles and Consultation Planning Guide*.**

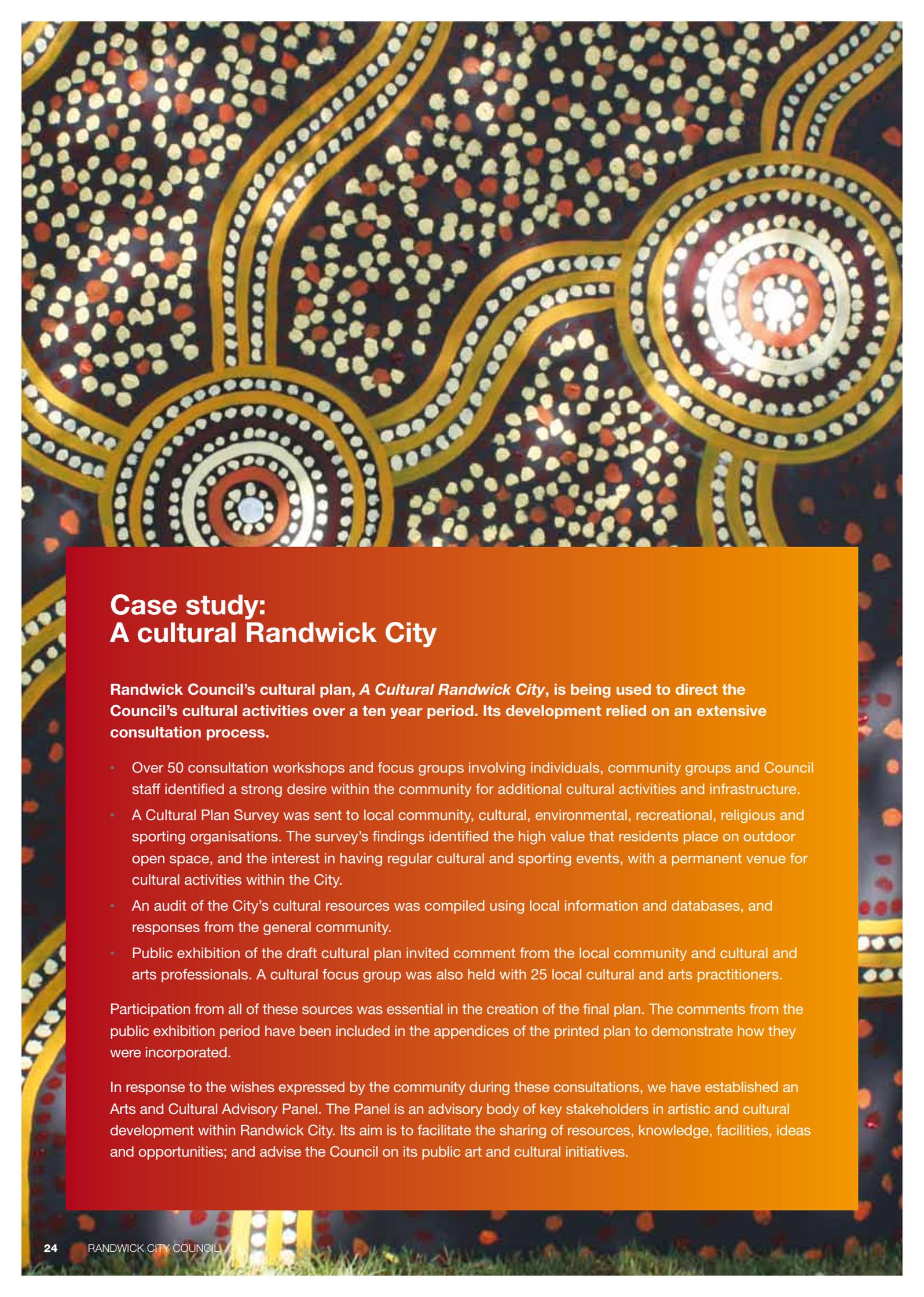
The guide states that consultations carried out by the Council:

- develop out of a strong customer focus and a respect for the community that the Council serves
- make community the focus
- acknowledge the community's right to be advocates for what they want or need
- include an awareness and understanding by staff of how the Council's actions impact on the community
- involve honest and straightforward dealing with the community
- provide accurate and timely information to the community
- include a clear explanation of the Council's decisions and actions at all stages of the consultation process
- incorporate actively listening to and acknowledging of other points of view
- respect individual and cultural differences at all times.

Staff can use the guide to assess the impact that a proposal has on the City, using a four-tiered structure:

- City-wide higher level
- Local higher level
- City-wide lower level
- Local lower level.

The guide then sets out the consultation techniques that match the level of impact. These techniques range from pamphlets and letterbox drops to notices in the local paper, liaison with community groups, public exhibition and special focus group sessions.



## Case study: A cultural Randwick City

**Randwick Council's cultural plan, *A Cultural Randwick City*, is being used to direct the Council's cultural activities over a ten year period. Its development relied on an extensive consultation process.**

- Over 50 consultation workshops and focus groups involving individuals, community groups and Council staff identified a strong desire within the community for additional cultural activities and infrastructure.
- A Cultural Plan Survey was sent to local community, cultural, environmental, recreational, religious and sporting organisations. The survey's findings identified the high value that residents place on outdoor open space, and the interest in having regular cultural and sporting events, with a permanent venue for cultural activities within the City.
- An audit of the City's cultural resources was compiled using local information and databases, and responses from the general community.
- Public exhibition of the draft cultural plan invited comment from the local community and cultural and arts professionals. A cultural focus group was also held with 25 local cultural and arts practitioners.

Participation from all of these sources was essential in the creation of the final plan. The comments from the public exhibition period have been included in the appendices of the printed plan to demonstrate how they were incorporated.

In response to the wishes expressed by the community during these consultations, we have established an Arts and Cultural Advisory Panel. The Panel is an advisory body of key stakeholders in artistic and cultural development within Randwick City. Its aim is to facilitate the sharing of resources, knowledge, facilities, ideas and opportunities; and advise the Council on its public art and cultural initiatives.

## Outcomes

The outcomes that most relate to 'A sense of community' are 'A vibrant and diverse community' and 'An informed and engaged community'.

### OUTCOME 2: A VIBRANT AND DIVERSE COMMUNITY

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

Directions	Four-year delivery program actions (2009-13)
2a. Maintain a current understanding of our community's needs	<ul style="list-style-type: none"> <li>Develop and implement a range of strategies (such as social inclusion) to understand and meet community needs</li> <li>Monitor demographic changes and maintain up-to-date information on our community to support planning and program development</li> </ul>
2b. Enrich our range of community services that meet our community's needs	<ul style="list-style-type: none"> <li>Provide improved opportunities for older people to access support services and recreational activities</li> <li>Implement projects that give families access to services for children</li> <li>Implement projects that give young people access to support and recreation</li> <li>Implement programs from the crime prevention and safety plan (<i>A Safer Randwick City</i>) to reduce domestic violence</li> <li>Provide improved opportunities for local Aboriginal and Torres Strait Islander people to access support services including employment, family support and recreational activities</li> <li>Implement grants programs in accordance with Council's Guidelines, to assist the community to enhance services that meet community needs</li> </ul>
2c. Strong partnerships between the Council, community groups and government agencies	<ul style="list-style-type: none"> <li>Provide support for resident precinct committees, local chambers of commerce and combined service clubs</li> <li>Participate in external groups that provide support and services for the local community</li> </ul>
2d. New and upgraded community facilities that are multi purpose and in accessible locations	<ul style="list-style-type: none"> <li>Progressively update plans of management, in accordance with an established priority list, focusing on sustainable design, multi-use facilities</li> <li>Oversee implementation of the revised Community Facilities Plan as per identified priorities</li> </ul>
2e. Barrier free access to community facilities is provided	<ul style="list-style-type: none"> <li>Provide high levels of accessibility to Council's community facilities and infrastructure</li> </ul>
2f. Our cultural diversity is appreciated and respected	<ul style="list-style-type: none"> <li>Implement <i>A Cultural Randwick City</i></li> <li>Implement social inclusion programs as detailed in the Community Relations Commission's <i>Implementing the Principles of Multiculturalism Locally</i></li> </ul>

### OUTCOME 3: AN INFORMED AND ENGAGED COMMUNITY

Our community will participate in shaping our City.

Directions	Four-year delivery program actions (2009-13)
3a. Effective communication methods and technology are used to share information and provide services	<ul style="list-style-type: none"> <li>Provide information to the community on the Council's services and activities using effective communications methods</li> <li>Ensure that the Council's website provides an accessible and usable interface between the Council and the community</li> <li>Implement technological solutions that support the development of services and resources and meet the needs of the community</li> </ul>
3b. The Council actively promotes the community services offered by other agencies	<ul style="list-style-type: none"> <li>Continue to maintain community information programs</li> </ul>
3c. A community involved in shaping and enhancing our City	<ul style="list-style-type: none"> <li>Develop opportunities for community input into the Council's decision-making processes</li> </ul>

# Places for people



**The theme ‘Places for people’ describes how our natural and built environment will be sustained so that people can live, work, shop, meet and spend leisure time within our City. Our focus in creating ‘Places for people’ is to:**

- Provide and maintain quality public spaces
- Care for our natural, built and cultural heritage
- Encourage diverse, adaptable and affordable housing
- Improve design and sustainability across all development
- Ensure the long-term viability of town centres
- Manage development opportunities and challenges
- Enhance recreation and leisure facilities
- Enhance open space areas
- Ensure the health and safety needs of our community are being met.

## Places for people —a snapshot

Our natural and built environments continually change as our needs, lifestyles and technology change. It is important that the planning, design and maintenance of buildings and spaces results in attractive, usable and enjoyable places for people. It is also important that we maintain our City's heritage as it keeps us connected with our past and our communities retain a sense of identity, pride and history.

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### **As one of Sydney's oldest local government areas, Randwick City has a built environment that reflects a rich and diverse history.**

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Development has occurred in phases, first in the north, then spreading southwards. The highest densities are in the north of our City, along transport routes and in town centres. Anzac Parade is a key feature that traverses the length of our City.

It is expected that our steady but low population growth rate will continue over the next 20 years. Housing is our dominant land use and our City has a wide mix of houses, apartment buildings and semi-detached dwellings from many different eras. We have a high proportion of high density dwellings (flats) compared to the rest of Sydney (42.2% compared with 29.7%), but we also provide a high level of open space for our residents—9.1 hectares per person—which is well above the recognised standard of 2.43 hectares per person.

For future residential growth our challenges will be:

- As an integral part of the Sydney metropolitan region we must contribute reasonably to its future growth and housing demand. The State government's Metropolitan Strategy sets targets for increases in housing, employment and population in each region.
- Achieving sustainable and high quality design for alterations and additions as well as for refurbishments and new dwellings.
- Maintaining housing affordability in the face of rising property prices.
- Meeting the needs of an ageing population, smaller families and more people who live alone.

- Balancing a demand for larger dwellings with environmental sustainability.
- Managing pressures on existing open space and the need to provide for more users.
- Managing and implementing planning and development reforms introduced by State and Federal governments.

In considering these challenges we are focusing on diversity, adaptability and affordability of dwellings. In maintaining our public spaces, we look for opportunities for social interaction and equity of access for all residents.

We need to plan for the preferred locations of new housing and renewal, and will focus on areas that are accessible to good public transport, employment, shops and services, such as town centres and the precinct around the University of NSW and Randwick hospitals complex. We recognise that some areas are under pressure and need a careful balance between development and conservation values. Planning for all areas will recognise the importance of improved public transport provision.

Increasing visitor numbers combined with our large number of high-density dwellings has seen our public spaces and recreation areas become increasingly popular. Nearly 30 per cent of the land in Randwick City is designated for some form of open space, including parks, reserves, beaches and recreation areas, such as Randwick Racecourse, Heffron Park and golf courses. It is essential that our public spaces and recreation areas are inviting, well designed, multi purpose, safe, attractive and easily maintained.

Our significant natural environmental features include Botany Bay National Park, Malabar Headland and Centennial Park, all of which are of heritage significance and contain significant flora and fauna populations and wetlands. The City has 103 local parks and several golf courses; aquatic reserves, located at Magic Point, Cape Banks, Long Bay and around Clovelly and Gordon's Bay; and beaches and rock pools located along our 29 kilometre coastline.

We also provide a number of purpose-built facilities for recreation and leisure such as the Maroubra Skate Park, the Des Renford Aquatic Centre, and three libraries.

## Key issues

### **Better design and environmental sustainability across all development:**

**Improving the environmental performance of buildings and spaces, and achieving high quality urban design**

We will continue to improve design and environmental sustainability across all development in our City. To do this we will focus on holistic planning, where emphasis is placed on the relationship between our community, our public spaces and our buildings.

We will showcase state of the art design by undertaking sustainable upgrades of Council facilities.



**Randwick Council's Prince Henry Centre was opened in 2009. It is a multi purpose community centre, built with a special focus on cultural activities such as theatre, music and dance performances. The building design maximises energy efficiency through:**

- orientation and design of the building with openings taking advantage of natural breezes and sun access
- thermally insulated building construction, including the 'green roof'
- natural ventilation that minimises reliance on mechanical ventilation systems for heating or cooling
- energy efficient lighting, with zoned and labelled light switching
- solar hot water and solar power systems
- sourcing, where possible, of internal fittings and furniture made of recycled materials or capable of recycling, and with low energy ratings.

**The internal comfort of the building is optimised through:**

- building design and use of materials that enhance thermal comfort
- natural ventilation 50% above the Australian Standards
- natural daylight to minimise artificial lighting
- environmentally friendly paints, carpets and internal finishes.

**The state-of-the-art water recycling measures include:**

- a bio-retention swale on the site that contributes to the stormwater re-use system across the whole Prince Henry site
- landscaping that minimises irrigation or maintenance needs
- water recycling, with treatment of stormwater run-off through the 'green roof' and concealed storage tanks, for non-potable re-use
- waterless urinals
- 3 star or better rating tap fittings, showerheads and toilets.

**Development opportunities and challenges:  
Managing the demands of development and  
infrastructure as a result of existing and future  
population growth, and growth in visitor numbers**

In accommodating a continued yet low growth we will promote the distinct character of our City and our different neighbourhoods. A balanced approach will be needed recognising that some areas, such as our heritage conservation areas and our northern coastal area, are less suitable for future growth. Land uses will be integrated with more sustainable transport options to achieve an effective and liveable City. To achieve these directions we are undertaking, in partnership with our community, a comprehensive review of the Randwick Local Environmental Plan.

Our Local Environmental Plan (LEP) is the main planning instrument for our City. Undertaking a comprehensive review means we will examine and amend our current LEP, bringing it in line with the State Government’s standard LEP template and legislative changes to meet the future needs of our City and the Sydney metropolitan area. The revision will respond to State government strategies, including the dwelling and employment targets contained in the Metropolitan and Subregional Strategies, and planning reforms such as new State policies that fast-track minor development and override local councils. It will be accompanied by a comprehensive Development Control Plan (DCP), which sets out more detailed provisions to guide specific types of development. The revised LEP will be prepared by 2011.

We will retain a diversity of building types within our City. Densities and renewal opportunities will be focused along key public transport routes such as Anzac Parade, in and around town centres, and around key areas of activity and employment. In the short term, limited opportunities exist to extend the City’s development densities given the current transport and traffic conditions. We are working on the development potential of the precinct around the University of NSW and Randwick hospitals complex in consultation with key stakeholders. It will be important to encourage a mix of service uses as well as residential development around this precinct to support the ongoing operation of these key organisations within our City.

The general vision for specific geographic areas within Randwick City is further explored in the section ‘Our City—a closer look’.

Section 94 of the *Environmental Planning and Assessment Act 1979* provides a system for requiring contributions when a development takes place. These contributions are levied by councils on new developments to ensure that growing and changing communities have adequate public amenities and services. Development contributions can be used to help provide for parks, local road improvements, town centre improvements, community centres and other services.

Randwick City Council has developed a Section 94A Plan and a Planning Agreements Policy for the application of these contributions in the Randwick area. We will regularly review and update the plan and policy in line with State planning reforms and requirements.

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**Planning and development reforms at the local government level are being proposed by both State and Federal governments. These reforms will provide challenges to the Council in regard to environmental considerations and design in the local community.**

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## **Community safety, health and wellbeing:** **Ensuring our community's safety and helping to provide for its health and wellbeing**

One of our key actions in this area has been to prepare and implement a crime prevention and community safety plan. The plan, *A Safer Randwick City*, was adopted by the Council in 2008 and is now being used to prioritise the projects we carry out to promote community safety. It relies strongly on our partnerships with NSW Police and other government agencies. The Council operates at the community level, to ensure we are well informed of local emerging issues and positioned to facilitate community and inter-agency dialogue.

The Council also plays a complementary role to the State government in protecting our community's health and wellbeing. We carry out a range of activities that contribute to our community's physical, social and mental wellbeing. We enforce food safety regulations; monitor the operations of food premises, cooling towers, hairdressers and skin penetration premises; maintain our many sporting and recreation grounds; encourage vibrant town centres and provide cycling and walking tracks.

The South Eastern Sydney and Illawarra Area Health Service has identified health priorities for this area. We will work in partnership with the service to encompass those priorities in our planning for community health and wellbeing.

Our *Recreation Needs Study* analyses the use of open space for passive and active recreation. This information will help us to provide local residents with facilities for individual and team sports, playgrounds, dog exercise, cycling and walking. Residents can also maintain a healthy lifestyle at our various beaches and ocean pools. The Des Renford Aquatic Centre has a number of pools plus a program of fitness activities.

The Council's staff responds to environmental spillages and human sensory issues, such as noise and odours that can have a significant impact on public health. Advocacy on behalf of residents with local health service providers and provision of home maintenance for those needing improved access are also important functions carried out by the Council.

The Council supports community programs through grants and subsidies. Our Community Partnerships Funding Program has funding available for not-for-profit organisations that deliver support programs or services to improve the health and wellbeing of disadvantaged residents. The Council will continue to support local programs that meet specific needs, such as the La Perouse Public School breakfast program.

## **Diverse, adaptable and affordable housing:** **Facilitating a diverse and affordable range of housing to meet our housing needs**

Having access to appropriate and affordable housing is one of the most important factors in developing sustainable local communities. Affordable rental housing is especially important for at-risk low income groups and for people living on a fixed income. People on low to moderate incomes also need to have access to affordable housing. Many areas in the City have undergone redevelopment, property values and rents have increased and many older dwellings have been replaced with new upmarket housing, resulting in a lack of affordable housing for key workers on low and middle incomes. The provision of affordable housing plays a vital role in maintaining sustainable communities and a stable labour force, particularly for people employed as key workers, such as nurses and teachers. The decline in housing affordability has meant that workers have to commute longer distances to work, placing significant strains on families and the environment with increased vehicle movements and demand for public transport infrastructure.

The Council is involved in facilitating a range of initiatives designed to retain and encourage affordable housing in Randwick City. Our *Affordable Housing Strategy* is designed to keep a mix of residents in our City. Through the local planning process, the Council negotiates for ownership of affordable units on completion of housing developments. These units are then tenanted according to our Affordable Rental Housing program. A 2009 State government policy will further encourage affordable housing development for rental purposes.

We will maintain the diversity of our housing types by working with the State government and community housing agencies, promoting affordable and varied housing for all income groups and lifestyles. A Memorandum of Understanding between the Council and Housing NSW enables us to work together on a range of issues.

For future development, we will continue to encourage adaptability and accessibility by emphasising retrofitting and improving the amenity and environmental performance of existing buildings. Our *Design Ideas for Rejuvenating Residential Flat Buildings Policy* promotes design excellence in the refurbishment of older walk-up flat buildings. Development applications must demonstrate how the proposal will improve the internal residential amenity, the environmental performance and streetscape appearance.

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## **Celebrate our cultural, built and Aboriginal and Torres Strait Islander heritage:**

### **Valuing, protecting and celebrating our heritage**

Our heritage consists of the places and objects that we have inherited from the past and want to pass on to future generations. It defines us as a community: who we are and where we have come from. There are many ways in which we value our heritage, from celebrating the many cultures that have created Randwick's communities to working with volunteer bushcare groups to preserve our natural environment.

We will continue to include recognition, protection and celebration of our City's built and cultural heritage throughout our activities. We will continue to research and document areas of our heritage that have not yet been fully investigated, and use relevant technologies to make heritage materials and resources available to all. In late 2009 a history of Randwick was published to mark the Council's 150th anniversary.

For our built heritage, we will continue to seek solutions that balance heritage conservation with the use of buildings at a modern day standard. To help owners of heritage items and buildings in heritage conservation areas to maintain and upgrade their properties, we will investigate and develop appropriate conservation guidelines, in addition to providing expert heritage advice.

The Council will continue to liaise with relevant Aboriginal and Torres Strait Islander groups on the social and cultural importance of the locations of all large redevelopment sites and undeveloped areas, and to conduct archaeological investigations.

Randwick Council's Reconciliation Statement outlines ways in which, as a community, we can build on progress towards reconciliation. Two vital clauses of that statement express our commitment to celebrating and valuing our Indigenous heritage.

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**The Council acknowledges and recognises: The rights of people of Aboriginal and Torres Strait Islander descent to live according to their own beliefs, values and customs, and the vital importance that these communities contribute, to strengthening and enriching the heritage of all Australians.**

**The Council commits to: Developing and promoting, as appropriate, Aboriginal and Torres Strait Islander communities' involvement in events and celebrations of significance, which respect the dignity and protocols of their local communities.**

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Activities that express these commitments include being involved with the local community in organising annual NAIDOC Week and Reconciliation Day activities, and participating in the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum. The forum's purpose is to develop policies and strategies at the regional level which will stimulate local government commitment to Aboriginal and Torres Strait Islander communities. The forum also coordinates the annual Pauline McLeod Reconciliation Awards. Representatives from Botany, Randwick, Sydney, Waverley and Woollahra Councils, as well as members from local Indigenous communities and their organisations, work together through the forum.

## **Provide and maintain quality public spaces: Maximising the identity, amenity and useability of neighbourhoods**

We are committed to maintaining and enhancing Randwick City's public spaces and streets and focusing on delivering quality, well designed spaces that are inviting, functional, safe, attractive and well maintained. We will seek to create new recreational areas as opportunities arise, and ensure multiple activities are catered for.

Maintenance of public spaces is one of the Council's highest priorities. Resident feedback, through our 2008 customer satisfaction survey, indicates increased satisfaction with the levels of cleanliness of our beaches, town centres and other public areas, reflecting an increase in the Council's resources for these activities.

Our *Recreation Needs Study* analyses our public spaces and their current and future uses. This study enables us to progressively review and implement plans for managing the City's parks and beaches to best serve the community. We will continue to upgrade and extend the Coastal Walkway, and advocate that Malabar Headland be returned to the community to expand the amount of land available for public use.

The Coastal Walk is a spectacular walk that follows our coastline from Clovelly Beach to Maroubra Beach, and will eventually run all the way to Botany Bay.

Much of the walkway is wheelchair accessible with a ramp at Clovelly beach that gives people in wheelchairs access to the water.

Timber boardwalks have been designed to create a raised walkway through some of the delicate areas of vegetation and peat bogs. Much of the labour required to regenerate the coastal heath vegetation has been donated by the Randwick Bush Regeneration Volunteers.

## **Provide and maintain quality public facilities: Making sure that high quality resources and facilities are available to our community**

The Council provides and maintains a broad range of public facilities, such as the Des Renford Aquatic Centre, sporting fields and playgrounds. We also provide subsidies for the use of facilities by groups such as surf clubs and fishing clubs.

Randwick Council provides three libraries for residents:

- Bowen Library in Maroubra Junction
- Randwick Branch Library in the Royal Randwick Shopping Centre
- Malabar Community Library in Matraville.

Our libraries aim to have quality resources, services and facilities that meet the needs of the community. The libraries are well stocked with traditional printed books, and also make available a growing number of audio books and eBooks that can be downloaded from our website. There is a local history unit and a wide range of online resources.

The Bowen Library is also the venue for a wide range of activities and events, from book clubs to play readings. There are special activities for various sections of our community, such as parents and babies, children, students and seniors, as well as conversation classes in the major local community languages other than English.

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**The library held 572 events in 2008-09, attended by 25,148 people. The number of participants rose by over 11 per cent on the previous year.**

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**Manage our assets for optimum service:**  
**Ensuring that public assets are maintained efficiently and effectively**

The Council owns and operates more than \$1 billion worth of assets. Our Strategic Asset Management (SAM) system allows the most efficient allocation of resources to keep these assets operating at an optimal level. Asset management seeks to identify, maintain and monitor our infrastructure assets in such a way that the whole community benefits and intergenerational equity is ensured.

Public assets include footpaths, roads, drainage, parks, buildings and equipment. Our Asset Management Strategy 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. This will allow the City's infrastructure to remain viable even as its various components age, ensuring residents continue to enjoy the amenities that contribute to modern urban life. It also allows for maintenance and replacement costs to be factored into our financial planning. Lifecycle costing is used to account for each asset, covering the costs of creation, maintenance, refurbishment and disposal.

GIS (Geographical Information System) mapping is linked to the asset management system as a visual reporting tool. This assists us in the efficient monitoring and maintenance of our assets, and in responding to problems.

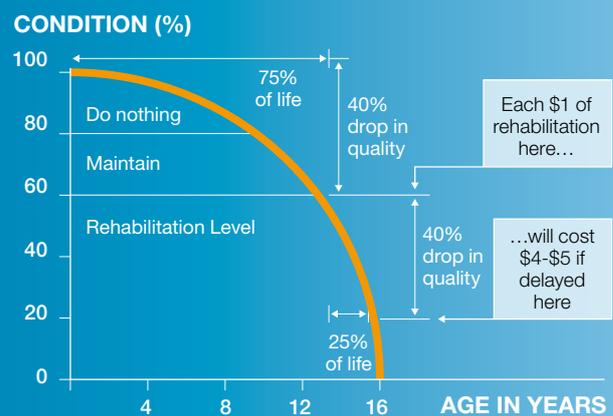
**Long-term viability of town centres:**  
**Enhancing public spaces and places in which people can live, work, shop, meet and spend leisure time**

Our town centres are an essential part of our City's attraction, and we will promote each centre to maintain and enhance its distinct qualities. To ensure the town centres retain their vitality, we will continue to encourage a variety of uses in the centres. We will continue a strong working relationship with the City's chambers of commerce to ensure our town centres remain inviting and commercially viable. In achieving these directions, we will improve the way our town centres 'feel', and also their pedestrian and cycling access.

Please refer to our plans *A Safer Randwick City*; *Recreation Needs Study* and *Affordable Housing Strategy* and the 'Places for People' Background Paper for further information about this theme. Please also refer to the section at the end of this plan, 'Our City—a closer look', which highlights land uses across our City.

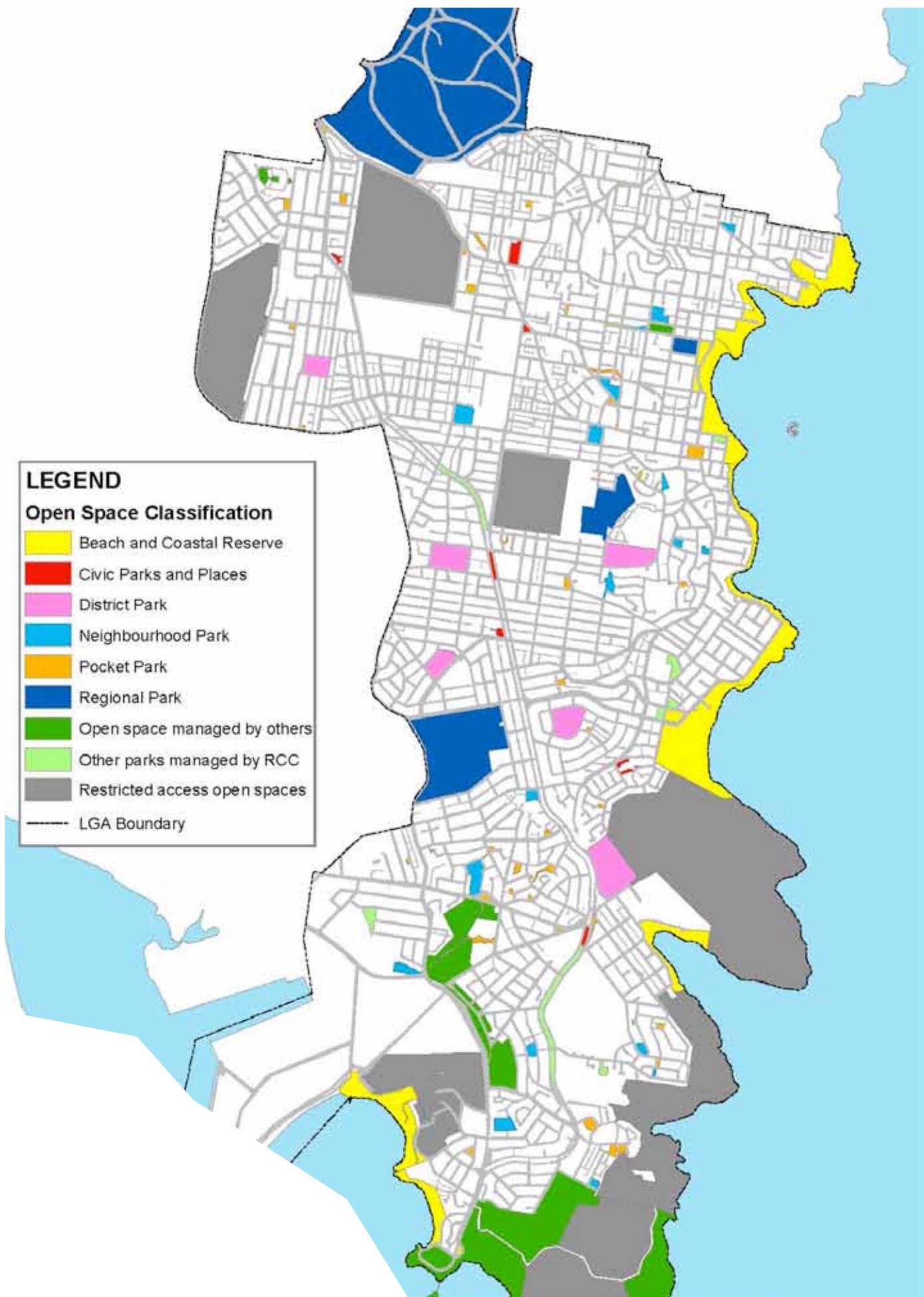
**Case study:**  
**Roads**

There are three road classifications in Randwick City Council: state roads, maintained by the State government; regional roads, maintained jointly by State government and the Council; and local roads, maintained by the Council. There are 20.8 kilometres of state road, 26.4 kilometres of regional road and 271.1 kilometres of local road in the City. Three kilometres of road are owned by other government bodies (Housing NSW, Sydney Ports Authority, and Department of Lands). The Council maintains a Road Pavement Asset management system that maintains asset data, analyses the data and develops programs for capital works and planned maintenance. It is important that roads are maintained without excessive deterioration, as the cost of maintenance is much lower than the cost of rehabilitation.



The condition of the roads is continuously monitored, with information collected on 20 per cent of the network every year, meaning that there is a full survey of the entire network every five years.

# OPEN SPACE CLASSIFICATION



## Places for people — an example

Randwick Council's *Recreation Needs Study* was adopted by the Council in 2008. It relates most closely to outcome 5, 'Excellence in recreation and lifestyle opportunities'. Its analyses of existing open space and the ways in which spaces are used are also important for outcome 6, 'A liveable city', and outcome 10, 'A healthy environment'.

The study has enabled the Council to gain a better understanding of the current use of open space and sporting facilities in the City by residents and visitors, and the impact that changing needs may have on future provision of these amenities. The study provides the Council and the community with a framework for recreation policy development, strategic recreation planning, and effective development of recreation facilities.

Using current demographics and population projections, the study found that while current satisfaction levels with open space are high, there are already significant pressures on our sporting fields and an undersupply of fields for some sports, according to industry benchmarks. These pressures are expected to continue and increase over time. By commencing planning now, the Council can consider options for multiple uses for parks and sports fields. Our commitment to the health and wellbeing of our community means that we will aim to provide and maintain accessible and diverse open space and recreation facilities and services throughout our City.

Our inner city environment makes it difficult to significantly increase the provision of open space. The solution lies in creating strategies that increase the diversity, quality and accessibility of what already exists.

The amount of land dedicated to open space, parkland and sporting and recreation facilities in Randwick City is well above that of comparable local government areas across inner metropolitan Sydney. Its importance is reflected in our expenditure per capita, which is amongst the highest of all NSW councils. (Department of Local Government, *Comparative information on NSW Local Government Councils 2007-8* p.177)

Open space in Randwick City is classified into eight categories: regional parks, district parks, neighbourhood parks, pocket parks, beach and coastal reserves, civic parks and places, remnant bushland areas, and roadside reserves. We have generic plans of management for each type of open space to guide development and care. We also develop plans of management for significant parks such as Heffron Park and Chifley Park.

# Outcomes

The outcomes that most relate to this theme are:

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

## OUTCOME 4: EXCELLENCE IN URBAN DESIGN AND DEVELOPMENT

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

Directions	Four-year delivery program actions (2009-13)
<b>4a.</b> Improved design and sustainability across all development	<ul style="list-style-type: none"> <li>• Achieve excellence in the design quality of new development</li> </ul>
<b>4b.</b> New and existing development is managed by a robust framework	<ul style="list-style-type: none"> <li>• Develop and implement effective processes and strategies to manage the impact of new and existing development</li> <li>• Implement effective regulatory strategies and programs to manage the impact of new and existing development</li> </ul>

## 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 and activities.

Directions	Four-year delivery program actions (2009-13)
<b>5a.</b> Maximise opportunities for residents and visitors to enjoy both active and passive open space uses	<ul style="list-style-type: none"> <li>• Progressively update plans of management, in accordance with an established priority list, focusing on active and passive recreation opportunities</li> <li>• Continue work towards creating a continuous coastal walkway from Clovelly to Botany Bay as detailed in the <i>Recreation Needs Study</i></li> </ul>
<b>5b.</b> A range of sporting and leisure activities	<ul style="list-style-type: none"> <li>• Introduce and maintain a diverse range of programs to increase attendances at Des Renford Aquatic Centre from year to year</li> <li>• Implement open space plans of management as detailed in the <i>Recreation Needs Study</i></li> </ul>
<b>5c.</b> New open space is created as opportunities arise	<ul style="list-style-type: none"> <li>• Advocate the return of Malabar Headland to community open space</li> </ul>
<b>5d.</b> Library programs, resources and facilities provide innovative and inspirational opportunities for education and leisure	<ul style="list-style-type: none"> <li>• Improve and develop existing and new library facilities, services and resources ensuring their ongoing relevance to the community</li> </ul>

## OUTCOME 6: A LIVEABLE CITY

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

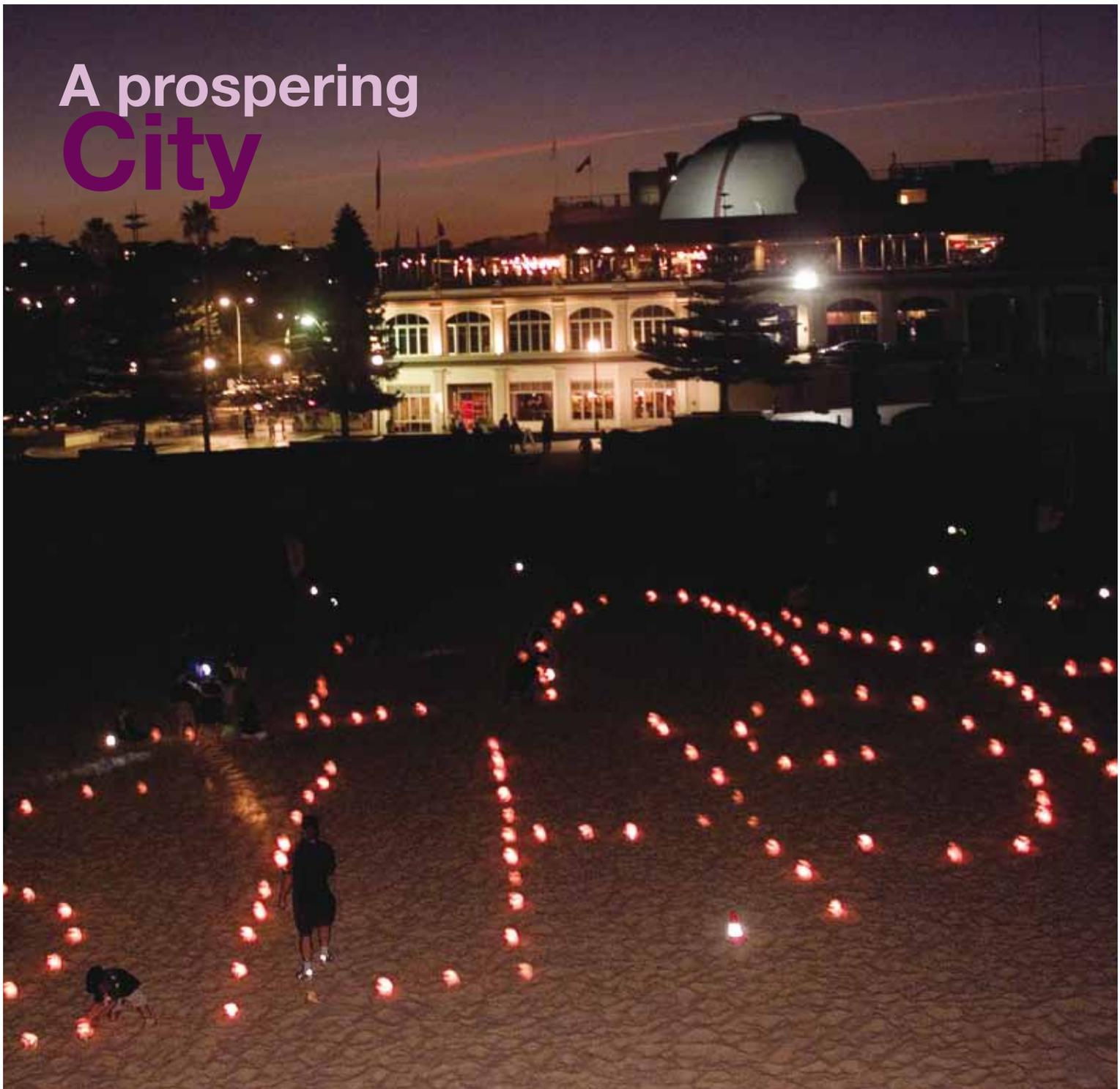
Directions	Four-year delivery program actions (2009-13)
6a. Our public assets are planned, managed and funded to meet the community expectations and defined levels of service	<ul style="list-style-type: none"> <li>Implement the strategic asset management (SAM) system to deliver intergenerational equity and meet the Council's obligations as the custodian of our community's assets.</li> <li>Conduct programmed asset maintenance management in accordance with adopted service levels</li> </ul>
6b. Our town centres, beaches, public places and streets are safe, inviting, clean and support a recognisable image of our City	<ul style="list-style-type: none"> <li>Conduct public place cleaning in accordance with adopted service levels</li> </ul>
6c. The safety of our community is paramount and is acknowledged and supported through proactive policies, programs and strategies	<ul style="list-style-type: none"> <li>Implement actions identified in the Council's crime prevention and safety plan (<i>A Safer Randwick City</i>) to reduce anti-social behaviour and foster a safer city</li> <li>Maintain Department of Health guidelines for pool water quality at Des Renford Aquatic Centre</li> <li>Educate the public on surf and water safety</li> <li>Implement effective regulatory and compliance services and programs to maximise public health and safety in Randwick City</li> <li>Implement the <i>Road Safety Action Plan</i></li> <li>Conduct minor reactive maintenance management in accordance with adopted service levels</li> </ul>
6d. A strategic land use framework provides for our lifestyle changes and for a continuing, yet low rate of growth across our City	<ul style="list-style-type: none"> <li>Complete and implement the review of the strategic land use framework (the comprehensive Local Environment Plan and Development Control Plan)</li> <li>Ensure equitable and timely implementation of the S94 Contributions Plan to enhance public facilities</li> </ul>
6e. Housing diversity, accessibility and adaptability to support our diverse community is enhanced	<ul style="list-style-type: none"> <li>Provide for enhanced adaptability and accessibility of housing</li> <li>Implement the Council's <i>Affordable Housing Strategy and Action Plan</i></li> </ul>
6f. Distinct neighbourhoods that meet the needs of our community as places to work, shop, live and socialise	<ul style="list-style-type: none"> <li>Undertake an ongoing program of comprehensive Town Centre reviews</li> </ul>

## OUTCOME 7: HERITAGE THAT IS PROTECTED AND CELEBRATED

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

Directions	Four-year delivery program actions (2009-13)
7a. Our heritage is recognised, protected and celebrated	<ul style="list-style-type: none"> <li>Local and cultural history is recognised, known, preserved and celebrated (through events, media, etc)</li> <li>Preparation and implementation of management and maintenance plans for heritage properties owned by the Council</li> <li>Monitor and review our City's heritage planning provisions to ensure suitable conservation and adaptive re-use</li> </ul>

# A prospering City



**The theme 'A prospering City' encompasses our support for our local economy in the context of regional, national and international trends. Our focus in creating 'A prospering City' is to:**

- facilitate economic development and maintain the diversity of our local economic base, including maintaining our existing commercial and industrial land
- improve and promote our town centres
- improve accessibility to and around our key economic activity centres
- manage tourism and its impacts so that visitors to our City are more environmentally and socially responsible.

## A prospering City — a snapshot

Randwick City's economy is part of a complex and diverse network of activities that extends well beyond our boundaries. In the State government's Metropolitan Strategy we are placed within the East subregion, where our key major economic influences are the Sydney CBD, Port Botany, the University of NSW and Randwick Hospitals complex, and the airport. The State government 25-year planning targets to 2031 for the East subregion are for 20,000 new dwellings (8,400 in Randwick City) and 17,500 new jobs (approximately 5,900 in Randwick City). Our aim is to achieve the targets for this subregion without compromising our existing culture or quality of life.

The University of NSW and the Randwick Hospitals complex are identified in the Metropolitan Strategy as a Health and Education Specialised Centre. This recognises their vital role in generating benefits for the economy and employment throughout the local area, the whole metropolitan region and beyond.

There are also a number of smaller scale employers and economic activities within our City including the Council, numerous schools, Randwick TAFE, our industrial areas and the Long Bay Correctional Complex. Our town centres cater to a more locally-oriented economy and society, as well as being supported by a well-established tourism industry. This employment and service provision has significant benefits for our local community.

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**Randwick Council take a pro-active role in stimulating and encouraging local and regional economic development. We provide this leadership through high quality strategic planning, good governance and key partnerships.**

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We support local economic development by promoting local activities and the use of local businesses, and lobby for improved transport links. We assist local economic development through policies that provide for public health and safety, affordable housing and environmental sustainability.



Our town centres are typically neighbourhood centres built along main streets. In recent decades, these centres have developed to include a mix of housing, retail and commercial uses together with leisure opportunities. This mix of uses improves accessibility, supports public transport use, encourages walking and cycling and provides meeting places.

These town centres are important community 'hubs' but face strong competition from nearby larger centres. To ensure our centres retain their viability and vitality, we need to identify and build on their existing attractions and uniqueness. Promotional activities such as festivals and events help to foster vibrant town centres. We will strengthen our town centres by ensuring public spaces are well designed and well maintained and by advocating access to efficient public transport.

Our industry is centred around Matraville and Port Botany. The Metropolitan Strategy identifies Port Botany and environs as a specialised centre as this area plays an important role in the broader metropolitan economy. Other industrial lands adjacent to the port are the site of light industry, with over 60 per cent of businesses involved with the port or the airport on a weekly basis.

## Key issues

### **Our local economy:**

#### **Providing a strategic approach to economic development**

Our Economic Development Strategy analyses our City's local economy as well as its regional context and national and international influences. With this sound basis, we have identified and can build on our City's economic strengths.

By maintaining our City's economic diversity and increasing our understanding of its economic context, we will help Randwick City to prosper over the next 20 years. We will review our planning controls so we both support our town centres and support the education–health precinct located around the University of NSW and the Randwick hospitals complex. We will work with the State government on the 'CBD to airport corridor' strategy so that we contribute and support the strategy in the best interests of our City.



### **Effective partnerships:**

#### **Creating effective partnerships with a variety of organisations that influence our economic development**

It is important to work in effective partnerships so we can manage the regional influences on our City's local economy. We will build on our relationships with existing organisations and develop new partnerships with key organisations. We will maintain our participation in joint projects with neighbouring councils, continue to strengthen our partnership with our City's chambers of commerce and other business entities and establish a business leaders' forum for key employers in our City. We are preparing a precinct plan for the area around the university–hospital complex. We will continue to work with the Sydney Ports Corporation to develop employment opportunities, and to minimise the environmental impacts of its operations and any expansion. We will also work with utility providers to enhance local infrastructure over time.

### **Town centres and small businesses:**

#### **Identifying ways to strengthen our town and local centres and to promote small businesses throughout our City**

Our town centres offer a very different service to the larger regional shopping centres and we positively promote this difference. We will continue to develop programs that support and promote our centres to help them to serve our local community and support our City's economic growth. We are working with our City's chambers of commerce and local communities to identify and develop each town centre's character and unique identity. We will prepare a public domain improvement strategy for each town centre as part of an overall public domain strategy for Randwick City. This coordinated approach for each town centre involves planning and design reviews, public domain improvements, encouraging businesses to market themselves, and plan events to market their centre. We facilitate joint events and sponsorship of events to support and promote each local centre's unique qualities. We will continue to hold our biennial business awards to recognise and encourage innovation in our local businesses.

### **Tourism and recreation:**

**Providing a strategic approach to tourism via the Economic Development Strategy—recognising the significant contribution tourism can make to employment and the ongoing prosperity of Randwick City, while being sensitive to environmental and social issues**

Tourism plays an important role in the prosperity of Randwick City. This area, and Coogee in particular, has long been a prime destination for the people of Sydney for its beauty and seaside attractions. Randwick City Tourism Inc chose the name 'The Sports Coast' to highlight the wonderful array of outdoor recreation activities available across Randwick City, from thoroughbred horse racing and team sports of all varieties, to bushwalking, bicycling, sailing, surfing and scuba diving.

Our development of the Coastal Walk from Clovelly to Botany Bay provides a world-class facility for tourists and residents alike. We will continue to develop the Coastal Walk and provide more open space as opportunities arise, including lobbying for the future use of Malabar headland as a public area.

A significant proportion of the people employed in Randwick City today provide services for visitors from other Sydney suburbs, other parts of Australia or overseas.

The Council works with businesses and organisations operating in this field to ensure that tourism is sensitive to the physical and social environment. We apply the findings and recommendations of our plan *A Safer Randwick City* in relation to public health and safety to ensure businesses operate responsibly, the cleanliness of the City is maintained, and that overall environmental considerations and residential amenity are a priority. Our partnerships with other agencies assist in meeting these goals, such as our work with NSW Police to minimise anti-social behaviour in identified 'hot-spots', and a Memorandum of Understanding with the NSW Department of Health in regard to backpackers' hostels.

### **Transport and access:**

**Transport choice, convenience and ease of access determine how people travel to and around an area. Transport can influence where a business locates and how it grows**

Transport and accessibility are factors that significantly influence our City's economic growth. We will focus on promoting public transport, walking and cycling for access to our town centres and other local destinations.

Many people who live and work within Randwick City travel to and from work via public transport. Effective and convenient public transport is also an environmentally sound way for visitors to travel to and from our City and its key destinations. We will advocate for public transport use as a way to support our local economy and provide links to key locations throughout the Sydney metropolitan area. We will work with neighbouring local councils and regional organisations to advocate and lobby the State Government for public transport improvements and better links to key employment areas.

We are defining walking and cycling catchments and creating high quality pedestrian and cycle links to and between town centres and key locations such as beaches, schools, the university and the hospitals. We prioritise the development of cycleways according to the *Randwick Bicycle Plan*.

Please see the Randwick Council *Economic Development Strategy* and the Background Paper for 'A prospering City' for more information about this theme.

## A prospering City — an example

Direction 8b (*Vibrant town centres that adequately serve the community and foster support for local business activity*) demonstrates our commitment to support local business activity and keep town centres vibrant and viable to serve their community. One of the characteristics of traditional shopping strips—as opposed to malls or ‘big box’ shopping facilities—is the mix of retail and other services. The smaller shopping strips are often on a more intimate and human level, and favoured by shoppers for the personal contact that they provide with shopkeepers and other local residents.

The Council has adopted a ‘Shop local and sustainability’ policy to use local suppliers and/or Australian-made products, recycled (or partly recycled) products and energy efficient/clean (waste minimising) technologies, where possible, taking price, quality and other relevant considerations into account.

One strategy that we have used successfully in the community is the ‘shop local’ campaign. Stickers and street banners encourage residents to ‘shop locally’. This campaign brings together our planning for vibrant town centres, improved transport, environmental considerations and economic development. It also promotes social inclusion and wellbeing as residents can mix within their geographic areas, strengthening their connections with neighbours and other familiar people.

We will continue to consider the specific role that each town centre plays or could play in the future. Larger centres provide a range of services for residents and make a strong direct contribution to the economy, either as employment hubs (or as nodes in systems of employment activity) or in supporting the tourist economy. Smaller centres also make a significant contribution to enhancing local amenity, which is critical for attracting a high quality workforce to the local area.



Our  
City  
shop locally



RANDWICK CITY

# Outcomes

The outcome that most relates to 'A Prospering City' is 'A strong local economy'.

## OUTCOME 8: A STRONG LOCAL ECONOMY

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

Directions	Four-year delivery program actions (2009-13)
8a. Vibrant business, commercial and industrial sectors that provide ongoing and diverse employment opportunities	<ul style="list-style-type: none"> <li>Implement the adopted recommendations of the <i>Economic Development Strategy</i> in relation to vibrant business, commercial and industrial sectors</li> </ul>
8b. Vibrant town centres that adequately serve the community and foster support for local business activity	<ul style="list-style-type: none"> <li>Implement a range of strategies to support the development of vibrant town centres</li> </ul>
8c. Economic growth and development that strengthens our hospital and university precinct	<ul style="list-style-type: none"> <li>Implement plans/strategies for economic growth and development that strengthen the Hospital/UNSW precinct</li> </ul>
8d. Develop and strengthen effective partnerships with key locally based organisations	<ul style="list-style-type: none"> <li>Implement the adopted recommendations of the <i>Economic Development Strategy</i> in relation to partnerships with locally based organisations</li> </ul>
8e. Tourism's important role in the local economy is acknowledged	<ul style="list-style-type: none"> <li>Implement the adopted recommendations of the <i>Economic Development Strategy</i> in relation to tourism</li> </ul>



# Moving around

**The theme 'Moving around' covers how we get from place to place and how we support movement in, around and to our City especially in relation to:**

- integrating transport and land uses
- sustainable transport options
- ease of movement for pedestrians and cyclists
- traffic management
- car parking provision and management.

## Moving around — a snapshot

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 communities are. The range of available transport has a major impact on the way we move around.

Our transport network has shaped the way our City developed and remains an important part of its character and experience. Residences and commercial facilities were originally developed along our main transport routes, especially the former tram routes located along Anzac Parade, and Alison and Belmore Roads. After the Second World War, increased car ownership helped development to disperse, and it spread to the City's southern suburbs. Once the tramlines were removed in 1961, our public transport system became entirely bus based, and private vehicles and buses now share the streets. The readily available public transport and road linkages to the Sydney CBD have resulted in relatively high urban densities in Randwick City's northern suburbs.

The shape of our City has played a large part in embedding private car use as a predominant mode of transport. However, compared to the level of car ownership throughout Sydney, a larger proportion of our households do not own a car. We will endeavour to support and facilitate public transport use, encourage walking and cycling as a safe and attractive alternative for car owners, as well as encouraging it as part of a holistic approach to environmental sustainability. The *Randwick Bicycle Plan* details the series of cycleways that will create a network throughout the City.

Our community members make journeys to and from home, work or school, shopping based trips, and leisure based trips. The transport choices that are available and the transport mode that is chosen depends on the purpose of the trip, the destination and the distance between places. The overall number of trips can be reduced by enhancing services such as shops and schools in residential areas. Our planning recognises that such concentration and integration of land uses has significant benefits for our City. Planning for our town centres also ensures that they are accessible for all pedestrians, including those people that are less mobile, allowing them to move around freely.

Traffic control and parking strategies are also important in protecting residential amenity. Our partnership with NSW Police and the RTA in the Randwick Traffic Committee ensures traffic issues can be dealt with swiftly and effectively.

## Key issues

### **Encouraging walking and cycling: Promoting walking and cycling as viable options for short and medium trips**

The Council will work towards providing a network of safe and convenient walking paths and cycleways linking major land uses and recreation opportunities. We are creating cycleways between key destinations around and outside our City so that cycling becomes a feasible means of transport for a greater number of residents.

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### **The *Randwick Bicycle Plan* has already resulted in many kilometres of cycling infrastructure. We will continue to roll out the routes detailed in the plan with a focus on linking key residential centres with identified destinations such as recreational, educational and retail facilities, as well as linking directly to neighbouring councils' routes.**

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We will prepare and implement pedestrian and mobility plans for our town centres and major bus stops.

Our strategic asset management plan for footpaths aims to maintain and expand the footpath network so that walking is safer and more convenient. We have approximately 400 kilometres of paved footpaths throughout the City which we will maintain through an asset register, maintenance management system, regular condition assessment and defined levels of service.

The theme 'Places for people' sets out our system for footpath and road maintenance.

**Sustainable transport choices and accessibility:  
Showing leadership in sustainable vehicle use and promoting accessibility to public transport, walking and cycling for residents, workers and visitors**

Within our *Local Action Plan for Greenhouse Gas Reduction*, analysis of the source of greenhouse gases showed that 14 per cent of the Council's emissions were from its fleet of vehicles, and 38 per cent of emissions within the community were caused by transport. This made transport the main source of community emissions.

In line with our goal of a 20 per cent reduction in emissions on 1998–99 levels by 2012 we are investigating fuel options and offset programs for our entire fleet.

The most significant transport direction to achieve for our City is to reduce reliance on private motor vehicles. We will work with the community to assist people in making sustainable transport choices such as walking, cycling or using public transport over the next 20 years. The strategic planning activities of Council seek to reduce travel movements where appropriate, such as working with the University of New South Wales in their masterplanning to provide for student accommodation.

One of the measures for minimising vehicle use within the community is the facilitation of car sharing schemes. These schemes provide easy access to a range of vehicles, without having to own or maintain the vehicle yourself. This encourages people to consider whether they need a private vehicle for every trip, or if they could use some other mode of transport.

**Public transport and infrastructure:  
advocating for improvements to the public transport network**

Our public transport system is entirely bus based. The Council does not have control over the operation of buses; this lies with the State government. Bus network coverage in some areas is limited, especially very early in the morning, in evenings and on weekends. This issue needs to be addressed to offer our residents and visitors a usable convenient bus service.

We will continue to advocate for the State government to improve bus services to and from destinations requiring lengthy trips by visitors such as the University of NSW, the Randwick hospitals complex and Coojee beach.

The Council will work with bus operators and the RTA to expand on bus priority options.

We will advocate for the provision of high capacity and integrated local public transport improvements including light, metro or standard rail to service the Randwick area. This is particularly significant along Anzac Parade which is a major thoroughfare for tens of thousands of people every day.

**Traffic management:  
Managing the impacts of traffic on our road network**

Road closures for events and maintenance will be managed to ensure the safety of pedestrians and drivers and to minimise disruption on the local network.

Council will support investigations of new traffic management techniques aimed at improving the amenity of residential streets, including the possibility of introducing lower speed limits through RTA programs.

We will also adopt traffic management measures with minimal disruption to local traffic, to support improvements to the arterial roads system. This will reduce the volume of traffic using the local streets, thereby protecting residential amenity.

**Management of car parking:  
Balancing the convenience of the car with sustainability objectives providing appropriate controls for public and private parking**

In residential areas we will continue, where possible, to provide a measure of priority for residents' vehicles over other persons' (commuters') vehicles, while working to reduce reliance on the car.

To achieve this, we will maintain public parking requirements within town centres while encouraging the use of other modes of transport. We will focus on protecting residential amenity in our management of traffic and parking within our City.

### **Integrated transport and land uses:**

#### **Recognising and supporting the relationship that exists between transport and land uses**

The Council's planning will influence future land use patterns. Revision of our Local Environment Plan will work towards integrating transport and land uses. We aim to minimise the need for private travel by encouraging development around the City's key transport routes, town centres and key employment areas (such as the University-Hospitals precinct).

Public domain strategies, town centre reviews and funding from the Section 94a Plan will be used to progressively enhance public facilities, including access to transport throughout our City.

The State government has identified the CBD to Airport corridor as a critical transport corridor. We will work with the relevant authorities to balance local and wider economic development with the needs of our residents.

The theme 'Places for people' also discusses land use and development.

### **Community transport:**

#### **Assisting residents and community groups to have to access to community transport**

Community transport provides an important service to many groups and individuals to access shops and services, as well as for recreation and employment.

We will explore innovative and cost effective community transport based on the success and popularity of the Council's existing community bus service. Considerations of accessibility for these residents involve both distance to services and gaining physical access to the service.

Currently, the Council gives community groups access to a community bus and driver for social outings for a nominal fee. This bus is also used to transport library members to and from the Council's library services.

We support the Randwick / Waverley Community Transport Service to provide additional transport options to people who have difficulty with mobility and moving around the city. We have supported a pilot program, which complements the existing community transport program by offering a designated transport route from La Perouse to Randwick, for older people capable of walking to designated 'pick-up' points.

### **Freight:**

#### **Managing freight transport to assist the economy**

Road traffic to and from Port Botany is essential to maintain the economy in NSW and beyond. However, this traffic can have an impact upon our residents.

We will advocate for road and freight rail improvements to regional transport associated with the use of Port Botany.

### **Road safety:**

#### **Working to reduce the number and severity of accidents through the Road Safety Plan**

The Road Safety Program is designed to address local road safety issues in Randwick City. The program is partially funded by the Roads and Traffic Authority (RTA). An approved Road Safety Action Plan is developed each year, which targets areas of highest concern; these are based on an analysis of the crash statistics of the area. High priority areas of the Road Safety Action Plan include:

- safety of pedestrians
- speeding on local streets
- drink driving alternative transport options
- school safe initiatives
- child restraint checking program.

Please refer to the *Road Safety Action Plan*, the *Randwick Bicycle Plan* and the *Background Paper for 'Moving around'* for further information about this theme.

## Moving around — an example

The Council first developed its Bicycle Plan in 1998, and used that plan to start to establish a comprehensive network of cycleways. The plan was updated in 2006 to ensure it has a focus on identifying a network of routes that:

- link key destinations within the City, such as town centres, beaches and the university
- can link to large sites currently being developed
- provide cycling infrastructure aimed at the whole community
- meet current cycleway standards and guidelines.

Two stakeholder workshops contributed to the update of the Bicycle Plan. Those attending the workshops included representatives from Waverley Council, the University of NSW and BIKEast.

The plan establishes a practical program of works to be implemented over a five year period. Priorities for the routes to be developed were based on discussions with the BIKEast local user group.

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**Data collected for the update showed the success of the Anzac Parade cycleway, with average use more than doubling on weekdays and weekends between 2002 and 2005.**

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# Outcomes

The outcome that most relates to ‘Moving around’ is ‘Integrated and accessible transport’.

## OUTCOME 9: INTEGRATED AND ACCESSIBLE TRANSPORT

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

Directions	Four-year delivery program actions (2009-13)
<b>9a.</b> A network of safe and convenient walking paths and cycleways linking major land uses and recreation opportunities	<ul style="list-style-type: none"> <li>Review, improve and implement facilities for cyclists as detailed within the <i>Randwick Bicycle Plan</i></li> </ul>
<b>9b.</b> The community is informed, educated and encouraged to use sustainable transport	<ul style="list-style-type: none"> <li>Implement the recommendations of the Council's <i>Energy Savings Plan</i> and <i>Local Greenhouse Action Plan</i> to reduce reliance on private motor vehicles</li> </ul>
<b>9c.</b> Advocate and/or plan for integrated local and regional transport improvements, including high capacity transport such as light rail and standard rail	<ul style="list-style-type: none"> <li>Continue to advocate for a rail system to service Randwick City</li> </ul>
<b>9d.</b> Residential amenity is protected by appropriate traffic management	<ul style="list-style-type: none"> <li>Implement traffic control strategies to protect residential amenity</li> <li>Enforce regulatory programs in accordance with the Australian Road Rules</li> </ul>
<b>9e.</b> Parking is managed to balance convenience against reduced car reliance	<ul style="list-style-type: none"> <li>Enhance parking opportunities for residents through the Resident Parking Scheme</li> </ul>

# Looking after our environment



The theme 'Looking after our environment' describes how we manage our natural environment to ensure its resilience. We aim to maintain and improve our marine and terrestrial biodiversity and our other natural resources. We aim to minimise our greenhouse gas emissions, pollution, waste, water and energy use, and to encourage the community to do the same.



## Looking after our environment — a snapshot

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**Randwick City's natural environment has a range of magnificent features, from dramatic sandstone geological formations, significant flora and fauna populations, to wetlands and aquatic reserves. We have nine beaches spread along 29 kilometres of coastline and 243 hectares of remnant bushland.**

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We have a responsibility to conserve and maintain the biodiversity of our natural environment, not just for the benefit of humans, but also for the part it plays in keeping our planet healthy. Our responsibility extends to the continued existence of genetic, species and ecosystem diversity to enable evolutionary processes to continue. The educational and research opportunities that it provides us with, its heritage values, plus its place in supporting our local economy, are also important factors that we consider in developing our strategies.

Natural resource management is a coordinated way of improving our water, biodiversity, coastal areas, land capability and community awareness. Our natural resources are under pressure from climate change, pollution and changes in land use as well as from the impact of residents and visitors. The Council, the community and other levels of government have to manage these pressures effectively to ensure the natural environment remains healthy in the long term.

Failure to address these pressures risks degradation of our local beaches, bushland and waterways and loss of biodiversity. Looking at the bigger picture, we need to do what we can to address our greenhouse gas emissions and their contribution to climate change. The Council is committed to a 20 per cent reduction on its 1998–99 emission levels by 2012.

As we work with regional, State and Federal governments to maintain a healthy environment now and for the future, our focus is on our local area. Our strategies aim to influence sustainable behaviour throughout our City. They include practical solutions such as regenerating and improving bushland; minimising and using an environmentally sound way of processing waste; and the conservation of water, energy and our natural resources.

## Key issues

**Leadership in environmental sustainability: Becoming a more environmentally sustainable City through our own actions and by increasing community awareness of and participation in sustainability practices; by enhancing partnerships; and managing environmental risks and impacts**

There is great community concern for the continued health and resilience of our local and wider environment. Our policies and programs aim to assist the community to develop sustainable lifestyles that consider our environment. Community members who adopt sustainability practices that conserve energy and water, and reduce emissions, help shape and protect our natural environmental assets, while contributing to our community's lifestyle and our City's character.

A key direction for the Council over the next 20 years, therefore, is to minimise our City's use of non-renewable resources and overall impact on the environment. The way we live, move around and interact with our environment will be significantly enhanced through sustainable design practices and activities. In assessing the way our environment is managed we will apply the principles of conservation, rehabilitation and protection.

We are committed to making Council-owned sites and assets energy and water efficient, while promoting sustainable development on private property through our controls and policies. We encourage residents to be less reliant on cars, to shop locally, and to walk or cycle when possible.

We will build on our partnerships with government agencies and other stakeholders that manage and influence the conservation and protection of our natural environment and open spaces. Our focus will be on achieving the best possible results for our community and environment.

On a more individual level, we will provide education and incentives for residents to adopt sustainable practices in building, land management and landcare. We will encourage the use of permaculture principles in private and public spaces. Where we can, we will continue and expand our environmental and sustainability activities within the 'Sustaining our City' program.

'Permaculture' (permanent agriculture) is sustainable landscape design and maintenance, with an emphasis on a balanced interrelationship between humans, plants and animals, based on the variety, stability, and durability of the local natural environment.

By placing a greater emphasis on risk management we will develop our ability to manage change and adapt to the environmental challenges that face our City. In this regard, important immediate actions lie in planning for climate change with our community and key stakeholders. This planning will look at adaptation and mitigation, and assess the risks and our possible responses.

Our precautionary approach to management of environmental risks will also include reviewing coastal inundation and natural disaster impacts, including flood risks, as well as remediation of contaminated Council/public land. We will develop plans of management for each remediation area so that the community understands and can participate in the process.

The NSW Government's Flood Prone Land Policy places primary responsibility for floodplain risk management with local councils. The policy aims to reduce the impact of flooding without alienating flood-prone land from general use. Randwick City Council has been conducting flood studies in its 11 catchment areas since 2008. These studies are used to develop strategic plans that manage existing, future and continuing flood problems. Community consultation is an important part of each floodplain management study to gauge community acceptance of the various options, such as development controls, flood mitigation works and warning systems.

### **Local biodiversity and natural heritage: Managing our local native species of aquatic and terrestrial flora and fauna, especially threatened species and remnant bushland**

'Biodiversity' is the variety of all life forms, the different plants, animals and micro-organisms, the genes they contain and the ecosystems which they form. It is essential that biodiversity is maintained as it ensures the continuation of natural processes that protect life on earth.

Our emphasis on maintaining biodiversity and recognising our natural heritage is in identifying, protecting, conserving and enhancing our native species of terrestrial and marine flora and fauna, and their habitats. We will work to prevent the loss of our remnant bushland areas and to bring wildlife back to our City on both public and private land. We will promote the area's local biodiversity by conducting awareness programs and involving community members in conservation programs. We will also be looking to protect local bushland for flora and fauna conservation, and campaigning to save the significant flora and fauna populations on Malabar Headland.

Federal, State and local governments are working in partnership with businesses and the community on natural resource management (NRM). State-wide NRM targets encompass community education and participation, biodiversity, water quality, coastal issues and land management.



The Council's planning takes direction from the Local Government and Shires Association guidelines *Integrating NRM into corporate planning & reporting* (Volume 1) and *Integrating NRM into land-use planning* (Volume 2), and the Sydney Metropolitan Catchment Management Authority's *Catchment Action Plan*.

The Sydney Metro Catchment Management Authority and Department of Environment, Climate Change and Water have prepared guidelines for the management of three items found in Randwick City that are listed under the Threatened Species Conservation Act: the Eastern Suburbs Banksia Scrub, the Grey Headed Flying Fox and the Green and Golden Bell Frog. The Threatened Species Conservation Act also affects our assessment of development applications.

### **Waste management:**

**Reducing waste generation and facilitating the re-use of waste and resource recovery from waste**

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**The Council is responsible for the collection and disposal of waste generated by households and in public areas. We collect domestic garbage, as well as recycling and green waste. Our frequency of service for public areas takes account of the season and the popularity of the area.**

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Our *Waste Management Strategy* sets out how we aim to reduce waste generation and reduce our impact on the environment. We will identify and support implementation of alternative waste treatment technologies and environmentally sound collection methods. We aim to divert at least 66 per cent of our waste from landfills by 2014, and for all landfill waste to be treated, sorted and separated by 2020. We will be relying on high levels of community participation and awareness of waste minimisation strategies to reach these targets. Waste generation is affected by individual choices, and our community can help to reduce the waste in our City by making some simple changes in consumption and re-use of resources.

### **Water management:**

**Managing the local water cycle, encompassing marine, freshwater and ground water systems and our beaches**

'Total water cycle management' refers to the sustainable management of the flow of water between the atmosphere, land and water. It includes water in both natural and urban environments including stormwater, sewage and water supply.

Water management within our City means increasing water conservation, both by increasing water re-use, and by improving water use in new and retrofitted development. It also involves making efforts to improve the quality of freshwater and marine water, and improving our understanding and management of flooding and groundwater. We will implement many of these initiatives through our 'Sustaining our City' program, including installation of a range of water treatment devices to enable re-use and recycling of stormwater and other wastewater. In the longer term, we will investigate and develop 'total water cycle management' strategies for our key catchments with a focus on water harvesting and water re-use opportunities.



## Our major water saving initiatives to date already save up to 160 million litres of water annually.

- One of the largest aquatic centre water treatment and re-use systems in Australia is installed at the Des Renford Aquatic Centre, providing up to 90 per cent of the centre's water needs and saving about 15 million litres of town water annually.
- An underground stormwater recycling system at the Council's Community Nursery provides more than two million litres of treated stormwater, meeting more than 60 per cent of their water requirements.
- Borewater has replaced town water to irrigate five recreation and coastal reserves.
- With the Council's financial support, rainwater tanks are being installed progressively in Randwick's 40 local schools providing 120,000 litres of rainwater.
- We have 20,000 litres of rainwater storage to offset water used in our air conditioning plant in the Council's main Administration Building.
- The Military Road and Yarra Oval reconstruction projects both capture and filter around 3.5 million litres of stormwater run-off each year, and use this water for ongoing irrigation through biofiltration processes.

## Energy conservation and greenhouse gas emissions:

### Increasing energy conservation, improving local air quality and reducing greenhouse gas emissions from the Council, our community, businesses and transport

'Greenhouse gas emissions' refers to the release of gases that contribute to the warming of our planet by absorbing infrared radiation.

While we recognise that greenhouse gases extend well beyond our boundaries, local government plays an important role in encouraging individuals to reduce their contribution to these damaging emissions. We will actively promote the reduction of local emissions and the reliance on non-renewable energy sources through our own demonstrations of best practice and the promotion of community activities.

We have already completed the 'Cities for Climate Protection' program and reviewed the emissions of the Council's vehicle fleet and buildings. We will proactively pursue sustainable development, including the retrofitting of our own facilities, by increasing our energy efficiency and taking measures such as incorporating renewable energy. The Council will also encourage retrofitting of privately owned older buildings for improved environmental performance and 'beyond compliance' environmental standards in new development. We will continue to lead by example in the application of innovative tools such as carbon trading and renewable technologies.

The Council has completed all five milestones of the 'Cities for Climate Protection' (CCP) program involving policies and measures aimed at reducing local greenhouse gas emissions, improvement of air quality, and enhancing our liveability and sustainability. Thousands of local governments nationally and internationally are participating in the CCP program.

### THE CCP MILESTONES

#### Milestone 1:

Establish an inventory and forecast for key sources of greenhouse emissions from Council operations — buildings, vehicle fleet, street lighting, waste — and the Community — residential, commercial, industrial, transport.

#### Milestone 2:

Set an emissions reduction goal of 20 per cent.

#### Milestone 3:

Develop and adopt a Local Greenhouse Action Plan to identify where reductions can be achieved.

#### Milestone 4:

Implement the Local Greenhouse Action Plan.

#### Milestone 5:

Monitor and report on greenhouse gas emissions and the implementation of actions and measures.

This theme relates to the Council's *Energy Savings Action Plan*, *Water Saving Action Plan* and *Local Action Plan for Greenhouse Gas Reduction*. Refer to the Background Paper for 'Looking after our environment' for more information about this theme.

# Looking after our environment — an example

## 3-Council Ecological Footprint project

Australia's ecological footprint is the fifth highest in the world, and is three times the global average. Current estimates show that if the world's population used resources at the same rate as the Australian average, we'd need the equivalent of three to four planets of resources each year.

A person's ecological footprint represents the amount of land and resources they consume to satisfy their lifestyle. It takes into consideration:

- how they live at home
- how they travel
- where their food comes from
- the goods and services they buy
- the waste they generate.

Randwick City Council is working with Waverley and Woollahra Councils to help reduce the ecological footprint across the eastern suburbs in homes, schools and by the councils. Each of the councils has undertaken substantial sustainability planning processes involving extensive community engagement and consultation to identify both individual and joint projects. These projects will be coordinated across the three council areas. This project has been assisted by the State government through its Environmental Trust.

Our planning for this project commenced in 2005 when we commissioned specialists from the Integrated Sustainability Analysis (ISA) Group, University of Sydney, to undertake an Ecological Footprint Calculation to establish baseline information. Their calculations indicate an increasing pattern of resource consumption that probably exceeds the ecological limits of our natural resource capital.

Local Government area	1996	2001	Percentage increase
Randwick	4.87	5.30	6.6%
Waverley	5.88	6.32	5.8%
Woollahra	6.47	6.66	2.3%

Measured in hectares per person. Calculated by the ISA Group, School of Physics, University of Sydney for Randwick City Council.

The results indicate Randwick's residents themselves have a lower ecological footprint than residents of neighbouring Waverley and Woollahra Council areas. However, the rate of increase is highest for Randwick residents, most probably indicating an increasing level of affluence and leisure time—both factors in increasing the level of consumption of resources—and contributing to a higher ecological footprint over time.

All of the activities within this project relate directly to reducing our ecological footprint, while building awareness and educating the community on how to adopt sustainable practices.

Energy use accounts for over 50 per cent of a household's ecological footprint. Our reliance on fossil fuels creates an average of 14 tonnes of greenhouse gases per year for every home in Australia.

One of our actions within this project is the provision of free Home Energy Assessments and Action Plans to help reduce household energy use. Residents have been given:

- an assessment of current energy use
- advice on how to reduce energy bills
- advice on available government rebates.

Through the 3-Council Ecological Footprint program, 720 residential home energy audits had been completed across Woollahra, Waverley and Randwick by 2009. A pilot business energy audits program was also conducted in Randwick for 20 businesses.

## Through Randwick's Home Energy Makeover program, 640 free home energy assessments were completed in Randwick in 2006–07.

Barrett House is a demonstration house that residents can visit to see working examples of practical sustainability measures including:

- energy and water efficiency
- sustainable transport options
- productive gardens
- the use of sustainable building materials
- waste avoidance, minimisation and recovery.

# Outcomes

The outcome that most relates to ‘Looking after our environment’ is ‘A healthy environment’.

## OUTCOME 10: A HEALTHY ENVIRONMENT

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

Directions	Four-year delivery program actions (2009-13)
<b>10a.</b> The Council is a leader in fostering environmentally sustainable practices	<ul style="list-style-type: none"> <li>• Inform and engage all sections of the Randwick community to improve environmental sustainability outcomes through the Sustaining our City program</li> </ul>
<b>10b.</b> Environmental risks and impacts are strategically managed	<ul style="list-style-type: none"> <li>• Implement environmental strategies and a program of remediation of contaminated Council / public land</li> <li>• Implement the recommendations contained in the NSW Government's Floodplain Development Manual</li> <li>• Implement the Council's <i>Climate Change Adaptation and Mitigation Plan</i></li> </ul>
<b>10c.</b> Land use planning and management enhances and protects biodiversity and natural heritage	<ul style="list-style-type: none"> <li>• Finalise and implement the Council's Biodiversity Strategy</li> </ul>
<b>10d.</b> Sustainable alternative waste technologies and environmentally sound collection systems are identified and implemented	<ul style="list-style-type: none"> <li>• Implement ecologically sustainable alternative waste technology as detailed in the <i>Waste Management Strategy</i></li> <li>• Enhance waste collection services</li> </ul>
<b>10e.</b> Our community is encouraged to implement waste minimisation strategies	<ul style="list-style-type: none"> <li>• Complete and monitor implementation of the ecological footprint project with Waverley and Woollahra Councils</li> <li>• Review, improve and implement waste education programs</li> </ul>
<b>10f.</b> A total water cycle management approach including water conservation, re-use and water quality improvements is adopted	<ul style="list-style-type: none"> <li>• Implement projects to conserve potable water and contribute to improved water quality outcomes</li> </ul>
<b>10g.</b> Greenhouse gas emissions are reduced	<ul style="list-style-type: none"> <li>• Implement projects to reduce greenhouse gas emissions from the <i>Energy Savings Action Plan</i> and <i>Local Greenhouse Action Plan</i></li> </ul>

# Our City a closer look



In this section, we take a closer look at our City, including the key natural, historical, built and cultural features of each of the following areas. We also identify the key priorities for each part of our City.



# Northern Gateway



## Northern Gateway:

Kensington, Kingsford, Randwick, Centennial Park, Randwick Racecourse and The Spot

- Town centres
- Community facility
- Enhance key bicycle links
- Enhance the gateway to Randwick city
- Info hub
- Seek State Government commitment to upgrade public transport infrastructure and services as a priority
- Major parks / open space
- Existing heritage conservation area
- Enhance Anzac Parade thoroughfare
- Surplus government site
- Major public facility

0 300m 1km

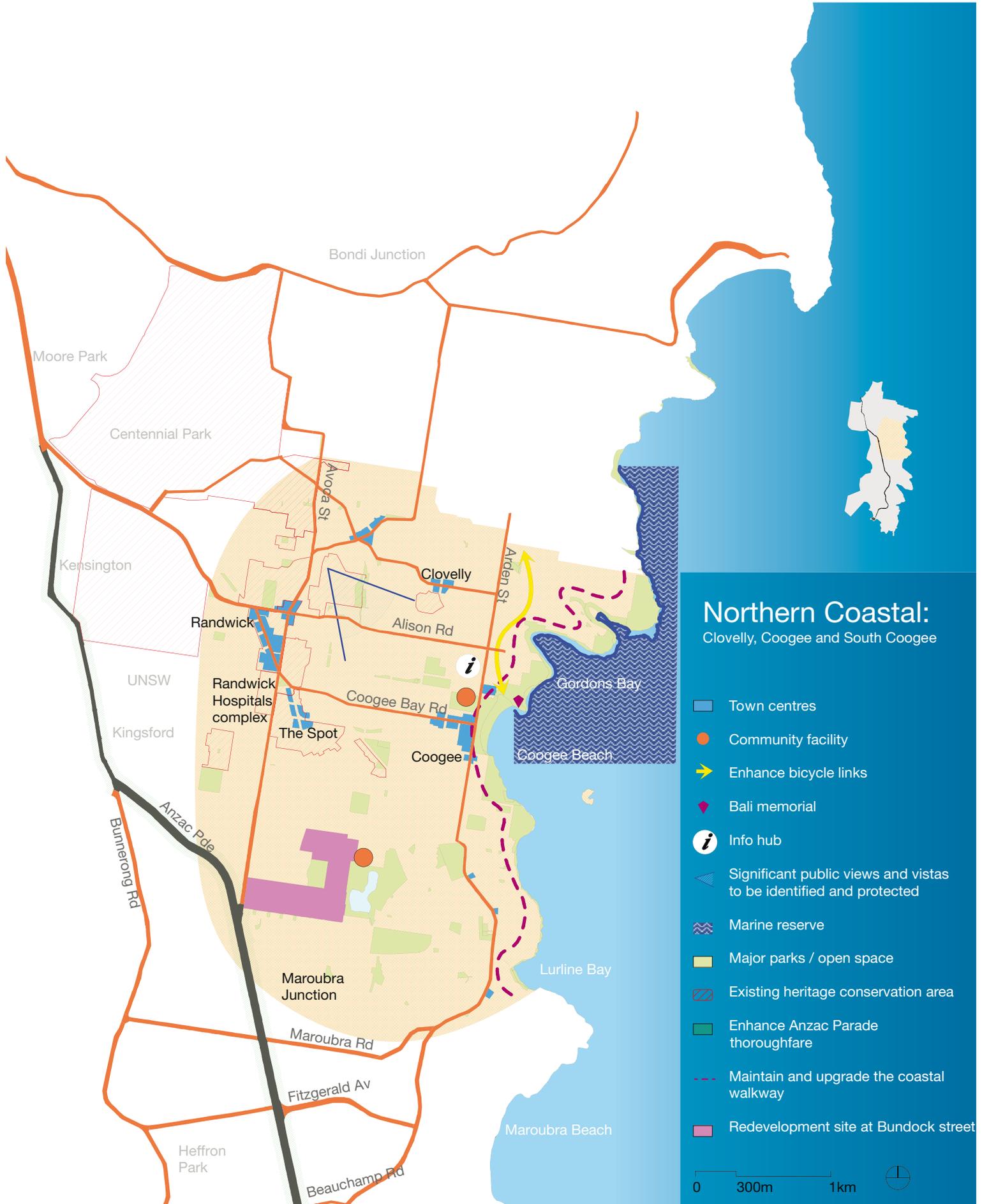
## Key features

- Randwick City's main gateway from the north.
- The oldest built areas of our City.
- As part of the former Lachlan Swamps, the area is generally low lying and flat—with the Kensington ridge a key landmark—rising towards an eastern plateau at the Randwick and The Spot town centres.
- A busy part of our City, with a concentration of destinations requiring lengthy trips by visitors, including Centennial Park and Randwick Racecourse, the National Institute of Dramatic Arts (NIDA), Randwick TAFE, the University of New South Wales and the Randwick Hospitals Complex.
- The town centres along Anzac Parade, Kensington and Kingsford provide for mixed use development. Infill development is expected to continue, and will be a focus of these highly accessible centres.
- Randwick town centre has an art deco character, as does The Spot, which is continuing to reinforce its character and identity as an attractive dining/entertainment destination.
- Anzac Parade dissects the area and while its dominance as a thoroughfare will remain, better integration with land uses will enhance the area's amenity.
- Housing west of Anzac Parade is mainly low density, and should remain so, however there are opportunities for increased densities east of Anzac Parade in and around the University and Hospital precinct.
- The Bundock Street (former Department of Defence) development is a major redevelopment site providing for a mix of housing types.
- This area has high numbers of young people, including many students, in and around the town centres, university and hospitals. Affordable housing is an issue.
- Community Centre and Randwick Environmental Park at Bundock St redevelopment.
- Randwick Junction is an important transport interchange.

## Key priorities

- Advocate for public transport infrastructure upgrades (eg light/standard/metro rail) and bike/pedestrian links.
- Review the UNSW/hospital precinct to recognise and support its growth and service role for the community, and the potential housing opportunities in the vicinity, which include affordable housing.
- Enhance the series of town centres along the Anzac Parade thoroughfare.
- Review Kingsford town centre planning and design controls to optimise commercial and residential opportunities and enhance the attraction of the centre.

# Northern Coastal



## Northern Coastal: Clovelly, Coogee and South Coogee

-  Town centres
-  Community facility
-  Enhance bicycle links
-  Bali memorial
-  Info hub
-  Significant public views and vistas to be identified and protected
-  Marine reserve
-  Major parks / open space
-  Existing heritage conservation area
-  Enhance Anzac Parade thoroughfare
-  Maintain and upgrade the coastal walkway
-  Redevelopment site at Bundock street



## Key features

- A coastal basin, with steep slopes leading to the coastal strip of beaches and headlands.
- A 'beach resort' history, with large hotels reflecting a bygone era of seaside holidays for Sydneysiders. It is still a popular holiday and tourist destination.
- Key growth periods were during the 1920s and 1940s, with many art deco flats; and the 1960s and 1970s with 'red brick walk up flats'.
- The coastal foreshore has an almost continuous coastal walkway, and calm beaches in small bays.
- Outdoor dining is popular in the small centres, Coogee in particular.
- Coogee Beach is a public transport interchange point. Advocacy for its continued improvement will help manage the growing popularity of the area, and help moderate the demand for parking.
- The area is predominantly residential, with a mix of densities and styles. While pressures for further development will continue, future infill development will be mostly contained to the current heights and scale of the area.
- Work with Housing NSW to better integrate public housing with surrounds.

## Key priorities

- Manage the pressures of increasing visitors.
- Identify and protect key public views and vistas.
- Limit the scale of development along the coast by minimising change to current controls.

# Central



## Key features

- Maroubra Junction is our City's major town centre. It contains a range of convenience shopping, take-away and dining facilities, and provides a hub for community facilities, including the Council's main library, Bowen Library, a multi-purpose community centre.
- Maroubra Junction faces strong competition from nearby Eastgardens and Southpoint shopping centres.
- The area is generally low lying and flat, with west-facing slopes to the east and poor soils presenting challenges for vegetation.
- Maroubra and South Maroubra have the main surf beaches in this area. Recent upgrades, including a skate park and children's playground, have enhanced Maroubra's regional popularity. Malabar Headland dominates the coastline and the Council is continuing to advocate for its retention as community open space and national park.
- The area has a mix of residential dwelling and densities, primarily built from the 1950s onwards. Greater focus is needed on the integration and upgrade of large public housing estates in the area. The Council and Housing NSW are continuing to liaise on this key issue.
- Like Coogee, Maroubra Beach is a bus interchange point, and ways of encouraging more public transport, cycling and walking as alternatives to use of the car need to be explored and implemented
- Maroubra Junction has substantial infill development potential. The transition areas around the town centre may be considered for higher density development in future, but only with clear State government commitment to significant public transport improvements and infrastructure.

## Key priorities

- Upgrade Heffron Park to enhance its sporting and other recreational opportunities.
- Work with Housing NSW on upgrades/improvements to its land holdings.
- Scale of development along the coast to retain key views and vistas.
- Enhance the series of town centres along the Anzac Parade thoroughfare.

# Southern Coastal



## Key features

- Coastal slopes, headlands and small pocket beaches.
- Anzac Parade terminates at historic La Perouse.
- Key Aboriginal significance historically and currently as home to local Aboriginal communities.
- Significant areas of national park along the coast and northern entry to Botany Bay.
- Golf courses dominate the foreshore and while it will be challenging, extension of the Coastal Walkway will be sought through this area.
- Continue to improve the active and passive open spaces.
- Long Bay Correctional Complex is an ongoing significant land use.
- The area is predominantly residential, with a mix of houses and apartments primarily from the 1950s and 1960s, and public housing estates.
- The redevelopment of the Prince Henry Hospital site provides enhanced community facilities, including a multi-purpose centre recently completed to provide cultural facilities and an information hub for our City. A small neighbourhood centre will encourage the integration of new and existing community members.
- As the most distant part of our City from the Sydney CBD, higher dwelling densities will generally not be sought in the residential areas. The existing housing mix will remain, unless in conjunction with substantial public transport improvements. Redevelopment of larger sites (such as public housing) will provide a mix of densities and housing choice.

## Key priorities

- Enhance the Coastal Walkway.
- Community facility activation.
- Seek the return of Malabar Headland for the community.
- Seek a community facility with a focus on youth.
- Upgrade Chifley Sports Reserve to enhance its sporting and other recreational uses.

# Southern



## Key features

- A low lying area with gently rolling hills providing views to both the Sydney CBD and Botany Bay.
- Strong links to Randwick City's major sporting and recreation park, Heffron Park.
- Matraville is a small town centre with a strong community link. The recent planning review focused on enhancing its long-term viability as a local 'urban village' for convenience shopping. It also has niche attraction potential, such as outdoor dining or recreation related retail.
- The area predominantly accommodates families and older people. There are strong links to the port for local employment. The industrial area will continue to be supported, recognising its role as an employment area and its contribution to local economic diversity.
- The Port dominates the bay's foreshore. Current expansion plans have been approved by the State government and are underway. The Council will work to ensure the impacts on Randwick City residents are minimised.
- This area has a mix of housing including public housing and many single dwelling houses. Apart from the infill development opportunities in the town centre, the lower density character of the area will generally be retained.
- New community facilities will be investigated for Matraville at the town centre and Heffron Park.

## Key priorities

- Advocate for the Port's expansion to minimise its impact on residents.
- Implement the plan of management for Heffron Park's long-term future, with quality facilities.

# About Randwick City

## Our history

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**The history of the land on which Randwick City stands starts with its importance to the Indigenous people who have lived in the region for tens of thousands of years. The Randwick area is also important in the history of Australia's European settlement. Captain James Cook landed at Botany Bay in April 1770.**

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Initially named Stingray Bay, he changed its name to reflect the variety of botanical specimens collected from the area. When the First Fleet arrived in 1788, Captain Arthur Phillip landed at Yarra Bay before moving on to Port Jackson. One week later an expedition led by the French explorer, La Perouse, arrived in Botany Bay and set up camp for six weeks in the area which now bears his name.

Randwick was incorporated as a municipality in 1859 making it one of the oldest local government areas in Australia. Randwick municipality grew rapidly after the tramline was built in 1880. We hosted two nationally significant celebrations: the Centenary of Australia in 1888, and Federation of Australia in 1901, both of which were held in Centennial Park. After each of the two World Wars we continued to grow rapidly until the 1970s, with population growth only today returning to the levels of that time. Distinct development phases occurring over previous decades have helped to shape the character of our City today. Randwick was proclaimed a city in 1990 and is a highly desirable place to live, work, visit and study.

## Our local area

**Randwick City is located in the eastern suburbs of the Sydney metropolitan area. To the north it is bounded by Centennial Park, its eastern boundary is the Pacific Ocean, and its southern boundary is Botany Bay. The western boundary is generally defined by the line of open space largely occupied by golf courses that were developed over low lying land that is known historically as the Lachlan Swamp and Botany Wetlands.**

Randwick City has an area of 37.42 square kilometres (3742 hectares), and contains the suburbs of Chifley, Clovelly, Coogee, Kensington, Kingsford, La Perouse, Little Bay, Malabar, Maroubra, Matraville, South Coogee, Phillip Bay and Randwick.

Our City has extensive parkland and open space areas including Centennial Park, Heffron Park and Botany Bay National Park. These large areas of open space provide a habitat for over 500 species of indigenous plants and 250 species of terrestrial native vertebrate animals, including several remnant communities of threatened flora and fauna species. These large open space areas provide opportunities for recreation, relaxation and community interaction.

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**Another of Randwick's great natural assets is its 29 kilometres of coastline. The coastal environment strongly influences the area's character and functions, with uses ranging from tourist destinations, beachside residences and open spaces to industrial developments and port facilities.**

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Our City has considerable education and medical facilities, including the Randwick hospitals complex, the University of NSW, Randwick TAFE and many public and private schools. Randwick City is also host to regionally significant recreational facilities, including Randwick Racecourse, a number of golf courses, coastal inlets and surf beaches. These facilities and our proximity to the Sydney Central Business District (CBD), Sydney Airport and Port Botany strengthen Randwick's relationship with Sydney's economy.

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