



Executive Summary

Resourcing Strategy

2018-28

Randwick City Council

30 Frances Street
Randwick NSW 2031 Australia

www.randwick.nsw.gov.au

Tel: 02 9093 6000
or 1300 722 542
Fax: 02 9319 1510

Email: council@randwick.nsw.gov.au

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Introduction

This Executive Summary outlines the integrated suite of plans and strategies prepared by Randwick City Council that form our Resourcing Strategy.

Our Resourcing Strategy is prepared to inform how Council is resourced to provide services and projects which meet the priorities of the community, now and into the future.

Our Resourcing Strategy includes:

- the Long Term Financial Plan;
- the Workforce Plan;
- the Asset Management Strategy; and
- the Information and Communications Technology (ICT) Digital Strategy.

This overarching summary describes the important part each of our plans and strategies play in meeting the objectives we set out to achieve for our community and as outlined in the Randwick City Plan. By working collaboratively with our community, we understand the needs of our residents while balancing the challenges facing local government management. We continuously measure our performance against our plans and the desires of our community.

About Randwick

Randwick was proclaimed a local government area on 22 February 1859. Randwick became a city in 1990 and we are one of the oldest local government areas in Australia.

Randwick City is located within the Sydney metropolitan area on Australia's east coast, approximately five kilometres south of the Sydney Central Business District (CBD).

Our city has an area of 37.4 square kilometres and includes the suburbs of Chifley, Clovelly, Coogee, Kensington, Kingsford, La Perouse, Little Bay, Malabar, Maroubra, Matraville, Phillip Bay, Randwick and South Coogee.

The City has approximately 29 kilometres of coastline which strongly influences the area's character and function, from beachside residential areas, open space and tourist destinations to industrial developments and port facilities. Randwick City's major transport artery, Anzac Parade, runs along the length of the city and provides the main link to the Sydney CBD to the north.

Randwick City is a diverse community made up of many nationalities and a significant Aboriginal population. We have outstanding natural features and a spectacular coastline. We have a rich history which has shaped who we are.

According to the Australian Bureau of Statistics (ABS), at 30 June 2016 Randwick City had an estimated resident population of 149,276. Planning NSW projects the resident population will increase to 155,350 by 2026, representing an average annual growth rate of 0.6 per cent.

The Randwick City Plan

The Randwick City Plan was developed through extensive community consultation over a number of years. It was first published in 2006, and updated and reviewed in 2009, 2012 and 2017. It is a strategic document that reflects the Randwick community's priorities and aspirations. It is designed to guide and coordinate our activities during a 20-year period.

Six key themes were developed from the City Plan consultation:

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

We use these themes in our planning to anchor our activities to the community's stated needs.

Our Delivery Program outlines our directions within each theme, and our annual Operational Plans detail our actions planned each year under the Delivery Program.

All of Council's short, medium and long term strategic plans are integrated with the City Plan themes.

We measure our performance against each theme via a performance planning system, regular Community Satisfaction Surveys and through performance indicators and service level agreements.

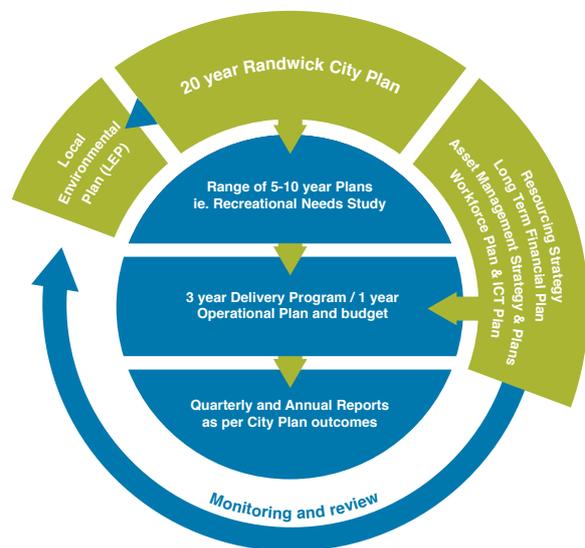
More information on our community satisfaction survey and how the survey measures our effectiveness in achieving the City Plan themes, can

be found in the section on the community satisfaction survey which follows.

Through a cycle of regular reporting and assessment we focus on the future through our continuous process of business improvement.

Our planning and reporting framework is outlined in the diagram below.

Figure 1: Integrated Planning and Reporting Framework



The Resourcing Strategy is a vital part of our Integrated Planning Framework, as is the Local Environmental Plan and all medium term plans that form the Integrated Planning suite.

National, State and Regional Influences

Local government does not plan and operate in isolation. Much of what we do is planned around working with other tiers of government to achieve better outcomes for our community, and to fulfil our obligations to assist the meeting of national and state priorities. An example of this is the Australian Government's Protecting Crowded Places from Terrorism Strategy.

Our resourcing strategy aligns with legislation set by the State Government and has been developed within the Office of Local Government's Integrated Planning and Reporting Framework.

The Resourcing Strategy

Our Resourcing Strategy is prepared to inform how Council is resourced to provide services and projects which meet the priorities of the community within the City Plan themes. The Resourcing strategy is reviewed with each review of the City Plan, or more frequently as required.

The Strategy underpins the Delivery Program and all our short, medium and long term planning.

Our Resourcing Strategy includes:

- the Long Term Financial Plan;
- the Workforce Plan;
- the Asset Management Strategy; and
- the ICT Digital Strategy.

The Long Term Financial Plan

The Long Term Financial Plan (LTFP) is an important part of Council's strategic planning process. It helps us to better plan and understand our long-term financial requirements, and is a tool for testing the long term community aspirations and goals against financial realities.

The LTFP includes consideration of sustainability, service provision levels and the creation, upgrading and renewal of infrastructure.

The LTFP is a dynamic document, which is reviewed and updated twice yearly with the development of the Operational Plan and the completion of the annual Financial Reports.

It is created using a set of integrated spreadsheets that draw on information contained within the Randwick City Plan, Delivery Program, operational budget, current budget and costed short, medium and long term plans. The LTFP is integrated with the Asset Management Strategy, the Workforce Plan, and ICT Digital Strategy.

The Asset Management Strategy and Plans

We own and operate a substantial infrastructure asset portfolio throughout the City including road pavements, buildings, open space, kerb and gutter, footpaths, stormwater drainage, retaining walls and lines and signs. We are committed to best practice asset management and we have undertaken intensive planning processes across all asset classes relative to the Randwick City Plan themes.

To support this we have developed:

- Asset Management Policy
- Asset Management Strategy
- Asset Management Plans
- Asset Management System.

The objective of the Asset Management Strategy (AMS) is to establish a framework to guide the planning, construction, maintenance and operation of infrastructure to keep assets operating at an optimal level to provide services to the community set out in the City Plan themes.

Through our asset management we identify, maintain and monitor infrastructure assets in such a way that the whole community benefits and intergenerational equity is ensured.

The policies and plans outline the responsibilities for the management of Council assets within Randwick City, including sustainable funding to undertake lifecycle management (construction, renewal, upgrade, maintenance, operating and disposal) based on agreed service levels and risk management.

The AMS is integrated with the LTFP, the Workforce Plan, and ICT Digital Strategy.

The Workforce Plan

The Workforce Plan provides a strategic framework for developing our workforce to ensure we are able to deliver services and programs efficiently, effectively and safely to meet the needs of the community set out in the City Plan themes.

The plan supports long-term workforce strength with the following key themes:

- aligning values and workplace
- strengthening workforce capability
- inspiring performance
- building skills and knowledge
- encouraging wellbeing.

The Workforce Plan takes into account the needs of the local government industry by considering strategic directions outlined in the Office of Local Government's 2036 Action Plan.

It also provides scope to enable ongoing review with the ability to realign the Workforce Plan to include further strategic direction or recommendations resulting from the above government bodies and working groups.

In addition to understanding human resourcing to meet Council's delivery and service objectives, the plan analyses workforce trends and external factors which can influence our workforce management.

The Workforce Plan was developed alongside the LTFF, ICT Digital Strategy and AMS ensuring the availability and competency of human resources in order to implement the actions needed to achieve the themes in the Randwick City Plan.

ICT Digital Strategy

The ICT Digital Strategy helps us better understand the technology needs of the Council and community now and in the future. The Strategy has been developed around our vision to provide our community with:

- better services
- better communication
- better value

and for Council to become:

- more secure and
- more efficient.

The ICT Digital Strategy provides Council with a framework for adopting new technologies and work practices which enhance the way we do business and provide services to our customers at any time, from anywhere via digital channels.

This framework has been developed around the following seven principles:

- Making services available to customers from any digital device at any time
- Using technology to gather information and work smarter
- Improving data security
- Collaborative communication
- Location based information
- Open data sharing
- Building resilience.

The ICT Digital Strategy is integrated with the LTFF, the Workforce Plan, and Asset Management Strategy.

Other Plans

Complementing the City Plan, Delivery Program, Operational Plans and Resourcing Strategy are our medium term plans including:

- Comprehensive Local Environmental Plan/ Development Control Plan
- Section 94A Development Contributions Plan
- Recreation Needs Study
- Energy and Greenhouse Management Plan
- Water Management Plan
- Waste Management Strategy
- A Safer Randwick City
- The Randwick Bicycle Plan
- Road Safety Action Plan
- Light Rail Support Plan
- A Cultural Randwick City
- An Inclusive Randwick City
- Affordable Housing Strategy
- Economic Development Strategy.

Community Satisfaction Survey

Randwick Council undertakes regular community satisfaction surveys with a sample group of 1,000 residents. This independent survey is designed to gather perceptions, opinions and suggestions about Council services as well as priority issues and concerns. The results are aggregated to get the pulse of the community and guide future service delivery and facilities.

We use the results of the community satisfaction survey to plan improvements to our services, programs, policies and facilities. The survey plays an important role in the management and allocation of resources and directly relates to the compilation of our Resourcing Strategy.

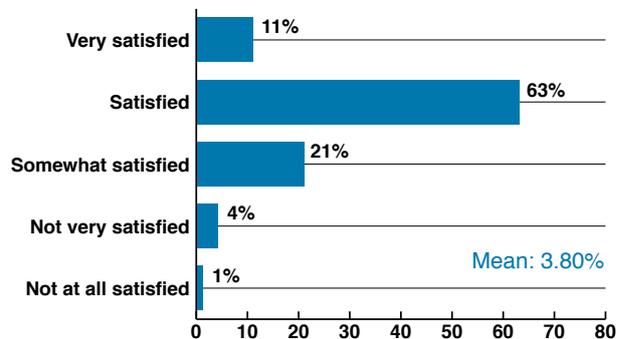
The survey process not only shows us how residents consider our services, important issues and council leadership; it also demonstrates to residents that their opinions are valued.

Our past three surveys have shown the level of satisfaction with Council has remained at a consistently high level since 2008.

In the 2014 survey, satisfaction with 33 of the 37 measures is rated from 'moderate satisfaction' to 'very high satisfaction'.

The results from the last survey are illustrated in the following chart.

Figure 2: Overall satisfaction with the Council's performance (2014)



We also use the survey results to measure our effectiveness in achieving the outcomes in the City Plan by each theme. The results of the last two community satisfaction surveys have been summarised into categories, with both the Satisfaction (%) (those people that were either very satisfied, satisfied or somewhat satisfied) and the Mean (the average rating across five levels of satisfaction) displayed in the following table.

The trend shows we are consistently achieving The Randwick City Plan.

Measuring Randwick City Plan outcomes

Theme	2012 Satisfaction (%)	2012 Mean	2014 Satisfaction (%)	2014 Mean
Overall satisfaction	92.00%	3.65	95.00%	3.80
Responsible Management	92.00%	3.65	95.00%	3.80
Agreement with specific statements	97.00%	4.24	96.50%	4.31
Overall quality of life rating	98.00%	4.34	100.00%	4.47
A sense of community	97.50%	4.29	98.25%	4.39
Sport, recreation and culture	93.33%	3.94	96.50%	4.07
Caring for the community	89.00%	3.61	91.00%	3.72
Urban and economic development	82.00%	3.33	83.50%	3.69
Strategic planning	78.00%	3.13	80.00%	4.11
Places for People	85.58%	3.50	87.75%	3.90
Community Safety	87.00%	3.53	93.00%	3.77
Urban and economic development	75.33%	3.08	76.33%	3.34
Strategic planning	78.00%	3.13	80.00%	4.11
A prospering City	80.11%	3.25	83.11%	3.74
Transport, roads and drainage	66.00%	2.92	70.33%	3.04
Urban and economic development	86.00%	3.32	83.00%	3.31
Strategic planning	78.00%	3.13	80.00%	4.11
Moving Around	76.67%	3.12	77.78%	3.49
Caring for our environment	89.33%	3.65	88.33%	3.68
Looking after our Environment	89.33%	3.65	88.33%	3.68
RANDWICK CITY PLAN	86.87%	3.58	88.37%	3.83

Conclusion

This executive summary provides an overview on the integrated suite of plans and strategies that form our resourcing strategy. For more detail on each of the plans and strategies which form the resourcing strategy refer to the Long Term Financial Plan, the Workforce Plan, the Asset Management Strategy and the ICT Digital Strategy. These plans and strategies should be read in conjunction with the suite of plans within the Integrated Planning and Reporting Framework.

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