
Annual Report

2023-24



Randwick City Council
a sense of community



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Aboriginal and Torres Strait Islander statement

Randwick City Council acknowledges the Traditional Owners of the lands that include the Randwick City local government area, the Gadigal and Bidjigal people, and we acknowledge the living and continuing culture of the Traditional Custodians of this place.

We recognise that the Traditional Owners have occupied and cared for this Country over countless generations and that it was never ceded. We celebrate their ongoing contribution to the life of this area.

Randwick City has a rich and unique Aboriginal cultural history, with the Aboriginal community of La Perouse having an unbroken connection to the land.

We recognise and celebrate the spiritual and cultural connection Aboriginal and Torres Strait Islander people have with the land, which long pre-dates European settlement and continues today.

Building on our Statement of Recognition and commitment to Reconciliation, Council wishes to support the vision and plans of the local Aboriginal community to close the gap on disadvantage, build stronger local and regional economies and support culturally rich and healthy communities.





Mayor's Message

It has been a great privilege to serve as Mayor of Randwick over this past year.

Local government exists to serve our community and I'm proud that Randwick City Council continues to deliver major new capital works projects, infrastructure improvements and improved services to enhance our sense of community.

It has been wonderful to see this work recognised with seven industry awards, including for the Heffron Centre, Fitzgerald Park Playground, and for flagship sustainability projects such as the Eastern Suburbs Electric Vehicle Charging Project.

There have been many highlights of the 2023-24 financial year. We've been:

- **Reducing emissions** by supporting the community with 1,145 sustainability rebates and installing 5,190kw of solar. This brings the total solar capacity within the Randwick City area to more than 43,865kW;
- **Greening our city;** we planted 5,295 new native and indigenous trees, plants, and shrubs;
- **Delivering active transport infrastructure,** by opening the long-awaited Kingsford to Centennial Park cycleway;
- **Creating a sense of community.** We distributed over \$80,000 in grants to support community projects and the work of artists and musicians. We delivered major public events, such as The Spot Festival, numerous exhibitions, the summer pop-up music program, Coogee Carols, Coogee Sparkles and again worked in

partnership with the La Perouse Local Aboriginal Land Council to deliver Koojay Corroboree.

- **Supporting those most impacted by the cost-of-living crisis.** Together with partners we provided emergency and transitional housing to people experiencing homelessness – including those impacted by domestic and family violence – and delivered thousands of meals to people in need;
- **Improving community facilities.** We officially opened the new Splash Park at Des Renford Leisure Centre, built a new amenities building at South Maroubra beach for beachgoers and Coastal Walkway users, built fun new playgrounds in Fitzpatrick Park, Ella Reserve and Alison Park, completed Waratah Plaza, and opened the new Matraville Youth and Cultural Hall.

It's been a big year, but none of this would have been possible without the tireless work of Randwick Councillors and the dedicated Randwick Council staff.

Finally, a big shout out to the entire Randwick City community. Thank you to the First Nations Elders and leaders, residents, ratepayers, business owners, artists, volunteers, and community groups who have contributed to the work of Council – your input has been invaluable.

Cr Philippa Veitch
Mayor of Randwick

General Manager's Message

As our City continues to grow and change, it is crucial Randwick City Council delivers quality infrastructure and services that meet evolving community needs.

Despite strong economic headwinds, Randwick Council maintained a sound fiscal position in the 2023-24 financial year.

I am happy to report that thanks to the responsible management of Council's budget, we delivered \$59 million in capital expenditure projects this year, in consultation with our local community.

In addition to upgrading community facilities and opening new public spaces, we have built or upgraded 3.66km of footpaths, resurfaced 5.79km of roads, and taken the first crucial first step in revitalising the Matraville Town Centre.

Since returning to the role of General Manager at Randwick City Council just over 18 months ago, I have been impressed by the commitment of staff to putting the needs of the community first.

I am proud we have been able to sharpen this focus on our customers' needs, undertaking major projects to improve the quality and efficiency of our services and ensuring that we appropriately allocate our resources.

We launched our new 'Blitz Crew' initiative in April 2024. The team – made up of around 50 staff from various Council departments – implemented intensive cleaning, maintenance and upgrade works in Randwick and Malabar town centres and at the intersection of Clovelly and Carrington roads within its first three months.



After a major review of our Lifeguard services, we extended patrols to Malabar and Little Bay beaches last summer and commenced winter patrols at Clovelly, meaning that people can swim safely at Coogee, Clovelly and Maroubra beaches, 365 days a year.

Our Customer Call Centre handled 23,000 phone calls and we responded to more than 2,000 calls for assistance after hours. We issued more than 1,000 planning certificates, with all urgent requests processed within 24 hours.

We have also ensured that the needs of our community are considered in our plans and projects, with 13,000 people viewing our consultation material, and 4,000 individuals providing direct feedback.

Thank you to the residents, businesses and community groups who provided input into Council's plans and for your continued efforts to make Randwick City the special place it is.

We entered the new financial year in a strong position, outlining a strong program of work in our 2024-25 Operational Plan. I look forward to working with staff throughout the year to continually improve the outcomes and experience we deliver to the community whom we serve.

Ray Brownlee PSM
General Manager

Financial summary & capital works map

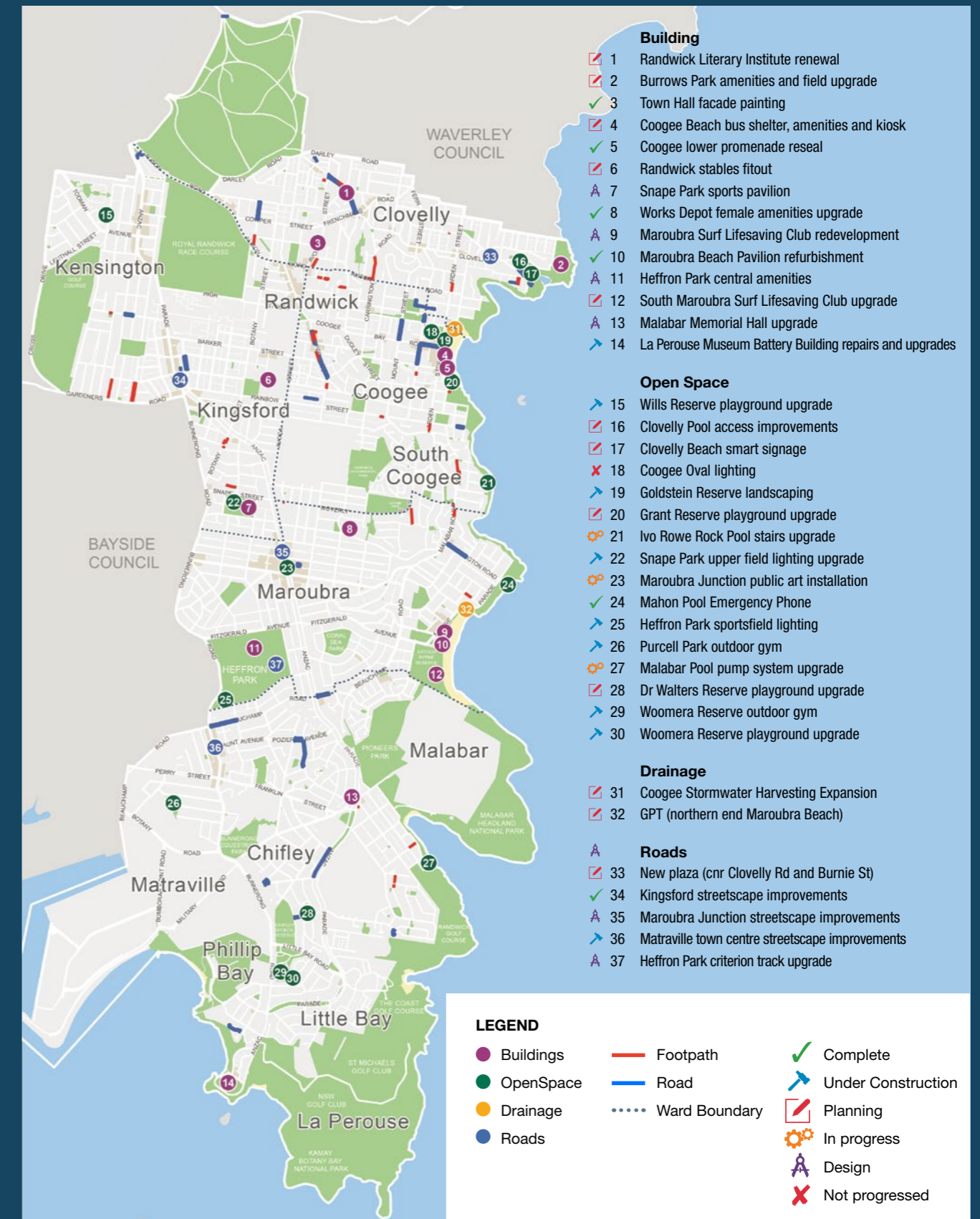
Randwick City Council is in a strong financial position with a history of generating minor operating surpluses, significant capital works programs and sound liquidity.

Council's financial performance for the year remained sound with a net operating result for the year before grants and contributions provided for capital purposes of \$1.2 million.

Our 2023-24 capital works program included a wide range of projects across the local government area. The capital works map on the opposite page shows the capitals works projects that were completed or underway in the financial year.

| Financial Summary | 2022-23 | 2023-24 |
|---|-----------------|-----------------|
| Total income | \$202.2m | \$226.3m |
| Total expenses | \$179.4m | \$197.2m |
| Net operating surplus | \$22.8m | \$29.1m |
| Net operating surplus excl capital grants and contributions | \$10.9m | \$1.2m |
| | | |
| New capital works | \$39.6m | \$23m |
| Capital renewal works | \$19.2m | \$36m |
| Total capital expenditure | \$58.8m | \$59m |
| | | |
| TOTAL ASSETS | \$2,136m | \$2,202m |
| TOTAL LIABILITIES | \$103m | \$101m |
| NET ASSETS | \$2,033m | \$2,101m |

2023-24 Capital works map



Part 1.

Introduction

1.1 About this Report

This Annual Report assesses our performance over the 2023-24 financial year, highlights key achievements and presents required statutory information.

It is provided in accordance with Section 428 of the Local Government Act (1993) which states:

“Within 5 months after the end of each year, a council must prepare a report for that year reporting as to its achievements in implementing its delivery program and the effectiveness of the principal activities undertaken in achieving the objectives at which those principal activities are directed.”

The report is divided into parts:

Part 1: Introduction

Part 2: About Randwick City

Part 3: Delivery Program Report

Part 4: Financial Report

Part 5: Statutory Information Report

Part 6: Partnerships and Awards

In accordance with the provisions of the Act, the 2023-24 Annual Report also includes our 2023-24 Audited Financial Reports. These reports contain detailed information about Council’s financial position at the end of the year and how it performed over the preceding 12 months.

The 2023-24 Financial Reports can be found on [Council’s website](#).

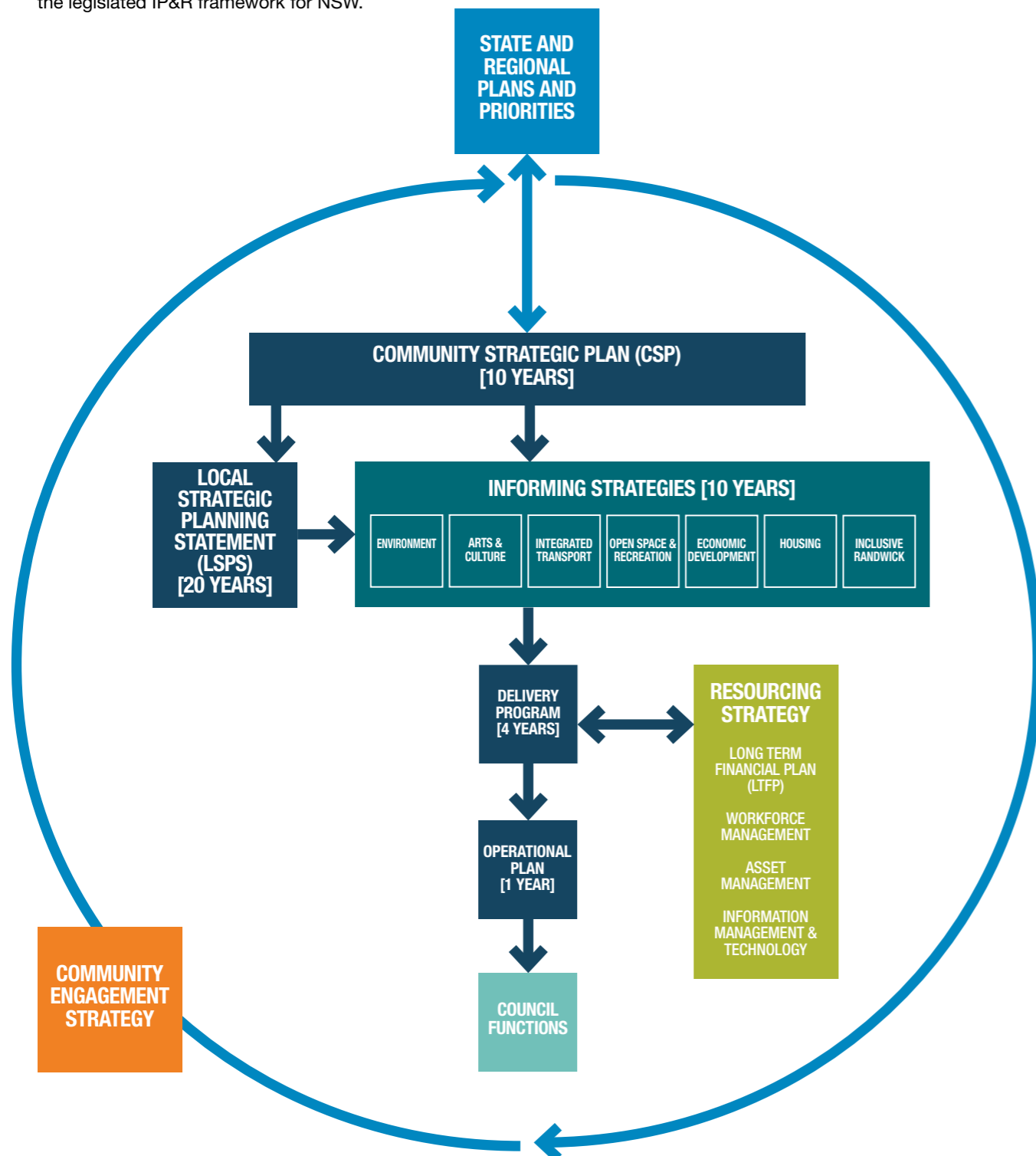


1.2 Integrated Planning and Reporting framework

Our approach to Integrated Planning and Reporting (IP&R) is based on the principles for local government as set out in Chapter 3 of the Local Government Act, and the legislated IP&R framework for NSW.

This integrated approach to strategic and operational planning, including resourcing, community engagement, monitoring and reporting, ensures everything we do is helping to build a strong, healthy, prosperous and resilient community.

The following diagram shows how the strategies and plans work together to ensure we are working towards achieving the community's goals.



Planning

The Community Strategic Plan (CSP) is our 10-year plan that sits at the top of Council's integrated planning and reporting framework. It incorporates state and regional planning priorities and sets the direction for all Council's activities.

Sitting in the middle of the framework is our suite of seven Informing Strategies. These strategies link the high-level outcomes of the Community Strategic Plan with Council's day-to-day operations. They are the result of extensive research and consultation with the community. Each strategy includes outcomes, objectives, strategic approaches and principles.

The outcomes provide a comprehensive picture of the community's aspirations for the future across all seven areas, and the objectives provide clear measurable ways of achieving these outcomes. Together they provide the basis for our 2022-2032 Community Strategic Plan.

The strategic approaches detail what Council will do to work towards achieving the outcomes and objectives over the next 10 years. These were used to develop our 2022-26 Delivery Program, thereby ensuring that Council's actions are directly aligned with achieving our community's aspirations.

The Operational Plan is a one-year plan that details the individual projects and actions that will be undertaken in the coming financial year to work towards achieving the commitments made in the Delivery Program.

Resourcing

The Resourcing Strategy details how Council will provide the resources required to perform its functions, including implementing the strategic approaches, while maintaining the long-term sustainability of the organisation. Our Resourcing Strategy considers our workforce, our finances, and our assets.

Monitoring and Reporting

Regular feedback on Council's progress in delivering the community's aspirations is delivered to the community through quarterly progress reports and Annual Reports.

These reports focus on Council's implementation of the Delivery Program and Operational Plan. In the year of each ordinary Council election, the Annual Report also contains the State of our City Report, which assesses progress with respect to the implementation and effectiveness of the Community Strategic Plan.

The Council is committed to transparency and accountability. Part 3.1 and 3.2 of this Annual Report refers to the Operational Plan and includes clear performance indicators so Council and the community can track progress in delivery.



Part 2. About Randwick City

The Randwick local government area covers 37.42 square kilometres and includes the suburbs of Centennial Park (part), Chifley, Clovelly, Coogee, Kensington, Kingsford, La Perouse, Little Bay, Malabar, Maroubra, Matraville, Phillip Bay, Port Botany, Randwick and South Coogee.



2.1 Our city

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

As of 30 June 2023, our estimated resident population was 141,840¹.

Natural and built assets

Randwick City is on the land of the Bidjigal and Gadigal people, and has a rich and unique Aboriginal cultural history, with the Aboriginal community of La Perouse having an unbroken connection to the land.

In addition to our unique cultural heritage, our City is known for its extensive parkland and open space areas, including Centennial Park, Heffron Park and Kamay Botany Bay National Park, as well as our 29 kilometres of coastline with the magnificent Coastal Walkway linking ten beaches and eight ocean pools.

We have a range of quality sporting facilities, three libraries and a museum at La Perouse.

We have nationally recognised education and medical facilities including the University of NSW (UNSW) and the Randwick Hospitals Complex. We are also home to the Randwick Racecourse and major employment facilities such as Port Botany. These facilities, and our location close to the Sydney Central Business District and Sydney Airport, help make Randwick an important contributor to the broader economy of Sydney.

1. Randwick Profile.id - Randwick City Council Community Profile (ABS ERP 2023).



FACILITIES

Coastal Walkway
UNSW
Randwick
Hospitals Complex
Sydney Ports

Randwick TAFE
Randwick
Racecourse
Centennial
Parklands

NIDA
Kamay Botany
Bay National Park
Malabar Headland
National Park

Heffron Park
Des Renford
Leisure Centre
Heffron Centre
of Excellence

3

Libraries

91

Parks

15

Community centres

59

Playgrounds

5

Golf courses

16

Sports fields

OUR COMMUNITY

141,840¹

Estimated resident population (30 June 2023)

37yrs²

Median age (2021)

1.8%²

Aboriginal & Torres Strait Islanders (2021)

59,765²

Private dwellings (2021)

170,115³

Forecasted population 2041

3,790¹

Persons per square km (2023)

40%²

Born overseas (2021)

2.36²

Average household size (persons per dwelling) (2021)

OUR ECONOMY

\$10.00b⁴

Gross regional product (June 2023)

56,908⁴

Local jobs (June 2023)

5.1%⁴

Unemployment rate (March 2024)

13,711⁵

Businesses (June 2022)

8%²

Attending university (2021)

\$2,311²

Median weekly household income (2021)

75,693⁴

Employed residents (June 2022)

43%²

University qualified (Bachelor or higher) (2021)

45%²

Households renting (2021)

OUR GEOGRAPHY

37.4km²

Area

13

Suburbs

10

Beaches

2

National Parks

29km

Coastline

33.7%

Open Space

8

Ocean pools

2

Aquatic reserves

SOURCES

1. Randwick Profile.id - Randwick City Council Community Profile (ABS ERP 2023)

2. Randwick Profile.id - Randwick City Council Community Profile (2021 Census, Australian Bureau of Statistics).

3. NSW Department of Planning, Industry and Environment, Population, Household and Implied Dwelling Projections by LGA.

4. Randwick Economy.id - Randwick City Council Economic Profile (National Institute of Economic and Industry Research (NIEIR)).

5. Australian Bureau of Statistics 8165.0 Counts of Australian Businesses June 2018 to June 2022.

2.2 Our vision

The vision for Randwick City focuses on three key areas – our unique coastal environment, our strong sense of community and the sustainability of our natural and built environment.

Coastal

Randwick City's beautiful beaches, bays, ocean pools and coastline will be protected and enhanced to continue their important role in the social, emotional and physical health of the Randwick City community.

Access to our coastline will be enhanced with a continuous Coastal Walkway, our beaches will be clean and safe and we'll support our community to share and benefit from our beautiful natural resources.

Community

Our culturally diverse community will be supported with opportunities to connect and engage with each other through quality shared public spaces as well as through well-designed housing with high quality urban amenity.

A diverse range of social infrastructure will meet the social and cultural needs of our community, fostering greater connectedness and wellbeing.

We will support improved public transport and a city that is easy to walk and cycle, and connected with adjoining Local Government Areas.

Sustainable

We will focus on our natural environment and open spaces by protecting and increasing native habitat and providing enhanced access for physical recreation. We will support our community to transition to net zero emissions and reduce pollution and waste. Our urban environment will be adaptable and resilient to climate change through increased tree canopy and sustainable development. Our Council operations will be sustainable and carbon neutral.

Our distinctive village vibe and strong local businesses will be supported and enhanced to create lively town centres and capitalise on emerging work opportunities in knowledge-based industries.



2.3 Our Mayor and Councillors

Our City is divided into five wards – north, south, east, west and central.

There are 15 elected representatives with three Councillors representing each ward.

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

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

The elections, originally due to be held in September 2020, were delayed until December 2021 due to COVID-19. Therefore, the current Councillors are serving a shorter term (December 2021 to September 2024).

From left to right: Cr Noel D'Souza, Cr Marea Wilson, Cr Danny Said, Cr Rafaela Pandolfini, Cr Michael Olive, Cr Philipa Veitch, Cr Alexandra Luxford, Cr Kym Chapple, Cr Danny Said, Cr Bill Burst, Cr Christie Hamilton, Cr Daniel Rosenfeld, Cr Andrew Hay, Cr Joanne McCafferty



Council meetings

Council holds a minimum of 10 Ordinary Council Meetings a year, usually on the fourth Tuesday of the month. The dates of the meetings are listed on our website.

Extraordinary Council Meetings may be called at short notice to address particular issues. The dates of these meetings are published on our [website](#).

Council Meetings are held in the Council Chambers at Randwick Town Hall, 30 Frances Street, Randwick.

Residents are welcome to attend Council meetings in person. Council also live audio broadcasts its meetings and you can access these live broadcasts via a link on our website. The audio broadcast link can also be listened to after the meeting via our website.

[Business Papers and Minutes](#) for Council meetings are available on our website.

WEST WARD



Cr Andrew Hay
Liberal
First elected in 2021



Cr Alexandra Luxford
Deputy Mayor
Labor
First elected in 2017



Cr Philipa Veitch
Mayor
Greens
First elected in 2017

CENTRAL WARD



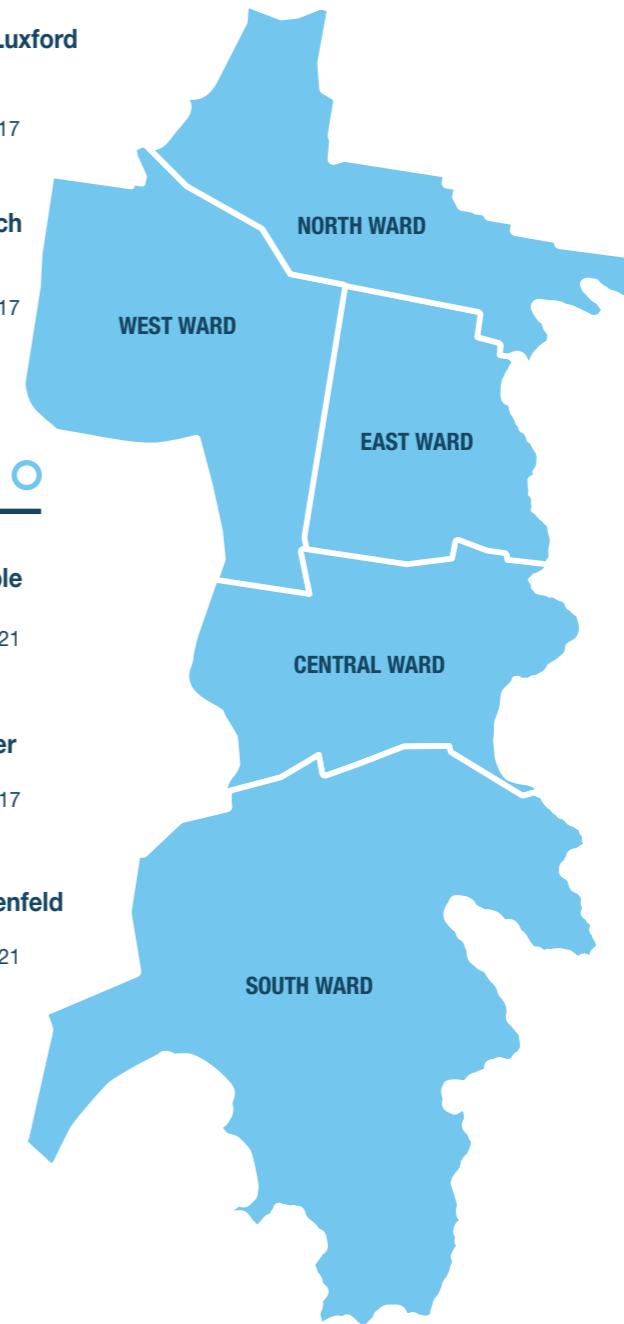
Cr Kym Chapple
Greens
First elected in 2021



Cr Dylan Parker
Labor
First elected in 2017



Cr Daniel Rosenfeld
Liberal
First elected in 2021



NORTH WARD



Cr Christie Hamilton
Liberal
First elected in 2017



Cr Kathy Neilson
Labor
First elected in 2012



Cr Rafaela Pandolfini
Greens
First elected in 2021

EAST WARD



Cr Joanne McCafferty
Liberal
First elected in 2021



Cr Michael Olive
Greens
First elected in 2021



Cr Marea Wilson
Labor
First elected in 2021

SOUTH WARD



Cr Bill Burst
Liberal
First elected in 2021



Cr Noel D'Souza
Independent
First elected in 2012



Cr Danny Said
Labor
First elected in 2017

2.4 Our leadership team

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



* The Office of the General Manager also provides executive support for the Mayor and Councillors and offers internal auditing to the organisation.

General Manager

The General Manager's responsibilities are set out in Section 335 of the NSW Local Government Act 1993. They include:

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

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

2.5 Our values

Our ICARE values are a clear statement of how we work.

-  **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



2.6 Community engagement

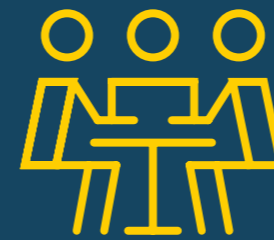
Randwick City Council is committed to engaging with our community in a meaningful way that not only supports decision-making but also builds our relationships and strengthens our sense of community.

How we consult with the community is governed by Council's Community Engagement Strategy, which was developed through extensive community consultation and adopted by Council in December 2022.

We are committed to ensuring our community is informed and has a strong voice in Council's processes and projects. Participation and collaboration are essential for building our sense of community and ensuring our future vision comes to life.

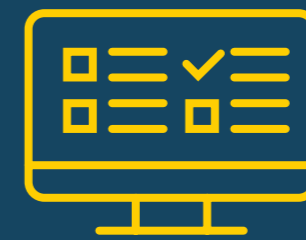
Our community has local knowledge and are the experts of our place and by working together we can get the best outcomes for our community.

A review of the Community Engagement Strategy will be undertaken in late 2024 by the incoming Council.



Precinct meetings

Precincts hold regular meetings run by local residents for local residents in partnership with Council. Every resident and ratepayer is automatically a member of their local precinct.



Your Say Randwick

Our online portal is the main location you can have your say on projects, plans and proposals. Register online to be notified of new consultations. yoursay.randwick.nsw.gov.au



Let's Chat

These pop-up sessions at beaches, parks and town centres give people the chance to speak directly with Councillors and staff about local issues.



Workshops and focus groups

Council regularly runs, targeted workshops to explore local issues and to involve impacted residents and businesses in decision-making processes.



Committees & interagency meetings

Council runs a range of subject based committee meetings and is a member on a number of specialist interagency forums for community services.



Council meetings

Our Council Meetings are where elected Councillors make decisions. They are open to the public and broadcast online. You can speak at the meeting about items on the agenda.



Social media

Council maintains a strong social media presence across Facebook, Instagram, YouTube, LinkedIn and Twitter. Follow us for latest updates and to provide feedback.



Surveys

Council conducts regular surveys to understand community attitudes. This includes a major telephone survey every second year on customer satisfaction.



Councillors

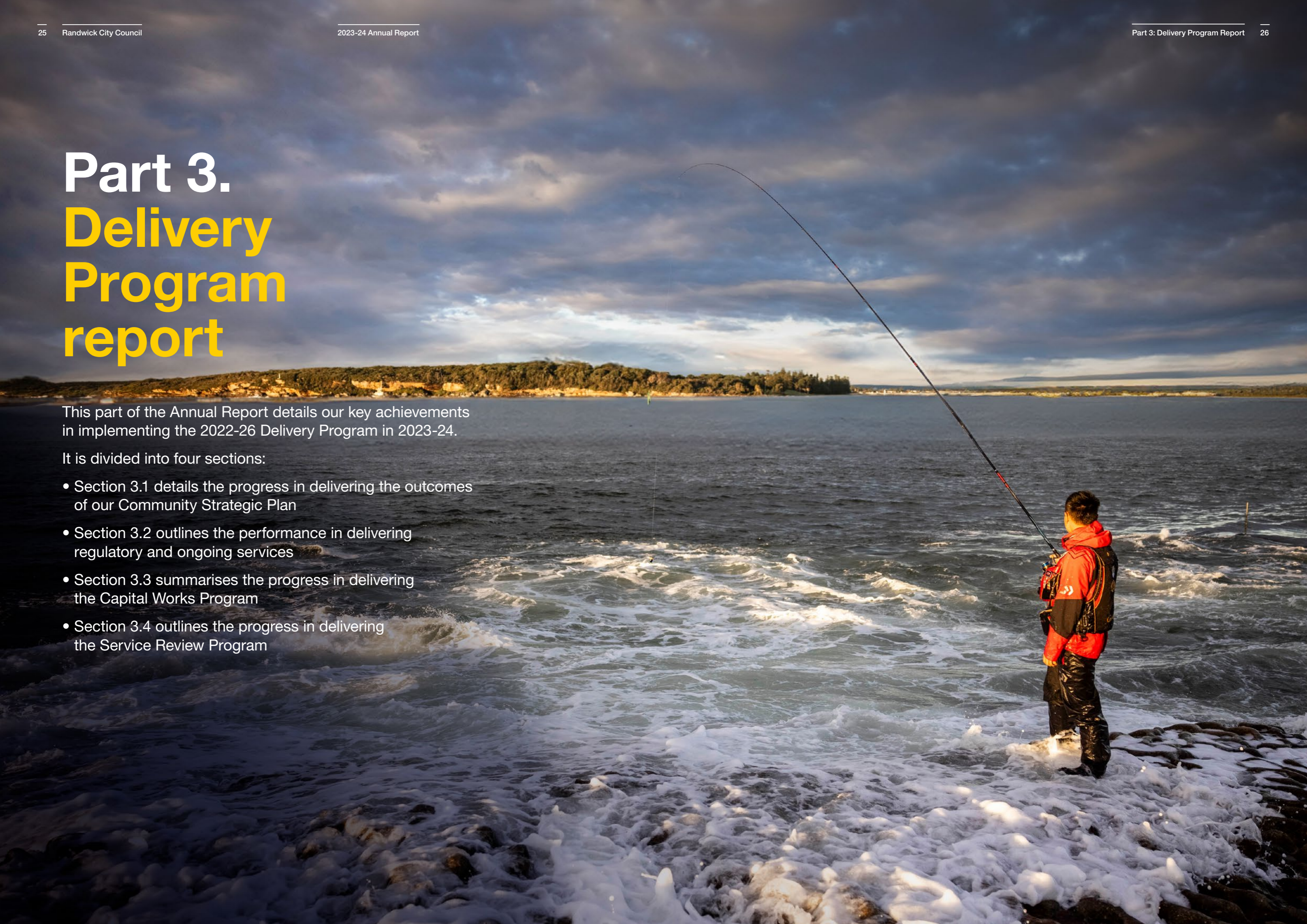
Your elected representatives are your voice on Council. You can contact your Councillors about any local government matters.

Part 3. Delivery Program report

This part of the Annual Report details our key achievements in implementing the 2022-26 Delivery Program in 2023-24.

It is divided into four sections:

- Section 3.1 details the progress in delivering the outcomes of our Community Strategic Plan
- Section 3.2 outlines the performance in delivering regulatory and ongoing services
- Section 3.3 summarises the progress in delivering the Capital Works Program
- Section 3.4 outlines the progress in delivering the Service Review Program



3.1 Progress in delivering the outcomes of our Community Strategic Plan

Our Community Strategic Plan documents the 10-year plan to achieve the Community’s priorities and aspirations for the future across seven key strategies:

- Arts and culture
- Economic development
- Environment
- Housing
- Inclusive Randwick
- Integrated transport
- Open space and recreation

This section highlights the Council’s key achievements in delivering the Community Strategic Plan outcomes and objectives through the Delivery Program commitments and annual Operational Plan activities in 2023-24.



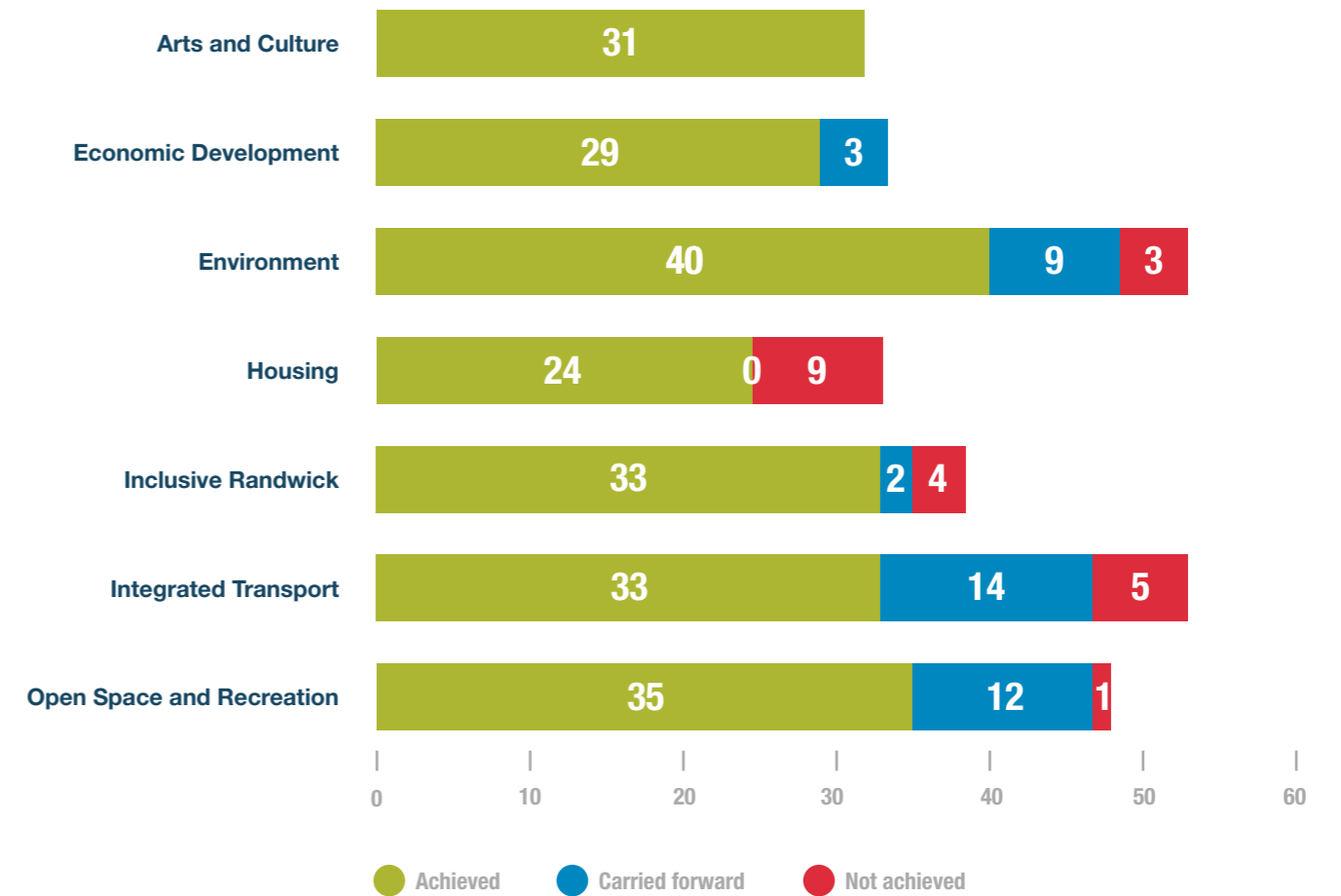
Progress Summary

The following chart summarises Council's performance in 2023-24 in delivering the outcomes of the 2022-2032 Community Strategic Plan.

The indicators showing green have reached the agreed target, blue relates to projects and activities that were ongoing and carried forward into 2024-25, and red indicates the target was not achieved.

Of the 287 Community Strategic Plan indicators, 92% have been achieved or carried forward to the 2024-25 financial year.

TARGET VALUE TRACKING SUMMARY



3.1.1 Environment

For many years now, Randwick Council and its community have acted on a range of initiatives aimed at protecting, restoring and regenerating our natural environment. We've supported and facilitated hundreds of new solar installations on homes, schools and Council's own buildings. We've led the installation of public electric vehicle charging infrastructure and constructed stormwater and alternative water harvesting systems for irrigation purposes, saving millions of litres of potable water each year. Along our coast we've treaded lightly, protecting our natural coastline and preserving the spectacle that is our cliffs, views and vistas.

Our community's vision for the environment is articulated through four outcomes in the Community Strategic Plan:

1. A city with diverse ecosystems that are restored and protected
2. A community more knowledgeable, proactive and responsive to climate change
3. A city that protects and conserves our limited natural resources
4. A city with coastal and marine environments that are protected and conserved

Council's progress in working towards delivering these outcomes in 2023-24 is presented below.

Outcome 1: A city with diverse ecosystems that are restored and protected.

19,691 | NEW NATIVE and indigenous plantings

GRANT FUNDING acquired to provide protective fencing of Eastern Suburbs Banksia Scrub at Chifley

MONITORING OF ENDANGERED WATTLE POPULATIONS conducted with results indicating that populations are healthy and stable

Council reviewed and implemented conservation work plans for all bushland sites throughout the City, with good progress made towards achieving positive biodiversity outcomes. A flora survey was conducted in remnant bushland primarily focusing on Eastern Suburbs Banksia Scrub. This survey provided data on the ecological condition of bushland and revealed the existence of several native species that have not been previously recorded in the area.

The number of Council-managed bushland sites were expanded during the year, increasing the area in which bushland management activities are conducted. Post-burn follow up maintenance at Randwick Environment Park and Harvey Street indicates that using fire as a management tool has been highly successful in maintaining species diversity in bushland remnants.

Extensive native plantings occurred in and adjacent to Council-managed bushland sites with the aim of improving the condition of biodiversity across the local government area. Native plantings provide protection to remnant bushland by providing a natural barrier to threats, additional habitat for native fauna, and additional seed collection sources.

Council's weed density and bushland condition mapping progressed during the period providing valuable information on the condition of these assets over time.

Outcome 2: A community more knowledgeable, proactive and responsive to climate change.

↓9.7% | REDUCTION in greenhouse gas emissions, compared to 2018 baseline of 1,041,786 tonnes

2,074 | TREES PLANTED

22% | of suitable dwellings in Randwick LGA have solar installed (June 2024)

Randwick City Council's Sustainability Rebates program continues to attract significant community support. The program provides rebates to residents and businesses to help them implement their own measures to reduce energy consumption, running costs and greenhouse gas emissions. This year, 565 rebates were issued bringing the all-time total to an impressive 2,718 rebates.

Rebates supported residents in single and multi-unit dwellings as well as business owners. For every rebate dollar provided by Council, more than \$15 is being spent on new energy and water saving measures, taking the annual value of the rebate program to almost \$4.5 million from around \$300,000 of rebates issued.

Once again, the Eco Living Festival and Best Gift Market were well supported by the community, with more than 28,000 people attending the events. The events showcased local volunteers, artisans and community organisations and promoted eco-friendly packaging and reducing food waste.

Outcome 3: A city that protects and conserves our limited natural resources.

42% | RESIDENTIAL WASTE diverted from landfill

20,000 TONNES | RESIDENTIAL WASTE recycled through the yellow and green bins

↓13% | MAINS WATER consumed when compared to the 2017-18 baseline of 99kL

↓4% | ENERGY consumed when compared to the 2017-18 baseline

The new **Saturday Circle** community initiative launched in March 2024 emerged from a successful series of clothes swaps. It is designed to embed circular economy principles in the community. Held monthly at the Randwick Sustainability Hub, it engages more than 200 community members each month through diverse activities such as clothes and toy swaps, repair cafes and nature regeneration workshops. This initiative has successfully reduced carbon emissions and promoted sustainable practices by diverting items from landfill.

The Randwick Recycling Centre and the city-wide food organics and garden organics (FOGO) collection continue to be a great success. Approximately 13,000 tonnes of FOGO was collected from green lid bins and over 40,000 cars dropped hard-to-recycle items off to the Recycling Centre this year. Council has continued to offer a soft plastics collection ahead of many local Councils.

Council continues to support resource recovery 'hubs' at several multi-storey apartment buildings and Council buildings. These hubs allow residents to sort and separate items such as soft plastics, household batteries and wearable clothing. The Council expanded its resource recovery initiatives to include additional collection of e-waste at key Council buildings. These seek to reuse and refurbish electronic items where possible, rather than recycled.



Outcome 4: A city with coastal and marine environments that are protected and conserved.

PLANNING for continuous Coastal Walkway continues

Coastal Walkway

Planning for a continuous coastal walkway was ongoing in 2023-24 with the focus on Lurline Bay. This section of coastline is challenging because there is no opportunity to construct an accessible and safe walkway on the top of the cliff. Council officers have reviewed the recommendations from a coastal engineering study conducted for a proposed elevated walkway over the rocks away from the cliff face. The study concluded that an elevated walkway can be constructed with manageable risk from ocean wave impacts. Further investigation is recommended by undertaking 3D modelling to minimise the height of the structure, leading to reduced project costs.

Water Quality

The State of the Beaches report for New South Wales (NSW) is an annual publication by the NSW Government that provides a comprehensive overview of the water quality at swimming locations along the NSW coast.

The water quality of beaches and other swimming locations is monitored under the NSW Government’s Beachwatch programs to provide the community with accurate information on the cleanliness of the water and to enable individuals to make informed decisions about where and when to swim.

The report assesses the water quality of beaches, estuaries, and coastal lakes to ensure they meet the health and safety standards for recreational use.

Randwick City Council sites include:

Central Sydney – Ocean beaches and estuarine beaches**

| Swimming Site | Site Type | Suitable for swimming* | Overall Grade |
|-------------------------|-------------|------------------------|---------------|
| Clovelly Beach | Ocean beach | 91% | Good |
| Gordons Bay | Ocean beach | 94% | Good |
| Coogee Beach | Ocean beach | 82% | Poor |
| Maroubra Beach | Ocean beach | 95% | Good |
| South Maroubra Beach | Ocean beach | 95% | Very Good |
| South Maroubra Rockpool | Ocean baths | 85% | Good |
| Malabar Beach | Ocean beach | 85% | Poor |
| Little Bay Beach | Ocean beach | 91% | Good |
| Yarra Bay | Estuarine | 80% | Poor |
| Frenchmans Bay | Estuarine | 64% | Poor |
| Congwong Bay | Estuarine | 92% | Good |

The key aspects typically covered in the report include:

- 1. Water Quality Monitoring:** Regular sampling and analysis of water quality, focusing on indicators such as enterococci levels, which reflect the presence of harmful pathogens.
- 2. Beach Suitability Grades:** Each swimming location is given a grade (eg Very Good, Good, Fair, Poor, Very Poor) based on the water quality data, which helps the public understand the relative safety of different beaches.
- 3. Pollution Sources:** Identification and management of pollution sources that can impact water quality, such as stormwater runoff, sewage overflows, and industrial discharges.
- 4. Trends and Comparisons:** Year-on-year comparisons to identify trends in water quality, helping to gauge the effectiveness of environmental policies and practices.
- 5. Management Actions:** Recommendations for improving water quality and mitigating pollution sources, often involving collaboration between local councils, environmental agencies, and the community.

* Dry weather samples

** Table shows data from the 2023-24 State of the Beaches report (published October 2024).



3.1.2 Arts and culture

Randwick City has a unique cultural identity. The mix of iconic locations, history and heritage offer an opportunity to celebrate arts and culture in many different ways. Randwick City Council is committed to supporting the growth and diversity of arts and cultural activities in ways that benefit the community, business and visitors to the area.

The vision for arts and culture in Randwick City is articulated through two key outcomes:

1. A creative and culturally rich city that is innovative, inclusive and recognised nationally
2. A city where everyone can develop, express and enjoy creativity throughout their life

Our progress in working towards delivering these outcomes in 2023-24 is discussed below.

Outcome 1: A creative and culturally rich city that is innovative, inclusive and recognised nationally.

2 | NEW PUBLIC ART installations

NEW Mardi Gras exhibition in Randwick Town Hall, launching this building as a creative space

Cultural programming delivered by Council in 2023-24 focused on collaboration and celebrating our communities in a variety of creative events and opportunities.

First Nations perspectives and histories were represented throughout cultural programs presented by Council through various workshops and events:

- Culture on Country at La Perouse on 26 January 2024
- The first major solo exhibition by leading Bidjigal artist Jordan Ardler at La Perouse Museum.

Diversity was further celebrated in the Future Dreaming exhibition at Randwick Town Hall, programs of talks, the Randwick Literary Institute Residency creative development, as well as new public art generated by Council and local developers. New cultural creative work was commissioned and developed in partnership with the La Perouse Community to celebrate local histories, including a planned documentary that honours the cultural tradition of mullet fishing, which is due for release in 2025.

Another significant arts inclusion opportunity is the annual Women's Art Prize held at the Randwick Community Centre and shown at the Lionel Bowen Library. This year there were 136 entries from diverse artists across age, cultural background and artistic media. The Randwick Arts Listing, a portal featuring Randwick City's creative practitioners, continues to grow and reveals the artistic depth and innovation occurring in the local area.

Outcome 2: A city where everyone can develop, express and enjoy creativity throughout their life

1,257 ATTENDEES at Council's arts and cultural programs, events and venues

27 SMALL COMMUNITY CULTURAL EVENTS delivered (<600 pax)

22,633 VISITORS at the La Perouse Museum

14 CREATIVES on the Randwick Arts Listing are forming a growing network

The number of available practice and display spaces for artists in the area is expanding. Creative Space Barrett House supported six artists working across visual arts, performance, and writing. Artists received fully subsidised space, a Council-supported exhibition, professional documentation, and professional portrait shots. The RLI Residency at Randwick Literary Institute was established, supporting groups of artists with performance-based practice with the provision of a stipend, fully subsidised space, a Council-supported showing and professional documentation.

Barrett House has been such a beautiful, creatively conducive environment for me as a poet in residence. The sun-filled studio has been a wonderful space that I have utilised to write new pieces, rehearse for upcoming events, read in the garden, and hold weekly Poet in the House drop-in sessions, which have been a lovely way for me to connect with the community around me.

– Paris Rosemont, Creative Space Barrett House, Residency Artist

New creative events were presented at Randwick Town Hall including Future Dreaming, a showcase of LGBTQ+ artists presented as part of Sydney Gay and Lesbian Mardi Gras. Future Dreaming featured an opening night celebration with live performance as well as a talks program showcasing intergenerational perspectives from the community. Local creatives have been hosted at Randwick Town Hall as part of networking sessions and talks programs, supporting creative connection within our local community. There has been investment in the infrastructure of Randwick Town Hall as well as the reduction of hiring fees to help creative practitioners access Council spaces.



3.1.3 Housing

Council’s Housing Strategy (approved by the NSW State Government in 2021) establishes the strategic framework for residential growth within Randwick City, aligning with the State Government’s priorities and targets. The Strategy is based on additional housing being concentrated in high amenity areas where residents have ready access to transport, recreation facilities, local shops, jobs and business services. The Strategy focuses on the need for a balanced approach to housing growth and need to provide a diverse range of housing types including the need for more affordable housing across the City; and housing that is achieving excellent design and sustainability outcomes. The Housing Strategy provides a target for 2021-2026 of 4,300 new dwellings.

Our 10 year Community Strategic Plan also articulates this vision through three outcomes:

1. A city with diverse and affordable housing that responds to local needs
2. A city with sustainable housing growth
3. A city with excellent built form that recognises local character

Our progress in working towards delivering these outcomes in 2023-24 is provided below.

Outcome 1: A city with diverse and affordable housing that responds to local needs.

7.14% | of all households in the LGA are either social or dedicated affordable housing²

On 1 September 2023, the Randwick Local Environmental Plan (RLEP) was amended to introduce five areas for housing growth of five to eight storeys located in Kensington North, Randwick and Kingsford. These areas provide opportunities for development, which contribute to the housing target set by the NSW Government.

The planning controls for the new housing growth areas enable affordable housing contributions to be applied when new residential development is approved. An Affordable Housing Plan was prepared, exhibited and adopted by Council for the new housing precincts. The Plan explains how we will manage the affordable housing contributions to ensure ongoing opportunities for low to moderate income households to live and work in Randwick City.

Council has also drafted similar requirements for affordable housing contributions to be applied within the Randwick Junction Town Centre. These new provisions will be placed on public exhibition for community feedback along with the draft planning changes before being finalised.

The RLEP was also amended in September 2023 to provide housing diversity though encouraging more dual occupancy development within Randwick City. The minimum lot size required for new dual occupancy development has been reduced from 800m² to 550m², except for Heritage Conservation Areas where the minimum lot size is unchanged.

Council is currently updating the Affordable Housing Strategy to better address challenges to housing affordability in the LGA, including establishing targets for affordable housing on large scale redevelopment sites, and refreshing management policies and design requirements of existing and new affordable housing dwellings.

Outcome 2: A city with sustainable housing growth.

| | |
|------------|--|
| 510 | RESIDENTIAL BUILDING approvals in 2023-24 (single dwellings, medium and high density housing) |
| 110 | NEW DWELLINGS constructed in 2023-24 ³ |

A submission was reported to Council in February 2024 on the State Government’s announced low and mid-rise reforms. Council’s submission expressed concerns with the blanket application of increasing dwelling densities without any substantial place-based considerations. The submission states that this approach undermines the recent significant strategic evidence-based work undertaken by Council involving broad community engagement to date, to achieve state government dwelling targets and built form outcomes. Council’s position is that the State Government should work with Council to utilise local knowledge and enable consultation with the community to achieve additional and diverse housing and built form outcomes that reflect the character and identity of an area. The State Government has advised that an announcement will be made in late 2024 on the commencement of the planning controls under the reforms.

On 29 May 2024 the Department of Planning Housing and Industry (DPHI) released new housing targets to be delivered by June 2029 for Sydney and regional councils.

The targets stem from the National Housing Accord, which aims to deliver 377,000 new well-located homes across the state by 2029. The new targets replace former targets which expire in June 2026. The dwelling target announced for Randwick LGA is set at 4,000 dwellings to be delivered by June 2029.

Council continues to undertake detailed assessment into residential accommodation development applications received within the Kingsford and Kensington town centres including, major student housing developments to ensure alignment with the strategic vision for these centres to achieve high quality design and architectural outcomes, higher standards for sustainability of buildings, greater vibrancy and public domain improvements.

Outcome 3: A city with excellent built form that recognises local character.

| | |
|-----------|--|
| 50 | NEW HERITAGE ITEMS added to Local Environment Plan |
| 1 | NEW and one EXPANDED Heritage Conservation Area in local government area |

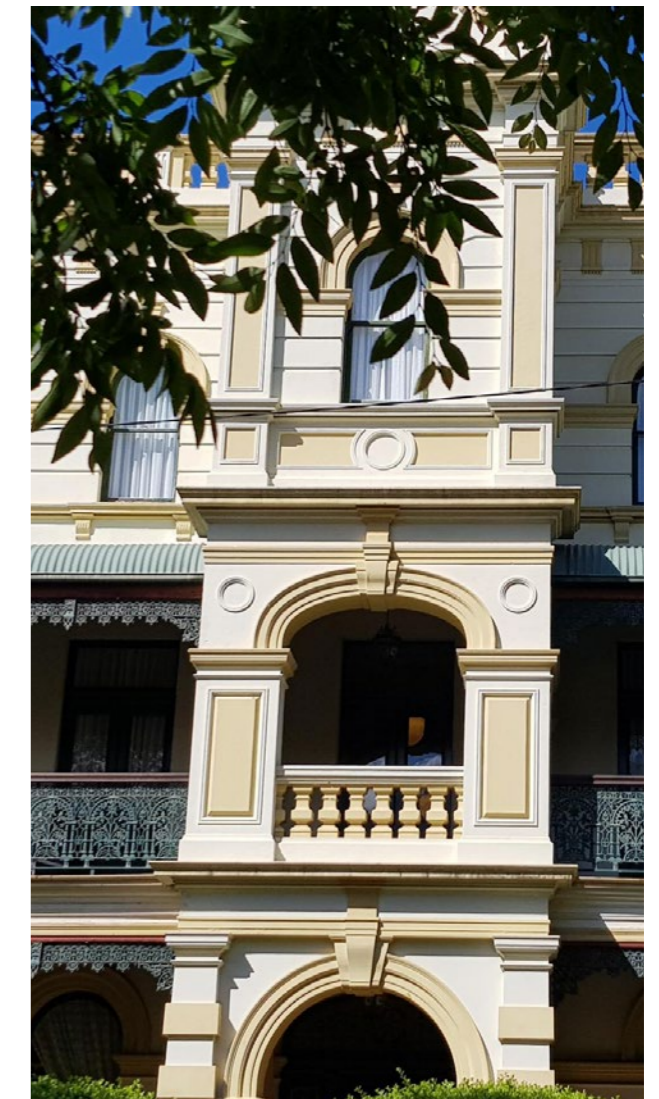
Local character controls are being drafted for inclusion in Council’s Development Control Plan (DCP). The controls seek to ensure that new development is compatible, responds to, and contributes to its context, having regard to the natural environment and landscape, built form and land uses, people and culture, services, access and connectivity. The provisions also require development to consider the amenity within each of the eleven identified local character areas (LCAs). In doing so, the controls will provide guidance and connection between an identified existing and desired future character for each LCA. The new controls will be reported to Council in late 2024 alongside other updated provisions and placed on public exhibition for community feedback.

The Council’s DCP will also be updated to reflect Council’s strategies and best practice approach to environmental sustainability.

A planning proposal and development control plan was prepared for the UNSW west site along Anzac Parade, Kensington (opposite the main campus). The draft provisions were reported to and endorsed by the Randwick Local Planning Panel and adopted by Council in June 2024 for public exhibition. These new controls allow development up to six to seven storeys

on the site and protects an area to be set aside as a public plaza. The draft Planning Proposal sets out the proposed changes to achieve appropriate built form and scale outcomes on the site and meets design excellence requirements. The draft Plan is under review by the Department of Planning, Housing and Infrastructure.

In September 2023, over 50 new heritage items were added to the Randwick Local Environmental Plan (LEP) following a comprehensive review supported by heritage expert investigations. One new and one expanded Heritage Conservation Area was also added to the Randwick LEP.



2. Source: Homes NSW data and Randwick Council affordable housing dwellings, 2024
 3. Sourced from Greater Sydney Urban Development Program Dashboard

3.1.4 Integrated transport

The ability to move around plays a key role in our quality of life, the choices we make about where we live and how liveable our communities are.

Our community's vision for integrated transport is articulated through three outcomes in the Community Strategic Plan:

1. A city with a transport network where sustainable transport options are the preferred choice for people
2. A city with a safe, efficient and sustainable road network that balances the needs of movement and place to ensure roads are used for their intended purpose
3. A city with a parking system that caters to the needs of residents, freight delivery, visitors and workers

Our progress in working towards delivering these outcomes in 2023-24 is discussed below.

Outcome 1: A city with a transport network where sustainable transport options are the preferred choice for people.

20 | TOTAL PUBLICLY ACCESSIBLE EV CHARGING STATIONS provided by Council

5 | NEW TRAFFIC FACILITIES implemented to increase safety for people walking or riding bikes

Active Transport Plan

Extensive community consultation was undertaken for the preparation of the delivery of the Active Transport Plan. The Active Transport Plan is a suite of documents that establish the vision for active transport in the City and will guide strategic decisions for the Council regarding walking, public transport and bicycle riding consistent with the Integrated Transport Strategy. The Plan has been completed in preparation for Council's consideration.

Kingsford to Centennial Park Walking and Cycling Improvements project

The Council, with the support of Transport for NSW, delivered stages 1 and 2 of the Kingsford to Centennial Park Walking and Cycling Improvements project. This 1.8km long project included four new pedestrian crossings, major drainage upgrades, the planting of many trees, upgrades to the kerbs, gutters, kerb ramps and footpaths along the route and the delivery of a two-way separated cycleway.

South Coogee to Kingsford Walking and Cycling Improvements project

Design work on the South Coogee to Kingsford Walking and Cycling Improvements project advanced, utilising funding secured from Transport for NSW (TfNSW). Design challenges have arisen due to nearby Sydney Water and Ausgrid installations. TfNSW funding for this intersection includes the design and implementation of new traffic signals at the Avoca Street, Sturt Street, and Bundock Street intersections.

Anzac Parade Paths Project

Site specific concept design has been undertaken for the Anzac Parade Paths Project (APPP). This ongoing work involves preparation of concept designs for community consultation for the proposed walking and cycling paths along the central island of Anzac Parade from Sturt Street to Fitzgerald Avenue. Early community consultation was completed, and traffic signal modelling has been progressed.

Electric Vehicle (EV) Charging

As EV usage grows, Council has been trialling innovative charging technologies, including retrofitting chargers on wooden street poles and partnering with the private sector to set up charging hubs in carparks. In November 2023, the Council approved the 'Leading the Charge: Electric Vehicle Infrastructure Strategy', which outlines the vision and necessary infrastructure to accommodate the growing number of EVs in the area.

With grant funding from the NSW State Government, the number of public EV charging spots in Randwick is expected to rise from 40 to 140 over the next 18 months.

To support this expansion, the three-Council partnership Regional Environmental Program has hired a full-time EV Project Manager, the first such position in any council in NSW.



Outcome 2: A city with a safe, efficient and sustainable road network that balances the needs of movement and place to ensure roads are used for their intended purpose

2 | LOCATIONS with lower speed limits

5 | PROJECTS to reduce speed and number of accidents through Randwick City

New 40km/h speed limit areas

A new 40km/h speed limit was applied at two locations within the Randwick local government area. The northern part of Doncaster Avenue and its side streets implemented reduced speed limits in late May 2024, and the Prince Henry area of Little Bay had a 40km/h speed limit introduced in late June 2024. Lower speed limits are proven to reduce the number of crashes in an area and the level of trauma if a crash does occur.



Fitzgerald Street & Paine Street, Maroubra

The visibility of the pedestrian refuge at the intersection of Fitzgerald Street & Paine Street, Maroubra, was improved with the implementation of retro-reflective pavement markers, on the centre and edge lines.

Franklin Street, Knowles Avenue & Wassell Street, Matraville

The size of the central island of the roundabout at the intersection of Franklin Street, Knowles Avenue & Wassell Street, Matraville was increased. Additionally, speed cushions were installed on each approach to the roundabout, by mid-June 2024. These modifications will reduce the speed of motorists passing through the intersection to address the poor safety record at this site.

Anzac Parade / Mitchell Street, Malabar

The Mitchell Street link road, between the northern and southern carriageways of Anzac Parade, Malabar, was widened and a central island was installed to better manage turning manoeuvres at the intersection.

Middle Street and Harbourne Road, Kingsford

In Kingsford, at the intersection of Middle Street and Harbourne Road, the Council installed a raised safety platform. The objectives are to reduce the speed of motorists passing through the intersection, provide better facilities for pedestrians and to address the poor road safety conditions at the site.

Road Safety Programs

Road safety behavioural programs were undertaken regarding child restraint usage, elderly pedestrian behaviour and for supervisors of learner drivers.

Outcome 3: A city with a parking system that caters to the needs of residents, freight delivery, visitors and workers

97% | NEW RESIDENT PARKING SCHEME applications determined within 10 days

3,700 | PERMITS for residential zones management

The resident parking scheme is continually reviewed with 97% of renewed applications determined within 10 working days. Where appropriate and supported by the community, our Resident Parking Areas are expanded to give parking priority on the street to residents who cannot park on their own property. Over the last year community consultation regarding introduction or expansion of the Resident Parking Scheme was undertaken in five resident parking areas.

3.1.5 Open space and recreation

Access to good quality, well-maintained public open space is important to maintain or improve our physical and mental health and wellbeing. Open spaces encourage us to walk more, to play sport, or simply to enjoy a green and natural environment.

Our community identified open space and recreational facilities as a valuable part of our city, and the following three outcomes in the Community Strategic Plan highlight what they want:

1. A city with open space that grows and changes with the community
2. A community that is healthy and active
3. A community where everyone has the opportunity to participate in sport and recreation

Our progress in working towards delivering these outcomes in 2023-24 is discussed below.

Outcome 1: A city with open space that grows and changes with the community.

EVERY HOME in Randwick has open space of 1000sqm within 800m

2 | NEW PLAZAS CONSTRUCTED in Randwick and Maroubra

CREATION of new public open space at the corner of Carrington and Clovelly Roads, Clovelly

Council developed the draft Maroubra Beach Plan of Management (PoM) and Masterplan. The PoM has been submitted to the Department of Climate Change, Energy, the Environment and Water and NSW Crown Lands for review and endorsement for public exhibition.

Council has incorporated land that was repurposed for use as open space into the draft Randwick Local Environment Plan (LEP).

We completed two new plazas in Waratah Avenue, Randwick and the McKeon Street Plaza, Maroubra which were welcomed by the community. We also opened a new pocket park on Clovelly Road at Carrington Road Clovelly.

Outcome 2: A community that is healthy and active

5 | DESIGNS for updates to playgrounds

DEVELOPED the new Play Space Strategy

We developed a Play Space Strategy to manage our 59 existing playgrounds. The playgrounds were categorised, we identified locations for new playgrounds and the Strategy helps inform the selection of new facilities to support future upgrades.

As part of our capital works program, we designed upgrades for five playgrounds. We also designed two new outdoor gyms at Purcell Park, Matraville and Woomera Reserve, Little Bay.

To complement our Coastal Walk, we have been developing a Wayfinding Strategy that will provide key information on destinations and points of interest.

Outcome 3: A community where everyone has the opportunity to participate in sport and recreation

UNDERTOOK sports field lighting trial at Nagle Park to support passive recreation

COMPLETED the construction and opening of the splash and play facilities at Des Renford Leisure Centre

42,176 | BOOKED HRS on the many Council-operated sports fields

Council has added two new off-leash dog parks at Kensington Rotary Reserve and Emily McCarthy Park in South Coogee. Work commenced on an environmental assessment of Yarra Bay Beach for the off-leash dog exercise activity.

Council conducted a sports field lighting trial at Nagle Park to support passive recreation five nights a week. The trial has led to the creation of a lighting plan for the park that will support engagement in both sport and passive recreation, such as dog walking at night. Following a review of environmental factors, community consultation will test community support for the plan, prior to potential implementation.

Work commenced on exploring opportunities for recreational activities along the Anzac Parade central median. This open space has great potential and can provide exciting active and passive recreational opportunities.

The playgrounds at Alison Park, Fitzpatrick Park and Ella Reserve were upgraded. All our playground designs incorporated accessible play equipment to improve inclusion.

Planning for the upgrade of the unique cycling facility, Criterion Track, at Heffron Park was undertaken. The planning covers onger-term works that will be implemented in stages.

We undertook ongoing maintenance of our sports fields and grounds to support sporting clubs.



3.1.6 Inclusive Randwick

Our community is diverse with a range of experiences and levels of advantage and disadvantage.

Randwick Council is committed to our vision of developing 'a sense of community' and aims to support and develop a connected, cohesive, safe and resilient community where all people feel they belong, can participate and thrive. Council endeavours to effect positive change, empower the community, build capacity, and create meaningful engagement for residents and visitors.

The following three outcomes from the Community Strategic Plan articulate our vision, attitudes and actions toward the community we love and serve:

1. A resilient city where people are engaged, informed, connected and feel a sense of community and belonging
2. A city where people can access social support and amenities whatever their ability and wherever they live
3. A city dedicated to the individual and collective health, wellbeing and safety of the community

Council's progress in working towards delivering these outcomes in 2023-24 is discussed below.

Outcome 1: A resilient city where people are engaged, informed, connected and feel a sense of community and belonging.

| | |
|-----------------------|--|
| OVER \$590,000 | AWARDED to community groups and artists through the three Community grant programs ⁴ |
| 24,979 | LOCALS ATTENDED COMMUNITY initiatives, activities and programs delivered by Council to encourage a sense of community |
| 5,534 | ATTENDEES at activities and events designed in partnership with the local Aboriginal community |

Randwick Council is committed to supporting a connected, informed and engaged community. Over the past year we have delivered targeted events across key community sectors, including NAIDOC and Reconciliation Week, Youth Week, Refugee Week, Senior's Week, Social Inclusion Week and Multicultural March. These have been instrumental in engaging with our diverse community and showcasing local talent.

Council delivered community initiatives, activities and programs that address our Local Area Priorities, that

were attended by 24,979 people. Additionally, 5,534 people attended Council activities and events designed in partnership with the local Aboriginal community.

Through the Community Investment Program, Randwick City Council empowers residents, artists, community groups and organisations to create a sense of community. In 2023-24, Council funded 57 projects through the Community Connect stream, 33 projects through the Community Creative stream, and 14 initiatives through Community Partnerships. These initiatives enrich the lives of locals and enhance social cohesion and a sense of belonging in our community.

Outcome 2: A city where people can access social support and amenities whatever their ability and wherever they live

| | |
|--------------|--|
| 9,488 | YOUNG PEOPLE participated in local programs and activities provided in partnership with Council |
| 7,510 | COMMUNITY MEMBERS attended programs and information sessions targeting people and disability and their carers |
| 668 | REFERRALS were made through the Hub @ Lexo to connect community members with local service providers and programs |
| 51 | CHILDREN were enrolled at Moverly Children's Centre |
| 2,772 | HOME maintenance and modification jobs were completed |

At Council's annual Service Provider Forum, 45 service providers helped Council better understand the social needs of community and identify gaps that are being met. This event encouraged the local service network to exchange ideas on best practice, workshop best-fit solutions and spark collaboration. The Council facilitates 13 interagency groups and participates in a further 46. As a result, Council was involved in the delivery of 38 collaborative projects to benefit the local community.

Council continues to partner with South Eastern Sydney Local Health District, Homes NSW, Department of Communities and Justice, and Central and Eastern Sydney Primary Health Network to provide backbone support for the delivery of The Hub @ Lexo. The partnership aims to strengthen the capacity of community through developing skills, abilities, and resources to assist communities to be resilient, adaptive and thrive within

their environment. In 2023-24, The Hub @ Lexo received 8,889 visits from community members and facilitated 668 referrals to local service providers and programs.

Disability Inclusion remains a primary focus of Randwick City Council. In partnership with the local disability support sector, Council promotes an awareness of the needs of people with disability and their carers, and offers programs to help ensure people with disability and their carers can meaningfully participate in community life. Examples of this include information sessions on caring for someone with autism, dementia awareness, understanding hoarding and clutter disorder; as well as hosting several all-abilities fun days in the community and launching the playground at Coral Sea Park for children of all abilities.

The team of experienced and dedicated Early Childhood Educators at the Moverly Children's Centre provided quality education and care for 51 children in 2023-24.

Council continues to deliver the Home Maintenance and Modification Service, contracted by the Commonwealth Home Support Program. This service supports individuals registered with My Aged Care to remain in their residence with a focus on safety, accessibility, and independence. In 2023-24, 2,772 home maintenance and modification jobs were completed.

Outcome 3: A city dedicated to the individual and collective health, wellbeing and safety of the community

| | |
|--------------|--|
| 6 | CAMPAIGNS to increase community awareness about Family and Domestic Violence |
| 6,433 | MEALS provided to communities in need through partnerships with food security programs |
| 11 | WRITTEN SUBMISSIONS to Federal and State governments advocating for increased service funding, as prompted by gaps identified through community engagement and consultation |

In 2023-24, Council concluded its Community Safety Study that explored the concept of 'community safety' through the lens of four key elements: structural, environmental, interpersonal, and individual conditions for safety. Council conducted a variety of community and stakeholder engagement activities, and analysed key themes in combination with existing research and local statistical data. The Community Safety Study will inform the development of 'Safer Randwick', Council's draft Community Safety Plan.

In 2023-24, Council advocated on the topics of homelessness, and family and domestic violence through 11 written submissions to Federal and State Governments and MPs advocating for increased service funding, as prompted by gaps identified through community engagement and consultation.



4. Our grant programs are: Community Connect, Community Creative and Community Partnerships

3.1.7 Economic development

Randwick City Council is committed to working collaboratively to strengthen a sustainable 24-hour economy that will create local employment opportunities and enable a prosperous community.

Our community's vision for economic development is delivered through four outcomes in the Community Strategic Plan:

1. A city that empowers businesses to start, grow and thrive through a collaborative business culture
2. A city with a 24-hour economy including diverse night-time activities and experiences
3. A city with diverse, active places for businesses, including vibrant town and neighbourhood centres
4. A city that attracts people from around Australia and the world to do business, work and visit

Council's progress in working towards delivering these outcomes in 2023-24 is discussed below.

Outcome 1: A city that empowers businesses to start, grow and thrive through a collaborative business culture.

13,704 | BUSINESS in LGA (ABS, June 2023)

250 | BUSINESS REPRESENTATIVES attended business workshops

A wide range of projects commenced across the local area, strengthening connections between Council and businesses, building collaboration, and responding to the specific needs of each town centre.

Community came together via the very popular Eat Drink Plan activation for Easter at Pioneers Park and Father's Day at Maroubra Beach with food trucks and performers from our local music and entertainment sector. Attendance was over 3,500 guests.

The Randwick Markets Program trial was endorsed by Council in early 2024, with a markets operator engaged to deliver Randwick City's first major Markets trial which included stallholders from the local community. Unfortunately, bad weather thwarted the first planned activations in May and June, with early July 2024 being the first event.

Dedicated to building capacity and networks, Council delivered two business workshops that focused on giving businesses an opportunity to network with each other and hear from expert guest speakers. More than 100 business representatives attended the workshops. The first workshop was held in October 2023 with the theme Marketing without Money and AI Tools for small business; and in June 2024, a workshop led by business and cultural leaders, and attended by businesses mostly from Kingsford and Kensington, was held at UNSW. The latter workshop focused on innovation, creating a brand, and ways to diversify business.

There was an exciting partnership between Randwick Council and Business Sydney in June 2024 that resulted in a business and cultural networking event at Town Hall, titled Creative Communities. More than 130 members of Randwick City's business and cultural industries and sectors attended an information evening with leaders from Create NSW, Business Sydney and Randwick Council.

Outcome 2: A city with a 24-hour economy including diverse night-time activities and experiences

\$490M | ANNUAL night-time spend (6pm-6am) in dining and entertainment across the LGA *source: SpendMap

5 | INITIATIVES IMPLEMENTED to promote Randwick's night-time economy

The night-time economy continued to grow across Randwick City in 2023-24. Economic Development Strategy projects contributing to this included the opening of the Waratah Plaza and related programming, the Summer Music Pop-Up Program and other evening events such as Lunar New Year.

The Summer Music Pop-Up Program was delivered across the Randwick local government area. It was delivered in different locations, from La Perouse to Clovelly, during summer 2023-24. The program provides professional opportunities for the local music sector to perform to a wide range of audiences, activate town centres and open spaces, and celebrate Christmas and summer in Randwick City.

Ten pop-up music locations were selected in 2023-24 across the area based on diversity of audiences, civic activations and proximity to local businesses and retail precincts. Seventy-seven live performances were held, with 31 local performers and 10,350 minutes of music performed during peak weekend hours and in the evening at The Spot and Coogee. This program continues to grow every year in popularity and gives an important boost to the live music sector.

The annual Lunar New Year event continues to grow in popularity and innovative programming. More than 1,200 people attended the event in Meeks Street Plaza, Kingsford, on 10 February 2024. The event celebrated the unique identity and cultural diversity of Kingsford town centre with dragon dances, a wishing tree, cultural and community workshops, live music, DJs and contemporary arts performances by some of Sydney's leading Australian-Asian artists.



Outcome 3: A city with diverse, active places for businesses, including vibrant town and neighbourhood centres

WARATAH AVENUE PLAZA opened in the heart of Randwick's commercial centre

The Waratah Avenue Plaza opened in March 2024, creating a new community space and fostering an increase in night-time activity in Randwick. The event was well-attended by the local community. The plaza provides an important place for visitors and shoppers to rest, relax and eat in the heart of one of Randwick's most vibrant bustling centres.

Meeks Street Plaza, Kingsford, came alive once more with the Lunar New Year Festival in February 2024. The event brought together the best in performance, art, food, culture, and live music, and was attended by more than 1,200 people. The local community and businesses celebrated the New Year with style and colour in the heart of Kingsford.

Further live music was commissioned following the Blitz cleaning and enhancement program at the Clovelly and Carrington Road pocket park and at the Matraville town centre. The Economic Development Team collaborated closely with local businesses to support Beach Breaks in Maroubra, and to enliven the streets through the continuation of the al fresco on-road dining program. Council also delivered its Christmas program in 13 locations.

Outcome 4: A city that attracts people from around Australia and the world to do business, work and visit

7 | MEETINGS with Night-Time Economy and 24 Hour Advisory Council over the year

TOTAL DOMESTIC VISITOR spend was \$1.116B in the Randwick LGA *source: SpendMap

Council continues to collaborate with state, federal and local organisations to raise the profile of the City of Randwick as a vibrant destination. Destination NSW supported local businesses on marketing beyond borders, to boost external visitation.

The endorsed Markets Program facilitated the planning for a 12-month markets trial for as a significant event that will bring in visitors across Sydney and beyond.

A program of vibrant events was delivered across Randwick LGA and celebrated town centres. The highlight was Lunar New Year in February 2024, which brought in people from outside the LGA to the heart of Kingsford. Council collaborated with businesses to participate in major events such as The Spot Festival and Beach Breaks.

Randwick Pride is now one of Council's most loved events, held every year to coincide with Sydney Gay and Lesbian Mardi Gras, and in recent years, World Pride. Held on the now iconic Rainbow Steps at Coogee Beach each year in February/March, Council celebrates the LGBTQIA+ community with drag performances, live music, and speeches from community advocates to crowds of over 3000. Attendees come from all the globe; in 2024 visitors from Canada, USA, Norway, Peru, Scotland, Germany, Chile, New Zealand, Sweden, Switzerland, Mexico, England, Ireland, Colombia as well as across Australia all enjoyed this inclusive event.



3.2 Progress in delivering regulatory and ongoing services

This section highlights the regulatory and ongoing services provided by the Council under the Delivery Program commitments and Operational Plan activities in 2023-24.

These commitments provide the ongoing services needed by our community, ensure compliance with regulatory requirements, and provide the internal support services needed to keep the Council operating efficiently and effectively.



Progress Summary

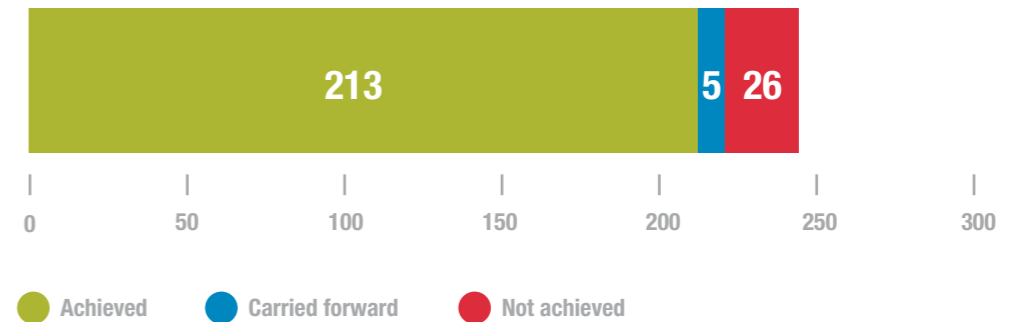
The following chart summarises Council's performance in delivering the regulatory and ongoing services for the community in 2023-24.

The indicators showing green have reached the agreed target, blue relates to projects and activities that are continuing into 2024-25, and red indicates the target was not achieved.

Of the 244 regulatory and ongoing service indicators, 90% have been achieved or carried forward to the 2024-25 financial year.

TARGET VALUE TRACKING SUMMARY

Regulatory and Ongoing Services



3.2.1 City Planning

Strategic Planning

| | |
|--|--|
| 90% | HERITAGE EXEMPTION REQUESTS responded to within Service Level Agreement (SLA) |
| COMMENCEMENT of a heritage ticketing system, including 100% of requests responded to within SLA | |
| HIGHLY COMMENDED in 2024 NSW Local Government Awards for Customer Experience during the comprehensive LEP review | |
| STATE LISTING of Gooriwal cultural landscape at Little Bay and Yarra Bay | |
| AUTOMATED THE PRODUCTION of 3,300 s10.7 certificates reducing manual handling and improved the customer's experience of the service | |

Key projects and highlights undertaken by the Strategic Planning team for the year:

- Over 30 submissions were prepared in response to Government Policy or State Significant development proposals
- Comprehensive review of the Randwick Development Control Plan (DCP) Stage 1 completed and new controls for dual occupancy development, semi-detached dwellings, secondary dwellings and new housing growth areas commenced on 1 September 2023. Stage 2 of the DCP review underway to update, strengthen and streamline other DCP provisions. These will align with current best planning practices including design excellence, heritage conservation, environmental resilience, sustainability, active transport and specific precinct/location controls. The Stage 2 DCP will be reported to Council and placed on public exhibition for community feedback during 2024-25.
- The Development Contributions Plan, known as the s.7.12 Plan 2024 for the City was updated and placed on public exhibition for community feedback. The final plan, which became effective in July 2024, allows Council to impose a levy on development to help fund a range of public infrastructure and facilities such as open space upgrades, playgrounds, local road improvements, town centre improvements and community centres. The new plan repealed the former (s94A) Plan 2015.

- In June 2024, the production of 10.7 Certificates moved from manual generation to an automation process following a two-year comprehensive property data integrity audit. A cross-functional project team has checked data sources for almost 90 property conditions, improved land parcel details and set up a daily checking system to ensure certificates are accurate. As a result of automation, customers now receive their certificates almost immediately after online ordering as opposed 3-4 days under the the previous manual system. Approximately 3,300 certificates are issued by the team each year.
- Draft Randwick Junction Town Centre Planning Proposal was reported to Council and submitted to Department of Planning for gateway in October 2023. A proposed built form framework is contained in Randwick Junction Town Centre Urban Design Report 2023, which details maximum heights and FSRs for each block based on detailed modelling, taking into account considerations of scale, form, setbacks, heritage and relationships to existing development. Once a gateway decision has been issued by the Department, the draft Planning proposal and draft Development Control Plan will be placed on public exhibition.

Strategic planning undertook a comprehensive review of the Planning Agreements Policy 2007, which has resulted in a new updated Planning Agreements Policy 2024 (adopted March 2024). The Planning Agreements Policy 2024 provides clearer guidance on the heads of consideration, assessment criteria, procedural requirements and fundamental principles involved in the planning agreement process in a transparent manner and in line with government legislation and practice notes.



Health, Building and Regulatory

| | |
|--------------|---|
| 2,068 | HEALTH, Building, Compliance, & Fire Safety-Related Customer Requests Actioned |
| 1,196 | LOCAL APPROVAL APPLICATIONS Determined, with 97% Processed Within 5 Days |
| 372 | BUILDING AND FIRE SAFETY INSPECTIONS Conducted, Along with 147 Swimming Pool Barrier Inspections |
| 421 | NOTICES, Orders, and Penalty Notices Issued |
| 4,795 | ACTIVITIES CONDUCTED in Association with the Council's Fire Safety Certification Program |

The Environmental Health team has continued to implement an effective food safety inspection program, by undertaking 863 food premises inspections, and having 508 restaurants, cafes and food businesses participate in Council's Scores-on-Doors Program. A further 243 inspections of temporary food vendors at community and private events were also undertaken. Council's Building, Compliance and Fire Safety Officers undertook a wide range of activities and functions to achieve compliance with relevant approvals and regulatory requirements and to ensure building, occupant, and public safety.

Sustainability

| | |
|--------------|---|
| 3,761 | PEOPLE PARTICIPATED in environmental workshops |
| 7,712 | PEOPLE ATTENDED an eco-themed event |
| 4,796 | HRS WERE VOLUNTEERED to support sustainability initiatives |

The Sustainability team works across the local area and with our neighbouring councils, to improve awareness and access to sustainability measures and actions to progress environment outcomes for the community and local area. Following extensive consultation Council was successful in receiving approval from IPART to continue the Environment Levy on a permanent basis. This acknowledges the vital services this program provides for the area and the considerable community support for it.

Over 1,600 students engaged with Council sustainability incursions and excursions, which support the next generation in driving action to protect the environment and take action on climate change.

Our community volunteers lovingly tended the community gardens and shared their skills and knowledge with others in the community. The volunteer hours are worth around \$118,000.

The Council worked with number of community groups to help accelerate action on climate change, including Plastic Free Coogee, PermaBee, Adamama and the Organic Buyers Group. Over 500 worm farms and compost bins were provided to the community through the ongoing Compost Revolution project, which helps reduce emissions and support local growing.

Development Assessment

| | |
|-------------|--|
| 965 | DEVELOPMENT APPLICATIONS and S4.55 Applications determined |
| 762 | PLANNING CUSTOMER SERVICE requests were actioned via Council's website |
| 83% | CUSTOMER SERVICE requests completed within 48 hours |
| 27% | IMPROVEMENT in the number of applications determined when compared to 2022-23 |
| ↓62% | REDUCTION in the number of outstanding applications when compared to 2022-23 |

The Development Assessment team completed a Service Level Review of the development assessment service in September 2023. The Service Review involved a comprehensive investigation and analysis of the services currently provided by the Development Assessment team and identified opportunities to improve service levels and introduce operational efficiencies. The recommendations and opportunities identified in the review are progressively being implemented. These include recruitment of specialist planning staff, improving and updating existing documentation, establishing application management guidelines, lodgement and best practice guides, investigating the use of innovative technology (eg Artificial Intelligence) and improving the customer experience of the Development Assessment public web pages.

3.2.2 City Services

Infrastructure Services

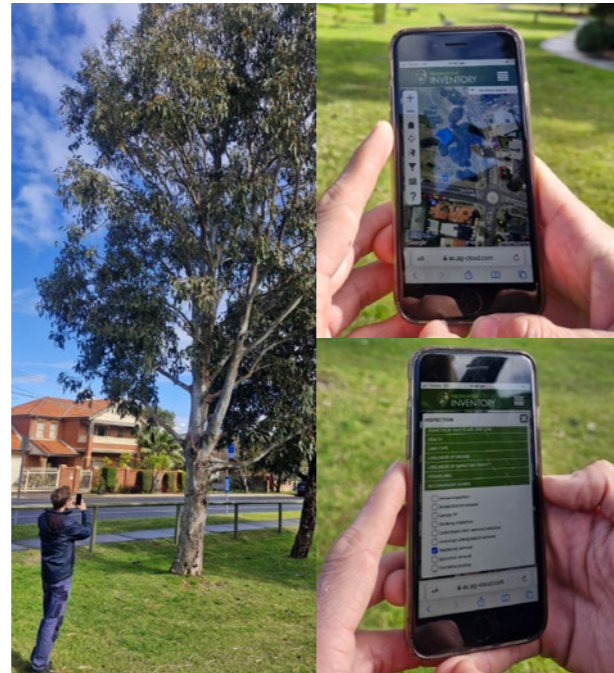
| | |
|----------------|--|
| 4 | LOCATIONS were rejuvenated by the Council 'Blitz' teams, including Randwick, Malabar Junction, the intersection of Carrington and Clovelly Roads, and Maroubra Junction |
| 3.66KM | OF FOOTPATH constructed and upgraded |
| \$37.5M | COUNCIL PROJECTS spend |
| 255 | ASSET OPENING PERMITS issued |
| 316 | TREE APPLICATIONS processed |



During the year, the Infrastructure Services team carried out scheduled and reactive asset maintenance throughout the City to ensure Council roads, trees, facilities and open spaces were safe and presentable. The team also ensured that emergency teams and functions were appropriately planned, prepared, coordinated and executed.

Randwick Council's 'Blitz' team actively rejuvenated four town centres — Randwick, Malabar Junction, Maroubra Junction and Clovelly (intersection of Carrington and Clovelly Roads). The Blitz program is a Council initiative coordinating significant maintenance, upgrade and cleaning works in one or two days to visually enhance town centres and assist businesses and shoppers.

Council improved during the year with the purchase of tree management spatial software that records important details such as species, height, canopy data, tree health and maintenance works performed.



Annual capital spending on construction was \$37.5M across 133 projects. These projects provided refreshed assets and new services for the community. Notable projects included amenities at South Maroubra Beach, a Splash Park at DRLC, a synthetic soccer field at Coral Sea Park, the Matraville Youth and Cultural Hall, Waratah Plaza, McKeon Street Plaza, and a pocket park at the corner of Clovelly and Carrington Roads.



Integrated Transport

| | |
|------------|---|
| 98% | PARKING PERMIT RENEWALS completed within SLA |
| 93% | ROAD SAFETY and traffic matters completed within SLA |

Following negotiations with TfNSW, the Integrated Transport team was able to introduce two new areas with a 40 km/h speed limit. These new zones are in Doncaster Avenue (and side streets) between Anzac Parade and Alison Road and the Prince Henry Area of Little Bay.

The delivery of the first two stages of the Kingsford to Centennial Park walking and cycling improvements projects was achieved. This 1.7km facility has significantly improved conditions for people who choose to walk or ride bicycles in the Huston Road, Day Avenue and Doncaster Avenue neighbourhoods.

Community consultation was undertaken regarding Council's proposed Active Transport Plan. This Plan will be provided to the Council later this year.

Following a detailed community consultation process the new Resident Parking Area known as MJ4 was introduced.

With regards to road safety, the team completed:

- Improvements and enhancements to the pedestrian refuge at Fitzgerald Avenue to make the facility more obvious to passing motorists
- Increased the size of the roundabout at the intersection of Franklin Street, Knowles Avenue and Wassel Street, Matraville and installed speed cushions
- Improvements to the intersection of Mitchell Street and Anzac Parade
- Installed a raised safety platform at the intersection of Middle Street and Harborne Road, Kingsford

Ranger Services

| | |
|--------------|--|
| 9,666 | CUSTOMER REQUESTS actioned |
| 99.2% | CUSTOMER REQUESTS responded to within SLA |
| 5,702 | REPORTS of illegal parking |
| 99.7% | CUSTOMER SERVICE REQUESTS for illegal parking responded to within SLA |

In the past year, Ranger Services has been at the forefront of maintaining community standards and ensuring compliance across various sectors within the Randwick City Council local government area.

Our team actioned a total of 9,666 customer requests, addressing a broad range of community concerns. These included 2,477 reports of unattended items such as abandoned vehicles, 637 building site investigations, and 134 investigations into pollution incidents. Impressively, more than 99% of these requests were resolved within the Service Level Agreement (SLA), demonstrating our commitment to prompt and effective service delivery.

This year, Ranger Services also undertook a comprehensive service level review of our parking patrol operations. This review identified key opportunities for operational efficiencies, enabling us to enhance our service delivery while optimising resource allocation.

Additionally, we partnered with the NSW Environment Protection Authority (EPA) in the 'Get the Site Right' blitz program, which focused on improving environmental management at building sites. This initiative saw our rangers collaborate with EPA officers to conduct thorough site inspections across the local government area, reinforcing our commitment to safeguarding the local environment and ensuring compliance with environmental regulations.

Technical Services

| | |
|---------------|------------------------------|
| 5.79km | ROADS resurfaced |
| 3 | PLAYGROUNDS designed |
| 2 | OUTDOOR GYMS designed |

To guide future management and upgrades of community land and town centres several strategies, plans and guidelines were developed. These include:

- Play Space Strategy to assist with planning for our playgrounds and play spaces
- Technical Guidelines for Urban Planting will guide tree planting and landscaping of the public domain
- Draft Maroubra Beach Plan of Management and Masterplan provides planning for community land
- Draft Wayfinding Strategy for our Coastal Walkway

We also undertook landscape and civil design services including playgrounds, town centre upgrades, roads, traffic facilities, retaining walls, drainage, public access (stairs) and public lighting.



Waste, Cleansing and Public Safety

Lifeguard Services

| | |
|--------------|-------------------------------------|
| 767 | RESCUES performed |
| 8,868 | FIRST AIDS administered |
| 163 | MAJOR INCIDENTS responded to |

Waste and Cleansing

| | |
|----------------------------|---|
| 460 TONNES | LITTER REMOVED from our 38 Gross Pollutant Traps |
| 1,047 TONNES | LITTER COLLECTED from street sweeping |
| 11,959m² | GRAFFITI removed throughout the City |

The Waste, Cleansing and Public Safety team provides waste and cleansing services for the local area as well as the lifeguard services at the beaches and ocean pools.

Lifeguard Services

In 2023, a Service Review was undertaken for the lifeguard services. This review gave several recommendations for improvements including expansion of our lifeguard services in response to community needs. In late 2023, Council introduced seasonal patrolling for Malabar and Little Bay Beaches, running from 1 December 2023 to 28 February 2024. Lifeguards performed four rescues, administered first aid to 959 people, and carried out 1,187 preventative actions. In early 2024, Council introduced year-round patrols to Clovelly Beach to align our lifeguard services with Coogee and Malabar Beaches.

Waste and Cleansing

In 2023-2024 Council adopted the Illegal Dumping and Litter Management Plan to reduce illegal dumping and litter in the City and improve liveability.

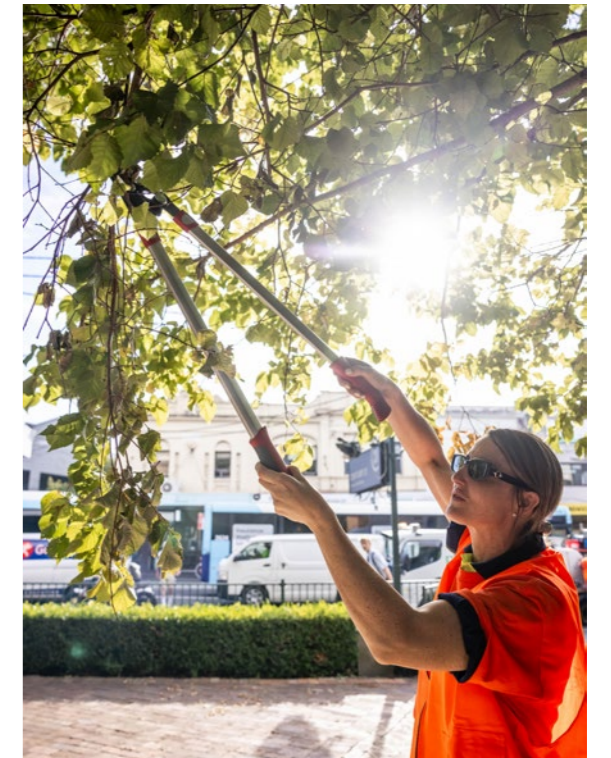
Every day, Council's Waste Cleansing crews service over 700 bins throughout business centres, open spaces, and beachfronts. Bins are serviced twice daily, and during peak periods bins can be serviced up to five times a day to meet community expectations.

In the 2023-2024 financial year, Council's commitment included providing a total of 2,166,750 of compostable dog poo bags, which are available at off-leash dog parks and popular exercise locations across the City.

Council's Waste Contractor serviced:

- 1,525,373 garbage bins
- 1,136,522 recycling bins
- 1,585,317 Food Organics and Garden Organics (FOGO) bins

Council distributed 137,981 packs of FOGO caddy liners to residents.



3.2.3 Community and Culture

Communications

| | |
|---------------|--|
| 58 | PRECINCT MEETINGS held |
| 10 | COUNCILLOR Let's Chat events |
| 50 | WEEKLY ENEWS sent to 54,676 subscribers |
| 35 | COMMUNITY ENGAGEMENT PROGRAMS conducted |
| 13,072 | SUBSCRIBERS to Your Say Randwick (14% increase) |
| 32,494 | COUNCIL FACEBOOK page followers (18% increase) |

Randwick City Council's Communications team is primarily responsible for informing and engaging our community about Council's services, projects and events. Given the limited traditional media within the Randwick local government area currently, Council's communication channels are increasingly important to ensure people can contribute and be involved in Council activities and feel connected and part of the Randwick City community.

The team supports a range of face-to-face engagement forums including running a local Precinct system, hosting Councillor Let's Chat events and facilitating workshops, focus groups and pop-up activities to support engagement programs.

A highlight for the year was the development and implementation of a multilingual rock fishing safety education and communications campaign.



Community Development

| | |
|---------------|---|
| 27 | PROPERTIES in the affordable rental housing portfolio |
| 59 | TARGETED EVENTS addressed social isolation in our community |
| 104 | PROJECTS FUNDED through the Community Investment Program grant scheme |
| 24,979 | LOCALS ATTENDED community initiatives activities and programs delivered by Council to encourage a sense of community |

The Community Development team works with community and stakeholders to enhance social and cultural wellbeing and to foster 'a sense of community' in Randwick City. Through our partnerships, and with the network of local service providers, Council delivers social activities, information sessions and capacity building programs.

In 2023-24, we were proud to officially launch the newly renovated Matraville Youth and Cultural Hall. Residents of Matraville and surrounding suburbs were invited to celebrate the opening by participating in a week-long series of free community events, including mums and bubs yoga, art classes, K-pop and belly dance workshops, DJing sessions for teens and circus tricks for kids.

Council partners with local services and stakeholders to break cycles of disadvantage and increase resident capacity to participate meaningfully and safely in local community life. An example of this ongoing work is the sustained partnership with South Eastern Sydney Local Health District, Central Eastern Sydney Primary Health Network, and Homes NSW Department of Communities and Justice to deliver The Hub @ Lexo, a multipurpose Community Hub at Lexington Pace, Maroubra. Our priority is to ensure equity of access to opportunity, amenity, information and services.

Economic Development and Placemaking

| | |
|-------------------|--|
| 20,000 | PEOPLE WATCHED the Matildas play in the World Cup at the Heffron Park Live Sites screenings |
| 22,633 | PEOPLE VISITED the La Perouse Museum |
| 31 | BANDS (60 musicians) performed in the Summer Music Pop Up program across Randwick |
| OVER 8,500 | COMMUNITY HIRING HOURS across the community venues |

Economic Development and Placemaking provides a wide range of community-focused activities and events via the Events, Economic Development, Venues, Arts and Culture and the La Perouse Museum teams. This year saw an exciting and constantly expanding program and services including:

- A suite of Creative Spaces now provides opportunities for the arts community including Creative Spaces at Barrett House, Town Hall, Creative Space Milk



(Randwick Literary Institute). Planning is underway for new venues to service Randwick's rich and complex arts community. Creative Space Barrett House fostered new work by a range of artists via a short-term residency program where the residence was repurposed into intimate arts studios



- Future Dreaming – celebrating Mardi Gras – was a cutting-edge exhibition in February 2024 and featured leading LGBT+ artists bringing Randwick Town Hall alive
- The Museum curated several flagship exhibitions including Randwick Stories, which included loans from the Powerhouse Museum and the National Film and Sound Archives, and had a record 22,0000 guests over the year.
- Economic Development introduced business opportunities including new business support and hosted, business support and hosted the celebration of Randwick's new Waratah Avenue Plaza and developed strong relationships with Randwick's business chambers.



- The Events team delivered another exciting Council calendar of signature and community events that recognise the diversity of our community, build identity and pride, support local business, and celebrate what makes Randwick unique.
- The Heffron Synthetic Sports Field was transformed into a community hub celebrating women's sport with a series of Live Site events screening the Matildas World Cup journey. Thousands of people came together over four weeks in July 2023 to watch the Matildas' incredible journey on a large screen at these events, which also included live entertainment, music, and food trucks.

Library Services

| |
|---------------------------------|
| 791,003 LOANS |
| 416,824 LIBRARY visits |
| 1,409 EVENTS |
| 26,870 EVENT ATTENDEES |

Concurrently, the meeting rooms on Level 3 remained available for staff and community use, hosting meetings, exercise classes, table tennis, Tai Chi, and more. Additionally, seven exhibitions took place in the gallery space on Level 2 of the Lionel Bowen Library.

The library's extensive collection, comprising 179,681 items, fulfilled 75,267 reservations. Library members were granted access to an array of 36,533 digital resources such as eBooks, eAudiobooks, and eMagazines, in addition to the Hoopla platform boasting over 1.2 million items. Further, the Library has acquired 'Recollect', a Digital Asset Management System (DAM), that will ensure 24/7 access to our Local Studies Collection when it goes live in February 2025.

The 2,788 Toy and Game Library members borrowed a total of 37,471 toys and games, from a selection of 2,547 items. We celebrated 'Oc-TOY-Ber' the 40th Anniversary of our Toy and Game Library in October 2023, with 380 attendees enjoying numerous activities over three levels of the Lionel Bowen Library.

Further enhancing community engagement, the library organized 569 activities catered to children and youth, drawing a participation of 16,781 individuals. Beyond the library's physical space, the Spark outreach vehicle delivered eight events including the Toy Tea party, Spark in the Park, and Spark in the Dark, garnering attendance from 1,458 individuals. Increasing its connection with a diverse online audience, the library recorded 261,643 website visits, 51,670 subscribers to its eNewsletter, and reached a total of 330,982 individuals through its social media platforms. The commitment to service extended to the delivery of 9,131 books to 146 clients enrolled in the Home Library Service.

The 'Creative Hub,' on Level 3 of the Lionel Bowen Library featuring The Third Space (Makerspace) and The Studio Space, together with the Space to Create residency for eight creatives, continues to thrive. During this period, these creative spaces hosted a total of 165 programs encompassing modern technological advancements and traditional artistic endeavours, attracting 2,151 participants, both children and adults. Programs of note included an intergenerational program, Young Mentors, supported by South Sydney High School, to assist seniors with technology and our Purposeful Plastics youth engagement program.



Recreation Business Services

| |
|--|
| 884,989 VISITORS to DRLC representing an increase of 27% from last year |
| 68% IMPROVEMENT in DRLC's financial result compared to last financial year |
| 3,995 WEEKLY SWIM SCHOOL ENROLMENTS in February 2024, the highest since February 2020 |

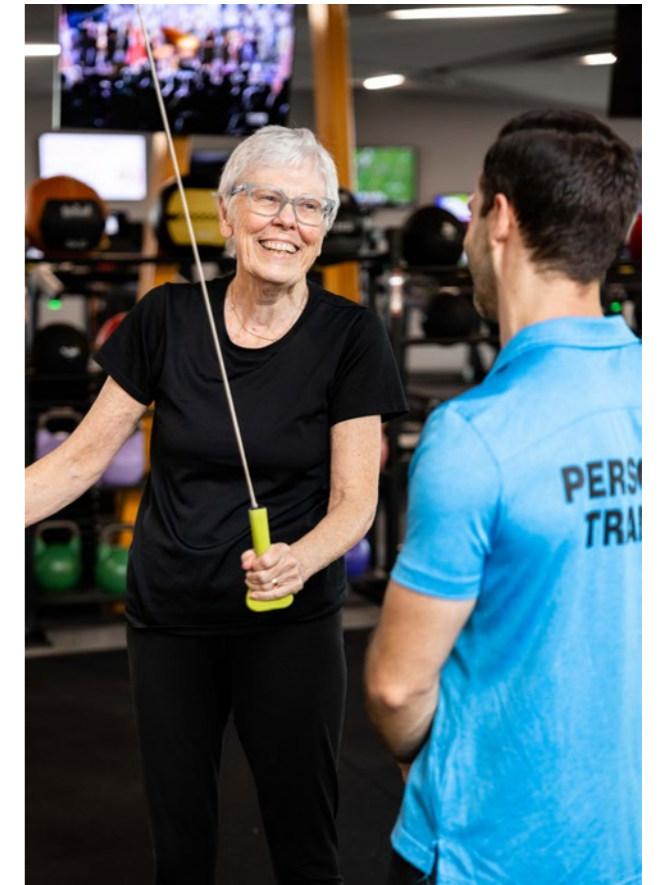
The Des Renford Leisure Centre (DRLC) experienced a remarkable year in 2023-24, welcoming over 884,000 visitors, a 27% increase from the previous financial year. This surge in attendance significantly bolstered the facility's financial performance, resulting in a 68% improvement despite increasing operational costs particularly chemicals, gas, and electricity costs.

A key highlight of the year was the introduction of the Splash Park in October 2023, which attracted more families and seamlessly integrated into the centre's daily operations.



The Learn to Swim program reached a peak in February 2024 with 3,995 weekly enrolments, the highest since February 2020. The Crèche facility also emerged as a vital service, with a 45% increase in child-minding activities compared to the previous financial year. Additionally, fitness classes and gym visits showed impressive growth, with a 46% increase in participation.

Maintaining high water quality remained a top priority throughout the year. External water tests consistently returned 100% compliance, and unannounced inspections by NSW Health confirmed that DRLC upheld excellent water quality standards on all occasions.



The synthetic sports field continued to be a popular venue, maintaining usage levels consistent with previous years. Notably, it also served as a key location for the live viewing sites during the FIFA Women's World Cup.

In October 2023, the training pool was official renamed the 'Rodgers Brothers Training Pool' in honour of swimming legends, John and Barry Rodgers. The Rodgers brothers were not only passionate and dedicated swimmers and lifesavers, but they were also mentors and leaders in their community.



3.2.4 Corporate Services

Corporate Planning & Performance

- 100%** | **INTEGRATED PLANNING** and Reporting outputs delivered on schedule
- 5** | **SERVICE REVIEWS** completed and endorsed by the Council
- 30** | **DOCUMENTED** process recommendations adopted by business units to support Continuous Improvement

The Corporate Planning & Performance team works within the NSW Office of Local Government's Integrated Planning & Reporting framework to plan and report on council's performance, and leads the action on service reviews and continuous improvement for the organisation.

Highlights include completing the Footway Dining service review to cut red tape and reduce approval times for small business to offer outdoor dining at already established food and drink premises and the Event Management service review which identified several areas of improvement to reduce costs and increase efficiency of the excellent work done by the events team.

Process recommendations in the areas of customer experience with phone answering, service requests, and Voice of the Customer survey, and internal process improvements in HR and Finance management were adopted and actioned, reducing the time spent on administrative tasks and freeing up staff to focus on customer service.

Customer & Compliance

- 93,049** | **TOTAL INCOMING CALLS** with 3.95% abandoned call rate
- 16,751** | **FRONT COUNTER ENQUIRIES**
- 6,408** | **FINANCIAL TRANSACTIONS** processed at the front counter
- 4,081** | **COMMUNITY HALL HIRE** bookings taken

The Risk and Safety team has worked extensively with all business areas over 2023-2024 to support effective identification of operational risks and that risk controls are implemented. They have developed a risk database with council operational and strategic risks so they are able to be reviewed on a regular basis.

A Contractor Management System has been implemented and there have been 350 contractors entered into the system. Throughout the 2023-24 period, we continue to engage all business units to encourage contractors to sign up to the system. We obtained internal feedback regarding this system and have worked towards upgrades to make it more specific and relevant for various categories of contractors. This enables us to manage risks associated with contractor usage effectively, maintaining current insurance coverage.

Council's Property Team prepared a detailed submission including supporting evidence, submitted it to the Land Titles Office and successfully finalised the transfer of the public open space better known as Dr Walters Park in Chifley from the Housing Commission of NSW to Randwick City Council. This project formalised the 'public' ownership, community land status and lawful occupation of the land by Randwick City Council. A new playground is being designed and will be installed in this park for the local community.

Financial Services

- 100%** | **COUNCIL'S FINANCIAL MANAGEMENT ACTIVITIES** completed, including the preparation of statutory financial statements and returns, budgets and long-term financial plans
- \$7.6m** | **INTEREST AND INVESTMENT INCOME** through management of Council's cash and investment
- 100%** | **ACHIEVEMENT** of Office of Local Government performance measure benchmarks



| Service | Description | |
|--|---|--|
| Rates and Revenue | Facilitate the collection of all Council revenue | |
| | Levy and Issue of Rate Notices | |
| | Administration of all rating functions | |
| | Accounts Receivable (Debtors) | |
| | Debt recovery | |
| | Manage Council's investment portfolio and cash management | |
| | Manage grants and s7.12 funding and reporting | |
| | Expenditure | Production of financial statements |
| | | Ensure compliance with all financial statutory obligations |
| | | Continuous improvement of financial systems |
| Maintain all financial information relating to assets register | | |
| Fringe Benefits Tax (FBT) | | |
| Goods & Services Tax (GST) | | |
| Accounts Payable (Creditors) | | |
| Payroll | | |
| Petty Cash | | |
| Financial Management | | Development of Annual Budget and fees & charges |
| | Development of the Long-Term Financial Plan and integration with associated resourcing strategies | |
| | Quarterly Budget Reviews and Monthly Financial Reports | |
| | Manage, monitor and review Council's financial performance | |
| | Develop financial strategies to ensure Council's continued financial sustainability | |
| Completion of Annual Financial Statements | | |

Information Management & Technology

| | |
|---------|--|
| 28,291 | <p>REQUESTS FOR SERVICE from the IM&T Department were completed, with more than 99% customer satisfaction rate.</p> |
| 424,434 | <p>DOCUMENTS WERE REGISTERED in Council's document management system</p> |
| 28 | <p>SITES WERE UPGRADED to a faster and more secure networking standard while also achieving cost savings</p> |
| 99.3% | <p>NETWORK AND SYSTEM AVAILABILITY during Council operating hours, exceeding agreed benchmarks.</p> |

Cyber Security: The Council has adopted a new Cyber and Information Security Policy to meet best practice requirements of Cyber Security NSW and the Australian Cyber Security Centre. This policy has been implemented through the Cyber Security Work Program and external assurance has been provided through independent audit of Council's cyber security maturity with the findings reported to the Council's Audit, Risk and Improvement Committee on a quarterly basis.

Enterprise System Program: Council has continued to rationalise and consolidate enterprise systems including a major transition of the financial system to a cloud platform, and upgrades to the property and rating system and document management systems.

Service Reporting, Dashboarding and Business Intelligence: Dashboards and reports have been developed which allow business areas to better understand the performance of their services and identify areas for improvement with the objective of improving the customer experience.

Technical Improvements: Council has implemented a new, faster network between its 28 sites to improve performance, reduce costs and ensure security. CCTV and building access equipment has been upgraded at several sites with the program to continue into 2024-2025. The Council has completed the deployment of laptops across the organisation to improve mobility into the community and support business continuity planning.



3.3 Progress in delivering the capital works program

This section highlights some of the key capital works projects that were continued, commenced or completed during 2023-24.



Roads, Footpaths and Cycleways

- Construction of 2.78km of footpaths
- Road resurfacing and rehabilitation of 5.79km of roads
- Council constructed a new 1.8km separated cycleway and undertook line marking and signage upgrades to 1km of cycleways.

Buildings

Matraville Youth and Cultural Hall

Bookable community hall and exhibition space.

Completed: Procurement, construction

Status: Complete



South Maroubra Amenities

Arthur Byrne, Maroubra

Bathrooms and showers, including facilities for Surf Life Saving and Surfing NSW.

Completed: Procurement, construction

Status: Complete

WIRES

New Wildlife Rescue Facility.

Planning: Development approval and tender documentation.

Status: Under construction, estimated for completion in early November 2024

La Perouse Museum Battery Building

Upgrade and repairs to the La Perouse Museum Battery Building.

Planning: Condition assessment, tender documentation.

Status: Construction procurement

Blenheim House Cultural Centre

Planning to develop Blenheim House into an arts and cultural centre.

Planning: design development, planning approvals, documentation.

Status: documentation complete, in construction procurement

Coogee Beach Amenities

Arden Street, Coogee Beach

Upgrade the amenities building, bus shelter and kiosk at Coogee beach.

Planning: Procurement of lead design team, concept design, community consultation.

Status: In progress of community consultation, ends on 28 Aug.

Maroubra Surf Life Saving Club

5R Marine Parade, Maroubra

Knock down and rebuild the Surf Life Saving Club to suit current and future needs.

Planning: Project brief development, concept design.

Status: In progress of concept design stage with the surf club.

Heffron Park Central Amenities

Heffron Park

New amenity building providing improved female facilities.

Grant awarded: (\$1.5M)

Status: Community consultation, planning, procurement all to commence.

Pioneers Park Clubhouse

1160-1196R Anzac Parade, Malabar

Knock down and rebuild the facilities of the clubhouse for the community.

Planning: Procurement of lead design team, concept design.

Status: In progress of concept design stage.

Randwick Stable Newmarket Site

13 Young Street, Randwick

Feasibility and business planning for the Arts and cultural opportunity for the venues.

Planning: Procurement for the feasibility and business planning and venue brief for the project.

Randwick Literacy Institute

47A Market Street, Randwick

Feasibility and business planning for the arts and cultural opportunity for the venues.

Planning: Procurement for the feasibility and business planning and venue brief for the project.

La Perouse Headland Toilets

Planning for the upgrade of the La Perouse Headland Toilets.

Planning: Design development, archaeological and geotechnical investigations.

Status: Project on hold

Malabar Ocean Pool Amenities

New amenities building to serve Malabar Pool and the Coastal Walkway.

Planning: Community consultation, planning approval, tender documentation.

Status: Tender documentation stage

Malabar Memorial Hall

Malabar Memorial Hall Accessibility and façade upgrade.

Planning: Development assessment, development approval.

Status: Tender documentation stage

Heffron Park Criterium

Planning for the upgrade of the Heffron Park Criterium Trac.k

Planning: Concept design, design development.

Status: Tender documentation stage

Burrows Park Amenities and Field

Upgrade of the amenity facility and sports field .

Planning: Procurement of a lead design team, master planning.

Status: Master planning stage

Snape Park Amenities and Indoor Cricket Facility

Upgrade of the amenity facilities, a new indoor cricket facility and landscaping.

Planning: Procurement of a lead design team, early concept design.

Status: Concept design stage

Open Space**Des Renford Leisure Centre Splash Park**

Zero depth splash park for children.

Construction and opening

Status: Complete

Ella Reserve Playground

Malabar

Playground

Procurement, construction

Status: Complete

Fitzpatrick Park Playground

Kensington

Playground

Procurement, construction

Status: Complete

Alison Park Playground

Randwick

Playground

Procurement, construction

Status: Complete

Waratah Avenue Plaza

Randwick

Reclamation of roadway and conversion into public domain space.

Procurement, construction

Status: Complete

**McKeon St Plaza**

Maroubra

Reclamation of roadway and conversion into public domain space.

Procurement, construction

Status: Complete

Carrington and Clovelly Rd Pocket Park

Reclamation of roadway and conversion into public domain space.

Procurement, construction

Status: Complete

Goldstein Reserve open space restoration

Coogee Beach foreshore

New turf, urban domain landscape upgrades, including showers and bike racks.

Planning approvals, design, procurement, construction

Status: In construction and anticipated for completion in August 2024.

Heffron Netball Shade Structure Stage 1

New large span shade structure over 3 netball courts.

Planning: Concept design, procurement, construction

Status: In construction and anticipated for completion in October 2024.

Greening Our Cities Project – City Wide

Plant 2,000 trees across the City, funded by NSW Government Grant.

Procurement, construction

Status: In progress and anticipated for completion in October 2024.

Field 64-71 Field Reconfiguration and Lighting Upgrade at Heffron Park

Reconfiguration of sports field (rugby league and cricket) and new lighting.

Planning approvals, design, procurement, construction

Status: In construction and anticipated for completion in November 2024.

Snape Park Upper Field Lighting Upgrade

Reconfiguration of sports field (rugby league and cricket) and new lighting.

Planning approvals, design, procurement, construction

Status: In construction and anticipated for completion in November 2024.

Drainage

Continuation of Floodplain management for the Birds Gully and Bunnerong Road catchment, Lurline Bay, Matraville, Malabar and Yarra Bay catchment and the Clovelly catchment.

Undertook minor drainage works and repair to existing drainage pipes to address localised flooding impacts and extend the life of the infrastructure.



3.4 Progress in delivering the service review program

The 2022-26 Service Review Program is included in our Delivery Program 2022-26. Through this program, we are undertaking a comprehensive review of nominated Council services.

The service review process involves engaging with the community and key stakeholders to develop agreed priorities and expected levels for each service. The reviews help ensure that the Council focuses our resources where they are needed most.

The selected services were identified for the Delivery Program 2022-26 after considering a range of factors including community satisfaction levels, service utilisation, changing and emerging trends, and legislative requirements.

Service Reviews completed in 2023-24:

- Parking patrols
- Event management
- Sports field management
- Coastline waste and cleansing services
- Footway dining

Service Reviews planned for 2024-25:

- Heritage assessments
- Community hall management
- Tree assessments
- Green space: town centre garden beds; parks; coastal foreshore gardening; weed removal; maintenance; and watering.



Improvements

Development Assessment Work Plan

Recommendations from the Development Assessment Service Review (SLR) have resulted in the following improvements to the overall Business Unit performance:

- vacant positions have been filled since Sep 2023
- 61% reduction in the total outstanding applications (when compared with 2022-23)
- 31% improvement in DA determined within 40 days (when compared with 2022-23)
- 5.3% improvement in gross median timeframe for DAs determined (when compared with 2022-23)

In addition, the following operational improvements have commenced:

Dashboard

A draft dashboard has been implemented, which facilitates live tracking of statistics across development applications, including current service level agreements (SLAs), as well as tracking tasks. The dashboard will be in production in 2024-25

Guidelines/Guides

The DA Application Management Guidelines were finalised in Dec 2023 and are being utilised as an informal guide in the management of application. These guidelines incorporate Lodgement Guides which provide detailed specifications and documentation requirements for the lodgement of all types of applications. While not fully implemented, the Guidelines have been used as an interim guide for the acceptance of applications and dealing with additional information requests.

Workshops

Internal DA workshops have been highly beneficial in ensuring that planning controls and standards are being applied consistently throughout the team. Consistency in application of controls means that the correct information is provided on how controls are to be interpreted which prevents problems in the assessment stage, and results in better outcomes for the customer.

Professional Development

Three junior planners within the Major Assessment team were afforded the opportunity to attend a Sydney Eastern City Planning Panel site visit and meeting. This allowed them to become familiar with the process of these applications, including how and what to brief the SECPP Panel on and the expectations of the panel, increasing their confidence in dealing with similar applications moving forward.

Software

Council has been successful for the full allocation of grant funding for the Early Adopter Grant Program, which is part of the Artificial Intelligence in NSW Planning project which supports NSW councils to adopt new technology from the AI Solutions Panel. This will expedite the development application process by enhancing the pre-lodgement phase.

Lifeguards Services Work Plan Operational Improvements

Additional Lifeguard Services

On 2 Dec 2023, Randwick City Council Lifeguards commenced patrols at two additional locations, Malabar and Little Bay Beaches. Lifeguard staff patrolled these locations daily from 9am-5pm daily until 28 Feb 2024.

During this period there were an estimated 464,000 beach users to the two locations and lifeguard staff responded to six major incidents, performed four rescues of drowning patients and undertook 959 first aid interventions. Lifeguard staff also performed 1187 preventative actions and 1777 public place regulations.

Recruitment and staff levels

Recruitment was undertaken for new permanent part time Lifeguard positions for the 2023-24 Summer Season. The service has increased the number of full-time lifeguard positions from 8 to 12 with seasonal staff reduced from 8 to 4. This new staff structure increases the ability to attract and retain suitably qualified staff while providing an additional level of assurance regarding agreed service levels throughout the year.

Software

The Lifeguard Activity Reporting Assistant (LORA) software has been introduced into the service providing real time reporting and data consolidation across the five patrolled locations.



Putting on the Blitz

In April 2024, Randwick City Council launched a new initiative to enhance daily cleaning and maintenance works across the local government area.

Comprising up to 50 staff from across Council, the 'Blitz Crew' plans and implements intensive cleaning, maintenance, repair and upgrade works across the Randwick City, one town centre at a time.

After identifying a focus area for an upcoming blitz, Council staff knock on the doors of local businesses to notify them of upcoming works and to identify their priorities for public domain improvements.

By coordinating the efforts of staff from waste and cleansing, trades services, open spaces and road services teams, the Blitz Crew provides an instant boost to an area and rapid progress on priority projects in a single day.

Following the success of the first blitz of Randwick town centre in April, the crew have implemented intensive works at Malabar town centre, the corner of Clovelly and Carrington roads and Maroubra Junction.

Between April and June 2024, staff planned and implemented three single-day operations:

- Planting 29 new trees and 461 ornamental plants
- Pruning 21 existing street trees
- Laying 36 cubic metres of mulch
- Maintaining 80 square metres of turf
- Pouring over 115 square metres of concrete footpath
- Cleaning 8,000 square metres of pavement
- Changing 167 street signs
- Painting and repairing 17 seats
- Replacing 12 litter and 5 recycling bins
- Fixing or installed 470 pavers
- Fixing 35 street maintenance pits
- Removing graffiti tags and cleaned signposts and traffic signs of stickers and tape
- Completing mowing, edging, hedging, brush cutting and pruning

The Blitz Crew's efforts have received widespread positive feedback from residents and businesses alike, an example of Council's work to deliver top-quality services for our City through innovation.

By using existing resources creatively, Council is delivering improved results for our community.

Blitz Crew operations continue across Randwick City during the 2024-25 financial year.



Part 4. Financial report

This part of the annual report provides:

- Key financial results; and
- Original budget and actuals tables for capital works, events and general community.

The full Audited Financial Statements are provided in a separate report which is available on Council's website.



4.1 Key financial results

This year our focus was firmly on the future while continuing to deliver planned projects and services. The Council's plans are underpinned by the 10-year Long Term Financial Plan. This gives our staff and our community the stability of knowing when each action is going to be funded.

Council's financial strategy is formally reviewed at least three times during the year – during the development of the annual Budget, the auditing of Council's Financial Statements and the update of the Long Term Financial Plan.

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

In 2023-24, the Council's financial performance for the year remained sound with a net operating result for the year before grants and contributions provided for capital purposes of \$1.231 million.

Financial summary 2023-24

| Financial Summary | 2022-23 | 2023-24 |
|---|-----------------|-----------------|
| Total income | \$202.2m | \$226.3m |
| Total expenses | \$179.4m | \$197.2m |
| Net operating surplus | \$22.8m | \$29.1m |
| Net operating surplus excl capital grants and contributions | \$10.9m | \$1.2m |
| | | |
| New capital works | \$39.6m | \$23m |
| Capital renewal works | \$19.2m | \$36m |
| Total capital expenditure | \$58.8m | \$59m |
| | | |
| TOTAL ASSETS | \$2,136m | \$2,202m |
| | | |
| TOTAL LIABILITIES | \$103m | \$101m |
| | | |
| NET ASSETS | \$2,033m | \$2,101m |

As detailed in the key financial results table over, all financial performance indicators meet benchmark requirements in 2023-24.

2023-24 financial year was a great year for Council in infrastructure works with Council delivering \$59m of capital works. Completed projects included Matraville Youth & Cultural Hall, Waratah Avenue Plaza and Clovelly Pocket Park.

Key financial results 2023-24

| Indicator | | 2023-24 | 2022-23 | 2021-22 | 2020-21 |
|--|------------------------------------|----------------------|-----------|------------|-----------|
| Operating performance ratio: This ratio measures Council's achievement of containing operating expenditure within operating revenue | Greater than or equal to breakeven | 3.45% ✓ | 7.48% | 5.57% | 4.49% |
| Own source revenue: This ratio measures the degree of reliance on external funding sources | Greater than 60% | 83.34% ✓ | 87.43% | 87.21% | 90.31% |
| Unrestricted current ratio: To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council | Greater than or equal to 1.5 : 1 | 4.10x ✓ | 3.75x | 3.97x | 3.98x |
| Debt service cover ratio: This ratio measures the availability of operating cash to service debt including interest, principal and lease payments | Greater than 2 x (Times) | 9.30x ✓ | 11.13x | 20.28x | 6,059.67x |
| Rates, annual charges, interest & extra charges outstanding percentage: To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts | Less than 5.00% | 2.64% ✓ | 2.89% | 4.5% | 3.80% |
| Cash expense cover ratio: Indicates the number of months Council can continue paying for its immediate expenses without additional cash inflows | Greater than or equal to 3 months | 7.69 Months ✓ | 8.90 mths | 10.10 mths | 5.65 mths |
| Building, infrastructure & other structures renewal ratio: This ratio is used to assess the rate at which assets are being renewed against the rate at which they are depreciating. Includes Buildings, Roads, Drainage and Open Space assets | Greater than or equal to 100% | 162.15% ✓ | 89.70% | 62.76% | 122.44% |
| Infrastructure backlog ratio: This ratio shows what proportion the backlog is against the total value of Council's infrastructure | Less than 2% | 0.43% ✓ | 0.45% | 0.48% | 0.48% |
| Asset maintenance ratio: This ratio compares the actual versus required annual asset maintenance | Greater than 100% | 194.34% ✓ | 174.25% | 179.13% | 192.57% |
| Cost to bring assets to Agreed Level of Service: A snapshot of the proportion of outstanding renewal works compared to the total suite of assets that Council has under its care and stewardship | NA | 0.30% ✓ | 0.32% | 0.31% | 0.31% |

For more information on Council's financial results, position and performance against financial sustainability indicators, please refer to the separate document Financial Reports 2023-24 which is available on [our website](#).

4.2 Original budget and actuals tables

This section provides tables showing original budget versus actual expenditure for capital works, events and general community development in 2023-24.



Capital expenditure (Capital works)

| | 2023-24 Original budget \$'000 | 2023-24 Actuals \$'000 |
|--|---|------------------------------|
| Roads To Recovery | 616 | 839 |
| Kerb & Gutter Rehabilitation Program | 400 | 806 |
| Local Road Rehabilitation Program | 3,100 | 4,394 |
| Footpath Construction Program | 1,794 | 3,050 |
| Transport for NSW (TfNSW) Funded Projects | 0 | 24 |
| Regional Roads Block Grant Program | 270 | 324 |
| Local Amenity Construction Program | 0 | 79 |
| Traffic Committee Works | 300 | 22 |
| Bus Routes | 90 | 195 |
| Area Parking Scheme | 46 | 0 |
| Footpath Defects | 400 | 557 |
| Retaining Wall & Railing Program | 100 | 379 |
| Bicycle Route Construction | 260 | 48 |
| Traffic and Road Safety Program | 500 | 3 |
| Undergrounding Powerlines | 0 | 23 |
| Route 1 cycleway – Doncaster/Houston | 0 | 68 |
| Capital Works Design Package | 0 | 104 |
| Federal Stimulus - School Zone Projects | 0 | 1 |
| Pop-up Pedal Park Clovelly Park | 0 | 26 |
| Pedestrian Safety Improvement Program | 0 | 271 |
| Electric Vehicle Charging Stations | 150 | 36 |
| Maroubra Corridor Study Implement | 500 | 0 |
| Heffron Criterium | 679 | 0 |
| Get Active NSW Randwick to Coogee - Bike Path | 0 | 32 |
| Get Active NSW Anzac Parade Bike Path | 0 | 58 |
| Get Active NSW Bundock & Sturt Street - Bike Path | 0 | 347 |
| Regional and Local Roads Repair Program | 0 | 1,033 |
| Green Corridors Planting Program | 250 | 0 |
| Commercial Centre Parking Review | 25 | 0 |
| Street and Park tree planting including bushland restoration | 250 | 0 |
| Tree Data Collection | 70 | 7 |
| Australian Government Black Spot Program | 0 | 831 |
| Town Centre Upgrade Program - Clovelly & Burnie Street Plaza | 1,200 | 26 |
| Kingsford Streetscape | 1,100 | 765 |
| Maroubra Junction - Stage 1 Streetscape Improvements | 1,200 | 0 |
| Matraville Town Centre - Streetscape | 1,200 | 50 |
| Doncaster Avenue & Ascot Street Roundabout | 800 | 693 |
| Kensington/West Kingsford - Traffic Management | 500 | 0 |
| Elaroo Street - Traffic Management | 150 | 61 |
| Snape Street - Roundabout | 400 | 550 |
| Anzac/Pine/Little Bay/Jenner - Pedestrian Crossing | 80 | 0 |
| Bicycle Parking Racks | 10 | 0 |
| Concrete Rd Pavement Repair/Reconstruction | 0 | 542 |
| Roads Construction | 16,440 | 16,244 |

Capital expenditure (Capital works)

| | 2023-24 Original budget | 2023-24 Actuals |
|---|-------------------------------|--------------------|
| | \$'000 | \$'000 |
| Coral Sea Park | 0 | 396 |
| Parks Upgrades | 265 | 129 |
| Coastal Walkway | 0 | 126 |
| Playground Upgrades | 2,600 | 1,011 |
| Street Banner Program | 130 | 0 |
| Dog Exercise Facilities | 0 | 19 |
| Heffron Park | 0 | 1,070 |
| Coogee Oval | 150 | 0 |
| Little Bay | 0 | 1 |
| Dune Restoration | 50 | 0 |
| Sports Committee Works | 250 | 240 |
| Malabar Rock Pool | 0 | 130 |
| Tree Management System | 0 | 62 |
| Waratah Street Plaza | 0 | 1,894 |
| Maroubra Junction Town Centre | 0 | 133 |
| Heffron Criterium Track Upgrade | 0 | 120 |
| Pump (BMX) Park | 1,350 | 0 |
| Maroubra Junction Central Oasis | 0 | 4 |
| Clovelly Road and Carrington Road Public Plaza | 0 | 1,928 |
| DRLC Splash Park | 0 | 1,068 |
| Open Space Night Activation plan | 300 | 0 |
| Bushland management program | 200 | 92 |
| Vegetation and Native Habitat program | 0 | 146 |
| Public Art & Monument Restoration | 150 | 27 |
| Snape Upper Flood Lights Upgrade | 400 | 92 |
| Goldstein Reserve Landscaping | 250 | 76 |
| Rock Pool | 500 | 210 |
| Public Arts Plan | 300 | 0 |
| Maroubra Junction Public Art | 350 | 0 |
| Beach Safety Signage | 160 | 0 |
| Fishermans Road - Site remediation Design and documentation | 200 | 0 |
| Heffron Park Sportsfield Lighting | 750 | 178 |
| Malabar Pool Pump Works | 100 | 1 |
| Chifley Baseball | 100 | 0 |
| Clovelly Pool - Access Improvements | 200 | 69 |
| McKeon St Plaza Upgrade | 0 | 1,074 |
| Storm Damage Works | 0 | 890 |
| Wildlife Rescue Shelter - WIRES | 0 | 575 |
| Open Space Construction | 8,755 | 11,761 |

Capital expenditure (Capital works)

| | 2023-24 Original budget | 2023-24 Actuals |
|---|-------------------------------|--------------------|
| | \$'000 | \$'000 |
| Lionel Bowen Library | 0 | 19 |
| Coogee Transit Amenities | 1,000 | 69 |
| Burrows Park Building | 500 | 63 |
| Maroubra Surf Club | 1,140 | 401 |
| Matraville Youth & Cultural Hall | 0 | 3,405 |
| South Maroubra SLSC | 1,000 | 0 |
| Pioneer Park Top Field Amenity Building | 0 | 25 |
| Des Renford Leisure Centre | 0 | 17 |
| Randwick City Council Administration Building | 0 | 673 |
| Buildings WHS Upgrade | 0 | 108 |
| South Maroubra Surf Club Toilets | 0 | 336 |
| The Heffron Centre | 0 | 392 |
| Malabar Memorial Hall | 103 | 3 |
| Randwick Literary Institute – Floorings upgrade | 1,000 | 85 |
| Coogee Beach Amenities Facilities Lower Promenade | 0 | 214 |
| La Perouse Museum | 0 | 201 |
| La Perouse Toilets | 0 | 78 |
| Blenheim House - Cultural Centre | 0 | 269 |
| Snape Park Amenities Upgrade | 1,000 | 140 |
| Malabar Pool Amenities | 0 | 238 |
| Randwick Stables | 300 | 7 |
| Maroubra Beach Pavilion Remediation | 750 | 513 |
| Town Hall Façade - Paint | 200 | 53 |
| Works Depot - Female Amenities | 350 | 239 |
| La Perouse Museum Battery Building Repairs and Upgrades | 150 | 25 |
| Heffron Park Central Amenities | 250 | 16 |
| Coogee Lower Promenade Reseal | 250 | 61 |
| 3-7 Lexington Place, Maroubra | 0 | 5,847 |
| Sustainability Hub Fittings | 0 | 11 |
| Buildings and Facilities Construction | 7,993 | 13,508 |

Capital expenditure (Capital works)

| | 2023-24 Original budget \$'000 | 2023-24 Actuals \$'000 |
|--|---|------------------------------|
| Drainage Capital Works | 550 | 334 |
| Environmental Levy - GPT Upgrade works | 350 | 6 |
| Coogee Beach Stormwater Diversion | 350 | 31 |
| South LGA Flood Study | 250 | 0 |
| Stormwater Relining Program | 250 | 112 |
| Drainage Infrastructure Condition Assessment Program | 380 | 0 |
| Coogee Oval Drainage Upgrade | 50 | 12 |
| Paine Reserve Drainage | 200 | 274 |
| Heffron Park Bore 3 Connection | 200 | 212 |
| Chifley Reserve New Bore | 150 | 65 |
| Pioneers Park Upper Drainage | 65 | 0 |
| Drainage and Flood Mitigation Construction | 2,795 | 1,046 |
| ICT Digital Program | 1,685 | 1,258 |
| Library Program | 551 | 243 |
| Plant and Equipment Program | 10,588 | 7,583 |
| Subtotal - Capital Works - Other | 12,824 | 9,084 |
| Total Capital Works Program | 48,808 | 51,643 |

Events expenditure

| | 2023-24 Original budget \$ | 2023-24 Actuals \$ |
|--|-------------------------------------|--------------------------|
| NYE Fireworks | 250,000 | 208,103 |
| Garden Competition | 7,500 | 0 |
| Coogee Carols | 300,000 | 320,909 |
| Bali Memorial | 30,000 | 32,481 |
| Australia Day Civic Ceremony | 70,000 | 66,099 |
| La Perouse Day | 6,000 | 0 |
| Bastille Day | 30,000 | 17,275 |
| Sports Awards | 25,000 | 19,457 |
| Mayor's Christmas | 125,000 | 99,167 |
| ANZAC Day Dawn Service | 180,000 | 217,274 |
| Anzac Day Civic Ceremony | 15,000 | 14,849 |
| Rotary Civic Reception | 6,000 | 0 |
| Park Openings | 15,000 | 23,512 |
| Other Civic Receptions | 30,000 | 0 |
| The Spot Festival | 210,000 | 241,850 |
| Malabar Family Day | 15,000 | 14,572 |
| Beach Break Carnival | 90,000 | 88,063 |
| Community Christmas Concerts | 60,000 | 61,352 |
| Step Out Speak Out | 40,000 | 26,218 |
| NOX-UNSW Art Exhibit | 220,000 | 0 |
| Citizenship Ceremony | 18,000 | 0 |
| Randwick Pride at Coogee Beach | 40,000 | 49,298 |
| Security - Christmas Day / Boxing Day | 7,500 | 7,807 |
| Lunar New Year | 25,000 | 0 |
| Events - Staff Costs | 28,736 | 41,314 |
| Annual Pop-up Summer Music Program | 99,000 | 221,400 |
| Multicultural Event | 15,000 | 0 |
| Koojay Corroborree | 35,000 | 41,126 |
| Event Service Level Review | 0 | 591 |
| EDP and Comms Staff BBQ | 0 | 8,609 |
| DRLC Events October 2023 | 0 | 3,888 |
| Randwick Rugby Club - Galloping Greens | 0 | 16,161 |
| Events | 1,992,736 | 1,841,375 |

General community expenditure

| | 2023-24 Original budget \$ | 2023-24 Actuals \$ |
|---|-------------------------------------|--------------------------|
| Advisory Groups (consultations, reviews and advisory committee meetings) | 5,250 | 4,705 |
| Disability budget (webinars, exhibitions, workshops and DIAP implementation) | 12,600 | 3,960 |
| Multicultural budget (diversity and inclusion days, harmony day, refugee week, Multicultural programs) | 12,600 | 19,427 |
| Aboriginal budget (NAIDOC week, Elders Olympics and community gatherings) | 15,750 | 13,369 |
| Older Persons budget (seniors week, webinars, workshops, information sessions) | 12,600 | 10,579 |
| Women, Children and Family (parenting calendar program) | 5,250 | 4,577 |
| Youth Projects budget (including Youth Week, Block party, partnership activations) | 15,750 | 20,502 |
| International Womens' Day (Womens' Art Prize) | 21,310 | 17,938 |
| Lexo hub social programs and food security (promote and deliver social activities, soft entry opportunities and food security for residents surrounding Lexo hub) | 34,650 | 20,216 |
| Local Volunteer Expo (A partnership program with local service providers) | 5,250 | 0 |
| Domestic Violence Campaigns (Specific campaigns, partnerships and programs to support DV messaging, awareness and services) | 31,500 | 28,704 |
| Service Providers Forum (A strategic approach to bring service providers together and identify current needs and gaps) | 3,150 | 5,374 |
| Community Program Activities | 175,660 | 149,351 |
| Surf Club Donations | 150,000 | 151,709 |
| Weave Youth and Community Services (Kool Kids Program) | 22,000 | 20,000 |
| Kooloora vacation care and cleaning funding | 49,800 | 43,818 |
| Christmas Cheer (Christmas activities for older people) | 8,000 | 0 |
| Eastern Region Forum | 4,500 | 0 |
| Maroubra Fun Run | 30,000 | 7,607 |
| Matraville Carols (Community Carols event) | 10,000 | 15,310 |
| South Sydney Rabbitohs Partnership | 40,000 | 20,000 |
| Rotary Police Awards Sponsorship | 4,500 | 0 |
| South Maroubra Carols | 10,000 | 10,000 |
| Roosters Partnership | 33,000 | 35,000 |
| The Deli Women and Children's Centre - Outreach Counselling | 60,000 | 60,172 |
| Blak Markets (partnership in mentoring Aboriginal businesses) | 40,000 | 20,000 |
| Youth Week Block party | 40,000 | 40,000 |
| Greek Epiphany | 18,000 | 0 |
| Community Contributions | 519,800 | 423,616 |

General community expenditure (cont)

| | 2023-24 Original budget \$ | 2023-24 Actuals \$ |
|--|-------------------------------------|--------------------------|
| Community Creative (Invests in experimental, innovative ideas to encourage and increase local opportunities for our arts and culture community) (in kind venue hire \$70k) | 180,000 | 166,721 |
| Community Connect (Invests in project, events and activities that harness community ideas and encourage local participation and social inclusion) (in kind venue hire \$70k) | 180,000 | 180,081 |
| Community Partnerships (Assists community based services to develop and implement relevant programs or projects that address the social needs of the residents within Randwick City) | 200,000 | 249,039 |
| Mayor's Contingency (Provides the Mayor an opportunity to support local charities, emergency responses and fundraising campaigns at his discretion) | 106,000 | 179,952 |
| Community Investment Program | 666,000 | 775,793 |
| Other Community Programs | 0 | 40,144 |
| Total General Community | 1,361,460 | 1,388,904 |



Part 5. Statutory information report

This part of the Annual Report includes our annual statutory reporting obligations.



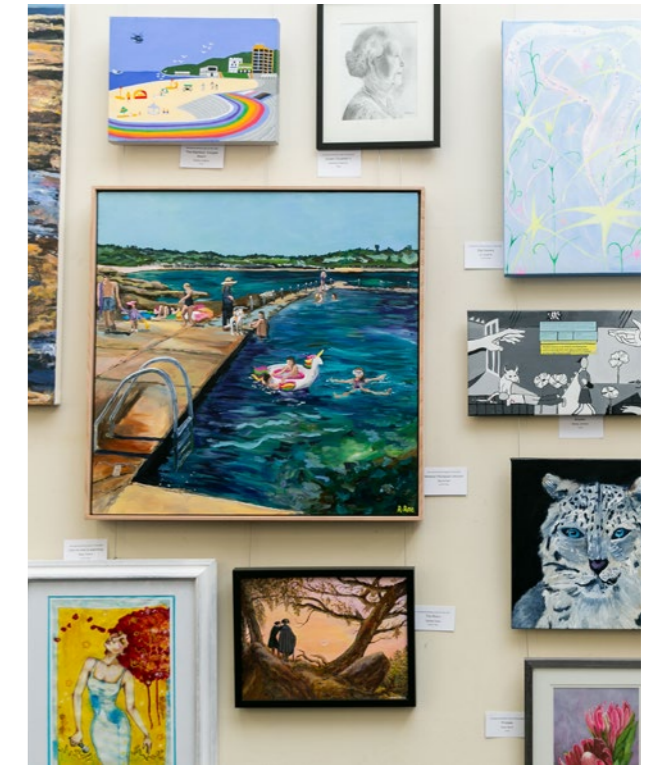
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5.1 Community development activities and events

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

Council invests in these activities as a tool for promoting healthy and cohesive communities.

In 2023-24, Council implemented the following key programs and activities:



| Program name | Description | Target group | Attendance |
|--|--|--|------------|
| Parenting workshops | Providing a range of free workshops for parents and carers of children and young people aged 0-18. These sessions cover various topics, with some available in-person and others via Zoom. The offerings include specialised workshops for fathers aimed at reducing domestic violence. | Families and Carers with young children, teenagers and parents | 1,755 |
| | Parenting/carer workshops: <ul style="list-style-type: none"> Anxiety and Teens: Strategies to support teens dealing with anxiety. Flourishing Families: Empowering parents and carers with skills to enhance family wellbeing and providing tools to reduce conflict at home. | Parents and Carers with babies, young children and teens | 322 |
| International Women's Day art competition | Each year, Randwick City Council proudly hosts an art exhibition in celebration of International Women's Day. This competition is open to female artists who live, work, or study within Randwick City. For the latest event, we received an impressive 136 entries, showcasing the vibrant creativity within our community. | Women | 136 |

The Awards Ceremony took place in March 2024 at the Randwick Community Centre, where winners were announced across several categories: Local, Open, Youth, Councillors' Choice, and People's Choice. Notably, the prize money for the Youth category was increased, reflecting our commitment to recognising and supporting the emerging talents of young female artists in our community.

| Program name | Description | Target group | Attendance |
|--|--|--|------------|
| Targeted Youth programs | Our school holiday programs aim to foster social connections and provide recreational opportunities for diverse young people within the Randwick City Council area. These programs are specifically designed to be inclusive, with a particular focus on engaging children and young people who are experiencing disadvantage. | Youth | 590 |
| | Weekly youth drop-in. Benevolent Society youth workers at Lexo Hub for local young people as a soft entry point for other services. | Youth | 455 |
| | In partnership with Randwick Girls High, we hosted a Youth Mental Health Forum that showcased a range of youth and mental health services available to young people. This forum provided valuable information, resources, and support to address the mental health needs of our youth. | Students | 250 |
| Youth Week | South East Block Party: With Kobie Dee and Weave for National Youth Week. Bringing the local Indigenous Community together to celebrate young people, families and the community. | Aboriginal and social housing community | 5,000 |
| | Poetry Slam: Showcasing the talent of young people and giving them an opportunity to develop skills as part of Youth Week. | Youth participants and general community | 125 |
| | Lawn bowls: Creating an opportunity for social connection and physical wellbeing. | Youth | 30 |
| | Skateboarding/Arts Workshop: Bringing young people together for recreation and a social activity, while learning skills. | Youth | 110 |
| | Two Love Bites: Healthy relationship trainings in Matraville Sports High and South Sydney High. | Youth | 240 |
| Domestic Violence campaign and programs | Step Out Speak Out | General community | 2,000 |
| | Coercive Control Eastern Suburbs card Development of information card to support residents to understand the various forms of CC and local support available, printed in English and four other languages. | General community | 150 |
| | ECAV training Council sponsored training in the area to support a skilled youth workforce supporting young people using and experiencing violence. | General community | 20 |
| | MAAD and Feeling Fantastic training Council sponsored training in the area to support a skilled workforce for agencies working with young people who use violence or are experiencing mental health challenges | General community | 35 |
| | DV Remembrance Day Vigil | General community | 200 |
| | Youth Information Card Developed and distributed Youth Information Card for young people using or experiencing violence. | General community | 2,000 |

| Program name | Description | Target group | Attendance |
|-------------------------------------|--|--|------------|
| Targeted Aboriginal Programs | NAIDOC week Council hosted and supported several events and activities across NAIDOC week, including NAIDOC in the Park, NAIDOC Morning Teas, NAIDOC Family Fun Day and the La Perouse Junior Rugby League Football Club NAIDOC Day. | Aboriginal Community and general community | 3,505 |
| | La Pa Carols by the Sea | Aboriginal Community and general community | 500 |
| | Culture on Country Culture on Country is a powerful and significant event now held annually on 26 January as part of Council's community activations on that day. Delivered in partnership with the La Perouse Community, this event brings together leading local talents in Aboriginal music and performance and continues the tradition of Survival Day on Country at La Perouse. This concert was originally initiated by Uncle Vic Simms, a renowned Bidjigal musician, with an expanding roster of talented performers invited each year. | Aboriginal Community and general community | 360 |
| | Elders Morning Tea A monthly engagement program with our Aboriginal Elders. | Aboriginal community | 30 |
| | Community Cultural Practice Council supports the Mullet Run that ensures the ongoing cultural practice of the local Aboriginal community. | Aboriginal community | 80 |
| | National Reconciliation Week Council acknowledges National Reconciliation Week with a commitment to understanding reconciliation and providing an opportunity for the wider community to learn more about our rich Indigenous Culture. In 2024, we launched National Reconciliation Week by holding Koojay Corrobboree at Coogee Beach, in partnership with the La Perouse Aboriginal Land Council. | Aboriginal Community and general community | 850 |
| | Seahorse Release Community Day This event released white seahorses into Kamay Botany Bay waters to conserve the endangered species. | Aboriginal community and general community | 150 |

| Program name | Description | Target group | Attendance |
|-------------------------|--|---|------------|
| Seniors Week | <p>Eora Elders Olympics To mark Senior's Week, the Eora Elders Olympics encourages teams of Aboriginal and Torres Strait Islander Elders aged over 50 years to come together from across NSW for friendly competition and a celebration of healthy living.</p> <p>The Eora Elders Olympics are hosted on Bidjgal Land and include teams from Guriwal, Kurranulla, Wyanga, Redfern AMS and Kinchela Boys Home who compete in a range of traditional Aboriginal games. The Olympics are an important way to recognise our Elders and the contribution they make to our communities across Australia. It is followed by a presentation dinner after the games.</p> | Aboriginal Community | 500 |
| | <p>Back to Prince Henry This was an intergenerational activity and information day for Seniors and their family members and friends, organised in partnership with local service and activity providers to link Seniors to local support services, programs and networks, both formal and informal. Held at the Prince Henry Nursing and Medical Museum, Little Bay and in partnership with the Prince Henry Hospital Trained Nurses Association.</p> | Older people and their families | 600 |
| Seniors Programs | <p>Dealing with Grief and Loss An online information session for people affected by grief, loss and loneliness in challenging times and to assist participants to adapt to the 'new normal'.</p> | Seniors and carers | 24 |
| | <p>Death Cafe Series These were community forums that provided an opportunity for people to explore their thoughts and feelings about death, dying and end of life in a compassionate and non-judgemental environment. Held in partnership with Waverley Council, SESLHD, CESP HN and Metropolitan Memorial Parks.</p> | General community | 120 |
| | <p>Dying to Know Day Events A series of seminars and information sessions: 'Planning for the future' exploring legal considerations, death and grief literacy, advance care planning, burial options, and memorialisation. Held in partnership with Waverley Council, SESLHD, CESP HN, The Groundswell Project and Metropolitan Memorial Parks.</p> | Older people, carers and health professionals | 170 |
| | <p>Mindfulness Photography and Art Workshops Designed to reduce stress and anxiety and encourage ongoing creativity and self-care for carers and older people, particularly those who are isolated, hard-to-reach and not linked to support services.</p> | Older people and carers. | 120 |
| | <p>The Brain Fit Workshop An information session on risk factors, practical steps to improve brain health and how to create your own brain fit action plan. Delivered in partnership with Dementia Australia.</p> | Seniors, carers, and family members | 60 |

| Program name | Description | Target group | Attendance |
|--------------------------------|---|--|--|
| Seniors Programs (cont) | <p>Navigating Dementia An information session providing practical support and advice for carers, people living with Dementia and their supporters. Held in partnership with the Carer Gateway, Sustainable Practice, Services Australia, Holdsworth Community, NSW Police and Services Australia.</p> | Older people, carers and people living with Dementia | 80 |
| | <p>Photographic Exhibition 'Patricia's Room', a photographic exhibition, exploring the onset of Dementia through a series of intimate portraits of Patricia aged ninety. The exhibition challenges what happens to our sense of identity when we begin to lose our memory and explores the challenges faced by marginalised community members.</p> | Seniors and general community | 1,000 for exhibition 60 for artist talk |
| | <p>Stay SAFE Information Sessions Helped older people and people with disability learn strategies and tips to stay safe and connected at home, in community and online. Held in partnership with NSW Police, The Carer Gateway, Holdsworth Community, Services Australia and Aged Well Sorted.</p> | Carers, people with disability and their supporters | 140 |
| | <p>Better Brains, Better Bodies, Better Ageing Forum This was hosted at the Juniors, Kingsford in partnership with SESLHD, POW Hospital Older Persons Mental Health Service. The session explored the theme of healthy and positive ageing with a range of expert speakers.</p> | Older people, local support services | 600 |
| | <p>Film screening The 'Live the Life You Please' documentary film screening and panel discussion at the Ritz Cinema was hosted during Palliative Care Week. The screening was held in partnership with Waverley Council, SESLHD, CESP HN and Metropolitan Memorial Parks.</p> | General Community | 120 |
| | <p>Walking Group 'Walk with a Doc,' a doctor-led walking group providing a fun and safe place to learn how you can decrease your chance of getting heart disease, cancer and depression, and improve your overall energy, productivity, happiness and sleep.</p> | Older people and general community | 35 |



| Program name | Description | Target group | Attendance |
|--|---|---|------------|
| Programs and Information Sessions for People with Disability and their Carers | Ability Park Launch at Coral Sea Park | General Community | 1,000 |
| | Understanding Hoarding and Squalor This information session was aimed to raise community awareness about problematic hoarding and clutter disorder, and offer pathways to professional help. Delivered in partnership with Inside Out Recovery. | General Community | 70 |
| | All Abilities Fun Fitness Day A fun and fitness activity day designed for people of all ages and abilities held at Centennial Park to promote healthy lifestyles, social inclusion opportunities and link people to tailored sporting and recreation programs such as Blowfly Cricket, FitnAble and Purple Hearts football. | People with disabilities of all ages and older people | 150 |
| | Caring for someone living with autism information session Designed for parents and caregivers who support someone living with Autism, delivered in partnership with Autism MATES. | Carers and local services providers | 70 |
| | Dementia Prevention Information Sessions Exploring evidence-based lifestyle changes that can help reduce the risk of developing dementia. Delivered in partnership with Carers Gateway, Sustainable Practice, Holdsworth Community, NSW Police and Services Australia. | Older people and general community | 70 |
| | Fluro Fantastic Dine and Dance A disability ball held in partnership with Holdsworth Community and FitnAble to celebrate International Day of People with a Disability. | People with a disability and their family members and friends | 150 |
| Homelessness, housing, and cost of living | Council participated in the annual Eastern Sydney Annual Homeless Street Count facilitated by Department of Communities and Justice | General community | 9 |
| | Clutter Workshops | General community, Social housing | 80 |
| | Cost of living forum | General community | 60 |

| Program name | Description | Target group | Attendance |
|----------------------------|--|--------------------------------------|------------|
| Multicultural | Water Safety - Family Fishing Water Safety Day Targeted at newly arrived community members. In partnership with members of the Sydney Water Multicultural Safety Committee's Network. | General community and migrants | 80 |
| | Mental Health Expo for International Students Delivered in partnership with TAFE to share information on free and accessible mental health services for migrants and international students, while providing a fun day. | International Students and migrants | 250 |
| | Mental Health Support Group A 10-week Mental Support Group for Women was held in partnership with Sydney Multicultural Community Services and covered topics including mental health, breast screening and menopause. Mindful art activities allowed the women to explore creative ways to express themselves. | General community | 42 |
| | Lunar New Year This popular annual event is in the heart of multicultural Kingsford. Lunar New Year is a family friendly event targeted the large Asian community in Randwick. Key elements include Lion dance, performance artists and theatrical presentations, cultural workshops, a Wishing Tree and live DJs until the evening. | General community | 1,200 |
| Multicultural March | Tai Chi at Kensington Park was held over four consecutive Fridays during Multicultural March. | General community | 120 |
| | Egyptian Belly dance workshops for women | General community | 16 |
| | K-Pop dance workshops targeted young people | Youth | 22 |
| | Frida Carlo Mask Making. An introduction to Spanish culture and mask making | General community | 22 |
| | To mark Multicultural March, the Mayor hosted a Multicultural Morning Tea for local community and spiritual leaders. This was an opportunity to discuss emerging priorities and focus on future aspirations of community. | Community consultation | 45 |
| | To mark Social Inclusion Week, an intergenerational event was hosted with the Indonesian community in partnership with UNSW Indonesian International Student Association and local Indonesian seniors. | Members of the Indonesian community | 120 |
| | The Anti Racism Forum aimed at fostering dialogue and reflection on anti-racism. The Forum was held in partnership with Bayside Council and engaged Welcoming Cities, NSW Police Engagement and Hate Crimes Unit, HUE (Anti Oppression and Anti Racism training provider), Anti-discrimination NSW, Kingsford Legal Centre and the Moving Forward Together Association | General community/ service providers | 62 |

| Program name | Description | Target group | Attendance |
|---|---|-----------------------------|------------|
| Refugee Week | During Refugee Week, Council hosted a screening of the documentary film, Simple As Water, followed by Q&A panel with representatives of the Refugee Advice and Casework Service | General community | 90 |
| | Council welcomed newly arrived refugees to Coogee Beach for a beach safety information session and local tour. The event was held in partnership with Settlement Services International, Sydney Multicultural Community Services, Coogee Surf Life Saving Club, the Eastern Beaches Police Area Command and NSW Police Marine Area Command. | Newly arrived refugees | 42 |
| LGBTIQA+ | As part of the Queer Film Festival, Council co-hosted a screening of F.L.Y at The Randwick Ritz | General community | 72 |
| | A Wear It Purple event was hosted in partnership with South Sydney High School | Youth | 250 |
| Marine and Coastal Discovery program | Randwick's award winning and very popular Marine and Coastal Discovery Program returned this year. The Spring program focussed on marine biodiversity, coastal birds, reptiles and Bushcare, which was appreciated by attendees. | Families and young children | 1,599 |
| | The Summer 2024 program held in the January school holidays gave our families and their children a wide coverage of marine and coastal issues across Council's 29 km of coastline. Families enjoyed our regular, snorkelling and rockpool rambles, learning about the effects of marine plastic pollution and marine biodiversity. | | |
| | The Autumn 2024 program continued to provide opportunities for families to find out more about First Nations understanding of Randwick's native flora. | | |
| Visual art exhibitions | Randwick City Library hosted seven exhibitions in its exhibition space at Lionel Bowen Library: Mclvers Herstory: While We Live, We Swim, Patricia's Room, Youth Art Exhibition: X-Potential, The Randwick Ephemeral Lake by Marie Dalliston, Randwick City Council Women's Art Prize 2024, Stony Ground/ Pocketful of Hope by the Black Dog Institute, Lunch for the Trades by Ruth Downes | General community | 5,475 |
| Literary programs at the Library | Through Randwick City Library, Council offers book clubs for different ages, including an ESL Book Club, Cult Classic Book Club, History Book Club and Fiction Book Clubs (across all three branches). Each month Author Talks by well-known authors are held, and history talks are hosted jointly by the Library and Randwick and District Historical Society (Authors included Suzanne Leal, Grace Barnes, Simon Smith, Richard Glover, Jack Beaumont, Rose Ellis, Graeme Simsion, Anne Buist and Kerri Sackville). | General community | 1,191 |

| Program name | Description | Target group | Attendance |
|---|---|---|------------|
| Literacy programs at the library for children | Babies and toddlers are introduced to books and early literacy concepts through programs such as Babies Love Books, Busy Bookworms, Bop 2 Books and Saturday Storytime. | Babies/ toddlers and their parents/ carers | 14,575 |
| | Sensory Storytime caters for children who are autistic and/ or have sensory processing differences and serves as an inclusive introduction to books and libraries. | | |
| | Preschool aged children are engaged through the Storytown reading program. The Spark in the Park outreach program has growing attendance and special guests. | | |
| | Children's Book Week engaged children from across the LGA with special storytimes and fun book-based contests. We hosted children from both local primary schools and early learning centres. | | |
| | The Summer Storytime Trail engaged children with literacy across 3 locations: Kensington Park, Randwick Sustainability Hub and Malabar Beach. | | |
| Literacy programs at the library for Culturally and Linguistically Diverse Community | Literacy skills for our Culturally and Linguistically Diverse Community are taught through: <ul style="list-style-type: none"> The Book Club for People of Non-English-Speaking Backgrounds. English Conversation Classes. Storytime in other languages such as Chinese, Japanese, Czech, Russian, French, and Spanish. | Culturally and linguistically diverse backgrounds | 2,428 |
| Learning programs at the Library | Learning opportunities are offered in a variety of formats, including Brain Training, Tech Savvy Seniors, 3D printing, art classes and various presentations on topics such as aged care, nutrition, healthy aging and disability support. Makerspace programs, such as our new Purposeful Plastics program, brought high schoolers from Randwick Boys and South Sydney for educational workshops on sustainability and circular economy. HSC workshops for high school students. The library partnered with the eSafety Commissioner's Be Connected intergenerational program to support seniors with technology, called 'Young Mentors'. Volunteer students from South Sydney High School had one-on-one sessions with seniors over a 6-week period on how to use their devices. | General community | 4,765 |

| Program name | Description | Target group | Attendance |
|--|---|--------------------|---|
| Recreational activities at the Library for children and youth | Randwick City Library runs numerous school holiday activities, after-school activities and outreach events such as Spark in the Park and school visits. Youth enjoy Monday Makers (12-18 years) in the Third Space where they learn how to make a variety of creations from flying machines, mechanical flowers and catapults, and an Anime Club (12-18 Years). | Children and youth | 3,567 |
| Recreational activities at the library for adults and seniors | Randwick City Library runs numerous recreational clubs and programs aimed at adults. Coffee and Conversation, Mahjong, Scrabble, Bridge, Chess, Table Tennis, Tai Chi, Recipe Club, Cryptic Crossword Club, Next Chapter Art Group, Knit-in Group, book and movie clubs were just some of the activities on offer. | Adults and seniors | 6,381 |
| La Perouse Museum Exhibitions | Six diverse and resonant exhibitions were displayed during this year in the Museum: in the Bayview Gallery local invited artists included Happy Valley by Mei Zhou, Below Sea Level by Glenn Duffus, and Send Off: La Perouse by Daniel Press. Major exhibitions curated in-house for the year included Randwick Stories: hidden treasures and stories of the LGA, and Joe Timbery: World Champion Boomerang Thrower. UNSEEN, My Mind's Eye by Jordan Ardler, was a major solo show in the Community Galleries. | General community | 22,633 (1 Jul – 30 Jun) |
| La Perouse Museum Public Programs | La Perouse Museum delivered 37 public programs and 20 First Nations focussed tours and programs. The Museum hosted Culture on Country, a concert led by Bidjigal Elder Uncle Vic Simms to celebrate the local Aboriginal Community's creative talent and resilience on 26 January, which had excellent community attendance. The museum hosted a successful Open Day to celebrate the launch of two major exhibitions, Randwick Stories and Joe Timbery, World Champion Boomerang Thrower. The open day included live music, First Nations workshops, talks and curatorial tours. Educational excursions were also provided throughout the year for primary, secondary, tertiary and lifelong learning groups. | General community | 20 for First Nations Programs (400 attendance) 37 for Public Programs (740 attendance) |



5.2 Community partnerships, joint projects and service coordination

Randwick City Council has developed strong and enduring relationships with other community organisations, government departments and individuals over many years and works with these groups to encourage improved understanding of local needs.

As detailed in the table below, Council officers also support and partner with local support providers and community groups to hold events or undertake capacity building projects.

| Program name | Description | Target group | Attendance |
|---|--|--|--|
| Kooloora Community Centre on-site support | Council provided financial assistance for Kooloora's Vacation Care Programs and cleaning service. | Families, pre-school children and public housing tenants | 30 children and parents per vacation care session |
| Lexington Place Community Services Hub | Council continues to partner with South Eastern Sydney Local Health District, Homes NSW Department of Communities and Justice, and Central Eastern Sydney Primary Health Network to provide backbone support for the delivery of the place-based community hub in Lexington Place. The Hub@Lexo offers a range of health and social services to support marginalised communities, including a weekly program of government outreach services, family support services and healthy lifestyle activities. | Public housing tenants of South Maroubra and surrounding areas | 8,889 visits by community members to The Hub @ Lexo AND 668 service referrals made to connect community members of social housing estates to local service providers and programs |
| Home maintenance and modification program | Council provides a Commonwealth Government funded Home Maintenance and Modification service to frail and aged residents. | Frail and aged (over 65 years) residents | 2,772 jobs were completed |
| Nature strip lawn mowing program for elderly residents | Council provides a nature strip lawn mowing program for elderly residents who cannot mow the lawns themselves and do not have the resources to have them mowed. Lawns are mowed a minimum of four times a year. | Frail and aged (over 65 years) residents | 83 properties |
| Randwick Literary Institute | The Randwick Literary Institute (RLI) is well utilised and accommodates a wide range user groups. Most of the halls and garden settings for hire have permanent bookings from dance, art, exercise, play group, literacy, and theatre groups. The Main Hall had a major floor upgrade this year to better serve user groups. | Local organisations and businesses | 11 regular user groups + various casual hirers |
| Interagency groups | Community Development staff chair/co-chair, facilitate and provide secretarial support for community and government interagency groups across the Inner Sydney/Eastern Suburbs region. Interagency groups enhance partnerships through information sharing and connection of services and agencies. | Government and non-government agencies | 13 interagency groups |
| Domestic and family violence consulting service | Council funds additional DFV supports in the area and provides funding under a multi-year MOU for a local DFV Outreach Service in Randwick and Lexington. Additionally, Council funds another DFV service through the grants program to support increased access to DFV counselling and case management. | Victims of domestic and family violence | Confidential |

5.3 Community and corporate events

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



| Program name | Description | Target group | Attendance |
|---|--|-----------------------------------|------------|
| Bastille Day – Civic Ceremony | <p>The Bastille Day Civic Ceremony is held every year on 14 July to commemorate the Storming of the Bastille. It is a small ceremony held at the Lapérouse Monument featuring speeches, wreath laying and firing of canons and open to invited dignitaries including the Hon. Matt Thistlethwaite Minister Assistant Minister for Defence and Assistant Minister for Veterans' Affairs. Members of the public also attend.</p> <p>A function was held this year post-ceremony in the museum for the Friends of the Lapérouse Museum which included speeches by the French consulates, entertainment, a champagne toast and light luncheon.</p> | Local community, French community | 200 |
| Beach Breaks Carnival and Australian Surfing Walk of Fame Presentation | Beach Breaks was held on Sunday 23 July 2023. It is a free community event that celebrates the proud and colourful surfing history and culture of Maroubra Beach and supports the Surfing NSW Grommets State Titles. It activates both the Maroubra beach promenade and McKeon Street which was temporarily closed for the event. | City-wide community | 4,700 |
| Eco Living Festival | Randwick Council's Eco Living Festival focused on sustainable transport and community engagement, including workshops and a speaker series for 2024. The Festival was enjoyed by residents and the wider Eastern Suburbs community alike. Held at our Sustainability Hub located at the Randwick Community Centre, the presentations, entertainment and children's activities were well received and provided participants with the full range of opportunities to become more sustainable around their homes, schools and workplaces. | Randwick residents and visitors | 3,000 |

| Program name | Description | Target group | Attendance |
|------------------------------------|--|--|------------|
| Civic events | <p>Civic Events are held to mark occasions such as the opening of new facilities, significant anniversaries and to acknowledge the contribution of individuals and/or organisations.</p> <p>Ceremonies in 2023-24 included:</p> <p>The Anzac Civic Ceremony for local RSLs (70 guests), Fitzpatrick Park Playground Opening (400pax attendance), Ella Reserve Playground Opening (550pax attendance), La Perouse Local Aboriginal Land Council Voice BBQ (70pax attendance), DRLC Family Open Day Splash Park Opening (50pax attendance), DRLC Rodgers Brothers Training Pool Dedication (50pax attendance), Australia Day Civic Reception including Community Service Awards and Citizenship Ceremony (60pax guests), Randwick Rugby Galloping Greens (50pax guests), Anzac Day Civic Reception for local RSLs (70 guests), Alison Park Playground (400pax attendance).</p> <p>The opening of the Heffron Centre (8,500 pax attendance) allowed the community to view the sporting facility. Activities were held throughout the day which included sports clinics run by South Sydney Rabbitohs on the new NRL standard training field, a variety of food trucks, children's activities, and live music. This event included speeches, ribbon cutting / plaque unveil and tour of the centre with the Prime Minister, Anthony Albanese MP and NSW Premier, Chris Minns MP, along with other Council and South Sydney Rabbitohs VIPs.</p> | Local community and organisations | 10,200 |
| Bali Commemoration Ceremony | <p>The 21st annual commemoration ceremony was held at Dolphins Point, Coogee on 12 October 2023.</p> <p>This ceremony was attended by a number of survivors, families and friends. Speeches were delivered in tribute to those who lost their lives while visiting Bali. The ceremony also included live music performances, a flower laying ceremony and the release of doves to represent the 88 Australians who lost their lives.</p> <p>The ceremony was live streamed on Council's social media for those unable to attend in person.</p> | Families and friends who lost someone in the 2002 bombings, Councillors, MPs | 230 |
| Malabar Family Day | Partnering with the local Malabar community and Souths Juniors, the Malabar Family Day is a community event that remembers the lives of the nine Malabar locals lost in the Bali Bombing tragedy. The event includes speeches, flag raising, free community BBQ, and live music. | Local community | 1,500 |
| Sports Awards | <p>Randwick City Council acknowledges its finest athletes through the presentation of the annual Awards for Sporting Achievements.</p> <p>In 2023, council received 28 eligible nominations and awarded 6 locals with a sporting award.</p> | Local community | 62 |

| Program name | Description | Target group | Attendance |
|---|---|--|------------|
| Business Awards | <p>The Biennial Business Awards aim to recognise and acknowledge outstanding local businesses and their staff who go above and beyond in providing exceptional service to the community.</p> <p>As this is a biennial event, 2023-24 did not see an Awards event. Planning is underway for later in 2024.</p> | Local businesses | |
| Step Out Speak Out, walk to end domestic violence | <p>November 25 is the International Day for the Elimination of Violence Against Women, and marks the beginning of 16 Days of Activism.</p> <p>Step Out Speak Out is held in partnership with the Eastern Beaches Local Area Command and aims to stop violence against women and raise awareness about domestic and family violence.</p> <p>On Friday 24 November 2023 Eastern Beaches Local Area Command, local schools, South Sydney Rabbitoh's players, Council staff and local community participated in the walk from High Cross Park to Grant Reserve where attendees heard speeches from local students and enjoyed a BBQ breakfast proudly supported by The Juniors.</p> | Eastern Beaches Police Area Command, Local Schools, Local Domestic Violence Services | 1,000 |
| Community Christmas Concerts (formerly Seniors' Christmas Concerts) | <p>Two free Christmas concerts for the 60s+ community living in Randwick City, were held at Souths Juniors in November 2023.</p> <p>The event included Christmas themed entertainment, light refreshments, and tea and coffee.</p> | Seniors living in Randwick City | 900 |
| Coogee Carols | <p>The much-loved community favourite event returned to Goldstein Reserve in December 2023.</p> <p>Families attended a perfect summer night to enjoy spectacular musical performances, a visit from Santa (who arrived via Westpac Rescue Helicopter), and a fireworks display.</p> <p>Sydney Children's Hospital Foundation was the charity partner of the event, receiving donations for the Christmas appeal.</p> | City-wide community | 15,000 |
| Coogee Sparkles New Year's Eve Fireworks | <p>Coogee Sparkles saw the crowds return to Coogee Beach for an afternoon of roving entertainment and a 15-minute firework display at 9pm.</p> <p>Coogee Sparkles has a significant Traffic Management Plan, successfully supported by TfNSW, Transdev, and local emergency service</p> | City-wide community | 25,000 |
| Australia Day Civic Ceremony – Community Service Awards & Citizenship Ceremony | An awards ceremony is held on Australia Day to celebrate the recipients of the Community Service Awards and welcome new citizens. | Community Service Award recipients and their families, new citizens | 60 |

| Program name | Description | Target group | Attendance |
|--|--|---|----------------|
| Australia Day Event | <p>An Australia Day Community event was held at Kensington Oval and Community Centre. Celebrations included live local music, food trucks, kid's entertainment and an ice-cream giveaway.</p> <p>Culture on Country – a 26 January day marking Survival Day, was held at La Perouse on Country, led by Bidjigal Elder Vic Simms and a range of leading Aboriginal musical talent.</p> | Local community | 2,350 |
| Randwick Pride at Coogee Beach | <p>Randwick Pride at Coogee Beach returned for a fun day celebrating pride at the iconic Coogee Beach Rainbow walkway.</p> <p>The event was hosted by TV star and activist Julie McCrossin AM, and featured drag performances, live music, DJ Victoria Anthony proud trans woman, and an ice-cream giveaway.</p> | City-wide community | 3,000 |
| The Spot Festival | <p>The Spot Festival was held in Randwick in March 2024 drawing record crowds who came to enjoy two stages of live music, cultural dance and entertainment, 34 food and product stalls, and Spot businesses extending their outdoor trading areas.</p> <p>This year, The Spot Festival was listed as a Harmony Week event connecting the ties between the Harmony Stage and Harmony Week.</p> | City-wide and eastern suburbs community | 20,000 |
| ANZAC Day Dawn Service | <p>Partnering with the Coogee Randwick Clovelly RSL sub-branch, a Dawn Service was produced for 3,000 seated guests (plus a wider audience of standing guests) at Goldstein Reserve.</p> <p>The ceremony featured speeches, a prayer, performances by a local school choir, brass band and national anthems along with a wreath laying ceremony.</p> <p>The service was live streamed on Council social media.</p> | City-wide community | 9,000 |
| Koojay Corroboree at Coogee Beach for Reconciliation Week | Koojay Corroboree was held in partnership with the La Perouse Local Aboriginal Land Council and on Friday 31 May 2024 to mark the start of National Reconciliation Week. The event included a smoking ceremony and performances by local indigenous dance groups. | City-wide community and school groups | 850 |
| Citizenship Ceremonies | <p>Citizenship Ceremonies are attended by new citizens, their families, Councillors, and MPs. New citizens are sworn in by the Mayor of Randwick.</p> <p>As part of the blitz citizenship ceremonies, there were 12 citizenship ceremonies in July and August. A total of 29 ceremonies were held in 2023-24 including the blitz ceremonies, welcoming a total of 1,506 new citizens to Randwick.</p> | Local New Citizens | 1,506 citizens |



5.4 Carers' responsibilities

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

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

Staff who are carers

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

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

In the 2023-24 financial year, 7,311 hours of paid Carers Leave was accessed by Randwick employees.

Throughout the year Council provided staff with support and information to assist in their caring responsibilities. Training provided that could support staff who are carers included:

- Psychological safety
- LGBTQIA+ Inclusivity training
- First aid training
- Managing complex behaviours and mental health
- Controlling aggressive behaviour
- Financial wellbeings webinar; and
- Mental health first aid

Our monthly Lifestyle Lunches for staff continued our focus on employee benefits and total wellbeing. Sessions in 2023-24 included:

- Wear it purple
- The Voice
- Menopause awareness
- Work smarter not harder
- Future Queer
- Healthy eating on a budget; and
- Thrift to Thrive

Consultation and liaison with carers

In 2023-24 Council supported carers across the City of Randwick in a range of ways including:

- Information sessions and seminars to meet the identified needs of carers including: 'Clutter. The good, the bad and the ugly: Understanding hoarding and pathways to help', 'Navigating Dementia', 'Brain Fit', 'Walk with a Doc', 'A Night on the Spectrum' 'Understanding Autism' and 'Caring for someone living with Autism'.

- Held a series of 'Stay Safe' safety Information sessions in partnership with the Carers Gateway, Holdsworth Community, Services Australia, NSW Police and the Seniors Rights Service.
- Held a series of Mindfulness Photography and Art workshops for isolated and hard to reach carers and grandparents.
- 'Back to Prince Henry' held at the Little Bay Coast Centre for Seniors and the Prince Henry Nursing and Medical Museum, Little Bay.
- 'Better brains, better ageing, better bodies' positive ageing forum held at the Juniors Kingsford in partnership with SESLD for carers, older people, and local services.
- Documentary film screening of 'Live the life you please' and panel discussion for Palliative Care Week. Held at the Ritz Cinema, Randwick in partnership with Waverley Council, SESLHD and CESPNN.
- All Abilities Fun and Fitness Activity Day held at the Randwick Sustainability Community Hub in partnership with La Trobe Community Health Services and FitnAble.
- Held a community consultation in partnership with Clovelly Surf Lifesaving Club to identify new access and inclusion actions for Clovelly Beach and the surrounding area.
- Held a series of Death Cafes and Dying to Know Day events and information sessions at Randwick and Waverley Council venues.
- Held the 'Fluoro Fantastic' Dine and Dance for International Day of People with a Disability in partnership with Holdsworth Community and FitnAble.
- 'Patricia's Room' photographic exhibition exploring the onset of dementia, memory loss and identity at Lionel Bowen Gallery, Maroubra.
- Dealing with Grief and Loss seminars designed for carers affected by grief and loss that explored strategies on how to cope in these challenging times.
- Home Library Services to deliver books, DVDs and library resources to house-bound individuals, Diversional/Recreational Therapists and carers within the community.
- Promoted the value of the Community Home Support Program (CHSP) to older carers living in Randwick City and surrounding areas to access essential services such as community transport for medical and social trips, meals services, Home Modification and Maintenance services and social support services.
- Convened and resourced City and Eastern Sydney Aged and Disability Services Interagency meetings with community service providers as well as Local, State and Federal Government officers. Regional issues are discussed at these meetings, and opportunities for

joint projects and local initiatives are developed to meet the needs of carers who are isolated, hard to reach and/or from non-English speaking backgrounds.

- Supported the implementation and resourcing of local networks such as the City and Eastern Sydney STOP Abuse of Older Persons Collaborative, the Eastern Sydney CHSP Forum, Prince of Wales Hospital Older Persons Mental Health Network, the Eastern Sydney Homelessness Assertive-Outreach Collaborative, the Compassionate Communities Working Group and the SSD Community of Practice Embedding Diversity and Inclusion working group.
- Participated in Randwick Waverley Community Transport Board meetings and strategic planning days in an advisory capacity, Local Government NSW Ageing and Disability Worker Network Meetings and National and State Sector Support planning meetings, and relevant Department webinars and consultation with a focus on healthy and positive ageing.
- Responded to approximately 150 requests for information and assistance from Carers and support services and SESLHD in Randwick City and surrounding areas.
- Delivered in-service presentations to local Seniors groups and organisations including Maroubra & Malabar Combined Probos, and Kensington Seniors social support group.
- Provided opportunities for services such as the Carers Gateway, Holdsworth Community, Seniors Rights Service, SESLHD and Relationships Australia to provide outreach at Council organised events for Carers and older people.



5.5 Randwick Disability Inclusion Action Plan 2022-2026

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

The Randwick City Council [Disability Inclusion Action Plan 2022-2026 \(DIAP\)](#) guides Council to meet its requirements under the NSW Disability Inclusion Act 2014 and ensures Council keeps has access and inclusion at the forefront of our planning.

The 2022-2026 DIAP encompasses four areas of focus:

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

1. Attitudes and behaviours

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

Activities

- Held 'Caring for someone living with Autism' information session designed for Carers and family members supporting someone living with autism. Held in partnership with Autism MATES.
- Held a Fun & Fitness Day for people of all abilities in partnership with FitnAble for International Day of People with a Disability.
- Held the 'Fluro Fantastic' Dine and Dance in partnership with Holdsworth Community and FitnAble for International Day of People with a Disability.
- Implemented a series of Mindfulness photography and art workshops for people with hidden disabilities and isolated Carers.
- Held 'Patricia's Room', a photographic exhibition exploring the onset of Dementia through a series of intimate portraits of Patricia aged ninety, challenging us to consider what happens to our sense of self when we begin to lose our memory.

- Held a series of Death Cafes in partnership with Waverley Council, SESLHD and CESP HN to provide opportunities for people to explore their thoughts and feelings about death and dying and end-of-life in a safe and supported environment.
- Held 2 x Dying to Know Day information sessions 'Planning for the Future' in partnership with Waverley Council, SESLHD and CESP HN exploring legal considerations, death and grief literacy, advance care planning and palliative care.
- Hosted the Eastern Suburbs annual homelessness street count.
- Held 'Live the life you please' a documentary film screening and panel discussion at the Ritz Cinema, Randwick for Palliative Care Week.
- Held a community consultation in partnership with Clovelly Surf Lifesaving Club to identify new inclusion actions for Clovelly Beach and the surrounding area.
- Co-convene The City and Eastern Sydney Ageing and Disability Interagency to build the capacity of providers to deliver effective consumer directed services to community, promote collaboration and partnerships with a focus on consumer experience, and to provide a forum to discuss issues within the sector and explore opportunities to address these issues at a local level.
- Attend and support the following working groups and network meetings: City and Eastern Sydney STOP Abuse of Older People Collaborative, Randwick Waverley Community Transport Board, SESLHD Older Persons Mental Health Service Forum, Compassionate Communities Working group and LGNSW Ageing and Disability Worker meetings.
- Held 'Clutter: The Good, the Bad and the Ugly' information session to raise community awareness of problematic hoarding and clutter disorder. Delivered in partnership with Inside Outside Recovery.
- Delivered Brain Fit and Dementia Prevention Information sessions in partnership with Sustainable Practice, Carers Gateway. SECC, Holdsworth Community, Ageing Well Sorted and NSW Police.
- Held 'Walk with a Doc', a doctor-led walking group to provide a fun and safe place for people to learn how to reduce their risk of getting heart disease, cancer and depression and increase their overall health and wellbeing.
- Held 'Back to Prince Henry' for Seniors Week to connect older people to their local community and each other and to promote opportunities for ongoing community connection by linking people to local health and wellbeing support programs, clubs and groups.
- Held 'Better Brains, Better Bodies, Better Ageing' an annual positive ageing forum at The Juniors Kingsford, in partnership with SESLHD. Over 600 older people and service providers in attendance.



- Disability Awareness training (welcoming customers with a disability) delivered face to face in May 2023.
- New Diversity and Inclusion collection of courses available on our Learning Management System including Indigenous Cultural Awareness, LGBTQ introduction, LGBTQ Trans affirming workplaces, Workplace Diversity and Inclusion.
- Our videos that are shared on our social media and YouTube are all closed captioned.
- Evaluation forms provided at all information sessions/activities to capture feedback/suggestions to help inform and plan future sessions and new community initiatives.
- Feedback, input and suggestions captured via Interagency and network meetings co-convened and resourced by Council's Ageing and Disability CDO.
- Incorporated the lived experience and voices of people with a range of diverse disabilities in Council organised sessions and activities to ensure visibility and representation.

2. Liveable communities

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

Activities

- Co-convened the City of Sydney and Eastern Sydney Ageing and Disability Interagency Forum (five meetings held on an annual basis).

- Co-convened and resourced a regional forum for regional service providers to address social isolation and loneliness among people living with disability, older people and carers.
- Held information sessions during Autism Awareness month to support people living with autism and their carers.
- Held seminars on understanding hoarding and pathways to professional help, and Stay SAFE safety information session for older people, PwD and their supporters.
- Hosted the Eastern Suburbs annual homelessness street count.
- Participated and supported the POWH Older Persons Mental Health Service Working group meetings resulting in an annual positive ageing forum to improve the health and wellbeing of older people with mobility impairments and carers.
- Held a community consultation in partnership with Clovelly Surf Lifesaving Club to identify new inclusion actions for Clovelly Beach and the surrounding area.
- Hosted a fun and fitness activity day for people of all abilities in partnership with Waverley Council, FitnAble,
- Delivered information sessions on problematic clutter and hoarding disorder, autism, dementia, advance care planning and dealing with grief and loss promoting available supports offered by My Aged Care, the NDIS, Carers Gateway and Care Finders program etc.
- The support sessions promoted local opportunities for social connection and support such as walking groups and exercise classes.



- Provided advice, information, support and referrals to residents, local and specialist support services to link people with disabilities and their carers to existing and new support programs and services.
- Delivered five City of Sydney and Eastern Sydney Ageing and Disability Regional Interagency meetings to identify gaps in service provision and opportunities for collaborative efforts and actions to address unmet needs.
- Worked with key community services providers such as the Carers Gateway, Holdsworth Community, La Trobe Community Health Services (NDIS partner) and Waverley Council to increase community participation rates for people with disabilities and their Carers.
- Supported and participated in Randwick Waverley Community Transport Board meetings, City and Eastern Sydney STOP abuse of older people collaborative.
- Convened a total of five regional Forum meetings in collaboration with City of Sydney and Waverley Councils.
- Accessibility has been improved and is being investigated in Council's cultural facilities including the upgrade of accessible toilets at the La Perouse Museum, and planning on accessible entry and an Accessible Studio at Blenheim House.
- Library programs such as Tai Chi and Art Classes catered to customers with a variety of accessibility needs.
- The library provides some programs such as Tai Chi in a hybrid format, online via Zoom or in person.
- The library delivers Sensory Storytimes for children with sensory needs.
- The library is developing programs and information sessions for people with disabilities such as dementia, autism and intellectual disabilities.
- Designed and delivered assets to promote all information sessions for the following events over the last year: All Abilities Summer Fun and Fitness Event at Centennial Park and Understanding Autism.
- Across social media and in eNews, we promoted a variety of events which were either specifically created for people with disabilities, or which were accessible to people with disabilities by virtue of their nature (online format or accessible location).
- Across social media and in eNews, we promoted Council's accessible facilities such as our new outdoor gyms and playgrounds, which cater to a wide range of abilities.
- We have identified an opportunity to spotlight the services Council offers to people with disabilities in the Summer Scene magazine 2023-24. E.g. booking beach wheelchairs.
- Signage was also created for the La Perouse Museum to inform people of accessible entry point.
- Information on library programs, services and activities are available 24/7 on our website which includes information on accessibility.
- Designed and built new and upgraded buildings in accordance with the relevant Building Code of Australia (BCA) and Australian Standard access requirements.
- Installed 'No Parking' zones in preference to 'No Stopping' zones to allow for persons to drop off and pickup persons – which can be helpful for persons with limited mobility.

- Constructed 663m of new concrete footpaths; renewed 2.21 km of footpaths; constructed 8 new and reconstructed 36 kerb ramps to improve access.
- Council events provided accessible entry and exit paths for people using wheelchairs, preferred wheelchair seating allocation and accessible toilets.
- Enabled persons with limited accessibility to 'attend' events via live streaming of community events such as the Anzac Day Service and a virtual tour of the La Perouse Museum exhibition.
- Provided support for community organisations including Autism Swim, with promotion through Social Media.

3. Employment

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

Activities

- Made external procurement information accessible on Council's website. Major procurement opportunities are advertised on the tendering portal and Council's website.
- Provided opportunities for disability specialist employment providers to present at City and Eastern Sydney Ageing and Disability Interagency meetings.

4. Systems and processes

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

Activities

- During 2023-24, Council conducted a web accessibility audit using a specialist tool, for the Council, Des Renford Leisure Centre and Randwick City Library websites. We reviewed, researched and reduced the number of A + AA success criteria failures from 65,218 to 12,412 – achieving 80% progress within the year. Work continues to reduce this total figure, both with external provider and in-house resourcing.
- Council's IMT Services Department works closely with business units to ensure that services remain accessible by those who do not have online access or have difficulty using online services.
- All online services managed by Council have alternative access methods that can be accessed by individuals, which may take the form of a paper form or where a Council officer takes a call from the customer and enters the information on their behalf.
- Delivered a range of online information and education sessions to help older people with disabilities and their Carers to raise awareness of available support services and programs, both formal and informal and navigate pathways to help and complex information platforms such as My Aged Care, the Carers Gateway and the National Disability Insurance Scheme.



5.6 Human resources

Staffing

Randwick City Council had a total of 703 persons who performed paid work on Wednesday 14 February 2024.

This figure includes:

- Persons employed by the council on a permanent full-time, permanent part-time or casual basis or under a fixed-term contract
 - Permanent full-time - 517
 - Permanent part-time - 57
 - Casual basis - 86
 - Max-term contract - 9
- Persons employed by the council as designated senior staff members – 0 (not including GM)
- Persons engaged by the council, under a contract or other arrangement with the person's employer, wholly or principally for the labour of the person – 34
- Persons supplied to the council, under a contract or other arrangement with the person's employer, as an apprentice or trainee – 1.

Workforce Management Strategy

In 2023-24 we focussed on implementing year two activities from the 2022-2026 Workforce Management Strategy that was adopted in June 2022. This strategy focuses on the following objectives:

1. Our workforce is goal focused and enables the realisation of community outcomes for this generation and the next.
2. Council has an attractive employer brand, clearly and consistently communicating the council's vision, values and employee value proposition.

To deliver on these objectives we need to support our workforce with:

- A strong employee value proposition
- Real engagement
- Alignment and performance
- Meaningful pathways
- The best safety and wellbeing

These five outcomes from the focus areas and key measures of our workforce management strategy.

Equal Employment Opportunity (EEO)

To comply with clause 217 (1)(a9) of the Local Government (General) Regulation 2021, Council provides the following statement on Equal Employment Opportunity (EEO) Management.

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

Council continues to educate and inform its staff on the importance of diversity and inclusion and its relevance to the community. These principles are embedded in all human resource policies and practices, and are especially emphasised in corporate induction, learning programs, leadership development, recruitment and safety and wellbeing programs.

Employees and leaders have all participated in training to ensure ongoing awareness and to demonstrate commitment to the Randwick City Council values.

The Randwick City Council Disability Inclusion Action Plan 2022-26 is already delivering on the commitments in the plan.

Fees and expenses for the Mayor and Councillors

To comply with clause 217 (1)(a1) of the Local Government (General) Regulation 2021, Council is required to provide a statement on Councillor expenses. Details of the total cost for the payment of expenses and provision of facilities to Councillors to attend to their civic duties is provided below.

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

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

In accordance with the Council's adopted policy, councillors are entitled to receive tools to assist them to complete their duties, such as a mobile telephone and laptop computer. In addition, Council-related telephone calls and internet access are paid for by the Council.

Other facilities such as stationery, cabcharge, reimbursement for use of private vehicle, refreshments at council and committee meetings and access to councillors' rooms, are also provided by the Council. Councillors receive an allowance in accordance with the NSW Local Government Act 1993.

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

The total amount of money expended during the year on mayoral fees and councillors' fees was \$488,191.

The total amount of money expended during the year on the provision of payment of expenses for Councillors was \$193,455. This included:

- \$38,252 for travel expenses including fuel, taxi & Ubers, and conference related travel;
- \$8,407 for internet services and phone charges, including telephone calls made from landline telephones installed in Councillors' homes, and calls made from mobile telephones provided by the Council;
- \$77,103 for the attendance of Councillors at conferences and seminars;
- \$15,992 for the training of Councillors and the provision of skill development for Councillors;

- Nil for interstate visits undertaken by councillors while representing the council;
- Nil for expenses of any person who accompanied a councillor in the performance of his or her civic functions;
- Nil for expenses involved in the provision of care for a child to allow the councillor to undertake his or her civic functions.
- \$53,701 for superannuation expenses.

Overseas travel

To comply with clause 217(1)(a) of the Local Government (General) Regulation 2021, Council provides the following report on overseas travel arrangements of Councillors and staff funded by Council.

During 2023-24 no councillor or senior staff member travelled overseas on Council business.

General Manager remuneration

To comply with clause 217 (1)(b) of the Local Government (General) Regulation 2021, Council provides the following statement of total remuneration of the General Manager.

The General Manager was paid a total remuneration (including salary sacrifice, non-cash benefits and Fringe Benefits Tax) of \$555,546.

The breakdown of the remuneration package of the General Manager in 2023-24 is shown in the following table.

| | GENERAL MANAGER CLAUSE 217 (1) (B) (\$) |
|--|--|
| (i) Total value of the salary component of the package | 510,587 |
| (ii) Total amount of any bonus payments, performance payments or other payments made to them that do not form part of the salary components of their packages | 0 |
| (iii) Total amount payable by the council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor | 27,399 |
| (iv) Total value of any non-cash benefits for which they may have elected under the package | 8,879 |
| (v) Total amount payable by the council by way of fringe benefits tax for any such non-cash benefits | 8,681 |

5.7 Financial contributions and donations

To comply with clause 217 (1)(a5) of the Local Government (General) Regulation 2021, Council provides the following report on contributions and donations to others.

During 2023-24, the Council provided a range of grants, donations and subsidies to individuals, community groups and non-profit organisations.

Community Investment Program

Council has adopted an 'investment' approach to community funding to enhance Council's ability to better structure and report on achievements while providing more diverse and flexible opportunities for the community to seek support.

Our Community Investment Program is a comprehensive policy framework that sits across the following six streams of funding and in-kind support to ensure that decisions are consistent, and based on principles of accountability, transparency and fairness.

Community Connect

This stream is awarded to not-for-profit organisations, community groups, businesses and individuals to develop projects or activities that encourage community participation and connection, and contribute to a vibrant cultural and community life in Randwick City. There are three funding rounds per financial year (August, November and March).

In 2023-24, a total of \$180,081 (in-kind venue hire included) was allocated through the Community Connect funding stream.

Community Creative

In line with the Arts and Cultural Strategy, the Community Creative stream supports the development and delivery of creative, artistic, experimental and cultural projects that enrich our communities and is awarded to not-for-profit organisations, community groups, businesses and individuals. There are three funding rounds per financial year (August, November and March).

In 2023-24, a total of \$166,721 (in-kind venue hire included) was allocated through the Community Creative funding stream.

Community Partnerships

This program is eligible only to not-for-profit organisations that deliver support programs or services to improve the health and wellbeing of disadvantaged residents. Applicants may apply for an amount not exceeding \$20,000 per year, up to a maximum of three years, tied to conditions and acquittal requirements.

\$249,039 was granted for funding continuing projects and new applicants in the 2023-24 financial year.

Community Contributions

This stream seeks to leverage significant community partnerships and relationships to drive social change, inclusion, impact and results within the community. These are significant contributions into the community and are managed through formal Memorandums of Understanding (MOUs) or other funding agreements. \$423,616 was granted through community contributions in the 2023-24 financial year.

Community Sustainable

This stream includes two programs supporting projects and initiatives that promote environmental sustainability

- School Sustainability Grants**

School sustainability grants are available to registered NSW schools in Randwick City. The grants are provided for projects that will create environmental benefits to the school and the wider community.

The 2023-24 environmental school grants were provided to a number of schools to prepare Environmental Management Plans.

- Sustainability Rebates**

Randwick Council's Sustainability Rebates program supports houses, units and businesses in Randwick to implement energy and water saving initiatives. As part of this program, properties in Randwick can receive rebates for purchasing one of 13 sustainable products, which include rooftop solar, batteries, rainwater tanks, pool pumps, insulation, and more.

As at June 30, 2024, the cumulative results of our rebates program has resulted in just over 1,500 rebates for a total amount of approximately \$900,000 since commencement. These rebates have now leveraged well around \$10 million in new energy and water saving measures across the community. These installations are also saving the community more than \$1 million in annual energy and water costs and contributing in reductions of more than 6,000 tonnes of greenhouse gas emissions annually.

Community Contingency (Mayor)

This stream provides the Mayor an opportunity to support local charities, emergency response events and fundraising campaigns at their discretion. In the 2023-24 financial year, a total of \$179,952 was allocated through the Community Contingency stream.

Pilot Fee Waiver for Community Halls

In 2023-24, Council piloted a fee waiver program for the use of under-utilised community centres and halls. In 2023-24, \$20,483 was allocated to subsidise hire for eligible non-commercial local community groups. This program was successfully evaluated and is now incorporated as part of the in-kind venue hire offered through the Community Connect and Community Creative streams.

Subsidies

In addition to the Community Investment Program, Council also provides a number of subsidies, these include:

Affordable rental housing subsidies

Council has an affordable rental housing portfolio of 24 asset owned dwellings and 3 private rentals for low-to-moderate income earners in the community. Of these, 8 units were utilised as Transitional Housing. In 2023-24, an additional 9 units were acquired and are being transitioned into the program. Through its affordable rental housing program, the Council subsidises each tenant's weekly rent by at least 25 per cent of the median rent levels for Randwick City.

Community facility subsidies

These are provided each year to support community not-for-profit organisations that operate for the benefit of residents.

Service providers using Council owned and managed buildings at a substantially reduced rent include SESLHD midwifery, baby health and childcare centres, kindergartens, the Historical Society, and Housing NSW.

We also subsidise the rental for services such as Wylie's Baths, Marcellin College, Mclvers Baths, Bowling clubs, fishing clubs, croquet club, Surfing NSW, Randwick Golf Course, Randwick Rugby Club, two cycle clubs, the JNC, Weave, three community gardens, La Perouse

LALC, Maroubra Seals Swimming Club, Randwick Netball and Coogee Beach Volleyball.

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

In total, Council contributed more than \$1.69 million worth of rental subsidies to community organisations in 2023-24.

Trade waste subsidies

A number of non-profit community groups receive fully subsidised trade waste services.

Randwick NSW ClubGRANTS

Randwick City Council assists with the administration of the Randwick ClubGRANTS Scheme on behalf of local clubs. This scheme is a state-wide initiative that encourages local clubs with gaming machine profits over \$1 million to contribute towards the provision of front-line projects, programs and services that target disadvantaged groups and residents living in Randwick.

In the 2023-24 financial year, a total of \$452,877.90 was allocated to not-for-profit and volunteer rescue organisations through the Randwick ClubGRANTS Scheme.

| GRANTS, DONATIONS AND SUBSIDIES | | 2023-24 (\$) |
|-------------------------------------|--|------------------|
| Community Investment Program | Community Connect investment stream | 180,081 |
| | Community Creative investment stream | 166,721 |
| | Community Partnerships funding program | 249,039 |
| | Community Contributions (donations) | 271,907 |
| | Surf clubs and offshore rescue donations | 151,709 |
| | Community Sustainable | 297,624 |
| | Community Contingency | 179,952 |
| | Pilot Fee Waiver for Community Halls | 20,483 |
| | Total | 1,517,516 |
| Subsidies | Rental subsidies | 1,689,519 |
| | Total | 1,689,519 |
| Other financial assistance | Precinct committee funding | 4,000 |
| | Sponsorship of Sydney Film Festival | 10,000 |
| | 3-Council regional environment program* | 155,000 |
| | Total | 169,000 |
| TOTAL FUNDING | | 3,376,035 |

* This funding is for delivery of all projects under the 3-Council regional environment program

5.8 Councillor meeting attendance record

Randwick City Council has 15 councillors.

The current councillors were elected in December 2021 elections and are serving the community until the September 2024 elections.

There were 11 Ordinary Council meetings held during 2023-24.

| COUNCILLOR | NO. OF MEETINGS ATTENDED/NO. OF MEETINGS HELD |
|---------------|---|
| Cr D'Souza | 11/11 |
| Cr Hamilton | 10/11 |
| Cr Luxford | 10/11 |
| Cr Neilson | 11/11 |
| Cr Parker | 11/11 |
| Cr Said | 11/11 |
| Cr Veitch | 11/11 |
| Cr Burst | 9/11 |
| Cr Chapple | 11/11 |
| Cr Hay | 11/11 |
| Cr McCafferty | 11/11 |
| Cr Olive | 11/11 |
| Cr Pandolfini | 11/11 |
| Cr Rosenfeld | 10/11 |
| Cr Wilson | 11/11 |

There were 6 Extraordinary Council meetings held during 2023-24.

| COUNCILLOR | NO. OF MEETINGS ATTENDED/NO. OF MEETINGS HELD |
|---------------|---|
| Cr D'Souza | 5/6 |
| Cr Hamilton | 6/6 |
| Cr Luxford | 6/6 |
| Cr Neilson | 6/6 |
| Cr Parker | 6/6 |
| Cr Said | 4/6 |
| Cr Veitch | 6/6 |
| Cr Burst | 5/6 |
| Cr Chapple | 6/6 |
| Cr Hay | 6/6 |
| Cr McCafferty | 6/6 |
| Cr Olive | 6/6 |
| Cr Pandolfini | 6/6 |
| Cr Rosenfeld | 6/6 |
| Cr Wilson | 6/6 |

5.9 Councillor professional development

To comply with clause 217 (1)(a1)(iia) and clause 186 of Local Government (General) Regulation 2021, Council provides the following report on the provision of induction training and professional development programs for the Mayor and Councillors.

During 2023-24 all 15 Councillors participated in ongoing professional development. Councillors took the opportunity to participate in a range of different seminars and other professional development programs, including:

- LGNSW Annual Conference 2023
- Managing Media for Councillors
- Australian Institute of Company Directors – Company Director's Course
- Cyber Security Awareness Training for Councillors
- LGNSW International Women's Day event
- 2023 National General Assembly (ALGA)
- Executive Certificate for Elected Members
- ALGWA NSW Branch Conference
- ALGWA VIC Conference
- Chairing and Effective Meeting Procedures for Councillors
- Understanding Local Government Finances
- Reviewing Council Financial Statements
- Social Media Training for Councillors
- Stop Grammar Time (Good Copy)
- Write Right (Good Copy)
- Speed Reading
- Executive 1:1 Coaching
- 2030 and Beyond Forum (Climate Council of Australia)
- Councillor briefings

The Mayor and Councillors did not complete any induction training courses, induction refresher courses or supplementary inductions courses during the year.

5.10 Privacy and access to information

Privacy Management Plan

The Privacy and Personal Information Protection Act 1998 (PPIPA) requires all councils to prepare a Privacy Management Plan outlining their policies and practices to ensure compliance with the requirements of that Act and the Health Records and Information Privacy Act 2002. The Council's Privacy Management Plan was updated in October 2023.

The objective of our Privacy Management Plan is to inform:

- The community about how their personal information will be used, stored and accessed after it is collected by the Council
- Council staff of their obligations in relation to handling personal information and when they can and cannot disclose, use or collect it

Council's Privacy Management Plan reflects the NSW Information and Privacy Commission's June 2023 checklist.

A copy of Council's Plan has been distributed to all managers and posted on the staff intranet and on [Council's website](#).

Council received no privacy complaints (Internal Review applications) during 2023-24.

Public Interest Disclosures Report

To comply with section 78 of the Public Interest Disclosure Act 2022 and section 5 of the Public Interest Disclosure Regulation 2022, Council provides the following report on public interest disclosures.

Reporting Period: 1 October 2023 to 30 June 2024

| | |
|--|---|
| No of public officials who made public interest disclosures to your public authority | 0 |
| No of public interest disclosures received by your public authority | 0 |
| Of public interest disclosures received, how many were primarily about | 0 |
| • Corrupt conduct | 0 |
| • Maladministration | 0 |
| • Serious and substantial waste | 0 |
| • Government information contravention | 0 |
| • Local government pecuniary interest contravention | 0 |

| | |
|---|---|
| No of public interest disclosures (received since 1 October 2023) that have been finalised in this reporting period | 0 |
|---|---|

| | |
|--|-----|
| Have you established an internal reporting policy? | Yes |
|--|-----|

| | |
|--|-----|
| Has the head of your public authority taken action to meet their staff awareness obligations? Staff have been made aware as follows: | Yes |
|--|-----|

- Statement of Commitment from head of the organisation's internal reporting policy
- Staff undertaking that they have read and understood the organisation's internal reporting policy
- New staff provided training during induction
- Online training undertaken for Disclosure Coordinators and Disclosure Officers
- Email message from organisation head to all staff
- Links on the Randwick City Council intranet

Government Information (Public Access) Act 2009

To comply with section 125 of the Government Information (Public Access) Act 2009 (GIPA) and clause 8 & schedule 2 of the Government Information (Public Access) Regulation 2018, Council provides the following report on public access to information held by Council.

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

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

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

- Employing an Access to Information Officer who deals with 1,500+ informal access to information requests each year. Wherever possible, Council deals with information requests informally and, for the ease of applicants, information is provided electronically (often via email attachments)
- Providing a dedicated Council Access to Information page on Council's website with quick links to open access information
- Adopting a comprehensive Information Guide, which is published on our webpage to assist residents to understand our information access processes and practices and to gain access to council information in the most efficient manner
- Considering throughout the year those initiatives, developments or projects relevant to council that it wants the public to know about
- Identifying and considering for release, information Council has produced or acquired since the last review
- Reviewing Council's disclosure log to identify patterns or themes in the types of information sought

During the reporting period, we reviewed this program by:

- Comprehensively reviewing our Information Guide to ensure it is in line with the Information & Privacy Commissioner's Guidelines and to better assist residents' understanding of our processes in relation to information access
- Undertaking an analysis of the information Council releases both informally (via its Access to Information request process) and formally under the GIPA Act

Number of access applications received - Clause 8(b) of the GIPA Regulation

During the reporting period, Council received a total of 14 formal access applications (including withdrawn applications but not invalid applications).

In addition, Council processed 1,652 Access to Information Requests (informal GIPA applications) during the reporting period.

Number of refused applications for Schedule 1 information - Clause 8(c) of the GIPA Regulation

During the reporting period, Council refused Nil (0) formal access applications.

Statistical information about access applications Clause 8(d) and Schedule 2

Table A: Number of applications by type of applicant and outcome¹

| | ACCESS GRANTED IN FULL | ACCESS GRANTED IN PART | ACCESS REFUSED IN FULL | INFORMATION NOT HELD | INFORMATION ALREADY AVAILABLE | REFUSE TO DEAL WITH APPLICATION | REFUSE TO CONFIRM/DENY WHETHER INFORMATION IS HELD | APPLICATION WITHDRAWN | TOTAL | % of TOTAL |
|---|------------------------|------------------------|------------------------|----------------------|-------------------------------|---------------------------------|--|-----------------------|-----------|------------|
| Media | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Members of Parliament | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Private sector business | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 7.14% |
| Not for profit organisation or community groups | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Members of the public (application by legal representative) | 11 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 11 | 78.57% |
| Members of the public (other) | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 2 | 14.29% |
| Total | 12 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 14 | |
| % of Total | 85.71% | 7.14% | 0% | 7.14% | 0% | 0% | 0% | 0% | | |

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

Table B: Number of applications by type of applicant and outcome²

| | ACCESS GRANTED IN FULL | ACCESS GRANTED IN PART | ACCESS REFUSED IN FULL | INFORMATION NOT HELD | INFORMATION ALREADY AVAILABLE | REFUSE TO DEAL WITH APPLICATION | REFUSE TO CONFIRM/DENY WHETHER INFORMATION IS HELD | APPLICATION WITHDRAWN | TOTAL | % of TOTAL |
|--|------------------------|------------------------|------------------------|----------------------|-------------------------------|---------------------------------|--|-----------------------|-----------|------------|
| Personal information applications ² | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0% |
| Access Applications (other than personal information applications) | 11 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 13 | 92.86% |
| Access applications that are partly personal information applications and partly other | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 7.14% |
| Total | 12 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 14 | |
| % of Total | 85.71% | 7.14% | 0% | 7.14% | 0% | 0% | 0% | 0% | | |

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

Table C: Invalid applications

| REASON FOR INVALIDITY | NO OF APPLICATIONS | % OF TOTAL |
|---|--------------------|------------|
| Application does not comply with formal requirements (section 41 of the Act) | 6 | 100% |
| Application is for excluded information of the agency (section 43 of the Act) | 0 | 0% |
| Application contravenes restraint order (section 110 of the Act) | 0 | 0% |
| Total number of invalid applications received | 6 | 100% |
| Invalid Applications that subsequently became valid applications | 6 | 100% |

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

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

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

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

| | NUMBER OF TIMES CONSIDERATION USED ³ | % OF TOTAL |
|--|---|------------|
| Responsible and effective government | 0 | 0% |
| Law enforcement and security | 0 | 0% |
| Individual rights, judicial processes and natural justice | 1 | 100% |
| Business interests of agencies and other persons | 0 | 0% |
| Environment, culture, economy and general matters | 0 | 0% |
| Secrecy provisions | 0 | 0% |
| Exempt documents under interstate Freedom of Information legislation | 0 | 0% |
| Total | 1 | |

Table F: Timeliness

| | NO OF APPLICATIONS | % OF TOTAL |
|--|--------------------|------------|
| Decided within the statutory timeframe (20 days plus any extensions) | 14 | 100% |
| Decided after 35 days (by agreement with applicant) | 0 | 0% |
| Not decided within time (deemed refusal) | 0 | 0% |
| Total | 14 | |

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

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

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

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

Table I: Applications transferred to other agencies

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

5.11 The Council's business functions

Competitive neutrality complaints

A specific category in Council's Complaints Management System was established in 1996 to deal with complaints on competitive neutrality. During 2023-24, no complaints relating to competitive neutrality were received.

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

Companies controlled by the Council

To comply with clause 217 (1)(a7) of the Local Government (General) Regulation 2021, Council provides the following report on controlling interests held in other organisations.

The Council did not hold a controlling interest in any company during 2023-24.

Partnerships, cooperatives or joint ventures with the Council

To comply with clause 217 (1)(a8) of the Local Government (General) Regulation 2021, Council provides the following report on partnerships with other organisations.

The Council is a member of Statewide Mutual, a NSW Local Government Mutual Liability Scheme. The Council is a member of seven Statewide Schemes: The Statewide Mutual Liability Scheme, Statewide Mutual Crime (Fidelity Guarantee) Scheme which includes Cyber Liability, Statewide Mutual Property Scheme, Councillors and Officers Liability Scheme, Personal Accident Scheme, Casual Hirers Liability Scheme and the Motor Vehicle Scheme. Statewide is formed by more than 126 councils and council authorities in NSW.

5.12 Functions delegated by the Council

To comply with clause 217 (1)(a6) of the Local Government (General) Regulation 2021, Council provides the following report on functions delegated to others.

No functions were delegated to any external body during 2023-24.





5.13 Rates and charges written off

To comply with clause 132 of the Local Government (General) Regulation 2021, Council is required to report on rates and charges written off. The following statement is provided.

| RATES AND CHARGES | 2021-22 | 2022-23 | 2023-24 |
|--|--------------------|--------------------|--------------------|
| Pensioner rates rebates (State mandatory) | 696,415 | 666,563 | 640,457 |
| Pensioner domestic waste service rebates (State mandatory) | 332,588 | 320,491 | 310,840 |
| Pensioner rebate (Council additional voluntary) | 422,007 | 405,267 | 390,991 |
| Postponed rates | 4,558 | 4,697 | 4,937 |
| Postponed interest | 1,953 | 1,915 | 2,153 |
| Write off small balances | 2,058 | 3,146 | 3,021 |
| TOTAL | \$1,459,579 | \$1,402,080 | \$1,352,399 |

In accordance with the requirement specified under the Local Government (General) Regulation 2021 (Rates and Charges), the following table details the rates and charges written off.

5.14 Environmental Levy Special Rate Variation

Special variations are approved increases to rates above the amount of the annual rate peg. Special variations are the result of a demonstrated financial need, a robust conversation with the community and a rigorous assessment by the Independent Pricing and Regulatory Tribunal (IPART). Special variation income must be spent for the purposes it was obtained as per the conditions of IPART's approval.

The Environmental Levy is a special variation that has been in place since 2004-05, funding the Sustaining Our City initiative for the past 20 years. Over that time, the initiative has led the way our community has responded to the important environmental issues; such as coastal protection, conserving resources, waste, protecting

biodiversity, and community engagement. The last temporary special variation approval for a five-year continuation of the Environmental Levy was granted by IPART in May 2019 and expired on 30 June 2024. In May 2024, IPART announced that Council was successful with its 2024-25 application to make the levy part of Council's permanent rate base from 1 July 2024.

Environmental Levy expenditure 2023-24 IPART Approval II. (a)

For 2023-24, Council adopted an Operational Plan and Annual Budget that incorporated a number of projects in keeping with the major elements and the proposed program of works that was approved as part of the Environmental Levy Special Rate Variation (SRV).

The table below details the 2023-24 Proposed Program expenditure (as detailed in the IPART's determination of Council's SRV application) and the actual program of expenditure that was funded through the SRV.

Environmental Levy expenditure 2023-24

| 2023-24 PROPOSED EXPENDITURE AS PER IPART APPLICATION | | | 2023-24 ACTUAL EXPENDITURE | |
|---|---|------------------|--|------------------|
| CATEGORY | PROJECT / SERVICE ALLOCATION | \$ | PROJECT / SERVICE ALLOCATION | \$ |
| Operating expenditure | Funding for operating expenditures to maintain current service levels | 3,072,017 | Administration | 1,694,915 |
| | | | Biodiversity | 121,980 |
| | | | Tree Planting | 257,583 |
| | | | Community Education | 427,048 |
| | | | 3-Council regional environment program (formerly Ecological Footprint Project) | 155,000 |
| Capital expenditure | Energy Efficiency Program | 291,400 | Energy Efficiency Program (Climate Change)** | 486,559 |
| | Gross Pollutant Traps | 142,400 | GPT Upgrade Works | 68,293 |
| | Coastal Walkway | 1,050,600 | Coastal Walkway | 125,502 |
| | Water Conservation Program | 666,300 | Open Space Water Conservation Works | 100,000 |
| | Energy Program | 35,000 | Bicycle Route Construction | 20,605 |
| | | | Electric Vehicle Charging Stations | 35,640 |
| | Sustainability Collection | | 5,128 | |
| TOTAL | | 5,257,717 | | 3,498,253 |

**whilst this program is identified as a capital expenditure in the SRV approval, Council's financial records have included it as an operational expense because the program includes works on assets that do not belong to Council.

Environmental Levy significant differences 2023-24

IPART Approval II. (b)

The reasons for differences between the 2023-24 Proposed Program expenditure and the actual 2023-24 expenditure include:

Gross Pollutant Traps

A ten-year program for planning and installing Gross Pollution Traps (GPTs) is underway to facilitate construction of additional GPTs over that period. In 2023-24 maintenance of existing GPTs was carried out and new GPTs will be constructed in 2024-25.

Coastal Walkway

Investigations and negotiations continue in relation to some of the 'missing' and potentially complex sections of our coastal walkway. This is particularly around the southern reaches of the City where much of the land involved is not directly managed by Council. The variation has been set aside to procure property to contribute to the walkway. This will be completed in 2024-25.

Open Space Water Conservation Works

Our largest stormwater harvesting and re-use project at Maroubra Beach, as well as Purcell Park were completed in 2022-23. The proposed budget was brought forward to pay for the work that year.

Energy Efficient Lighting Upgrades

Some of the budget for Water Conservation was reallocated to energy efficient lighting at Snape Park Upper flood lights and Heffron Park sports field lighting.

Environmental Levy outcomes achieved 2023-24

IPART Approval II. (c)

Randwick's Environment Strategy with its 4 outcomes, 5 principles, 6 targets and 33 strategic actions continues to drive Council's sustainability projects and programs funded by the Environmental Levy SRV. This funding adds further benefit by providing Council with access and leverage to external grants available from State and Commonwealth governments. Some of the key outcomes achieved through the Environmental Levy included:

Water Savings projects

Over 2023-24, Council's potable water savings from all of its wastewater and stormwater re-use and treatment systems covering 25 parks and playing fields was in the order of 420 million litres.

This equates to an amount of normal or potable drinking water saved that would fill over 160 Olympic sized swimming pools.

Over almost 2 decades, starting from around the 2006 drought conditions, Council has invested heavily in the range of alternative water re-use and treatment systems. This includes a range of large scale storage tanks (often placed underground), pumps and filtering systems, pipes and concrete bases. This saves Council money with reduced water bills; this is up to as much as \$1 million annually.

Almost 1,000 residential Sydney Water Waterfix appointments, which help the community save water at home, were held in Randwick last year, many supported by Council's Sustainability Rebates.

Energy Conservation

A range of energy saving projects were progressed in accordance with Council's [zero emissions roadmap](#). This marks an important approach to the climate emergency declared by Council in the years since this Roadmap's development.

Council expanded its rooftop solar panels to now total more than 418kW over 16 sites. Three locations are also supported with a battery which maximises the use of renewable energy onsite. A comprehensive review of Council's existing rooftop solar panels was also undertaken in 2023-24 which has identified opportunities for upgrading of many of these sites.

100% renewable electricity continues to power all Council sites through the power purchase agreement (PPA).

A critical focus for Council in working towards our emissions reduction targets is supporting the community to switch to electric vehicles. Increasing publicly available chargers is crucial as this allows people without charging capability at home, to transition to EVs.

Innovative charging technologies being trialed in Randwick City this year include retrofitting chargers to wooden street poles and partnering with the private sector to set up charging hubs in carparks. These are being installed in line with the '[Leading the Charge: Electric Vehicle Infrastructure Strategy](#)', which outlines the vision and necessary infrastructure to accommodate the growing number of EVs in the area.

With additional grant funding from the NSW State Government, the number of public EV charging spots in Randwick will rise from 40 to 140 over the next 18 months. This increase in charging availability has seen EV ownership explode in Randwick, with now almost 1,500 EVs registered.

To support this expansion, the three-Council partnership Regional Environmental Program has hired a full-time EV Project Manager, the first such position in any council in NSW.

100% renewable electricity purchasing continues to keep Greenhouse Gas emissions from Council operations low. Community greenhouse gas emissions also continue to trend downwards, primarily as a result of increasing renewable power entering the electricity grid.

The hugely successful Sustainability Rebates program continues to support local residents and businesses to accelerate action. 565 rebates were provided this year, bringing the all-time total to an impressive 2,718 rebates. Rebates were provided across 13 different energy and water saving offerings including for solar, batteries, insulation, EV chargers, audits etc. For every rebate dollar provided by Council, more than \$15 is being spent on new energy and water saving measures taking the annual value to almost \$4.5 million from the around \$300,000 of rebates issued.

Community Engagement and Partnerships

A comprehensive community engagement program was delivered throughout 2023-24, continuing Council's support of the community to work towards the outcomes in the Environment Strategy by adopting more sustainable practices, protecting biodiversity and taking action on climate change. Key activities this year included:

- Our signature sustainability event, our 2023 Eco Living Festival, was another great success with over 3,000 people attending. The event showcased our local volunteers and community organisations as well as the Sustainability Hub and classroom. The Best Gift market returned, championing mindful consumption and sustainability during the festive season. By promoting eco-friendly packaging, reducing food waste, and offering environmentally beneficial gifts, the Market provided residents and businesses in Randwick with access to sustainable, locally produced goods. Over 160 stalls and 25,000 people attended the popular event.
- The new Saturday Circle community initiative launched in March 2024, emerging from a successful series of clothes swaps. The initiative is designed to embed circular economy principles in the community. Held monthly at the Randwick Sustainability Hub, it engages over 200 community members each month through diverse activities such as clothes and toy swaps, repair cafes, and nature regeneration workshops. The initiative has successfully diverted thousands of items from landfill, reduced emissions, and promoted sustainable practices.
- 1,599 people attended the returning Marine and Coastal Discovery Program focussing on marine biodiversity, coastal birds, reptiles and Bushcare as well as First Nations understanding of Randwick's native flora. The family friendly program included the very popular snorkelling tours and rock pool rambling adventures. posing and organic food buying and distribution.

- The PermaBee volunteers lovingly maintained the gardens around the Sustainability Hub, which hosted over 200,000 visitors throughout the year. Volunteers generously gave almost 4,800 hours of their time to support various programs. 253 volunteers also supported the planting of over 2,000 plants this year through Council's Plant with Us project.
- 1,664 students participated in our programs and 3,761 people in our workshops including those in the Saturday Circle, Eastern Suburbs Sustainable Schools Network, Spark in the Park and Go Slo programs.
- The ongoing regional environmental collaboration with Waverley and Woollahra Councils demonstrated exceptional results across all campaign and program areas. The collaboration took home the Excellence in the Environment Award for the 'Charging the East Program'. The program saw the Council endorse the 'Leading the Charge: Electric Vehicle Infrastructure Strategy', in November 2023 which outlines the vision and necessary infrastructure to accommodate the growing number of EVs in the area. Council supported trials of innovative Electric Vehicle (EV) charging technologies, including retrofitting chargers on wooden street poles and partnering with the private sector to set up charging hubs in carparks. 41 public chargers are now available throughout Randwick, and a further 140 are set to be installed over the next 18 months with grant funding from the NSW State Government.
- To support this expansion, the three-Council partnership Regional Environmental Program has hired a full-time EV Project Manager, the first such position in any council in NSW.

Actual v. projected operating result 2023-24

IPART Approval II. (d)

The following table details the Council's actual revenues, expenses and operating balance against the projected figures included in the original Special Rate Variation application to IPART in 2018-19:

| | 2023-24 Projected (original) (\$000) | 2023-24 Actuals (\$000) | Difference (\$000) |
|--|---|-------------------------------|-----------------------|
| Total revenue | 187,616 | 226,310 | 38,694 |
| Total expenses | 173,928 | 197,207 | 23,279 |
| Operating result from continuing operations | 13,688 | 29,103 | 15,415 |
| Net operating result before capital grants and contributions | 8,821 | 1,231 | -7,590 |

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



Actual v. projected operating result significant differences 2023-24

IPART Approval II. (e)

The reasons for the difference in the operating result for the actuals of 2023-24 in comparison to the projected 2023-24 figures in 2019-2029 LTFP included in the original special rate variation to IPART back in 2018-19 are discussed below:

Interest & Investment Revenue

The recent high interest rate environment and level of funds on deposit have resulted in an increase in interest income earned which exceeded budget expectations in the 2019-2029 Long Term Financial Plan.

Additional Grants and Contributions

In 2023-24, the Council received additional capital and operating grants and contributions, including Green Our City Grant and Wildlife Rescue grants, voluntary planning agreement assets dedications, additional developer contribution and affordable housing contribution that had not been forecasted.

Material and Contract

In 2023-24, a higher volume of reactive works were completed by Facilities Management, Sportsfield Maintenance, Footpath Maintenance and the Horticultural teams, as well as the Green Our City and Regional and Local Roads Repair Program.

Losses due to write-off of residual value of infrastructure assets

Our financial statements show losses due to disposal of infrastructure assets. These disposals include the residual value of assets that were renewed or replaced and reflects the number of capital renewal projects completed in the 2023-24 financial year.

5.15 Our Community Our Future Special Rate Variation

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

The Independent Pricing and Regulatory Tribunal (IPART) approved Council's special variation application in May 2018, for a 10-year expenditure program with rate increases for three years from 1 July 2018 till 1 July 2020 and forms part of Council's rate base. There were no rate increases under this program after this date.

To offset the impact of the above rates increases on pensioners, Council introduced an additional rebate of \$100 for eligible pensioners effective from 1 July 2019. This additional rebate is fully funded by Council and is not reimbursed or co-funded by the State Government.

Our Community Our Future major elements

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

- Digital Strategy;
- Anti-Terrorism Obligations; and
- Major Capital Projects.

Our Community Our Future Expenditure 2023-24

IPART Approval II. (a) & (c)

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

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

A detailed breakdown of proposed Our Community Our Future (OCOF) expenditure over each of the 10 years was included in Council's application to IPART, and this breakdown now forms part of the IPART approval.

The following table shows the proposed 2023-24 expenditure compared to the actual 2023-24 expenditure as well as the outcomes achieved by each project/ service funded through the SRV. The table shows that whilst spending remained consistent with the OCOF objective of providing significant capital works and maintaining existing service levels, some of the proposed expenditure was spent in the previous year, reallocated and/or delayed due to re-prioritisation of works and recent inclement weather patterns, community consultation programs for projects still underway, concept designs awaiting Council and / or stakeholder sign off, the project still in planning that have taken longer than expected.

Notwithstanding these differences, the key projects/ services listed under the 2023-24 actual expenditure are in keeping with the major elements and the proposed program of works that was approved as part of the SVR.

Our Community Our Future expenditure 2023-24

| 2023-24 PROPOSED PROGRAM EXPENDITURE AS PER IPART APPLICATION | | | 2023-24 ACTUAL EXPENDITURE | | OBJECTIVE OF PROJECT/SERVICE | CSP OUTCOME ACHIEVED |
|---|---------------------------------|-----------|---------------------------------|-----------|---|---|
| Category | Project/service allocation | Costs \$ | Project/service allocation | Costs \$ | | |
| Operating expenditure | Loan Interest Expense | 933,509 | Loan Interest Expense | 615,441 | - | - |
| | Existing Council Service Levels | 2,235,874 | Existing Council Service Levels | 2,235,874 | Maintain service levels | |
| Capital expenditure | Digital strategy | 500,000 | IMT IT Equipment | 123,989 | Our community outcomes are enhanced through accessibility to an expanded and integrated information set | Adopting new technologies and work practices which enhance the way we do business and provide services to our customers |
| | | | IMT End User Equipment | 500,000 | Our community outcomes are enhanced through accessibility to an expanded and integrated information set | Adopting new technologies and work practices which enhance the way we do business and provide services to our customers |
| | Anti-terrorism obligations | | Anti-Terrorism Measures | | A city dedicated to the individual and collective health, wellbeing and safety of the community | A city dedicated to the individual and collective health, wellbeing and safety of the community |

| 2023-24 PROPOSED PROGRAM EXPENDITURE AS PER IPART APPLICATION | | | 2023-24 ACTUAL EXPENDITURE | | OBJECTIVE OF PROJECT/SERVICE | CSP OUTCOME ACHIEVED | |
|---|----------------------------|---------------------------|-----------------------------------|---------------------------|---|---|--|
| Category | Project/service allocation | Costs \$ | Project/service allocation | Costs \$ | | | |
| Capital expenditure (cont.) | Major projects | 4,541,929 | Local Road Rehabilitation Program | 500,000 | Increase the active transport mode share to 35% by 2031, from a 2018-19 baseline of 26% | A city with a safe, efficient and sustainable road network which balances the needs of movement and place to ensure roads are used for their intended purpose | |
| | | | Coogee Transit Amenities | 1,813 | Maintain a community satisfaction rating for coastal open spaces, coastal walkway, playgrounds and parks of 97% | A community that is healthy and active | |
| | | | Playground Upgrades | 49,520 | Maintain a community satisfaction rating for coastal open spaces, coastal walkway, playgrounds and parks of 97% | A community that is healthy and active | |
| | | | La Perouse Toilets | 78,499 | Maintain a community satisfaction rating for coastal open spaces, coastal walkway, playgrounds and parks of 97% | A community that is healthy and active | |
| | | | Malabar Memorial Hall | 2,920 | Increasing the number of places by 20% that | A city where everyone can develop, express and enjoy creativity | |
| | Loan repayments | Loan principal repayments | 1,601,915 | Loan principal repayments | 3,129,012 | | |
| | TOTAL | | 9,813,227 | | 7,237,068 | | |

Our Community Our Future significant differences 2023-24
IPART Approval II. (b)

Reasons for differences between the 2023-24 Proposed Program expenditure and the actual 2023-24 expenditure include:

Loan Repayments

TCorp *low interest* loan was approved and drawn down in late 2021. The first scheduled loan repayment of principal and interest was in May 2022.

Anti-terrorism Measures

Anti-terrorism measures were incorporated as a key design element in capital works projects where appropriate.



Actual v. projected operating result 2023-24
IPART Approval II. (d)

The two tables below detail the Council's actual revenues, expenses and operating balance against the projected figures as outlined in the 2018 Long Term Financial Plan and 2019 Long Term Financial Plan.

| 2018 LONG TERM FINANCIAL PLAN PROJECTED FIGURES | 2023-24 PROJECTED (ORIGINAL) (\$000) | 2023-24 ACTUALS (\$000) | DIFFERENCE (\$000) |
|--|---|-------------------------------|-----------------------|
| Total revenue | 180,042 | 226,310 | 46,268 |
| Total expenses | 169,398 | 197,207 | 27,809 |
| Operating result from continuing operations | 10,644 | 29,103 | 18,459 |
| Net operating result before capital grants and contributions | 5,250 | 1,231 | -4,019 |

| 2019 LONG TERM FINANCIAL PLAN PROJECTED FIGURES | 2023-24 PROJECTED (ORIGINAL) (\$000) | 2023-24 ACTUALS (\$000) | DIFFERENCE (\$000) |
|--|---|-------------------------------|-----------------------|
| Total revenue | 187,616 | 226,310 | 38,694 |
| Total expenses | 173,928 | 197,207 | 23,279 |
| Operating result from continuing operations | 13,688 | 29,103 | 15,415 |
| Net operating result before capital grants and contributions | 8,821 | 1,231 | -7,590 |

Actual v. projected operating result significant differences 2023-24
IPART Approval II. (e)

A difference in the operating result was recorded for 2023-24 in comparison to the projected figures that were included in the special rate variation to IPART back in 2017-18 and 2018-19. Reasons for this difference are discussed below:

IPART approved 5 year extension to the Environmental Levy in 2018-19

2023-24 was the last year of a further 5 year extension to the award winning Environmental Levy funded Sustaining Our City program. This has increased both the revenue and expenses compared to the Long Term Financial Plan (LTFP) 2018-28 projections that were included in Our Community Our Future Special Rate Variation application to IPART 2017-18 which did not assume the continuation of the Environmental Levy.

Additional Grants and Contributions

In 2023-24, Council received additional capital and operating grants and contributions that had not been forecasted. These included the Green Our City

Grant, wildlife rescue grants, the Community Facilities Grant, developer contributions, affordable housing contributions, and infrastructure assets dedication.

Interest received on Investments

The recent high interest rate environment and level of funds on deposit have resulted in a net increase of interest income earned which exceeded the benchmark budget expectations.

Material and Contracts

In 2023-24, a higher volume of reactive operations were completed by Facilities Management, Sportsfield, Footpath Maintenance, and the Horticultural team, along with the Green Our City and Regional and Local Roads Repair Program, led to variances in Material and Contracts expenses.

Losses due to write-off of residual value of infrastructure assets

Our financial statements show losses due to disposal of infrastructure assets. These disposals include the residual value of assets that were renewed or replaced and reflects the number of capital renewal projects completed in the 2023-24 financial year.

5.16 Stormwater Management Service Charge

To comply with clause 217 (1)(e) of the Local Government (General) Regulation 2021, Council is required to report on the application of revenue received from Stormwater Levy charges. The following statement is provided:

Randwick City Council continued with the Stormwater Management Service Charge in the 2023-24 financial year. The purpose of the charge is to establish a sustainable funding source aimed solely at providing for improved stormwater management across Randwick City.

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

- Minimising stormwater impacts on aquatic ecosystems;
- Minimising flooding impacts;
- Utilising stormwater as a water resource.

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

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

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



2023-24 Drainage Program

| DRAINAGE CAPITAL WORKS PROGRAM | 2023-24 ORIGINAL BUDGET (\$) | 2023-24 ACTUAL EXPENDITURE (\$) | VALUE OF WORK UNDERWAY (\$) | COMMENT |
|--|------------------------------|---------------------------------|-----------------------------|--|
| Floodplain Management | 250,000 | 78,114 | 242,410 | Birds Gully and Bunnerong Road Catchment FRMSP in progress. Lurline Bay, Matraville, Malabar and Yarra Bay FRMSP in progress. Additional modelling for the Clovelly Flood Study. |
| Drainage Data Collection and CCTV | 380,000 | 144,497 | - | Data collection for condition assessment is ongoing. CCTV relating to drainage investigations. |
| GPT Rehabilitation Program | 350,000 | 31,162 | 62,744 | Project planning and procurement for future GPT construction. |
| Stormwater Relining Program | 250,000 | 111,500 | 284,780 | Pipeline through 34R Moorina Avenue completed. Planning for Partanna Avenue and Milne Avenue pipe relining. |
| Coogee Stormwater Diversion | 350,000 | 31,162 | 62,744 | Design documentation for the diversion of the stormwater flows from the northern stormwater outlet at Coogee Beach. |
| | | | | Waratah Avenue Drainage study and design. |
| | | | | Bond Street and Marine Parade New pits, dish drains and pipelines. |
| | | | | Minor Drainage Upgrades (multiple sites) Minor drainage construction to address problems effecting private property. |
| Drainage Improvement Program - Minor Works | 550,000 | 456,997 | 240,987 | Aspley Avenue and Hayward Street – Stage 2 Drainage network upgrades. |
| | | | | Fern Street and Albion Street Renewal of damaged drainage pipeline. |
| | | | | 1185-1187 Anzac Parade, Malabar Drainage Design and intermediary works to address road flooding. |
| | | | | 140 Marine Parade Drainage improvements to address groundwater seepage |
| TOTAL | 2,130,000 | 853,432 | 588,511 | |

5.17 Legal proceedings

To comply with clause 217(1)(a3) of the Local Government (General) Regulation 2021, Council provides the following report on legal proceedings paid during 2023-24.

| DEVELOPMENT APPLICATION MATTERS | COURT | COSTS PAID IN 2023-24 (\$) | COSTS RECOVERED IN 2023-24 (\$) | STATUS / OUTCOME |
|---|----------------------------|----------------------------|---------------------------------|-----------------------|
| 45 – 51W Burnie Street, Clovelly | Land and Environment Court | 4,200 | 0 | In progress |
| 11 Jennifer Street, Little Bay | Land and Environment Court | 2,351 | 6,000 | S34 agreement reached |
| 212 Arden Street, 227-233 Coogee Bay Road, 5-7 & 15A Vicar St, Coogee | Land and Environment Court | 64,257 | 0 | Appeal discontinued |
| 116 – 118 Marine Pde Maroubra | Land and Environment Court | 38,013 | 0 | Appeal upheld |
| 29 Stanley Street, Randwick | Land and Environment Court | 95,139 | 0 | Appeal upheld |
| 3 & 4 Llanfost Street, Randwick | Land and Environment Court | 78,033 | 0 | S34 agreement reached |
| 27 Endeavour Avenue, La Perouse | Land and Environment Court | 2,850 | 0 | S34 agreement reached |
| 28 Vicar Street, Coogee | Land and Environment Court | 18,038 | 0 | Appeal upheld |
| 7 Inman Street, Maroubra | Land and Environment Court | 42,435 | 0 | Appeal upheld |
| 88 Brook Street, Coogee | Land and Environment Court | 1,425 | 0 | S34 agreement reached |
| 14 – 16 Botany Street, Randwick | Land and Environment Court | 285 | 8,500 | S34 agreement reached |
| 59 Beach Street, Coogee | Land and Environment Court | 17,753 | 0 | S34 agreement reached |
| 59 Tunstall Avenue, Kingsford | Land and Environment Court | 27,345 | 0 | Appeal dismissed |
| 11 Mundarra Street, Clovelly | Land and Environment Court | 18,335 | 0 | S34 agreement reached |
| 119 Garden Street, Maroubra | Land and Environment Court | 18,965 | 7,000 | Appeal discontinued |
| 37 Waverley Street, Randwick | Land and Environment Court | 6,840 | 6,750 | S34 agreement reached |
| 3 Berwick Street, Coogee | Land and Environment Court | 206,933 | 0 | Appeal dismissed |

| DEVELOPMENT APPLICATION MATTERS | COURT | COSTS PAID IN 2023-24 (\$) | COSTS RECOVERED IN 2023-24 (\$) | STATUS / OUTCOME |
|---------------------------------------|----------------------------|----------------------------|---------------------------------|-----------------------|
| 31 – 33 Melrose Pde, Clovelly | Land and Environment Court | 285 | 0 | S34 agreement reached |
| 9 Fraser Street, Randwick | Land and Environment Court | 10,640 | 0 | S34 agreement reached |
| 19 – 21 Dolphin Street, Randwick | Land and Environment Court | 9,785 | 0 | In progress |
| 2-6 Girawah Place, Matraville | Land and Environment Court | 21,233 | 0 | Appeal discontinued |
| 21 Baden Street, Coogee | Land and Environment Court | 35,985 | 0 | In progress |
| 29 Byron Street, Coogee | Land and Environment Court | 9,833 | 0 | S34 agreement reached |
| 138 Maroubra Road, Maroubra | Land and Environment Court | 51,540 | 0 | In progress |
| 5 Ahearn Ave, South Coogee | Land and Environment Court | 8,455 | 0 | Appeals upheld |
| 102 – 104 Brook Street, Coogee | Land and Environment Court | 6,270 | 0 | S34 agreement reached |
| 16 Judge Street, Randwick | Land and Environment Court | 11,540 | 0 | S34 agreement reached |
| 12 Nurla Ave, Little Bay | Land and Environment Court | 11,661 | 0 | Appeals upheld |
| 241 Darley Road, Randwick | Land and Environment Court | 16,027 | 0 | In progress |
| 58 Bream Street, Coogee | Land and Environment Court | 4,370 | 0 | S34 agreement reached |
| 27 Jennifer Street, Little Bay | Land and Environment Court | 13,167 | 0 | In progress |
| 21 Northumberland Street, Clovelly | Land and Environment Court | 7,125 | 0 | S34 agreement reached |
| 64 Knowles Ave, Matraville | Land and Environment Court | 8,348 | 0 | Appeal discontinued |
| 32 – 34 Blenheim Street, Randwick | Land and Environment Court | 5,130 | 0 | In progress |
| 36 Shackel Ave, Clovelly | Land and Environment Court | 3,990 | 0 | In progress |
| 7 Ingram Street, Kensington | Land and Environment Court | 1,710 | 0 | In progress |
| 229 Anzac Parade, Kensington | Land and Environment Court | 0 | 3,250 | S34 agreement reached |
| TOTAL (Development Assessment) | | 880,291 | 31,500 | |

| STRATEGIC PLANNING MATTERS | COURT | COSTS PAID IN 2023-24 (\$) | COSTS RECOVERED IN 2023-24 (\$) | STATUS / OUTCOME |
|---|-----------------------------|----------------------------|---------------------------------|---|
| 3 Berwick Street Belle Living Pty Ltd s.56A Appeal regarding Interim Heritage Order | Land & Environment Court | 37,221 | 0 | Council discontinued the s.56A Appeal relating to the Interim Heritage Order. |
| TOTAL (Strategic Planning) | | 37,221 | - | |

| REGULATORY MATTERS | COURT | COSTS PAID IN 2023-24 (\$) | COSTS RECOVERED IN 2023-24 (\$) | STATUS / OUTCOME |
|---|-----------------------------|----------------------------|---------------------------------|---|
| 11 Pitt Street Randwick PIN Appeal | Local Court | 3,620.83 | - | Defendant pled guilty - His Honour made an order under s10 directing that the relevant charge be dismissed. His Honour also ordered the Defendant to pay Council's professional costs in the amount of \$1,700 |
| 21 Oswald, Randwick (Development Control) | Land & Environment Court | 17,987.87 | - | Finalised/Modified Order by Consent |
| 3 Berwick Street, Coogee Belle Living Pty Ltd | Land & Environment Court | 65,310.10 | - | The Council was successful on all grounds, including in having Belle Living's cross-summons dismissed. Belle Living Pty Ltd to pay Council's costs – to be determined. |
| TOTAL (Regulatory) | | 86,918.80 | - | |

| REGULATORY MATTERS (RANGER SERVICES) | COURT | COSTS PAID IN 2023-24 (\$) | COSTS RECOVERED IN 2023-24 (\$) | STATUS / OUTCOME |
|---|-------------|----------------------------|---------------------------------|---|
| 1249 Anzac Parade Pin appeal | Local Court | 3,520 | 4,500 | His Honour held that the offence was proven beyond a reasonable doubt His Honour imposed a fine of \$7,500.00, and ordered the Defendant to pay Council's costs of \$4,500.00 |
| S16 offence under Companion Animals Act (Dog Attack) RCC v Scott Buckton | Local Court | 8,221.49 | - | Council Witness refused to attend hearing. Matter withdrawn |
| 25-45 Donovan Avenue Pin appeal | Local Court | 2,482.71 | 500 | The defendant entered a plea of guilty. Her Honour ordered that the defendant pay Council's costs in the amount of \$500.00 and a penalty of \$6,000.00, noting that this was the initial penalty notice amount |
| R v Water Brothers Group PTY LTD Pin appeal | Local Court | 7,446.30 | 6,600 | His Honour found that in the circumstances it was suitable to order that the charge be dismissed with no conviction under s10. His Honour made an order that the Defendant pay the Council's professional costs of \$6,600.00 within 28 days. |
| TOTAL (Regulatory - Rangers) | | 21,670.50 | 11,600 | |

5.18 Contracts awarded exceeding \$150,000

To comply with clause 217 (1)(a2) of the Local Government (General) Regulation 2021, Council provides the following table that includes details of each contract awarded by Council during the 2023-24 financial year other than employment contracts and contracts less than \$150,000.

| DESCRIPTION OF CONTRACT | CONTRACTORS | AWARDED AMOUNT (INCLUDING GST) |
|--|---|--------------------------------|
| Audiovisual Equipment and Services | Videopro Pty Ltd | Schedule of Rates |
| Provision and Delivery of Hardware, Protective Clothing and Apparels | Aqua Terra Oil and Mineral Service & Supply Co. Pty Ltd, Bunnings Group Limited, J. Blackwood & Son Pty Ltd T/A Blackwoods, Marque Haus Pty Ltd, Onsite Safety Australia Pty Ltd and Winc Australia Pty Ltd | Schedule of Rates |
| Heffron Netball Shade Structure and Tiered Seating | Statewide Civil Pty Ltd | \$2,164,622.90 |
| Street Tree Planting and Maintenance | Waratah Lawncare & Garden Management Pty Ltd | \$2,070,552.00 |
| Streetscape Upgrade for Clovelly and Carrington Road, Randwick | CA&I Pty Ltd | \$1,899,992.00 |
| Light Duty Trucks | Gilbert & Roach Pty Ltd | \$1,444,335.00 |



| DESCRIPTION OF CONTRACT | CONTRACTORS | AWARDED AMOUNT (INCLUDING GST) |
|--|--|--------------------------------|
| Mechanical Street Sweepers | Earthmoving Equipment Australia Pty Ltd | \$1,399,395.00 |
| Wildlife Information and Rescue Services 'WIRES' Facility Construction | Grindley Construction Pty Ltd | \$1,275,828.00 |
| Lead Design Consultant Services (Architect) for Maroubra SLSC Redevelopment | Adriano Pupilli Architects | \$1,062,811.20 |
| Footpath Cleaning Machines | Enviropath Pty Ltd | \$840,400.00 |
| Snape Park Amenities and Indoor Cricket Facility Design | Sam Crawford Architects | \$757,627.00 |
| Mobile Telecommunications | Telstra Limited | \$708,031.00 |
| Alison Park Playground Construction | GJ's Landscapes Pty Ltd | \$621,376.00 |
| Burrows Park New Amenities and Sportsfield Upgrade Design | Elemental Architecture Pty Ltd T/A Sam Crawford Architects | \$456,357.00 |
| HVAC Maintenance and Minor Works Panel | Amek Engineering Pty Ltd | \$310,970.00 |
| Storey Street Depot Amenities Upgrade | Every Trade Building Services Pty Ltd | \$256,492.00 |
| Floodplain Risk Management Study and Plan - Lurline Bay, Matraville, Malabar and Yarra Bay | Catchment Simulation Solutions Pty Ltd | \$177,529.00 |



5.19 Ethical Procurement

To comply with section 428 (4)(c) & (d) of the Local Government Act 1993, Council provides the following statements regarding anti-slavery actions and ethical procurement in 2023-24.

No issues have been raised by the Anti-Slavery Commissioner during the 2023-24 financial year.

Council has utilised contracts prepared by the NSW State Government, Local Government Procurement, SSROC and Procurement Australia with advanced modern slavery mechanisms in their tendering and contract management systems. Council has also introduced a modern slavery section in all relevant request for tender documentation.

5.20 Land management

To comply with clause 217 (1)(a4) of the Local Government (General) Regulation 2021, Council provides the following report on work undertaken by Council on private property that has been fully or partly subsidised by the council.

Private land

No work was carried out by the Council on private land, as referred to in section 67 (3) of the Local Government Act 1993.

Bush fire hazard reduction

The combat agent for bush fires in Randwick is Fire and Rescue NSW, which has three stations located at Randwick, Maroubra and Matraville. Other nearby stations are Mascot, Alexandria, Bondi and Woollahra. The National Parks and Wildlife Service has trained combat teams for fire outbreaks in National Parks such as Kamay Botany Bay. Randwick City is considered an area that is not bush fire prone.

During 2023-24, no hazard reduction burns were undertaken. Maintenance of the vegetation in Fire Protection Zone that surrounds bushland adjacent to Bunnerong Road, Chifley was undertaken in partnership with the Local Aboriginal Land Council. Follow up monitoring of burns from previous financial years has indicated that fire is a useful management tool for the ongoing maintenance of Randwick's native plant communities. Increased native plant diversity, with an abundance of native seedlings, has been observed across areas that have been burnt in previous financial years.



5.21 Planning Agreements

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

Council maintains a register of all Planning Agreements, detailing the Voluntary Planning Agreements (VPAs) negotiated and executed under the Council's Planning Agreements Policy. Council's Policy was reviewed in the last financial year, being adopted in March 2024, and is consistent with the requirements of the Environmental Planning and Assessment Act 1979.

The current VPA Register is available on [Council's website](#) and contains details of each development application subject to a planning agreement, the value of monetary contributions, description of works in kind and dedications. The Register is updated after Planning Agreements are executed.



5.22 Companion animal management

To comply with clause 217 (1)(f) of the Local Government (General) Regulation 2021, Council provides the following statement on Companion Animal Management.

Throughout 2023-24, the Council continued to undertake a number of companion animal community education programs and worked closely with other agencies such as RSPCA, Animal Welfare League NSW, Local Vets, Housing NSW and NSW Police, to ensure compliance with current regulations with respect to responsible dog and cat ownership.

Council promoted companion animal matters and responsible dog ownership through social media channels, local media and community events and provided free dog leashes and 'dog tidy bag' dispensers as well as brochures, information and advice regarding companion animal matters. Information posters were displayed in Council's libraries and customer service areas.

Council actively promoted dog and cat desexing programs such as the National Desexing Month and our own Healthy Pet Days. For our Healthy Pet Day events we partnered with the RSPCA, The Junction Community Centre and Sydney Dogs and Cats home in order to provide free medical health checks, vaccinations and microchipping to over 100 vulnerable people who own companion animals in the South Coogee and Little Bay areas.

Throughout Randwick City there are 16 off-leash dog exercise areas, each providing dog tidy bags and disposal bins.

Council's Rangers undertake daily patrols within the City to ensure compliance with the NSW Companion Animals Act 1998 and undertake appropriate regulatory action.

Unregistered animals are identified and proactive action is routinely taken to ensure microchipped animals are registered as required from 12 weeks of age.

During 2023-24, Council's Rangers responded to and actioned 1277 customer service requests and enquiries relating to dogs and cats and issued 122 penalty notices in relation to breaches of the Act.

Council has also lodged pound seizure data collection returns and data relating to dog attacks with the Office of Local Government.

The pound that Council uses is committed to leading the way in animal welfare practices, such as being the first NSW shelter to join the Getting to Zero initiative, and never putting a time limit on any animal awaiting adoption.

Council funds the position of a Companion Animal Administration Officer and a variety of educational resources at a cost of approximately \$100,000 per annum.

Funding for companion animal activities came from a number of sources including Office of Local Government returns on dog/cat registrations and compliance fees (derived from the issue of penalty notices for breaches of the Companion Animals Act).

5.23 Swimming pool inspections

To comply with Section 22F(2) of the Swimming Pools Act 1992 and Clause 23 of the Swimming Pools Regulation 2018, Council provides the following information regarding swimming pool inspections undertaken in the 2023-24 financial year.

| TYPE OF INSPECTION | NO. OF INSPECTIONS |
|---------------------------------------|--------------------|
| Tourist and visitor accommodation | 0 |
| Premises with more than two dwellings | 30 |
| Residential premises | 117 |

| COMPLIANCE CERTIFICATES | NO. OF INSPECTIONS |
|---|--------------------|
| Certificates of compliance issued (Section 22D) | 11 |
| Certificates of non-compliance issued (Clause 21) | 2 |



5.24 Coastal protection services

To comply with Clause 217 (1)(e1) of the Local Government (General) Regulation 2021, Council is required to report on any charge levied for Coastal Protection Services. The following statement is provided.

The requirement to report on Coastal protection services does not apply as Randwick City Council does not levy an annual charge for coastal protection services.

Council's main investment in coastal protection relies primarily on the work upgrading and constructing our coastal walkway and protecting and restoring the significant sensitive and fragile vegetation extending across cliff areas, sand dunes and coastal reserves. With much of the coastal walkway completed to the north of Malabar, exploration and investigation continues to establish the best way for walkers to negotiate the Lurline Bay rock platform and the various golf courses further south. Design solutions, their costings and approvals are time intensive so will likely lead to protracted timeframes going forward.

In the meantime, community education and engagement on marine and coastal learning continues to revolve around Council's very popular Marine and Coastal Discovery Program, organised during Summer, Autumn and Spring. The program utilises specialist marine educators and presenters to give families and their children firsthand opportunities to get under the water (snorkelling), in the water (sea kayaking) and next to the water (rockpool rambles and guided walks). These are some of our most popular community activities organised for beachgoers, families and their children each year.

Council is also an active member of the Sydney Coastal Councils Group, which is a collaboration between 9 member Councils who consider many coastal management issues. These include climate change adaptation and resilience; asset management; strategic and land use planning; biodiversity restoration and conservation; natural hazard and emergency management; and integrated water management.



5.25 Council assets

To comply with legislative asset reporting requirements, Council provides the following report on the condition of its assets as at 30 June 2024.

Council has developed Asset Management Plans for each major asset class. These plans, which form part of the Resourcing Strategy, include modelling asset lifecycle costs based on service levels and desired asset condition.

Information on condition, estimated cost to bring each asset class up to a satisfactory standard and annual maintenance requirements as at 30 June 2024 is provided in **Special Schedule 7**.

Notes to Special Schedule 7 (facing page):

- Satisfactory is defined as 'satisfactory expectations or needs, leaving no room for complaint, causing satisfaction, adequate'.
- The estimated cost to bring assets to a satisfactory standard / level of service is the amount of money that is required to renew or rehabilitate existing assets that are in a condition below satisfactory.
- Required maintenance is the amount identified in Council's asset management plans.

- Actual maintenance is what has been spent in the current year to maintain assets.
- Net carrying value is the amount at which an asset is recognised after deducting any accumulated depreciation and accumulated impairment losses.
- The Gross Replacement Cost is the cost the entity would incur to acquire/construct the asset on the reporting date.
- Infrastructure Asset Condition 'Key'
 - Excellent/very good** No work required (normal maintenance)
 - Good** Only minor maintenance work required
 - Satisfactory** Maintenance work required
 - Poor** Renewal required
 - Very poor** Urgent renewal / upgrading required

Since the implementation of Buildings for our Community (BFOC) and the current Our Community Our Future (OCOF) initiatives, Council has invested more funds in building infrastructure to provide better facilities for the community whilst maintaining our buildings in satisfactory condition or better. The estimated current gross replacement cost of the Council's public infrastructure assets and buildings is \$1.97 billion.



Special Schedule 7 – Report on Infrastructure Assets as at 30 June 2024

| ASSET CLASS | ASSET CATEGORY | ESTIMATED COST TO BRING ASSETS TO SATISFACTORY STANDARD (1) \$'000 | ESTIMATED COST TO BRING TO AGREED LEVEL OF SERVICE SET BY COUNCIL (2) \$'000 | 2023-24 REQUIRED MAINTENANCE (3) \$'000 | 2023-24 ACTUAL MAINTENANCE (4) \$'000 | CARRYING AMOUNT (5) \$'000 | GROSS REPLACEMENT COST (GRC) (6) \$'000 | ASSETS IN CONDITION AS A % OF GROSS REPLACEMENT COST (7) | | | | |
|---|--|--|--|---|---------------------------------------|----------------------------|---|--|--------------|--------------|-------------|-------------|
| | | | | | | | | 1 | 2 | 3 | 4 | 5 |
| Buildings | Non-specialised | 148 | 148 | 1,387 | 603 | 82,903 | 154,474 | 20% | 23% | 57% | 0% | 0% |
| | Specialised | 235 | 235 | 1,065 | 1,425 | 196,101 | 280,824 | 66% | 6% | 27% | 1% | 0% |
| | Subtotal | 383 | 383 | 2,452 | 2,028 | 279,004 | 435,298 | 49.7% | 12% | 37.6% | 0.6% | 0% |
| Roads | Sealed Roads | 2,611 | 2,611 | 1,623 | 2,782 | 490,804 | 695,700 | 19% | 69% | 5% | 4% | 3% |
| | Footpaths | 429 | 429 | 505 | 2,526 | 103,835 | 140,126 | 28% | 41% | 29% | 2% | 0% |
| | Other Road Assets | 1,063 | 1,063 | 860 | 1,391 | 137,683 | 256,325 | 22% | 44% | 29% | 5% | 0% |
| | Subtotal | 4,103 | 4,103 | 2,988 | 6,699 | 732,322 | 1,092,151 | 20.9% | 59.5% | 13.7% | 4.0% | 1.9% |
| Stormwater Drainage | Stormwater Drainage | 856 | 856 | 1,075 | 2,353 | 227,946 | 324,582 | 14% | 67% | 18% | 1% | 0% |
| | Subtotal | 856 | 856 | 1,075 | 2,353 | 227,946 | 324,582 | 14% | 67% | 18% | 1.0% | 0% |
| Open Space / Recreational Assets | Swimming Pools | - | - | 72 | 15 | 6,473 | 10,030 | 41% | 5% | 54% | 0% | 0% |
| | Other Open Space / Recreational Assets | 549 | 549 | 298 | 2,285 | 93,899 | 104,981 | 55% | 36% | 7% | 2% | 0% |
| | Subtotal | 549 | 549 | 370 | 2,300 | 100,372 | 115,011 | 53.8% | 33.3% | 11.1% | 1.8% | 0.0% |
| TOTAL ALL ASSETS | | 5,891 | 5,891 | 6,885 | 13,380 | 1,339,643 | 1,967,042 | 28.0% | 48.7% | 19.6% | 2.6% | 1.1% |

5.26 Development contributions and levies

To comply with Clause 218A of the Environmental Planning and Assessment Regulation 2021, Council is required to report on how development contributions and development levies have been used or expended under each contributions plan. The following information is provided in accordance with these requirements.

In the 2023-24 financial year, the total value of all development contributions received was \$6,238,915. This included \$4,356,847 from the S7.12 contributions plan and \$1,882,068 from the K2K contributions plan.

In the 2023-24 financial year, the total value of all contributions and levies expended was \$3,317,325.80.

The following tables provide information on how development contributions were used or expended in 2023-24.

| Contributions Plan | Project ID | Project description | The kind of public amenity or service | Total estimated project cost | CURRENT FINANCIAL YEAR | | | PRIOR FINANCIAL YEAR | | Total contributions expended to 30 June 2024 (including monetary, land and material public benefit) | Temporary borrowing | Project status | Percent of cost funded by contributions* |
|--|------------|---|---------------------------------------|------------------------------|---|--|---|---|--|---|---------------------|----------------|--|
| | | | | | Monetary amount expended from development contributions (in financial year) | Value of land dedication (in financial year) | Value of material public benefit provided (in financial year) | Total contributions expended prior to 1 July 2022 | Total contributions expended for 2022-23 | | | | |
| s7.12 Development Contribution Plan Levy | ACW1 (1.1) | Cultural improvements - public arts | Community Facilities | \$300,000 | \$9,600 | - | - | \$157,802 | \$41,215 | \$208,617 | - | Under way | n/a |
| s7.12 Development Contribution Plan Levy | ACW1 (1.2) | Malabar library/hall upgrade | Community Facilities | \$100,000 | - | - | - | - | - | - | - | Under way | n/a |
| s7.12 Development Contribution Plan Levy | ACW1 (1.3) | Matraville concept plan | Community Facilities | \$100,000 | \$50,114 | - | - | - | - | \$50,114 | - | Under way | n/a |
| s7.12 Development Contribution Plan Levy | ACW1 (1.4) | Maroubra/ Maroubra Beach/ Maroubra South concept plans | Community Facilities | \$100,000 | - | - | - | - | - | - | - | Under way | n/a |
| s7.12 Development Contribution Plan Levy | ACW1 (1.5) | La Perouse Museum upgrade | Community Facilities | \$1,500,000 | - | - | - | \$78,783 | - | \$78,783 | - | Under way | n/a |
| s7.12 Development Contribution Plan Levy | ACW1 (1.6) | Randwick Literary Institute upgrade | Community Facilities | \$1,100,000 | - | - | - | - | - | - | - | Not commenced | n/a |
| s7.12 Development Contribution Plan Levy | ACW1 (1.7) | Libraries | Community Facilities | \$200,000 | - | - | - | - | - | - | - | Under way | n/a |
| s7.12 Development Contribution Plan Levy | ACW1 (2.1) | Coastal walkway-concept design, and construction | Open Spaces | \$1,300,000 | - | - | - | \$470,195 | - | \$470,195 | - | Under way | n/a |
| s7.12 Development Contribution Plan Levy | ACW1 (2.2) | Park improvements | Open Spaces | \$1,000,000 | \$200,000 | - | - | \$468,146 | - | \$668,146 | - | Under way | n/a |
| s7.12 Development Contribution Plan Levy | ACW1 (2.3) | Heffron Park (various stages) | Open Spaces | \$4,000,000 | \$127,920 | - | - | \$1,108,093 | \$421,590 | \$1,657,603 | - | Under way | n/a |
| s7.12 Development Contribution Plan Levy | ACW1 (2.4) | Light rail plazas: (Warratah Avenue/Belmore Road Randwick and Meeks Street/Anzac Parade, Kingsford) | Open Spaces | \$2,500,000 | \$946,674 | - | - | \$508,267 | \$490,000 | \$1,944,941 | - | Under way | n/a |
| s7.12 Development Contribution Plan Levy | ACW1 (2.5) | Undergrounding of power lines - Kingsford town centre | Open Spaces | \$3,000,000 | \$23,000 | - | - | \$3,000,000 | - | \$3,023,000 | - | Completed | 86% |
| s7.12 Development Contribution Plan Levy | ACW1 (2.6) | Bunnerong Gymnastics Centre | Open Spaces | \$1,000,000 | - | - | - | \$1,000,000 | - | \$1,000,000 | - | Under way | n/a |
| s7.12 Development Contribution Plan Levy | ACW1 (2.7) | Heffron Park Indoor Sports Centre | Open Spaces | \$1,000,000 | - | - | - | \$1,000,000 | \$350,317 | \$1,350,317 | - | Under way | n/a |
| s7.12 Development Contribution Plan Levy | ACW1 (3.1) | Maroubra Beach, Matraville, Malabar, The Spot, Clovelly | Town Centre Improvements | \$500,000 | \$12,266 | - | - | \$187,558 | \$25,475 | \$225,299 | - | Under way | n/a |
| s7.12 Development Contribution Plan Levy | ACW1 (3.2) | Maroubra Junction | Town Centre Improvements | \$500,000 | - | - | - | \$318,619 | - | \$318,619 | - | Under way | n/a |
| s7.12 Development Contribution Plan Levy | ACW1 (3.3) | Kensington town centre | Town Centre Improvements | \$750,000 | \$70,000 | - | - | \$3,570 | \$66,430 | - | - | Under way | n/a |
| s7.12 Development Contribution Plan Levy | ACW1 (3.4) | Kingsford town centre | Town Centre Improvements | \$750,000 | - | - | - | - | - | \$45,541 | - | Under way | n/a |

*For completed projects only. This value is based on the cost of identified projects for the duration of the current contribution plan (i.e. from 2015-16 onwards)

5.26 Development contributions and levies (cont)

| Contributions Plan | Project ID | Project description | The kind of public amenity or service | Total estimated project cost | CURRENT FINANCIAL YEAR | | | PRIOR FINANCIAL YEAR | | Total contributions expended to 30 June 2024 (including monetary, land and material public benefit) | Temporary borrowing | Project status | Percent of cost funded by contributions* |
|--|------------|---|---------------------------------------|------------------------------|---|--|---|---|--|---|---------------------|----------------|--|
| | | | | | Monetary amount expended from development contributions (in financial year) | Value of land dedication (in financial year) | Value of material public benefit provided (in financial year) | Total contributions expended prior to 1 July 2022 | Total contributions expended for 2022-23 | | | | |
| s7.12 Development Contribution Plan Levy | ACW1 (3.5) | Specialised Centre Randwick Education and Health Strategic Centre | Town Centre Improvements | \$1,000,000 | - | - | - | - | - | - | - | Not commenced | n/a |
| s7.12 Development Contribution Plan Levy | ACW1 (4.1) | Lane widening program | Transport Improvements | \$1,500,000 | \$463,928 | - | - | - | \$1,088,488 | \$1,552,416 | - | Not commenced | n/a |
| s7.12 Development Contribution Plan Levy | ACW1 (4.2) | Mobility improvements – city wide including bike plan implementation, pram ramps, walkways, pedestrian/cycle improvements including industrial areas, lighting, signage | Transport Improvements | \$1,000,000 | \$415,927 | - | - | \$218,262 | \$334,073 | \$968,262 | - | Under way | n/a |
| s7.12 Development Contribution Plan Levy | ACW1 (4.3) | Light rail support measures – traffic calming and parking reconfiguration | Transport Improvements | \$5,000,000 | \$193,120 | - | - | \$4,290,000 | \$3,380 | \$4,486,500 | - | Completed | 90% |
| s7.12 Development Contribution Plan Levy | ACW1 (5.1) | Remnant bushland regeneration and dune restoration (e.g. Yarra Bay, Frenchman's Point, Bumborah Point) | Environmental Resilience | \$400,000 | \$8,981 | - | - | \$89,930 | \$16,966 | \$115,877 | - | Under way | n/a |
| s7.12 Development Contribution Plan Levy | ACW1 (5.2) | Corridor Creation Program – tree planting program | Environmental Resilience | \$200,000 | \$55,775 | - | - | - | - | \$55,775 | - | Under way | n/a |
| s7.12 Development Contribution Plan Levy | ACW1 (5.3) | Environmental improvements - wetlands creation | Environmental Resilience | \$300,000 | - | - | - | - | - | - | - | Not commenced | n/a |
| s7.12 Development Contribution Plan Levy | ACW1 (5.4) | Storm water harvesting | Environmental Resilience | \$1,100,000 | - | - | - | \$901,626 | - | \$901,626 | - | Completed | 15% |
| s7.12 Development Contribution Plan Levy | ACW1 (6.1) | Development contribution planning management and studies | Management | \$1,000,000 | \$114,411 | - | - | \$703,759 | \$104,269 | \$922,439 | - | Under way | n/a |
| s7.12 K2K Contributions Kensington | K2K01 (a) | Public art | Community facilities | \$1,250,000 | - | - | - | - | - | - | - | Not commenced | n/a |
| s7.12 K2K Contributions Kensington | K2K01 (b) | Future open space acquisition (general) | Open spaces | \$12,000,000 | - | - | - | - | - | - | - | Not commenced | n/a |
| s7.12 K2K Contributions Kensington | K2K01 (c) | Anzac Parade footpath embellishments | Town centre improvements | \$2,000,000 | - | - | - | - | - | - | - | Not commenced | n/a |
| s7.12 K2K Contributions Kensington | K2K01 (d) | Other public realm works, upgrades and general landscape improvements | Town centre improvements | \$3,000,000 | \$765,609 | - | - | - | \$1,050,000 | \$1,815,609 | - | Not commenced | n/a |
| s7.12 K2K Contributions Kensington | K2K01 (e) | Footpath widening/seperated cycleway along Todman Ave and Kensington Public School | Transport improvements | \$1,000,000 | - | - | - | - | - | - | - | Not commenced | n/a |
| s7.12 K2K Contributions Kensington | K2K01 (f) | Night time economy support measures | Town centre improvements | \$1,000,000 | - | - | - | - | - | - | - | Not commenced | n/a |
| s7.12 K2K Contributions Kensington | K2K01 (g) | Council car park upgrade Addison St/Anzac Pde | Transport improvements | \$1,200,000 | - | - | - | - | - | - | - | Not commenced | n/a |
| s7.12 K2K Contributions Kensington | K2K01 (h) | Undergrounding of overhead power lines | Town centre improvements | \$2,625,000 | - | - | - | - | - | - | - | Not commenced | n/a |
| s7.12 K2K Contributions Kensington | K2K01 (i) | Multifunctional poles/smart poles | Town centre improvements | \$1,200,000 | - | - | - | - | - | - | - | Not commenced | n/a |
| s7.12 K2K Contributions Kensington | K2K01 (j) | Contributions planning management and studies | Management | \$250,000 | - | - | - | - | - | - | - | Not commenced | n/a |
| s7.12 K2K Contributions Kingsford | K2K02 (a) | Public art | Community facilities | \$1,250,000 | - | - | - | - | - | - | - | Not commenced | n/a |

*For completed projects only. This value is based on the cost of identified projects for the duration of the current contribution plan (i.e. from 2015-16 onwards)

5.26 Development contributions and levies (cont)

| Contributions Plan | Project ID | Project description | The kind of public amenity or service | Total estimated project cost | CURRENT FINANCIAL YEAR | | | PRIOR FINANCIAL YEAR | | Total contributions expended to 30 June 2024 (including monetary, land and material public benefit) | Temporary borrowing | Project status | Percent of cost funded by contributions* |
|-----------------------------------|------------|--|---------------------------------------|------------------------------|---|--|---|---|--|---|---------------------|----------------|--|
| | | | | | Monetary amount expended from development contributions (in financial year) | Value of land dedication (in financial year) | Value of material public benefit provided (in financial year) | Total contributions expended prior to 1 July 2022 | Total contributions expended for 2022-23 | | | | |
| s7.12 K2K Contributions Kingsford | K2K02 (b) | Improvements to Council owned carpark in Middle Lane/Meeks St | Transport improvements | \$1,000,000 | - | - | - | - | - | - | - | Not commenced | n/a |
| s7.12 K2K Contributions Kingsford | K2K02 (c) | Improvements to Council owned carparks in Houston Lane and Houston Road carparks | Transport improvements | \$1,000,000 | - | - | - | - | - | - | - | Not commenced | n/a |
| s7.12 K2K Contributions Kingsford | K2K02 (d) | Undergrounding of overhead power lines | Town centre improvements | \$2,000,000 | - | - | - | - | - | - | - | Not commenced | n/a |
| s7.12 K2K Contributions Kingsford | K2K02 (e) | Multifunctional poles/smart poles | Town centre improvements | \$1,120,000 | - | - | - | - | - | - | - | Not commenced | n/a |
| s7.12 K2K Contributions Kingsford | K2K02 (f) | Night time economy support measures | Town centre improvements | \$1,000,000 | - | - | - | - | - | - | - | Not commenced | n/a |
| s7.12 K2K Contributions Kingsford | K2K02 (g) | Kensington Park improvements | Open spaces | \$1,600,000 | - | - | - | - | - | - | - | Not commenced | n/a |
| s7.12 K2K Contributions Kingsford | K2K02 (h) | Contributions planning management and studies | Management | \$250,000 | - | - | - | - | - | - | - | Not commenced | n/a |
| TOTALS | | | | | \$3,317,326 | | | \$14,504,610 | \$4,037,744 | \$21,859,679 | | | |

*For completed projects only. This value is based on the cost of identified projects for the duration of the current contribution plan (i.e. from 2015-16 onwards)

5.27 Child safety risk management report

To comply with The Children's Guardian Amendment (Child Safe Scheme) Bill 2021, Council is required to become 'child-safe' organisation.

Councils, as leaders in the community and providers of spaces and services which children and young people access, have a responsibility to ensure councils are child safe institutions.

On 10 November 2021, The Children's Guardian Amendment (Child Safe Scheme) Bill 2021 passed parliament and triggered new responsibilities for all council staff, volunteers and councillors to protect and listen to their youngest residents and workers.

Under this new legislation council is required to implement the ten child safe standards and become a 'child-safe' organisation. The standards focus on education and training across the organisation, policies and processes, and engagement with children, young people and their families.

The following key activities details how Council progressed in implementing the 10 child safe standards in 2023-24:

- Formed a child safe consultation group with representation from across Council
- Ensuring all members of consultation group completed Office of the Children's Guardian child safe e-learning courses
- Developed a child safe code of conduct and policy (currently under review for consultation and approval)
- Developed reporting procedures to ensure appropriate investigations and notifications (currently under review for consultation and approval)
- Reviewed complaint handling processes for child focus and procedures for allegations against staff
- Undertook child safety audits (self-assessments and risk assessments) for key areas of the organisation to demonstrate progression in implementation of child safe standards and identify priority areas for further action



5.28 Fraud control activities

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

- Bank account change requests for Accounts Payable suppliers are independently verified from known sources prior to the masterfile update. Employees update their own bank account details using Council's Human Resource Management System which utilises Single Sign On functionality.
- All Electronic Funds Transfer payment files (Accounts Payable and Payroll) are independently verified and authorised by two delegated officers.
- Council maintains a segregation of duties for the creation of new suppliers in the system (Procurement and Accounts Payable) with double checking of Australian Business Number / legitimacy of business (via website checks etc.).
- Purchase orders are required to be raised prior to invoice with a two people process in place and substantiated with quotes and supporting documents.
- Council has a workflow in place for invoice signoff against the approved purchase orders.
- There is a documented process in place to handle invoices after purchase orders.
- We maintain a high level of Information Technology (IT) security with patching of software, decommissioning of out of date or unused software and conduct regular vulnerability assessments of our environment internally.
- We separate the creation of users and permission assignment in financial-related systems from financial services staff and periodically review permission access.
- We have strong controls around administrative access to systems and conduct background checks on staff with elevated permissions prior to employment, and all staff with elevated permissions are required to undertake additional cyber security training. Staff with elevated permissions also have stringent multifactor authentication requirements.

- We encourage the use of electronic payments across Council business activities through integrated EFTPOS and web-based payment systems including for Libraries and the Des Renford Leisure Centre, to reduce the risk of fraud arising from cash handling.
- We conduct training for staff in email phishing awareness, password and information security on an annual basis including mandatory training on commencement.
- We maintain external assurance through cyber security assessments undertaken by Cyber Security NSW, the Audit Office of NSW and council-contracted specialist firms, and transparently report the outcomes to the Audit, Risk and Improvement Committee on a quarterly basis.
- A Register of Declarations of Gifts and Benefits is maintained.
- The designated persons list is reviewed annually to ensure they have provided written returns of interests in accordance with s445 of the Local Government Act 1993.
- Details of contracts/agreement are provided for each contractor where we have spent in excess of \$150k.
- Council's Fraud Control Policy is being updated and an Action Plan being developed after discussions with the Independent Commission Against Corruption.
- All risk registers now include specific identification of risks involving possible fraud and corruption to support improved reporting and monitoring.



5.29 ARIC annual performance report

Clause 9 of the Audit, Risk & Improvement Committee (ARIC) Charter requires a summary of the annual performance report (prepared by the chairperson of ARIC) to be included in Council's annual report. The summary should include membership details and main issues addressed by the ARIC in the reporting year. The following summary is provided in accordance with this requirement.

The ARIC Annual Report 2023 was prepared by Mr Carl Millington (Chair) and documents the operation and activities of the Randwick City Council Audit, Risk & Improvement Committee (ARIC) for 1 January – 31 December 2023.

As detailed in the ARIC Charter, the objective of ARIC is to "enhance the Council's existing strategy, performance environment, governance and risk frameworks and controls by providing independent assurance and assistance to the Council on key aspects of its operations."

Membership details

There are three independent members on the committee and two councillors who are nominated by Council. The members of the Committee, taken collectively, possess broad business, resource management, public sector, governance, risk, control, financial reporting and performance experience.

As at 7 December 2023, the composition of the Committee was:

- Councillor Philipa Veitch (Mayor)
- Councillor Christie Hamilton
- Councillor Dylan Parker
- Mr Carl Millington (Chair)
- Mr Cliff Haynes
- Mr John Rayner PSM

Main issues addressed by the ARIC

The main issues addressed by Council's ARIC were in accordance with the ARIC's Charter and are consistent with the requirements of the relevant legislation. These include reviewing and monitoring the following key aspects of Council's operations:

- Council's various management frameworks (financial, governance, risk, performance, and control)
- Integrated planning and reporting
- Legislative compliance
- Internal audit and external audit
- Heffron Centre of Excellence
- Cyber Security
- Service Level Reviews
- Asset Management

ARIC's assessment of Council's key responsibilities as detailed in the Annual Performance Report

| Key responsibility | Committee activity | Committee assessment |
|--|---|---|
| Financial management | Reviewed quarterly budget review statements; reviewed draft budget; updates on changes to financial reporting requirements; reviewed progress with the Heffron Centre and the financial impact of weather interruptions and increased cost of materials. | 2023 - Mature 2022 - Mature 2021 - Mature |
| Governance management | Reviewed governance management framework; monitored Heffron Centre project; monitored implementation of ARIC resolutions; Reviewed internal reporting policy for Public Interest Disclosures. | 2023 - Satisfactory 2022 - Satisfactory 2021 - Satisfactory |
| Enterprise risk management | Reviewed COVID-19 response plan; information technology security; reviewed enterprise risk management framework; reviewed status of the fraud prevention framework and ongoing focus on cyber security. | 2023 - Developing 2022 - Developing 2021 - Developing |
| Performance management framework | Reviewed overview of Council's Performance Management Framework; overview of the Business Planning Process; considered update on Council's Delivery Program | 2023 - Satisfactory 2022 - Developing 2021 - Developing |
| Integrated planning and reporting | Reviewed Delivery Program 2022-26 and Operational Plan 2023-24 - compliance, improvements and measurements. | 2023 - Mature 2022 - Satisfactory 2021 - Satisfactory |
| Legislative compliance | Reviewed the summary of legislation changes and compliance | 2023 - Mature 2022 - Mature 2021 - Satisfactory |
| Internal audit | Ongoing engagement with the Chief Internal Auditor; endorsed strategic internal audit plan; reviewed various internal audit reports; monitored implementation of internal audit recommendations, noted internal audit review of progress with enterprise risk management framework. | 2023 - Developing 2022 - Satisfactory 2021 - Developing |
| External Audit | Reviewed external audit engagement plan; reviewed and endorsed draft financial statements; reviewed audit management letter and recommendations; discussed with external auditor. | 2023 - Mature 2022 - Satisfactory 2021 - Satisfactory |

Part 6. Partnerships & Awards

This part of the annual report details our key partnerships and lists the awards we received in recognition of collaborative and best practice achievements. It also recognises the important role of our committees and volunteers.



6.1 Key partnerships

Council has developed a number of significant partnerships to encourage mutual understanding of local needs and contribute to projects that benefit the wider community. Our key partnerships in 2023-24 included:

2023-2024 Key Partnerships

| | |
|--|---|
| 3-Council Regional Environment Program | The 3-Council Regional Environment Program has been an important collaboration between Randwick, Waverley and Woollahra Councils for almost 13 years. Programs have been designed and implemented across the three eastern suburbs Councils which have gained recognition for their leadership in providing innovative solutions to environmental problems we all face. This includes: Compost Revolution, Solar my Schools, Solar my Suburb, Energy Smart Cafes and Charging the East, involving installation of public electric vehicle charging infrastructure across the eastern suburbs. |
| ARCUNSW | This partnership seeks to support international students. |
| Australian Maritime Museums Council (via Australian National Maritime Museum) | La Perouse Museum staff are members of this organisation and receive advice on managing museums with maritime themes. |
| Cape Banks Family History Society Inc. (CBFHS) | CBFHS continue to hold their monthly meetings in the Vonnie Young Auditorium at Lionel Bowen Library. |
| Coogee Randwick Clovelly RSL | Each year Council partners with the Coogee Randwick Clovelly RSL to present their Anzac Day Coogee Dawn Service at Goldstein Reserve where Council is the Producer and the RSL as the ceremonial custodians. |
| Cyber Security NSW | Through this partnership Council obtains best practice advice and support regarding cyber security issues that might impact on Council, technical services that improve Council's system security, and learning and development courses that are used by staff across the organisation. |
| Eastern Beaches Police Area Command | The Council's events team works in partnership with the Eastern Beaches Police Area Command on a number of community events which require police support (such as the Anzac Day Coogee Dawn Service and Coogee Sparkles), as well as some events which are presented formally in partnership with the Eastern Beaches Police Area Command, such as Step Out Speak Out which aims to bring awareness to Domestic Violence. |
| Eastern Suburbs Sustainable Schools Network (ESSSN) | The ESSSN supports teachers and educators of local schools and the communities across the eastern suburbs in strengthening environmental education approaches and outcomes in school curricula. While the network is coordinated by Waverley, Woollahra, and Randwick Councils, schools are also able to access Randwick's on-site facilities at our sustainability hub as part of school excursions and learning experiences. |
| Firsthand Solutions Aboriginal Corporation | Council has a formal Memorandum of Understanding to deliver employment and business support for indigenous start-ups through the Blak Markets. |

2023-2024 Key Partnerships

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|---|---|
| French Consulate | The French Consulate, based in Sydney, has a long association with the La Perouse Museum and with Bastille Day at La Perouse. The Consulate coordinates naval and diplomatic visits to La Perouse, specifically to the Laperouse Monument, and makes an annual contribution to Council for the maintenance of both historic French sites on the La Perouse Headland. |
| Friends of Laperouse Museum Inc. (FOLPM) | FOLPM is a voluntary organisation that evolved from the original voluntary group that helped establish the Museum in 1988. They promote the story of the French explorer Laperouse, run public events around the French theme, and support the Museum's French-based activities. A Memorandum of Understanding was created between the FOLPM and Council in 2018. |
| Housing NSW | This partnership seeks to advocate for improved social and physical outcomes for residents living in and around public housing precincts in Randwick City. |
| Kooloora Community Centre | Council provides financial support to deliver vacation care and youth programs. Council also partners with Kooloora for a coordinated approach to food security including the NEST program. |
| Weave Youth and Community Services | Council provides financial support to deliver the Weaves Kool Kids Program and the South East Block Party. |
| La Perouse Local Aboriginal Land Council Inc. (LPLALC) | The Chairperson of the LPLALC sits on the La Perouse Museum and Headland Trust and is the Museum's primary conduit for consultation with the local Aboriginal community. They also provide the services of Elders for Welcome to Country ceremonies and work with the Museum on specific exhibition and research projects (through Gujaga Foundation). |
| Lycee Condorcet | The Lycee is the largest French school in Australia with over 1300 students and is based in Randwick. There is a recent bi-annual agreement (2021) between the Museum and the Lycee to run education programs and a modest exhibition of the students' work, the first of which was delivered in 2021-22. |
| NSW Food Authority | This partnership provides for the implementation of a comprehensive food safety and inspection program for food businesses within the LGA. |
| Oz Harvest | Council has partnered with Oz Harvest to deliver food security programs. |
| Randwick and District Historical Society (RDHS) | Randwick City Council continues to support the operation of RDHS. A Memorandum of Understanding between Randwick City Council and RDHS has been signed by both parties. This defines the key responsibilities of the two stakeholders. |
| Randwick City Business Chambers | Council liaises with Business Chambers in Randwick to share information and assist with their events and activities. Council works with Chambers via regular meetings. |
| Randwick Collaboration Area program | The Randwick Collaboration Area program was established to address complex city-making issues through better coordination and collaboration with stakeholders within the health and education precinct and state agencies. Council regularly meets with UNSW, Health Infrastructure and state agencies to achieve high quality planning and design outcomes for the precinct. |

2023-2024 Key Partnerships

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|--|---|
| Resilient Sydney Initiative | This partnership is hosted by City of Sydney Council and is a collaboration of Sydney metropolitan councils working with different agencies to support 'resilient' communities across metropolitan Sydney. The strategy sets the direction needed for Sydneysiders to cope, adapt, and thrive in the face of increasing global challenges, local shocks and stresses. |
| Sister City relationships | Our Sister City relationships both within Australia (Narrabri and Temora Shire Councils) and internationally (City of Albi in France: Greek Island of Castellorizo: City of Hangzhou in China and the Randwick Parish Council in Gloucestershire, United Kingdom) seek to promote mutual understanding and friendship to benefit our communities. |
| South Eastern Sydney Local Health District | Council partners with South Eastern Sydney Local Health District to deliver The Hub @ Lexo, a multipurpose Community Hub at Lexington Pace, Maroubra. |
| Central Eastern Sydney Primary Health Network | Council partners with Central Eastern Sydney Primary Health Network to deliver The Hub @ Lexo, a multipurpose Community Hub at Lexington Pace, Maroubra. |
| Homes NSW Department of Communities and Justice | Council partners with Homes NSW Department of Communities and Justice to deliver The Hub @ Lexo, a multipurpose Community Hub at Lexington Pace, Maroubra. |
| Southern Sydney Regional Organisation of Councils (SSROC) | SSROC is an association of 12 municipal and city councils. It provides a forum through which member councils can interact, exchange ideas, and work collaboratively to solve regional issues and contribute to the future sustainability of the region. Council officers attend monthly meetings and contribute to discussions on a range of local and state policy issues including housing growth, affordable housing, environmental sustainability and infrastructure. |
| Surfing New South Wales | In 2017 it was resolved that RCC would contribute to the Surfing NSW Grommet State Titles at Maroubra via sponsorship and in-kind support from the Council's donation budget. Further to this. Council partners with Surfing NSW each year to present Beach Breaks, an annual community event at Maroubra Beach and McKeon Street Plaza featuring live music and kids activities, as well as inducting new nominees into the Australian Surfing Walk of Fame on the promenade. Council also assists Surfing NSW with technology and infrastructure at their Maroubra office location. |
| Sydney Coastal Councils Group Inc. | The Sydney Coastal Councils Group Inc. is a collaborative regional organisation that advances sustainable management of Sydney's urban coastal and estuarine environment. It currently comprises 9 member councils with a total coastline of almost 600 kilometres. |
| Sydney Roosters and South Sydney Rugby League Football Clubs, Souths Cares, Randwick Rugby Club | Through these community partnerships we seek to assist disadvantaged youth and junior rugby league clubs in our area. |
| Sydney Water and Department of Climate Change, Energy, the Environment and water | This is an ongoing collaboration to improve the Coogee Beach water quality. |

2023 - 2024 Key Partnerships

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|---|--|
| Sydney's Gay and Lesbian Mardi Gras | <p>This long-standing informal partnership commenced in 2015 and is celebrated each year at the commencement of Sydney's Gay and Lesbian Mardi Gras by raising a rainbow flag at Randwick Town Hall.</p> <p>In 2021, this partnership was developed further with the installation of the Coogee Mardi Gras Rainbow Walkway, a 50-metre installation on the beach promenade along with an annual event. In February 2024 Randwick Pride at Coogee Beach was held again with a diverse range of performers and high public attendance, and hosted by TV star and activist Julie McCrossin A.M. and featured drag performances.</p> |
| Transport for NSW | <p>In past years this collaboration was strongly focussed on delivery of the Sydney Light Rail. However current and future discussions relate to management of active transport (walking / cycling) and road safety (black spot program) issues as well as ongoing traffic and parking management issues (through the Traffic Committee processes). Council also received grants from TfNSW in 2023/24.</p> |
| Surf Lifesaving Clubs | <p>Randwick City is the proud home of four strong surf lifesaving clubs. Volunteer Surf Life Savers patrol Clovelly, Coogee, Maroubra and South Maroubra Beaches on weekends, school holidays and public holidays between late September and April each year. This is in addition to Council's Lifeguard services. The four clubs provide a number of services including patrolling the coastline, training, competition and youth development.</p> |
| University of Technology Sydney (UTS) Institute for Public Policy and Governance | <p>This partnership enables Council staff who participate in the LG Professionals NSW Management Challenge to complete the short course 'Team Building and Leadership' as credit towards the Postgraduate Certificate in Local Government Leadership qualification: and Council supports selected staff through study leave to obtain relevant postgraduate qualifications.</p> |
| UNSW and Juvenilia Press | <p>This partnership delivers the Lionel Bowen Young Writers' Awards (held every two years at UNSW).</p> |
| Housing NSW | <p>This partnership seeks to advocate for improved social and physical outcomes for residents living in and around public housing precincts in Randwick City.</p> |
| UNSW Crime Prevention Partnership | <p>This partnership, between Randwick City Council, Eastern Beaches Police Area Command and UNSW, seeks to reduce crime on and about the UNSW campus.</p> |
| UNSW Sustainability Agreement | <p>Through this ongoing agreement, the University connects Council to students and research across various faculties and schools of excellence and provides opportunities for students to gain practical project application across sustainability-related initiatives underway across the Randwick LGA.</p> |
| Department of Education NSW and HVTC Group Training | <p>NSW Government IT Traineeships is an executive priority that addresses the shortage of IT workers in NSW. In 2022, Council entered into a two year agreement with the Department of Education NSW and HVTC to host an Information Technology trainee undertaking the Certificate IV program in Information Technology.</p> <p>The trainee is based at Council four days per week and the TAFE Institute of Applied Technology one day per week. At the conclusion of the program, the trainee will have both industry experience and a formal qualification in Information Technology.</p> |

2023 - 2024 Key Partnerships

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|------------------------------------|---|
| NSW SES (Randwick Unit) | <p>This partnership, between Randwick City Council, and the NSW SES seeks to prepare, plan, and assist residents and the community for natural disaster.</p> <p>The Randwick Unit also provides support via volunteer presence supporting Police on several annual events including the Anzac Day Coogee Dawn Service and the Bali Commemoration.</p> <p>Council also assists the SES Randwick Unit with telecommunications needs for their location in Maroubra.</p> |
| Adamama Urban Farmers Group | <p>Adamama Urban Farm group is partnering and supporting PermaBee volunteers in the permaculture food gardens, working bees and volunteering efforts at Randwick's sustainability hub located at Munda Street Reserve.</p> |
| Plastic Free Coogee | <p>Plastic Free Coogee is a volunteer group working across our community to help citizens and businesses reduce their use of single-use plastic items, re-use unwanted clothing, and reduce litter items across our parks and reserves.</p> |
| Ocean Action Pod | <p>Ocean Action Pod provides beachgoers and visitors with hands-on information and samples of plastic litter with ideas on how individuals can reduce litter items washing onto our beaches and park areas.</p> |
| WIRES | <p>Wildlife rescue volunteers based at Munda Street Reserve who attempt to rescue and rehabilitate birds and possums from across the area, usually advised or handed in by members of our community.</p> |
| Prince of Wales Hospital | <p>Prince of Wales (public and private) sustainability staff and environment committees share information and provide resources and information to assist staff and facilities increase levels of sustainability take-up especially avoiding waste and increasing recovery of waste items.</p> |
| Local schools | <p>Various schools are partnering with Council on school-based initiatives to encourage and facilitate waste avoidance especially in regard to food waste, reducing plastics, increasing recycling and facilitating FOGO across classrooms. Randwick City Library has partnered with South Sydney School and eSafety's Be Connected to offer a mentoring opportunities to senior members to improve their digital skills.</p> |
| Australian Turf Club | <p>Council partners with the Australian Turf Club to support an annual Christmas Twilight Racing event at Royal Randwick each year. This includes free entry for local residents and ratepayer and the running of the Randwick Mayor's Cup. Council provides communication and promotional support.</p> |
| Sydney Film Festival | <p>Council is a sponsor of the annual film festival which includes screenings at Randwick Ritz Cinemas.</p> |

6.2 Committees

Randwick City Council continued to support a resident Precinct Committee system throughout 2023-24.

Precincts have been part of Council's face-to-face community engagement strategy since 1995. They are run by local volunteers who convene a combination of in-person and online meetings providing the opportunity for any local resident or ratepayer to attend, raise local issues and connect with their community.

Throughout the year, nine local Precincts held a total of 55 meetings. This includes Bays and Beaches, Clovelly, Coogee and Maroubra.

Two new Precincts commenced - Kensington West Kingsford (operational from May 2024) and Kingsford East (operational from April 2024) and it was great to see Malabar Precinct recommence in June 2024.

Council continues to support the Precincts with regular meetings with the General Manager and providing staff to attend the Precinct meetings to talk on special topics.

Council continues to provide promotional and communication support for the Precincts.

Advisory Committees:

Council maintains a good understanding of the community's needs through consulting with a range of advisory committees. These committees, which provide strategic and practical advice, include:

- Arts and Cultural Advisory Committee;
- Coastal Advisory Committee;
- Cycleway & Bike Facilities Committee
- Greening Randwick Committee;
- Road Safety Steering Committee;
- Sports Committee;
- Anzac Trust
- La Perouse Museum & Headland Trust Committee
- Memorial for Fallen Lifesavers Trust
- Floodplain Management Committees
- Business Awards Committee

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



6.3 Volunteers

The strong volunteering spirit of the Randwick City community is recognised each year through our Community Service Awards presented on Australia Day. These awards pay tribute to the selfless people in Randwick City who help improve the lives of others and make our City a better place to live while encouraging others to follow their lead. Council's Volunteering Opportunities brochure, designed to inform on volunteering opportunities available within the community, is available at randwick.nsw.gov.au/about-council/jobs/volunteering



Library volunteers

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

Other active volunteers this year were Justices of the Peace who work in the library to better reach the community and TechConnect volunteers who assist seniors with digital literacy around smartphones, devices, the internet and computing. Year 10 students from South Sydney High School volunteered for our new 'Young Mentors' program, working intergenerationally with seniors to support their learning with technology such as smartphones and tablets. Duke of Edinburgh Award volunteers worked in our branches and supported the Toy Library this year. Some of our volunteers lead community programs such as Next Chapter Art Appreciation, Mahjong, Bridge and Ukulele classes. Library volunteers add value to our services and community engagement, creating complementary and mutually beneficial partnerships.



Bushcare volunteers

Bushcare volunteers are a dedicated and diverse group. We have 14 sites spanning a range of ecosystems in parks and reserves across Randwick City. The program provides an opportunity to learn about local biodiversity, meet with like-minded people, get active and contribute to the enhancement of these areas for all. Groups meet once a month to spend a couple of hours working together to slowly but surely to transform sites using bush regeneration techniques.

With a network of about 300 people who ultimately contribute close to 3,000 hours annually, the benefits to wildlife and wellbeing across our City are huge – and there's always more to do!

Precinct volunteers

Randwick City Council's Precinct program is part of Council's broader Community Engagement Strategy. Established in 1996, Precincts empower local residents to meet, discuss local issues and work directly with Council to achieve improvements and better outcomes for their communities. Every resident and ratepayer is automatically a member of their local Precinct and is welcome to attend the regular meetings. Meetings are run by volunteers appointed as meeting Chairs, Secretaries and Treasurers in accordance with Council's Precinct Rules and Procedures and Code of Conduct. In 2023-24, there were nine Precincts, including two new ones in Kingsford and Kensington. We commend the Precinct volunteers for their contribution to local democracy and improving Randwick City.

Community support volunteers

Council has engaged with community services and partnered with volunteers to deliver a coordinated approach to food security and social care.

This has been facilitated through community hubs such as the Hub@lexo and Kooloora, supporting some of our most disadvantaged communities.

6.4 Awards

Throughout the 2023-24 year we maintained our strong position as a leader in local government and continued to pursue excellence. This section highlights some of the key awards we received in recognition of collaborative and best practice achievements.

1. The Heffron Centre

Randwick City Council

First place

Partnerships and collaboration category

Local Government NSW - Local Government Excellence Awards 2024

2. Eastern suburbs electric vehicle charging project

Randwick City Council, Waverley Council and Woolahra Council

First place

Special projects category

Local Government NSW - Local Government Excellence Awards 2024



3. Community engagement on the Randwick Local Environment Plan (LEP) Review

Randwick City Council, Waverley Council and Woolahra Council

Highly commended

Customer experience category

Local Government NSW - Local Government Excellence Awards 2024

4. Fitzpatrick Park Playground

Randwick City Council

First place

Design and Construction of a Local Government / Public Works Project (Less than \$500,000)

IPWEA - 2024 IPWEA Engineering Excellence Awards

5. The Heffron Centre

Randwick City Council

First place

Multidisciplinary Project Management Award

IPWEA - 2024 Multidisciplinary Project Management Award

6. Tatiana Castro-Cerneaz

Randwick City Council

First place

Young Engineer of the Year

IPWEA - The David Abbott Award

7. PLACE Challenge Report - Ball Park Caravan Park Business Plan for Federation Council

Randwick City Council

Winner

Professional Learning, Advancement and Collaboration Experience

Local Government NSW - Professional Learning, Advancement and Collaboration Experience

8. Toy & Game library

Randwick City Council

Finalist (one of two)

Council Run Toy Library of the Year

Toy Libraries Australia

Council Run Toy Library of the Year

9. Toy & Game library

Randwick City Council

Finalist (one of three)

Toy Library; Excellence Award: Diversity and Inclusion

Toy Libraries Australia

Toy Library; Excellence Award: Diversity and Inclusion



10. Correcting waste issues in Multi unit dwellings

Randwick City Council

Highly commended

Behaviour change in waste

Local Government NSW - Local Government Excellence in the Environment Awards 2023

11. Plant With Us Program

Randwick City Council

Highly commended

Biodiversity Conservation

Keep Australia Beautiful - Sustainable Cities

12. Soft Plastics in the Circular Economy

Randwick City Council

Highly commended

Circular Economy

Keep Australia Beautiful

Sustainable Cities



13. Correcting Waste Issues

Randwick City Council

First place

Resource Recovery and Waste Management

Keep Australia Beautiful

Sustainable Cities

14. Talking Sport: La Perouse Aboriginal Community share their sporting memories

La Perouse Museum

Highly Commended

Exhibition Projects - Small Organisations

Museums and Galleries NSW

Imagine Awards 2023



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