

Randwick City Council

Building Community Connection, Trust and Belonging in Randwick City:

Social Cohesion and
Multicultural Plan 2026-2031





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Acknowledgement of Country

Randwick City Council pays respect to the Traditional Owners of the land, the Bidjigal and Gadigal people, and we acknowledge the living and continuing culture of the Traditional Custodians of this country.

We recognise that the Traditional Owners have occupied and cared for this Country over countless generations, and we celebrate their ongoing contributions to the life of the area.



Alternative formats and translated versions

We are committed to making sure you can access the information you need in a format that is right for you. If you would like information supplied in another language or format, please contact us on 9093 6000.

Other helpful contacts include:

- 131 450 to speak with the Translating and Interpreting Service (TIS)
- National Relay Service (NRS)
 - 133 677 Voice calls
 - 1300 555 727 Speak and Listen
 - 0423 677 767 SMS relay



Message from the Mayor

It gives me great pride to present Randwick City Council's first Social Cohesion and Multicultural Plan, *Building Community Connection, Trust and Belonging in Randwick City*. This Plan is a commitment to building a community where everyone feels welcome, respected, and able to thrive.

Randwick City is home to a rich diversity of cultures, languages, and traditions. Our strength lies in this diversity, and our responsibility as a Council is to ensure that every resident, regardless of age, background, ability, or circumstance, has the opportunity to participate fully in community life.

We know that social cohesion does not happen by chance. It is built through trust, inclusion, and connection. This Plan sets out clear actions to strengthen belonging, reduce inequity, and create safe and inclusive spaces. It reflects the voices of approximately 760 residents, community organisations, community

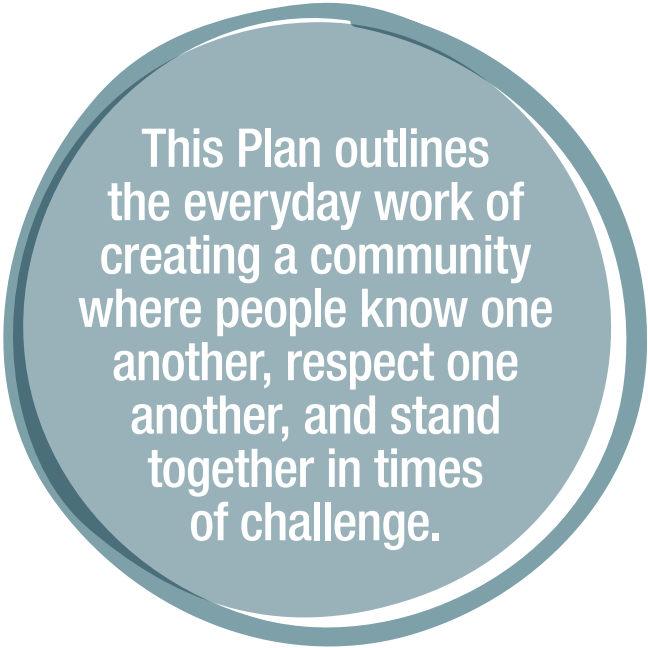
leaders – including Rabbis – and partners who contributed their ideas and experiences during consultation.

The Plan also acknowledges the challenges we face and commits Council to working alongside our community to address them. By embedding social cohesion into our policies, programs, and partnerships, we are investing in a stronger, more resilient future for Randwick City.

I invite all residents to see themselves in this Plan, to take part in the opportunities it creates, and to help us build a city where diversity is celebrated, voices are heard, and everyone belongs. Together, we can ensure Randwick City remains a welcoming, equitable and connected community for generations to come.

Dylan Parker
Mayor of Randwick
Randwick City Council

Foreword by Randwick's Cultural Diversity and Equity Advisory Committee



This Plan outlines
the everyday work of
creating a community
where people know one
another, respect one
another, and stand
together in times
of challenge.

As members of the Randwick Cultural Diversity and Equity Committee, it is our pleasure to present Building Connection, Trust and Belonging in Randwick City as the Social Cohesion and Multicultural Plan.

Throughout the development of this Plan, we shared a clear aspiration: that Randwick City be a place where everyone is valued, respected, safe and able to belong. A place where people come together as one community, not divided by difference, but strengthened by it.

We wanted this Plan to be practical, informed by evidence, and shaped by the voices of community. We wanted it to make a meaningful difference in the lives of individuals and families, particularly those who may experience exclusion, racism, anxiety, isolation or barriers to participation.

We heard the importance of people feeling safe in public life, of reducing fear and anxiety experienced by some communities, and of ensuring all residents can participate fully in civic, social and cultural life. We also heard the need for access, equity and fair investment in services and

opportunities across our diverse population. This Plan responds to those aspirations through clear actions that promote inclusion, strengthen participation, celebrate diversity, support intercultural connection and build trust between community and Council. We thank Council staff, community members, leaders, service organisations and residents who contributed to this Plan.

It was designed to be a living document that can be delivered over the next five years. Its successes will be measured and evaluated and changes made, so that its impact on us all can be longstanding.

Its success will depend on all of us continuing to work together. We commend this Plan to the Randwick community and look forward to helping shape a city where everyone belongs, and where we move forward together with respect, unity and shared purpose.

Randwick Cultural Diversity and Equity Advisory Committee
www.randwick.nsw.gov.au/community/multicultural/cultural-diversity-and-equity-advisory-committee

Key concepts

ANTISEMITISM

Antisemitism is a certain perception of Jews, which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of antisemitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions, and religious facilities.¹

Antisemitism is understood as a distinct and long-standing form of racism and hate. Jewish identity includes cultural, ethnic and religious dimensions, which means antisemitism can also be directed at people perceived to be Jewish or aligned with Jewish culture.

CIVIC PARTICIPATION

Civic participation refers to the ways people take part in shaping their community and influencing decisions that affect their lives. It includes activities such as providing feedback to Council, taking part in community engagement, joining local groups or committees, volunteering, attending community events, and contributing ideas to local planning and programs.²

COMMUNITY RESILIENCE

Community resilience is about the community's ability to work together, adapt and stay strong during challenges or change. This includes events like natural disasters, climate impacts, social isolation, population change and public health emergencies.

CULTURAL SAFETY

Cultural safety means environments where people feel respected, valued and able to express their identity without fear of discrimination, judgement or harm.³

INCLUSION

The Diversity Council of Australia explains that inclusion happens when people of different identities (e.g. ages, cultural backgrounds and genders) feel respected, valued and able to contribute. It means everyone has fair access to opportunities and resources and can share their skills and perspectives.

INTERCULTURALISM

Interculturalism is about fostering meaningful interaction between people from different cultural backgrounds and recognising the value created

through those connections. It focuses on building trust through dialogue, shared experiences and collaboration toward positive community outcomes. This process is grounded in mutual respect, recognition, empathy and openness to different perspectives.⁴

INTERFAITH

Interfaith refers to relationships, dialogue and collaboration between people and groups of different religious or faith traditions.⁵

INTERSECTIONALITY

Intersectionality refers to the way different aspects of a person's identity, such as culture, language, age, disability, gender, sexuality, faith and socio-economic background, intersect to shape their experiences of inclusion, belonging, safety and access to opportunities. It recognises that people may face multiple, overlapping forms of disadvantage or discrimination that can compound and be acutely felt.⁶

ISLAMOPHOBIA

Islamophobia refers to stereotypes, bias or hostility directed at Muslims, or at people perceived to be Muslim. It targets people as a group based on assumptions about their identity, background or appearance. Because of this, Islamophobia functions as a form of racism, even though it is expressed through religious and cultural discrimination.⁷

SOCIAL COHESION

Social cohesion is about how well people in a society connect, interact, trust one another, and feel they belong.⁸ Social cohesion is about having strong bonds between individuals (such as residents and workers), groups (such as neighbourhood groups or local services), and institutions (including Council and other government agencies). These bonds are built on principles of equity, justice, respect, and care for one another. Socially cohesive communities work towards the wellbeing of all people and creating a sense of belonging. Socially cohesive communities promote trust in government and provide opportunities for civic participation and upward mobility.

SOCIAL CAPITAL

Social capital refers to the networks, relationships and connections that help communities function and thrive. It matters because strong social capital builds trust, supports connection and helps people work together during everyday life and times of change.

- Bonding capital connects people within a group, such as neighbours, cultural groups or families.
- Bridging capital connects people across different groups.
- Linking capital connects communities with institutions like government.

SOCIAL WELLBEING

Social wellbeing is about building a community where people can live healthy, connected and resilient lives. It means feeling a sense of belonging, having supportive relationships and feeling valued. When people feel included and respected, they are better able to thrive and contribute to the strength of the whole community. Equity and inclusion are essential to social wellbeing, so that everyone, regardless of age, gender, background or financial situation, has fair access to opportunities and a voice in community life.

SOCIAL ASSETS

Social assets are the places, relationships, community groups and local structures that enable connection, participation and mutual support. They include shared spaces, local services and programs, community networks and institutions. Many social assets are not physical objects, yet they strongly influence how people form relationships, engage in community life and experience wellbeing. Together, they form the foundations of social capital and contribute to a community's overall resilience.

RACISM

Racism refers to the systems, institutions, policies, laws, practices and behaviours that create unequal opportunities and outcomes for people based on their race, colour, descent, ethnic or national origin. It can be expressed through individual actions or embedded within institutions and cultural norms.

Racism may be overt, such as harassment, abuse, violence or humiliation, or it may be subtle, such as exclusion, bias or unequal treatment. Racism occurs when prejudice is combined with the power to restrict someone's rights, access or opportunities. It includes the structures and systems that, intentionally or unintentionally, operate in ways that create inequity and injustice.



¹ International Holocaust Remembrance Alliance (IHRA) Working Definition of Antisemitism

² Adapted from: Australian Government social cohesion frameworks; Welcoming Cities Standard (2023); OECD Better Life Index – Civic Engagement.

³ Adapted from: Australian Health Practitioner Regulation Agency's Aboriginal and Torres Strait Islander Health and Cultural Safety Strategy (2020–2025).

⁴ <https://www.unesco.org/en/interculturaldialogue>

⁵ Adapted from UNESCO's Intercultural Dialogue and Interfaith Understanding (2017)

⁶ Kimberlé Crenshaw (1989), 'Demarginalizing the Intersection of Race and Sex.'

⁷ Adapted from: Islamophobia in Australia Report V 2023 – 2024, Monash University

⁸ Scanlon Foundation Research Institute

Why social cohesion matters

What is social cohesion?

Social cohesion is the capacity of societies to live together across difference, participate in shared spaces and institutions, and work toward common goals through change and challenge.

As Randwick City's population continues to grow and become more diverse, it's never been more important to plan for social cohesion. Social cohesion is the foundation of a resilient, inclusive and liveable city where people feel safe, valued, and able to participate fully in community life. It's about strong bonds between individuals and institutions, resulting in positive, quality relationships that are rooted in equal and just treatment, respect and care for one another.

Both across Australia and globally, communities are grappling with forces that can challenge trust and belonging, making it even more important to strengthen the connections that hold our community together.

Our City's strength lies in its diversity. Residents bring a wide range of cultural, linguistic, and faith perspectives that influence how they connect and participate in community life.

When people feel that their identities are recognised, respected and valued, they are more likely to develop a sense of belonging and contribute to civic life. Multiculturalism brings many strengths to our community, and it also requires ongoing effort, dialogue and understanding. By fostering connection and inclusion, we build the foundations for mutual respect, shared pride and a community where everyone feels they belong.

Research shows that when communities implement mutual recognition and inclusion, they demonstrate:

- Better mental and physical health
- Lower rates of crime, racism and social tension
- Stronger civic participation and volunteer rates
- Higher trust in institutions
- Better resilience in the face of emergencies and social change

“People who perceive strong cohesion in their neighbourhoods and those who participate in social, community and civic groups are much more likely to have a great sense of belonging in Australia, to believe that most people can be trusted, to be happy and to agree that accepting immigrants from many different countries makes Australia stronger.”

Scanlon Foundation Research Institute

Randwick City has many of the building blocks for social cohesion, including a growing and diverse population, strong neighbourhood ties, active community organisations and services, and high levels of volunteering and education. But our community is also experiencing some challenges. Rising housing stress, social isolation and experiences of racism or discrimination, especially among Aboriginal and Torres Strait Islander communities, older residents, young people and people living alone, can all weaken trust, inclusion and cohesion.



For people experiencing multiple and intersecting forms of disadvantage or vulnerability, these experiences may have a compounding impact and be acutely felt.

Social cohesion doesn't happen automatically. It is built through long-term investment in inclusion, connection, trust and equity.

The Randwick City Council Social Cohesion and Multicultural Plan has been developed in consultation with community, services, groups and members of staff. The Plan outlines the commitments of Randwick City Council to building a welcoming, inclusive and cohesive community and includes the actions Council will undertake over the next five (5) years.

“When people have good social connections and networks and a strong sense of belonging and cohesion within neighbourhoods, communities and society, they are most likely to say they are happy and satisfied with life.”

Scanlon Foundation Research Institute

“We can never take our social cohesion for granted. This is daily and important work... Every one of us has a role to play in safeguarding and nurturing social cohesion in our multicultural society – an inclusive community doesn't happen by accident.”

Multicultural NSW

Social cohesion foundations

Council recognises communities require foundational conditions to allow social cohesion to flourish. These enablers include stable housing, access to education and training and secure employment. National and international social cohesion frameworks recognise that financial wellbeing is the single most important factor associated with social cohesion. These factors shape residents' capacity to participate, connect and feel included. Council advances these enabling conditions through its wider strategic plans, which underpin the outcomes in this Plan.





Racism

Racism undermines social cohesion and threatens the safety, wellbeing and sense of belonging of individuals and communities. These discriminatory beliefs and behaviours erode trust, limit participation in public life, and can have lasting impacts on mental health, identity and connection to place.

Across Australia, reported experiences of racism have increased in recent years. Unfortunately, these trends are reflected locally. Community feedback indicates that discrimination and racism remain significant concerns in Randwick City, affecting people's willingness to participate in community life and their sense of safety and inclusion.

Community feedback highlighted that racism is experienced in multiple ways in Randwick City, affecting Aboriginal and Torres Strait Islander peoples, culturally and linguistically diverse communities, migrants and people with limited English proficiency. These experiences influence people's sense of safety, belonging and participation in community life.

For many people, these experiences intersect with other aspects of identity, such as age, disability, gender, sexuality or socio-economic background, compounding the impact and shaping how they experience inclusion and access.

Randwick is home to people of many cultures, faiths, identities and lived experiences. This diversity is a strength, but it also requires ongoing effort, leadership and accountability to ensure that all residents feel respected and protected from harm. Council is strongly opposed to any form of hate-based intimidation, harassment or vilification, and supports the State and Federal Government legislative and policy frameworks that seek to prevent racism in all its forms. Council also supports sustained investment in initiatives that promote intercultural and interfaith dialogue.

In our messaging moving forward, we will emphasise the unity, compassion and mutual support shown across communities during difficult times. While some seek to divide, our focus remains firmly on reinforcing respect, inclusion and community cohesion, and ensuring that positive voices prevail.

Addressing racism is fundamental to achieving social cohesion.



Antisemitism

This plan highlights antisemitism due to its distinct historical context, emerging national trends, and concerns raised by local community members during consultation.

Recent events, including those at Bondi Beach in December 2025, have reinforced the reality that racism, antisemitism and hate-motivated violence can have immediate and devastating impacts close to home. At the local government level, we see firsthand the impact that fear and division can have on community wellbeing. Hate and intimidation have no place in Randwick City and when one group is targeted, the whole of community is affected.

In the aftermath of antisemitic events, strengthening relationships between individuals, communities and institutions is essential to support recovery, rebuild trust and foster collective healing.

Council is an advocate for strong protections against hate speech, vilification and intimidation, and supports sustained investment in initiatives that promote inter-cultural education and exchange. Council commits to practical leadership against antisemitism and all forms of hate-based intimidation, harassment or vilification.

Guided by principles of ethical leadership, mutual respect and community cohesion, this plan commits Council to continue to create the conditions that help our community heal, remain connected and move forward together, ensuring Randwick remains a place where everyone belongs.





What we need to be socially cohesive

In Randwick City, being socially cohesive means feeling connected to each other, our places and spaces, and the decisions that influence our lives. These are the fundamental components that create social capital.

Connecting to each other

Social cohesion comes from knowing and trusting our neighbours, celebrating culture and respecting our differences.

Volunteering, local events, multicultural festivals and everyday interactions help build belonging and trust, and at the same time, addresses racism, discrimination and social isolation.



Our diverse community includes Aboriginal and Torres Strait Islander community members, people from culturally and linguistically diverse backgrounds, people with a migration experience, and community members who belong to varying faith groups and participate in religious practice.

Feeling included in local community life

Inclusion is about whether people feel respected, safe and able to take part in community life without barriers. Locally, this refers to our more strategic work with stakeholders to address racism and discrimination.

Belonging to our places and spaces

Our coastline, open spaces, libraries, community centres, cultural hubs and services help bring people together. When our community can easily

access affordable facilities, safe public spaces and the services needed to live healthy lives, they are more able to participate and connect. Well-designed neighbourhoods and reliable transport links make it easier for people to meet, support each other and thrive.

Participating in decisions that affect us

Trust grows when people feel their voices are heard, valued and reflected in decision-making. In Randwick City, this means creating inclusive pathways for everyone — but particularly for our more vulnerable community cohorts — to contribute. Community engagement, leadership programs and participatory forums will strengthen people's confidence in influencing our City's future.





Council's role in enabling social cohesion

Council builds social cohesion by working alongside the community, local organisations and partners to create the conditions for people to feel welcome, included and connected.

Council's role focuses on:

Connecting people and groups

Facilitating networks, programs and events that bring people together and strengthen relationships, mutual understanding and belonging.

Facilitating access to places and amenity

Planning and managing public spaces, libraries, community centres and cultural hubs to be safe, welcoming, inclusive and accessible to all.

Enabling access to information and services

Providing accessible and relevant information and referral to the local service network.

Supporting community participation in decisions

Providing pathways for all residents, and especially underrepresented groups, to contribute to planning, programs and civic initiatives.

Advocacy

Adopting an evidence-based approach, Council appeals to other levels of government for policy reform and change on matters that impact local residents.

Collaboration

Partner with schools, community organisations, businesses and government to improve equity and community wellbeing. Through this approach, Council ensures social cohesion is community-led, partnership-driven and Council-supported, empowering the whole of community to help shape a connected, inclusive and resilient Randwick City.

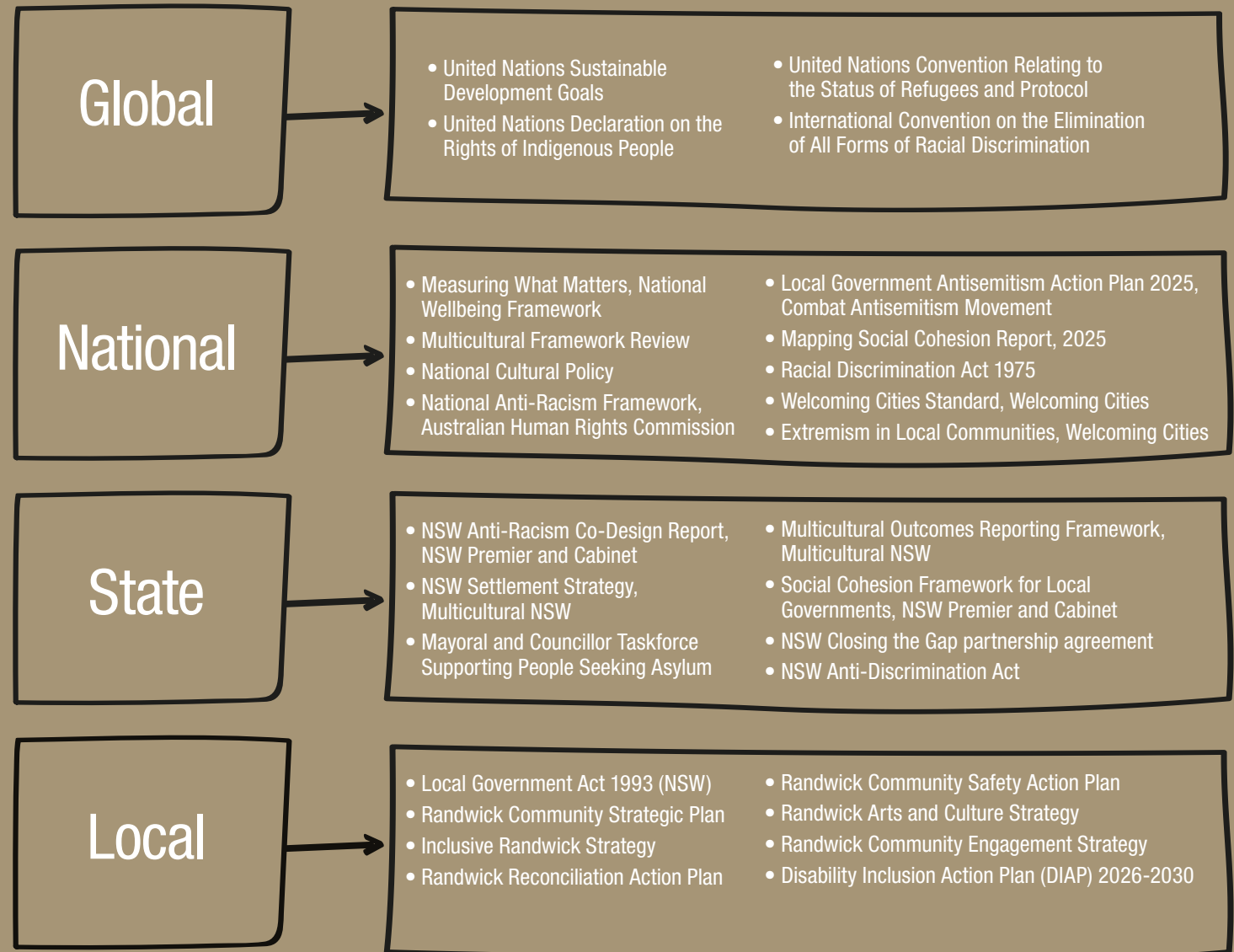




Strategic drivers for social cohesion

In Randwick City, building social cohesion begins by recognising and understanding the local drivers of diversity and inclusion. This includes national and state government priorities, who our community is, our community's social cohesion needs, and what we are already doing to foster a welcoming and inclusive Randwick City.

To inform this plan, international, national, state and local literature, policies and plans were reviewed to understand emerging strategic drivers for social cohesion in Randwick City.



Strategic drivers and alignment

Council abides by the principles of Section 8A of the Local Government Act 1993 (NSW) which includes the need to act fairly, ethically and without bias in the interests of the local community. Council's planning is guided by the Integrated Planning and Reporting Framework (IP&R). Council's Community Strategic Plan is the leading plan informing the IP&R and outlines our community's vision:

'Our strong sense of community will continue. 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 private housing with high quality urban amenity.'

Community Strategic Plan,
Randwick City Council



About Randwick City

Our City, Our Community

Randwick City is located in Sydney's eastern suburbs, covering 37.4 square kilometres. Our City is known for its 29 kilometres of coastline and an extensive open space network of over 1,100 hectares, which brings people together through informal connections, recreation, and community events.

We have high-quality sporting facilities, community centres, libraries and a museum at La Perouse, as well as nationally recognised education and health institutions including the University of New South Wales and the Randwick Hospitals Campus. These places provide opportunities for residents of all ages and backgrounds to connect, learn, access services, and participate in community life.

Reliable transport links connect Randwick City to the Sydney CBD, Sydney Airport and surrounding LGAs, meaning residents can access work, education, services and cultural experiences.

Randwick City is diverse and evolving, shaped by major education, health, recreation and visitor precincts. Our community includes Aboriginal and Torres Strait Islander peoples, people from culturally and linguistically diverse backgrounds, people with a migration experience, and residents

who belong to a wide range of faith and cultural traditions. As our City grows and changes, these strengths contribute to a vibrant, inclusive and connected community.

Intersectionality

Intersectionality describes how people can experience inclusion or exclusion in more than one way at the same time.

Parts of a person's identity, such as culture, language, age, disability, gender, sexuality, faith or income, can overlap and shape how they experience belonging, safety and access to opportunities.

For people who face several forms of disadvantage or vulnerability at once, the impact can build up and be felt more strongly.



Why this matters for social cohesion

Social cohesion is strengthened when people:

- Feel they belong
- Can participate
- Experience fairness and respect
- Feel safe and heard

Understanding who our community is helps Council plan services, spaces and decisions that support inclusion and connection for everyone.



Population

134,247

People live in the LGA which is expected to grow to 154,745 (+10,147) by 2041.

Age

37

Median age

15.4%

0-14 years

12.1%

15-24 years

56.8%

25-64 years

15.7%

65 years and over

Aboriginal and Torres Strait Islander community members

2,354

people

1.8%

of residents

Many Aboriginal and Torres Strait Islander people maintain strong cultural, family and community connections to Country beyond local government boundaries. Council decisions and services impact both residents and Traditional Custodians connected to place.

Cultural diversity

44.3%

of residents born overseas

55.7%

born in Australia

Residents arrive through a range of migration pathways, including skilled, family, humanitarian and temporary migration. The top countries of birth (excluding Australia):

5.3%

England

3.1%

China

2.5%

Ireland

1.9%

New Zealand

1.5%

Indonesia

Language diversity

33.8%

of households speak a language other than English at home.

The most commonly spoken languages (other than English):

3.7%

Mandarin

3.0%

Greek

2.3%

Cantonese

1.9%

Spanish

1.8%

French

Religion and belief

Randwick City is home to a wide range of faiths and beliefs that shape identity, belonging and community connection, including:

36.5%

No religion

26.9%

Catholic

7.8%

Anglican

5.7%

Eastern orthodox

7.3%

Not stated

Students, workers and visitors

Randwick City's social fabric includes large non-resident populations, including:



University students attending major campuses



Hospital staff, patients and visitors within the health precinct



Domestic and international visitors drawn to beaches and cultural destinations

These groups contribute to vibrancy and diversity while increasing demand on public spaces, transport and services.



How this plan was developed

To develop this Plan, we engaged approximately 760 people through a participatory design method. Input was sought from representatives of the broader community, the service network, government agencies, as well as cultural

and faith leaders in the local community. This approach ensured the Plan reflects the lived experiences of Randwick City's diverse communities, responds to current and emerging challenges, and provides a strong strategic foundation for action.

Consultation method	Participant profile	Participant number
 Online community survey and email submissions	Broader community members	390
 Pop-up consultations	Broader community members	100
 Workshops	Inner Eastern Sydney Multicultural Interagency Cultural Diversity and Equity Community Advisory Committee Council teams assigned Actions	70
 Forums	Social Cohesion Forum Youth Forum	179
 Stakeholder interviews	Eastern Beaches Police Area Command Multicultural NSW NSW Department of Premier and Cabinet Sydney Multicultural Community Services Community and Faith Leaders Academic	20
Total		760



Consultation insights

The consultation process identified key themes that are reflected in Randwick City Council's Social Cohesion and Multicultural Plan, including:

Everyday connection through shared spaces is central to social cohesion, with Randwick's beaches, parks, libraries and community hubs playing a central role in fostering belonging, wellbeing and social connection across the city.

Belonging and inclusion is not experienced equally across Randwick. In particular, our residents from diverse cultural, linguistic and faith backgrounds, and those with intersecting identities, face greater barriers.

Discrimination, racism and antisemitism is a significant concern. It undermines it undermines social cohesion impacting people's sense of safety, trust and connection, and requiring visible leadership, education and collective community action.

Language and communication barriers exist. This limits access to information, services and participation, particularly for non-English speakers. There is strong support for clearer multilingual communication.

Housing stress, cost-of-living pressures and access to health and mental health services significantly affect social cohesion and contribute to isolation, insecurity and reduced wellbeing.

Place-based disadvantage exists, with some suburbs experiencing poorer access to services, facilities, transport and connection opportunities highlighting a need for more localised responses.

There is strong appetite for inclusive multicultural, place-based events that celebrate diversity, supporting intercultural understanding, shared experiences and community pride to strengthen social cohesion.

Communities want a stronger voice in decision-making, with more inclusive engagement and greater representation in leadership and governance.

Strong partnerships and a whole-of-Council approach are seen as critical to strengthening social cohesion, supported by sustained investment, coordination and collaboration with community organisations and service providers.

Mapping Social Cohesion 2025

Mapping Social Cohesion, produced by the Scanlon Foundation Research Institute, is a yearly research study that explores attitudes, behaviours, perceptions and experiences of social cohesion in Australia. Relevant findings from 2025 include:

- 79% of Australians are either happy or very happy
- People living in cohesive neighbourhoods are 65% more likely to attain a great sense of belonging
- Trust in government has risen from 33% in 2024 to 37% in 2025
- 84% of Australians agree that multiculturalism has been good for Australia
- Financial circumstances are the most important factor associated with social cohesion: low income and economic insecurity is correlated with poor social cohesion outcomes





Randwick Social Cohesion and Multicultural Plan

Our vision

Our vision for social cohesion expresses what we aspire to achieve as a community. It's an enduring commitment to connection, inclusion, and shared wellbeing.

In Randwick City, everyone belongs, is respected, and has the support and opportunities to participate fully in community life. Together we are building a welcoming, equitable and resilient city where diversity is celebrated, and every voice is heard.

Our guiding principles

Principle 1: Belonging and connection

We commit to fostering a community where people know each other, feel safe, and experience a strong sense of belonging.

Principle 2: Equity and access

We commit to ensuring all residents have fair access to the services, infrastructure, and opportunities they need to live healthy, safe, and fulfilling lives.

Principle 3: Voice and representation

We commit to creating meaningful opportunities for all residents to be heard, represented, and able to shape local decisions.



Pillar 1: Civic engagement and participation

Creating opportunities for everyone to participate in decision-making and provide feedback to Council, helping to build trust and belonging.

Outcomes	Actions	Action owner	Indicators	Reporting timeframe
Outcome 1.1 Residents from diverse cultural, linguistic and faith backgrounds are represented in Council decision-making and advisory processes.	Convene the Cultural Diversity and Equity Advisory Committee, ensuring residents from diverse cultural, linguistic and faith backgrounds have a formal role advising Council's planning and engagement.	Community Development	Committee membership reflects the diversity of Randwick City The Committee meets regularly throughout the year Committee advice helps inform Council planning and engagement	Annually
	Develop targeted capacity-building and outreach initiatives to support underrepresented communities to understand, access and participate in Council decision-making and advisory processes.	Community Development	Capacity-building programs delivered for CALD, faith-based, migrant and other under-represented communities Increased awareness of Council participation pathways among priority groups Increased nominations or expressions of interest from under-represented communities Improved confidence reported by participants in engaging with Council processes	2027 and 2028
	Present an annual events calendar to the Randwick Cultural Diversity and Equity Committee and invite a representative from the Committee to select event planning meetings to ensure diverse voices and perspectives inform the planning of Council events, commemorations and celebrations.	Economic Development and Placemaking	The annual events calendar is presented to the Committee for input A Committee representative participates in event planning discussions Committee input helps shape Council events and celebrations	Annually



Outcomes	Actions	Action owner	Indicators	Reporting timeframe
Outcome 1.1 Residents from diverse cultural, linguistic and faith backgrounds are represented in Council decision-making and advisory processes.	Review the demographic information collected through Council's consultation tools, including Your Say Randwick, and use this information to ensure consultation techniques being used are enabling a diverse community to engage with Council.	Communications	Consultation tools are reviewed to ensure demographic information remains accurate and relevant Updated demographic questions reflect the diversity of Randwick City Improved demographic insights help Council understand who is being reached	Annually
Outcome 1.2 Council's engagement and communication methods are inclusive and accessible.	Liaise with the Cultural Diversity and Equity Advisory Committee to identify opportunities to strengthen communication with multilingual communities, including the use of culturally appropriate platforms, channels and methods. Review Council's Community Engagement Strategy and practice to ensure representatives of diverse cultural, linguistic and faith groups have the opportunity to advise on key strategic and social plans.	Communications Communications	Review completed to identify ways to strengthen communication with multilingual communities Updated communication approaches reflect culturally appropriate platforms and methods Improved communication helps Council reach and engage multilingual communities more effectively Review completed to identify ways to strengthen engagement with diverse cultural, linguistic and faith groups Collaboration with Community Development and advisory groups informs improvements to engagement practice Improved engagement pathways provide more opportunities for diverse communities to advise on key plans	2027 2028



Pillar 1: Civic engagement and participation

Outcomes	Actions	Action owner	Indicators	Reporting timeframe
Outcome 1.2 Council's engagement and communication methods are inclusive and accessible.	Investigate community needs for additional digital access and digital literacy support and implement opportunities to strengthen both access to technology and confidence using online services.	Libraries	Review completed to understand community needs for digital access and digital literacy support Opportunities identified to strengthen access to technology and digital skills New/improved supports introduced to help diverse community members use online services with confidence Community feedback indicates improved access to digital tools or support	Annually
	Strengthen the way Council develops its social plans and community development programs by establishing clear principles for involving community members in shaping priorities, solutions and program design.	Community Development	Review completed to identify opportunities to strengthen community involvement Clear principles for involving community are developed and incorporated into processes Evidence that participatory design improved the inclusiveness or relevance of at least one social plan or community development program	2028



Outcomes	Actions	Action owner	Indicators	Reporting timeframe
Outcome 1.2 Council's engagement and communication methods are inclusive and accessible.	Review a selection of Council's key publications, with expert input where appropriate, and integrate culturally inclusive and accessible communication practices into Council's Brand Guidelines.	Communications	A selection of key publications is reviewed to strengthen cultural inclusiveness and accessibility Updated Brand Guidelines include culturally inclusive and accessible communication practices Improved guidelines help make Council communications more inclusive and accessible	2027
	Review and strengthen Council's practice of reporting back to the community on consultation outcomes, ensuring reports clearly demonstrate how input has impacted decision making, and evaluate reporting methods for their effectiveness in building trust, inclusiveness, and future participation.	Communications	Review completed to strengthen how Council reports back on community consultation Updated reporting practices make it clearer how community input influences Council decision Improved reporting helps build community	2028



Pillar 1: Civic engagement and participation

Outcomes	Actions	Action owner	Indicators	Reporting timeframe
Outcome 1.2 Council's engagement and communication methods are inclusive and accessible.	Adopt imagery and design that reflects and recognises Randwick City's rich cultural identity.	Communications	Culturally representative imagery and design principles are incorporated into Council's Brand Guidelines Council communications and campaigns increasingly reflect the cultural diversity of Randwick City Updated imagery and design help improve the inclusiveness and cultural visibility of Council communications	2027
Outcome 1.3 Residents experience a sense of belonging, and trust in Council, demonstrated through increased participation in civic life.	Celebrate and share stories that highlight the cultural, linguistic and faith diversity of Randwick City through Council communications including SCENE magazine and social media channels.	Communications	Stories are regularly shared that reflect the cultural, linguistic and faith diversity of Randwick City Shared stories reflect the diversity of Randwick's community Community engagement shows interest in the stories shared across Council communication channels	Annually
	Celebrate culturally and linguistically diverse communities through cultural programming.	Economic Development and Placemaking	Cultural programming is delivered that celebrates culturally and linguistically diverse communities Cultural programming reflects the diversity of Randwick City's cultural and linguistic communities Community engagement shows interest in culturally diverse programming	Annually starting 2029

Outcomes	Actions	Action owner	Indicators	Reporting timeframe
Outcome 1.3 Residents experience a sense of belonging, and trust in Council, demonstrated through increased participation in civic life.	Provide clear public statements and visible support and reassurance to community after a shock event related to discrimination, racism and intolerance.	Communications	Timely public statements are issued following relevant shock events Public statements clearly demonstrate Council's support for affected communities Community or stakeholder feedback indicates the response provided reassurance	As required



Pillar 2: Social and cultural inclusion

Celebrating our diversity and making sure everyone feels safe, respected and included in community life.

Outcomes	Actions	Action owner	Indicators	Reporting timeframe
Outcome 2.1 Council hosts festivals and events that reflect and celebrate Randwick City's diversity and foster intercultural exchange and mutual understanding.	Deliver a program of events that support local neighbourhood connections and encourage intercultural exchange.	Economic Development and Placemaking	Council delivers events that support neighbourhood connection and intercultural exchange Community feedback indicates events help people feel more connected to their neighbourhood and to people from diverse backgrounds Council's Diversity and Equity Advisory Committee is consulted on the annual program of events and activations	Annually starting 2028
	Review Council's events and activations program to align programming where possible with the events, festivals and days of significance community want to celebrate and observe.	Economic Development and Placemaking	Review completed to identify events, festivals and days of significance valued by the community Event planning updated to reflect community priorities and cultural significance Community feedback indicates events feel more relevant and reflective of local diversity	Annually
	Deliver an annual multicultural festival co-designed with community members that showcases diverse cultural expressions through food, the arts and interactive workshops.	Economic Development and Placemaking	Annual multicultural festival delivered in partnership with community members Festival program reflects a diverse range of cultural expressions Community feedback indicates the festival supports cultural connection and participation	Annually



Outcomes	Actions	Action owner	Indicators	Reporting timeframe
Outcome 2.1 Council hosts festivals and events that reflect and celebrate Randwick City's diversity and foster intercultural exchange and mutual understanding.	Public artwork reflects site specific stories, identities, histories and cultures of where the artwork will stand.	Economic Development and Placemaking	Public art programming reflects the diverse identities, cultures and faiths of Randwick City Community feedback indicates public art feels more inclusive and reflective of local diversity	Annually starting 2029
Outcome 2.2 Council's programs and services are relevant, inclusive and accessible for residents of diverse cultural, linguistic and faith identities.	Council's community and cultural programs are inclusive of diverse cultural, linguistic and faith communities. Deliver programs that help residents overcome social inequities, obstacles to participation and/or experiences of social exclusion.	Community Development Community Development	Community development programs reflect the cultural, linguistic and faith diversity, needs and interests of Randwick residents Programs are designed and delivered in ways that support inclusive and equitable participation Community feedback indicates programs are relevant and welcoming for diverse communities Programs are delivered that support residents facing social inequities or barriers to participation Programs are designed to be accessible and inclusive for people experiencing social exclusion Community feedback indicates programs help residents participate more fully in community life	Annually Annually starting 2030

Pillar 2: Social and cultural inclusion

Outcomes	Actions	Action owner	Indicators	Reporting timeframe
Outcome 2.2 Council's programs and services are relevant, inclusive and accessible for residents of diverse cultural, linguistic and spiritual identities.	Embed anti-discrimination and antiracism practices across community wellbeing programs to ensure they are inclusive, culturally responsive and accessible for residents of diverse backgrounds.	Community Development	Wellbeing programs incorporate strengthened anti discrimination and antiracism practices, incorporating an antisemitism lens where appropriate Programs are delivered in ways that are culturally responsive and inclusive for diverse communities Community feedback indicates programs feel safe, respectful and welcoming for people of all backgrounds	Annually starting 2029
Outcome 2.3 Local programs connect people and leaders across culture, language and faith.	Promote opportunity for migrants including refugees, to learn about local Aboriginal and Torres Strait Islander histories and cultures.	Community Development	Opportunities are provided for migrants and refugees to learn about local Aboriginal and Torres Strait Islander histories, perspectives and cultures Programs and activities are culturally respectful and developed in partnership with Aboriginal and Torres Strait Islander knowledge holders Participant feedback indicates increased understanding and connection with local Aboriginal and Torres Strait Islander	2028
	Investigate a collaboration between a local artist and Western Sydney artist, resulting in a new commission including intercultural connection.	Economic Development and Placemaking	Opportunities identified to develop an artist creative exchange between Randwick and Western Sydney artists Insights from the investigation inform future approaches to intercultural creative collaboration	2030



Outcomes	Actions	Action owner	Indicators	Reporting timeframe
Outcome 2.3 Local programs connect people and leaders across culture, language and faith.	Host inter-faith, intercultural forums with community and faith leaders to foster mutual understanding, build shared purpose and identify opportunities to encourage grassroots participation in local community activities and social programs.	Community Development	Inter faith and intercultural forums are held with community and faith leaders Forums support dialogue and shared understanding across different cultural and faith communities Opportunities encourage grassroots participation in local activities and social programs are identified through the forums and progressed in partnership with community and faith leaders Participant feedback indicates strengthened relationships and a sense of common purpose	2028 and then annually
	Continue to develop and maintain library collections that reflect the cultural diversity of Randwick's community, ensuring resources remain inclusive, current and well used.	Library Services	Library collections reflect the cultural diversity of Randwick's community Collections are regularly updated to remain inclusive, current and well used Community feedback indicates library collections support cultural representation and inclusion	2028
	Deliver accessible and culturally inclusive campaigns that promote respect, challenge stereotypes and celebrate diversity, using multilingual content and diverse representation where appropriate to reach a broad range of audiences.	Communications	Campaigns delivered that promote respect, challenge stereotypes and celebrate cultural diversity Campaigns use multilingual content and diverse representation to reach a broad range of audiences Community feedback indicates campaigns support cultural safety, respect and inclusion	Annually



Pillar 2: Social and cultural inclusion

Outcomes	Actions	Action owner	Indicators	Reporting timeframe
Outcome 2.3 Local programs connect people and leaders across culture, language and faith.	Council delivers and/or partners with community to observe key dates of significance that stand against racial discrimination, including International Day for the Elimination of Racial Discrimination, Harmony Week, and Refugee Week.	Community Development	Key anti racism and inclusion dates of significance are observed through Council led or community partnered events Events and activities promote respect, cultural safety and understanding across diverse communities Community feedback indicates these observances support inclusion and strengthen belonging	Annually
Outcome 2.4 Residents feel culturally safe, respected and included in local community life.	Deliver multilingual Challenging Racism training to community members.	Community Development	Challenging Racism training delivered in multiple languages to support broad community participation Training content reflects diverse cultural perspectives and supports safe, respectful learning Participant feedback indicates increased confidence to recognise, respond to and challenge racism	2028
	Measure residents' experiences of cultural safety, respect and inclusion through Council's Community Satisfaction Survey.	Communications	Questions included in the Community Satisfaction Survey that measure cultural safety, respect and inclusion Survey results reported to show how residents experience cultural safety, respect and inclusion in community life Insights from the survey inform future programs and initiatives that support cultural safety and inclusion	2027 2029 2031



Outcomes	Actions	Action owner	Indicators	Reporting timeframe
Outcome 2.4 Residents feel culturally safe, respected and included in local community life.	Facilitate capacity building sessions for members of the Inner Eastern Sydney Multicultural Interagency to advance social cohesion and address racism.	Community Development	Capacity building sessions delivered for members of the Inner Eastern Sydney Multicultural Interagency Sessions strengthen capability to advance social cohesion and address racism Sessions provide a deep understanding of antisemitism; how it manifests and impacts the community Participant feedback indicates increased confidence and collaboration in supporting inclusive, cohesive communities	2028
	Support diverse community led initiatives that promote respect, anti-racism and inclusion.	Community Development	Community led initiatives that promote respect, anti racism and inclusion are supported by Council Initiatives reflect the diversity of Randwick's communities and foster safe, inclusive participation Community feedback indicates these initiatives strengthen respect, inclusion and social cohesion Insights from Aboriginal and Torres Strait Islander communities, shared through the implementation of Randwick's Reconciliation Action Plan, inform Council's approach to strengthening respect, anti-racism and inclusion	Annually



Pillar 2: Social and cultural inclusion

Outcomes	Actions	Action owner	Indicators	Reporting timeframe
Outcome 2.4 Residents feel culturally safe, respected and included in local community life.	Strengthen and continuously improve Library spaces and services to ensure they remain welcoming, culturally safe and inclusive for people from diverse cultural, linguistic and faith backgrounds.	Library Services	Library spaces and services are regularly reviewed and enhanced to support culturally safe and welcoming experiences for diverse communities. Staff capability is strengthened through ongoing training and resources that support culturally respectful and inclusive service delivery. Programs, collections and displays continue to reflect the cultural, linguistic and faith diversity of Randwick's communities.	Annually
Outcome 2.5 Community capacity building and partnerships strengthen community-led social cohesion initiatives.	Strengthen Council's Community Investment Program to better support community-led social cohesion initiatives by improving applicant processes, identifying priority needs, supporting access to community facilities and infrastructure, and ensuring equitable funding across diverse communities.	Community Development	Improvements made to the Community Investment Program to better support community led social cohesion initiatives Applicant processes made clearer and more accessible for diverse community groups Priority community needs identified to guide equitable funding and support Funding, facilities and infrastructure support reach a diverse range of communities in fair and equitable ways	2027



Outcomes	Actions	Action owner	Indicators	Reporting timeframe
Outcome 2.5 Community capacity building and partnerships strengthen community-led social cohesion initiatives.	Pilot capacity building initiatives to strengthen participation in Council's grant programs and improve the inclusiveness of submissions.	Community Development	Pilot capacity building initiatives delivered to support diverse community organisations with grant applications Initiatives provide opportunities for participants to workshop and test ideas for grant submissions Participants report increased understanding of grant processes and improved confidence in preparing inclusive, community-focused applications	2028
	Support volunteerism by showcasing local volunteer opportunities and hosting an annual recognition event.	Community Development	Local volunteer opportunities are promoted to encourage community participation An annual event is held to recognise and celebrate local volunteers Community feedback indicates increased awareness of volunteer opportunities and feeling valued for contributions	2028



Pillar 3: Leadership, strategy and planning

Embedding social cohesion in our plans, policies, and systems so we can drive inclusive and cohesive outcomes.

Outcomes	Actions	Action owner	Indicators	Reporting timeframe
Outcome 3.1 Social cohesion and resilience are embedded into Council strategic plans and policies.	Work with the Cultural Diversity and Equity Committee to provide practical guidance for embedding social inclusion across all Council strategic plans and policies.	Community Development	Practical guidance developed with the Cultural Diversity and Equity Committee to embed social inclusion across Council plans and policies Social inclusion considerations incorporated into new and updated Council strategic plans and policies Staff report increased clarity and confidence in applying social inclusion principles in their planning work	2027
	Engage peak advisory and policy bodies on the Australian Human Rights Commission's National Anti-Racism Strategy and National Framework to ensure Council's initiatives are consistent with the National Strategy.	Community Development	Engagement undertaken with peak advisory and policy bodies on the National Anti Racism Strategy and National Framework Council initiatives aligned with the Australian Human Rights Commission's National Anti Racism Strategy Staff report increased clarity and confidence in applying national anti racism principles in Council programs and policies	2027





Outcomes	Actions	Action owner	Indicators	Reporting timeframe
	Use Randwick's community profile and demographic data to systematically inform and shape Council's strategic plans and policies.	Community Development	Community profile and demographic data used to inform new and updated Council strategic plans and policies Social inclusion and demographic insights consistently considered in Council decision making Staff report increased confidence and clarity in applying demographic insights to planning and policy work	2028 and then annually
	Audit relevant People and Culture policies and procedures to strengthen anti-racism and anti-discrimination outcomes.	Human Resources	People and Culture policies and procedures reviewed to strengthen anti racism and anti discrimination outcomes Updates made to ensure policies support safe, respectful and inclusive workplaces Staff report increased clarity and confidence in applying anti racism and anti discrimination principles	2026
Outcome 3.2 Council demonstrates visible and proactive leadership in addressing discrimination and racism.	Deliver and support public awareness campaigns to deter racism and discrimination promoting the positive impacts of cultural understanding, curiosity and acceptance.	Communications	Public awareness campaigns delivered and supported to deter racism and discrimination Campaigns promote cultural understanding, curiosity and acceptance across diverse communities Community feedback indicates increased awareness of the impacts of racism and the value of inclusion Develop a communications campaign to raise awareness of antisemitism and its impacts on the community	2029

Pillar 3: Leadership, strategy and planning

Outcomes	Actions	Action owner	Indicators	Reporting timeframe
Outcome 3.2 Council demonstrates visible and proactive leadership in addressing discrimination and racism.	Share existing resources and information about the impacts of racism and discrimination and where residents can get support if they experience it, using Council's existing communication channels.	Communications	Information shared through Council communication channels about the impacts of racism and discrimination Clear guidance provided on where residents can seek support if they experience racism or discrimination Community feedback indicates increased awareness of available support and understanding of the impacts of racism	2027
	Develop recommendations for how Council can visibly demonstrate leadership in addressing racism and discrimination informed by best practice approaches, government programs, and community expectations.	Community Development	Best practice approaches identified from other councils, government programs and community expectations Recommendations developed for how Council can visibly demonstrate leadership in addressing racism and discrimination Community and stakeholder insights inform recommended approaches	2027
Outcome 3.3 Staff are equipped with ongoing training and tools to promote inclusion and equity in their work.	Provide inclusion and cultural competency training for community-focussed Council staff and leaders.	Human Resources	Inclusion and cultural competency training delivered for community focussed Council staff and leaders Training supports staff and leaders to engage respectfully and effectively with diverse communities Staff and leaders report increased confidence and capability in applying inclusive and culturally responsive practices	2027 and then annually



Outcomes	Actions	Action owner	Indicators	Reporting timeframe
Outcome 3.3 Staff are equipped with ongoing training and tools to promote inclusion and equity in their work.	Encourage staff to participate in at least one external community-based cultural learning event or opportunity.	Human Resources	Staff encouraged and supported to participate in external community based cultural learning opportunities Staff participation in cultural learning activities increases understanding of diverse communities Staff report greater confidence and insight in applying inclusive and culturally responsive practices	Annually
	Build an internal culture where staff feel supported and safe to report racism and discrimination.	Community Development and Human Resources	Staff report feeling supported and safe to raise concerns about racism and discrimination Internal communication and leadership behaviours reinforce expectations of respectful and inclusive conduct Increased staff confidence in using reporting pathways	2029 and then annually
	Develop a clear and accessible reporting system for grievances related to racism and discrimination.	Community Development and Human Resources	Reporting system developed and communicated to all staff Staff understand how to report racism and discrimination and where to seek support Reporting insights inform continuous improvement in organisational culture and practice	2029 and then annually

Pillar 4: Public spaces

Making sure our public spaces are welcoming and inclusive, providing safe spaces for social cohesion to grow.

Outcomes	Actions	Action owner	Indicators	Reporting timeframe
Outcome 4.1 Public spaces, facilities and amenity are culturally safe, accessible, and welcoming for all residents.	Activate community spaces in ways that support learning, connection and social and cultural participation, ensuring activities are accessible and reflect the needs of diverse residents.	Economic Development and Placemaking	Community spaces activated with programs that support learning, connection and social and cultural participation Activities are accessible and reflect the needs and interests of diverse residents Community feedback indicates increased participation and a sense of welcome in activated spaces	Annually
	Review and strengthen public space design processes to ensure teams consistently consider and respond to the needs of residents from diverse cultural, linguistic and faith backgrounds.	Engineering Services	Internal design processes reviewed and strengthened to support inclusive and culturally safe public space design Updated design processes are adopted by Engineering Services Clear pathways established for project teams to seek advice from Community Development	2028
	Continue to work with Eastern Beaches Police to assess and improve where necessary, safety infrastructure around community events and cultural sites.	Community Development	Safety infrastructure around community events and cultural sites assessed in partnership with Eastern Beaches Police Improvements made where needed to enhance safety, accessibility and community confidence Community feedback indicates increased feelings of safety and comfort at events and cultural sites	Annually



Outcomes	Actions	Action owner	Indicators	Reporting timeframe
Outcome 4.1 Public spaces, facilities and amenity are culturally safe, accessible, and welcoming for all residents.	Integrate inclusive, universally understood signage and wayfinding into key public spaces and public activations to support accessibility for residents of diverse cultural and linguistic backgrounds.	Engineering Services	Inclusive, universally understood signage and wayfinding integrated into key public spaces and public activations Signage and wayfinding support accessibility for residents of diverse cultural and linguistic backgrounds Community feedback indicates improved ease of navigation and sense of welcome in public spaces	2028
	Council's Naming Policy includes a priority for recognition of local communities of diverse backgrounds including Aboriginal and Torres Strait Islander peoples.	Engineering Services	Naming Policy updated to prioritise recognition of diverse local communities, including Aboriginal and Torres Strait Islander peoples New naming proposals reflect local cultural, linguistic and historical identities Community feedback indicates increased visibility and recognition of diverse communities in public spaces	2027
	Monitor equitable access to community halls and facilities through annual demographic data capture and identify opportunities to improve access for under-represented groups.	Economic Development and Placemaking	Annual demographic data captured to monitor equitable access to community halls and facilities Insights used to identify underrepresented groups, opportunities to improve access and adjustments made to support fair and inclusive access Community feedback indicates improved access and participation among under represented groups	Annually



Pillar 4: Public spaces

Outcomes	Actions	Action owner	Indicators	Reporting timeframe
Outcome 4.1 Public spaces, facilities and amenity are culturally safe, accessible, and welcoming for all residents.	Deliver public art, and creative installations in the public domain that showcase the diverse stories, cultures and identities of Randwick's communities, including through hoardings, murals and digital displays.	Economic Development and Placemaking	Public art and creative installations delivered in the public domain that reflect diverse community stories and identities Hoardings, murals and digital displays used to celebrate cultural diversity across Randwick Community feedback indicates increased visibility, pride and recognition of diverse cultures in public spaces	2031
Outcome 4.2 Public spaces are activated to strengthen connection and sense of belonging among neighbours.	Activate parks, plazas and community venues with events that support social connection, ensuring programming reflects the needs of diverse residents and aligns with existing strategic priorities.	Economic Development and Placemaking	Neighbourhood activities and events delivered in parks, plazas and community venues to support social connection Programming reflects the needs and interests of diverse residents and aligns with existing strategic priorities Community feedback indicates increased connection, participation and sense of belonging in neighbourhood spaces	Annually
	Continue to monitor community perception towards safety through Council's Community Satisfaction Survey.	Communications	Community perception of safety monitored annually through Council's Community Satisfaction Survey Insights used to understand how safe residents feel in public spaces and neighbourhoods Findings inform opportunities to strengthen safety, connection and community confidence	2027 2029 2031



Pillar 5: Partnership, collaboration and networks

Working with our partners and community to deliver outcomes that foster social cohesion.

Outcomes	Actions	Action owner	Indicators	Reporting timeframe
Outcome 5.1 Strong partnerships exist between Council and community organisations, service providers, and neighbouring Councils to deliver coordinated local social cohesion outcomes.	Continue to convene the Inner East Sydney Migrant Interagency a network of community organisations working to support migrants and refugees.	Community Development	Inner East Sydney Migrant Interagency convened regularly to support collaboration among migrant and refugee focused organisations Network members share information, identify emerging needs and coordinate support for migrant and refugee communities Community organisations report strengthened collaboration and improved coordination of local services	Annually
	Support collaboration between local organisations to deliver place-based programs that build on community strengths and increase connection and participation.	Community Development	Collaboration supported between local organisations to deliver place based programs Programs build on community strengths and support increased connection and participation Community organisations report improved coordination and stronger relationships	Annually



Outcomes	Actions	Action owner	Indicators	Reporting timeframe
Outcome 5.1 Strong partnerships exist between Council and community organisations, service providers, and neighbouring Councils to deliver coordinated local social cohesion outcomes.	Facilitate joint regional initiatives, share knowledge and coordinate efforts among neighbouring Local Councils to advance social cohesion.	Community Development	Joint regional initiatives facilitated with neighbouring Local Councils to strengthen social cohesion Knowledge and insights shared across Councils to support coordinated approaches Regional partners report improved coordination and stronger relationships Community outcomes strengthened through more consistent and aligned regional efforts	2027
Outcome 5.2 Rapport exists between local community leaders, Elders and grassroots community groups and associations.	Facilitate partnerships with community leaders, and grassroots organisations to co-design and deliver initiatives that build resilience, foster connection, and promote shared leadership.	Community Development	Partnerships facilitated with community leaders, and grassroots organisations to co design local initiatives Co designed initiatives delivered that build resilience, foster connection and promote shared leadership Community partners report strengthened relationships and increased opportunities for shared leadership Community feedback indicates increased connection, participation and sense of belonging through co designed initiatives	2027

Pillar 6: Tracking and monitoring

Working with our partners and community to deliver outcomes that foster social cohesion.

Outcomes	Actions	Action owner	Indicators	Reporting timeframe
Outcome 6.1 A clear monitoring and evaluation framework is in place, with indicators and baseline, to measure progress on social cohesion outcomes.	Develop a monitoring and evaluation framework that aligns with the Community Strategic Plan and NSW Government social cohesion indicators.	Community Development	Monitoring and evaluation framework developed to track progress on social cohesion outcomes Framework aligns with the Community Strategic Plan and NSW Government social cohesion indicators Clear indicators and baseline measures established to support ongoing monitoring Progress reported regularly to support transparency and continuous improvement	2026
	Establish baseline measures of belonging, trust and participation using existing data.	Community Development	Baseline measures of belonging, trust and participation established using existing data sources Existing datasets reviewed to identify reliable measures for tracking social cohesion over time Baseline findings inform future monitoring and support clear reporting on progress	2026
	Refresh Council's Social Study every five years to identify emerging community priorities, strengths and opportunities for collaboration across Randwick City.	Community Development	Social Study refreshed every five years to identify emerging community priorities and strengths Updated findings highlight opportunities for collaboration across Randwick City Insights from the refreshed Study inform planning, programs and social cohesion initiatives	2027



Outcomes	Actions	Action owner	Indicators	Reporting timeframe
Outcome 6.1 A clear monitoring and evaluation framework is in place, with indicators and baseline, to measure progress on social cohesion outcomes.	Benchmark Council's cultural diversity and inclusion practices against the national "Welcoming Cities" Standard to ensure ongoing best practice and identify where and how further efforts could be directed.	Community Development	Council's cultural diversity and inclusion practices benchmarked against the national Welcoming Cities Standard Strengths and areas for improvement identified through the benchmarking assessment Findings used to guide future actions that strengthen cultural inclusion and community belonging	Annually
	Investigate data collection methods to observe staff perceptions of cultural safety in the workplace.	Human Resources	Data collection methods investigated to understand staff perceptions of cultural safety in the workplace Options assessed for reliability, accessibility and cultural appropriateness Recommended approach identified to support ongoing monitoring of staff cultural safety	2026 2028 2030
	Introduce questions related to cultural background, languages spoken and faith identity to the workforce survey to establish a baseline and identify gaps, barriers and opportunities to strengthen equity and representation.	Human Resources	Baseline measures established to inform future monitoring and reporting Compare data with LGA Census data Findings identify gaps, barriers and opportunities to strengthen equity and representation Insights inform future workforce planning and inclusion initiatives	2029 and then annually



Pillar 6: Tracking and monitoring

Outcomes	Actions	Action owner	Indicators	Reporting timeframe
Outcome 6.1 A clear monitoring and evaluation framework is in place, with indicators and baseline, to measure progress on social cohesion outcomes.	Undertake an internal audit of workforce diversity across all levels of Council to establish a baseline and identify gaps, barriers and opportunities to strengthen equity and representation.	Community Development and Human Resources	Workforce diversity audit completed across all levels and business units Baseline measures established to inform future monitoring and reporting Findings identify gaps, barriers and opportunities to strengthen equity and representation Audit insights inform future workforce planning and inclusion initiatives	2029 and then annually
Outcome 6.2 Regular, accessible reporting is shared with the community to build transparency and accountability.	Publish regular Social Cohesion data in snapshot or dashboard format to communicate progress against indicators to partners and the community.	Community Development	Regular Social Cohesion data published in an accessible snapshot or dashboard format Progress against key indicators clearly communicated to partners and the community Reporting supports community understanding of trends, strengths and areas for improvement Feedback from partners and community indicates the reporting is useful and easy to understand	2027
Outcome 6.3 Data collection includes diverse voices and experiences so that the insights of underrepresented groups are captured.	Conduct community questionnaires every two years on social cohesion as part of Council's Community Satisfaction Survey, incorporating questions relating to perceptions of safety, trust, sense of belonging, and inclusion.	Communications	Community questionnaires on social cohesion conducted every two years with questions included on perceptions of safety, trust, belonging and inclusion Survey responses reflect diverse community voices, including under represented groups Findings used to track trends and inform actions that strengthen social cohesion	2027 2029 2031



Monitoring and evaluation

Integrated Planning and Reporting

The Plan will be monitored and reported on by Council in accordance with:

1. The Integrated Planning and Reporting Framework for Local Government, as set out by the Office of Local Government NSW: www.olg.nsw.gov.au
2. The Integrated Planning and Reporting principles that apply to Councils, as set out in Chapter 3 (s8C) of the Local Government Act 1993: Local Government Act 1993 No 30 – NSW Legislation

Accountability for monitoring the Plan

The Social Cohesion and Multicultural Plan will be assigned to Council's Community Development team as the primary department responsible for its implementation, reporting and review.



