

2015–16

# Operational Plan

DELIVERY PROGRAM 2013–17



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Randwick City Council  
 30 Frances Street  
 Randwick NSW 2031  
 Australia  
[www.randwick.nsw.gov.au](http://www.randwick.nsw.gov.au)  
 Tel: 02 9399 0999  
 or 1300 722 542  
 Fax: 02 9319 1510  
 Email: [council@randwick.nsw.gov.au](mailto:council@randwick.nsw.gov.au)

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Cover photo: Coastal Walkway, Trennery Reserve, Coogee

# Mayor's message

## I'm pleased to present the 2015-16 Operational Plan and Budget for Randwick City Council.

This document sets our plans and projects for the coming year and allows our community to see exactly how we plan to spend our annual budget.

As Mayor of Randwick, I am focused on efficiency and maintaining our community's assets to the highest standard. My ultimate goal is to ensure we continue to deliver fantastic services and facilities that our community can see value in.

Our 2015-16 Operational Plan paves the way for continuing our tradition of a balanced budget with no borrowings and an increased record spend of \$34 million on new capital works projects across the City.

We know that some councils continue to struggle financially due to ever growing asset maintenance backlogs and increasing cost shifting. Randwick City Council however, continues to be a leader in Local Government and is in a strong position thanks to the disciplined financial approach we've taken over a number of years.

Our \$34 million Capital Works Program demonstrates our commitment to continually improving the Randwick City area. The program includes:

- refurbishment of the Fred Hollows Reserve Boardwalk in Randwick
- further expansion to part of the Coastal Walkway around Malabar
- constructing new toilets and showers at Mahon Pool, Maroubra
- upgrading the Maroubra Junction streetscape
- upgrading Randwick Town Hall to provide disability access and required heritage repairs
- new barbecues at Maroubra Beach
- allocation of funds to support the construction of the CBD and South East Light Rail project.

Soccer Players, Heffron Park, Maroubra



Plus, we'll also be spending a record \$10.3 million on upgrading and improving roads and footpaths, pram ramps and cycling facilities.

I'm extremely proud to be Mayor of Randwick City. Our Councillors and staff work hard all year delivering the quality services and facilities that our community values.

Cr Ted Seng  
**Mayor of Randwick**

Our 2015-16 Operational Plan paves the way for continuing our tradition of a balanced budget with no borrowings and an increased record spend of \$34 million on new capital works projects across the City.

# General Manager's message

**The Randwick City Council Operational Plan and Budget for 2015-16 are key documents that outline those activities we propose to undertake and detail their funding, for the year ahead.**

Our planning for these activities draws on what the community told us was important during the development of our 20-year Randwick City Plan and through ongoing community consultation.

Randwick City Council is committed to seeking the views of its community on important issues. We use a variety of community consultation methods such as paper-based and online surveys, our "Your Say" consultation website, social media, the local newspaper, Council's eNews, letterbox leaflets and our Council website. We also arrange face-to-face consultation through focus group discussions and information sessions at local meeting places such as shopping centres, beach promenades and community spaces.

In 2014 we conducted a biennial survey of our community members asking for your assessment on how we deliver services and meet your needs.

The feedback from these surveys has consistently indicated a high level of satisfaction with the services and projects that the Council delivers each year.

The 2014 survey showed an increase in the community's overall satisfaction with Council. We are able to meet our commitment to delivering high quality services and projects each year while remaining debt free.

This year we will maintain a record program of capital works expenditure while continuing the Building for Our Communities Program – now in its sixth year.

Coastal Walkway, Clovelly



Reflecting the importance of our natural environment and outdoors lifestyle, we will increase funding on our parks and recreational facilities to \$7.5 million. Key projects planned for 2015-16 include the extension of our Coastal Walkway and new stormwater harvesting projects at Maroubra Beach.

For the local government sector as a whole, significant changes lie ahead. I am pleased that Randwick City is well placed to meet these challenges and will continue to provide high standard services and projects for the community.

Ray Brownlee  
General Manager

A survey of 1,000 of our residents in late 2014 showed your satisfaction with us has further improved.

# Budget summary 2015-16

For every \$100 Randwick City Council spends:

**\$24**

Major works and construction

**\$5**

Maintaining roads, footpaths and drains

**\$4**

State government charges

**\$22**

Waste management

**\$5**

Public safety

**\$3**

Engineering and traffic

**\$15**

Parks, recreation and culture

**\$4**

Our beaches

**\$3**

Environmental sustainability

**\$9**

Library and community services

**\$4**

Planning and development

**\$2**

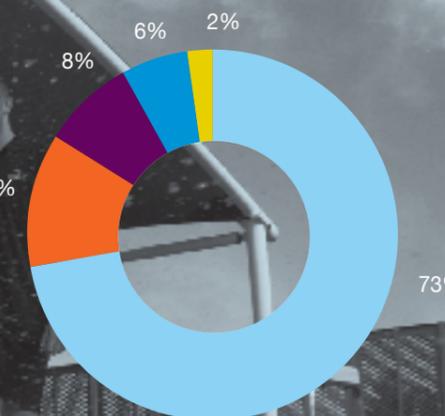
Governance

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

For details of our 2015-16 Budget see page 67.

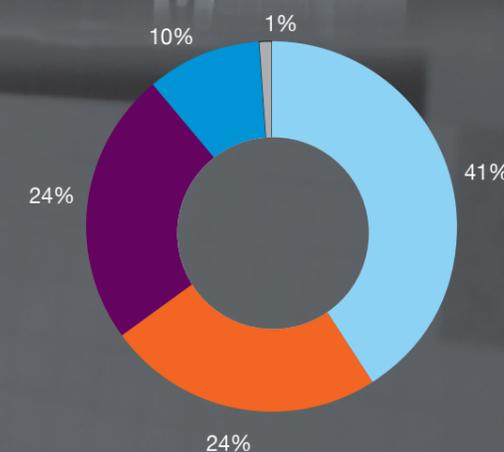
### Source of funds

Revenue type	Amount (\$)
Rates and annual charges	102,133,938
User fees and charges	16,194,761
Grants and contributions	11,010,157
Other revenues	8,285,545
Interest	2,509,637
<b>Total</b>	<b>140,134,038</b>



### Application of funds

Expenditure type	Amount (\$)
Employee costs	57,704,096
Materials and contracts	33,944,164
Net capital expenditures	32,719,162
Other operating expenses	14,312,831
Net Savings for future years	1,434,643
<b>Total</b>	<b>140,114,896</b>



# About this Plan

**This Operational Plan sets out Randwick City Council's planned activities for 2015-16. These activities all stem from our fixed 2013-17 Delivery Program, which is the mechanism for delivering our 20-year Randwick City Plan. This Operational Plan is the third annual plan within the current Delivery Program.**

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

This Plan can be read in conjunction with our detailed 2015-16 Budget document, which includes full details of our Capital Works Program. The 2015-16 Budget is available on our website or in printed format at our libraries and administration centre.

## Developing our plans

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

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

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

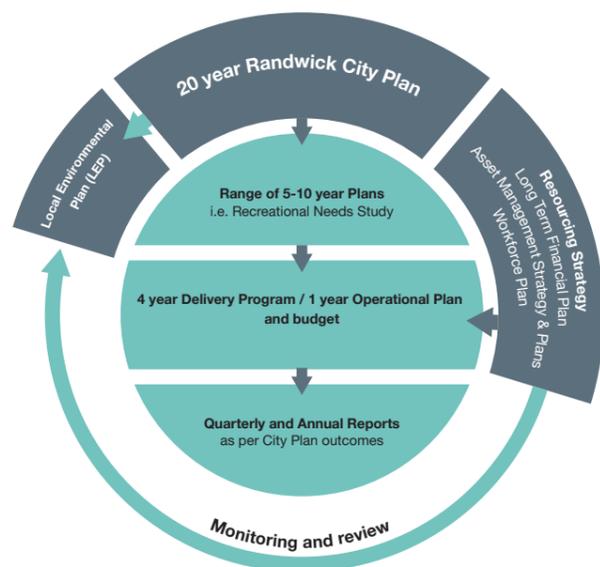
## Accountability

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

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

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

## How we meet our long-term planning goals



Yoga Class, Des Renford Leisure Centre



## How to contact us

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

You may contact us:

- At our administration centre: 30 Frances Street, Randwick NSW 2031 between 8:30am to 5:00pm Monday to Friday
- By phone **02 9399 0999** or **1300 722 542**
- By SMS **0400 722 542**
- By fax **02 9319 1510**
- By email **council@randwick.nsw.gov.au**
- Through our website **www.randwick.nsw.gov.au**. Our website hosts a range of community information, from park and sports field availability to online development application lodging; the Council's meeting minutes, plans and reports; and access to a wide range of library services. There is a feedback form on the website for comments, compliments, requests and suggestions for improvement
- Through local precincts who hold monthly meetings to discuss local issues. The Council works closely with precincts to address areas of concern. Precinct contact details can be found on our website
- Through special consultation Your Say Randwick web pages

Additional ways to connect with Randwick City Council include:

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

## How we will contact you

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

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



The Night Noodle Market 2014, Kensington

# About Randwick City and the Council

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

## Randwick City

### The Randwick area

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

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

Our City's major regional facilities include the Randwick Hospitals Complex, the University of NSW (UNSW), Randwick TAFE and many public and private schools. Part of the Port Botany area and associated

industrial activity is within Randwick City. These facilities and our location close to the Sydney Central Business District and Sydney Airport contribute to Randwick's relationship with the broader economy of Sydney.

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

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

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

### Our community

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

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

Since the Census, the ABS\* estimates that the City's population has increased by 4.3 per cent, though the rate of growth over 2013-14 was slower than the year before. In 2013-14 Randwick City's population grew at an estimated 1.0 per cent which was half the rate of the year before.

\*Source: ABS 3218.0 Regional Population Growth, Australia, Estimated Resident Population, Local Government Areas (at end June 2014)

Although Randwick City is part of Greater Sydney, the 2011 Census showed we are different in the following ways from the Greater Sydney average:

### Population

Randwick City has:

- a slightly younger population (median age 35 years vs 36 years)
- a larger proportion of the 18 to 24 age group (13.1% vs 9.5%) and 25 to 34 age group (18.9% vs 15.4%)
- a lower proportion of people in younger age groups - 0 to 17 years (17.6% vs 22.9%)
- a smaller proportion of young children (6.0% vs 6.8%)
- a slightly higher proportion of those aged 75 years and over (6.7% vs 6.1%). It is projected that our community's aged population will increase by around 2.3 per cent annually until 2031

### Education

Randwick City has:

- a higher proportion of people who completed year 12 or equivalent (65.5% vs 57.0%)
- a higher proportion of people with a university qualification - Bachelor or higher (27.9% vs 19.5%)
- more than double the proportion of people who attend a university (10.9% vs 5.2%)

### Economy

Randwick City has:

- a slightly lower unemployment rate (3.8% vs 5.6%)\*

\*Source: Australian Government Department of Employment (as at December 2014)

### Internet

Randwick City has:

- a slightly larger proportion of households with internet connections (81.1% vs 79.9%)

### Housing

Randwick City has:

- a higher proportion of people renting (42.9% vs 31.6%)
- a higher proportion of people living in social housing (7.5% vs 5.2%)
- higher median weekly rents (\$590 vs \$490)\*
- higher median weekly mortgage payments (\$2,600 vs \$2,167)
- a higher mean price for dwellings (\$1,107,000 vs \$807,000)\*\*
- a larger proportion of people living alone (13.0% vs 8.4%)

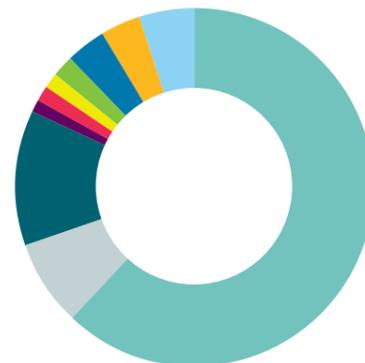
\* Source: NSW Family and Community Services; Median Weekly Rents (Dec 2014 Quarter)  
\*\* Source: NSW Family and Community Services; Housing Sales Prices (Sep 2014 Quarter)

### Cultural Background

Randwick City has:

- a slightly higher proportion of people who are Aboriginal or Torres Strait Islander (1.4% vs 1.2%)
- a higher proportion of people who were born overseas (38.5% vs 34.2%). The main countries where they were born are: United Kingdom (6,744), China (5,829), New Zealand (2,790), Indonesia (2,619), Malaysia (1,902), and Ireland (1,896)
- a slightly lower proportion of people speaking a language other than English (30.0% vs 32.4%). The most commonly spoken languages at home, other than English are: Mandarin (4.7%), Greek (3.8%) and Cantonese (3.4%)

Languages spoken at home  
(number of persons)



Mandarin	6,126
Greek	4,948
Cantonese	4,420
Indonesian	2,488
Spanish	1,975
Italian	1,661
French	1,360
Other	15,782
Not stated	10,313
English	79,916

25 per cent of Randwick City residents work in Randwick.

33 per cent of Randwick City residents travel to the City of Sydney to work.

The number of motor cycles, registered in the City, increased 9.0 per cent in 2014.

Source: RMS; Registered vehicles by vehicle type, by LGA (as at December 2014)

Over 44 per cent of residents have lived in Randwick City less than five years.



Nippers, Coogee Beach

NORTH WARD



Cr Neilson Cr Smith Cr Shurey

SOUTH WARD



Cr D'Souza Cr Belleli Cr Garcia

EAST WARD



Cr Roberts Cr Matson Cr Bowen

WEST WARD



Cr Stavrinou Cr Nash Cr Moore

CENTRAL WARD



Cr Stevenson Cr Seng Cr Andrews

# The Mayor and Councillors

The City of Randwick is divided into five wards - north, south, east, west and central. There are 15 elected representatives with three Councillors representing each ward for a four-year term. The next local government election will be held in September 2016. The Mayor is elected annually in September by the Councillors.

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

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

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

### Council meetings and decision-making

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

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

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

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

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

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



### North Ward

Cr Kathy Neilson (ALP) First elected in 2012

Cr Kiel Smith (Lib) First elected in 2008

Cr Lindsay Shurey (Greens) First elected in 2012

### South Ward

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

Cr Robert Belleli (Lib) First elected in 2004

Cr Pat Garcia (ALP) First elected in 2012

### East Ward

Cr Brendan Roberts (Lib) First elected in 2012

Cr Murray Matson (Greens) First elected in 1995

Cr Tony Bowen (ALP) First elected in 2008

### West Ward

Cr Harry Stavrinou (Lib) First elected in 2012

Cr Scott Nash (Lib) First elected in 2004

Cr Greg Moore (ALP) First elected in 2012

### Central Ward

Cr Geoff Stevenson (ALP) First elected in 2008

Cr Ted Seng - Mayor (Lib) First elected in 1995

Cr Anthony Andrews - Deputy Mayor (Ind) First elected in 2000

## Community engagement

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

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

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

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

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

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

Following Council's award-winning consultations for the Buildings for our Community Program, we promised to keep the community informed of the progress of this seven-year program. This promise included a commitment to engage the community on its implementation and to consult on each of the major projects in the program. The major projects planned for 2015-16 are detailed on page 80.

### Partnerships with other organisations

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

Key Randwick City Council partnerships include:

- **Light Rail partnerships.** The initial Rail Transport Infrastructure Memorandum of Understanding between the UNSW, Prince of Wales Hospital, Australian Turf Club (Royal Randwick Racecourse), Centennial Park / Moore Park Trust, the City of Sydney and the Sydney Cricket Ground Trust, has successfully advocated for the return of light rail.

The options now being furthered by Transport for NSW are in part reflected within the feasibility study initiated by the partnership group

consisting of the Randwick City Council, Australian Turf Club and UNSW. The Council, in conjunction with the Australian Turf Club and the UNSW, continues to work closely with Transport for NSW, to further advocate for the needs of Randwick residents and visitors.

- **Sister city relationships** both within Australia and internationally to promote mutual understanding and friendship to benefit our communities with:
    - the City of Albi in France; the Greek Island of Castellorizo; the City of Hangzhou in China and the Randwick Parish Council in Gloucestershire, United Kingdom. These agreements facilitate cultural understanding, including technical staff visits and forums for shared experience and information.
    - Narrabri and Temora Shire Councils. These active relationships involve shared leadership development, staff exchanges, provision of emergency equipment and the exchange of corporate information.
  - a Memorandum of Understanding, with the **Australian Centre of Excellence for Local Government (ACELG)**, signed by Council in 2012. In a first for local government, Council staff can get credit towards a postgraduate certificate in Local Government Leadership at the University of Technology by completing select internal learning and development courses at Council along with additional agreed assessment criteria.
- the **Sustainability Agreement with UNSW**, which Council resigned in late 2012. This is the third time that Council and the University have agreed to partner on sustainability initiatives, with the University agreeing to provide Council with access to research into sustainability and related programs, while Council will work to provide practical application of the research. In 2013, an extension of this Agreement resulted in the formation of a UNSW Expert Reference Group with specialist experts from eight different faculties, schools and

centres meeting twice a year to brief Councillors and staff across eastern suburbs councils, on international and national trends and research into sustainability related topics and issues.

- A partnership with **Housing NSW** aimed at delivering improved social and physical outcomes for residents living in and around public housing precincts in Randwick City.
- Community partnerships with the **Sydney Roosters and South Sydney Rugby League Football Clubs**, and **Souths Cares** to assist disadvantaged youth and junior rugby league clubs in our area and to support our community volunteers.
- A community partnership with the **Randwick Rugby Club** to assist disadvantaged youth and support junior rugby union and schools in our area.
- A partnership with **Off the Streets Youth Outreach Program** targeting disadvantaged and disengaged young people in the surrounding areas of La Perouse and South Maroubra.
- A partnership with the **Benevolent Society** to provide youth services including well-being programs, drop-in activities; case management and counselling.
- A vacation care program partnership with **Kooloora Community Centre** and the **YMCA**, a local youth service based in Maroubra Junction. This program provides affordable holiday programs for children from low income or disadvantaged households.
- A memorandum of understanding with **NSW Police** on the use of CCTV in Randwick City to assist in the prevention and investigation of criminal offences.
- The **Eastern Beaches Crime Prevention Partnership (CPP)**. Agencies participating in this project are the Eastern Beaches Local Area Command Police, Department of Premier and Cabinet, Department

of Housing, Attorney General's Department, State Transit Authority, UNSW, Roads and Maritime Services and the Office of Liquor Gaming and Racing. Coogee and Maroubra have been identified as areas within the City for implementation of strategies and actions.

- **3-Council Sustainability** partnership (Randwick, Waverley and Woollahra) to collaborate on common sustainability issues (water, energy and waste) and alignment of strategic sustainability outcomes for the 3 councils.
- **Design Excellence Panel** partnership with Waverley Council for the promotion and application of excellence in urban design.

## Our guiding principles

### The Charter of Council

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

- act consistently and without bias in the exercise of regulatory functions
- keep the local community and the State Government informed of activities
- account for the management of the public assets for which Council is responsible
- be a responsible employer
- properly manage, develop, protect, restore, enhance and conserve the environment.

### Our vision and mission

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

a vision for the future and working together, we will create a 'bright future'.

Randwick City Council's vision is to build 'a sense of community'. We are achieving this through our mission statement of 'working together to enhance our environment, celebrate our heritage and to value and serve our diverse community'.

### Access and equity

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

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

Throughout the year we support a range of events that reflect the diversity in our community. We celebrate regular events such as NAIDOC, Seniors' and Youth Weeks as well as internationally designated days for women and people with disabilities. Our senior citizens have opportunities to attend regular events and the highly popular annual Seniors' Christmas function. Annual celebrations such as the Coogee Carols and New Year's Eve fireworks are well attended by families and residents from across the City.

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

## Our organisation

### Organisational structure

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

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

### General Manager

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

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

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

Staff participating in Leadership Cup



### Directors and Managers

Office of the General Manager

**General Manager: Ray Brownlee**

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

Chief Information Officer: Graham Curley

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

City Services

**Director: Jorde Frangoples**

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

City Planning

**Director: Sima Truvert**

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

Governance and Financial Services

**Director: Jeff Smith**

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

### Our values

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

The ICARE Values are:

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



### Equal Employment Opportunity

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

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

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

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

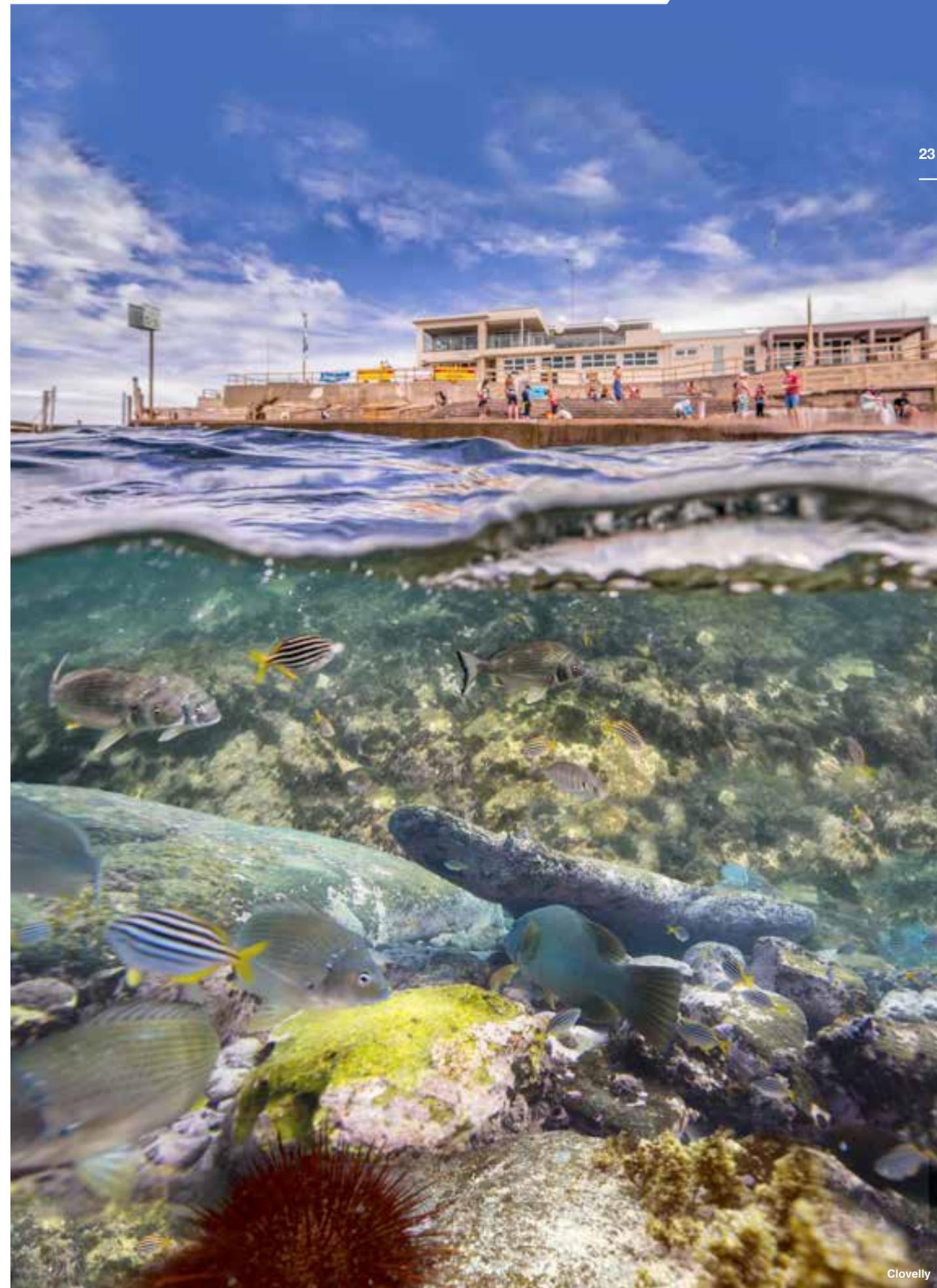
### Work Health and Safety

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

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

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

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



# Key activities

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

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

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

## Theme 1: Responsible management

Outcome 1: Leadership in sustainability

## Theme 2: A sense of community

Outcome 2: A vibrant and diverse community

Outcome 3: An informed and engaged community

## Theme 3: Places for people

Outcome 4: Excellence in urban design and development

Outcome 5: Excellence in recreation and lifestyle opportunities

Outcome 6: A liveable City

Outcome 7: Heritage that is protected and celebrated

## Theme 4: A prospering City

Outcome 8: A strong local economy

## Theme 5: Moving around

Outcome 9: Integrated and accessible transport

## Theme 6: Looking after our environment

Outcome 10: A healthy environment

Randwick Town Hall 31



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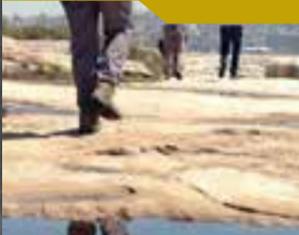
Buildings for our Community Program 44



Des Renford Leisure Centre 56



Costal Walkway 65





Looking after our Beaches

# Responsible management

## Our outcome

- Leadership in sustainability

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

## Related plans

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

### Workforce Plan 2013-23

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



### Long Term Financial Plan

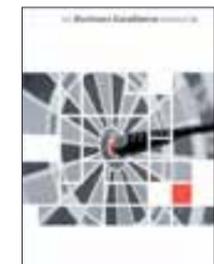
The Long Term Financial Plan is a ten-year plan which is reviewed and updated twice each year. It enables us to better plan and understand our long term financial requirements. The Plan includes consideration of sustainability, service provision levels and the creation, upgrading and renewal of infrastructure.

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



### Business Excellence Framework (BEF)

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



## Outcome 1: Leadership in sustainability

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

### Actions for Outcome 1

	4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2015-16)
<b>1a: Council has a long term vision based on sustainability.</b>		
<b>1a.1</b>	Implement the Integrated Planning and Reporting Framework including the Randwick City Plan, medium term plans and the Resourcing Strategy across the four year cycle.	Promote the Council's planning and reporting to the community and provide opportunities for input.
<b>1a.2</b>	Ensure sound long term financial strategies underpin the Council's asset management policies and strategic vision.	Coordinate and update the Council's 10-year Long Term Financial Plan (twice yearly).  Manage, monitor and review the Council's financial performance and position on a continual basis.
<b>1b: Council is a leader in the delivery of social, financial and operational activities.</b>		
<b>1b.1</b>	Demonstrate best practice and leadership in local government.	Embed the ICARE corporate values (integrity, customer focus, accountability, respect, excellence) through a range of activities.  Continue fostering a great place to work through a sustainable supply of critical talent and capabilities.  Establish initiatives in-line with the NSW Local Government reform, Fit for the Future, process.
<b>1b.2</b>	Contribute to protecting the Council's reputation and enhancing its positive public image.	Effectively use media and online communities to promote and protect Council by monitoring, responding and providing an effective media enquiries and response process.  Proactively promote the Council's achievements, programs, policies and projects.
<b>1b.3</b>	Maintain a high performing workforce that is responsive to the needs of the organisation.	Implement the Council's Learning and Development Strategy 2013-17.

	4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2015-16)
<b>1b.4</b>	Provide good governance and administrative support for the Council and organisation.	Ensure the effective and efficient administration of Council and Committee Meetings for the benefit of Councillors and the community.  Ensure compliance with the Government Information (Public Access) Act 2009 and assist the community in obtaining access to appropriate Council information/documents.  Maintain transparency and accountability in the purchasing of goods and services. Ensure compliance with purchasing procedures.  Manage the Council's property portfolio.  Manage the Council's insurance program.  Ensure timely response to community requests for information through optimum performance of the Council's Electronic Document Management System (TRIM).  Ensure timely and cost effective access to all information and optimal usage of storage space through the implementation of an effective archive system.
<b>1b.5</b>	Effectively and efficiently manage financial operations, systems and information.	Ensure all Financial Operation's processes and procedures are timely and accurate to provide both internal and external customers with high service levels for rating, debtors, accounts payable, payroll, investments, cash management and fleet management.  Ensure the accurate levy, and collection of rates and charges, and provide appropriate payment options.  Maximise returns of the Council's investment portfolio while minimising risk.  Provide timely financial information, advice and reports to the community, the Council, senior management and staff.
<b>1b.6</b>	Be recognised as providing quality internal and external customer service and call centre services.	Continue to implement the Customer Service Charter across the organisation.  Monitor response times to customer service requests.
<b>1b.7</b>	Continue to improve and implement business process systems and information infrastructure	Provide up-to-date database of name and address details in the Name and Address Register to ensure accurate and efficient communication.  Provide continued improvement, support, and implementation of business applications and processes and business systems.  Provide the necessary information technology infrastructure and support to meet the Council's corporate objectives.  Provide help desk support to the organisation.  Provide continued improvement, support, and implementation of intranet, collaboration, forms, and workflows for internal business processes.  Provide database integrity checks and reports, application development, business intelligence systems and develop integration of business systems.  Provide Line of Business application support to the organisation.
<b>1b.8</b>	Provide a safe and healthy environment for staff, contractors and the community.	Continue the process to achieve accreditation in AS/NZS 4801:2001 Occupational Health and Safety Management systems.  Manage the Council's Workers Compensation Insurance Program.  Implement the Council's Workplace Health, Safety, Risk and Welfare Strategy.

Continued from previous page

4-Year Delivery Program (2013-17)		1-Year Operational Plan actions (2015-16)
<b>1b.9</b>	Support the community and organisation through the improvement and expansion of online systems and GIS mapping.	Produce accurate and high quality maps. Ensure map and data integrity by cross referencing maps with other data sources, such as property and assets data.
		Delivery of online maps including interactive maps. (Refer 3a).
		Provide mapping systems for 2D and 3D viewing and analysis.
<b>1c: Continuous improvement in service delivery based on accountability, transparency and good governance.</b>		
<b>1c.1</b>	Apply the four-year Continuous Improvement Strategy within the organisation.	Build the capacity of the organisation to implement the Business Excellence Framework through training workshops and process reviews.
		Implement the 2015-16 Internal Audit Plan.
		Deliver and test Crisis Management (disaster recovery) Plan and Business Continuity Plan.
		Leverage workforce capabilities to continuously meet changing organisational needs.
<b>1c.2</b>	Implement a systematic and structured approach to obtaining feedback from customers and managing existing data and information.	Implement the City Plan Indicators, incorporating the review and analysis of data and community satisfaction levels.
<b>1c.3</b>	Proactively manage enterprise risks within Council's integrated risk management system.	Work towards accreditation in AS/NSZ ISO 9001:2008 - Quality Management Systems.

**Our measures for this outcome include:**

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



# Randwick Town Hall

The Randwick Town Hall, on the corner of Avoca and Frances Streets, is a place of high local heritage significance. In this building the Council has conducted civic duties for 132 years and a wide range of community and political events have been held including fetes, fairs, flower shows, plays, dances, musical events, fundraising activities, election polls and citizenship ceremonies. It has also hosted celebrations and ceremonies for eminent people such as Amy Johnson, the renowned female aviator.

The Town Hall is part of the St Jude's Heritage Conservation Area which includes St Jude's Anglican Church, Rectory, the former Borough Chambers, the former School Hall, and Cemetery. The building's significance is recognised through its listing as a heritage item in Randwick Local Environmental Plan 2012 and on the State Heritage Register.

The building, constructed in 1882, was designed by Blackman and Parkes. Blackman's projects also included the Callan Park Asylum. Varney Parkes, the seventh child of NSW Premier Sir Henry Parkes, and an elected member of the NSW Legislative Assembly, also designed the Vaucluse Council Town Hall at Watson's Bay.

The original Randwick Town Hall was a modest two storey building located in front of a 400 person grand hall with stage, dressing rooms, and gallery. The building's stonework includes two carved heads above the main door and cedar has been used in the interior. A library occupied part of the first floor while the council chamber was situated on the second floor.

In 1886 a new south wing was added to house the newly established Randwick School of Arts while a new north wing was added a year later to provide residential accommodation for the Town Clerk and Chief Engineer - both key positions of local government at the time.

The Town Hall was enhanced by the dedication of 4 acres of land behind the building for public gardens which were later taken over by a tramway. Between 1886 and 1893 the tower, roofed with a segmental copper cupola and spirelet, was constructed.

In 1940 the Town Hall was reconfigured to construct a new chamber on the first floor of the south wing. The purpose-designed furniture for this room is still in use in the present council chamber although the chairs have been replaced.

In mid 1951, a foundation stone, laid by Mayor Lionel Bowen, marked the addition of a temporary public library next to the Town Hall.

Following further extensions in 1972, the ground floor suite of the Town Hall building was converted to a library. Randwick Historical Society subsequently occupied the ground floor rooms on the north side of the original entry from 1992 until 2006.

Under the Buildings for our Community Program, a range of conservation, remedial and upgrade works will be undertaken to the Randwick Town Hall commencing in 2016. The proposed works will facilitate adaptive re-use of the building, commensurate with its civic focus, while retaining and conserving its heritage value.



Crèche, Des Renford Leisure Centre

# A sense of community

## Our outcomes

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

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

## Related plans

### An Inclusive Randwick City

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

In 2015-16 we will work with our key community service providers to identify and implement projects to assist residents in need of social or welfare services. Our staff will collaborate with service providers and government agencies to attend to service gaps in a cost effective manner.



### A Cultural Randwick City

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

Council holds a variety of cultural events such as an International Women's Day Art Prize and Exhibition, youth activities and the monthly Twilight Concert Series which are well attended. Randwick City Council also provides funds and support for other cultural events, such as the Randwick Arts Society exhibition, through its cultural and community grants program. These programs will continue into 2015-16, with the Randwick Town Hall as the key focal point for the Twilight Concert Series.

Randwick City Library will continue to run an annual program of cultural events, including monthly author talks, writing and poetry workshops, cryptic crossword classes and book clubs aimed at adults, teens and children. The popular Summer Reading Club for children and the Teen Summer Reading Challenge will also be held this year. To encourage and celebrate talent amongst young writers, Randwick City Library will conduct the biennial Lionel Bowen Young Writers' Award in 2014. Randwick City Library will also act as a satellite venue for the annual Sydney Writer's Festival.

Appreciation of the arts will be fostered through Randwick City Library's art classes for adults and children and monthly meetings of the Next Chapter Art Appreciation Group. Bowen Library and Community Centre will continue to act as a venue for the Actor's Forum.

Dedicated gallery space at the Bowen Library will feature exhibitions that celebrate the history and talent of the local area, with exhibitions across 2014-15 including Toys Through Time, A Migrant Story: Mementos, FAME: Randwick Girls and Boys High (schools) Show Costumes, Creative: An Exhibition of HSC Major Works and Anzac Centenary. Local history will continue to be explored with historical talks, some in partnership with the Randwick and District Historical Society.



### Community Consultation Principles and Consultation Planning Guide

Council adopted the Community Consultation Principles and Consultation Planning Guide in

2008 to guide and direct community consultations. This policy is based on international best practice principles and was developed after extensive community consultations.

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

We further develop our consultation practices through the Your Say Randwick website, giving our residents additional opportunity to join in community conversations on our projects and plans. The policy was updated in February 2013 to incorporate Council's social media.



### Grants, Donations and Subsidies Policy

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

In 2015-16, Council will continue to focus on implementing policies and practices to provide for an equitable, transparent and accountable framework for determining and allocating its grants, donations subsidies.

## Outcome 2: A vibrant and diverse community

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

### Actions for Outcome 2

4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2015-16)
<b>2a: Meet the needs of our diverse community and provide equitable access to social services and infrastructure.</b>	
<b>2a.1</b>	Maintain a current understanding of our community's needs and up to date information to support planning and program development.
	Review the Council's Cultural Randwick City and finalise the review of A Safer Randwick City, (Crime and Community Safety Plan), to ensure that the action plans continue to support identified needs.
	Participate in local social services agency meetings to share information and identify emerging needs across target groups.
<b>2a.2</b>	Provide high levels of accessibility to the Council's community facilities and infrastructure.
	Continue to implement the subsidised rental policy for use of the Council's facilities.
	Ensure Council's multi-purpose centres are managed in accordance with business and/or plan of management objectives.
	Deliver quality educational and care programs at Moverly Children's Centre in accordance with all regulatory and legislative requirements.
<b>2a.3</b>	Support the different groups in the community to improve access to services and recreational activities.
	Implement a planned program of activities and services for our specific target groups aimed at promoting community participation and social inclusion principles.
	Ensure currency of content on Council's website that is translated into five languages most widely used other than English, (Chinese, Greek, Indonesian, Spanish and Russian) in Randwick City.
	Maintain and develop partnerships with external organisations which support CALD communities.
	Ensure Library non-English language collections are appropriate to the demographics of Randwick City and are well promoted and utilised.
	Provide a range of programs and activities for CALD community.
<b>2a.4</b>	Implement programs from the crime prevention and safety plan (A Safer Randwick City).
	Monitor and maintain infrastructure, at risk of vandalism, within Randwick City.
	Liaise with NSW Police and other Agencies in relation to the operation of the Coogee CCTV system, licensed premises and crime prevention.
<b>2a.5</b>	Provide improved opportunities for local Aboriginal and Torres Strait Islander people to access support services including employment, family support and recreational activities.
	Support service providers and local indigenous communities to deliver support projects.
<b>2a.6</b>	Implement the social inclusion plan (An Inclusive Randwick) to reduce disadvantage and address gaps in service provision.
	Work with local service providers by participating in joint service planning and projects aimed at addressing identified and emerging community needs.
<b>2a.7</b>	Implement grants programs in accordance with the Council's guidelines to enhance services that meet community needs.
	Administer the Council's annual Community Partnership Funding Program, Cultural and Community Grants Programs, and Randwick ClubGrants NSW on behalf of participating clubs.

4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2015-16)
<b>2b: Strong partnerships between the Council, community groups and government agencies.</b>	
<b>2b.1</b>	Provide support for resident precinct committees, local chambers of commerce and combined service clubs.
	Continue to support precinct meetings and quarterly combined meetings with information, responses to resolutions, printing and advertising. Continue to host combined Chambers of Commerce meetings.
<b>2b.2</b>	Participate in external groups that provide support and services for the local community.
	Provide on-site assistance to at least two local service providers in response to identified priority needs or service gaps.
<b>2b.3</b>	Implement joint projects with community groups and government agencies to achieve improved service coordination and value for money outcomes.
	Promote awareness of community services available to local residents through an annual Information Day and Service Provider Expo, in partnership with service providers.
<b>2c: New and upgraded community facilities that are multi-purpose and in accessible locations.</b>	
<b>2c.1</b>	Progressively update plans of management, in accordance with an established priority list, focusing on sustainable design and multi-use facilities.
	Participate in the preparation of a Business Plan for the La Perouse Museum.
<b>2c.2</b>	Implement the Community Facilities Plan as per identified priorities.
	No specific action is planned under this program in this year of the Delivery Program 2013-17.
<b>2d: Our cultural diversity is appreciated and respected.</b>	
<b>2d.1</b>	Implement A Cultural Randwick City.
	Implement cultural activities and projects that cater to a diverse range of audiences and age groups, such as Twilight Concert program and International Women's Day Art Competition and Exhibition.
<b>2d.2</b>	Deliver and/or sponsor a range of cultural programs to promote a sense of community.
	Implement Council's planned events, such as The Spot Festival and Coogee Christmas Carols.

## Outcome 3: An informed and engaged community

Our community will participate in shaping our City.

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### Actions for Outcome 3

4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2015-16)
<b>3a: Effective communication methods and technology are used to share information and provide services.</b>	
<b>3a.1</b> Provide information to the community on the Council's services and activities using effective communications methods.	<p>Monitor and apply corporate communications and visual design standards to the Council's communications materials, products and website.</p> <p>Advise on and/or produce effective and targeted communications plans and products for the Council and its services and activities.</p> <p>Produce regular print and electronic newsletters to inform and engage the community about Council activities, events and projects.</p> <p>Produce high quality graphics to support and enhance Council's business.</p> <p>Manage and effectively use Council's banner poles as an outdoor communication medium.</p>
<b>3a.2</b> Ensure that the Council's website provides an accessible and usable interface between the Council and the community.	Maintain and enhance the Council website to provide suitable and accessible content.
<b>3a.3</b> Implement technological solutions that support the development of services and resources and meet the needs of the community.	<p>Continue improvement and expansion of the external web site content and provision of online services to our community, via the website and phone app.</p> <p>Ensure optimum utilisation of new Library Management System functionality to improve online access to information, services and resources.</p> <p>Continue to provide innovative hardware, software and web solutions to library customers and staff.</p> <p>Implement and support IT infrastructure for access to local e-government services.</p>

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4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2015-16)
<b>3b: The Council actively promotes the community services offered by other agencies.</b>	
<b>3b.1</b> Continue to maintain community information programs.	Through the Library, provide the community with lifelong learning opportunities e.g. Tech talks, TechConnect, information talks for various community groups.
<b>3c: The community has increased opportunities to participate in decision-making processes.</b>	
<b>3c.1</b> Develop opportunities for community input into the Council's decision-making processes.	<p>Develop and support effective consultation plans to support the Council's projects.</p> <p>Use social media to further opportunities for the community to be part of the decision-making process and to connect with Council and other residents about Randwick City's projects, events and activities.</p>

#### Our measures for this outcome include:

**SOC01** Level of satisfaction with community centres and halls

**SOC02** Number of people that attended Council events

**SOC03** Level of satisfaction with the Council's provision of information to residents about activities, services and community services

**SOC04** Level of satisfaction with community consultation

**SOC05** Number of hits on the Randwick City Council Website

**SOC06** Number of people following the Randwick City Council Facebook page and Twitter Account

**SOC07** Number of hits on LINCS (Community Services) webpage

**SOC08** Percentage of surveyed residents that stated they feel part of their local community

**SOC09** Percentage of the community that rate their quality of life as very high



## We're Listening

Randwick City Council believes that in order to deliver great services, projects and programs, we first need to understand the needs of our community. And we believe that understanding comes from listening.

Community engagement – or the art of listening – is something that is embedded in the culture of Randwick City Council. It is printed in our policies and procedures, but it's also part of the work ethic of staff to deliver quality services and programs.

The community has a right to have a say in how council spends their rates, but we also believe that by involving the community in the decision-making process, we can achieve better results. Our local community has a large amount of knowledge about their area and lots of ideas on how to improve it.

Council is committed to providing a range of ways that residents and ratepayers can get involved. Every two years we conduct a communication survey to better understand how people want to get information about council and what mediums they want to use.

On major issues the Mayor sends letters directly to affected residents and we also use signage to let interested residents know about proposed or planned upgrades to buildings and parks.

Council also hosts a range of public meetings, information sessions and focus groups on current topics or projects. Council's Precinct system is another way for residents to engage with Council and have a say. Council supports a 12-Precinct system which combined host more than 100 public community meetings each year open for local residents and ratepayers to attend.

Council understands that Randwick City residents have busy lives and are not always able to attend meetings or information sessions when they are scheduled. To provide greater flexibility and options to comment, we've developed our consultation hub [www.yoursayrandwick.com.au](http://www.yoursayrandwick.com.au). This site is accessible 24/7 and users can subscribe and receive updates on all current community consultation programs taking place in Randwick City.

You can take part in chat forums, Q&As, surveys and interactive maps to obtain feedback and comment on a range of issues from our budget to building upgrades, road upgrades and even fun topics like where we should fly NRL Roosters and Rabbitohs banners!





Aqua-aerobics, Des Renford Leisure Centre

# Places for people

## Our outcomes

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

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

## Related plans

### Comprehensive LEP/DCP

Our Local Environment Plan (LEP) and Development Control Plan (DCP) are key planning instruments for the development of our City. The new Randwick LEP 2012 is in line with the State Government's standard LEP template and legislative changes, and is consistent with the directions set out in our 20-year Randwick City Plan.

The Randwick LEP 2012 became effective in February 2013 after a two staged review and consultation process. The first stage was a series of discussion papers over 2010 and 2011 followed by statutory consultations in 2012. The Randwick DCP contains detailed planning and design guidelines for new development and supports the statutory planning controls of the Randwick LEP. The DCP came into effect on 14 June 2013, and followed extensive and informative public consultation. It replaced 35 separate DCPs and policies, and was updated based on planning best practice, legislative changes and community feedback.

### A Safer Randwick City



A Safer Randwick City is our crime prevention and community safety plan. It summarises the major crime and safety issues within our City and the priorities identified in consultation with NSW Police and the local community. Actions under this plan in 2015-16 include maintaining CCTV network surveillance, monitoring premises for compliance with Late Trading regulations, and working with the local Community Drug Action team (CDAT) to deliver harm minimisation projects to school children and their parents.

### Asset Management Strategy



Randwick City Council owns and operates more than \$1.3 billion worth of assets, including footpaths, roads, drainage, parks, buildings and equipment. Our Asset Management Strategy 2013-23 analyses our existing assets, allows us to properly plan necessary maintenance, and makes projections for replacement as necessary. From this strategy we have developed asset management plans for each major category of asset. We are continuing with our plan to implement an Asset Management System to assist with analysis and project funding requirements.

### Recreation Needs Study



The Recreation Needs Study has enabled Council to gain a better understanding of the future role of open space for residents and visitors, and the impact changing needs may have upon the current and future provision of open space and sporting facilities across the City.

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

In 2015-16 we will upgrade the existing southern clubhouse amenities and begin planning for a new indoor centre.

At Chifley Sports Reserve we will construct an all abilities playground and plan for a new amenities building.

We are continuing plans for the extension of the Coastal Walkway through the Malabar Headland. A plan is underway for a walkway through NSW National Parks and Wildlife Service (NPWS) land, located on the western side of the headland, to allow for construction of this section. Negotiations with all of the southern golf courses are ongoing to develop and detail options for a connected coastal walkway from Malabar to La Perouse.

### s.94A Development Contributions Plan

Where a condition of being granted development consent is that the property owner must pay a levy to their council, this levy is used to meet the cost of public facilities. In Randwick City, these levies contribute to funding projects such as the Coastal Walkway and implementing the plan of management at Heffron Park.

The Development Contributions Plan's schedule of works was reviewed in 2014 and a new plan was adopted in March 2015.



### Affordable Housing Strategy

Randwick City Council's Affordable Housing Strategy was developed to ensure that we can maintain a mix of socio-economic groups within the City. People who need affordable housing (as opposed to social housing) are those on low to moderate incomes who are facing housing stress. Affordable housing principles are included in the updated comprehensive LEP.

## Outcome 4: Excellence in urban design and development

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

### Actions for Outcome 4

	4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2015-16)
<b>4a: Improved design and sustainability across all development.</b>		
4a.1	Require a high standard of design quality in new development.	Review development and urban design standards in relation to Light Rail major strategic developments.  Commence review of planning and design controls for Kingsford Commercial Centre and analyse Anzac Parade streetscape for public domain improvements.
4a.2	Promote and recognise design excellence and sustainability through events or other activities.	Prepare for Architecture Talks and stage the 2015-16 Urban Design Awards.
<b>4b: New and existing development is managed by a robust framework.</b>		
4b.1	Develop and implement effective processes and strategies to manage the impact of new and existing development.	Determine DAs efficiently and in accordance with the provisions of the LEP and DCP.  Implement the recommendations of the customer satisfaction survey of the DA process.  Consider the recommendation of the Design Excellence Panel in all reports.

## Outcome 5: Excellence in recreation and lifestyle opportunities

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

### Actions for Outcome 5

	4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2015-16)
<b>5a: Maximise opportunities for residents and visitors to enjoy both active and passive open space uses.</b>		
5a.1	Progressively update open space plans of management, in accordance with an established priority list and the Recreation Needs Study, focusing on active and passive recreation opportunities.	Commence preparation of the Plan of Management for Kensington Park.
5a.2	Continue work towards creating a continuous Coastal Walkway from Clovelly to Botany Bay as detailed in the Recreation Needs Study.	Plan and construct proposed route through Randwick Golf Course, and develop a concept route through The Coast Golf Course, St Michaels Golf Course and the NSW Golf Course.  Complete a detailed design for the Coastal Walkway through the NSW National Parks and Wildlife Service land to the west of Malabar Headland.

	4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2015-16)
<b>5b: Facilitate a range of sporting and leisure activities.</b>		
5b.1	Introduce and maintain a diverse range of programs to increase attendances at Des Renford Leisure Centre (DRLC) from year to year.	Continue to provide and expand community programs at Des Renford Leisure Centre in line with industry trends.
5b.2	Implement open space plans of management with a focus on multi-uses such as the Heffron Park Plan of Management.	Construct multi-purpose, synthetic playing fields at Heffron Park.  Plan and construct an all abilities playground at Chifley Sports Reserve.
<b>5c: Create new open space as opportunities arise.</b>		
5c.1	Advocate the return of the remaining Commonwealth land at Malabar Headland to community open space.	Negotiate with Commonwealth and State Government agencies for community access to the Malabar Headland.
5c.2	Consider opportunities for public open spaces connecting paths in any major renewal of other sites or localities.	Consider public space and access opportunities in conjunction with the proposed light rail project.
<b>5d: Library programs, resources and facilities provide innovative and inspirational opportunities for education and leisure.</b>		
5d.1	Improve and develop existing and new library facilities, services and resources ensuring their ongoing relevance to the community.	Undertake a community satisfaction survey of library services.  Ensure the acquisition of new resources, including digital resources, reflects community trends and meets user expectations.  Continue to refurbish Bowen Library and create a single service point, to increase efficiency of operations.  Revise the marketing plan and implement the calendar of events.  Through the Library, initiate a program of community outreach events and activities.

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

The 2015-16 financial year is the sixth year of the Buildings for our Community Program, with 32 projects completed to date.

Last year we constructed new amenities at Coral Sea Park and in the east precinct of Heffron Park. Amenities in the south west and central west precincts of Heffron Park were upgraded as were the amenities in Cromwell Park. Restoration works were also completed on the James Robertson Fountain and Beiler Park Gateway.

In the year ahead, one of the largest projects in the Buildings for our Community Program will be designing for the construction of a new indoor multi-use recreation centre at Heffron Park. The new multi-function centre will provide shared courts to cater for a variety of sports and activities such as basketball, indoor netball, indoor soccer, volleyball, handball, badminton and shared space for other sports; and activities such as table tennis, martial arts, climbing equipment, yoga, pilates, and dance. The centre will also provide spectator seating, equipment storage rooms and club rooms.

See page 78 for a detailed update on the Buildings for our Community Program.

# Buildings for our Community Program



Coogee Oval



Heffron Park, Maroubra

## Outcome 6: A liveable City

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

### Actions for Outcome 6

4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2015-16)
<b>6a: Our public infrastructure and assets are planned, managed and funded to meet the community expectations and defined levels of service.</b>	
<b>6a.1</b> Implement the strategic infrastructure and asset management (SAM) system to deliver intergenerational equity and meet Council's obligations as the custodian of our community's assets.	Implement an Asset Management System for Council's infrastructure assets.
<b>6a.2</b> Conduct programmed infrastructure and asset maintenance management in accordance with adopted service levels.	Maintain drainage infrastructure (kerb and gutter, drainage pits and gross pollutant traps).
	Maintain open space areas (parks, sports fields, gardens, streetscapes and cemeteries).
	Maintain building facilities (amenity buildings, community centers, boardwalks and park furniture).
	Maintain road pavement infrastructure (pot holes and large surface repairs), line markings and signage infrastructure.
	Maintain footpaths, such as rectifying uneven surfaces.
	Implement the Footpath Construction and Renewal Program, including access kerb ramps, as part of the Capital Works Program.
	Implement the Road Rehabilitation Program as part of the Capital Works Program.
	Implement the Building Capital Maintenance Program.
	Implement the Drainage Program incorporating the Stormwater Management Service Charge as part of the Capital Works Program.
	Continue construction of the Coogee commercial centre upgrade.
<b>6a.3</b> Implement and complete all works in the Buildings for our Community Program.	Plan and construct all projects listed in Year 6 of the Buildings for our Community Program, for example upgrading amenities at local Fishermans' Clubs.

4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2015-16)
<b>6b: Our centres, beaches, streets and other public places are safe, inviting, clean and support a recognisable image of our City.</b>	
<b>6b.1</b> Conduct public place cleaning in accordance with adopted service levels.	Ensure business centres and beaches are cleaned.
<b>6c: The safety of our community is paramount and is acknowledged and supported through proactive policies, programs and strategies.</b>	
<b>6c.1</b> Implement actions identified in the Council's crime prevention and community safety plan (A Safer Randwick City) to reduce anti-social behaviour and foster a safer city.	Work with service providers, Community Drug Action Team, and other relevant agencies to deliver at least two drug and alcohol intervention projects.
	Work with members of the Eastern Suburbs Domestic Violence Network in projects that address domestic violence issues.
	Implement the Safety by Design Provisions of the DCP in the assessment of applications.
	Participate in the Eastern Suburbs Liquor Accord.
	Participate in UNSW Crime Prevention Partnership.
<b>6c.2</b> Educate the public on surf and water safety.	Deliver the Surf and Water Safety education program to 20 schools.
<b>6c.3</b> Implement effective regulatory and compliance services and programs to maximise public health and safety in Randwick City.	Implement effective building regulation and compliance strategies.
	Implement effective building certification and fire safety programs and activities.
	Implement effective food safety and other environmental health programs and activities.
	Maintain bacterial and chemical parameters at Des Renford Leisure Centre to ensure compliance with NSW Health guidelines for pool and recycled water quality.
<b>6c.4</b> Implement the Road Safety Action Plan.	Develop and implement road safety behavioural projects (eg. pedestrian safety, speeding motorists, drink driving).
<b>6d: A strategic land use framework provides for our lifestyle changes and for a continuing, yet low rate of growth across our City.</b>	
<b>6d.1</b> Complete and implement the strategic land use framework (the comprehensive LEP and DCP).	No specific action is planned under this program in this year of the Delivery Program 2013-17.
<b>6d.2</b> Continually monitor and update the strategic land use framework for continual improvement.	Review Sub-Regional Planning Strategy and assess impacts on planning framework.
	Investigate ePlanning opportunities in response to changes in Council's web platform.
	Undertake a review of the Development Control Plan.
<b>6d.3</b> Ensure equitable and timely implementation of the s.94A Contributions Plan and work program to enhance infrastructure and facilities.	Monitor Council's s.94A Development Contributions Plan as required by any development activity and capital works.

## 6e: Enhance housing diversity, accessibility and adaptability to support our diverse community.

6e.1	Provide for enhanced adaptability and accessibility of housing.	Implement Council's Home Maintenance and Modification Program in accordance with Service Plan ratified with NSW Family and Community Services and the Commonwealth Government.
6e.2	Implement Council's Affordable Housing Strategy and Action Plan to facilitate new and retain existing affordable housing.	Continue to monitor the Council's rental housing program to ensure all statutory requirements are met and the dwellings tenanted in accordance with the Council's Affordable Rental Housing Procedures.  Investigate further affordable housing opportunities as a part of the planning framework including sub-regional planning process and major strategic developments.
6f.1	Undertake an ongoing program of comprehensive commercial centre reviews.	Undertake strategic planning and urban design review of Randwick Junction commercial centre and respond to the Light Rail Project.

## Outcome 7: Heritage that is protected and celebrated

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

### Actions for Outcome 7

	4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2015-16)
<b>7a: Our heritage is recognised, protected and celebrated</b>		
7a.1	Local and cultural history is recognised, known, preserved and celebrated (through events, media, etc.)	Promote local and cultural services and collections through a range of public programs, exhibitions and partnerships that enhance community interpretations of heritage.  Develop and make accessible heritage documents and resources through ongoing acquisition and adoption of relevant technologies e.g. digitisation and blogs.
7a.2	Prepare and implement management and maintenance plans for heritage properties owned by the Council.	Manage Council heritage monuments, murals and properties.
7a.3	Implement, monitor and review our City's heritage planning provisions to ensure suitable conservation and adaptive re-use.	Provide heritage advice on State significant and local developments.  Proactively manage and promote the City's urban heritage.

Arden Street, Coogee



### Our measures for this outcome include:

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



The 2015 Spot Festival, Randwick

# A prospering City

## Our outcome

- A strong local economy

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

## Related plan

### Economic Development Strategy

The Randwick Economic Development Strategy (2009) is designed to strengthen the local economy and to support business by providing a positive framework and direction to guide and help promote sustainable economic development. The Strategy centers on further improving the current solid foundations for success and creating economic opportunities for individuals and businesses by identifying Randwick City's economic strengths and addressing its challenges.

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

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



UNSW students



## Outcome 8: A strong local economy

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

### Actions for Outcome 8

	4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2015-16)
<b>8a. Vibrant business, commercial and industrial sectors that provide ongoing and diverse employment opportunities and serve the community.</b>		
8a.1	Implement the adopted recommendations of the Economic Development Strategy in relation to vibrant business, commercial and industrial sectors.	Focus on building existing local strengths and capabilities in Randwick City's business, commercial and industrial sectors by understanding the existing retail/commercial/ industrial dynamic and monitoring change.
8a.2	Implement a range of strategies to support the development of vibrant commercial centres.	Investigate the potential to enhance the visitor experience by facilitating community/cultural events and additional public art installations in Randwick City.
8a.3	Review and update the Economic Development Strategy.	Review and update the long term actions and initiatives contained within the Economic Development Strategy.
<b>8b: Support and strengthen the Hospital and University precinct's provision of specialised education and health services and employment growth.</b>		
8b.1	Implement plans and strategies that strengthen the Hospital and University precincts' education, health and medical research functions.	Participate in the master-planning process with Health NSW for the Hospital Complex and with UNSW for the University precinct.
<b>8c: Develop and strengthen effective partnerships with key locally based organisations.</b>		
8c.1	Implement the adopted recommendations of the Economic Development Strategy in relation to partnerships with locally based organisations.	Establish and maintain rewarding partnerships with the local Chambers of Commerce and Business Associations and locally based institutions such as the UNSW, TAFE and Randwick Hospital Complex.
8c.2	Consider online opportunities to enhance communication partnerships on economic development.	Encourage local businesses to innovate by providing information on the economic opportunities created through an online business presence and through business communication using social media.
<b>8d: Tourism's role in the local economy is acknowledged.</b>		
8d.1	Implement the adopted recommendations of the Economic Development Strategy in relation to tourism.	Attend, and provide administrative support to, all Randwick City Tourism meetings. Work with Randwick City Tourism Incorporated to improve the availability of information about tourism and recreation within Randwick City.

### Our measures for this outcome include:

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



Cycleway, Heffron Park

# Moving around

## Our outcome

- Integrated and accessible transport

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

## Related plans

### The Randwick Bicycle Plan

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

The plan outlines a process of staged implementation and establishes priorities for the work. Recently the Council decided to review the priority order for the implementation of bike routes. This is to ensure that we develop bike routes to each of the proposed light rail termini and to the other light rail stops too. Public consultation on the review of the priority routes will be undertaken.

### Road Safety Action Plan

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

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

The Road Safety Action Plan for 2015-16 will focus on:

- older pedestrians
- local street speeding issues
- child restraint safety – 0 to 8 year olds
- safety around schools
- workshops for supervisors of learner drivers
- support for existing RMS state-wide campaigns.



# Des Renford Leisure Centre

The Des Renford Leisure Centre, named in honour of the renowned marathon swimmer who trained at the centre in preparing for his 16 successful crossings of the English Channel, is located on the corner of Robey and Jersey Streets in Maroubra.

In 2014 the centre was extended to include a new fitness centre with an upstairs gym; spin and aerobics rooms; and a purpose built crèche, providing new activities for both recreation and fitness to the existing indoor and outdoor pools.

The new Des Renford Leisure Centre has something for everyone. This multi-faceted facility offers a range of individual, social, and group keep fit programs, in addition to the five indoor and outdoor swimming pools. Each year the centre hosts numerous school swim carnivals where the atmosphere is electric; aqua fitness classes for all ages; as well as learn to swim classes. Come at any time to enjoy a casual swim or a few laps.

You will find top of the range equipment in the gym, where a qualified gym instructor is always present to

offer advice and help with your workout sessions.

If you prefer, the professional gym trainers can offer one on one consultation and help put together a personal training plan to match your needs, whether its strength building, cardiovascular or a keep fit program.

At the centre we offer a crèche facility which gives parents opportunity to go to the gym, an aerobics class of their choice, do some laps or have a coffee knowing that their child is taken care of by qualified staff.

Des Renford Leisure Centre membership is both affordable and flexible, giving you choices to come as often as you want and use any of the range of facilities and programs on offer.

## Outcome 9: Integrated and accessible transport

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

### Actions for Outcome 9

	4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2015-16)
<b>9a: A network of safe and convenient walking paths and cycle ways linking major land uses and recreation opportunities</b>		
9a.1	Review, improve and implement facilities for cyclists as detailed within the Randwick Bicycle Plan.	Review Randwick Bike Plan to optimise with Light Rail network.
9a.2	Continue to use the footpath program to improve and develop facilities for people who are walking and identify opportunities for pedestrian improvements through the preparation and implementation of pedestrian and mobility plans for our commercial centres.	Plan for safe pedestrian accessibility throughout the footpath network.
<b>9b: The community is informed, educated and encouraged to use sustainable transport</b>		
9b.1	Implement Council's Energy Savings Plan and Local Greenhouse Action Plan to reduce reliance on private motor vehicles.	Plan for safe, accessible and attractive pathways and encourage increased use of walking, public transport and cycling networks.
9b.2	Continue to show leadership in this area with Council's vehicle and transport choices.	Monitor fuel usage and CO2 emissions from the Council's fleet of vehicles.
<b>9c: Advocate and / or plan for integrated local and regional transport improvements, including high capacity transport such as light/standard rail.</b>		
9c.1	Work closely with the State Government as planning and implementation of rail systems evolve.	Continue to work with the State Government for implementation of proposed light rail to achieve the best outcome for Randwick City residents, businesses and visitors.

4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2015-16)	
<b>9d: Residential amenity is protected by appropriate traffic management.</b>		
9d.1	Implement traffic control strategies to protect residential amenity.	Investigate and address road safety matters and traffic and transport issues.
9d.2	Implement regulatory parking patrol and enforcement programs to ensure appropriate enforcement of the NSW Road Rules.	Implement operational programs to monitor and enforce relevant road rules in designated locations e.g. school zones, shopping precincts, residential parking areas and recreational areas.
<b>9e: Parking is managed to balance convenience against reduce car reliance.</b>		
9e.1	Enhance parking opportunities for residents through appropriate management of the Resident Parking Scheme.	Manage the 'area based' Residential Parking Scheme.
9e.2	Develop a strategic approach to the overall management of parking—especially within our commercial centres.	Develop a Parking Management Strategy for our commercial centres.

Our measures for this outcome include:

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



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

## Related plans

### Energy and Greenhouse Management Plan

Council delivers energy saving efforts through our Energy and Greenhouse Management Plan. This plan, combined with a Renewable Energy Master Plan, will enable an increased understanding of energy saving.

Council prioritises initiatives funded via Randwick's five-year Environmental Levy Program which includes a strong focus on understanding and reducing our energy costs and charges as well as the related level of greenhouse gas, particularly from Council's operations, but also considering those of our householders, businesses and schools.

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

### Water Management Plan

Council commitment to increasing and supporting its level of water re-use has demonstrated benefits for the community. With more than a dozen of our major recreational areas now irrigated or supported by stormwater harvesting, treatment and re-use from various alternative water sources, part of our attention is moving to amenities improvements within Council's buildings and assets.

Savings are being more accurately monitored and reported with significant water and cost savings coming through. Total metered savings are in the order of 300 and 500 million litres of water a year depending upon seasonal fluctuations in weather conditions.

### Waste Management Strategy

Council continues toward a 70 per cent reduction target set by the NSW Government for waste disposed at landfill by 2020.

Key programs are underpinned by strategic directions for litter and illegal waste dumping, reducing recycling contamination in our yellow-lid bins and implementation of our overarching waste management strategy which will be reviewed and updated in this year.

The new opportunities provided by alternative waste treatment will continue to be investigated and implemented where practicable. This includes a continuing level of food waste processing and treatment and a proposed major upgrade of this service.

# Looking after our environment

## Our outcome

- A healthy environment

Gordons Bay

## Outcome 10: A healthy environment

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

### Actions for Outcome 10

	4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2015-16)
<b>10a: Council's programs and partnerships foster sustainable behavioural changes and outcomes.</b>		
10a.1	Develop, implement and review programs aimed at improving sustainability outcomes for residents, schools, businesses and staff.	Deliver sustainability courses, workshops and events for the Randwick community and review outcomes.
10a.2	Expand external partnerships supporting Council's sustainability initiatives e.g. UNSW and business.	Achieve sustainability outcomes with external partners, such as local businesses and funding programs.
10a.3	Continue the development, implementation and review of the 3-Council collaboration project with Waverley and Woollahra Councils to reduce resource consumption across the 3 local government areas.	Participate in initiatives and programs conducted as part of 3-Council collaboration to reduce resource consumption across the eastern suburbs.
10a.4	Investigate and implement incentives aimed at increasing the level of participation of businesses, schools and residents in resource conservation programs.	Achieve sustainability outcomes through grants and other incentives offered to local schools and residents.  Support the development of new community gardens.  Establish demonstration native / permaculture garden areas.
<b>10b: Policies and programs are developed and implemented in response to environmental risks and their potential impacts.</b>		
10b.1	Develop and implement a long term sustainability framework for Randwick.	Prepare strategic sustainability framework for Council.
10b.2	Develop and implement environmental strategies for remediation of contaminated Council / public land.	Continue to remediate Heffron Park for redevelopment.
10b.3	Implement recommendations contained in the NSW Government's Floodplain Development Manual and relevant flood studies carried out for Randwick.	Finalise floodplain risk management studies and plans for Centennial Park Catchment, Maroubra Bay Catchment and Coogee Bay Catchment.
10b.4	Administer and implement Council's Tree Preservation Orders and review process and formally incorporate environmental risk and assessment.	Process tree pruning/removal applications incorporating relevant environmental risk assessments.

	4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2015-16)
10b.5	Administer and coordinate Council's Climate Change Adaption and Mitigation Plan.	Review and update Climate Change Adaptation and Mitigation Plan for Council.
<b>10c: Bushland, open spaces and biodiversity are protected and enhanced for future generations.</b>		
10c.1	Implement and monitor Randwick's regulatory responsibilities especially in relation to the enhancement of our native and indigenous flora and fauna.	Implement the Bush Regeneration and Revegetation Program including threatened species management and development of green corridors.  Implement the Noxious Weeds Act and provide advice on managing pest animals.
10c.2	Implement annual tree planting programs ensuring that species comply with Council's Street Tree Master Plan.	Implement ongoing Annual Street Tree Planting Program, Community Street Tree Planting project, National Tree Day and Trees for Mum projects.
<b>10d: Waste is managed sustainably to ensure highest level of resource recovery.</b>		
10d.1	Develop and implement Council's Resource Recovery Strategy to minimise the level of waste going to landfill.	Review and implement Council's Waste Management Strategy.  Ensure efficient treatment of waste through use of sustainable waste technologies.
10d.2	Implement and review actions identified in Council's Litter and Illegal Dumping Management Plan.	Prioritise and implement projects to counter illegal dumping and litter across Randwick.
10d.3	Develop and implement community engagement programs on waste and recycling.	Deliver waste education programs and review outcomes for the Randwick community.



Malabar Headland

# Coastal Walkway

The Eastern Suburbs Coastal Walkway is a spectacular walk that will ultimately wind its way through 27 kilometres of coastal scenery through the eastern suburbs of Sydney. There are two sections managed by Randwick City Council. One section commences at the southern border of Waverley Cemetery to the north and currently extends south to the Malabar Headland. The other section is from La Perouse to Port Botany. The completed coastal walkway will link eight beaches and six ocean pools.

Reflecting the spectacular scenery, the Eastern Suburbs Coastal Walkway rates as the number one tourist destination in Sydney on Trip Advisor, ahead of the Harbour Bridge and the Opera House. This is a great compliment to our City.

The walk experience varies from solid under foot paved promenades along busy beaches to bush land boardwalks through dunal landscapes. Some sections have stairs and other sections are fully accessible. From vantage points along the route you can see anything from whales breaching to happy tourists. Much of the route has good access to a range of public facilities whether it be swimming at a patrolled beach or relaxing by picnicking at one of the many parks.

Council has spent significant funds on the design, development and construction of the Coastal Walkway since 2006, completing construction of approximately 85 per cent of the path through Council managed land.

Council is actively working to extend the walkway with other parties who own or manage land along the route, such as NSW National Parks and Wildlife Service, the Commonwealth Government and various golf clubs.

Council has developed conceptual plans for many unformed sections of the walkway that will continue to be constructed, with a vision of delivering a scenic, connected robust facility to the Randwick community and their visitors.

4-Year Delivery Program (2013-17)		1-Year Operational Plan actions (2015-16)	
<b>10e: A total water cycle management approach including water conservation, re-use and water quality improvements is adopted.</b>			
10e.1	Develop and implement projects to improve water conservation and efficiency across Council and the community.	Prioritise and implement water conservation within the Council's amenities.	Increase stormwater, rainwater and wastewater harvesting opportunities within Randwick City.
			Connect Council irrigation assets to the web managed irrigation system.
			Improve water quality at our beaches and coastal areas.
<b>10f: Energy conservation and efficiency programs are implemented.</b>			
10f.1	Develop and implement projects to improve energy conservation and efficiency across Council and the Community.	Prioritise and implement energy saving and efficiency projects across the City.	
10f.2	Investigate and implement renewable energy projects across Randwick City.	Prepare strategic priorities for expanding renewable energy across the City.	

**Our measures for this outcome include:**

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



2015 Beach Library, Coogee

# Our Budget 2015-16

## Our Budget 2015-16

	TOTAL (\$)
Employment costs	57,704,096
Materials and contracts	33,944,164
Depreciation	23,277,980
Other operating expenses	14,312,831
<b>TOTAL EXPENSES</b>	<b>129,239,071</b>
Rates	70,896,974
Annual charges	31,236,964
User charges and fees	16,194,761
Interest income	2,509,637
Other operating income	8,285,545
Operating grants and contributions	6,542,877
Capital grants and contributions	4,467,280
<b>TOTAL REVENUE</b>	<b>140,134,038</b>
<b>NET OPERATING DEFICIT (SURPLUS)</b>	<b>10,894,967</b>
<b>Capital Additions</b>	
Capital expenditure	34,168,912
Sale of assets	(1,449,750)
<b>NET CAPITAL ADDITIONS</b>	<b>32,719,162</b>
<b>Movements in Reserve Funds (Net)</b>	
s.94A reserve funds	(1,238,512)
Externally restricted reserve funds	333,572
Internally restricted reserve funds	2,339,583
<b>NET MOVEMENTS IN RESERVE FUNDS</b>	<b>(1,434,643)</b>
Add back Non-Cash Items	(23,277,980)
<b>NET COST EXCLUDING DEPRECIATION (MOVEMENT IN WORKING CAPITAL)</b>	<b>(19,142)</b>

Note: For more information refer to the full Randwick City Council Budget 2015-16

# Revenue policy 2015-16

## Rating structure

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

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

- Residential
- Business
- Farmland
- Mining.

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

- Residential - includes any rateable parcel of land valued as one assessment and the dominant use is for residential accommodation, or if vacant land, is zoned or otherwise designated for use for residential purposes under an environmental planning instrument or is rural residential land.
- Business - is rateable land that cannot be classified as farmland, residential or mining. Land that is categorised as business is levied at the business rate. For 2015-16, the business rate is approximately 3.4 times the residential rate.

## Valuations

Rates are calculated on the land valuation of a property, multiplied by a 'rate in the dollar'. The land value is determined by the NSW Valuer General who issues a Notice of Valuation at least every four years. The Valuation of Land Act requires the Council to assess rates using the most recent values provided. A re-valuation of Randwick City took place in 2012.

The 2012 valuations will be used again in 2015-16 for the third and final year. The Valuer General will assess new valuations for properties within the City later this year and these 2015 valuations will be used for rating purposes commencing 2016-17.

## Rate pegging

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

## Special Variation

Rates will increase by 3.59 per cent in 2015-16 in line with IPART's approval of Council's special variation application in June 2014.

## Variations to rate revenue

The estimates of rate revenue for 2015 – 16 comply with the relevant provisions of the Local Government (General) Regulation 2005, NSW Local Government Act 1993 and the Division of Local Government Council Rating and Revenue Raising Manual.

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

- Properties being withheld from rating, pending revised valuation particulars from the NSW Valuer General. This occurs when properties are subdivided and new valuation particulars are requested for the newly created lots. This usually results in an increase in the valuation base for the following year.
- Properties being rated for previous years upon receipt of new valuation particulars. There is a time delay associated with requesting new valuation particulars. This may result in some properties not being rated for a particular year until subsequent rating periods. This artificially inflates the rating revenue received for the year in which the rates are actually levied.
- Previously non-rateable properties becoming rateable during the year.

## Pensioner rebates

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

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

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

Randwick City Council has approximately 5,031 properties that receive a pensioner concession on their rates. Pensioner concessions are expected to total \$1.26 million in 2015-16. The 55 per cent pensioner subsidy received from the NSW Government will amount to approximately \$692,000.

Approximately 9.85 per cent of residential rateable properties will receive pensioner concessions in 2015-16.

## Rates income 2015-16

The table below provides a summary of the rates structure that will apply in 2015-16. It shows the number of rateable properties within each of the rating categories, listed according to those to be rated at the minimum amount, the rate in the dollar applicable to the category, the ad valorem Environmental Levy and the total estimates rate revenue for 2015-16.

Rate description	Rate (¢ in \$)	No. of properties	Rate revenue \$
Residential - ad val	0.189620	22,628	\$35,243,587
Residential- min	\$726.18	26,614	\$19,326,555
Business- ad val	0.639400	1,384	\$12,987,057
Business- min	\$1,170.21	625	\$731,381
Environmental - ad val	0.015555	51,251	\$3,941,888
<b>TOTAL</b>			<b>\$72,230,468</b>

## Interest charge 2015-16

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

The Minister for Local Government has determined the maximum rate of interest payable on overdue rates and charges for the 2015-16 rating year will remain unchanged at 8.5 per cent per annum. Randwick City Council will apply the maximum rate in 2015-16.

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

## Levies and charges

### Sustaining our City Environmental Levy

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

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

Details of expenditure under the Sustaining our City Environmental Levy are at page 76.

### Domestic Waste Management Charge

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

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

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

The Act limits revenue from the

Domestic Waste Management Charge to reasonable costs which are required to provide the service.

The charge for 2015-16 per assessment is \$529.05. The estimated gross yield is \$30,873,063 for 2015-16. This is an increase of \$18.33 or 3.59 per cent from the 2014-15 charge of \$510.72.

### Carbon Tax Repeal

A rebate of \$5.10 will be granted for the component of Carbon Pricing that was factored into the 2014-15 Domestic Waste Management charge.

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

### Stormwater Management Service Charge

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

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

- Residential property: \$25 per annum (approximately 48 cents per week).
- Residential strata property: \$12.50 per annum (approximately 24 cents

per week).

- Business property: \$25 per annum plus an additional \$25 for each 350m<sup>2</sup> or part thereof by which the parcel of land exceeds 350m<sup>2</sup>.
- Business strata property: calculated as per a business property and apportioned by unit entitlement for each business strata lot with a minimum charge of \$5.
- Company title properties: calculated in accordance with the rating category of the land and then apportioned according to the number of shares held by each shareholder.

For 2015-16 the estimated gross yield of the Stormwater Service Management Charge is \$1,143,340.

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

### Section charges on rails, pipes, cables and poles

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

### Street advertisers

Businesses use public places to advertise on and above public land in Randwick City. These businesses obtain revenue benefits from the presence of the advertising in public places and ordinarily would pay a price for such advertising. Randwick City Council proposes to make a charge based on the revenue benefit derived from advertising by these businesses.

### Other structures

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

### Pricing policy for goods and services

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

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

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

The various methods of pricing

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

The level of cost recovery has been categorised as follows:

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

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

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

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

recovery would also include a component for opportunity cost of capital tied up in providing the service.

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

## Some charges are set by statute and determined by State and Federal Government legislation

### Borrowings

Randwick City Council is debt free. No new external borrowings are proposed in 2015-16.

### Activities of a commercial or business nature

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

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

### Grants, donations and subsidies

Randwick City Council supports community organisations by providing a range of grants, donations and subsidies, in excess of \$1.8 million. These may be in the form of rental subsidies and access to Council-owned buildings. Council has adopted a policy framework to ensure that its decisions are consistent, and based on principles of accountability, transparency and fairness. Our focus in 2015-16 will be to ensure that all grant applications continue to meet grant assessment criteria and the stated objectives of the Randwick City Plan.

Council manages three grants programs. These are:

#### Community Partnerships Grants Program

This program is eligible only to not-for-profit organisations that deliver support programs or services to improve the health and 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. Community organisations receiving grants will not be eligible to reapply until the term of their funding project expires. Approximately \$155,000 is allocated for continuing projects and new applicants in the 2015-16 financial year.

#### Cultural and Community Grants Program

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

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

#### Randwick NSW ClubGRANTS

In addition Randwick City Council assists with the administration of the Randwick NSW ClubGRANTS Scheme on behalf of local clubs. This scheme is a state-wide program that encourages local clubs with gaming machine profits over \$1 million to contribute towards the provision of front-line projects, programs and services that assist disadvantaged groups and residents in Randwick City. In 2014, just over \$421,000 was allocated to not-for-profit organisations and charities.

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

#### Affordable rental housing subsidies

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

To date, ownership of thirteen of these units have been transferred to Council from developers. Council expects to take ownership of the final three dwellings, located in Little Bay, before the end of 2015.

The Council has engaged the services of community housing provider, St George Community Housing, to undertake all tenant and property management functions on its behalf.

Three years ago, the Council partnered with another community housing provider, Community Housing Limited, to build eight units in South Maroubra. Construction of these eight units have since been completed and the Council owns four units within this development.

By the end of 2015, the Council will have a total of 20 units allocated to its Housing Program and leased to eligible tenants in accordance with adopted procedures.

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

#### Trade waste subsidies

A number of non-profit community groups receive fully subsidised trade waste services. In 2015-16 a subsidy will again be provided. This is a recurrent program and applications are not required.

#### Donations for surf life saving services

In 2015-16, a total of \$150,000 will be allocated to support surf life saving services. Each of the following groups will receive a donation of \$30,000:

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

## Asset Replacement Program

The Asset Replacement Program is outlined in the table below.

#### Asset Replacement Program – replacement cycle

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

#### Sale of assets

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

The proceeds from the sale or lease of any real property in the forthcoming year have not been incorporated into the 2015-16 Budget or the Council's Long Term Financial Plan.

## Capital Works Program

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

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

Randwick City Council has a Capital Works Program that lists in detail, the location, timing and costs of each component (refer to 2015-16 Budget). The Capital Works Program includes projects relating to road pavements, footpaths, open space (parks and reserves), kerb and guttering, traffic facilities, accessibility, drainage, bicycle facilities, buildings and recreational facilities.

Asset type	Total (\$)
Parks and Recreation	7,482,800
Roads	10,367,280
Buildings	6,964,852
Drainage	1,219,869
Plant and equipment	5,672,413
IT and Office equipment	2,065,000
Library resources	396,698
<b>32,719,162</b>	<b>34,168,912</b>

### Major capital projects 2015-16

The following table outlines key projects in the 2015-16 Capital Works Program.

<b>Parks and Recreation Capital Works</b>	<b>\$7,482,800</b>
<ul style="list-style-type: none"> <li>• Heffron Park Plan of Management works</li> <li>• Continuation of the Coastal Walkway</li> <li>• Stormwater Harvesting projects</li> <li>• Maroubra Junction Streetscape upgrade</li> </ul>	
<b>Road Capital Works</b>	<b>\$10,367,280</b>
<ul style="list-style-type: none"> <li>• Road Rehabilitation Program</li> <li>• Footpath construction</li> <li>• Light Rail Support Plan</li> <li>• Cycling facilities</li> <li>• Retaining Wall Program</li> </ul>	
<b>Buildings Capital Works</b>	<b>\$6,964,852</b>
<ul style="list-style-type: none"> <li>• Heffron Park South amenities</li> <li>• Heffron Park Indoor Sports Centre design work</li> <li>• Coogee Beach amenities</li> <li>• Kensington Community Centre</li> <li>• Randwick Town Hall</li> </ul>	
<b>Drainage Capital Works</b>	<b>\$1,219,869</b>
<ul style="list-style-type: none"> <li>• Light Rail Support Plan</li> <li>• Beauchamp Road, Matraville and Cottenham Avenue, Kensington - drainage system upgrade</li> <li>• CCTV data collection</li> </ul>	

### Sustaining our City Program

Improving environmental sustainability is becoming an increasingly important activity for business, community and government organisations. The realisation that our natural resources cannot be sustained over the long term without significant actions at the local level are driving a new range of programs and projects to conserve and protect natural resources.

Through its innovative Sustaining our City Environmental Levy Program, Randwick City Council has been a recognised leader in local government for more than a decade.

The new five-year Environmental Levy Program commenced on 1 July 2014 following its approval by the Randwick community, Council and IPART.

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

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

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



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

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

Sustaining our City Program 2014-19

Project area	Description	YR 1 \$ 2014-15	YR 2 \$ 2015-16	YR 3 \$ 2016-17	YR 4 \$ 2017-18	YR 5 \$ 2018-19	*TOTAL \$
<b>COASTAL PROTECTION</b>							
Coastal walkway	Upgrade / construct southern sections	965,800	1,188,300	1,056,100	1,081,600	1,113,900	5,405,700
Water quality improvement	Remove upstream street litter	113,600	0	148,600	160,800	161,600	584,600
	Design and install information signage	12,900	0	14,800	16,100	16,200	60,000
	Upgrade and install Gross Pollutant Traps	168,100	0	156,800	160,800	161,600	647,300
<b>Sub Total (Coastal Protection)</b>		<b>1,260,400</b>	<b>1,188,300</b>	<b>1,376,300</b>	<b>1,419,300</b>	<b>1,453,300</b>	<b>6,697,600</b>
<b>CONSERVING RESOURCES</b>							
Water conservation	Water efficiency amenity upgrades	449,000	264,300	264,800	270,000	275,400	1,523,500
	Stormwater Harvesting	0	204,400	0	0	0	204,400
	Community Water Efficiency Program	13,200	16,900	17,700	18,000	18,400	84,200
Energy Conservation	Solar panel installations - various	336,200	205,900	289,800	300,700	277,900	1,410,500
	Install energy saving measures - Council Administration Building	149,500	117,100	128,800	130,000	108,100	633,500
	Install energy savings measures - Randwick City Libraries	112,100	0	96,600	97,500	77,200	383,400
	Install energy saving measures - other Council sites	92,100	256,700	409,300	422,800	619,700	1,800,600
<b>Sub Total (Conserving Resources)</b>		<b>1,152,100</b>	<b>1,065,300</b>	<b>1,207,000</b>	<b>1,239,000</b>	<b>1,376,700</b>	<b>6,040,100</b>
<b>TACKLING GREENHOUSE</b>							
Sustainable Transportation	Upgrade / install / improve cycling and walking facilities	467,000	478,000	559,800	571,100	551,580	2,627,480
	Provide cycling and walking information	45,600	45,000	46,300	46,900	33,900	217,700
	Bicycle Re-use and Recycling Program	48,300	47,700	54,000	54,700	33,900	238,600
	3-Council Resource Conservation Program	0	223,800	0	0	0	223,800
<b>Sub Total (Tackling Greenhouse)</b>		<b>560,900</b>	<b>794,500</b>	<b>660,100</b>	<b>672,700</b>	<b>619,380</b>	<b>3,307,580</b>

Project area	Description	YR 1 \$ 2014-15	YR 2 \$ 2015-16	YR 3 \$ 2016-17	YR 4 \$ 2017-18	YR 5 \$ 2018-19	*TOTAL \$
<b>BIODIVERSITY</b>							
Biodiversity Strategy Implementation	Upgrade native habitat and plantings	121,700	118,400	142,600	147,000	152,000	681,700
	Support new community gardens	64,400	65,300	67,200	69,500	71,800	338,200
	Fred Hollows Boardwalk Refurbishment	0	75,000	0	0	0	75,000
	Flora and Fauna Monitoring	48,300	49,100	50,600	52,300	53,900	254,200
	Street Trees and Parks Planting	64,400	85,300	67,200	69,500	71,800	358,200
	Establish Demonstration Native Garden - Randwick Community Centre	32,200	32,500	33,400	34,500	35,500	168,100
	<b>Sub Total (Biodiversity)</b>		<b>331,000</b>	<b>425,600</b>	<b>361,000</b>	<b>372,800</b>	<b>385,000</b>
<b>COMMUNITY ENGAGEMENT</b>							
Community Education	Marine and Coastal Discovery programs	70,400	60,000	73,500	76,000	79,000	358,900
	Community sustainability workshops	90,400	92,100	94,100	97,100	105,000	478,700
	Sustainability Open Days and events	11,000	11,100	11,100	11,100	11,300	55,600
	Eco Living Fair	93,900	88,600	99,500	102,800	104,400	489,200
School Programs	City/Country Sustainability school visits	13,864	20,203	23,797	72,398	70,496	200,758
	Initiatives in partnership with UNSW	0	21,000	0	0	0	21,000
	Eco Heroes environmental club	16,381	16,618	16,771	15,591	15,845	81,206
	Sustainability Resources at Libraries	12,286	12,365	12,578	11,765	12,044	61,038
<b>Sub Total (Community Engagement)</b>		<b>441,800</b>	<b>456,300</b>	<b>466,688</b>	<b>510,588</b>	<b>528,356</b>	<b>2,403,732</b>
<b>TOTAL COSTS</b>		<b>3,746,200</b>	<b>3,930,000</b>	<b>4,071,088</b>	<b>4,214,388</b>	<b>4,362,736</b>	<b>20,324,412</b>

\* amounts include associated internal project costs

## Buildings for our Community Program

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

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

In the financial year 2014-15, the Council commenced or completed work on numerous projects under the Buildings for our Community Program including:

### Coogee Eastward Senior Citizens' Centre

Upgrade works to the Centre started construction in early 2014. The hall is in need of a significant upgrade to meet current building standards, including an accessible entry ramp and bathroom. The alterations retain the existing building footprint, replace the roof and improve connection to the adjacent outdoor spaces, with new terraces extending to the north and eastern sides of the building.

### Kensington Community Centre

The Kensington Community Centre was originally scheduled in year five of the Buildings for our Community

Program, but was expedited to year four when the Kensington Bowling Club site became available as a potential site.

In 2014 the project was subject to an extensive public consultation process which has informed the design outcomes for the community centre building and the site. The proposal features two separate halls with associated outdoor terraces, kitchen facilities and amenities, extensive landscaping to transform the site, an informal half basketball court and future outdoor fitness facilities in adjacent Kensington Park.

The Development Application for the site was lodged in early 2015.

### Coogee Beach Toilets and Amenities

In 2014-15 Council allocated funding to construct new toilets and associated amenities at Coogee Beach. The proposal includes new men's, women's and accessible toilets, showers and change rooms, new lifeguards facilities and kiosk. The facility will be built semi-underground into the Coogee Promenade thereby not removing any public space.

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

A Development Application for the project will be lodged in the first half of 2015-16.

### Randwick Town Hall upgrade

The Randwick Town Hall is a place of high local heritage significance and has conducted civic duties and a wide range of civic, community and political events over the past 132 years.

As with many other suburban town halls, the building has been modified

and extended over time in response to changing priorities and functional requirements.

To ensure viable continued use and retained significance for the building while meeting ongoing community needs and expectations, Council is developing plans ranging from conservation, remedial and upgrade works.

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

### Mahon Pool Amenities

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

The concept sketch proposal has been the subject of a public community consultation in the first half of 2015.

### Chifley Reserve Amenities Buildings

New amenities are proposed for Chifley Reserve in conjunction with planned new playing fields for the park. These include public toilets, change rooms, storage areas, canteen facilities and a community room. Construction will commence in 2015 as the site remediation and establishment of the playing fields has been completed.

### Coral Sea Park amenities building

In early 2014, upgrade works were completed to the Coral Sea Park amenities building. This features a new community room, new kiosk, additional change room, new storage, refurbished existing bathrooms and change rooms and improved pedestrian access to the building.

### Heffron Park amenities

Under the Buildings for our Community Program, three new building facilities in Heffron Park have been completed in addition to the Des Renford Leisure Centre redevelopment.

A new multi-purpose sports amenities building located in the central east precinct (towards the Robey Street side of the park) was completed in early 2014, and features toilets, change rooms and storage.

The two existing amenities located in the central west and south west precincts (towards the Bunnerong Road side of the park) have recently been upgraded and extended.

Refurbishment works to the central west amenities include a new canteen, toilets, change rooms, a community meeting room and storage.

Refurbishment works to the south west amenities are expected to be completed the following year and include improvements to the canteen, toilets, change rooms, a new community meeting room and storage.

### Little Bay Toilets

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

### Yarra Oval storage

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

2015-16 is the sixth year of the Buildings for our Community levy and program.

Some of the projects scheduled for the 2015-16 financial year in the Buildings for our Community Program are:

- Coogee and Gordons Bay Fishermen's Clubs - general maintenance work to preserve the integrity of the existing buildings
- Coogee Surf Life Saving Club storage - to be accommodated along the lower promenade section of the beach.
- Heffron Park Indoor Sports Centre - preliminary planning work to guide and inform the overall scope and direction of the project.
- Heffron Park south precinct - new amenities adjacent to the children's bicycle track and playground.

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

- Coogee Surf Life Saving Club upgrade
- Clovelly Surf Life Saving Club upgrade
- South Maroubra Surf Life Saving Club upgrade
- Pioneer's Park, Malabar top field - new amenities building
- Pioneers Park, Malabar lower field-amenities building upgrade
- Maroubra Surf Life Saving Club upgrade
- SOS Preschool, Randwick - walkway and awning
- Baker Park, Coogee toilets
- Clovelly Beach Inspectors' office upgrade

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

## Buildings for Our Community Program

### (Year 6) 2015-16 Building Program Forecast\*

Building	Category	Project	Suburb	Total Project Cost \$'000	Source of Funding \$'000			
					Building Levy	Grants	s94	Council Reserves
Coogee Surf Life Saving Boat Storage Shed	Storage Shed	Upgrade the building to maximise the area for boat storage.	Coogee	117	117	-	-	-
Coogee Fishermans Club	Amenities	Upgrade the reinforced concrete roof, steel roof beams, timber stairs, floor surfaces and shower area and carryout internal and external painting.	Coogee	110	110	-	-	-
Gordons Bay Fishermans Club	Amenities	Upgrade the building to maximise storage and install security lighting.	Coogee	117	117	-	-	-
Heffron Park Indoor Sports Centre	Sports Centre	Establish a financial reserve for a new centre	Maroubra	1,536	536	-	1,000	-
Heffron Park Southern Clubhouse and Amenities Building	Amenities	Upgrade existing amenities building including toilets, change rooms, storage, and a kiosk.	Maroubra	1,572	1,257	-	-	269
<b>TOTAL 2015-16 PROGRAM (YEAR 6)</b>				<b>3,406</b>	<b>2,136</b>	<b>-</b>	<b>1,000</b>	<b>269</b>

### (Year 7) 2016-17 Building Program Forecast\*

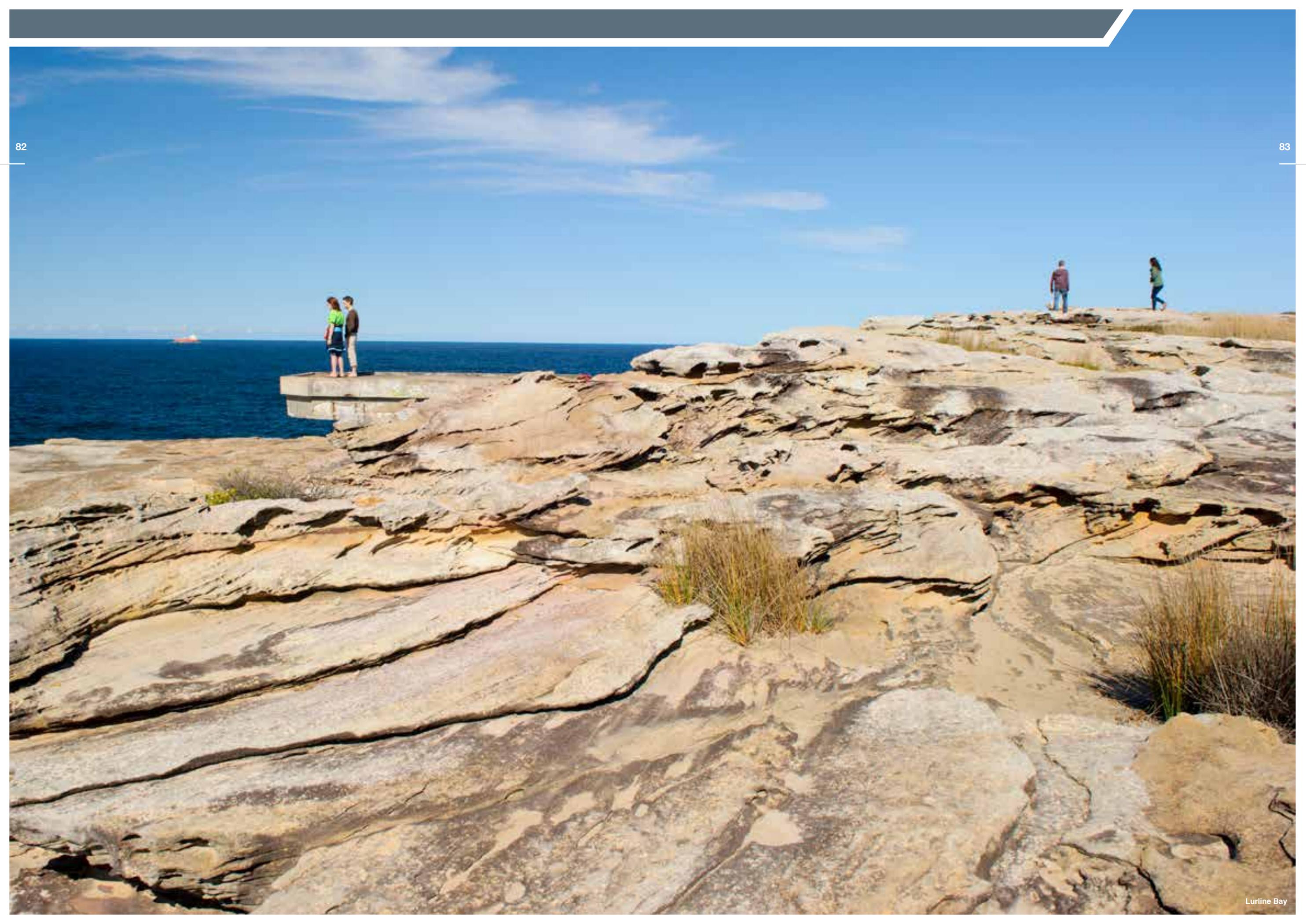
Building	Category	Project	Suburb	Total Project Cost \$'000	Source of Funding \$'000			
					Building Levy	Grants	s94	Council Reserves
Kensington Oval Grandstand	Grandstand	Upgrade the change rooms, shower areas, toilets and kiosk and install security lighting.	Kensington	350	350	-	-	-
La Perouse Toilets	Amenities	Demolish and construct new male and female toilet amenity building.	La Perouse	583	583	-	-	-
Bunnerong Gymnastics Centre	Sports Centre	Demolition of the existing structure and construction of a new building.	Maroubra	584	584	-	-	-
Southern Suburbs Youth Facility	Multi Purpose Centre	Construct a new building that includes a large open space, offices, meeting rooms, kitchen facility and toilets.	Within South Ward	2,747	2,747	-	-	-
Malabar Occasional Childcare	Childcare	Upgrade the kitchen and toilet facilities.	Malabar	146	146	-	-	-
Wylies Baths	Amenities	Undertake an extensive heritage renovation to re-establish the internal and external historical integrity of the residential building and amenities.	Coogee	1,283	1,283	-	-	-
<b>TOTAL 2016-17 PROGRAM (YEAR 7)</b>				<b>5,693</b>	<b>5,693</b>	<b>-</b>	<b>-</b>	<b>-</b>

\* amounts include associated internal project costs

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

### Building for our Community Program Continuation

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



## Stormwater Management Service Charge

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

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

The benefits of effective stormwater management include:

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

## Randwick City's Drainage Network

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

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

## Drainage Works Program

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

The following table details the 2015-16 Drainage Capital Works Program.

Description	SOURCE OF FUNDING (\$)		
	Total Cost	Stormwater Levy	General Revenue
Data collection / CCTV	19,869		19,869
Light Rail Support Plan	800,000	800,000	
250 Beauchamp Road, Matraville - Drainage system upgrade	200,000	107,869	92,131
96 Cottenham Avenue, Kensington - Drainage system upgrade	200,000		200,000
<b>Total 2015-16 Drainage Capital Works Program</b>	<b>1,219,869</b>	<b>907,869</b>	<b>312,000</b>

## Definitions

- Benchmark councils: the group of similar councils (size and coastal location) against which Randwick compares its performance for the purpose of improvement.
- Biodiversity: the variety of all life forms: the different plants, animals and micro-organisms, the genes they contain and the ecosystems they form.
- Infrastructure: the basic facilities, services and installations needed for the functioning of a community or society, such as transport networks, drainage and sewerage.
- Local Environmental Plan (LEP): a detailed planning instrument which provides a comprehensive landuse framework for the development and use of a local area, based on the translation of broad strategic planning principles and objectives into different land use zones.
- Social housing: includes those living in State and Territory housing, and co-operative/community/church group housing.
- Sustainable: outcomes that can continue to be achieved now and in the long term.
- Sustainable Development: development that meets the needs of the present generation without compromising the capacity of future generations to meet their needs.
- Greater Sydney: Includes local government areas – Ashfield, Auburn, Bankstown, Blacktown, Blue Mountains, Botany Bay, Burwood, Camden, Campbelltown, Canterbury, City of Canada Bay, City of Sydney, Fairfield, Gosford, Hawkesbury, The Hills Shire, Holroyd, Hornsby, Lane Cove, Leichhardt, Liverpool, Manly, Marrickville, Mosman, North Sydney, Parramatta, Penrith, Pittwater, Randwick, Rockdale, Ryde, Strathfield, Sutherland, Warringah, Waverley, Willoughby, Wollondilly, Woollahra and Wyong.



Randwick City Council  
30 Frances Street Randwick NSW 2031  
Monday to Friday | 8:30am - 5:00pm  
Tel: 1300 722 542

[www.randwick.nsw.gov.au](http://www.randwick.nsw.gov.au)