

2017

STATE OF THE CITY REPORT



Randwick City Council

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Mayor's Message

I am pleased to present you with Randwick City Council's 2017 State of the City report, which provides an overview of the initiatives, achievements and results of our day-to-day work.

Our Council remains financially strong, which means we are able to constantly reinvest in Randwick to make it a safe, vibrant and prosperous City. We listen and work closely with our residents so that together we can ensure that everyone has access to high quality services and great new facilities.

In our most recent survey of community satisfaction:

- 98 per cent of the community rated their quality of life as good or excellent. This has increased since the previous survey;
- 97 per cent of residents think that the Randwick Council area is a good place to live; and
- 83 per cent of residents said that they feel a part of their local community.

I am proud to lead a Council that maintains such an active focus on residents and continues to offer high quality services, programs and initiatives.

Cr Lindsay Shurey
Mayor of Randwick



General Manager's Message

Randwick City Council's State of the City report covers our work and achievements from 2012 to 2017.

Through a disciplined approach to financial management, Randwick City Council continues to generate operating surpluses and maintain record capital expenditure levels. This allows us to invest in capital works projects and community facilities that meet the needs of our diverse population.

We're pleased to be able to serve our community in this manner, and I believe part of our success can be attributed to our highly engaged and dedicated staff. In 2014 Council was recognised as an employer of choice which is testament to our focus on creating a high-performing and employee focused environment.

The dedication of our people enables us to set and achieve exceptional goals year after year. Together, with the direction of the Mayor and Councillors, Council continues to create a liveable City that meets the needs of our residents.

Ray Brownlee PSM
General Manager

Introduction

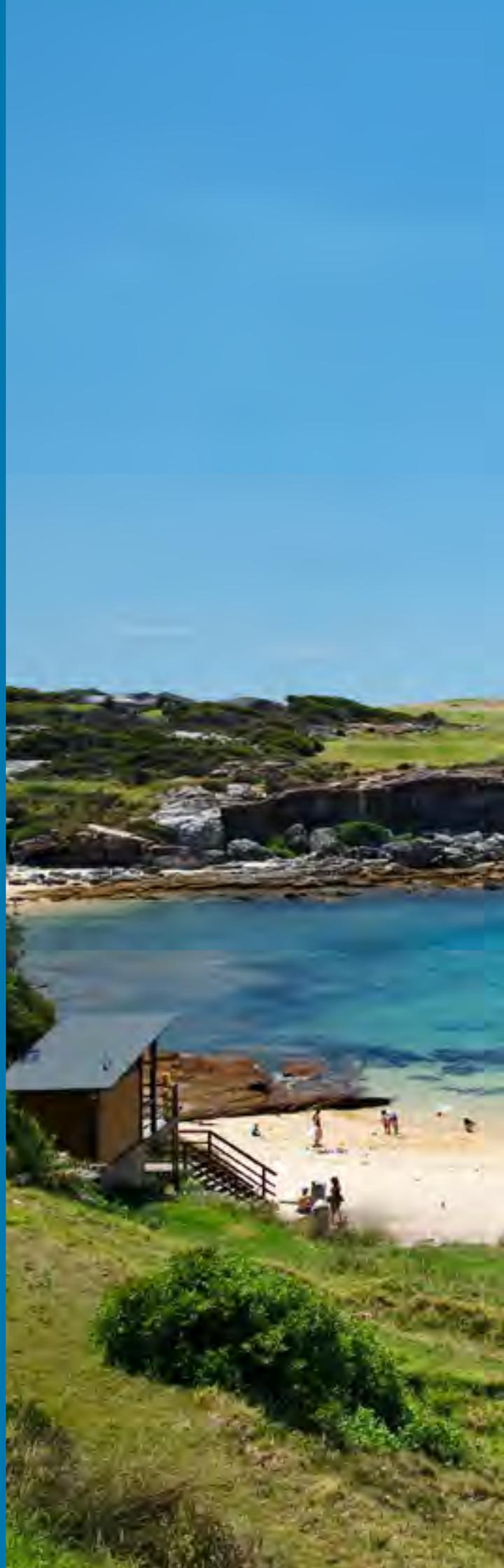
This report aims to provide an accessible overview of our city, its characteristics, its people, important achievements and the key issues for our residents.

It draws on a wealth of information from different sources including the End of Term Report 2012-17, the Randwick City Plan and associated documents, the findings of the 2014 community satisfaction survey, the 2016 Census information from Australian Bureau of Statistics (ABS), the Indicators Model that provide a detailed analysis of key performance data and the 2017 State of the Environment Report. The full reports of each of these are also available and readers can investigate topics in more depth if they wish to.

This State of the City report aims to provide a snapshot of the big picture. While the End of Term Report 2012-17 provided a summary of our achievements against the strategies and actions in the delivery program and annual operational plans, this State of the City Report is focused on the outcomes and the extent of Randwick's achievement against the themes and directions set out by the community in the Randwick City Plan.

The assessment of these achievements is supported by measures and performance data that provide increased accountability and clearly tell the story of how we are progressing as a community. Each measure was chosen because of its appropriateness as a community-wide indicator and is based on existing research providing the opportunity to review progress over a five year period.

The information and data that we have gathered and analysed in the preparation of these final reports was taken into consideration in the recent review of the Randwick City Plan.





Source documents

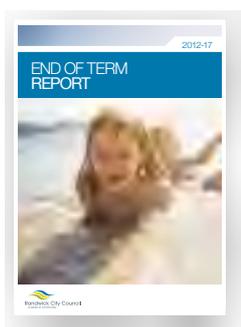
Integrated Planning Framework



The Randwick City Plan is Randwick Council's 20-year community strategic plan that reflects our community's vision and the long term goals. It is prepared by Council through engagement and collaboration with the community, other levels of government and major institutions within the City. The Plan is underpinned by a suite of medium term plans and the resourcing strategy that takes into account our workforce, our finances and our assets that enables us to deliver our services to the community.

The Delivery Program 2013-17 reflects the City Plan and includes the strategies that were put in place during the recent Council term to achieve the directions under each theme. The annual operational plan details the actions that were undertaken to implement the strategies.

End of Term Report 2012-17



The End of Term report 2012-17 narrates how we are implementing the 20-year Randwick City Plan. It focuses on our achievements, our partnerships and how our actions in implementing the City Plan are benefiting our community. It considers our achievements against the strategies and actions in the Delivery Program 2013-17.

State of the Environment Report 2017



The 2017 State of the Environment report is an appendix to the State of the City report and is based on the key environmental objective within Outcome 10, A Healthy Environment identified in Council's 20-year Randwick City Plan. For each of the directions for this outcome it establishes and reports on relevant environmental indicators and identifies major environmental impacts on the environmental outcome's directions.

In reporting on each direction the following is assessed:

- the overall trend for the environmental objective reported;
 - the reliability of the data available to assess the objective; and
 - how Randwick is responding in relation to each of the environmental directions.
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Community Satisfaction Survey



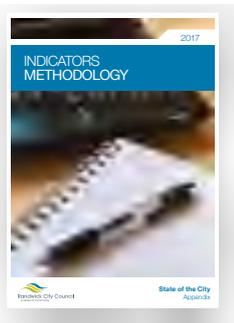
The Community Satisfaction Survey is conducted from a sample of 1,000 residents, to examine community attitudes and perceptions towards current and future services and facilities provided by Council. The most recent survey was undertaken in September 2014 and many of the results are included where they relate to the measurement of achievement against the directions and themes.

The community satisfaction survey is designed to gather perceptions, opinions and suggestions about Council services as well as priority issues and concerns. The results are aggregated to get the 'pulse' of the community. The survey process provides the Council with an understanding about how residents feel about services, important issues and the council leadership. Conducting community satisfaction surveys sends an important message to residents that their opinions are valued.

The survey provides quantitative results and frequently Council will undertake further qualitative exploration of the community responses to achieve a deeper understanding of the community's perspective and to more clearly identify what the real issues are.

The survey facilitates better planning as we seek ways to provide improved or more effective service delivery. Its findings were taken into account during the City Plan review.

Indicators Model



The Randwick City Plan Indicators Model was developed in 2010 to monitor and evaluate the state of the city in terms of the themes and directions set by the community in the Randwick City Plan. The Model measures the outcomes of the actions taken by the Council, other organisations, the community and the impact of factors such as changes in the environment and economy. The indicators have been cross referenced with the Randwick City Plan to ensure they correlate with the themes and directions outlined.

The model contains 69 indicators derived from a large number of sources including the community satisfaction survey. The model has been designed to measure changes over the last 5 years. Targets are set for each indicator as either a set value or a trend. The targets have been derived from a variety of sources including industry benchmarks, state government planning targets, Randwick Council planning targets and through internal consultation with employees and community members. The 69 indicators are detailed in the Randwick City Plan Indicators Model appendix.

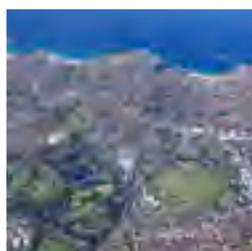
2016 Census Data, (ABS) Australian Bureau of Statistics



The Census of Population and Housing undertaken every five years is a descriptive count of everyone who is in Australia in any given household on one night. The most recent Census of Population and Housing was conducted on 9 August 2016. This information provides a reliable basis for estimating the population of the local government areas, planning the distribution of government funds and to make informed decisions on policy and planning issues that impact on the lives of all Australians. Most data included in this report is from the 2016 census and as presented by id.profile on our website. Where the latest data is not yet released, data from the 2011 Census will be identified.

About Randwick City

About our City



Randwick City is located in the eastern suburbs of the Sydney metropolitan area bounded by Centennial Park in the north, to the East by the Pacific Ocean, to the south by Botany Bay. It has an area of 37.42 square kilometres (3742 hectares) and contains thirteen different suburbs.

Our City is known for its extensive parkland and open space areas including Centennial Park, Heffron Park and Kamay Botany Bay National Park; 29 kilometres of coastline with the magnificent Coastal Walkway; excellent education and medical facilities including the University of NSW, four major hospitals and associated research and related services; a strong artistic and cultural focus; regionally significant recreational facilities and its proximity to the Sydney Central Business District (CBD), Sydney Airport and Port Botany.



Our people

The university, beaches and proximity to the CBD encourage a younger adult population.



Our population is growing. According to the ABS, at 30 June 2016 the Estimated Resident Population of Randwick City was 149,276. Planning NSW projects the resident population will increase to 155,350 by 2026. The Census told us that:

- 1.5 per cent of our population are Aboriginal or Torres Strait Islander.
- 49.2 per cent of the population are male with females representing 50.8 per cent.
- 41.0 per cent of Randwick's population was born overseas vs. 26.3 per cent for the total Australian population. There are significant Chinese, Greek, Indonesian and Spanish communities with over 32 per cent of our residents speaking a language other than English at home.

When compared with the population of Greater Sydney, Randwick City Council had:

- A larger proportion of people living alone (10.6 per cent vs 7.9 per cent);
- A higher proportion of people with a university qualification (32.9 per cent vs. 24.1 per cent);
- A larger proportion of the 18-24 age group (13.9 per cent vs. 9.6 per cent) and of the 25-34 age group (18.9 per cent compared to 16.1 per cent); and
- A lower proportion of people in younger age groups 0 to 11 years (12.4 per cent vs. 15.2 per cent).

Quality of life

Randwick City is a highly desirable place to live, work and relax.



Residents have a strong attachment to their community and local area demonstrating that we are achieving our vision of building a 'sense of community'.

- 98 per cent of the community rated their quality of life as good or excellent. This has significantly increased since 2012.
- 97 per cent of residents think that the Randwick Council area is a good place to live.
- 91 per cent prefer to shop in their local neighbourhood.
- 83 per cent of residents said that they feel a part of my local community.
- 59 per cent of residents participate in one or more of Council's major events.

Community engagement

In the 2014 Community Survey the residents told us that they regard long term planning as a key priority for the City. Council is currently undertaking a review of the 20-year Randwick City Plan.



Randwick's Community Consultation Principles and Planning Guide has been expanded to incorporate interactive websites and the use of social media.

Community engagement processes use a range of forums and methods depending on the project and developing a communication strategy is an integral part of all our major projects.

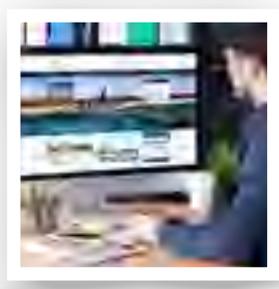
We are committed to ensuring residents are informed about how we spend ratepayers' money and Council decisions. We use regular methods such as direct mailouts, flyers, local newspapers, banners, eNews and quarterly community newsletters. Our website, smartphone app and the use of social media sites such as Twitter, Facebook and Youtube also provide residents with access to a range of Council services and information.

We seek regular feedback from our consultative and advisory committees, our ten precinct committees and seven chambers of commerce as well as economic development forums with local businesses.

Your Say Randwick is an online site that allows residents and ratepayers to let Council know what they think of proposed projects and plans.

Contact with Council

85% of dwellings were connected to the internet in 2016.



We have a number of regular communication channels from print advertising and newsletters to smartphone apps and social media to make sure residents know what we're doing and can have their say. Residents can write, email, telephone, use social media and/or visit council.

- 47 per cent of residents in our 2014 survey had direct contact with Council in the previous 12 months.
 - The predominant method of contact remains by telephone (56 per cent) although this has continued to decrease since 2010, followed by 'face-to-face' (19 per cent).
 - Overall, 83 per cent of residents expressed moderately high satisfaction with the way their contact was handled.
 - 53 per cent of residents surveyed visited Council's website, of whom 88 per cent were at least 'somewhat satisfied' that their objectives in visiting the website were met. Residents aged 35-54 were significantly more likely to have visited the website than those over 65.
 - When visiting the website, accessing general information is the most common purpose.
 - Residents get their information about Council and its activities in a variety of ways, the most frequent being 'letterbox drops' (83 per cent) and the 'local newspaper' (73 per cent).
 - Residents expressed a moderately high level of satisfaction with the information received from Council about its services and activities, with 95 per cent stating they were 'very satisfied, satisfied or somewhat satisfied'. Residents aged 18-34 were slightly less satisfied with the information received.
-

Responsible management

We provide leadership in the community

Using a range of measures we monitor our progress in achieving the community's outcomes in the Randwick City Plan.

The highest priority issues facing Randwick now are 'managing development/population density' and 'providing sufficient transport infrastructure'.



The 2014 Community Satisfaction survey established that 95 per cent of residents were satisfied with Council's overall performance.

33 of the 37 Council services rated somewhat to very high satisfaction levels.

The community satisfaction survey allows us to track our performance and progress over time and measure our performance against achieving the outcomes under each theme in the City Plan.

Randwick City Plan theme	2012 % satisfied*	2014 % satisfied*
Responsible management	92.00%	95.00%
A sense of community	97.50%	98.25%
Places for people	85.58%	87.75%
A prospering City	80.11%	83.11%
Moving around	76.67%	77.78%
Looking after our environment	89.33%	88.33%

*Based on Top 3 box (percentage of residents indicating they are very satisfied, satisfied, or somewhat satisfied).

We focus on our customers

83 per cent of community were 'very satisfied, satisfied or somewhat satisfied' with how their contact with Council was handled.

Customer service is a core value for Randwick employees and over recent years there has been a focus on being more responsive and on improving the delivery and quality of information and services.

- 95 per cent of written correspondence actioned within deadline.
- 77 per cent of phone calls answered within 30 seconds.
- 95 per cent of Service Requests completed within Service Level Agreement targets.

We have achieved financial sustainability

Financial sustainability is at the core of good governance and Randwick is financially sustainable. Through a programmed and disciplined approach to financial management, the Council continues to generate operating surpluses and record capital expenditure levels.

- Operating surplus ratio of 1.27.
- 2.84 per cent of rates revenue outstanding at year end.
- 101 per cent of target employee leave entitlements reserve actually held in reserve.

All of our medium-term plans have ten-year financial plans behind them. This gives our employees and our community the stability of knowing when each action is going to be funded.

Our workforce is high performing, committed and engaged

99.4 per cent of employees assessed as proficient and above in annual performance review.

We encourage our employees to develop their capabilities and to look for opportunities for challenge and improvement. During the period we implemented a new Leadership Capability Framework supporting development of leadership capability, and helping employees maximise their potential. In 2013 and 2014 we entered a team in the Local Government Management Challenge with great success. Our team won the 2014 NSW competition and participated in the Australasian finals.

We undertook a third Aon Hewitt Employer of Choice Survey. The 2014 survey engagement score of 76 per cent placed Council in the top quartile of high performing organisations.

Awarded Australian Business award for Employer of Choice in 2014.

Strong focus on improvement



Randwick Council has a strong commitment to continuous improvement. We continually seek to provide better services and programs, to achieve cost and efficiency savings, and to encourage innovation.

We restructured our information, communication and technology function to oversee a new focus on enhancing Council's technology systems and business applications. We undertook a wide ranging review and implemented significant technological change, improving our effectiveness and providing more opportunity for online delivery of services.

A queue management system implemented at Customer Service Centre provides more tailored and efficient service.

A touch screen kiosk provides self-service to online services and NSW Department of Planning's electronic housing code.

Additional online services implemented include online ticketing for events and Des Renford Leisure Centre membership.

Council provided greater flexibility in payment methods for customers, including PayPass and options for the electronic delivery of rates notices.

Good Governance with demonstrated accountability and transparency



As part of the annual All Stops to Randwick program, all employees undertook training in corporate obligations and Council's values system. This refreshed their focus on the values and how they can be applied to their day to day working environment.

Other strategies for demonstrating accountability include:

- Use of the Office of Local Government's Promoting Better Practice Checklist to review processes;
- Ongoing reviews by Internal Audit;
- Internal Audit Committee, consisting of Mayor and three external specialists who oversee the strategic direction of Council's Risk Management and Internal Audit functions.

A sense of community

...we foster a sense of community through a vibrant and diverse community and an informed and engaged community

We support a range of community organisations and events

During the five year term from 2012 we spent \$10.5 million on donations and subsidies to individuals, community groups and non-profit organisations, including rental subsidies to childcare centres, donations to surf clubs and local and regional organisations and as grants through our Cultural and Community Grants Program.

Our community is vibrant

The number of people attending Council events has steadily increased over the term. Around 109,000 people attended events held in the past year.



Our signature annual events include The Spot Festival which attracts over 20,000 residents each year and “Coogee Sparkles” which draws over 40,000 to watch this New Years Eve event. Other events held include the Australia Day Celebration and Citizenship Ceremony, the Eco-living Fair, multicultural events and high profile events such as the International Women’s Day art competition and new events - the Kingsford Night Noodle Markets, Koojaj Corroboree and NOX Night Sculpture.

We respect our cultural diversity and encourage artistic and creative initiatives. We also support our strong sporting culture.

59 per cent of residents participate in one or more of Council’s ‘major events’. Younger residents were more likely to have attended signature events, whilst those aged 65+ were more likely to have participated in smaller community events and activities.

We provide great community facilities

Over the past 5 years the number of items borrowed from our libraries increased by 10 per cent to 960,905.



We provide for our Community’s social, recreational, sporting and cultural needs through a range of facilities and services such as libraries, community centres, sports grounds, parks, walking tracks, cycleways, beaches, ocean pools, an aquatic centre and playgrounds.

- 77 per cent of residents are satisfied with the recreation and lifestyle opportunities.
- 73 per cent of residents are satisfied with the community centres and halls.
- 4,806 average enrolments per term in swim school classes.
- 938,924 admissions to the Des Renford Leisure Centre.
- 35 per cent of the population are library members.

The Bowen Library in Maroubra was renamed the Lionel Bowen Library following completion of its half million dollar refurbishment. Over the five-year term visitors to our libraries averaged 640,126 annually.

We opened Australia’s first beach library at Coogee in 2014/15 and over the course of three months, more than 5,000 books and magazines were borrowed.

Strong partnerships

In our 2012 survey the community wanted Council to take on a stronger advocacy role and we responded by increasing our focus on building on existing partnerships and in forging new interagency partnerships. Our 2014 survey shows our advocacy is increasingly recognised.

Council maintains a good understanding of the community's needs through working with different community members on a range of advisory committees.

Involving people in decision making

65% of residents were satisfied with the opportunity to consult with Council.



Our Community Consultation Principles and a Consultation Planning Guide provide the basis for planning community consultation and engagement on key projects and planning matters for our City.

We have developed a set of on-line consultation tools including the “Your Say Randwick” website. The extent of community engagement through these sites is reflected in the data for site visits and document downloads, with:

- 531,092 site visits, 212,990 documents downloaded and 24,113 engaged visitors.

Council undertook 85 major consultations since 2013 including its most comprehensive ever to engage the community about the State Government’s Fit for the Future plans. More than 8000 people had their say on Fit for the Future.

We also successfully sought community approval for the continuation of the environmental levy to fund the Sustaining our City program.

Access to information

73% of residents were satisfied with Council’s provision of information about activities, services and community services.



The field work conducted for the Community Satisfaction Survey in 2010 identified that the community would like to hear more about Council through different media. We responded by developing a smartphone app, which has since been downloaded more than 7,600 times and has been updated for iPad and Android. We send regular eNews newsletters to almost 21,000 subscribers, and increasingly disseminate information via Council’s Facebook and Mayor’s Twitter page.

In mid-2014 Council relaunched our website with a new look and structure increasing the number of visitors by 84 per cent over the term.

We revamped our quarterly newsletter which is delivered to all homes and renamed it ‘Scene’.

- 24,691 people follow Randwick Council on Facebook and Twitter.
 - 8,101 hits on LINCS (Community Services) webpage.
 - In 2016/17 there were 2.99 million hits on the Randwick Council website.
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Places for people

...we will achieve excellence in urban design and development, excellent recreation and lifestyle opportunities, and a liveable city where heritage is protected and celebrated

Better design and environmental sustainability across all development

The average development application processing time is 34 days.

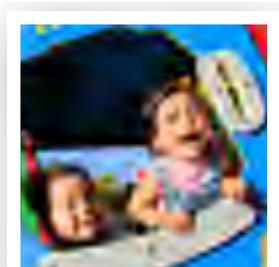
We hold the biennial Randwick Urban Design Awards that encourage and recognise excellence in urban design in our City.

58 per cent of residents are satisfied with how the Council plans and assesses development.

We have a robust development framework. We completed the review of the Development Control Plan (DCP) to incorporate Ecologically Sustainable Development controls and support Randwick as a sustainable, well designed and liveable city.

We commenced a strategic planning review of the Kensington and Kingsford commercial centres to seek creative ideas for a future vision for the centres and adopted a new section 94A Development Contributions Plan to provide for integrated works with light rail.

Maintain quality public spaces



We provide 8.11 hectares of open space per 1,000 persons – well above the standard of 2.83 hectares per 1,000 persons.

- 30 per cent of land in Randwick City is designated for some form of open space including parks, reserves, beaches and recreational areas.
 - Council adopted the Randwick Environment Park Plan of Management in 2015 to guide improved user access and facilities at this environmentally sensitive site, and provide for onsite demonstration of sustainability initiatives.
 - Designs prepared for a 2.3 km extension to the Coastal Walkway including the Malabar Headland Western Walking Track, which is currently under construction.
-

Provide quality public buildings and facilities

There has been an increase in the average overall condition of our public infrastructure since 2008.

During the period from 2012 to 2017 we continued to spend record amounts on capital works while remaining debt free, on major projects such as the new Kensington Community Centre and amenities at Coogee Beach.

In 2010 Randwick Council, with the support of the community, was successful in getting approval for a three-year variation to general revenue that will largely fund a seven-year \$34.8 million Buildings for our Community program to upgrade and replace improved and additional facilities.

Since the Buildings for our Community Program was adopted in 2010, Council has completed construction of 35 projects.

Our public assets are well maintained and meet services standards

In October 2013, we were the first council in NSW to have its Special Schedule 7 asset report audited without qualification, demonstrating a high standard of financial infrastructure asset management.



Throughout the 2012 to 2017 term, the expenditure on infrastructure continued to exceed the value of maintenance required to maintain the assets in a satisfactory condition. This has resulted in an improved overall condition to our roads and drainage assets.

- 63 per cent of residents are satisfied with the maintenance of roads and footpaths.

We keep our City clean and inviting.

Over the Council term we received 191,072 service requests, varying from waste services to animal problems.

We expanded our proactive graffiti management work practices, often removing it before being seen by the public, resulting in fewer requests for removal.

- 73 per cent of residents are satisfied with the cleanliness of the City.
- 97 per cent of waste service requests are completed within target days.
- Requests for the removal of graffiti decreased from 1,277 to 207 over the term.

Community safety, health and well being

Council is committed to ensuring our community's safety and helping to provide for its health and wellbeing.

Over a five year period there has been a 35 per cent fall in the number of anti-social behaviour incidents in Randwick City.

- 75 per cent residents are satisfied with level of community safety.
- Over 1,000 local school children participated in the Surf and Water Safety program each year.
- In 2016/17 there were 325 surf rescues.

Diverse and affordable housing

The level of housing affordability is 32.6 per cent and represents little change since 2012.

(Median weekly rent divided by median weekly household income).

Council is involved in facilitating a range of initiatives to retain and encourage affordable housing in Randwick City.

Council now owns a total of 20 affordable housing units and has recently secured provision of ten affordable housing units in the former Inglis Newmarket site at Randwick, which will bring our affordable rental housing portfolio to 30 dwellings for essential workers in the community.

Through its affordable rental housing program, the Council subsidises each tenant's rent by at least 25 per cent of median rent levels at that location.

We value our heritage

71 per cent of residents are satisfied with protection of heritage buildings and items.



We worked strenuously to protect and celebrate our natural and built heritage by:

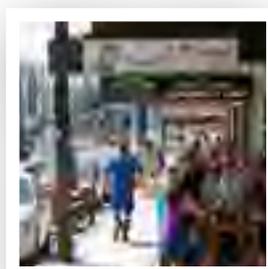
- recognising the cultural and social heritage importance of places of significance to our Aboriginal and Torres Strait Islander community;
 - successfully advocating for the return of public access to the Malabar Headland and creation of the Malabar Headland National Park;
 - undertaking rectification work including rock anchoring to the heritage sandstone retaining wall in Cooper Street in Maroubra;
 - completing conservation work on several significant heritage items including the James Bundock and James Robertson Fountains, the Bieler Park gateway, Kingsford Smith mosaic, the horse trough supports in Kingsford, and the Tekapo anchor at Maroubra; and
 - reaching agreement with the State Government to manage the La Perouse Museum and its artefacts for the next 42 years which includes plans to expand the Museum’s collection and access.
- 588 heritage items and areas are listed within the City.
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A prospering City

...we facilitate a strong local economy

We have a strategic approach to economic development



The Economic Development Strategy, was adopted in 2009 to support and promote economic development across all aspects of the local economy. An Economic Development Officer implements the Strategy and consults widely with local businesses and chambers of commerce.

Our level of unemployment is 1% lower than that of Greater Sydney.

There are 63,018* people above 15 years in the workforce and the top occupations are professionals (34.1%).

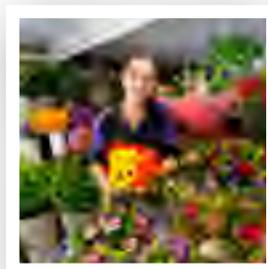
- 65 per cent of the total workforce (40,973) works outside of the Randwick area. Of this group, 11,943 work in the CBD; 4,390 in Botany Bay and a further 4,298 in Waverley and Woollahra.
- 24.9 per cent of the workforce(15,682) work in the Randwick City.

In Randwick the main areas of employment are hospitals, tertiary education, school education, hospitality food services and legal and construction.

*2011 Census

Our commercial centres are vibrant

91% of residents reported that they are spending the same or more at shops in Randwick City than 12 months ago.



We continued the beautification and upgrade of the commercial centre in Randwick with new footpath paving and kerbs, and installed new paving and street furniture along Anzac Parade and Maroubra Road at Maroubra Junction.

- 66 per cent of residents are satisfied with the vitality of the commercial centres.
- 65 per cent of residents are satisfied with the attractiveness of the commercial centres.
- 75 per cent of residents are satisfied with the cleaning of the commercial centres.
- 86 per cent of residents prefer to shop in their local neighbourhood.

The Randwick City Business Excellence Awards, held in 2013 and 2015 had strong support and attracted more than 20,000 votes on both occasions. The 2017 award winners will be announced in November.

Tourism & recreation

While tourism can make a significant contribution to employment and the ongoing prosperity of Randwick City it needs to be sensitive to environmental and social issues.

- Over a five year period we have invested close to \$2 million in the maintenance and development of the Coastal Walk from Clovelly to Botany Bay.
- 95,805 international visitors spent at least one night in Randwick in 2015/16.
- Hospitality and food services is one of our key areas of employment, employing 4,428 people in 2015/16.

Education and Health Specialised Centre

The University of NSW and the Randwick Hospitals Complex are identified in the 2014 Metropolitan Plan as a strategic centre for employment and retail activity.

We are working on coordinating the relationship between the University of NSW and Randwick Hospitals Complex with adjoining commercial centres to integrate with light rail and ensure their vitality and economic prosperity.

Since 2012 there has been an additional 2,839 people (14 per cent) employed in the specialised area.

Building partnerships

Since Randwick Council first adopted the Randwick City Plan in 2006 Council has developed a number of significant partnerships to encourage mutual understanding of local needs and contribute to projects that benefit the wider community.

Council's partnerships include:

- Light rail partnerships
- 3 Council Sustainability partnership with Waverley and Woollahra
- Southern Sydney Regional Organisation of Councils
- Shared services arrangements
- Eastern Beaches Crime Prevention Partnership
- Sister city relationships
- Partnerships arising from the Matraville Town Centre Action Plan
- Sustainability Agreement with the University of NSW
- NSW Land and Housing Corporation
- Community partnerships with the Sydney Roosters and South Sydney Rugby League Football Clubs, Souths Cares and Randwick Rugby Club
- Benevolent Society
- Youth off the Streets
- Local Guriwal Aboriginal Corporation
- Kooloora Community Centre
- NSW Food Regulation Partnership
- Australian Centre of Excellence for Local Government
- Design Excellence Panel with Waverley Council



Moving around

...we aim to improve accessibility to integrated and sustainable transport which allows for a focus on improved transport and encourages the use of sustainable transport options

Sustainable transport choices

There are an average of 1.39 vehicles per household representing an increase over past five years.



We implemented programs to encourage the use of sustainable transport.

We advocated and worked in partnership for the reintroduction of light rail to provide alternative mass transport of passengers to significant destinations. The service is scheduled to commence in 2019.

We advocated for the community to achieve better outcomes including the re-siting of the High Street termini in Randwick.

We provided information on timetable adjustments and bus stop relocations to ease inconvenience during the State Government's construction of light rail.

We worked closely with car share providers to make access to car share vehicles easier, thereby reducing the reliance on a private vehicle. There are currently almost 5,100 car share members using 94 community share vehicles in Randwick.

56 per cent of trips taken at a specified date used a mode of transport other than being a vehicle driver.

Encouraging walking and cycling

In 2016, on average, 982 cyclists used the Anzac Parade cycle route each day. This represented a 4 per cent increase from 2012.



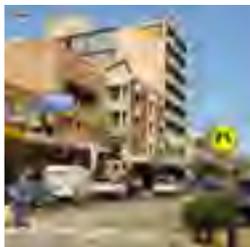
We encouraged walking and cycling by:

- producing and distributing free, high quality, informative walking and cycle maps;
 - hosting Bike Week events at the Eco-living Fair;
 - running bicycle maintenance and bicycle proficiency courses for the community; and
 - expanded employees bicycle fleet with two electric bikes.
- 57 per cent residents are satisfied with the construction of cycleways.
 - 55 per cent residents are satisfied with the availability of car parking in commercial centres.

We undertook substantial work on the construction and maintenance of footpaths, ramps and roads to improve cycling and pedestrian movement around the City.

Planning undertaken for improved integration with our cycleway network and bike facilities with light rail.

Road safety



We conducted pedestrian awareness campaigns to improve the safety of children (Hold Me Close, Keep Me Safe) and older pedestrians (Stepping on). These programs aim to improve the safety of pedestrians and reduce vehicle accidents.

On average over the past five years there were 317 motor vehicle crashes each year.

There has been a modest reduction in the number of pedestrian accidents across the City.

Management of car parking across the City



Resident parking schemes are continually reviewed and expanded to give parking priority on the street to residents who cannot park on their own property.

Council reconfigured parking on some side streets adjacent to the light rail route, to maximise parking spaces.

In 2016/17 alone, 4,898 parking related customer requests were investigated and actioned.

Public transport and infrastructure



Council partnered with 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 to advocate for the introduction of light rail in our City.

Council signed a development agreement with Transport for NSW (TfNSW) regarding its construction and developed a comprehensive light rail support package to provide best outcomes for community including the re-site of the Randwick Junction rail termini.

Construction commenced in January 2016.

Looking after our environment

...we aim to maintain and improve a healthy environment

Leadership in sustainability

82 per cent of residents expressed a high degree of concern about the environment.

Randwick's annual Eco-living Fair is one of the largest environmental festivals held in the metropolitan region.

For over a decade Council's Sustaining our City initiative has been driving change and contributing to significant progress in environmental protection and sustainability across the whole community. The initiative is funded by a special environmental levy, that provides approximately \$3.8 million a year for spending on specific environmental and sustainability initiatives. In addition, Council has accessed an additional \$3.4 million a year in grants from state and federal government programs.

The most important environmental issues identified in the "Who Cares About the Environment" survey includes pollution of our beaches and oceans, over population and development and traffic congestion.

Managing environmental risks and impacts

We take a precautionary approach to the management of environmental risks.



Remediated the former land fill site to create new recreation facilities at Chifley Sports Reserve including an all abilities playground and skate park.

Completed a Remediation Action Plan for Purcell Park and commenced its implementation.

Continued the staged re-development of the Heffron Park site.

Of our ten major catchment areas, Council has undertaken flood management works in the West Kensington, Maroubra Bay and Coogee Bay catchments. Flood Plan Study completed for Kensington-Centennial Park and underway for Birds Gully and Bunnerong Road catchments.

Progressively replacing street lights with LED achieving up to 70 per cent energy savings on conventional street lighting.

Implemented new road resurfacing process which has reduced our greenhouse gas emissions by approximately 327 tonnes of CO²-e.

Local biodiversity

Biodiversity takes into account the variety of all life forms, the different plants, animals and micro-organisms, the genes they contain and the eco-systems they have formed.



Council's Nursery propagates and distributes native and indigenous plants providing 80,000 plants each year.

Council's Bushland employees work closely with volunteers to protect and maintain the important areas of native vegetation.

Over the past five years there were around 7,600 volunteer hours and 70,300 contractor hours on bush regeneration, weed control and revegetation work in Randwick.

10,300 trees and shrubs endemic to the local area planted in bushland reserves.

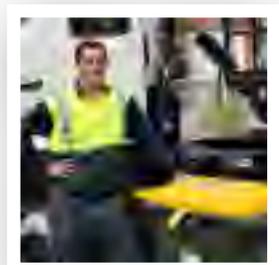
Besides the Eastern Suburbs Banksia Scrub, which is the most significant plant community recognised across the Eastern suburbs, there are currently around 500 species of indigenous plants and 300 native fauna species, including frogs, reptiles, birds and mammals that have been recorded in Randwick. This represents 25 per cent of all species indigenous to the Sydney Basin, which remains one of the main centres of plant diversity in Australia.

3.5 per cent of open space land is zoned for environmental protection representing a 119 per cent increase since 2008.

Each year around 2,500 established trees planted in streets and around 51,000 trees and shrubs planted in Council parks and reserves.

Sustainable waste management

NSW Government target of 70 per cent municipal solid waste diversion for local Councils by 2021.



Australians produce the second highest level of waste on a per person basis in the world.

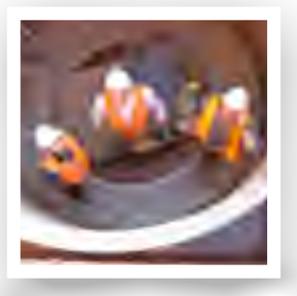
Randwick currently diverts 57.8 per cent of waste from landfill.

In achieving and improving this rate we will continue to rely on high levels of community participation and awareness of waste avoidance, recycling and resource recovery strategies. We have undertaken some innovative programs:

- to raise awareness of littering, recycling and the responsible disposal of chemicals and household appliances;
- to increase the range of materials accepted for drop off at the Perry Street Recycling Centre; and
- partnering with other eastern and southern metropolitan Councils in Regional Illegal Dumping (RID) squad.

Water cycle management

Total water management refers to the sustainable management of the flow of water between the atmosphere, land and water.



Council's water saving initiatives have allowed for much of the potable water used for irrigation to be replaced or augmented with treated borewater, rainwater, stormwater or other wastewater. Initiatives that have contributed to significant savings include the borewater treatment system at Paine Reserve and stormwater harvesting at Chifley Reserve, both completed in 2015.

- Each year we save around 300 million litres of potable water through the reuse of stormwater, borewater, other waste water and rain water.
- Between 2012 and 2017 water consumption across our ten highest water consuming sites has decreased 3.9 per cent. However due to unseasonably hot weather increasing the need for irrigation, while limiting the amount of stormwater available for collection and reuse, our water consumption has been slightly higher the past two years.
- Local businesses in Council water reduction programs saved more than 670,000 litres of water a day and \$800,000 a year off their water bills.
- The average annual water consumption for units and households in Randwick is estimated at approximately 240 kilolitres per property.
- 73 per cent of beaches have a water quality swimming grade of good to very good. Water quality improved at Malabar Beach following leachate works.

Energy conservation

The Barrett House sustainability demonstration project provides residents of the Eastern suburbs with practical sustainable solutions on display for saving water, energy and waste around the home at affordable prices.

- 8 per cent reduction per household in electricity consumed by residential properties since 2011/12.
- In 2016, Randwick residents generated 3,999 MWh of solar power which was a 63 per cent increase over five years.
- 30 kilowatts of solar panels installed increasing renewable energy generation at Council sites by 200 kilowatts.

Note

Measures of satisfaction in this report have been sourced from the Randwick City Council Indicators Model and the 2014 Community Satisfaction Survey. Where available, the satisfaction data has been sourced from the Indicators Model with satisfaction measures based on the mean. The data drawn from the Community Satisfaction survey is based on the percentage of survey respondents.

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