

2019/20

Operational Plan and Budget



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Mayor's Message

As Mayor of Randwick City it gives me great pleasure to present the 2019/20 Operational Plan and Budget which outlines Council's activities and expenditure.

Randwick Council is in a sound financial position with a \$165M Budget which provides us with the ability to implement a \$34M program of capital of works.

This year's Budget has a strong focus on innovation and technology with \$2.4M to implement our digital strategy, as well as sustainability with \$4.6M proposed to continue Council's award-winning Sustaining our City program funded by an Environmental Levy.*

Our Digital Strategy involves using smart technology at our beaches and town centres to make moving around and using public spaces easier and more efficient. The pace of technological change is accelerating, and this Strategy will prepare Randwick for the significant opportunities and challenges we're likely to face.

Free public wifi has been made available at Coogee Beach and will be extended to other areas. Smart parking sensors will give real-time information on street parking availability while live beach cameras, free high-speed wifi and digital signage with real-time beach conditions and transport options will make visiting these areas easier. We'll also use smart technology such as sensors on our bins, BBQs and toilet blocks to make cleaning and servicing them more efficient – ultimately delivering a better experience for beach-goers.

I'm also pleased the Budget will continue our sustainability focus. More Gross Pollutant Traps will be installed to improve the quality of stormwater runoff and water recycling plants will treat stormwater to irrigate our parks. We'll also address community concern around stormwater pollution at Coogee Beach in partnership with the State Government.

In the coming year we will continue to develop Blenheim House and the La Perouse Museum as vibrant cultural hubs that provide a space for members of our community to meet and celebrate cultural and artistic diversity.

I'm proud to be Mayor of a City that continues to go from strength to strength. Our Councillors and staff work hard to deliver quality services and facilities for our community that ultimately helps develop our unique sense of community.

Councillor Kathy Neilson
Mayor of Randwick

* Application to continue Levy to 2024 is currently with IPART for approval. A decision is expected on 14 May 2019.

General Manager's Message

I had the privilege of joining Randwick City Council in November 2018.

I can see that I have joined a team committed to delivering high quality services and infrastructure for the community of today, whilst having an eye on the future.

Our service delivery is underpinned by the work of our staff and their commitment to the Randwick community. Over the coming year, we will continue to invest in learning and development. We aim to be a leading council and an employer of choice within the industry, ensuring we have the knowledge and skills, and the agility to embrace new opportunities to improve your quality of life and sense of community.

The structured and disciplined approach and decisions made by Council in recent years has ensured that our

financial strength and sustainability is amongst the top in the State. Over the next year, we will continue to approach asset management with a long term view to investment in infrastructure that ensures the safety and enhances the quality of life of our residents. To keep pace with changing customer demands and improve our productivity, we are working on new technology and solutions to enhance liveability and customer service.

Over the next year, with a budget of \$165M we will invest \$42M in infrastructure and services. This will include \$10.4M on roads, footpaths and kerb and gutter reconstruction, \$1.3M on drainage and \$10.8M on parks.

Council works hard to keep fees and rates as low as possible, while providing the necessary revenue to deliver the services and projects our community expects.

In 2019/20 the Our Community Our Future three-year Special Rate Variation enters its second year. This additional levy on your rates will contribute \$9.2M to a range of important projects.

The Our Community Our Future projects include a new amenities building and more car parking at South Maroubra Beach, new cultural facilities at Randwick's Blenheim House, essential services works to Randwick Town Hall, upgrading Malabar Memorial Hall (next to the library) and design work to underground powerlines at The Spot in Randwick.

As always, we will continue to work towards creating a community that meets the needs of all its people. I'm proud to lead a team that genuinely cares about our City, its people and the environment and are dedicated to providing the very best in customer service.

Therese Manns
General Manager



Budget summary 2019/20

Randwick City Council embarked on an ambitious program, known as Our Community Our Future in July 2018, to provide major projects of a size and scope not previously undertaken, while maintaining our service levels.

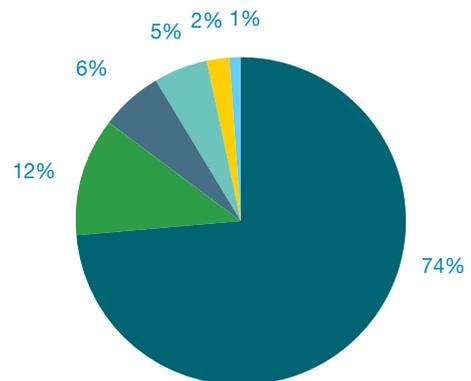
We will do this through continuous service improvement and strong financial and project planning to ensure we remain financially sustainable and efficient. In the December 2018 update of the Randwick City Plan, we adopted a financial strategy which was more diverse than before, delivering major projects within a seven-year period and providing for intergenerational equity, while also proposing to continue the Environmental Levy temporarily for a further five years. Council's financial strategy is detailed in our 2018/28 Long Term Financial Plan (LTFP) which is available on our website.

With the support of the community Council applied to IPART in February 2019 to continue the Environmental Levy. IPART will advise Council of its decision in May 2019.

Our 2019/20 Budget is based on the Primary Model (Option 1) within the LTFP, which includes two separate special rate variations. The first variation a permanent increase for three years (2018/21) funding Our Community our Future over seven years, and the second for the proposed temporary continuation of the Environmental Levy for five years. For details of our 2019/20 Budget see page 68.

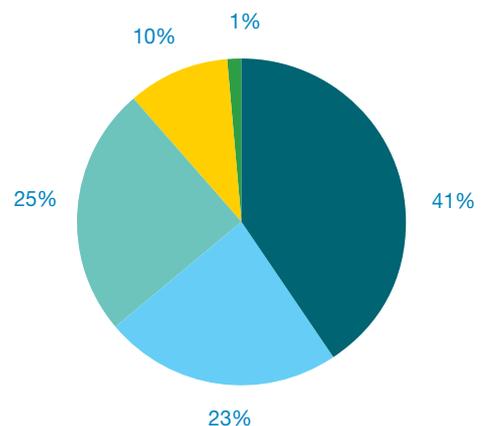
Source of funds

Revenue type	Amount (\$)
Rates and annual charges	121,912,693
User fees and charges	19,383,413
Grants and contributions	10,158,351
Other revenues	8,736,643
Reserves	3,442,296
Interest	1,825,160
Total	165,458,556



Application of funds

Expenditure type	Amount (\$)
Employee costs	67,453,618
Materials and contracts	38,701,238
Net capital expenditures	40,840,355
Other operating expenses	16,465,907
Loan Repayments	1,982,675
Total	165,443,793



FOR EVERY \$100 RANDWICK CITY COUNCIL SPENDS:

\$24

Major Works and Construction

\$10

Library and Community Services

\$5

Planning and Development

\$3

Engineering and Traffic

\$22

Waste Management

\$6

Public Safety

\$3

State Government and Charges

\$3

Governance

\$14

Parks, Recreation and Culture

\$5

Maintaining Roads, Footpaths and Drains

\$3

Our Beaches

\$2

Environmental Sustainability



About this Plan

Aligned with the Delivery Program of the current Council term, Council prepares annual operational plans which detail planned activities for the year ahead. This operational plan is the second within the 2018/21 delivery program and sets out planned activities for 2019/20. Our fixed term Delivery Program is the mechanism for delivering our 20-year Randwick City Plan.



This document sets out how we are using the long term outcomes of the City Plan to deliver prioritised services and 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 includes our detailed 2019/20 Budget and full details of our Capital Works Program.

Developing our plans

Our first City Plan was developed in 2006 establishing six key themes which express the aspirations of the Randwick City community and guide the vision for our City (see page 20).

Towards the end of 2017, Council undertook extensive consultation to inform a review of the 20-year Randwick City Plan. This review was undertaken to map the direction of our City through its next stage and seek support for our more diverse financial strategy.

Through the Our Community Our Future (OCOF) consultation in 2018 we received strong support for proceeding with a special rate variation to fund some important community projects over seven years from 2018-2025.

These projects include anti-terrorism measures, upgrading the La Perouse Museum and Randwick Literary Institute, addressing domestic violence, undergrounding power lines and building a new indoor sports centre and gymnastic centre.

As each of these and other projects are prioritised for actioning we will undertake further engagement to seek community views on their design, location and access.

Details of our consultation process are outlined on page 19.

With community support in February 2019, Council lodged a special variation with IPART for the continuation of the Environmental Levy temporarily for a further five years. IPART approved Council’s application on 13 May 2019.

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

Accountability

We are committed to implementing the City Plan and reporting its progress to the community.

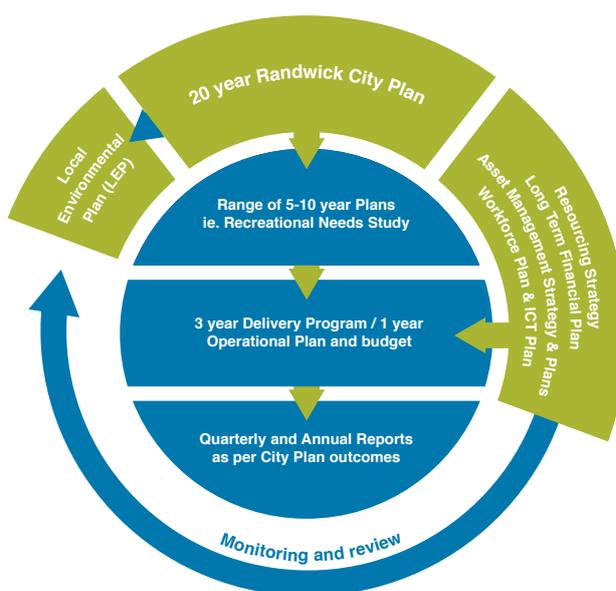
All the actions outlined in the Delivery Program and Operational Plan are integrated throughout our internal business processes including departmental plans, project plans, service standards and individual work plans.

The Delivery Program and Operational Plan are supported by systems 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.

We regularly undertake independent community surveys to examine community attitudes and perceptions towards current and future services and facilities provided by Council. These surveys not only show us how residents consider our services, important issues and council leadership; it also demonstrates to residents that their opinions are valued.

Integrated Planning and Reporting Framework



National, State, regional and other influences

Local government does not plan and operate in isolation. Much of what we do is planned around working with other tiers of government and in partnership with others to achieve better outcomes for our community, and to fulfil our obligations to assist the meeting of national and state priorities.

We will support national policies and strategies such as the Australian Government's Smart Cities Plan and Protecting Crowded Places from Terrorism Strategy and work with the NSW Government towards achieving the relevant Premier's Priorities and key plans.

With others we will create viable partnerships 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:

- Membership and participation in the **Southern Sydney Regional Organisation of Councils** (SSROC), an association of 11 municipal and city councils.
- **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. Following the announcement of the project, Randwick City Council negotiated a Development Agreement with TfNSW to define our respective obligations and priorities.
- **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.
 - 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**, whereby the University have agreed to provide Council with access to research into sustainability and related programs, while Council works to provide practical application of the research. 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, Souths Cares, Randwick Rugby Club, the Benevolent Society, Kooloora Community Centre and Youth Off The Streets** to assist disadvantaged youth and junior rugby league clubs in our area and to support our community volunteers.
- **The Eastern Beaches Crime Prevention** partnership between Randwick City Council, 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.
- **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.
- **Sydney Coastal Councils Group Inc.** a collaborative regional organisation that advances sustainable management of Sydney's urban coastal and estuarine environment – currently comprising 9 member councils with a total coastline of almost 600 kilometres.



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.



REGIONAL FACILITIES



Coastal Walkway
UNSW
Randwick
Hospitals Complex

Sydney Ports
NIDA
Randwick TAFE
Randwick

Racecourse
Heffron Park
Centennial
Parklands

Kamay Botany
Bay National Park
Malabar Headland
National Park

OUR COMMUNITY



151,996

Population
(estimated residential)

34 years

Median age

48.6%

Born Overseas

3

Libraries

58

Playgrounds

2.1%

Population growth
2016-2017

18.9%

Population
aged 25-34

58,000

Homes

87

Parks

19

Sportsfields

155,350

Projected population
2026 (census)

1.5%

Aboriginal &
Torres Strait Islanders

36%

Speaks a language
other than English

15

Community
Centres

OUR ECONOMY



\$8.52b

Gross Regional
Product

57,884

Jobs

3.02%

Unemployment rate

\$650

Median weekly rent

13,243

Businesses

38%

University qualified
(Bachelor or higher)

\$1,916

Median weekly
household income

44.3%

People renting

81,817

Employed residents

13%

Attending University

\$1.509m

Mean dwelling price

OUR GEOGRAPHY



37.4km²

Area

13

Suburbs

10

Beaches

2

National Parks

5

Golf courses

29km

Coastline

30%

Open Space

8

Ocean pools

2

Aquatic reserves

1

Leisure Centre

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.

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.

Council meetings and decision-making

Ordinary Council meetings are held monthly on the fourth Tuesday. 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).

Council Meeting Business Papers are available for Councillors and the public.

Business Papers are made available to the public at our Customer Service Centre, libraries and on our website, (and in the Council Chamber on meeting nights).

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



NORTH WARD



Cr Christie Hamilton
Liberal
First elected in 2017



Cr Kathy Neilson
Mayor
Labor
First elected in 2012



Cr Lindsay Shurey
Greens
First elected in 2012

EAST WARD



Cr Tony Bowen
Labor
First elected in 2008



Cr Murray Matson
Greens
First elected in 1995



Cr Brendan Roberts
Liberal
First elected in 2012

SOUTH WARD



Cr Carlos Da Rocha
Independent
First elected in 2017



Cr Noel D'Souza
Independent
First elected in 2012



Cr Danny Said
Deputy Mayor
Labor
First elected in 2017

WEST WARD



Cr Alexandra Luxford
Labor
First elected in 2017



Cr Harry Stavrinou
Liberal
First elected in 2012



Cr Philippa Veitch
Greens
First elected in 2017

CENTRAL WARD



Cr Anthony Andrews
Independent
First elected in 2000



Cr Dylan Parker
Labor
First elected in 2017



Cr Ted Seng
Liberal
First elected in 1995

SOUTH WARD

Our guiding principles

Section 8 of the Local Government Act 1993 sets out Council's guiding principles.

The object of the principles for councils is to provide guidance to enable councils to carry out their functions in a way that facilitates local communities that are strong, healthy and prosperous.

The following general principles apply to the exercise of functions by councils:

- Councils should provide strong and effective representation, leadership, planning and decision-making.
- Councils should carry out functions in a way that provides the best possible value for residents and ratepayers.
- Councils should plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community.
- Councils should apply the integrated planning and reporting framework in carrying out their functions so as to achieve desired outcomes and continuous improvements.
- Councils should work co-operatively with other councils and the State government to achieve desired outcomes for the local community.
- Councils should manage lands and other assets so that current and future local community needs can be met in an affordable way.
- Councils should work with others to secure appropriate services for local community needs.
- Councils should act fairly, ethically and without bias in the interests of the local community.
- Councils should be responsible employers and provide a consultative and supportive working environment for staff.

Our vision and mission

Randwick City has a diverse community made up of many ethnic groups including a significant Aboriginal 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 also 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 Corporate Services.

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.



Management Team

OFFICE OF THE GENERAL MANAGER

General Manager: Therese Manns

DEPARTMENT	MANAGER
Communications	Joshua Hay

CITY SERVICES

Director: Todd Clarke

DEPARTMENT	MANAGER
Public Safety and Aquatic Services	Duncan Rennie
Infrastructure Services	Ryan Zammit (Acting)
Integrated Transport	Tony Lehmann
Library Services	Barbara Todes
Technical Services	Joe Ingegneri
Waste and Cleaning Services	Mark Bush

CITY PLANNING

Director: Kerry Kyriacou

DEPARTMENT	MANAGER
Community Development	Teresa Mok
Cultural Events and Venues	Katie Anderson
Development Assessment	Frank Ko
Health, Building and Regulatory Services	Roman Wereszczyński
Strategic Planning	Alan Bright
Sustainability	Peter Maganov

CORPORATE SERVICES

Director: David MacNiven

DEPARTMENT	MANAGER
Administrative Services	David Kelly
Financial Services	Greg Byrne
Human Resources	Anne Warner (Acting)
Business Systems	Helen Cram
Spatial Systems	Karen Lasky
Technology Systems	Anthony Collis

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 diversity of our staff and provide a workplace based on equity and merit that is free from discrimination.

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; political affiliation, views or beliefs and HIV/ AIDS status.

Randwick City Council commits to Equal Employment Opportunity (EEO) in a number of ways, including embedding in processes and celebrating key events throughout the year. Council holds staff events to celebrate International Women's Day, nominates for the Ministers Awards for Women in Local Government and includes EEO merit assessment in recruitment processes.

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



Workplace 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 Workplace Health and Safety (WHS) are defined and well understood by all workers and that we maintain a culture that supports safety initiatives.

Council's Workplace Risk and Welfare Strategy 2018-21 is set out in the Workforce Plan. The purpose of this strategy is to increase awareness and commitment to risk and safety within the Council's workforce and partners.

The aim is to minimise 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 risk and safety.

In keeping with Randwick City Council's proactive approach to legislative changes, we continuously update our Workplace Health and Safety Management (WHSM) system. This system provides 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.

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 9093 6000 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.

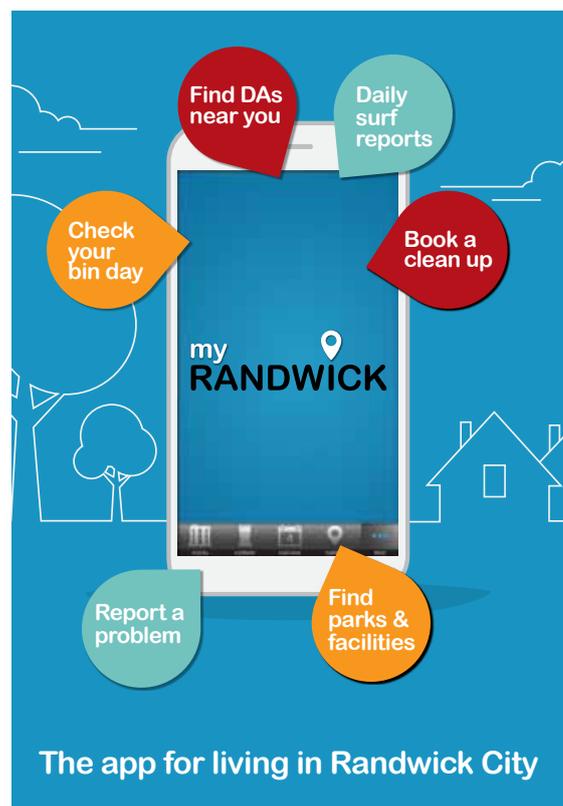
Additional ways to connect with Randwick City Council include:

- 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 eNews, surveys and social media tools, to stay informed about the local area and to have your say.

See community engagement on page 19 for a full range of consultation activities.





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.

Council's consultations with the community are guided by our Community Consultation Principles and Consultation Planning Guide. 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.



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 wellbeing 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 Randwick City Plan was reviewed with the community in November 2017 following the September 2017 Council election. The updated Plan was adopted by Council in February 2018 and then further updated in February 2019 to reflect a continued Environmental Levy. 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



Responsible management

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 four interlinked resourcing plans: the Workforce Plan, the Digital 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 three-year Delivery Program. Refer to page 41 for the Asset Management Strategy.



Workforce Plan 2018/28

Workforce Plan provides us with a framework to attract and retain staff so we can achieve our strategic directions, develop innovative solutions and deliver services and programs efficiently for our 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 continuing to be 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 – last updated in February 2019. 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.

The current version of the Plan is based on Council's adopted financial strategy and draws on information contained within the City Plan, Delivery Program and costed short, medium and long term plans.



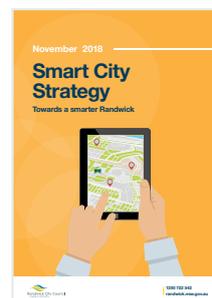
Digital Strategy

The Digital Strategy provides detail on council's business systems and technology. It outlines the digital strategy and major project initiatives to help Randwick to become a smart city and Council be a leader in the delivery of services through digital channels.



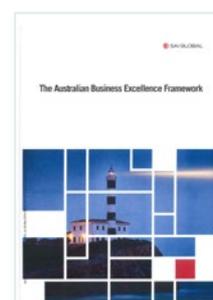
Smart City Strategy

The Smart City Strategy provides the roadmap for how Council will respond to and take advantage of technological and societal changes, to continue to achieve its vision to build 'a sense of community'. Randwick City Council has been recognised as a leader in technical innovation, recently receiving awards for our stormwater harvesting systems, energy savings initiatives, our Integrated Management of Works System which improves service delivery, our online development application lodgement system and our Randwick Council electronic newsletter. The Smart City Strategy recognises Council's strengths and sets the direction for smart city action for the next 10 years.



Business Excellence Framework

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

3-Year Delivery Program	1-Year Operational Plan actions (2019/20)
1a: Council has a long term vision based on sustainability.	
1a.1 Implement the Integrated Planning and Reporting Framework including the Randwick City Plan, medium term plans and the Resourcing Strategy across the three year cycle.	Promote the Council's planning and reporting to the community and provide opportunities for input.
1a.2 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.
1a.3 Review and incorporate the financial strategies, underpinning all short and medium term plans into the Long Term Financial Plan.	Manage, monitor and review the Council's financial performance and position on a continual basis.
1a.4 Provide for safe public places where people gather.	CCTV Infrastructure is maintained and fit for purpose, and the CCTV network expands to meet emerging requirements.
1a.5 Implement Information and Communications Technology (ICT) Digital Strategy to ensure Council's adoption of innovative technology which meets customer and business needs.	Investigate, source, and implement business applications and processes for business system related projects identified in Phase 1 of the Digital Strategy. Deliver major funded projects contained within the Digital Strategy that are the responsibility of Technology Systems.
1a.6 Progressively update medium term plans such as the Recreation Needs Study.	Prepare a draft Recreation Needs Study. Update and implement Council's cultural strategies, using the outcomes of its Arts and Culture Study as a key reference guide. Finalise the Green Infrastructure Strategy to integrate green spaces into buildings and public spaces and environmental performance.

3-Year Delivery Program	1-Year Operational Plan actions (2019/20)
1b: Council is a leader in the delivery of social, financial and operational activities.	
1b.1 Demonstrate best practice and leadership in local government.	<p>Implement efficiencies and improvements to the attraction and selection experience for candidates and managers.</p> <hr/> <p>Total Rewards review: Salary system benchmarking and reward and recognition improvements.</p> <hr/> <p>Implement Disability Inclusion Action Plan (DIAP) and Equal Employment Opportunity (EEO) Management Plan items.</p> <hr/> <p>Embed relevant, effective and current workplace policies and procedures.</p>
1b.2 Contribute to protecting the Council's reputation and enhancing its positive public image	<p>Effectively use media and online communities to promote and protect Council by monitoring, responding and providing an effective media enquiries and response process.</p> <hr/> <p>Proactively promote the Council's achievements, programs, policies and projects.</p>
1b.3 Maintain a high performing workforce that is responsive to the needs of the organisation.	<p>Continue implementation of frontline leadership development program.</p> <hr/> <p>Commence implementation of organisational and leadership development program.</p> <hr/> <p>Coordinate employee engagement and communication activities.</p> <hr/> <p>Commence implementation of HR systems supporting effective workflows and data for workforce planning.</p>
1b.4 Provide good governance and administrative support for the Council and organisation.	<p>Monitor and evaluate performance of our Randwick Local Planning Panel in accordance with NSW Department of Planning and Environment Guidelines.</p> <hr/> <p>Ensure the effective and efficient administration of Council meetings for the benefit of Councillors and the community.</p> <hr/> <p>Ensure compliance with the Government Information (Public Access) Act 2009 and assist the community in obtaining access to appropriate Council information/documents.</p> <hr/> <p>Manage Council's property portfolio.</p> <hr/> <p>Manage the Council's Insurance program.</p> <hr/> <p>Ensure timely response to community requests for information through optimum performance of the Council's Electronic Document Management System (HPCM).</p> <hr/> <p>Ensure timely and cost effective access to all information and optimal usage of storage space through the implementation of an effective archive system.</p> <hr/> <p>Maintain transparency and accountability in the purchasing of goods and services and ensure compliance with purchasing procedures.</p>

3-Year Delivery Program	1-Year Operational Plan actions (2019/20)
<p>1b.5 Effectively and efficiently manage financial operations, systems and information.</p>	<p>Provide timely financial information, advice and reports to the community, the Council, senior management and staff.</p> <hr/> <p>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.</p> <hr/> <p>Ensure the accurate levy, and collection of rates and charges, and provide appropriate payment options.</p> <hr/> <p>Maximise returns of the Council's investment portfolio while minimising risk.</p>
<p>1b.6 Be recognised as providing quality internal and external customer service and call centre services.</p>	<p>Monitor response times to customer service requests.</p>
<p>1b.7 Continue to improve and implement business process systems and information technology infrastructure.</p>	<p>Council's technology platform is maintained, secured and updated to take advantage of new technology.</p> <hr/> <p>Council's staff are supported in their use of technology through the provision of an effective Service Desk.</p> <hr/> <p>Provide database integrity checks and reports, business intelligence systems and develop integration of business systems.</p> <hr/> <p>Provide continued improvement, support, and implementation of intranet and collaboration tools, to support internal business processes.</p> <hr/> <p>Provide continued improvement, support, and implementation of business applications and processes and business systems.</p>
<p>1b.8 Provide a safe and healthy environment for employees, contractors and the community.</p>	<p>Implement policies and procedures to support a culture of health and safety.</p> <hr/> <p>Effectively manage workers compensation and return to work.</p> <hr/> <p>Draft and implement a Wellbeing Strategy.</p> <hr/> <p>Coordinate health checks relevant to the business.</p> <hr/> <p>Implement improvements to the incident management system to include tracking and reporting technology with effective data analysis.</p>
<p>1b.9 Support the community and organisation through the improvement and expansion of online systems and GIS mapping.</p>	<p>Produce accurate and high quality cartographic maps. Ensure map and data integrity by cross referencing maps with other data sources.</p> <hr/> <p>Delivery of online maps including interactive maps and the provision and support of mobile field collection systems.</p> <hr/> <p>Continue expanding the the 3D model of the LGA.</p> <hr/> <p>Provide and maintain GIS infrastructure to support the mapping operations.</p>

3-Year Delivery Program

**1-Year Operational Plan actions
(2019/20)**

1c: Continuous improvement in service delivery based on accountability, transparency and good governance.

<p>1c.1 Apply the four-year Continuous Improvement Strategy within the organisation.</p>	<p>Build the capacity of the organisation to implement the Business Excellence Framework through initiatives, workshops and process reviews.</p> <hr/> <p>Implement the 2019/20 Internal Audit Plan.</p>
<p>1c.2 Implement a systematic and structured approach to obtaining feedback from customers and managing existing data and information.</p>	<p>Undertake research, review trends and engage the community towards review of the Randwick City Plan.</p>
<p>1c.3 Proactively manage enterprise risks within Council's integrated risk management system.</p>	<p>Testing of the Business Continuity Plan.</p> <hr/> <p>Update Risk Register and identify operational and strategic risks integrated within the Audit Plan.</p> <hr/> <p>Implement the Enterprise Risk Management (ERM) Framework.</p> <hr/> <p>Review and maintain the Technology sub plan of the Business Continuity Plan to maintain technical accuracy and perform periodic testing of the plan and associated backup and recovery actions.</p> <hr/> <p>Conduct an annual technology security vulnerability assessment exercise to provide assurance that Council's technology environment is secure.</p>



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** Lost Time Incident Frequency Rate
- 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 written correspondence actioned within deadline
- RM14** Overall community satisfaction with the Council
- RM15** The amount of cost shifting by other levels of government to the Council as a percentage of total revenue (before capital contributions)



Introducing our Budget

In planning for our City's future and the Council's contribution to the outcomes in the City Plan, Council considers its resourcing capability and future resourcing needs.



With the review of the Randwick City Plan in early 2018, we undertook a refresh and review of our Long Term Financial Plan. Council's plan to embark on a significant program of major capital works projects, coupled with an obligation to protect those places where crowds gather from terrorism and use enhanced technology to deliver services more efficiently, meant that a different financial strategy was needed.

Our current financial strategy has been developed to not only provide the resourcing to meet new projects, but to provide resourcing to continue our diverse range of services at a level agreed with our community. Our financial strategy detailed in our long term financial plan includes two special variation approvals from IPART – the Our Community our Future 3-year permanent increase and the Environmental Levy 5-year temporary increase. Last year 2018-19 the Our Community our Future special rate variation included the introduction of a Port Botany Business Rate and the use of borrowings.

Our budget for 2019/20 is based on the financial strategy. For more information on the budget please see our detailed 2019/20 Budget section on page 68 of this plan.



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 10-year social inclusion plan aimed at improving active community life and assisting households in need of social support services.

The key priority areas the Council will continue to address include: Assisting service providers to address residents' social

needs through partnerships and funding assistance; homelessness and housing affordability issues; responding to the needs of our Aboriginal and Torres Strait Islander community; and the needs of young people from disadvantaged backgrounds.

In 2019/20 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.



Randwick Disability Inclusion Action Plan

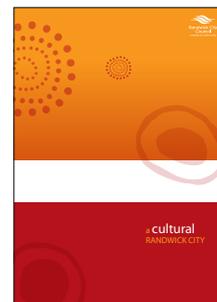
The Randwick Disability Inclusion Action Plan details strategies and actions for Council to help remove barriers and enable people with a disability to participate equally in our City. The strategies and actions centre on developing positive community attitudes and behaviours; creating liveable communities; supporting access to meaningful employment and improving access to mainstream services through better systems and



processes. Our focus in 2019/20 will be on assisting the community's understanding of consumer directed care while providing guidance about how to exercise choice and control in choosing disability support services. We will continue to consult with our community service providers, key organisations and community representatives in identifying key issues that are important to people with disabilities and their carers.

A Cultural Randwick City

We are continuing work towards achieving the cultural objectives outlined in our cultural plan – A Cultural Randwick City. We do this during 2019/20 through holding a variety of cultural events such as the International Women's Day Art Prize and the Shows for Young People program at the Randwick Literary Institute. The La Perouse Museum will continue to develop as a cultural hub with a vibrant program of exhibitions, workshops, talks and cultural activities spotlighting Randwick's local Aboriginal community, our history and role in early communication and science.



We will also continue to fund the South Maroubra Art and Photography Exhibition and the Randwick Art Society Annual Art Exhibition at the Prince Henry Centre which is in its tenth year. We will continue to foster appreciation of the arts through Randwick City Library's art classes for adults and monthly meetings of the Next Chapter Art Appreciation Group as well as hosting a best of Exhibition of the Women's Art Prize at the dedicated gallery space at the Lionel Bowen Library.

In addition the Library will continue to run an annual program of cultural events, including exhibitions, monthly author talks and writing workshops as well as book clubs. Randwick City Library will also act as a satellite venue for the annual Sydney Writers' Festival.

The popular Summer Reading Club for children, the Teen Summer Reading Challenge will be held this year to encourage reading in school aged children.

Digital literacy across all ages will be a focus of ours in 2019/20, with additional marketing and communications around Randwick City Library's online collection.

Local history will continue to be explored with a library exhibition to celebrate the 50th Anniversary of Christo's Wrapped Coast and a talk by curator John Kaldor at the Prince Henry Community Centre. There will be other historical talks, some in partnership with the Randwick and District Historical Society and others with the Cape Banks Family History 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. Council recognises that local residents have a right to be involved in decisions that affect where they live and also that input from residents results in better decision making.

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.

In 2019/20, 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 and 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

3-Year Delivery Program	1-Year Operational Plan actions (2019/20)
2a: Meet the needs of our diverse community and provide equitable access to social services and infrastructure.	
2a.1 Maintain a current understanding of our community’s needs and up to date information to support planning and program development.	Participate in local services inter-agency meetings to maintain up to date knowledge about emerging needs, gaps in services, and identify agency partnership opportunities addressing unmet needs across target groups.
2a.2 Provide high levels of accessibility to the Council’s community facilities and infrastructure.	Ensure that a range of user groups (hirers and class attendees) have fair and equitable access to our major multi-purpose centres (Prince Henry Centre, Randwick Community Centre, the Randwick Literary Institute and La Perouse Museum). Continue to plan and schedule activities and events located in venues easily identified and accessed by people with disability.

3-Year Delivery Program	1-Year Operational Plan actions (2019/20)
2a.3 Support the different groups in the community to improve access to services and recreational activities.	<p>Maintain and develop partnerships with external organisations which support diverse communities, such as the culturally and linguistically diverse (CALD).</p> <hr/> <p>Ensure Library CALD collections reflect demographics and community needs in Randwick City.</p> <hr/> <p>Undertake a review of Library CALD collections to inform future collection development.</p> <hr/> <p>Provide a range of programs and activities for a diverse community, such as the CALD.</p> <hr/> <p>Provide a range of collection items, programs and activities that are accessible and inclusive events and/or cater for those with disabilities.</p> <hr/> <p>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.</p> <hr/> <p>Implement a planned program of awareness raising sessions, service provider training and capacity building workshops to share information with local residents and/or their carers; to improve their ability to negotiate within the service delivery system; and to access relevant community services.</p> <hr/> <p>Participate in or hold a joint information forum with key organisations, neighbouring councils, and state agencies to help people to understand consumer directed care and to exercise choice and control in choosing disability support services.</p> <hr/> <p>Regularly consult with our community service providers, key organisations and community representatives to identify key issues important to people with disabilities and their carers.</p>
2a.4 Provide improved opportunities for local Aboriginal and Torres Strait Islander people to access support services including employment, family support and recreational activities.	<p>Support community-based support agencies in their planning and service provision roles, and provide essential information to government departments in their capacity as program funding providers, to address the unmet needs of at-risk or vulnerable residents.</p> <hr/> <p>Provide assistance to local indigenous organisations in the planning and delivery of nationally significant events such as NAIDOC Week and Reconciliation activities.</p> <hr/> <p>Ensure that the programs and activities delivered from the Lexo Hub address the identified needs of local indigenous families and individuals.</p>
2a.5 Implement the social inclusion plan (An Inclusive Randwick) to reduce disadvantage and address regional gaps in service provision.	<p>Continue to liaise with child and family services to produce and publish the Parenting Calendar (twice yearly) offering to local families a range of courses on child development.</p> <hr/> <p>Identify locational options for a youth focused facility for youth related services to deliver high priority programs and activities addressing at-risk and vulnerable age groups.</p> <hr/> <p>Establish and implement a Foodbank Program operating from the Lexo Hub facility to address identified food security issues.</p>
2a.6 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.

3-Year Delivery Program	1-Year Operational Plan actions (2019/20)
2b: Strong partnerships between the Council, community groups and government agencies.	
2b.1 Provide support for resident precinct committees, local chambers of commerce and combined service clubs.	Provide meaningful and relevant opportunities for community participation through face to face engagement activities such as Precinct meetings and other opportunities.
2b.2 Partner and implement joint projects with community groups and government agencies to achieve improved service coordination and value for money outcomes in the region.	<p>Manage and activate, on behalf of key partners, the Lexo Hub facility to provide accessible office accommodation to community services providers to deliver health, well-being and social welfare services.</p> <p>Participate in decision making and activities as a Steering Committee member of the Communities at the Centre: Equity and Well Being project initiative covering key social housing neighbourhoods.</p>
2c: New and upgraded community facilities that are multipurpose and in accessible locations.	
2c.1 Implement the Community Facilities Plan as per identified priorities.	Plan for and construct community facilities under the Our Community Our Future Program such as South Maroubra Beach Amenities, Malabar Memorial Hall upgrade, Randwick Town Hall refurbishment and Blenheim House Arts and Cultural Centre.
2d: Our cultural diversity is appreciated and respected.	
2d.1 Implement A Cultural Randwick City.	<p>Implement Council's calendar of events, such as The Spot Festival and Coogee Christmas Carols.</p> <p>Support and assist in the development and implementation of a range of cultural activities and events (indigenous and non-indigenous) based at La Perouse Museum.</p> <p>Support and assist in the delivery of Council's Multicultural Festival.</p> <p>Develop a list of feasible cultural activities for implementation in council owned community centres e.g. Prince Henry Centre, Randwick Literary Institute and Blenheim House.</p>
2d.2 Deliver and/or sponsor a range of cultural programs to promote a sense of community	<p>Investigate feasibility, sponsorship potential or support community events/projects as required by Council's resolutions.</p> <p>Implement Council's annual calendar of signature events (and ad hoc as required by Council resolution).</p>

Outcome 3: An informed and engaged community

Our community will participate in shaping our City.

Actions for Outcome 3

3-Year Delivery Program	1-Year Operational Plan actions (2019/20)
3a: Effective communication methods and technology are used to share information and provide services.	
3a.1 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>Produce appropriate video content for use on Council's digital channels.</p> <p>Advise on and/or produce effective and targeted communications plans and products for the Council and its services and activities.</p> <p>Research and write quality speeches for Council representatives as required.</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 and effective visual communication materials to support and enhance Council's business.</p> <p>Manage and effectively use Council's banner poles as an outdoor communication medium.</p> <p>Promote and disseminate information to help people with disability and their carers understand and improve access to relevant services.</p>
3a.2 Ensure that the Council's website provides an accessible and usable interface between the Council and the community.	<p>Ensure that the Library sub-site and social media channels provide timely, engaging and relevant information.</p> <p>Refresh the content and appearance of the library sub-site.</p> <p>Maintain and enhance the Council website to provide suitable and accessible content.</p> <p>Implement the Council's website based Community Submitted Events Service designed to assist community organisations in promoting community activities to residents and visitors.</p>
3a.3 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 mobile applications.</p> <p>Ensure optimal Enterprise 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 a Council venues booking system/online forms process and electronic event invitation/RSVP's system that integrates with existing Council applications.</p> <p>Continued rollout of public Wifi across Council facilities and open spaces.</p>

3-Year Delivery Program

**1-Year Operational Plan actions
(2019/20)**

3b: The community has increased opportunities to participate in decision-making processes.

3b.1 Develop opportunities for community input into the Council's decision-making processes.

Develop and support effective consultation plans to support the Council's projects.

Obtain feedback from the community on Council's Events Program.

Provide effective administrative support to Council's Advisory Committees in support of optimal meeting outcomes and organisation.

Regularly consult with key community representatives to identify relevant issues that are important to people with disabilities and their carers.

Use social media to help the community be part of the decision-making process, respond promptly to enquiries and to connect with the community about Randwick City's projects, events and activities.

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





Our Community Our Future 2018-21

Our Community Our Future is Randwick City Council's plan for the future to continue providing the community with high quality services, fund important new projects and to address some significant challenges.

Throughout December 2017 and January 2018 Council conducted one of its largest ever consultations with the broader Randwick City community to seek their feedback on a way forward.

Three options were presented to the community. Option 1 provided a status quo option of adopting the minimum rate peg, while options 2 and 3 proposed increases to fund new projects and services. Option 3 also included borrowing \$27m to help expedite project delivery within seven years rather than 13 as under option 2.

The community was asked to provide feedback on the options and comments on the proposed projects.

Option 1 DO NOTHING APPROACH

Under Option 1, Council will increase rates each year by the rate peg which has a cumulative effect of 7.48% over three years. This approach means we will not be able to fund new projects and it would impact our current services. This approach is not recommended by Council.

Anti-terrorism measures	<input checked="" type="checkbox"/>	Women's refuge	<input checked="" type="checkbox"/>
Major projects	<input checked="" type="checkbox"/>	Digital strategy	<input checked="" type="checkbox"/>
Maintain services	<input checked="" type="checkbox"/>	Cultural facilities	<input checked="" type="checkbox"/>

7.48%

2019/20	2019/20	2020/21
2.30%	2.50%	2.50%

\$0

No new projects delivered

Option 2 DELAYED APPROACH

Under Option 2, Council would apply for an SRV with a cumulative effect of 13.21% over three years to maintain services. This increase is based on modelling of what funds Council requires to maintain services and deliver new projects. This option would take longer (13 years) to deliver proposed projects and some would be on a smaller scale and apply a rate increase for Port Botany to create equality with Port Botany in Bayside Council.

Anti-terrorism measures	<input checked="" type="checkbox"/>	Women's refuge (delayed)	<input checked="" type="checkbox"/>
Major projects (delayed)	<input checked="" type="checkbox"/>	Digital strategy (limited)	<input checked="" type="checkbox"/>
Maintain services	<input checked="" type="checkbox"/>	Cultural facilities (delayed)	<input checked="" type="checkbox"/>

13.21%

2019/20	2019/20	2020/21
5.64%	3.52%	3.52%

\$0

13 years

Option 3 PREFERRED APPROACH

Under Option 3, Council would apply for an SRV with a cumulative effect of 19.85% over three years to maintain services and deliver major projects and anti-terrorism measures as a priority within seven years. Council would also borrow \$27M in funds to expedite projects and apply a rate increase for Port Botany to create equality with Port Botany in Bayside Council.

Anti-terrorism measures	<input checked="" type="checkbox"/>	Women's refuge	<input checked="" type="checkbox"/>
Major projects	<input checked="" type="checkbox"/>	Digital strategy	<input checked="" type="checkbox"/>
Maintain services	<input checked="" type="checkbox"/>	Cultural facilities	<input checked="" type="checkbox"/>

19.85%

2019/20	2019/20	2020/21
7.64%	5.52%	5.52%

\$27M

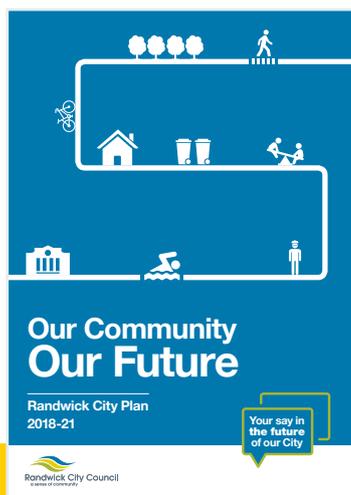
7 years

Cumulative rate increase over 3 years

Rate increase

Proposed borrowings

Project delivery timeframe



Projects

Our Community Our Future will deliver a number of significant new projects for the Randwick City community including:

- anti-terrorism measures to make public places safer as required by the Federal Government;
- upgrading the La Perouse Museum;
- addressing domestic violence by building or

supporting existing women's refuges;

- undergrounding powerlines to increase opportunities for street tree planting;
- providing an arts and cultural centre;
- upgrading the Randwick Literary Institute;
- building a new indoor sports centre and gymnastics centre at Heffron Park, Maroubra;
- implementing Council's Digital Strategy; and
- various park, community building and public toilet upgrades.

Community consultation

Council consulted with the community between 1 December 2017 and 1 February 2018. This timing was determined by IPART to meet their requirements.

A letter, information pack and survey was sent to 51,349 ratepayers in January 2018. In addition, Council placed full page advertisements in The Southern Courier, ran two information sessions, two workshops, conducted a telephone survey, put posters on bus stops and used Council's social media and email newsletters to inform residents and ratepayers.

Ratepayer survey

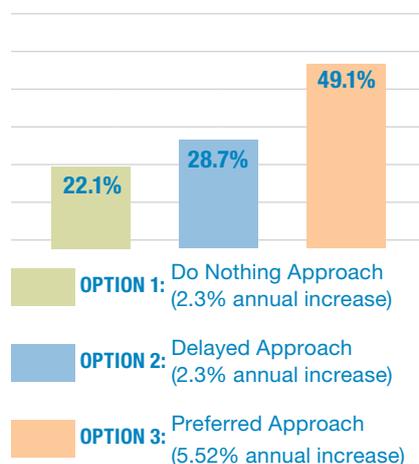
A letter, information pack and a reply-paid survey was sent to every ratepayer in January 2018.

5,713 responses were received by the closing date of 1 February 2018.

The surveys were conducted by two separate independent research agencies.

From the responses received, the most supported option was for a 5.52 per cent annual increase over three years which would deliver the major projects with a seven-year timeframe.

WHICH FUNDING OPTION DO YOU SUPPORT?



Telephone survey

An independent research firm was engaged to conduct a random and representative telephone survey of the local community.

- 85 per cent supported a rate increase (option 2 or option 3) above the minimum rate cap.
- 57 per cent supported option 3 (5.52 per cent pa rate increase) as their first preference.

Randwick City Council was given IPART approval for a special variation to fund Our Community Our Future in May 2018, for increases above the rate-peg in 2018/19, 2019/20 and 2020/21.



What it costs?

The cost of the increase will be about \$64 a year for the average Residential ratepayer. That's an increase of 5.52 per cent. Some people may pay more, and some may pay less depending on the value of their land.

In 2018/19 Council introduced a Port Botany rate on businesses operating within the port area, which matched the rate other port businesses in the Bayside Council were paying at that time.

The overall increase to Council's rate base including higher rates for Port Botany is a cumulative 19.85 per cent over the three years 2018/2021.

More information

See pages 84 - 87 for more about the 2019/20 Our Community our Future Capital Works program and planned projects for the seven-year program.

A comprehensive summary of the community consultation results and background documents can be found on www.yoursay.randwick.nsw.gov.au/OurCommunityOurFuture

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 instruments for the planning and development of our City. The Randwick LEP 2012 is consistent with the directions set out in our 20-year Randwick City Plan and became effective following a two staged review and consultation process.



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 replacing 35 separate DCPs and policies. The DCP is based on planning best practice, legislative changes and community feedback.

In 2019/20 we will continue along the LEP Roadmap in alignment with the Eastern City District Plan and finalise our Local Strategic Planning Strategy (LSPS) – which is a 20-year vision for land use in Randwick City. The LSPS identifies the special character and values that are to be preserved in Randwick City and determines how growth and change will be managed into the future. For more about the LSPS and shaping Randwick's land use future refer to page 51.

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. In 2019/20 Council will continue to assist the NSW Police with the provision of CCTV footage as required, monitoring premises for compliance with Late Trading regulations, work with the local Community Drug Action Team (CDAT) to deliver harm minimisation projects to residents and vulnerable community groups and participate in the Eastern Beaches Liquor Accord and University of New South Wales Crime Prevention Partnerships.

Asset Management Strategy

Randwick City Council owns and operates more than \$1.7 billion worth of infrastructure assets, including footpaths, roads, drainage, parks, buildings and equipment. Our Asset Management Strategy 2018/28 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 infrastructure asset.

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. Our planning for a continuous coastal walkway is ongoing. In 2019/20, we will be constructing a new synthetic sports field and remediating an existing sports field at lower Pioneers Park. Synthetic sports fields provide improved playing surfaces with lower maintenance and less impact due to weather.



The coastal walkway planning will continue with consideration on segments through the golf courses between Malabar and the NSW Golf Course. Development of the Heffron Park Masterplan will focus on construction of a new showcase sports field. We are proposing new outdoor gyms at Cromwell Park, Malabar and Neptune Park, Coogee, and we will be remediating and landscaping Purcell Park, Matraville.

See also Heffron Park - next section.

Heffron Park

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 2019/20 we will have constructed a new tennis centre with ten courts, and a clubhouse with change facilities. Just to the north of the new tennis centre will be a newly constructed handball facility. We are also continuing to plan for new sports field lighting, a new playing field, and The Heffron Centre comprising an indoor multipurpose sporting facility and gymnastics facility.

As part of the Heffron Centre, we are also progressing with the proposal for a new Community High Performance Centre (CHPC) for the South Sydney District Rugby League Football Club (The Rabbitohs). This would be delivered via a Public Private Partnership.

Council entered into a “Community Partnership”, known as the Souths Cares community program, with the Rabbitohs in 2010. The successful program assists the disadvantaged youth in the Lexington Place area, fosters a number of initiatives which the local youth identify with, and promotes improved health and fitness. Council were approached by the Rabbitohs in 2013 to consider a request to relocate their training and administration facilities from Redfern Oval to Heffron Park. An opportunity had become available for substantial grant funding from the Federal Regional Development Australian Fund (Round Five).

Confirmed funding towards the CHPC to date is as follows:

- The Federal Government has confirmed a funding contribution of \$10 million.
- The State Government announced on 19 December 2017 funding of \$8.696 million.
- A funding contribution of \$4 million from the Rabbitohs has been nominated at this time.
- The proposal to consolidate the facilities within the envisaged Heffron Centre adjacent to Bunnerong Road at Heffron Park was reported to Council in 2016, and adopted. A capped funding contribution of \$3 million from Council was nominated.

The Federal Government and State Government funding made available for the CHPC component of the project will be procured by the Rabbitohs.

In early 2019, Council received a grant from the State Government towards the indoor multipurpose facility. The \$3,135,127 contribution has been had available through their Greater Sydney Sports Facility Fund.

Subject to a resolution of Council, Randwick City Council will become the Principal in all contractual arrangements entered into for the delivery of the Rabbitohs CHPC as part of The Heffron Centre Building.

The ownership of the building will rest with Council. In this regard, a maximum outlay of \$3 million by Council towards the CHPC will yield a community asset valued at closer to \$25.696 million.

The multiple sources of funding granted towards the project being provided to the Rugby League Club

– Federal, State and Local Governments, as well as the Club’s funding – suggests that a Public Private Partnership is an appropriate means to realise a project of this nature.

Information was provided by Council to the Office of Local Government (OLG) regarding a Public Private Partnership approach and the OLG has assessed the project as not significant and not high risk, as defined by the OLG’s Guidelines on the Procedures and Processes to be followed by Local Government in Public Private Partnerships (the Guidelines).

Council has also received OLG confirmation that our capital expenditure review submission for the project satisfied the criteria set down within the OLG’s Capital Expenditure Guidelines.

Section 94A Development Contributions Plan

The Randwick s94A Plan authorises the Council to impose, as a condition of consent, a fixed levy based on the cost of development, when a development consent or complying development certificate is issued. Funds collected under the s94A framework are used to provide for additional or improved public facilities to meet expected demands arising from new development.

The Plan’s Schedule of Works identifies ongoing and new projects for the next 10 years, such as the Coastal Walkway and implementing the plan of management at Heffron Park.

Affordable Housing Strategy

Randwick City Council’s Affordable Housing Strategy and Action Plan was developed to ensure that we can maintain a mix of socio-economic groups within the City. The Affordable Housing Strategy provides a framework for responding to housing need for those households on low to moderate incomes who are facing housing stress.



The affordable housing principles are also reflected in the aims of the comprehensive LEP. Council continues to seek opportunities to increase the supply of affordable housing within the City.

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

3-Year Delivery Program		1-Year Operational Plan actions (2019/20)
4a: Improved design and sustainability across all development.		
4a.1	Require a high standard of design quality in new development in line with Council's policies.	Finalise the planning proposal and urban design strategy for Kensington and Kingsford Town Centres. Prepare Development Control Plan (DCP) controls for Kensington to Kingsford.
4a.2	Promote and recognise design excellence and sustainability through events or other activities.	Initiate and run the 2020 design excellence program comprising the Urban Design Awards and Architecture Talks.
4b: New and existing development is managed by a robust framework.		
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 recommendations of the Randwick Local Planning Panel (RLPP) review.
4b.2	Monitor provisions of the LEP and DCP to ensure relevancy and delivery of good design outcomes.	New standard RLPP report templates (including standard wording for assessing clause 4.6 variations) for medium density, mixed use, commercial and dwelling house development.

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 and activities.

Actions for Outcome 5

3-Year Delivery Program		1-Year Operational Plan actions (2019/20)
5a: Maximise opportunities for residents and visitors to enjoy both active and passive open space uses.		
5a.1	Progressively update plans of management, in accordance with an established priority list and the Recreation Needs Study, focusing on active and passive recreation opportunities.	Process applications for activities on public land incorporating relevant assessment criteria and complying with service level agreements.
5a.2	Continue work towards creating a continuous Coastal Walkway from Clovelly to Botany Bay as detailed in the Recreation Needs Study.	Design feasibility and amenity study to continue Coastal Walk through southern golf courses.

3-Year Delivery Program**1-Year Operational Plan actions
(2019/20)****5b: Facilitate a range of sporting and leisure activities.**

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 programs for the community at the Des Renford Leisure Centre in line with industry trends and demands.
5b.2	Implement open space plans of management with a focus on multi-uses such as the Heffron Park Plan of Management.	Improved landscaping and outdoor gym - Neptune Park, Coogee.

5c: Create new open space as opportunities arise.

5c.1	Advocate for public access to the remaining Commonwealth land at Malabar Headland.	Negotiate with Commonwealth and State Government agencies for community access to the Malabar Headland.
5c.2	Plan and advocate for public open space and connections in major urban renewal and infrastructure projects.	Support delivery of Green Grid links consistent with the Green Infrastructure strategy and LSPS.
5c.3	Optimise the urban interface with the Light Rail.	Plan and construct the Meeks Street Urban Plaza. Ensure public space and access opportunities in conjunction with the Light Rail Project.



3-Year Delivery Program**1-Year Operational Plan actions
(2019/20)****5d: Library programs, resources and facilities provide innovative and inspirational opportunities for education and leisure.**

5d.1	Improve and develop library facilities, services and resources ensuring their ongoing relevance to the community.	Utilise consumer research to determine ongoing community satisfaction with Randwick City Library, including resources, services and facilities.
		Ensure the acquisition of new physical and digital items for the Randwick City Library collection which are relevant to the community, reflect community trends and meet user expectations.
		Ensure that all facilities, services and resources of Randwick City Library meet community demand, expectations and relevance through a high level of patronage and usage.
		Develop an integrated, community focused marketing plan and calendar of events that reflects community needs, interests and demands.
		Continue to provide exciting and innovative programs and services for children and families.
		Continue to develop and deliver programs supporting the digital learning and social inclusion for seniors.
		Continue to provide library presence at community events and maintain regular school visit program.
		Undertake regular and pop-up community outreach through the Spark Library Outreach Vehicle.
		Continue to improve physical facilities of Randwick City Library by enhancing the façade of Lionel Bowen Library.
		Continue to improve physical facilities of Randwick City Library by upgrading public toilet facilities at Lionel Bowen Library.
5d.2	Continue to provide a community hub for education and leisure activities.	Through the Library, provide the community with lifelong learning opportunities to increase technological literacy, physical and mental health and social integration.

Outcome 6: A liveable City

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

Actions for Outcome 6

3-Year Delivery Program	1-Year Operational Plan actions (2019/20)
6a: Our public infrastructure and assets are planned, managed and funded to meet the community expectations and defined levels of service.	
6a.1 Continue asset management planning to deliver infrastructure assets that ensure intergenerational equity and meet Council's obligations as the custodian of our community's assets.	Continue to collect and collate asset management data to ensure accurate and timely decisions to support best management of council's assets.
6a.2 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 centres, 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.
6a.3 Implement and complete major projects in the Our Community Our Future Program.	Plan and commence construction on major projects under the Our Community Our Future Program such as The Heffron Centre. (See pages 84 -87 for more information).
	Plan the undergrounding of power lines at The Spot, Randwick.
6a.4 Prepare and implement a Smart City Strategy for the delivery of improved services and take advantage of technological opportunities.	Deliver the Smart Car parking project in the Kensington and Kingsford town centres.
	Deliver the Smart Beach Project to optimise the beach-going experience at Coogee Beach; and leverage learnings for other beaches. Develop open data standards for beach information.
6a.5 Consider opportunities for the restoration of the La Perouse Museum and improved access.	Project management of the restoration of the La Perouse Museum - master plan and re-build.

3-Year Delivery Program	1-Year Operational Plan actions (2019/20)
6b: Our centres, beaches, streets and other public places are safe, inviting, clean and support a recognisable image of our City	
6b.1 Conduct public place cleaning in accordance with adopted service levels.	Ensure business centres, public places and beaches are cleaned.
6c: The safety of our community is paramount and is acknowledged and supported through proactive policies, programs and strategies	
6c.1 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.	Participate in crime prevention and safety programs in collaboration with the Police and other organisations.
	Develop emergency management plans in consultation with police for major events.
	Monitor and maintain infrastructure, at risk of vandalism, within Randwick City.
	Implement a planned program of activities and events with lead agencies to raise community awareness and support household members affected by domestic violence.
	Support youth services agencies to implement activities for school aged children at risk of engaging in anti-social behaviour.
6c.2 Educate the public on surf and water safety.	Deliver the Surf and Water Safety education program to 20 schools.
6c.3 Implement effective regulatory and compliance services and programs to maximise public health and safety in Randwick City.	Implement a range of food safety and environmental health activities.
	Implement effective regulatory and compliance activities and strategies.
	Maintain bacterial and chemical parameters at Des Renford Leisure Centre to ensure compliance with NSW Health guidelines for pool and recycled water quality.
6c.4 Implement the Road Safety Action Plan.	Implement an effective regulatory fire safety program.
	Continue to implement road safety behavioural projects addressing: Pedestrian safety, speeding motorists, drink driving.

3-Year Delivery Program	1-Year Operational Plan actions (2019/20)
6d: A strategic land use framework provides for our lifestyle changes and for a continuing, yet steady rate of growth across our City.	
6d.1 Review and implement the strategic land use framework in line with urban renewal projects, Regional and District Plans.	Finalise the Local Strategic Planning Statement following the draft LSPS.
6d.2 Continually monitor and update the strategic land use framework for continual improvement.	<p>Finalise the draft Housing Strategy following public consultation.</p> <p>Commence preparation of the Planning Proposal as part of LEP Roadmap process.</p> <p>Develop and implement online generation and delivery of S10.7 Certificates.</p> <p>Respond to legislative reforms, policy amendments, major proposals and proposals outside the local government area.</p>
6d.3 Ensure equitable and timely implementation of the s.94A Contributions Plan and monitor the work program to enhance infrastructure and services.	Continue preparations for a new S.7.12 Development Contributions Plan for Kensington to Kingsford.
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 agreements.
6e.2 Update and implement Council's Affordable Housing Strategy and Action Plan to facilitate new and retain existing affordable housing.	<p>Implement Council's Affordable Rental Housing Programs and ensure compliance with approved eligibility criteria, tenancy and property management procedures.</p> <p>Initiate and complete land classification actions to 'Operational' for all new affordable housing dwellings transferred to Council's ownership in accordance with the requirements of the Local Government Act.</p> <p>Investigate further affordable housing opportunities as a part of the planning framework including major strategic developments and LEP Roadmap process.</p>
6f: Undertake an ongoing program of comprehensive commercial centre reviews.	
6f.1 Undertake an ongoing program of comprehensive commercial centre reviews.	<p>Undertake road and footpath upgrades - Belmore Road / Avoca Street.</p> <p>Finalise the Randwick town centre planning strategy for exhibition.</p>

Outcome 7: Heritage that is protected and celebrated

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

Actions for Outcome 7

3-Year Delivery Program	1-Year Operational Plan actions (2019/20)
7a: Our heritage is recognised, protected and celebrated	
7a.1 Local and cultural history is recognised, known, preserved and celebrated (through events, media, etc.)	<p>Promote local and cultural services and collections through a range of public programs, exhibitions and partnerships that enhance community interpretations of heritage.</p> <hr/> <p>Make accessible heritage documents and resources through the Portfolio Digital Asset Management System.</p> <hr/> <p>Podcast project incorporating oral histories by community members of the Randwick local government area.</p> <hr/> <p>Celebrate Christo Wrapped Coast 50th Anniversary.</p>
7a.2 Prepare and implement management and maintenance plans for heritage properties owned by 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.	<p>Carry out an Aboriginal Cultural Heritage Study.</p> <hr/> <p>Undertake the Anzac Parade Heritage Study.</p> <hr/> <p>Review the 2002 Heritage Study as part of the LEP Roadmap process.</p>
7a.4 Manage the La Perouse Museum to enhance access to and information about local heritage.	Support the development and implementation of a cultural program based at the La Perouse Museum.
7a.5 Implement Council's Heritage Conservation policies in the assessment process.	Provide heritage advice on State significant and local developments.

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** Infrastructure backlog ratio
- PFP09** Satisfaction with maintenance of roads and footpaths
- PFP10** Number of anti-social behaviour incidents in Randwick City
- 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



VISION 2040

Shaping Randwick's Future

Vision 2040 is Randwick City's draft Local Strategic Planning Statement (draft LSPS). It sets out the 20 year vision for land use in our local area, the special character and values that are to be preserved, and how growth and change will be managed into the future.

Local Strategic Planning Statements are a key aspect of the reforms to the Environmental Planning and Assessment Act 1979 which were implemented in 2018. The new legislation recognises the critical role of councils in strategic planning for their local area and requires the preparation of a new local strategic planning statement that identifies the planning priorities for an area and explains how these are to be delivered. The statements are intended to shape how the development controls in the local environmental plan (LEP) will evolve over time to meet the community's needs over the next 20 years.

Informed by the Greater Sydney Region Plan, the Eastern City District Plan and Randwick City Plan, the LSPS will provide the vision and framework to inform a future update of Council's planning framework, the Randwick Local Environmental Plan 2012 and Development Control Plan 2013.

Community Consultation and Engagement

Extensive Community and stakeholder engagement took place during March and April 2019 with feedback from the consultation instrumental in the development of the draft LSPS. Our comprehensive



engagement strategy included opportunities for the community, industry and stakeholders to share their ideas, expertise and personal experiences via: postcard drops, a dedicated webpage, online interactive surveys, interviews, community workshops and pop up stalls.

The local community have played a central role in the development of the draft LSPS vision via a series of workshops focusing on neighbourhood character and housing scenarios. The community has helped further our understanding of the local context and key planning issues. This in turn has allowed Council to develop planning priorities and actions that respond to and build on our sense of place, and the community's strengths and potential.

We have also consulted widely with major land owners, State Agencies and utility providers in the preparation of the draft LSPS to understand future plans and needs, and ascertain infrastructure requirements to support our housing, productivity, and environmental sustainability priorities.

Next Steps

Once Vision 2040 is formally made, the next step is the preparation of a new Local Environmental Plan to replace the existing Randwick Local Environmental Plan 2012. The new LEP will reflect the key planning priorities of the LSPS that relate to zoning, land use regulation and development. A new Development Control Plan will also be prepared to supplement the LEP with specific guidelines on the design of new development which also reflect the planning priorities of Vision 2040.

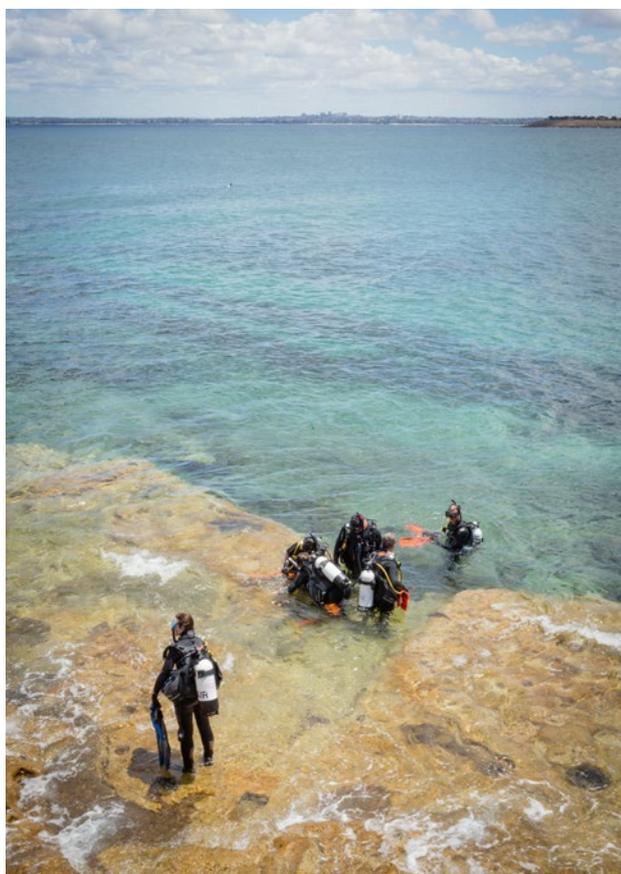


A prospering City

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 plans

Economic Development Strategy

The Randwick Economic Development Strategy (2009) was developed to strengthen the local economy and to support local business by providing a positive framework and direction to guide and facilitate sustainable economic development in Randwick City.

The Strategy is designed to build on the existing solid foundations for economic success in Randwick City, identify and address any challenges and to create local economic opportunity for residents as well as both established and new businesses.

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

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

Many of these initiatives have now been undertaken and completed. An updated Randwick Economic Development Strategy is currently being prepared and is expected to be on public exhibition and open for submissions in late 2019.



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

3 Year Delivery Program		1-Year Operational Plan actions (2019/20)
8a. Vibrant business, commercial and industrial sectors that provide ongoing and diverse employment opportunities and serve the community.		
8a.1	Review and update the Economic Development Strategy.	Prepare and exhibit a new Economic Development Strategy.
8a.2	Implement a range of strategies to support the development of vibrant commercial centres.	Prepare a new Visitor Management Strategy.
8b: Provide guidance to the specialised Hospital and University centre.		
8b.1	Work with institutions to develop strategic plans for the Randwick Hospital and University precincts.	Continued participation in Collaboration Area process with Health NSW for the Randwick Hospital Complex and with UNSW for the University precinct.
8c: Develop and strengthen effective partnerships with key locally based organisations.		
8c.1	Implement the adopted recommendations of the Economic Development Strategy in relation to partnerships with locally based organisations.	Develop new relationships with business groups and foster partnerships and collaboration between business groups and Council.
8c.2	Consider online opportunities to enhance communication partnerships on economic development.	Investigate options for online platforms to enable business networking and local business awareness.
8d: Tourism's role in the local economy is acknowledged.		
8d.1	Implement the adopted recommendations of the Economic Development Strategy in relation to tourism.	Prepare a tourism and visitor management plan.

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 who reported they are spending the same or more at shops within Randwick City than 12 months ago
- PROS06** Number of surveyed residents who stated they prefer to shop in their local neighbourhood
- PROS07** Number of people employed (FTE) in the Health and Education Strategic Centre – increase capacity from 22,800 jobs to 32,000-35,500 jobs by 2036 as per the Greater Sydney Commission’s Eastern City District Plan
- PROS08** Number of international visitors spending at least one night in Randwick City
- PROS09** Continued investment in the maintenance and development of the Coastal Walk from Clovelly to Botany Bay



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, and connecting with other sustainable transport modes, such as light rail.

The plan outlines a process of staged implementation and establishes priorities for the work. In 2015, the Council reviewed the priority order for the implementation of bike routes.

Public consultation on the review of the priority routes was undertaken. The result was the adoption of a bike route priority list.

This priority listing is used as a guide for the implementation of bike routes in Randwick City and priorities may alter, especially if offers of funding are received from other sources such as Roads and Maritime Services (RMS), and Transport for NSW. Currently, we are working on the development of two separated cycleways - one from Centennial Park near Doncaster Avenue through to the Kingsford light rail terminus. The other is from Coogee South along Bundock and Sturt Streets to the Kingsford light rail terminus.

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 2019/20 will focus on:

- pedestrian safety
- child restraint safety – 0 to 8 year olds
- safety around schools, including bike rider safety
- workshops for supervisors of learner drivers,
- as well as support for RMS state-wide campaigns.

Light Rail Support Plan

With the introduction of light rail, Council recognised the need for a support plan to achieve the best possible outcomes and ensure the project is seamlessly integrated with the surrounding community.

This Plan is centred on the following elements:

Place Making – creation and improvement of public domain areas in the vicinity of the light rail alignment. This year the focus will be on creating new plazas at Meeks Street in Kingsford and Waratah Street in Randwick. Along Anzac Parade the power is being undergrounded and new smart poles installed. The smart poles are designed to include new street lighting and space for flying banners.

Parking – Council has completed the reconfiguration of parking on side streets adjacent to the light rail route, to maximise parking spaces and compensate for the loss of on-street parking along Anzac Parade, Alison Road and High Street.

Kingsford Interchange Parking – land has been purchased in Kingsford for the provision of public parking in association with other uses.

Cycleways – to promote and provide interconnecting sustainable transport modes, the Plan allows for new cycleways that also connect to the light rail stops. This will include the installation of high security bicycle facilities at both the Randwick and Kingsford Interchanges.

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

3 Year Delivery Program		1-Year Operational Plan actions (2019/20)
9a: A network of safe and convenient walking paths and cycle ways linking major land uses and recreation opportunities		
9a.1	Review, improve and implement facilities for cyclists as detailed within the Randwick Bicycle Plan.	Provided that Council's application for RMS funding proves successful we will finalise construction plans of the Doncaster/Houston pedestrian and bike rider improvement project - for possible implementation. Additionally, we will implement appropriate projects as nominated by the Council's Cycleways and Bicycles Facilities Advisory Committee.
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.	Complete the annual Footpath Program in the Capital Works Program.
9b: The community is informed, educated and encouraged to use sustainable transport		
9b.1	Implement Council's Energy Savings Plan and Local Greenhouse Action Plan to reduce reliance on private motor vehicles.	Continue monitoring and reporting on Council vehicle fleet emissions, investigate and advocate for opportunities to utilise energy efficient transport for Council.
9b.2	Continue to show leadership in this area with Council's vehicle and transport choices.	Engaging with Council for increased take-up of e-bikes and vehicles and facilitate sustainable transportation choices including walking, cycling and public transport.
9c: Advocate and/or plan for integrated local and regional transport improvements, including high capacity transport such as light/standard rail.		
9c.1	Advocate for the extension of the light rail system to Maroubra Junction, improved east-west public transport services and improved bus network.	Advocate for improved public transport services.
9c.2	Participate in working groups and monitor the State Government's implementation of light rail.	Continue to participate in working groups in an attempt to improve the interface with light rail, and enhance the amenity, safety and accessibility of the streets and spaces on the route.

3 Year Delivery Program		1-Year Operational Plan actions (2019/20)
9d: Residential amenity is protected by appropriate traffic management.		
9d.1	Implement traffic control strategies to protect residential amenity.	Implement the Smart Parking project within the Smart Cities and Suburbs Commonwealth Funding Program, with two locations - Kingsford/Kensington and Coogee Beach. Manage and implement actions arising from the Traffic Committee processes.
9d.2	Implement regulatory parking patrol and enforcement programs to ensure appropriate enforcement of the NSW Road Rules.	Implement parking patrol and enforcement strategies in key locations and in response to community concerns.
9e: Parking is managed to balance convenience against reduced car reliance.		
9e.1	Enhance parking opportunities for residents through appropriate management of the Resident Parking Scheme.	Manage and implement actions arising from Traffic Committee processes.
9e.2	Develop a strategic approach to the overall management of parking—especially within our commercial centres	Undertake business and parking surveys.

Our measures for this outcome include:

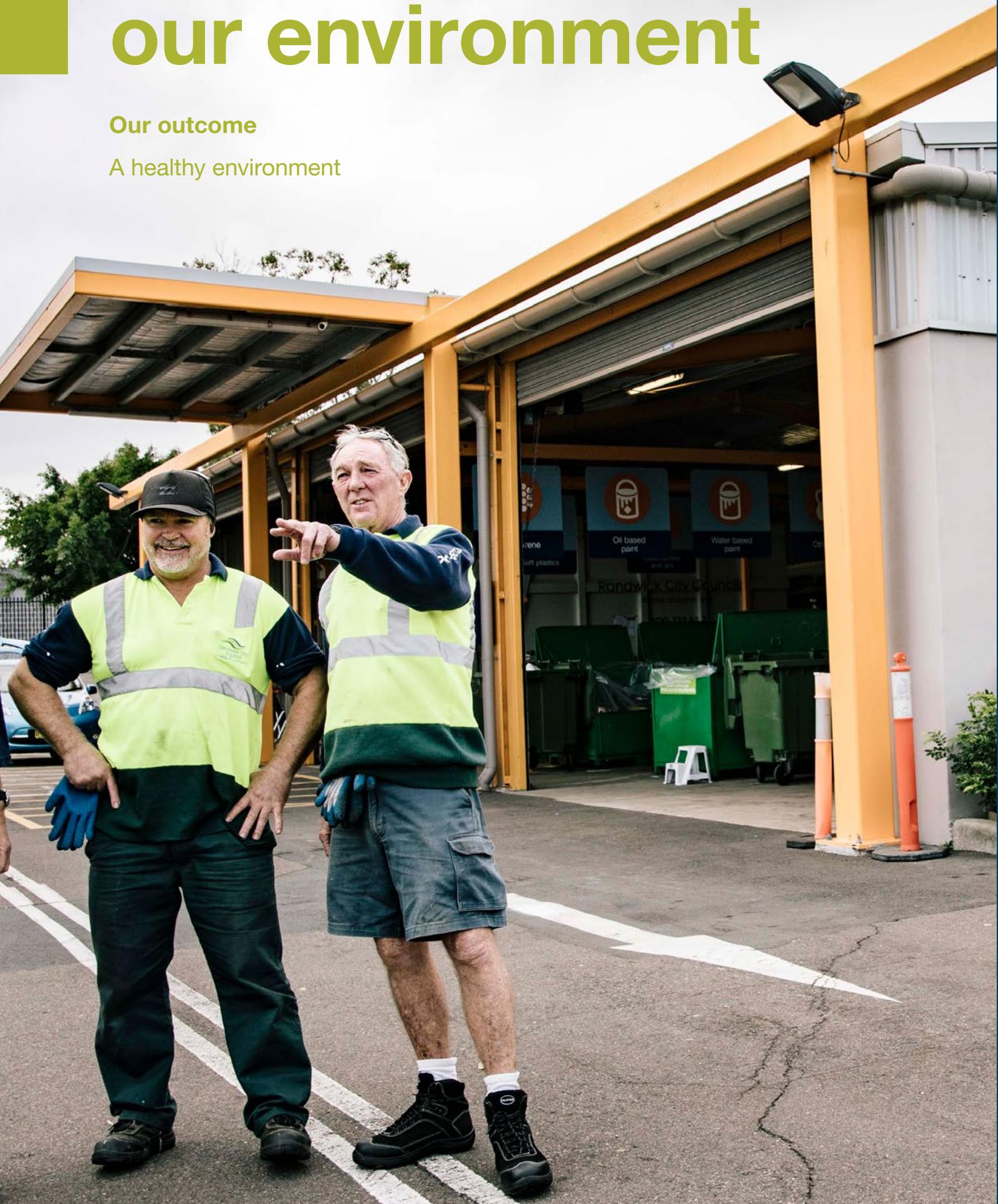
- MA01** Number of bicycle crashes per annum as a percentage of total cyclists
- MA02** Average daily number of cyclists counted on the Anzac Parade cycle route
- MA03** Community satisfaction with the construction of cycleways
- MA04** Community satisfaction with the availability of car parking in commercial centres in the Randwick City area
- MA05** Number of vehicles per household
- MA06** Percentage of trips where mode of traveller 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



Looking after our environment

Our outcome

A healthy environment



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, Greenhouse and Renewable Energy Plans

Council prioritises projects which increase efficiency in our energy use, enable Council and the community to reduce energy consumption, and increase use of renewable energy technologies based on our:

- Energy and Greenhouse Management Plan;
- Renewable Energy Master Plan;
- Climate Change Adaptation Roadmap; and
- draft Low Carbon Future Plan. This plan is part of our 3-Council Regional Environment Program with neighbouring Waverley and Woollahra Councils.

Initiatives prioritised within these strategies are funded via Randwick's Environmental Levy.



Water Management Plan

Council continues its long term investment in stormwater, wastewater, borewater and rainwater storage, treatment and harvesting systems which now cover around two dozen of Council buildings, and most community parks and facilities.

Around 5.5 million litres of alternative water storage are now providing between 40 and 50 per cent of Council's non-potable water requirements for irrigation, toilet flushing and non-drinking water use, reducing consumption by around 450 million litres of potable water from the mains water system each year. Strategic frameworks supporting these initiatives include:

Strategic frameworks supporting these initiatives include:

- Randwick's Water Savings Plan (under review); and
- Draft Water Management Plan as part of a regional water management framework for the 3-Council Regional Environment Program.

Waste Management Strategy

Council continues toward a 75 per cent reduction target set by the NSW Government for waste disposed at landfill by 2022.

Council has reviewed its Waste Management Strategy and the 2017-2030 Waste Management Strategy details our planning for sustainable waste outcomes up until 2030 in alignment with the NSW Government's waste targets. The updated Waste Management Strategy aims to build on our strengths and capacity to improve treatment and recovery of waste materials from the various waste streams taking in:

- bulky waste collected from the kerbside
- food waste and garden organics
- recycling from households and public places
- illegal dumping and litter
- Council's 'best practice' red-lid, yellow-lid and green-lid bins and
- Perry Street Recycling Centre.

Key programs continue to tackle 'reverse' contamination – that is the extent of organic waste material and recyclables being placed in household red-lid rubbish bins, currently comprising around 60 to 70 per cent of material placed in the bin. These programs provide opportunities for Council to assist residents to recycle correctly and place their organic materials into green-lid bins, into household compost systems and/or into specially coloured organic food waste bins in participating units and apartments across Randwick.

Outcome 10: A healthy environment

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

Actions for Outcome 10

3 Year Delivery Program		1-Year Operational Plan actions (2019/20)
10a: Council's programs and partnerships foster sustainable behavioural changes and outcomes.		
10a.1	Develop, implement and review programs aimed at improving the City's resilience.	Deliver sustainability courses, workshops and events for the Randwick community and review outcomes.
10a.2	Expand external partnerships supporting Council's resilience initiatives e.g. UNSW MOU.	Achieve sustainability outcomes with external partners and funding opportunities, including local businesses, UNSW and not-for-profits.
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 region.	Participate in initiatives and programs conducted as part of the 3-Council collaboration to reduce resource consumption across the eastern suburbs.
10b: Policies and programs are developed and implemented in response to environmental risks and their potential impacts.		
10b.1	Develop and implement a long term resilience framework for Randwick.	Provide grants, support and resources for Council programs and projects increasing resilience and capacity for Randwick community including residents, schools and businesses.
10b.2	Develop and implement environmental strategies for remediation of contaminated Council/public land.	Continue ongoing remediation works at Chifley Reserve, Heffron Park, Pioneer Park and Purcell Park.
10b.3	Implement recommendations contained in the NSW Government's Floodplain Development Manual and relevant flood studies carried out for Randwick City.	Continue floodplain management studies and Floodplain Risk Management Plan implementation actions as per annual plan.
10b.4	Administer and implement Council's Tree Preservation policy to preserve our urban forest.	Process Customer Service Requests for pruning /removal of Council street trees incorporating relevant environmental risk assessments.
10b.5	Administer and coordinate Council's Climate Change Adaption and Mitigation Plan.	Investigate and undertake educational opportunities to inform community preparation and response on climate change impacts, including heatwave conditions.

3 Year Delivery Program		1-Year Operational Plan actions (2019/20)
10c: Bushland, open spaces and biodiversity are protected and enhanced for future generations.		
10c.1	Implement and monitor Randwick’s regulatory responsibilities especially in relation to the enhancement of our native and indigenous flora and fauna.	<p>Implement the Bush Regeneration and Revegetation Program including threatened species management and development of green corridors.</p> <p>Implement the Biosecurity Act, Biodiversity Conservation Act and associated SEPPs, while supporting the implementation of the Noxious Weeds Act and provide advice on managing pest animals.</p>
10c.2	Implement annual tree planting programs in accordance with Council’s Street Tree Masterplan to continue to increase our tree canopy cover across our City.	<p>Implement ongoing Annual Street Tree Planting Program, Community Street Tree Planting project, National Tree Day and Trees for Mum projects.</p> <p>Implement program based on updated Tree Canopy analysis and review progress against agreed targets.</p>
10d: Waste is managed sustainably to ensure highest level of resource recovery.		
10d.1	Develop and implement Council’s Resource Recovery Strategy to minimise the level of waste going to landfill.	<p>Implement Council’s Waste Management Strategy.</p> <p>Review and implement efficient collection services.</p>
10d.2	Implement and review actions identified in Council’s Litter and Illegal Dumping Management Plan.	<p>Reduce impact of litter and illegal dumping on the streets and beaches.</p> <p>Prioritise and implement projects to reduce illegal dumping and littering across Randwick.</p>
10d.3	Develop and implement community engagement programs on waste and recycling.	Deliver waste education and community engagement programs for the Randwick community.
10e: A total water cycle management approach including water conservation, re-use and water quality improvements is adopted.		
10e.1	Develop and implement projects to improve water conservation and efficiency across Council and the Community.	<p>Implement water conservation in the operation of Council’s amenities.</p> <p>Increase stormwater, rainwater and wastewater harvesting opportunities within Randwick City.</p> <p>Connect Council irrigation assets to the web managed irrinet system.</p> <p>Increase stormwater, rainwater and wastewater harvesting opportunities in Randwick City.</p>

3 Year Delivery Program		1-Year Operational Plan actions (2019/20)
10f: Energy conservation and efficiency programs are implemented.		
10f.1	Develop and implement projects to improve energy conservation and efficiency across Council and the Community.	Implement energy saving and efficiency projects across Randwick City.
10f.2	Investigate and implement renewable energy projects across Randwick City.	Expand renewable energy across the City including trial of battery storage at Council site.

Our measures for this outcome include:

- LAOE01** Mains water consumed by the Council’s operations per day on average
- LAOE02** Net tonnes of greenhouse emissions from the Council’s operation
- LAOE03** Energy (electricity and gas) consumed by the Council’s top 10 consuming sites per annum
- 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 – 75 per cent of municipal solid waste diversion by 2022
- 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
- LAOE12** Percentage of tree canopy in LGA



Sustaining our City

Randwick’s unique Sustaining our City Program is largely funded through an Environmental Levy. Council has delivered important environmental projects and improvements through this program over the past 15 years.



Randwick’s Sustaining our City initiative has contributed to a transformation in the way our community has responded to the important environmental issues confronting society: from coastal protection; conserving resources; reducing waste; protecting biodiversity; and community education and engagement in actions individuals can take around their home, school or workplace. Projects include:

- continuing to extend our coastal walkway with the most recent extensions proceeding through the various golf courses at the southern end of Randwick;
- additional energy efficiency and conservation projects to reduce energy costs and overall consumption with plans for new and upgraded solar panels on Council and community buildings, lighting upgrades at larger and smaller Council sites as well as trialling battery storage at sites where excess daytime solar generation can be stored for evening energy use. Council support for resident take-up of solar and battery storage will continue to be progressed as well as more accurate monitoring of resource consumption patterns to ensure achievement of new targets set by Council;
- harvesting and treating stormwater run-off and other waste water with the main project aiming

to secure much of the future water needs of Maroubra beach from north to south;

- supporting sustainable transportation choices for example through the continuing roll-out of the first public electric vehicle charging stations across the eastern suburbs as well as support for electric vehicle roll-out where practicable;
- increasing community skills and capacity in being more sustainable at work, home and school through our Energy Future website and Solar My School program;
- free workshops and capacity building for residents, businesses and schools at our sustainability education ‘hub’ located at Randwick Community Centre and at Barrett House, as part of the 3-Council sustainability demonstration house project;
- educating and supporting initiatives to avoid and reduce waste, particularly single-use plastic items;
- increasing composting and food saving initiatives for residents and support for community food gardens including in schools; and
- restoring and protecting native flora and fauna and ‘green corridor’ connections linking them across public and private land in Randwick.



The Environmental Levy has funded the Sustaining our City program for the past 15 years. With community support following extensive community engagement, Council applied to IPART for a special variation to temporarily continue the Environmental Levy for a further five years, 2019/2024. IPART approved Council’s application on 13 May 2019. The five year program is summarised on the following two pages.

Sustaining our City Program

Five-year (2019/2024) continuation of the Environmental Levy as linked to the Delivery Program
- see pages 89 - 91 for further information

PROPOSED PROJECTS		PROPOSED FUNDING \$
COASTAL PROTECTION	Coastal walkway - Working towards a continuous Coastal Walkway from Clovelly to La Perouse. Funds will help design and implement walkways at South Coogee, Lurline Bay, Randwick Golf Course, the Coast Golf Course and St Michael's Golf Course.	\$9.1m
	Gross Pollutant Traps (GPTs) - Installation of five additional pollutant traps to increase water quality at local beaches.	
CONSERVING RESOURCES	Saving water - Future proofing wastewater re-use program at Maroubra Beach, Des Renford Leisure Centre, Purcell Park Matraville, Nagle Park Maroubra and Pioneers Park Malabar.	\$8.3m
	Energy efficiency program - Energy efficiency program for Council building upgrades, community renewable energy, smart monitoring and carbon offset program.	
TACKLING GREENHOUSE	Solar power, composting, electric vehicles and cycleways - Installation of solar panels on five Council buildings, increased rates of composting, installation of public electric vehicle charging locations and funding for improved cycleways.	\$2.8m
BIODIVERSITY	Green Corridor program - Planting more native trees in streets and parks, continuing Native Havens program and additional flora and fauna monitoring and WIRES relocation and interpretive centre.	\$1.4m
COMMUNITY ENGAGEMENT	Sustainability events and workshops - Continuation of Council's Eco-Living Expo, Earth Hour, World Environment Day, Best Gift Markets, NOX Night Sculpture Walk, Marine and Coastal School Holiday Activities, school grants, Eco Heroes program, sustainable schools exchange and workshops at Randwick Community Centre, Barrett House and libraries.	\$2.7m

LINK TO THE DELIVERY PROGRAM	RESPONSIBILITY	MEASURE/S
5a.2 Continue work towards creating a continuous Coastal Walkway from Clovelly to Botany Bay as detailed in the Recreation Needs Study.	Manager Infrastructure Services Manager Technical Services Manager Sustainability	PFP04 Level of satisfaction with recreation and lifestyle opportunities.
6a.2 Conduct programmed infrastructure and asset maintenance management in accordance with adopted service levels. 10e.1 Develop and implement projects to improve water conservation and efficiency across Council and the community.	Manager Infrastructure Services Manager Technical Services Manager Sustainability	LAOE08 Water quality of beaches – percentage of beaches with a swimming suitability grade of good to very good.
10e.1 Develop and implement projects to improve water conservation and efficiency across Council and the community.	Manager Sustainability Manager Infrastructure Services	LAOE01 Mains water consumed by the Council's operations per day on average.
10f.1 Develop and implement projects to improve energy conservation and efficiency across Council and the Community.	Manager Sustainability	LAOE03 Energy (electricity and gas) consumed by the Council's top 10 consuming sites per annum. LAOE05 Electricity consumed by residential properties in the Randwick City LGA - per household per year.
10f.2 Investigate and implement renewable energy projects across Randwick City. 9a.1 Review, improve and implement facilities for cyclists as detailed within the Randwick Bicycle Plan.	Manager Integrated Transport Manager Sustainability	LAOE02 Net tonnes of greenhouse emissions from the Council's operation. LAOE06 Solar energy generation exported to back to the Ausgrid network from small power systems within Randwick City - per annum (MWh). MA03 Community satisfaction with the construction of cycleways.
10c.1 Implement and monitor Randwick's regulatory responsibilities especially in relation to the enhancement of our native and indigenous flora and fauna.	Manager Sustainability	LAOE 11 Biodiversity - percentage of opens space land zoned for environmental protection. LAOE12 Percentage of tree canopy in LGA
10d.3 Develop and implement community engagement programs on waste and recycling.	Manager Cultural Events and Venues Manger Community Development Manager Sustainability	OC02 Number of people that attend Council events.

Our Budget 2019/20



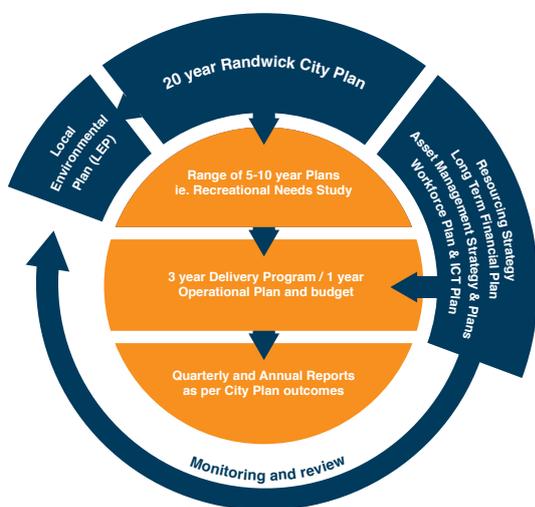
OUR BUDGET 2019/20	
Employment costs	67,453,618
Borrowing Costs	1,084,497
Materials and contracts	38,701,238
Depreciation	24,439,272
Other operating expenses	16,465,907
Loss/(Gain) on Disposal of Assets	4,250,976
TOTAL EXPENSES	152,395,508
Rates & Annual Charges	121,912,693
User fees and charges	19,383,413
Interest income	1,825,160
Other operating income	8,736,643
Operating grants and contributions	7,269,351
Capital grants and contributions	2,889,000
TOTAL REVENUE	162,016,260
NET OPERATING RESULT DEFICIT/(SURPLUS)	(9,620,752)
Add back Non-Cash Items	(30,268,487)
Loan Borrowings	-
Funds Available for Capital Items	(39,889,239)
Capital Additions	
Capital expenditure	42,448,594
Loan Principal Repayment	898,178
Movements in Reserve Funds (Net)	
Externally restricted reserve funds	(1,170,632)
Internally restricted reserve funds	(2,271,664)
BUDGET RESULT	(14,763)

Our 2019/20 Budget is based on the Primary Model in the Long Term Financial Plan which includes a cumulative special rate variation of 19.85 per cent over the three years (2018/21), a Port Botany Business Rate and the use of borrowed funds and a 5-year temporary continuation of the Environmental Levy.

About the Budget

The Randwick City Council Budget is one part of Council's Integrated Planning and Reporting Framework. Underpinning our Integrated Planning Framework is Council's Resourcing Strategy which comprises our Workforce Plan, Digital Strategy, Asset Management Strategy and our Long Term Financial Plan.

The 2019/20 Budget has been developed using the principles within those plans, in particular the Long Term Financial Plan.



Contained within Council's Long Term Financial Plan (LTFP) are five financial objectives: deliver operating surpluses, fund existing service levels, fund infrastructure renewals, ensure financial stability and create a financial legacy. The 2019/20 Budget has been developed to ensure that those five objectives are achieved.

At the start of every council term the service levels are set for every one of the numerous services provided to the community by Randwick City Council. The budget allocations made each year ensures that these services are sufficiently funded to achieve those service levels set by the Council.

The adopted budget becomes a blueprint for how and where Randwick City spends its money each year and where the money comes from to pay for the services that it provides. It sets out how much it will spend on operating and capital expenditure for parks and gardens, roads, public safety, sports fields, and a wide range of other functions.

Special Variations to General Income

In May 2018, Council received approval from the Independent Pricing & Regulatory Tribunal (IPART) for a 3-year permanent special variation to fund the Our Community our Future package of works and services. This special variation included a 7.64 per cent increase for 2018/19 and 5.52 per cent for both 2019/20 and 2020/21. As part of Council's overall financial strategy, borrowings of up to \$27m will be utilised over the 2018/21 Delivery Program to expedite a range of major capital projects.

In late 2018, Council engaged the community in a discussion about the continuation of the Environmental Levy which expires on 30 June 2019. Following this consultation, Council resolved to lodge an application to IPART for a special variation to rates income to temporarily continue the Environmental Levy for a further five years to 2024. IPART approved Council's application on 13 May 2019.

Income Statement

	2017/18 RESULT	2018/19 BUDGET	2018/19 REVISED	2019/20 BUDGET
	\$'000	\$'000	\$'000	\$'000
Operating Revenue				
Rates and Annual Charges	109,356	116,286	116,246	121,913
User Fees and Charges	21,257	18,593	19,358	19,383
Investment Interest	2,001	1,625	1,975	1,825
Other Revenues	13,313	9,053	9,048	8,737
Operating Grants and Contributions	8,500	6,759	5,294	7,269
Capital Grants and Contributions	5,675	4,196	4,800	2,889
Gain on Disposal of Assets	-	-	-	-
Total Operating Revenue	160,101	156,513	156,721	162,016
Operating Expenditure				
Employee Costs	60,425	64,719	65,159	67,454
Borrowing Costs	-	1,281	1,281	1,084
Materials and Contracts	45,116	37,976	40,157	38,701
Depreciation	24,315	23,702	23,702	24,439
Other Expenses	15,012	15,465	16,153	16,466
Loss on Disposal of Assets	6,642	3,068	3,069	4,251
Total Operating Expenditure	151,510	146,210	149,521	152,395
Operating Result – Surplus/(Deficit)	8,592	10,302	7,200	9,621
Operating Result before Capital Revenue	2,917	6,106	2,400	6,732

Revenue

Rates and Annual Charges

	2017/18 RESULT	2018/19 BUDGET	2018/19 REVISED	2019/20 BUDGET
	\$'000	\$'000	\$'000	\$'000
Ordinary Residential Rates	57,787	60,881	60,881	64,371
Ordinary Business Rates	14,637	12,863	12,863	13,529
Port Botany Business Rates	-	4,574	4,574	4,822
Special Rates - Environmental Levy	4,150	4,384	4,384	4,517
Domestic Waste Management Charge	32,646	33,755	33,755	34,833
Stormwater Management Charge	1,129	1,132	1,132	1,132
Pensioner Rebates	(1,163)	(1,461)	(1,501)	(1,460)
Other Annual Charges	170	159	159	169
Total Rates and Annual Charges	109,356	116,287	116,247	121,913

User Fees and Charges

	2017/18 RESULT	2018/19 BUDGET	2018/19 REVISED	2019/20 BUDGET
	\$'000	\$'000	\$'000	\$'000
Des Renford Leisure Centre	7,967	7,559	7,559	7,810
Community Facilities Hire	1,825	1,530	1,678	1,762
Integrated Transport	1,612	1,180	1,435	1,320
Trade Waste	1,461	1,335	1,335	1,377
Development Assessment	2,343	2,545	2,577	2,409
Moverly Children's Centre	635	627	627	661
Health, Building and Regulatory Services	1,652	1,409	1,359	1,361
Library Services	116	115	115	80
Community Plant Nursery	276	250	250	260
Bus Shelter Advertising	579	333	563	554
Road and Other Infrastructure Reinstatements	1,249	645	645	665
Other	1,542	1,065	1,215	1,125
Total User Fees and Charges	21,257	18,594	19,359	19,383

Interest and Investment Income

	2017/18 RESULT	2018/19 BUDGET	2018/19 REVISED	2019/20 BUDGET
	\$'000	\$'000	\$'000	\$'000
Investment Interest	1,783	1,445	1,795	1,615
Interest on Overdue Rates and Charges	229	180	180	210
Unrealised Gain/Loss on Investment	-	-	-	-
Realised Gain/Loss on Investment	(11)	-	-	-
Total Interest and Investment Income	2,001	1,625	1,975	1,825

Other Revenues

	2017/18 RESULT	2018/19 BUDGET	2018/19 REVISED	2019/20 BUDGET
	\$'000	\$'000	\$'000	\$'000
Fines	4,657	4,798	4,806	4,620
Commercial and Residential Rental Income	3,121	3,059	2,979	2,885
Affordable Housing Agreement (non cash)	2,965	-	-	-
DRLC Merchandise and Kiosk Sales	1,082	1,092	1,092	1,124
Merchant Service Fee Recovery	71	-	-	-
Insurance Recoveries	823	-	-	-
Other	594	104	170	107
Total Other Revenue	13,313	9,053	9,047	8,736

Operating Grants and Contributions

	2017/18 RESULT	2018/19 BUDGET	2018/19 REVISED	2019/20 BUDGET
	\$'000	\$'000	\$'000	\$'000
Federal Government				
Financial Assistance Grant	4,002	3,892	2,091	3,984
Roads to Recovery Program Funding	877	-	-	494
NSW State Government				
Roads and Maritime Services (RMS) Grants	523	402	470	415
Pensioner Rates Rebate Subsidies	558	594	638	638
Street Lighting Subsidy	389	381	381	389
Library Grants & Subsidies	361	362	354	354
Community Services Subsidies	375	363	363	370
Child Care Subsidies	224	250	250	280
Other Grants	443	167	211	-
Non-Government Operating Contributions	748	348	536	345
Total Operating Grants and Contributions	8,500	6,759	5,294	7,269

Capital Grants and Contributions

	2017/18 RESULT	2018/19 BUDGET	2018/19 REVISED	2019/20 BUDGET
	\$'000	\$'000	\$'000	\$'000
Federal Government				
Roads to Recovery Funding	540	550	853	100
NSW State Government				
Roads and Maritime Services (RMS) Grants	262	246	260	264
Other Grants and Contributions	251	-	-	-
Non-Government Operating Contributions				
S94 Developer Contributions	4,078	3,200	3,200	2,400
S93 Affordable Housing Contributions	363	-	-	-
Other	181	200	487	125
Total Operating Grants and Contributions	5,675	4,196	4,800	2,889

Operational Expenditures

Employee Expenses

	2017/18 RESULT	2018/19 BUDGET	2018/19 REVISED	2019/20 BUDGET
	\$'000	\$'000	\$'000	\$'000
Salaries and Wages	47,365	52,463	52,567	54,460
Superannuation	5,039	5,605	5,621	5,750
Employee Leave Entitlements	5,821	4,485	4,468	4,630
Fringe Benefits Tax	378	400	400	400
Training and Development	557	631	806	930
Workers Compensation Insurance	784	850	914	850
Other Employee Expenses	481	285	383	434
Total Employee Expenses	60,425	64,719	65,159	67,454

Borrowing Costs

	2017/18 RESULT	2018/19 BUDGET	2018/19 REVISED	2019/20 BUDGET
	\$'000	\$'000	\$'000	\$'000
Interest Payable on Loans	-	1,281	1,281	1,084
Total Interest on Loans	-	1,281	1,281	1,084

Materials and Contracts

	2017/18 RESULT	2018/19 BUDGET	2018/19 REVISED	2019/20 BUDGET
	\$'000	\$'000	\$'000	\$'000
Waste Management	20,061	19,889	20,612	19,975
Information and Communication Technology	3,171	2,945	3,044	3,034
Infrastructure Services	11,703	7,241	7,868	7,649
Legal Expenses	1,824	670	1,125	840
Infringement Notice Processing	681	787	749	730
Library Services	656	473	473	498
Sustaining Our City	641	729	858	356
Aquatic Services	1,447	1,615	1,615	1,637
Cultural Events and Community Program	989	352	544	353
Development Assessment	786	405	405	350
Engineering & Traffic Services	1,132	820	851	846
Strategic Planning	202	100	357	500
Financial Operations	336	556	293	334
Communications	621	521	529	533
Governance and Administrative Services	594	560	521	534
Property and Insurance Management	272	313	313	532
Total Materials and Contracts	45,116	37,976	40,157	38,701

Depreciation

	2017/18 RESULT	2018/19 BUDGET	2018/19 REVISED	2019/20 BUDGET
	\$'000	\$'000	\$'000	\$'000
Plant & Equipment	3,106	3,033	3,033	2,948
Office Equipment	1,756	1,676	1,676	1,718
Furniture and Fittings	288	288	288	312
Land Improvements	277	277	277	277
Buildings Non Specialised	1,777	1,583	1,583	1,834
Buildings Specialised	2,179	1,925	1,925	2,283
Roads	8,765	8,763	8,763	8,777
Footpaths	1,478	1,478	1,478	1,502
Stormwater Drainage	2,367	2,358	2,358	2,375
Swimming Pools	51	51	51	51
Open Space	1,955	1,954	1,954	2,050
Library Books	316	316	316	312
Total Depreciation	24,315	23,702	23,702	24,439

Other Expenses

	2017/18 RESULT	2018/19 BUDGET	2018/19 REVISED	2019/20 BUDGET
	\$'000	\$'000	\$'000	\$'000
Insurance Management	2,227	2,543	2,543	2,748
Street Lighting	2,309	2,500	2,793	2,700
Community Events and Functions	1,379	1,498	1,609	1,699
Donations and Subsidies	790	833	1,074	927
Infrastructure Services	1,028	1,694	1,550	1,480
Information and Communication Technology	1,008	830	963	1,103
Fire and Emergency Services Levy	2,247	2,303	2,153	2,207
State Emergency Levy	221	240	204	208
Other Government Levy	312	276	276	282
Valuation Fees	166	170	170	174
Utilities	1,660	1,764	1,989	2,017
Councillor Allowances & Expenses	680	644	644	644
Other	341	170	185	277
Election Expenses	644	-	-	-
Total Other Expenses	15,012	15,465	16,153	16,466

Loss/(Gain) on Disposal of Assets

	2017/18 RESULT	2018/19 BUDGET	2018/19 REVISED	2019/20 BUDGET
	\$'000	\$'000	\$'000	\$'000
Plant and Fleet Assets	(143)	(2,230)	(2,230)	(1,578)
Property Assets	3,120	-	-	-
Infrastructure Assets	3,665	5,299	5,299	5,829
Total Loss/(Gain) on Disposal of Assets	6,642	3,069	3,069	4,251

Asset Management Planning

Asset Management Plans have been produced for the assets under the care and control of Randwick City Council. The Asset Management Plans were reviewed in line with the review of the City Plan and Long Term Financial Plan in 2017. The plans guide 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 projects and their cost (refer to the following table). 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.

Capital Expenditures

Capital Works

	2019/20 BUDGET
	\$'000
Roads Construction	10,098
Local Roads Rehabilitation Program	
Footpath Construction Program	
Coogee Bay Road Upgrade Works Stage 2	
Streetscape Improvements – Education Precinct (UNSW)	
Roads to Recovery Program	
Footpath Defects Program	
Block Grant Program – Regional Roads	
Kensington LATM – Stage 1	
Cycling Facilities	
Concrete Road Repair Program	
Retaining Wall Program	
Mobility Improvements	
Kerb and Gutter Reconstruction	
Traffic Committee Works	
Bus Routes - Road Rehabilitation	
Joint Sealing Program	
Way Finding Signage	
Area Parking Scheme	
Open Space Construction	12,856
Lower Pioneers Park – Site Remediation	
Purcell Park – Site Remediation	
City Plaza – Meeks Street and Anzac Parade	
Coastal Walkway Reserve	
Heffron Park	
Stormwater Harvesting Maroubra Beach	
Randwick Town Centre – High Cross Park and Belmore Road Public Works	
Sports Committee Requests	
Neptune Reserve	
General Parks Upgrade	
Bushland and Dune Restoration	
Street Banner Program	
Public Art	
Native Tree Planting	
Malabar Beach Outdoor Gym	

	2019/20 BUDGET
	\$'000
Building Construction – Our Community Our Future Projects	9,200
South Maroubra Beach Surf Club Amenities and Car Parks	
Blenheim House - Cultural Centre	
Randwick Town Hall and Council Chambers – Stage 2 Works	
Malabar Memorial Hall	
Undergrounding Powerlines	
Building Construction	795
Council Works Depot – Environmental and WHS Works	
26-28 Waratah Avenue Randwick – Restoration Works	
Des Renford Leisure Centre – New gym changerooms	
Lionel Bowen Library – First floor public toilet upgrades	
Drainage Construction	1,373
Drainage Upgrade Works (Various sites)	
Coogee Beach Stormwater Diversion	
Floodplain Management – Studies, Risk Management, Planning and Mitigation	
Gross Pollutant Trap Rehabilitation Program	
Stormwater Relining Program	
CCTV Program – Drainage infrastructure condition assessment	
CAPITAL WORKS PROGRAM	34,322



Capital Works Funding

	2019/20 BUDGET
	\$'000
General Revenue	19,900
Capital Grants and Contributions	1,776
S94 Developer Contributions	3,142
Domestic Waste Management Reserve	3,400
Stormwater Management Charge	913
Environment Levy	1,820
Reserves	3,371
Total Capital Works Funding	34,322

Financial and Asset Management Indicators

Operational Indicators

	INDUSTRY BENCHMARK	2019/20
Operating Performance Ratio	>= 0.00%	4.23%
Own Source Operating Revenue Ratio	>= 60.00%	93.73%
Unrestricted Current Ratio	>= 1.50	1.65
Debt Service Cover Ratio	>= 2.00	17.87
Outstanding Rates & Annual Charges	< 5.00%	2.17%
Cash Expense Cover Ratio	>= 3.00	3.07

Asset Management Indicators

	INDUSTRY BENCHMARK	2019/20
Infrastructure Renewal Ratio	>= 100.00%	168.67%
Infrastructure Backlog Ratio	< 2.00%	0.62%
Asset Maintenance Ratio	> 1.00	1.60

Balance Sheet

Assets

	2017/18 RESULT	2018/19 BUDGET	2018/19 REVISED	2019/20 BUDGET
	\$'000	\$'000	\$'000	\$'000
Current Assets				
Cash and cash equivalents	4,371	6,782	6,782	5,888
Investments	60,989	30,348	30,348	27,086
Receivables	7,356	7,572	7,572	7,356
Inventories	538	573	573	538
Other	752	824	824	751
Non-Current Assets				
Receivables	512	513	513	512
Infrastructure, property, plant and equipment	1,557,472	1,543,959	1,543,959	1,578,934
Investments accounted for using equity method	7	7	7	7
Total Assets	1,631,997	1,590,578	1,590,578	1,579,446

Liabilities

	2017/18 RESULT	2018/19 BUDGET	2018/19 REVISED	2019/20 BUDGET
	\$'000	\$'000	\$'000	\$'000
Current Liabilities				
Payables	14,165	20,020	20,020	16,257
Income received in advance	2,092	-	-	-
Borrowings	-	867	867	898
Provisions	18,727	18,268	18,268	18,727
Non-Current Liabilities				
Payables	-	260	260	-
Borrowings	-	25,307	25,307	26,102
Provisions	191	214	214	191
Total Liabilities	35,175	64,935	64,935	62,174

Community Equity

	2017/18 RESULT	2018/19 BUDGET	2018/19 REVISED	2019/20 BUDGET
	\$'000	\$'000	\$'000	\$'000
Retained Earnings	806,657	735,478	714,592	748,840
Revaluation Reserves	790,165	790,165	811,051	811,051
Total Community Equity	1,596,822	1,525,643	1,525,643	1,621,065

Statement of Cash Flows

Operating Activities

	2017/18 RESULT	2018/19 BUDGET	2018/19 REVISED	2019/20 BUDGET
	\$'000	\$'000	\$'000	\$'000
Receipts				
Rates and Annual Charges	109,704	115,595	116,246	122,261
User charges and fees	22,800	18,718	19,358	19,053
Investment and interest revenue received	2,127	1,667	1,975	1,940
Grants and contributions	11,148	10,714	10,094	10,409
Bonds, deposits and retention amounts	1,478	1,100	1,100	1,058
Other	21,107	9,230	9,048	8,751
Payments				
Employee benefits and on-costs	(59,876)	(64,381)	(65,159)	(66,826)
Materials and contracts	(48,927)	(39,212)	(40,157)	(38,834)
Borrowing Costs	-	(1,281)	(1,281)	(1,084)
Bonds, deposits and retention refunded	(1,220)	(400)	(400)	(800)
Other	(24,181)	(12,564)	(16,153)	(21,319)
Net Cash provided from Operating Activities	34,160	39,186	34,671	34,608

Investing Activities

	2017/18 RESULT	2018/19 BUDGET	2018/19 REVISED	2019/20 BUDGET
	\$'000	\$'000	\$'000	\$'000
Receipts				
Sale of investment securities	80,043	62,100	62,100	55,000
Sale of infrastructure, property, plant and equipment	1,193	2,231	2,231	1,564
Payments				
Purchase of investment securities	(54,500)	(61,280)	(61,280)	(61,280)
Purchase of infrastructure, property, plant and	(40,075)	(64,678)	(64,678)	(27,476)
Net Cash used in from Investing Activities	(32,839)	(61,628)	(61,628)	(32,192)

Financing Activities

	2017/18 RESULT	2018/19 BUDGET	2018/19 REVISED	2019/20 BUDGET
	\$'000	\$'000	\$'000	\$'000
Receipts				
Proceeds from Borrowings	-	27,000	27,000	-
Payments				
Loan Principal Payment	-	(826)	(826)	(898)
Net Cash provided from Financing Activities	-	26,174	26,174	(898)

Total Cash, Cash equivalents and Investments

	2017/18 RESULT	2018/19 BUDGET	2018/19 REVISED	2019/20 BUDGET
	\$'000	\$'000	\$'000	\$'000
Opening Cash Balance – Beginning of the Year	3,050	3,050	4,371	4,371
Net Increase/Decrease in Cash from activities	1,321	3,732	3,732	1,517
Investments on Hand – End of the Year	60,989	30,348	30,348	27,086
Total Cash, Cash Equivalents and Investments	65,360	37,130	38,451	32,974



Cash Reserves Summary

Externally Restricted Reserves Closing Balances

	2017/18 RESULT	2018/19 BUDGET	2018/19 REVISED	2019/20 BUDGET
	\$'000	\$'000	\$'000	\$'000
Developer Contributions	9,104	6,174	6,969	5,922
Specific Purpose Unexpended Grants	738	-	-	-
Domestic Waste Management	9,393	4,600	2,898	2,774
Stormwater Management	1,976	-	-	-
Environment Levy	2,929	-	-	-
Total Externally Restricted Reserves	24,140	10,774	9,867	8,696

Internally Restricted Reserves Closing Balances

	2017/18 RESULT	2018/19 BUDGET	2018/19 REVISED	2019/20 BUDGET
	\$'000	\$'000	\$'000	\$'000
Plant and Fleet Replacement	3,708	3,360	3,769	4,494
Employee Leave Entitlements	7,825	8,882	8,325	8,682
Carry Over Works	6,875	-	-	-
Deposits, Retentions & Bonds	3,146	2,996	3,146	3,146
Affordable Housing Rental Scheme	684	724	899	899
BFOC Building Levy	5,694	3,156	3,371	-
Des Renford Leisure Centre	251	198	100	296
Election of Councillors	-	207	207	415
Economic Development	98	-	-	-
Information and Communication Technology	933	632	405	405
Infrastructure Reserve	1,077	2,062	1,092	1,955
Insurance Claims/Risk Management	172	172	172	172
Land Acquisition	-	260	-	-
Prince Henry Centre	62	44	44	44
Property Development	1,404	1,144	1,404	1,404
Randwick Environment Park	1,541	1,432	1,412	1,279
Randwick Literary Institute	87	87	87	87
The Heffron Centre	6,527	-	-	-
Total Internally Restricted Reserves	40,084	25,356	24,433	23,278

Our Community Our Future Capital Works Program



In May 2018 Council received IPART approval for a special rate variation to fund a program of major capital works over the next seven years under the Our Community Our Future Program. This program will provide major projects of a size and scope not previously undertaken by Council while ensuring intergenerational equity.

Some projects included in the Our Community Our Future Program are carried over from the Building for our Community Program which commenced in 2010. These projects are of a scale or altered design which require resourcing in excess of the funding provided by the three-year Building for our Community levy.

2019/20 is the second year of the Our Community our Future. Major capital works projects planned for the second year of the Program include:



South Maroubra Amenities and Parking

Arthur Byrne Reserve is located at the south end of Maroubra Beach and is particularly popular in the summer months with residents and visitors to this coastal area. Council will provide toilets, change rooms and showers in the new amenities building, as well as storage facilities. This project will also include parking opportunities within the reserve.

Blenheim House Arts and Cultural Centre

Randwick City does not currently have a dedicated arts centre, and in 2018/19 began developing concept plans for Blenheim House as an arts and cultural centre to celebrate and encourage our cultural and artistic diversity. Additional funding is available in 2019/20 for the refurbishment works to be undertaken.



Randwick Town Hall and Council Chambers – stage two works

The Randwick Town Hall is a place of high local heritage significance and where a wide range of civic, community and political events have been held over the past 133 years. To ensure viable, continued use and retained significance for the building while meeting ongoing community needs and expectations, Council has developed plans ranging from conservation to remedial and upgrade works.

In 2019/20 Council will progress plans to remediate and upgrade parts of the building and the Council Chambers including air conditioning and essential services works.



Malabar Memorial Hall

The Malabar Memorial Hall opened in 1957 and is located next to the Malabar Library. The hall is utilised by a number of community organisations and by the library for school holiday activities. Council will develop plans to upgrade the hall and this will include a new accessible ramp, refurbished toilets, kitchen, storage, and upgrade to essential services.

Undergrounding Powerlines

Council has allocated additional funding for the undergrounding of powerlines and associated infrastructure upgrades at The Spot, Randwick.

In the first year of the Our Community Our Future Program, we delivered on a number of capital works projects including:



The Heffron Centre

The Heffron Park Masterplan identifies the need to rebuild the existing gymnasium and indoor sports centres located along Bunnerong Road in Maroubra. Both these buildings are dated and are no longer effectively servicing the community. Council will continue its planning for the construction of a new indoor multi-purpose sporting facility and gymnastics facility. (See page 41 for more detail.)

Malabar Offshore Jet Rescue

In 2017, Council completed the first stage of an extension to this facility. In 2018/19 Council started construction on the stage two upgrade works to accommodate the boat and equipment required for the club to carry out their community services.



Mahon Pool

Council has started constructing new amenities to replace the old building facilities in Jack Vanny Reserve, Maroubra. The original buildings had reached the end of their useable life, lacked adequate access and sat

too close to the rock shelf and cliff for safety. The new facility will have new male, female and accessible toilets, change rooms, and facilities for the local winter swim club. Landscape works will enhance the building design and accessible footpaths will link the facility to the adjacent car park and Coastal Walkway.

La Perouse Toilets and Museum

Council has started planning for new toilet facilities at La Perouse. Part of this planning exercise will be to consider locating toilets within the La Perouse Museum. Substantial works are required to repair and restore the La Perouse Museum back to its original heritage fabric. This building, originally constructed in 1888 was handed over to Council for management in 2017.



Yarra Bay Bicentennial Park

Council is proposing to upgrade the existing toilet facilities located adjacent to Koorngai Avenue at Yarra Bay. This upgrade will include new change room, storage and toilet facilities.

Malabar Junction

Council is proposing to upgrade the amenities facility at the bus stop between Anzac Parade and prince Edward Street. This upgrade will include new male, female and accessible toilets.

Coogee Oval Grandstand

The grandstand located adjacent to Coogee Oval is in need of repairs to improve the amenity for users of the facility.

Footpath network

Council endeavours to increase accessibility by building footpaths on both sides of the street at priority locations.

Other projects to be considered as part of this seven-year Our Community Our Future Program include:



Plazas – new public plazas in Randwick and Kingsford town centres linking with light rail.

Randwick Literary Institute – investigate future use such as ongoing as a community centre and/or childcare centre.



Randwick Community Nursery – upgrade to the glasshouse and a new shadehouse.

Matraville Youth and Cultural Hall – improvements to the hall and the amenities.



Randwick Environment Park – upgrade.

Snape Park masterplan – including a new amenities facility.



Clovelly Senior Centre – upgrade to the hall including improvements to the amenities.

Coogee - improvements to bus shelter, kiosk and toilets.



Popplewell Park - Childcare Centre and site improvement works.



Grant Reserve, Neptune Street – beautification.

St Spyridon Anzac Parade – new car park facility.

Kingsford Town Centre – new toilet facilities.



Burnie Park Hall – upgrade to the hall and associated amenities.

Southern Suburbs Youth Facility – new community facility.

Clovelly Community and Childcare Centre.



DRLC - new splash park.

Randwick Cemetery – new toilets and storage.

Matraville Shopping Centre – new toilets.

Paine Reserve Scout Hall – upgrade.

Maroubra Beach - Community Centre.

Undergrounding powerlines – ongoing program to remove powerlines from streets to plant more trees.

Dunningham Reserve - new toilet facilities.

New Childcare Community Centre - Broadarrow Reserve.

Digital Strategy.

National Security Measures.

Malabar rock pool – new toilet facilities.



Coogee Surf Club – refurbishment.

Sustaining our City Program



Council undertakes an extensive survey of residents every three years to gauge the community's concern about the environment.

Our last Who Cares about the Environment survey in 2017 confirmed that the environment continues to be an important issue for residents, with the most important environmental issue being pollution of our beaches and oceans. Our survey also showed that 67 per cent thought Council was doing a good or very good job in responding to environmental issues.

Council aims to deliver a comprehensive response to the full range of environmental issues and challenges facing our community through our Sustaining our City Program, funded by our Environmental Levy. The Environmental Levy has been subject to three separate special variation approvals, each temporary for a period of five years, in 2004, 2009 and 2014. As the 2014 approval expires on 30 June 2019, Council applied to IPART in February 2019 for a temporary special variation to continue the Environmental Levy for a further five years. IPART approved Council's application on 13 May 2019.

The application to IPART followed extensive community engagement about the levy and the program. The survey results showed a strong level of support amongst the general community, with 72% supporting a continued levy (measured by a random and representative telephone survey) while ratepayers showed 54% support (of ratepayers who responded to the ratepayer survey).

More information about the engagement process and survey results can be found at the following link:
www.yoursay.randwick.nsw.gov.au/EnviroLevy2019

Initiatives funded by the Environmental Levy are based around five key areas:

- protecting our coastal and marine environment
- conserving resources, particularly focusing on water and energy consumption, and shifting consumption and patterns of excessive waste going to landfill
- tackling greenhouse gas emissions as a means of focusing actions around Climate Change, with additional efforts on sustainable transportation choices such as cycling, walking and public transport and renewable energy
- protecting and restoring the biodiversity represented across our City that provides the essential ecosystem services we all rely on clean air, clean water, clean soil, pollination services, carbon processing through plants and tree canopy in urban areas. This has extended to encourage a wider understanding and participation in local food growing which contributes to stronger social and environmental community outcomes
- engaging and involving our community in the widest set of learning and behavioural change opportunities, to increase their individual capacity to be resilient in the face of so many environmental and social challenges facing young and old alike, in a positive manner and facilitating a two-way exchange where Council accepts and responds to their views and expectations in a transparent and accountable manner.

The table on the following pages outlines the details of activities to be delivered throughout the environmental program over the next five years 2019/2024.



Sustaining our City Program 2019–24

Project area	Description	YR 1 \$ 2019/20	YR 2 \$ 2020-21	YR 3 \$ 2021-22	YR 4 \$ 2022-23	YR 5 \$ 2023-24	*TOTAL \$
COASTAL PROTECTION							
Coastal Walkway	Upgrade/construct southern sections	1,515,100	1,537,200	1,580,100	1,630,700	1,673,600	7,936,700
Water quality improvement	Upgrade and install Gross Pollutant Traps	230,600	232,300	236,800	243,300	249,600	1,192,600
Sub Total (Coastal Protection)		1,745,700	1,769,500	1,816,900	1,874,000	1,923,200	9,129,300
CONSERVING RESOURCES							
Water conservation	Water efficiency program	164,700	165,900	166,600	168,700	173,100	839,000
	Maroubra Stormwater Harvesting	988,100	1,003,700	1,030,900	1,056,400	1,084,200	5,163,300
	Community water efficiency programs	-	80,900	83,200	83,200	85,400	332,700
Energy Conservation	Renewable energy program	205,900	207,400	209,600	223,600	229,400	1,075,900
	Community energy efficiency programs	172,900	174,200	175,500	180,200	185,000	887,800
Sub Total (Conserving Resources)		1,531,600	1,632,100	1,665,800	1,712,100	1,757,100	8,298,700
TACKLING GREENHOUSE							
Sustainable Transportation	Cycling and Walking Facilities	247,000	268,700	275,000	282,300	289,600	1,362,600
	3-Council Resource Conservation	214,100	215,800	219,800	225,700	231,700	1,107,100
	Solar My Schools	16,500	21,900	20,600	21,100	6,000	86,100
	Electric Vehicles/ Charging	49,400	56,700	58,200	59,800	57,000	281,100
Sub Total (Tackling Greenhouse)		527,000	563,100	573,600	588,900	584,300	2,836,900

Project area	Description	YR 1 \$ 2019/20	YR 2 \$ 2020-21	YR 3 \$ 2021-22	YR 4 \$ 2022-23	YR 5 \$ 2023-24	*TOTAL \$
BIODIVERSITY							
Biodiversity Strategy Implementation	Green Corridors Program	90,600	-	146,000	-	149,400	386,000
	Community/School Gardens	49,400	85,000	44,300	60,900	62,500	302,100
	Green Infrastructure / Interpretive Centre	-	91,300	-	96,200	-	187,500
	Flora and Fauna Monitoring	13,200	13,300	13,600	14,000	14,300	68,400
	Street Trees and Parks Planting	65,900	90,700	93,100	95,600	98,100	443,000
Sub Total (Biodiversity)		219,100	280,300	297,000	266,700	324,300	1,387,400
COMMUNITY ENGAGEMENT							
Community Education	Summer Activities Program (Marine and Coastal Holiday)	29,073	38,900	44,800	46,000	47,300	206,073
	Community Workshops	82,300	78,804	72,780	94,093	69,981	397,958
	Open Days and Events	16,500	16,700	17,200	17,700	18,200	86,300
	School for Tomorrow	32,900	33,200	34,100	34,900	35,800	170,900
	Barrett House Sustainability Project	32,900	39,700	40,700	41,800	32,500	187,600
	Eco Living Fair	181,200	194,300	199,500	204,900	210,400	990,300
School Programs	City/Country Schools Exchange	19,800	19,900	20,400	21,000	21,500	102,600
	UNSW Partnership	11,500	11,700	12,000	12,400	12,700	60,300
	Eco Heroes	19,800	19,900	20,400	21,000	21,500	102,600
	Sustainability Resources Collection	9,900	10,000	10,400	10,700	11,100	52,100
	Schools Programs (Grants)	57,600	58,100	59,780	61,300	62,800	299,580
Sub Total (Community Engagement)		493,473	521,204	532,060	565,793	543,781	2,656,311
TOTAL COSTS		4,516,873	4,766,204	4,885,360	5,007,493	5,132,681	24,308,611

Revenue Policy 2019/20



Rating structure

The Council's ordinary rates are structured on an ad valorem basis in accordance with s.497 of the NSW Local Government Act 1993 (the Act), 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 2019/20 the Business ordinary rate is approximately 3.8 times the residential ordinary rate. Section 529 of the Act, allows council's to determine a sub-category of the ordinary rate.

In 2018/19, Randwick Council introduced a subcategory of the Business category. This Business sub-category is based on a centre of activity as per s.529(2)(d).

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 every three 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 2016. The 2016 valuations were used in 2017/18, 2018/19 and will be used for the 2019/20 rating year.

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 Independent Pricing and Regulatory Tribunal (IPART) using a Local Government Cost Index and Productivity Factor. All councils are subject to the annual rate peg unless otherwise covered by a Special Variation.

The IPART has determined a rate-peg of 2.7 per cent for 2019/20.

Rates income 2019/20

Special variation

In May 2018, the Council received approval for a special variation from IPART, to fund a program of projects and services identified by the Council. This program known as Our Community Our Future will run for a period of seven years. To achieve this a special variation was necessary for rate increases above the rate-peg for three years.

YEAR	FINANCIAL YEAR	RATE-PEG %	SRV % ABOVE RATE-PEG	TOTAL%
1	2018/19	2.3	5.34	7.64
2	2019/20	2.7	2.82	5.52
3	2020/21	2.5*	3.02	5.52

*Note: the rate-peg 2020/21 is assumed at 2.5 per cent.

Randwick Council followed the Office of Local Government's guidelines and carried-out an extensive community consultation plan informing the community about the Our Community Our Future Program.

Port Botany Business sub-category

The Council has determined a Business sub-category that applies to properties in the port operations area of Port Botany and Matraville. This unique area is a centre of activity which the Council has determined in-keeping with the Port Botany zoning map defined by the Three Ports State Environmental Planning Policy (SEPP). The Port Botany Business sub-category will apply to all land situated inside the SP1 Special Activities zone. See rates category map on page 95.

Rate Summary

The following table provides a summary of the 2019/20 rates structure. It shows the number of rateable properties within each of the rating categories (and sub-category), 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 rate revenue for 2019/20. The increase in ordinary rates for the 2019/20 year will permanently remain in the Council's rate base going forward.

2019/20 RATES STRUCTURE			
RATE DESCRIPTION	RATE IN \$	NO. OF PROPERTIES	RATE REVENUE (\$)
Residential - ad valorem	0.00139100	22,746	\$40,924,475
Residential - minimum	\$850.15	27,655	\$23,510,898
Business - ad valorem	0.00526580	1,405	\$12,674,195
Business - minimum	\$1,369.99	625	\$856,244
Port Botany Business - ad valorem	0.00863720	26	\$4,820,637
Port Botany Business - minimum	\$1,369.99	1	\$1,370
Environmental levy - ad valorem	0.00011511	52,458	\$4,626,897
TOTAL			\$87,414,716

Variations to rate revenue

The estimates of rate revenue for 2019/20 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).

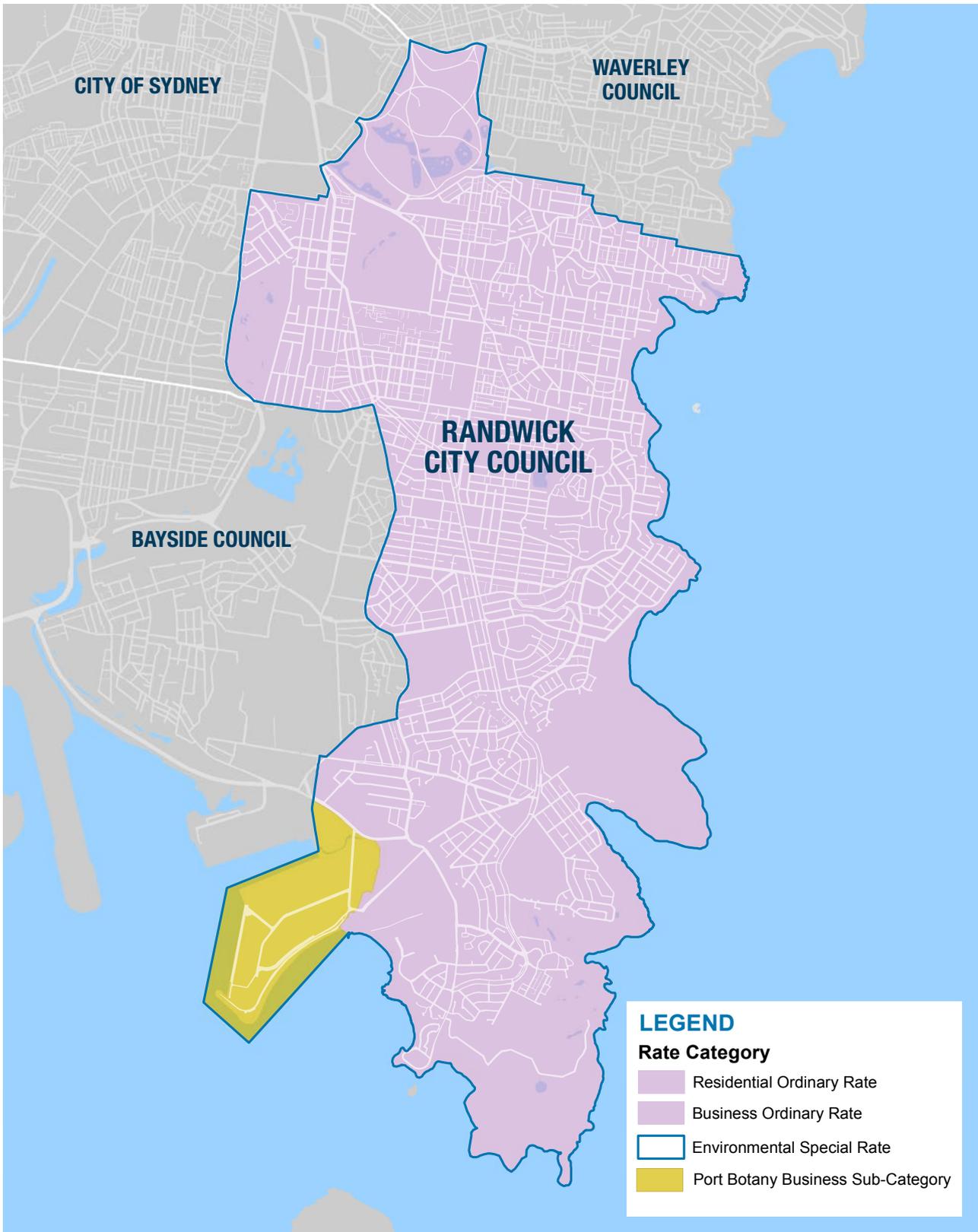
Randwick City Council has approximately 5,026 properties that receive a pensioner concession on their rates. Pensioner concessions are expected to total \$1.25 million in 2019/20. The 55 per cent pensioner subsidy received from the NSW Government will amount to approximately \$691,000.

Approximately 9.5 per cent of residential rateable properties will receive pensioner concessions in 2019/20.

An additional \$75 rebate continues to apply for eligible pensioners in 2019/20. This rebate results in an additional annual cost of approximately \$376,950, which is not co-funded by the State Government. The additional \$75 rebate is applied to the Domestic Waste Management Charge and forms part of the annual domestic waste reasonable cost calculation.

In 2019/20 an extra \$25 rebate will be provided for pensioners to offset the on-going cost of the Environmental Levy, taking Council's additional rebate to \$100 in total.

Rates Category



Base data (c) Land and Property Information [LPI]
 Addendum data (c) Randwick City Council 9/04/2018
 Map produced by Randwick City Council
 Date Printed: 9/04/2018
 Basemap Header Custom A3 Portrait 2018 Rates Category with Adjoining Council Details20180406.mxd



Interest charge 2019/20

In accordance with s.566(3) of the Local Government Act 1993, the interest rate applicable to overdue rates and charges will be set in accordance with the maximum charge of 7.5% as determined by the Office of Local Government. The charge will be set as a percentage per annum of simple interest calculated and applied on a daily basis.

The interest rate will be shown on the 2019/20 Rates Notice.

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 15 years. The levy funds the Sustaining our City Program.

The levy was originally introduced in July 2004 for five years. Since then, the levy has been extended three times at the same rate, for consecutive five year periods, in July 2009 and June 2014.

The 2014-2019 temporary levy will expire from Council's rate base on 30 June 2019 at the amount of \$4,455,954.

With community support following extensive community engagement, in February 2019 Council made application to IPART, for a five-year temporary continuation of the Environmental Levy 2019-24. IPART approved Council's application on 13 May 2019.

Details of expenditure under the Sustaining our City Environmental Levy are at page 90.

Domestic Waste Management Charge

The Council levies a Domestic Waste Management Charge under s.496 of the Local Government Act 1993. This charge applies uniformly to each separate residential occupancy 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 2019/20 per assessment is \$586.00. The estimated gross yield is \$33,551,985 for 2019/20. This is an increase of \$18.15 or 3.09 per cent from the 2018/19 charge of \$567.85. An upgrade service is offered at the charge of \$282.00.

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.

In 2018/19, the Council introduced a Domestic Waste 'availability' charge that applies to vacant residential land. The availability charge was introduced at 50 per cent of the cost of the full service charge. The 2019/20 Domestic Waste Management Availability Charge is \$293.00.

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/Company titled property: \$12.50 per annum (approximately 24 cents per week).
- Business property: \$25 per annum plus an additional \$25 for each 350m² or part thereof by which the parcel of land exceeds 350m².
- Business Strata/Company titled property: calculated as per a business property and apportioned by unit entitlement for business strata lot with a minimum charge of \$5.

For 2019/20 the estimated gross yield of the Stormwater Service Management Charge is \$1,133,802. Details on the expenditure under this program are at page 106.

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 (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 will 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, 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.
- For details on Council's applicable fees and charges, refer to Council's separate Fees and Charges 2019/20 document which is available on our website.

Borrowings

External borrowings of \$27 million are proposed during the 2018/21 Delivery Program period for the purpose of funding the major works outlined in the Our Community Our Future Program. Council will go to market when sourcing these funds, and will only borrow in the form, and from financial institutions, mandated in the Borrowing Order issued under s624 of the Local Government Act 1993. The security for these loans will be secured against Council's rating income as required under s229 of the Local Government (General) Regulation 2005.



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, totalling around \$2.2 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 2019/20 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 \$160,000 is available for funding continuing projects and new applicants in the 2019/20 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.

The amount that is available for allocation varies from year to year. In 2018, a total of \$376,621 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

Council has recently secured provision of ten affordable housing units in the redevelopment of 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 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 2019/20 a subsidy will again be provided. This is a recurrent program and applications are not required.

Donations for surf life saving services

In 2019/20, 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
- Coogee Surf Life Saving Club
- Clovelly Surf Life Saving Club
- South Maroubra Surf Life Saving Club
- Offshore Boat Rescue.



Asset Replacement Program



Council's approach to how we manage our Infrastructure Assets' life cycle is explained in our Asset Management Strategy and Plans.

The Strategy and associated plans are available on our website here: www.randwick.nsw.gov.au/about-council/policies-plans-and-forms/plans-and-reports

The replacement program for Operational Assets is outlined in the table below.

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 sale or lease of any real estate property is not anticipated in the forthcoming year and therefore has not been incorporated into the 2019/20 Budget or the Council's Long Term Financial Plan.

OPERATIONAL ASSET REPLACEMENT PROGRAM – REPLACEMENT CYCLE

ASSET	REPLACEMENT CYCLE
Passenger fleet	Replaced at 60,000 kilometres or three years (whichever occurs first)
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



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, traces of chemical pollutants. 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 moderate rainfall causes nuisance flooding and heavy rainfall results in greater impact. Council is progressively studying all catchments across Randwick City and determining management strategies to reduce flood 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 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.** Managing drainage assets requires knowledge about the physical capacity and the condition. 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 stormwater and convey it 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 of 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.

Many of our projects within the Drainage Works Program are complex projects that may be planned and constructed across more than one financial year. Current projects that were commenced in a previous capital works program include:

- Hannan Street and Boyce Road, Maroubra. This project involves construction of new drainage line and pits to address a significant localised flooding issue. The planning for this work commenced in 2018/19 with construction to be undertaken in 2019/20.
- Stewart Street, Randwick. The project involves construction of a new 375mm diameter pipeline. The planning for this work commenced in 2018/19 with construction to be undertaken in 2019/20.

The following table details the 2019/20 Drainage Capital Works Program.

2019/20 DRAINAGE CAPITAL WORKS PROGRAM				
SOURCE OF FUNDING (\$)				
DESCRIPTION	TOTAL COST	STORMWATER SERVICE CHARGE	ENVIRONMENT LEVY	GENERAL REVENUE
Floodplain Management – Studies, Risk Management Planning and Mitigation	250,000			250,000
Gross Pollutant Trap Rehabilitation Program	210,000		140,000	70,000
CCTV Program – Drainage Infrastructure Condition Assessment	133,000	133,000		
Drainage Upgrade Works (Various Sites)	300,000	300,000		
Stormwater Relining Program	200,000	200,000		
Coogee Beach Stormwater Diversion	280,000	280,000		
Total 2019/20 Drainage Capital Works Program	1,373,000	913,000	140,000	320,000



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.
- **Medium density:** includes all semi-detached, row, terrace, townhouses and villa units, plus flats and apartments in blocks of 1 or 2 storeys, and flats attached to houses.
- **High density:** includes flats and apartments in 3 storey and larger blocks.
- **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.
- **Local Government Act:** Refers to the Local Government Act of NSW 1993.
- **Randwick City Beaches include:** Clovelly, Coogee, Congwong, Frenchmans Bay, Gordons Bay, Little Bay, Little Congwong, Malabar, Maroubra and Yarra Bay.
- **Randwick City Ocean Pools include:** The Geoff James Pool (Clovelly), Giles Baths (Coogee), Ivor Rowe Rockpool (South Coogee), Mahon Pool (Maroubra), Malabar Pool (Malabar), McIvers Baths (Coogee), Ross Jones Memorial Pool (Coogee) and Wylies Baths (Coogee).
- **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 – Bayside, Blacktown, Blue Mountains, Burwood, Camden, Campbelltown, Canterbury-Bankstown, Central Coast, City of Canada Bay, City of Sydney, Cumberland, Fairfield, Georges River, Hawkesbury, The Hills Shire, Hornsby, Hunters Hill, Inner West, Ku-ring-gai, Lane Cove, Liverpool, Mosman, North Sydney, Northern Beaches, Parramatta, Penrith, Randwick, Ryde, Strathfield, Sutherland, Waverley, Willoughby, Wollondilly, and Woollahra.



OGM00467

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Randwick City Council
a sense of community