
Annual Report

2020-21


Randwick City Council
a sense of community





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Mayor's Message

Our Annual Report provides an overview of the activities and programs we've undertaken in the financial year 2020-21 and notes the ways we have been able to support our community.

These past twelve months have required Council and our residents to adapt to a rapidly changing landscape as a result of the coronavirus pandemic. It has required all Australians to pull together as a team to ensure COVID-19 vaccination rates reach a level that will allow us to lead lives that are less interrupted by restrictions.

And, so far, we have managed to do this. It has been remarkable to see our community rally together to achieve this goal. Throughout it all, Council has continued to deliver services, programs and activities that have ensured life goes on as well as it can.

We started the food truck program, Eat, Drink, Play, to provide locals with access to food trucks and space to eat in some of our parks and reserves. We kept lights on later in parks and ovals to allow residents more time and space to get outside and enjoy our outdoors.

In March we introduced a new way for residents to recycle food scraps with their garden waste. Called FOGO (Food Organics and Garden Organics) it diverts food waste from landfill, reduces greenhouse gas emissions and creates compost to enrich soils.

We completed our largest stormwater harvesting and re-use system, comprising two underground tanks, each with a capacity of 1 million litres, located under Arthur Byrne Reserve Maroubra. Expected water savings from this system is approximately 40 million litres of potable water per year.

Many upgrades and improvements were made to Council infrastructure including at Pioneers Park, the Bicentennial Park and Malabar Junction amenities, Frenchman's Bay playground and Coogee Oval grandstand. The Coogee Surf Lifesaving Club upgrade was completed and the High Street pop-up cycleway was opened.

Many large annual events such as the Spot Festival, Beach Breaks, Coogee Carols and Sparkles were temporarily paused but we found ways to create smaller, safer activations at many of our town centres. We held our Nox Night Sculpture Walk at the Randwick Environment Park, went online for the Eco Living Festival and celebrated the freshly installed Coogee rainbow on the beach promenade with a weekend of drag performances, ice cream and wax works.

Council's vision is to create a sense of community and although it has been a challenging year, that sense of unity and togetherness has still been achieved.

I'm confident that the coming year will provide us with further opportunities to contribute to the growth and continued prosperity of Randwick City.

Cr Dylan Parker
Mayor of Randwick

General Manager's Message

This year's Annual Report is testament to the leadership, capacity, adaptability, teamwork, and contribution and care demonstrated by our Mayor and Councillors, our staff, our volunteers and members of our community.

Making decisions in an uncertain and ever-changing environment like a pandemic requires resolve. I congratulate the Mayor and Councillors for their focus and their balanced decision making over the past year. Through their decisions, Randwick City Council was not only able to continue to support our community in ways we hadn't contemplated before, but we were able to weather the financial shock and remain sustainable.

Randwick City Council continues to have a strong and sustainable financial position and is projected to meet and exceed all financial and asset management benchmarks. Despite the pandemic response requiring a reduction of income and additional expenses, our strength has allowed us to weather the shock. For the 2020-21 financial year, we recorded an operating performance ratio of 4.49% from our annual revenue of \$174M, ensuring our capacity to sustain our infrastructure into the future with an asset renewal ratio



of 122.44% in addition to \$13M in new infrastructure assets for our community to enjoy.

This year, Council has developed strategies for the Environment, Integrated Transport, Housing, Open Space and Recreation and Arts and Culture. By setting clear outcomes and objectives, our focus and performance is strengthened, while still remaining flexible to change.

The introduction of FOGO (Food Organics and Garden Organics) waste collection, the finalisation of design for our new Heffron Centre, and our pandemic response – Resilient Randwick, were just some of many projects and initiatives that we can be proud of.

Like every year, our workforce continues to treat the City of Randwick with respect and pride, ensuring valued levels of service for our community. Our parks, gardens and open spaces, cultural facilities, sporting fields, buildings, roads, footpaths, leisure centres and beaches have been cared for and maintained for your enjoyment. Our community satisfaction rating recognised these efforts with an overall satisfaction score of 94%, one of the best results in metropolitan Sydney. We do not take this result for granted and will continue to look for ways to evolve and improve.

Our workforce has continued their commitment to excellence and achieving personal bests through our extensive suite of training and professional development programs. Randwick City Council being placed overall winner for NSW, and third Nationally in the Australasian Management Challenge was certainly a highlight. Ensuring our skills and experience keep pace with the changing environment around us demonstrates our commitment to delivering valued services for the community.

I congratulate all members of our community that have contributed over the past year and I commend the professionalism and commitment of the staff at Randwick City Council. Together we look forward to serving you, our community, in the coming year.

Therese Manns
General Manager

Our vision and mission

Randwick City has a diverse community made up of many cultures including a significant Indigenous population. We have outstanding natural features with a spectacular coastline, and we are one of the oldest local government areas in Australia.

We have a rich history that has formed who we are, and 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.



ICARE

Our values

Our corporate values show how Council wishes to conduct itself as an organisation and reflect the manner in which we wish to engage our customers and the community. They provide a lens and a reference point for all staff in the organisation.

Our five corporate values are:



INTEGRITY: Ensuring transparency and honesty in all our activities



CUSTOMER FOCUS: Delivering prompt, courteous and helpful service and being responsive to people's changing needs



ACCOUNTABILITY: Accepting our responsibility for the provision of quality services and information which meet agreed standards



RESPECT: Treating everyone with courtesy, dignity and fairness regardless of our own feelings about the person or the issue



EXCELLENCE: Being recognised for providing services, programs and information which consistently meet and exceed standards through the use of best known practices and innovation

Responding to COVID-19

Randwick Council, like every organisation in Australia, has been impacted by the coronavirus pandemic and it has changed the way we function as a Council. Our priority remains the safety of our staff and community.

Here are some of the ways we addressed the impacts of COVID-19.

We changed the way we operated to ensure we could manage the health risk and continue to deliver the essential services and projects needed by our community.

Our staff continued to work throughout the pandemic – many on the frontline providing the services like waste, cleansing and maintenance that underpin everyday life in Randwick City.

While our public facing facilities like our customer service centre, libraries and aquatic centres were forced to close for periods of time, our staff continued to work providing ratepayers and the community with services online or via our call centre.

We carefully managed our community facilities and open spaces in line with the State Government's Public Health Orders. This included making tough decisions to limit access and on occasions close access to some locations like beaches, community centres and libraries. At the start of the Pandemic, casual staff whose work was interrupted as part of closures to our facilities, were redeployed as 'spread kindness not germs' ambassadors. These staff wearing bright blue shirts were located at beaches and public places reminding people to practice social distancing.

We moved our events and meetings online including library activities and workshops, DRLC fitness workouts, seminars and talks, community consultations, Council meetings and Precinct meetings.

In March 2020, Council endorsed its initial \$2.3M COVID-19 support package which waived a range of Council fees and provided free parking for hospital workers. This program later expanded to over \$52M in

direct support and capital expenditure – including the creation of more than 3,000 jobs as part of Council's capital works program.

In 2021, as Australia responded to the Delta variant, Randwick Council responded with another support package for local businesses, affected ratepayers and the community. This included waiving various fees and charges and providing 100% rental rebates to Council tenants required to close down.

Council actively supported community members in need with food hampers provided to local service providers to distribute to families in need, and staff from DRLC provided daily online activities for families and school communities forced into isolation.

Our Council acted quickly in response to the pandemic with a range of measures to help businesses and community groups impacted by COVID-19.

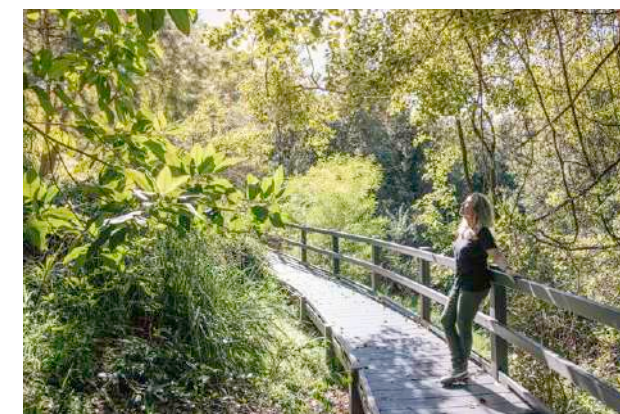


About Randwick City

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

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

Our City is known for its extensive parkland and open space areas including Centennial Park, Heffron Park and Kamay Botany Bay National Park; 29 kilometres of coastline with the magnificent Coastal Walkway linking ten beaches and eight ocean pools; excellent education and medical facilities including the University of NSW (UNSW), the Randwick Hospitals Complex and associated research and related services; a strong artistic and cultural focus; regionally significant recreational facilities; employment facilities such as Port Botany; and its proximity to the Sydney Central Business District and Sydney Airport.



Our people

At end June 2020 our estimated resident population was approximately 156,619, having increased by 1,376 people (+0.89%) during the previous financial year¹.

It is projected that Randwick City's population will increase by an average of 0.7 per cent annually reaching 179,423 in 2041².

Of the households in our City, 63.1 per cent are lived in by families³, who welcomed 1,711 newborn babies during the 12 month period to December 2019⁴.

Of our resident population, 48.6 per cent are overseas born, and over 40 per cent speak a language other than English at home. 70.8 per cent of all Randwick City residents have at least one parent born overseas⁵. From July 2020 to June 2021, 532 Randwick residents became new Australian citizens⁶.

At 30 June 2020 there were 13,432 local businesses in Randwick City generating 59,260 local jobs⁷. 26.6% of Randwick City residents both live and work in Randwick City⁸.

¹ Source: Australian Bureau of Statistics, 2019-20, Regional Population Growth, Australia, Estimated Resident Population (30 March 2021)

² Source: NSW Department of Planning, Industry and Environment, Population, Household and Implied Dwelling Projections by LGA (ASGS 2019)

³ Source: Australian Bureau of Statistics Census of Population and Housing 2016

⁴ Source: Australian Bureau of Statistics Births, Australia, 2019 (December 2020)

⁵ Source: Australian Bureau of Statistics Census of Population and Housing 2016

⁶ Source: Randwick City Council Citizenship Ceremonies 2020-21

⁷ Source: National Institute of Economic and Industry Research 2020

⁸ Source: Australian Bureau of Statistics Census of Population and Housing 2016

Quality of life

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

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

In the 2021 community satisfaction survey, 97% of residents surveyed rated the Randwick Council Area as a good place to live.

97% of residents rated the Randwick Council Area as a good place to live

90% of residents rated their quality of life as good or better

76% of residents indicated that they felt part of their local community

The above statistics are from the 2021 Micromex Community Satisfaction Survey

Community engagement

In response to NSW Government requirements, Council developed a new community consultation strategy that provides a single document setting out how and when Council will engage with the community.

This Community Participation Plan (CPP) incorporates Council's requirements for notification and exhibition of development related matters and also includes Council's framework and strategy for consultation with the community.

The purpose of the CPP is to provide a single document that the community can access that sets out all of council's community participation requirements (including under the planning and other legislation), including all minimum mandatory and non-mandatory exhibition timeframes.

Council believes the community has a right to be involved in decisions affecting them and Council actively uses the experience and knowledge of the local community to make better decisions.

We are committed to ensuring residents are informed about how we use public funds and make decisions. We use a number of regular communication channels such as direct mailouts, print advertising, flyers, local newspapers, eNews, banners, and community newsletters. Our website and the use of social media platforms such as Twitter, Facebook, Instagram and YouTube also provide residents with access to a range of Council services and information.

We seek regular feedback from our consultative and advisory committees, our precinct committees and chambers of commerce; as well as from leadership forums with local businesses.

Due to COVID restrictions, most of Council's consultations were online in 2020-21. This provided opportunities to use new techniques such as Facebook Live, Zoom seminars and online Precinct meetings. The digital techniques have proved effective and in many cases have attracted more participants than traditional techniques.

We conduct surveys through the **Your Say Randwick** online site that allows residents and ratepayers to let Council know what they think of proposed projects and plans. Interested residents are encouraged to subscribe to receive notifications about new consultations. For a closer look go to: www.yoursay.randwick.nsw.gov.au



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 Councillors on the opposite page were elected in September 2017 and are serving the community for an extended term due COVID-19 delaying the elections until December 2021.

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

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

Council makes provision for Councillors to attend relevant conferences and encourages participation in ongoing professional development programs. Refer to page 90 for further information.



WEST WARD



Cr Alexandra Luxford
Labor
First elected in 2017



Cr Harry Stavrinou
Independent
First elected in 2012



Cr Philpa Veitch
Greens
First elected in 2017

NORTH WARD



Cr Christie Hamilton
Liberal
First elected in 2017



Cr Kathy Neilson
Labor
First elected in 2012



Cr Lindsay Shurey
Deputy Mayor
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
Labor
First elected in 2017

CENTRAL WARD



Cr Anthony Andrews
Independent
First elected in 2000



Cr Dylan Parker
Mayor
Labor
First elected in 2017



Cr Ted Seng
Liberal
First elected in 1995



Council meetings and decision-making

Ordinary Council Meetings are held once a month, generally on the 4th Tuesday of the month with the dates of the meetings listed on our website.

Extraordinary Council Meetings are called at short notice from time to time to address particular issues. The dates of these meetings are also published on our website.

Residents are normally welcome to attend Council meetings in person; however, the final meeting of the 2020-21 financial year was held online, due to COVID-19 restrictions which prevented meetings from proceeding in their normal format. Council live broadcasted its June 2021 meeting via Microsoft Teams.

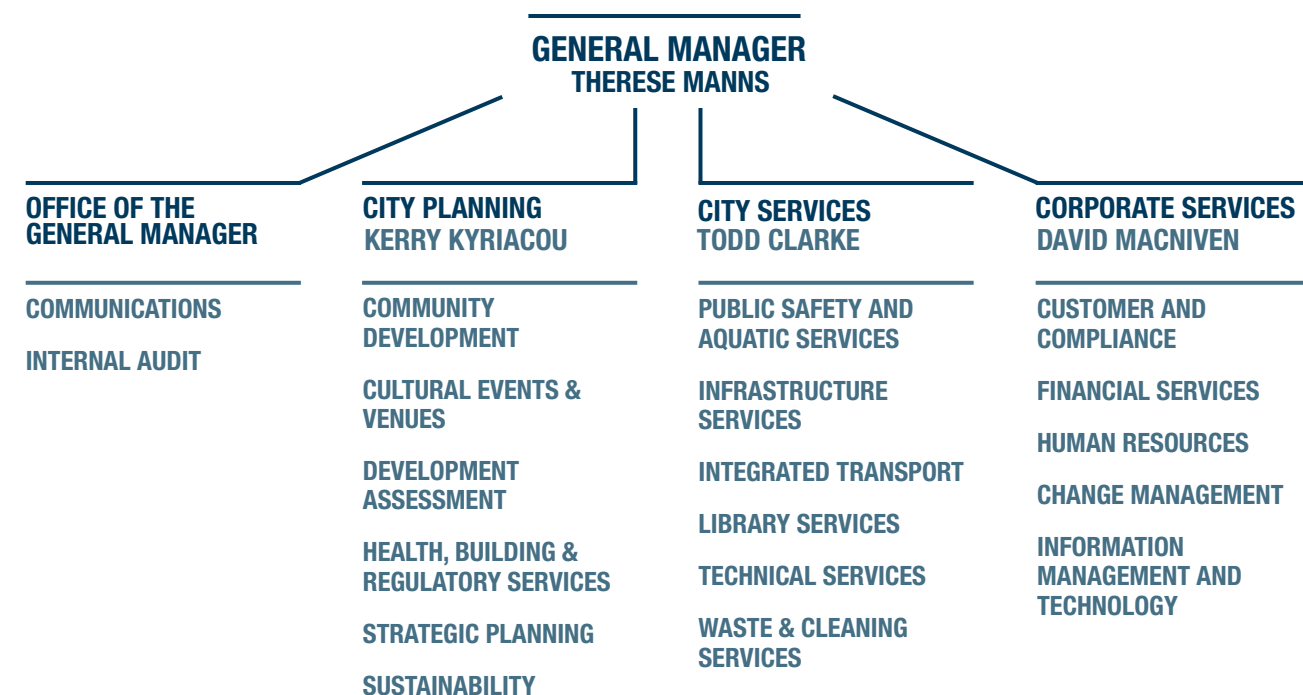
All other Council meetings, except for the May 2021 meeting which was held in the Council Chambers, were held in the Prince Henry Centre with strict social distancing requirements. To provide greater community access, live audio broadcasting of Council meetings via Council's website commenced in July 2020.

Business Papers and Minutes for Council meetings are available on our website.



Organisational structure

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



General Manager

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

- to conduct the day-to-day management of the Council in accordance with the strategic plans, programs, strategies and policies of the Council,
- to implement, without undue delay, lawful decisions of the Council,
- to advise the Mayor and the governing body on the development and implementation of the strategic plans, programs, strategies and policies of the Council,
- to advise the Mayor and the governing body on the appropriate form of community consultation on the strategic plans, programs, strategies and policies of the council and other matters related to the Council,
- to prepare, in consultation with the Mayor and the governing body, the Council's community strategic plan, community engagement strategy, resourcing strategy, delivery program, operational plan and annual report,

- to ensure that the Mayor and other Councillors are given timely information and advice and the administrative and professional support necessary to effectively discharge their functions,
- to exercise any of the functions of the Council that are delegated by the Council to the General Manager,
- to appoint staff in accordance with the organisational structure and the resources approved by the Council,
- to direct and dismiss staff,
- to implement the Council's workforce management strategy.

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

Planning and reporting at Randwick City Council

This Annual Report highlights the key achievements of Randwick City Council during 2020-21 and presents the required statutory information.

Our planning

The Randwick City Plan (City Plan) is Council's 20-year Community Strategic Plan that reflects our community's vision and long term goals. It focuses on six central themes:

- Responsible management
- A sense of community
- Places for people
- A prospering City
- Moving around
- Looking after our environment.

The City Plan is prepared by Council through engagement and collaboration with the community,

other levels of government and major institutions within the City. It is underpinned by a suite of medium term plans and the Resourcing Strategy which takes into account our workforce, our finances, our technology and our assets which enable us to deliver services to the community.

Whilst not all outcomes in the City Plan can be delivered by council alone, our Delivery Program and Operational Plan detail the principal activities that will be undertaken by the council to work towards achieving the outcomes of the City Plan with the resources available under the Resourcing Strategy.

The Delivery Program is a statement of commitment to the community from each newly elected Council detailing what council will do towards achieving the goals of the Community Strategic Plan (City Plan) during their term of office.

Each year, an annual Operational Plan & Budget is created for the upcoming financial year to detail the individual projects and activities that will be undertaken by council to achieve the commitments made in the Delivery Program.

Our reporting

Council is committed to accountability and transparency in reporting our performance. We do this through comprehensive quarterly and annual reports. In the year of a Council election, our Annual Report also includes the State of our City Report which provides a summary of performance over the previous four years.

About this report

This Annual Report assesses our performance over the 2020-21 financial year. It is provided in accordance with Section 428 of the Local Government Act (Act) which states:

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

The report is divided into two key sections:

- Part 1: Summary of performance under each City Plan theme
- Part 2: Statutory Information Report

In accordance with the provisions of the Act, the 2020-21 Annual Report also includes the following separate reports:

- 2017-2021 State of our City Report*
- 2017-2021 State of the Environment Report*
- 2020-21 Audited Financial Reports

*These reports are required in the year of an ordinary Council election

State of our City Report

The State of our City Report details Council's achievements in implementing the City Plan over the previous 4 years. It does this by considering:

1. Key achievements and progress in implementing our delivery program; and
2. Performance against the Randwick City Plan Indicators

The Randwick City Plan Indicators Model was developed in 2010 to monitor and evaluate the State of our City in line with the themes and directions set by the community in the Randwick City Plan. The model measures the outcomes of the actions taken by the Council, other organisations, the community and the impact of factors such as changes in the environment and economy.

The indicators have been derived from a large number of sources, including the Community Satisfaction Survey, and are designed to measure changes over reportable periods.

For more information on the Randwick City Plan Indicators, including a quantitative assessment of progress over each of the previous four financial years, please refer to the 2017-2021 State of our City Report.

State of the Environment Report

The State of the Environment Report provides a comprehensive update to the community on progress in achieving the environmental goals in the City Plan.

The issues covered in the report align with those directions set out in Outcome 10 of our City Plan: A Healthy Environment.

Financial reports

Randwick City Council Financial Reports contain detailed information about Council's financial position at the end of the year and how it performed over the preceding 12 months. The reports are independently audited and published annually. The 2020-21 Financial Reports can be found on Council's website here: www.randwick.nsw.gov.au/about-council/policies-plans-and-forms/plans-and-reports.

All data provided in this report is the most recent available at the time of preparation.

Part 1. Summary of performance under each City Plan theme

This part of the annual report details our key achievements in implementing the 2018-2022 delivery program in 2020-21.



Theme 1: Responsible management

Responsible management is about the integrity we apply to our financial management and governance and the way we value our community and our employees. It is about leadership and sustainability and is the platform through which we deliver all our activities.

At Randwick City Council we use a range of measures to monitor our progress in achieving the community's goals in the Randwick City Plan. We will refer to these indicators throughout this report.

We focus on our customers

The experience of our customers is of high importance at Randwick City Council. Customer Focus is a core value for all employees, who are expected to take care of the customers' needs by providing professional, timely, helpful, high quality

and consistent customer service before, during and after the customers' requirements are met.

A queue management system at our Customer Service Centre helps us provide a tailored and efficient service for our face-to-face customers. A kiosk touch screen is also available, providing customers with self-serve access to online services.

We are committed to planning ahead and ensuring a financially stable and robust organisation

This year our focus was firmly on the future while continuing to deliver planned projects and services.

All our plans are underpinned by our 10-year Long Term Financial Plan (LTFP). This gives our staff and our community the stability of knowing when each action is going to be funded.

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



92.6%

Written correspondence actioned in 15 days or less



69%

Phone calls answered within 30 seconds



90%

Customer service requests completed within the service level agreements



23,208

Face-to-face customers served



1,094

Development applications (DAs) accepted



126,678

Telephone enquiries responded to

Key financial results

INDICATOR	BENCHMARK	2020-21	2019-20	2018-19	2017-18
Operating performance ratio This ratio measures Council's achievement of containing operating expenditure within operating revenue.	Greater than or equal to breakeven	4.49% ✓	4.16%	5.51%	6.20%
Own source revenue This ratio measures the degree of reliance on external funding sources.	Greater than 60%	90.31% ✓	83.72%	90.24%	91.15%
Unrestricted current ratio To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.	Greater than or equal to 1.5 : 1	3.98x ✓	4.04x	4.06x	3.63x
Debt service cover ratio This ratio measures the availability of operating cash to service debt including interest, principal and lease payments. n.b. Randwick Council had no external borrowings in 2020-21.	Greater than 2 x (Times)	6,059.67x ✓	5,786.17x	0.00x	0.00x
Rates, annual charges, interest & extra charges outstanding percentage To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.	Less than 5.00%	3.80% ✓	4.84%	3.15%	2.41%
Cash expense cover ratio Indicates the number of months Council can continue paying for its immediate expenses without additional cash inflows.	Greater than or equal to 3 months	5.65 mths ✓	4.67 mths	3.33 mths	3.02 mths
Building, infrastructure & other structures renewal ratio This ratio is used to assess the rate at which assets are being renewed against the rate at which they are depreciating. Includes Buildings, Roads, Drainage and Open Space assets.	Greater than or equal to 100%	122.44% ✓	66.09%	106.33%	119.65%
Infrastructure backlog ratio This ratio shows what proportion the backlog is against the total value of Council's infrastructure.	Less than 2%	0.48% ✓	0.50%	0.51%	0.65%
Asset maintenance ratio This ratio compares the actual versus required annual asset maintenance.	Greater than 100%	192.57% ✓	174.22%	172.14%	159.94%
Cost to bring assets to Agreed Level of Service A snapshot of the proportion of outstanding renewal works compared to the total suite of assets that Council has under its care and stewardship.	N/A	0.31% ✓	0.31%	0.32%	0.39%

For more information on Council's financial results, position and performance against financial sustainability indicators, please refer to the separate document Financial Reports 2020-21 which is available on our website: www.randwick.nsw.gov.au/about-council/policies-plans-and-forms/plans-and-reports.

We are financially sustainable

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

Despite the COVID-19 impact, Council's financial performance for the year remained sound with a net surplus result of \$7.907 million.

FINANCIAL SUMMARY	2019-20	2020-21
Total income	\$181.7m	\$174.8m
Total expenses	\$158.5m	\$166.9m
Net Operating surplus for 2020-21	\$23.2m	\$7.9m
Net Operating surplus excl capital grants and contributions	\$2.4m	\$1.2m
New capital works	\$23.8m	\$21.0m
Capital renewal works	\$17.9m	\$18.3m
Total capital expenditure	\$41.7m	\$39.3m
Total assets	\$1,925m	\$1,978m
Total liabilities	\$38m	\$45m
Net assets	\$1,887m	\$1,933m

Our workforce is high performing, committed and engaged

In 2021 we developed a new system for measuring performance that focuses on developmental conversations and goals for the coming year.

Our values-based culture is embedded in all we do, from attraction and selection to performance reviews, policies, engagement activities, and training events.

The Randwick City Council Employee Health and Wellbeing program continues to offer regular Lifestyle Lunches to discuss wellbeing issues and share knowledge, annual flu vaccinations and skin cancer checks.

Our focus on risk and safety has resulted in a strong culture of incident management and review of our Business Continuity Plans to ensure we are prepared and managing our risks appropriately. This preparedness meant we were in a good position to set up our Pandemic Response to the COVID-19 pandemic.

Randwick continues to focus on and invest in the development of our staff to ensure the ongoing growth of our employees' capability, skill, knowledge and professional development. This was achievable by making online and virtual learning available to all staff during COVID-19.

We ensure our employees remain informed and engaged with regular internal communications including fortnightly newsletters, intranet, digital display screens at worksites, community eNews and staff announcement emails. This year saw additional measures like SMS and virtual live events to keep employees engaged during the pandemic.



We build partnerships

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

Our key partnerships in 2020-21 included:

3-Council Regional Environment Program	The 3-Council Regional Environment Program (Randwick, Waverley and Woollahra) has been responsible for overlapping regional environmental cooperation and collaboration across the eastern suburbs. Some of the successful programs delivered through the partnership include Compost Revolution, Solar my Schools, Solar my Club and Public electric vehicle charging infrastructure.
ARCUNSW	This partnership seeks to support international students.
Australian Maritime Museums Council (via Australian National Maritime Museum)	La Perouse Museum staff are members of this organisation and receive advice on managing museums with maritime themes.
Cape Banks Family History Society Inc. (CBFHS)	CBFHS hold their monthly meetings in the Vonnies Young Auditorium at Lionel Bowen Library and the Library partners with the CBFHS to deliver quarterly Ancestry.com training workshops. The Partnership also delivers ongoing research collaborations and publication projects such as the Randwick Soldier Project.
Collaborating for Impact (C4I) with community organisations across eastern suburbs	This collaboration between Randwick, Waverley and Woollahra Councils supports environmental community organisations, with the goal of increasing their membership and capacity.
Coogee Randwick Clovelly RSL	Each year Council partners with the Coogee Randwick Clovelly RSL to present their Anzac Day Dawn Service at Goldstein Reserve. In 2021 council also assisted in the facilitation of their first veterans march from the Coogee Diggers to Goldstein Reserve. Volunteers from the Coogee Surf Life Saving Club, No 324 (City of Randwick) Squadron, and students of Champagnat Catholic College Pagewood and Marcellin College Randwick also support the Anzac events.
Eastern Beaches Police Area Command	The Council's events team works in partnership with the Eastern Beaches Police Area Command on a number of community events which require police support, as well as some events which are presented formally in partnership with the Eastern Beaches Police Area Command.
Eastern Suburbs Sustainable Schools Network (ESSSN)	This ESSSN supports early learning centres and schools in the Eastern Suburbs to implement real life sustainability learning. The Network is coordinated by Waverley, Woollahra, and Randwick Councils.
Firsthand Solutions Aboriginal Corporation	Council has a formal Memorandum of Understanding to deliver employment and business support for indigenous start-ups through the Blak Markets.
French Consulate	The French Consulate, based in Sydney, has a long association with the La Perouse Museum and with Bastille Day at La Perouse. The Consulate coordinates naval and diplomatic visits to La Perouse, specifically to the Laperouse Monument, and makes an annual contribution to Council for the maintenance of both historic French sites on the La Perouse Headland.

Friends of Laperouse Museum Inc. (FOLPM)	FOLPM is a voluntary organisation that evolved from the original voluntary group that helped establish the Museum in 1988. They promote the story of the French explorer Laperouse, run public events around the French theme, and support the Museum's French-based activities. A Memorandum of Understanding was created between the FOLPM and Council in 2018.
Housing NSW	This partnership seeks to deliver improved social and physical outcomes for residents living in and around public housing precincts in Randwick City.
Kooloora Community Centre	Council provides financial support to deliver vacation care and youth programs.
La Perouse Local Aboriginal Land Council Inc. (LPLALC)	The Chairperson of the LPLALC sits on the La Perouse Museum and Headland Trust and is the Museum's primary conduit for consultation with the local Aboriginal community. They also provide the services of Elders for Welcome to Country ceremonies.
Lycee Condorcet	The Lycee is the largest French school in Australia with over 1300 students and is based in Randwick. There is a recent biennial agreement (2021) between the Museum and the Lycee to run education programs and a modest exhibition of the students' work.
NSW Food Authority	This partnership provides for the implementation of a comprehensive food safety and inspection program for food businesses within the LGA.



Oz Harvest	Council has partnered with Oz Harvest to deliver food security programs.
Randwick and District Historical Society (RDHS)	Randwick City Library has partnered with the RDHS to deliver monthly history lectures held at Lionel Bowen Library. A Memorandum of Understanding between Randwick City Library and RDHS has been drafted. This will outline key responsibilities of the two stakeholders.
Randwick City Business Chambers	Council liaises with Business Chambers in Randwick to share information and assist with their events and activities.
Randwick City Tourism Inc. (RCT)	RCT is an association established by Council in 1990 and is managed by an executive committee of volunteers with some support from Council. The RCT objectives are to: encourage residents to appreciate the benefits of the visitor economy; provide a cohesive and unified tourism focus for Council and local business; encourage sustainable tourism development; coordinate promotion of key destinations and activities; represent Randwick’s tourism interests; and advise on tourism policy.
Randwick Collaboration Area program	The Randwick Collaboration Area program was established to address complex city-making issues through better coordination and collaboration.
Resilient Sydney initiative	This partnership is hosted by City of Sydney Council and is a collaboration of Sydney metropolitan councils with key organisations and communities. The strategy sets the direction needed for Sydneysiders to cope, adapt, and thrive in the face of increasing global uncertainty and local shocks and stresses.
Sister City relationships	Our Sister City relationships both within Australia (Narrabri and Temora Shire Councils) and internationally (City of Albi in France; Greek Island of Castellorizo; City of Hangzhou in China and the Randwick Parish Council in Gloucestershire, United Kingdom) seek to promote mutual understanding and friendship to benefit our communities.
South East Sydney Local Health District & NSW Department of Communities and Justice	Council has a formal Memorandum of Understanding with South East Sydney Local Health District, NSW Department of Communities and Justice and a local service provider to establish and maintain a multipurpose Community Hub at Lexington Place, Maroubra.
Southern Sydney Regional Organisation of Councils (SSROC)	SSROC is an association of 11 municipal and city councils. It provides a forum through which member councils can interact, exchange ideas, and work collaboratively to solve regional issues and contribute to the future sustainability of the region.
Surfing New South Wales	In 2017 it was resolved that RCC would contribute to the Surfing NSW Havaianas NSW Grommet State Titles at Maroubra via sponsorship and in-kind support from the Council's donation budget. Further to this, the events team partner with Surfing NSW each year to hold a civic ceremony for the induction of the Surfing Walk of Fame, and a large signature community event called Beach Breaks at Maroubra beach promenade.
Sydney Coastal Councils Group Inc.	The Sydney Coastal Councils Group Inc. is a collaborative regional organisation that advances sustainable management of Sydney’s urban coastal and estuarine environment. It currently comprises nine member councils with a total coastline of almost 600 kilometres.
Sydney Roosters and South Sydney Rugby League Football Clubs, Souths Cares, Randwick Rugby Club	Through these community partnerships we seek to assist disadvantaged youth and junior rugby league clubs in our area.

Sydney Water and Department of Planning, Industry and Environment	This is an ongoing collaboration to improve the Coogee Beach water quality.
Sydney’s Gay and Lesbian Mardi Gras	This long-standing informal partnership commenced in 2015 and is celebrated each year at the commencement of Sydney's Gay and Lesbian Mardi Gras by raising a rainbow flag at Randwick Town Hall. In 2021, this partnership was developed further with the installation of the Coogee Mardi Gras Rainbow Walkway, a 50-metre temporary installation on the beach promenade.
Transport for NSW	This collaboration is focussed on delivery of the Sydney Light Rail.
University of Technology Sydney (UTS) Centre for Local Government	This partnership enables Council staff who participate in the LG Professionals NSW Management Challenge to complete the short course ‘Team Building and Leadership’ as credit towards the Postgraduate Certificate in Local Government Leadership qualification.
UNSW and Juvenilia Press	This partnership delivers the Lionel Bowen Young Writers’ Awards (held every two years).
UNSW Art & Design	Every two years, Council partners with the UNSW Art and Design faculty to deliver NOX: Night Sculpture Walk. This is a large community event held at the Randwick Community Centre and Randwick Environment Park.
UNSW Crime Prevention Partnership	This partnership, between Randwick City Council, Eastern Beaches Police Area Command and UNSW, seeks to reduce crime on and about the UNSW campus.
UNSW Sustainability Agreement	Through this agreement, the University provides Council with access to sustainability research and related programs, and in return Council seeks to provide practical applications of the research.



We offer improved technology and online services

Council continued to invest in improvements in technology and online services to deliver better and more efficient services to the community throughout the COVID-19 pandemic.

Key achievements for the year included:

- Responding to the continuing COVID-19 pandemic emergency through the expansion and optimisation of remote working equipment and solutions, and supporting the urgent transfer of staff to remote working as required by Public Health Orders.
- Continued expansion of the aquatic safety camera network to incorporate Mahon Pool, Gordons Bay, Congwong Beach, Yarra Bay Beach and Frenchmans Bay Beach. A pilot of people counting and crowd identification systems was also conducted as part of the Smart Beaches project.
- Completion of the Coogee Smart Beaches and the Integrated Smart Parking Projects funded through the Australian Government's Smarter Cities and Suburbs Program. This involved commissioning an open data portal; installing new parking meters, parking sensors and CCTV vehicle identification and counting systems at Coogee; and providing new sensor networks and smart signage in Kingsford and Kensington.
- Implementation of a new service request tool to improve internal efficiencies for IT service request management. The solution has been designed to be expanded to other internal service areas in the forthcoming year.
- Analysis of Council's existing online forms processes, and automation of forms for waste services in conjunction with Council's waste services provider.
- Expansion of our network capacity at several sites, including network connections to some community halls for the first time, and implementation of a new capacity monitoring solution for the network.

We have a strong focus on improvement

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

In 2020-21 we progressed with our new approach for planning & performance management. The new approach introduces two new elements into Council's planning framework:

• Informing Strategies

Seven informing strategies are being developed to identify the long-term aspirations of the community in seven key areas (Housing, Environment, Integrated Transport, Open Space and Recreation, Arts and Culture, Economic Development and Social Inclusion). These strategies include key outcomes and objectives, as well as strategic approaches that detail how the outcomes will be achieved. The strategies will form the basis for our new Community Strategic Plan.

In 2020-21, we completed five of the informing strategies (Housing, Environment, Integrated Transport, Open Space and Recreation, Arts and Culture). Studies to inform the Economic Development and Inclusive Randwick Strategies were also undertaken.

• Business Unit Planning

Business Unit Planning involves defining the functions, processes and activities for each business unit, together with accountabilities, risks, resourcing requirements, governance controls, outputs, benefits and performance measures.

The plans provide clarity and focus for both staff and the organisation in linking day-to-day efforts with achieving the outcomes of the Community Strategic Plan. In 2020-21, Council finished mapping out the functions, processes and activities for the entire organisation.



We provide good governance with demonstrated accountability, transparency and probity

An effective and robust governance framework is essential to the successful leadership and stewardship of Randwick City Council. In addition to legislation, regulation, codes and best practice, Randwick's governance and probity framework includes an established Audit, Risk & Improvement Committee and a comprehensive Performance Management Framework.

Measures implemented during 2020-21 to further strengthen the level of governance across the organisation included:

- **Audit, Risk & Improvement Committee**
During 2020-21 Council reported all relevant matters of significance to its Audit, Risk & Improvement Committee to improve oversight of our overall governance framework (including financial management, enterprise risk management, external and internal audit, legislative compliance integrated planning and reporting and performance management framework).
- **Governance Management Framework**
During 2020-21 we delivered a comprehensive Governance Management Framework to provide staff with a better understanding of our legal and regulatory drivers and to better inform them of the reasons behind why Council has its various governance controls in place. Increasing staff awareness of the Framework is aimed at minimising Council's risk and improving efficiency.
- **Policy Framework**
As part of the Business Unit Planning process, Council's Policy Framework has been reviewed

to ensure that it is comprehensive, effective and services the needs of the organisation. In line with a review of our policy framework we have continued to improve the manner in which we track policy reviews and ensure our framework is applied consistently throughout the organisation.

- **Three-year Strategic Internal Audit Plan**
We have established a three-year Strategic Internal Audit Plan that provides the basis of the next three years' audit activity and takes into account the Council's risk environment, tolerance for risk and the resources available to perform the audit function.
- **Process mapping**
Good processes are a critical ingredient to delivering a high standard of service to our community. Our process maps are a tool used by new and existing staff, assisting and guiding staff in how we work today, while also providing the platform to share, collaborate, innovate and improve what we do for tomorrow. We have also built procedures and work instructions into our Business Unit Planning process.
- **Legislative Compliance Management Software**
Council operates in a complex regulatory environment. This makes compliance management a major strategic risk. In order to address this risk, Council continues to subscribe to Legislative Compliance Management Software (called RelianSys) which allows us to allocate compliance matters to responsible officers and report on compliance (and non-compliance) so that we manage our performance and develop strategies, as required, to address any shortcomings identified. Six monthly legislative compliance reporting is undertaken for both our Executive Leadership Team and our Audit, Risk and Improvement Committee.

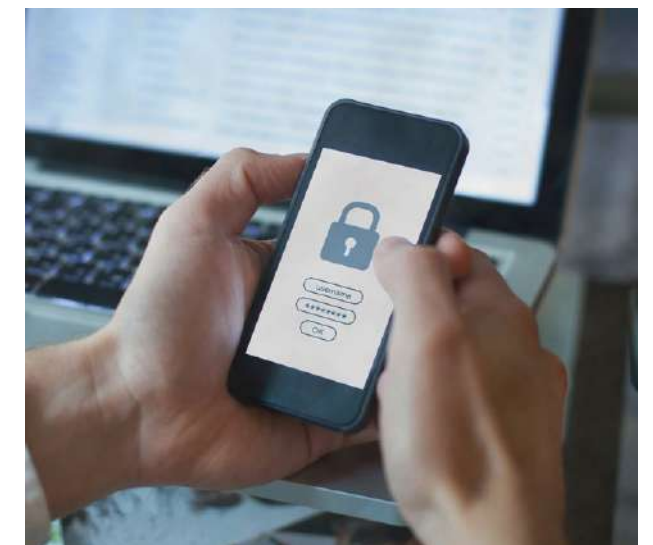


We implement fraud control activities

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

- We maintain a high level of Information Technology (IT) security with patching of software, decommissioning of out of date or unused software and conduct regular vulnerability assessments of our environment.
- We separate the creation of users and permission assignment in financial-related systems from financial services staff and periodically review permission access.
- We have strong controls around administrative access to systems and conduct background checks on staff with elevated permissions prior to employment.
- We encourage the use of electronic payments across Council business activities through integrated EFTPOS and web-based payment systems including for Libraries and the Des Renford Leisure Centre, to reduce the risk of cash handling fraud.
- We conduct training for staff in email phishing awareness, password and information security on an annual basis.
- We ensure that Information Management and Technology (IMT) staff in critical roles take their leave, we rotate roles between staff in the IMT Department; and we ensure that all IT requests for changes are captured in a single system.
- We discourage the use of paper and manual systems through implementation and upgrade of electronic systems to reduce the risk of errors and potential fraud arising from manual systems. Examples include the Envibe System for point of sale at DRLC and Monitor for payments taken at the Libraries.

- Any bank account change requests for both suppliers (Accounts Payable) and employees (Payroll) are independently verified from known sources prior to masterfile update.
- All EFT payment files (Accounts Payable and Payroll) are independently verified and authorised by two delegated officers.
- We maintain separation of duties in relation to creating new suppliers in the system (Procurement and Accounts Payable) with double checking ABNs/ legitimacy of business (via website checks etc.).
- Purchase orders are required to be raised prior to invoice and supported with quotes/ supporting documents.
- We have a workflow in place for invoice signoff against the approved purchase orders.
- We have documented processes in place to handle invoices after purchase orders.
- Invoices without purchase orders are returned by Accounts Payable to the relevant officer and CC'd to Procurement for follow up/explanation.



Theme 2: A sense of community



A sense of community describes Council's aim to create a feeling of inclusiveness, wellbeing and involvement for our diverse community groups and organisations. We promote this sense of community by providing facilities such as parks, and by running community festivals, events, activities and cultural programs catering to the different backgrounds, interests and age groups.

We also try to ensure that those in our community who experience social and economic disadvantage have equitable access to services and facilities that support their needs.

This year was the fourth year of our 4-year Disability Inclusion Action Plan (DIAP). The DIAP is in place to help remove barriers and enable people with a disability to participate equally and fully in their communities. For our 2020-21 DIAP highlights see page 82.

We support and meet the needs of our community

Randwick City Council took a coordinated approach in response to COVID-19, which included an immediate, emergency response to community needs and a proactive recovery response.

We launched innovative projects and fostered network collaborations and information sharing. This enabled Council to learn about emerging issues and ensure a timely response to community needs, rapidly adjusting to the challenges presented by COVID-19 to ensure the level of service, information and advocacy for the community was accessible and available.

We partnered with health agencies and peak organisations to increase community awareness on a range of health and wellbeing issues, covering topics such as suicide prevention, understanding depression, dementia and understanding consent.

Council also partnered with key agencies and local social services to deliver joint projects and events that addressed the identified needs of our vulnerable and disadvantaged community members.

Pages 68-75 provide a comprehensive list of the community development activities, services and events that we offered to support the needs of our community in 2020-21.

Donations and subsidies

During 2020-21, Randwick City Council contributed more than \$2.5M in donations and subsidies to individuals, community groups and non-profit organisations. For the full financial details of Council's donations, subsidies and grants, please refer to page 88 of this report.

Surf Education

Due to COVID-19 restrictions it has been a challenging year for our Beach Lifeguards to deliver the regular Surf Educational Program. While the program was still presented to a reduced number of local primary schools, community and university groups, the efforts of our Beach Lifeguards were primarily focused on education and preventative measures at the beaches.

We provide great community activities and events

Signature events

More than 40,000 people attended community events run by Council throughout the year, and more than 11,000 people engaged virtually.

Our signature annual events normally include: Australia Day celebration and citizenship ceremony; Anzac Day Dawn Service at Coogee Beach; Beach Breaks Carnival at Maroubra Beach; The Spot Festival; Eco Living Expo; the biennial NOX Night Sculpture Walk; The Step Out Speak Out Walk; Coogee Carols; and Coogee Sparkles New Year's Eve fireworks.

Unfortunately, as detailed on page 76, some of these events could not proceed this year due to COVID-19. In place of major events a number of smaller activations were implemented. These included Lunar Lanterns, a pop-up music program and flower stall at Kingsford; Christmas Cheer program across the City, St Patrick's Day music and chalk art in Coogee; and a community walk across the 16 days of activism to stop Domestic Violence. Online content was produced in place of other events including an online Eco Living event.

As COVID restrictions were being eased in July 2020, Council endorsed a food truck activation branded Eat, Drink, Play, to promote local food trucks and offer something new and different for community participation whilst complying with COVID restrictions. The program has successfully activated public spaces in a COVID-safe manner and supported local food truck businesses.

When COVID restrictions allowed, new and one-off events were also held over the 2020-21 year, including some activations on the Coogee Mardi Gras Rainbow, and a ceremony at the Randwick Town Hall Celebrating 200 years of Greek Independence.

There were 14 Citizenship Ceremonies held throughout the year, welcoming 532 new citizens to the Randwick Community.

Library events and programs

Throughout the year, Council held a wide range of activities at its various public libraries. Catering to different interests and age groups, these activities were designed to bring people together and create vibrant communities. They were provided to Randwick City residents free of charge or at a minimal cost.

From July to December the library continued to provide a diverse range of programs exclusively online. In person events were phased in from January with reduced capacity limits and additional COVID safety measures. By June (before the return of COVID closures), the range and quantity of programs, events and library visits were almost back to pre-COVID numbers.

The Library has invested in additional technology and training in order to facilitate a limited number of hybrid events (in person and online audience). This new capability enables the Library to deliver events to members of the community with mobility issues.

Due to the ongoing impact of the COVID-19 pandemic, some of the regular social inclusion and lifelong learning programs established for seniors and adults were unable to be offered for most of the year; however, some were successfully transitioned to be delivered online. These included the popular Writing for Pleasure, Book Clubs, Author Talks, History Talks and Talking Tech.

Some of our popular 2020-21 library programs are discussed below.

• Author Talks

We collaborated with Waverley and Woollahra Libraries along with the larger NSW Public Libraries Author Event Committee to deliver and promote an outstanding line up of well attended Author Talks to the Randwick community. Authors included Sir Peter Cosgrove, Heather Morris, Sofie Laguna, Richard Fidler, Craig Reucassel, Anthony Sharwood, Andrew Pippas, Peter O'Brien, Hugh Mackay, Deborah Rodriguez, Meredith Burgmann & Nadia Wheatley, and Samuel Johnson. Most of these online author talks were recorded and can be viewed via the library author talks playlist on YouTube.



• History Talks

During History Week in September our local studies staff delivered two outstanding events Behind the Fences of Randwick with Cr Kathy Nielsen and My Family History with Dr Marjorie O'Neill. In April Dr Sue Rosen spoke on the History of Anzac Parade. History Talks that were recorded can also be viewed in a playlist on YouTube on demand.

• Talking Tech

Our popular Talking Tech series was well received in the online format and covered many tech topics including Podcasts, Recording Your Life Story, Apps for Health and Wellbeing, Basic Photo Editing, Getting Started with Smart Devices for Homes, Can You Spot a Scam?, Your eLibrary and Navigating My Health Record.

• Children's Literacy program

The children's literacy program continued to be delivered exclusively live online via Facebook and Zoom each week until December, including Babies and Bop (0-3yrs), Kids' Club Live Online and Book Chat. In person events were phased back in from January kicking off with the popular outdoor Storytime Trail events. By April (Term 3) the children's services program was revived back to almost pre-COVID status and included Babies Love Books, Bop 2 Books and Saturday Storytime. Pre- and primary school children attend the Undercover Book Club, Totally Random Book Club and Kids' Club.

• Culturally and Linguistically Diverse (CALD) program

Our Culturally and Linguistically Diverse (CALD) community were supported by Smartphone and Tablet Basic Training in Chinese, as well as physical and online English Conversation Classes.

Over the 2020-21 financial year, 11,450 library visitors participated in one of the 536 activities and events run by the library with 314 of these being held online.

We provide an engaging cultural arts program

Council's Cultural Arts Program, established in 2010, provides arts and cultural activities to involve, engage, and entertain a growing number of the community. Some of the highlights included:

• Twilight Concerts

The Twilight Concerts have been at the heart of our Cultural Arts Program for more than ten years, bringing quality performances to local venues at a family friendly time and price. Sadly, due to the pandemic, programming has been severely limited and sporadic

due to infection flareups. Despite this, Two Twilight Concerts were held in the Randwick Community Centre Park in March 2021 to celebrate Earth Hour. Approximately 1,000 people attended both concerts and enjoyed performances from Mucho Mambo Latin Orchestra and Gregg Arthur and Swing City Big Band. Planning for Twilight Concerts 2022 has commenced and will continue the tradition of bringing high quality performances to the community.

• Nox Night Sculpture Walk

Nox Night Cinema was part of the ever-popular Nox Night Sculpture Walk in 2021 and for the second time showcased the work of UNSW film students and animation students. The audience enjoyed free popcorn whilst watching the films and animations which were screened in continuous rotation each night.



• La Perouse Museum Programming

La Perouse Museum also delivered over 20 public programs, from an incredible array of artists and creatives including Deidre Martin (master weaver), Aunty Maxine Ryan, Dean Kelly, Kadoo First Contact Tours, leading Aboriginal curator Kyra Kum-Sing, as well as school holiday events and crafts session. Tours were also provided on the life of Lapérouse by the Friends of La Perouse Museum, and of the Museum and headland by museum staff. Over 400 visitors attended these events.

Council staff are now reviewing all cultural programming for the next year to be responsive to the new COVID environment and to accommodate physical distancing and capacity restrictions. Smaller performances, public art and other opportunities are being planned to pop up in parks, venues and unexpected places near you. Twilight Concerts 2022 will also return with performances in the park for Earth Hour, and in other unique places and spaces in Randwick City.

Exhibitions

The La Perouse Museum started the 2020-21 financial year with high visitation rates following the 10 week closure at the end of 2019-20 due to the pandemic. Three diverse and popular exhibitions were displayed during this year; Happy Valley: La Perouse in the Depression, Max Dupain and La Perouse: The Caltex Story, and Shell It: Boomalli at La Perouse. Each looked at the history of this important suburb from many different angles, and featured loans from the Museum of Arts and Applied Sciences, State Library NSW, Boomalli Aboriginal Art co-op, and the local La Perouse Aboriginal community.

Over 20,000 people saw these shows, as well as the Museum's other permanent and changing exhibitions. Each exhibition was accompanied by public programming, curator's tours and online experiences. The Museum also provided spaces for artists and community groups to hold their own events and activations as part of the Museum's cultural hub objective.

In addition to the exhibitions displayed at the Museum, the Lionel Bowen Library hosted a number of exhibitions. These included:

- Emergence and Beyond Exhibition by the Randwick Art Society | 4 Aug – 20 Sept 2020
- Through My Eyes Exhibition | 6 Oct 2020 – 22 Jan 2021
- Coastal Inspirations Exhibition by the Coast Centre Inc at Little Bay | 5 Feb – 28 Feb 2021
- Women's Art Prize 2021 Exhibition | 16 Mar – 30 Apr 2021
- Urban Walkabout Exhibition by local artist, Maire Dalliston | 14 May – 11 Jul 2021

Arts and Culture Informing Strategy

In 2020-21 Council's Arts and Culture Informing Strategy was developed. This strategy, which is based on research and community needs, sets out clear outcomes and objectives for the next 10 years together with strategic approaches detailing how the outcomes will be delivered. The outcomes of the strategy are: 'A creative and culturally rich city, that is innovative, inclusive and recognised nationally'; and where 'everyone can develop, express and enjoy creativity throughout their life'.

We provide quality community facilities

Randwick City Council provides for our community's social, recreational, sporting and cultural needs through a range of facilities and services such as libraries, an aquatic leisure centre, community centres, sports grounds, parks, walking tracks, cycle ways, beaches, ocean pools and playgrounds.

Libraries

Randwick City's libraries continue to be a hub for cross generational and multicultural community interaction, education, and entertainment. In 2020-21 library membership was 45,990, with our members borrowing over 829,199 books, CDs, DVDs, and magazines. Over the financial year 346,446 people visited the City's three main libraries.

Our libraries developed and ran a wide range of interactive and entertaining events exclusively online until December 2020 including Stop Motion, robot building and coding, kokedama creating, Undercover and Totally Random Book Clubs, Babies and Bop Rhyme Time, English Conversation Classes, Author Talks, History Talks, Talking Tech and Smartphone and Tablet basics for Chinese Seniors. We celebrated the launch of the Writing for Pleasure group's collection of short stories Beach Side Stories via Zoom. The Library also run a series of Eco Living themed storytime and backyard craft sessions.

As restrictions eased and in person events were permitted, the library phased back as many of our regular in person pre-COVID events, programs and clubs as was feasible and safe to do each month. This included the social and lifelong learning programs such as Chess Club, Table Tennis for Fun, movies at the library, Tai Chi, Line Dancing, Ukulele for beginners and the Australian Poetry Slam Heat and workshops. We also phased back local pre-school and daycare visits, our early childhood literacy program (Babies Love Books, Bop to Books, Kids' Club) and introduced a new outdoor monthly Spark in the Park event at the Randwick

Community Centre.

The library's monthly eNews is now sent to 45,669 subscribers featuring a snapshot of the events, programs, and exhibitions available to attend in the coming month and any library service updates. We also sent regular broadcast emails to this list of subscribers as needed, featuring important library service updates to maintain a positive and close connection with the community both virtually and in the library.

Over the year, the library focused on curating collections to assist customers with their reading selections. Our popular Bestseller collection is now available at all library branches, and a new fiction collection, Winners Circle, composed of books which have been awarded major literary prizes, has been launched. There has also been an emphasis on curating and highlighting titles of interest through the library's website, monthly eNews and social media channels.

Randwick City Library implemented a new RFID system at all branches this year, and library members are now able to use the library app to borrow items using their device's Near-Field Communication (NFC). This allows members to borrow items anywhere in the library.

The ability to join the library online as a cardless member was introduced during the 2021 COVID lockdown. Cardless members have full access to the library, from borrowing items to PC use and online services.

The Library, in partnership with Zephira, has enabled users of the google search engine to discover library titles through the google knowledge panel. When a user searches for a book title, if the library has a copy, it will give the viewer an option to borrow it directly from the library, as well as letting them know if we have the title in print, audio, or digital format.

The Library also upgraded its Web catalogue, which allows for eMagazines to be discoverable by patrons when searching for titles. Catalogue records have also been enhanced to include suggestions for reading, more works by the author, and reader reviews.



Des Renford Leisure Centre

At our Des Renford Leisure Centre (DRLC), admissions were significantly down compared to previous years. The effects of COVID and the associated restrictions that were in place for much of 2020-21, meant the numbers permitted in the Centre were significantly reduced for the majority of the year. Pre-COVID the Centre received an average of almost 20,000 visitors per week to the indoor and outdoor pools, the gym and aerobics facilities. However, this number was effectively halved in 2020-21 with an average of approximately 9,500 visitors per week.

DRLC staff continued to deliver industry leading programs to the community throughout the year, with the Learn to Swim program recovering to over 90% of its pre-COVID attendance. The gym and aerobics programs were delivered with highly effective COVID-Safe measures in place, helping to build confidence amongst patrons and successfully grow facility memberships back to 75% of pre-COVID numbers. The competitive swimming squads program remained strong throughout the year, with excellence in coaching ensuring the program secured its position as one of the top performing programs in NSW.

During the Centre closure and throughout the first half of 2020-21, DRLC leveraged the reduced attendance to undergo major maintenance works, resulting in improved facilities for our community. In addition to a complete refurbishment and upgrade of the Competition Pool, the Centre also benefited from major maintenance to plant equipment and other projects to improve the safety and enjoyment for all patrons into the future.

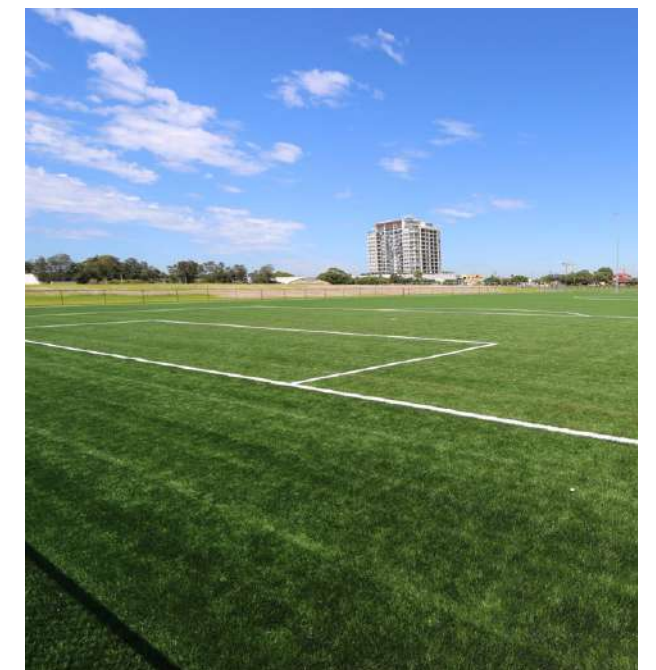
Sportsfields

Randwick sportsfields were used for a diverse range of organised sporting activities during the year. These activities included rugby league, rugby union, AFL, baseball, netball, soccer, cricket, Oz tag, touch football, archery, croquet, cycling, Gaelic football and school sports.

Randwick City's sporting groups have experienced a disrupted season due to the COVID-19 pandemic. Initially, sports governing bodies postponed the commencement of the season. Later in the year, sporting groups transitioned to COVID Safe training and competition. Sporting groups have put a lot of effort into producing COVID Safe plans that incorporate many measures and restrictions to ensure the safety of players and the community.

In recognition of the disruption and in order to support sporting groups during this difficult time, Randwick's elected representatives agreed to waive sports field hiring fees for the period of time the winter season was in lock down. This reprieve was well received by sporting groups.

Randwick City's sportsfields hosted over 100 different sporting organisations with more than 43,000 hours of organised sport played.





Prince Henry Centre

The Prince Henry Centre, located on the coastline at Little Bay, hosts a number of functions and events for both corporate and community groups. A commercial kitchen is part of the Centre and there is onsite parking.

This year the multi-purpose centre was the venue for events such as the Sydney Multicultural Gala Lunch, Randwick Art Society Exhibition, The Deli Women and Children's Centre conference and meetings of Federal, State and Local government departments. Corporate events included car launches, celebrations such as weddings, engagement parties, baby showers and Bar Mitzvahs.

For most of the 2020-21 financial year, our Council meetings were relocated to the Prince Henry Centre from the Council Chambers. This was due to the Prince Henry Centre having a larger capacity for physical distancing.

La Perouse Museum

Over the year, work continued to develop documentation for proposed major improvements to the Museum and Headland. This is a very complex and lengthy process, with many vested stakeholders ranging from NSW Government, to community groups and the local Aboriginal community as Traditional Custodians. Major milestones achieved this year included community consultation, as well as extensive investigations into specific fields including traffic, building structure, paint, operational and business planning, and heritage obligations.

The total number of Museum visitors over the 2020-21 year was 20,677, with visitation still impacted by COVID restrictions, and visitor uncertainty after long periods of

lockdown. The demographic of museum visitation was almost 100% local and city-wide visitors.

A diverse activation program recommenced when the museum reopened following the initial forced closure in 2020, with three major in-house exhibitions (refer to page 35, and COVID-safe public programs working specifically with local providers, Indigenous artists and cultural leaders.

Public programs included workshops by master Aboriginal weaver Deidre Martin, NAIDOC week shellworking sessions with Auntie Maxine Ryan, cultural ambassador Dean Kelly on Frenchman's Beach, Kadoo First Contact Tours, school holiday programs, museum specialist tours, and curators' tours of all three major shows. Education excursions, whilst not yet a primary Museum service, were delivered in partnership with Kadoo First Contact tours. Lifelong learning tours were also delivered to Probus and Rotary groups.

Other highlights included Council endorsement of the Five Themes of the Museum, the production of a major report on the Museum's current and future interpretation, ten new acquisitions being added to the collections, the Museum being featured on a Channel 7's weather cross, and the beginning of an online series of Museum Stories being shared on Council's various social media platforms.

A new volunteer program was also initiated at the museum to assist with collection care.

We involve the community in decision-making

Community consultations

Using our Community Participation Plan, Council is committed to providing the community with genuine opportunities to participate in Council's decision-making. We recognise that the community has a right to have a say and also that by listening to community feedback we can often make improvements and deliver better outcomes.



Council's community engagement practices are guided by the principles of the International Association for Public Participation (IAP2) and designed with the community in mind. Each project or Council activity is assessed to determine how the community can be involved and a consultation strategy is developed.

At the heart of Council's engagement over the past year has been our online platform Your Say Randwick. Online engagement has been particularly important during COVID restrictions and has enabled Council to continue hearing from the community, making improvements and delivering for Randwick City.

Your Say Randwick provides an easy to use online platform. Throughout the year there were more than 54,000 site visits including more than 26,000 'informed' visitors who visited multiple pages or downloaded a document and 7,455 'engaged' visitors who actively took part in a consultation. This includes people who completed a survey, took part in a poll or lodged a submission online.

Council continued to undertake other types of community engagement including social media, public exhibitions, working groups and letterbox drops.

Council actively sought to engage with, and inform the community by conducting 32 community consultations. Some of the significant community consultations included feedback on pop-up pedal parks, the Coogee Shared Space project, Heffron Centre plans, Randwick Junction Planning Strategy, Coral Sea Park Playground update, Kokoda Playground upgrade, Operational Plan and Budget, Maroubra Beach Masterplan, Maroubra Junction Masterplan, Arts and Culture Strategy, Open Space and Recreation Strategy and Integrated Transport Strategy.

Precinct Committees

Council's community precinct system embraced online meetings during COVID and saw participation numbers increase due to the ease of online access and as an important way to connect with others during periods of lockdown. The precincts are comprised of residents and

property owners and hold regular meetings, supported by Council, where residents identify their priorities, and voice their views.

Advisory committees

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

- Aboriginal Consultative Committee;
- Older Persons and Access Advisory Committee;
- Arts and Cultural Advisory Committee;
- Australia Day Committee;
- Business Awards Committee;
- Community Affairs Committee;
- Cycleway & Bike Facilities Committee;
- Digital Strategy Committee;
- Environment Committee;
- Greening Randwick Committee;
- Cultural Diversity & Equity Advisory Committee;
- Protecting Public Places Committee;
- Randwick City Night Time Economy Advisory Committee;
- Road Safety Steering Committee;
- Sports Committee;
- Youth Advisory Committee;
- La Perouse Museum & Headland Trust Committee; and
- Floodplain Management Committees.

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



We have a strong focus on communication

Over the 2020-21 financial year, Council used a variety of communication channels to inform and interact with our community.

Website

Council's website continues to be the premier communication channel with our community, and never more so than during the COVID-19 pandemic when Council's services were constantly changing in response to government restrictions. During the 2020-21 financial year, Council, Library and Des Renford Leisure Centre sites had more than 4.5 million page views, an increase of more than half a million views when compared to the previous financial year. With more online services available we also received a 10% increase in unique visitors.

During the 2020-21 financial year there were 6,536 Certificate requests, 666 Applications and 1,271 Service Requests made in ePathway, Council's online services system. More online services are under development for launch in late 2021.



Over the year we also built new online forms, published extensive information about Council's response to COVID-19, and continued to make services and events accessible online. In addition, we created a 'What's online' section that allows residents to catch up on previously streamed events.

On the Library website, we delivered a new library books panel on the homepage, allowing customers to receive the latest recommendations in a visually refreshing, automated way.

To support the launch of Council's new waste services including FOGO, we created a hub of online content to keep residents informed and involved. We also launched an online form for residents to report missed bin collections and damaged bins; or request additional liner bags for their FOGO benchtop caddies.

To support Council's new Community Investment Program and Sustainability Rebates Program, we implemented a new grants and rebates management solution using the Smartygrants platform. The new system allows grant and rebate holders to submit and track their applications without using paper forms, and for the sustainability rebates, attach documentation to support their rebate application over time.

Council continues to maintain a multilingual presence on our website to reflect our diverse community, with key content available in the five main community languages – Chinese, Spanish, Russian, Greek and Indonesian. The surfer's code is also available in five languages – French, German, Japanese, Portuguese and Spanish.

Weekly enews bulletin

Council's award-winning weekly enews bulletin, which is distributed to 52,000 subscribers every week, helps keep residents informed about important Council information in a friendly and concise style. The Library eNews is also sent to 45,000 subscribers every month.

Social media

Council uses a variety of social media channels to engage with our community including Facebook, Twitter, Instagram and YouTube. These combined social media channels have approximately 47,000 followers (as at June 2021). Social media continues to be a powerful way to interact with people at a convenient time of their choosing.

Scene Magazine

Council produces a quarterly print magazine called Scene Magazine. This 16-page A4 sized magazine, has gone from strength to strength. The quarterly newsletter is distributed to 64,000 households in Randwick City, as well as dropped to local businesses, keeping the community informed and connected to what Council is doing. The magazine has a strong community focus and celebrates the many wonderful assets of Randwick City.



We have wonderful volunteers

Community volunteers at the library help us to provide highly popular English conversation classes and early literacy classes in Spanish and French. Our volunteers also help to select books and other materials for our housebound community members through the Home Library Service. Other active volunteers this year were Justices of the Peace who work in the library to better reach the community and TechConnect volunteers who assist seniors with digital literacy around smartphones, devices, the internet and computing. Some of our volunteers lead community programs such as our Writing for Pleasure and Ukulele classes. Library volunteers add value to our services and community engagement, creating complementary and mutually beneficial partnerships.

Our dedicated Bushcare volunteers, who work with Council to protect and regenerate our natural bushland, are essential to the preservation of Randwick's bushland.

As a response to COVID-19, Council partnered with local volunteer group 'Viral kindness', to deliver a food security program across 16 weeks to some of our most disadvantaged communities.

The strong volunteering spirit of the Randwick City community is recognised each year through our Community Service Awards presented on Australia Day. These awards pay tribute to the selfless people in Randwick who help improve the lives of others and make our City a better place to live while encouraging others to follow their lead.

Council's Volunteering Opportunities brochure, designed to inform on volunteering opportunities available within the community, is available at www.randwick.nsw.gov.au/about-council/jobs/volunteering

How to contact us

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 email **council@randwick.nsw.gov.au**
- through our website **randwick.nsw.gov.au**
- through local Precincts who hold meetings to discuss local issues
- through special consultation Your Say Randwick websites
- via Mayor's Twitter page **twitter.com/randwickmayor**
- via Council's Twitter page **twitter.com/randwickcouncil**
- via Council's Facebook page **facebook.com/randwickcitycouncil**
- via Council's Instagram account **instagram.com/randwickcouncil**

Theme 3: Places for people

‘Places for people’ is about how our natural and built environment will be sustained to enhance the way people can live, work, shop, meet and spend leisure time within our City.

We require design excellence and environmental sustainability across all development

Randwick City Council has a robust planning and development framework centred around the Randwick Local Environmental Plan 2012 and the Development Control Plan 2013. These plans have proven effective in providing strong guidance for achieving quality and sustainable design in new developments. In 2020-21 we made further improvements to our planning and development framework and implemented several initiatives to promote design excellence. Some highlights from the year included:

Draft Comprehensive Planning Proposal (CPP)

This year Council prepared a draft Comprehensive Planning Proposal (CPP) to update our existing Local Environmental Plan and implement a number of initiatives from the adopted Local Strategic Planning Statement (LSPS) and Housing Strategy. The CPP incorporates strengthening of environmental provisions, housing investigation areas, potential heritage listings and economic initiatives. It was reported to the Randwick Local Planning Panel (RLPP) and endorsed by Council in early 2021, then subsequently submitted to the Department of Planning, Industry and Environment requesting it be reviewed, so it can proceed to public exhibition.

Local Character Statements

As a part of the Comprehensive Planning Proposal (CPP), draft Local Character Statements were prepared for three Local Character Areas within Randwick City which focus on the coastal areas (Northern Coast, Southern Coast and The Bays). The Statements provide an overview of the key features and desired future character of each area and are high level strategic documents that aim to elevate the consideration of character in the development process and guide future development. Originally, 11 draft Local Character Statements were placed on public exhibition in 2020. The remaining Local Character Areas that have not been included as a part of the CPP will be included as part of the upcoming DCP review.

The 3 draft Local Character Statements were reported to Council in April 2021 (after being reported to the RLPP for advice on 6 April). Council resolved to support the inclusion of local character as part of the CPP. It was also resolved to amend the draft Northern Coast Character Statement character principles to include “maintaining a village feel for Coogee and Clovelly beaches”. In June 2021, Council resolved to include the three Local Character Areas in the LEP as a new local character map layer under the CPP. A new clause in relation to Local Character is also proposed and will be exhibited with the CPP.

Randwick Junction Town Centre Planning Strategy

In 2020-21, work also continued on the draft planning strategy for the Randwick Junction Town Centre. This strategy brings together specialist studies, community and stakeholder feedback, site analysis and auditing to develop a robust framework to guide future built form and urban design outcomes for the Centre. Council staff used 3D digital maps and building envelopes for a range





of planning scenarios to achieve an optimal town centre strategy in terms of design and sustainability. Public exhibition of the Strategy was undertaken in November-December 2020 and the outcomes of the exhibition reported to Council in April 2021. Further design analysis is being undertaken during 2021 and this work will be reported back to Council with recommendations for future planning of the Centre.

Kensington and Kingsford (K2K) Planning Proposal

During 2020 Council completed the Kensington and Kingsford (K2K) Planning Proposal and associated Development Control Plan (DCP) controls. The K2K Proposal provides for greater dwelling numbers, business and jobs growth and community infrastructure contributions to support future growth and change.

Two new infrastructure schemes were introduced alongside the planning changes. The K2K Community Infrastructure Contribution Scheme requires contributions from new development based on the value uplift of a development site, to help deliver community infrastructure in Kensington and Kingsford town centres. A new s.7.12 Plan was also introduced for the two centres based on a 2.5% (up from 1%) contribution levied on the capital investment value of all new development, including any alterations and additions. The planning amendments have also introduced the K2K Affordable Housing Scheme requiring new development to contribute affordable housing units or monetary contributions to meet the housing needs of lower socio-economic residents.

Bumborah Point Planning Proposal

Council continued to assess the Planning Proposal submitted by the Eastern Suburbs Memorial Trust seeking expansion of the Eastern Suburbs Memorial Park at Bumborah Point. Council staff reviewed technical studies in relation to heritage, coastal hazard, vegetation and other environmental factors. In mid-2020, the Department of Planning issued Gateway Determination for the Proposal subject to a number of conditions that needed to be met before exhibition could proceed. In June 2021, the Department advised Council that additional work has been requested of the applicant before exhibition.

Design and Place SEPP submission

In April 2021, Council made a submission to the proposed Design and Place State Environmental Planning Policy (Design and Place SEPP) and associated Explanation of Intended Effect released by the NSW Government Architect and Department of Planning, Industry and Environment. Council's input to the drafting of this important NSW Government planning legislation will ensure that the final document is effective in achieving better design quality and place making outcomes for the Randwick LGA, and across metropolitan Sydney, and importantly will be practical in its day-to-day application. Matters covered by the new SEPP include connecting to Country principles, Apartment Design Guide and BASIX.

Open Space and Recreation Needs Study and Strategy

In 2020 Council also completed a new Open Space and Recreation Needs Study. The purpose of the Study was to provide the evidence-base to understand our community's changing needs and enable us to better manage and plan for our parks, open spaces and recreation facilities. The Study also highlighted the environmental benefits of open spaces in cooling our city and mitigating the impacts of higher temperatures. The Study formed the basis for our new Open Space and Recreation Strategy that was exhibited for community input in June 2021 prior to adoption at the July 2021 Council meeting.



Randwick City Architecture and Urban Design Awards

In mid 2020, Council once again hosted the popular Randwick City Architecture and Urban Design Awards, aimed at inspiring and recognising outstanding design in our City. The 8th Biennial Awards event was delivered successfully as an on-line event given COVID restrictions. Four independent expert judges selected finalists and winners of the seven award categories including Best House, Best Apartment, Best Urban Project, Best Alteration or Renovation, Best Urban Project, The Hi-Vis Prize and The People's Choice

Awards. The Awards promote community awareness and acknowledge the architects and designers involved in enhancing Randwick City's built environment.

Development Assessment

This year Council processed 1,058 Development Applications and \$4.55 Applications, which was a 25.63 per cent increase on the year before. Council's electronic lodgement of Applications service has increased by 68.5% per cent from 31.5 per cent to 100 per cent of the total of all Applications lodged. This reflects Council's continuous improvement of the online application system in conjunction with the NSW Planning Portal and the phasing out of "over the counter" lodgment.

We invest in quality open public spaces, buildings and facilities

Around 30 per cent of land in Randwick City is designated for some form of open space including parks, reserves, beaches and recreational areas – this is considered a high level of open space for our population.

During 2020-21 we continued our strong investment in public infrastructure. Some of the key public infrastructure improvements undertaken included:

- **Maroubra Beach Stormwater Harvesting**

After several years of planning, we were able to complete this \$4.7M project that will allow us to harvest and store 2 million litres of treated stormwater for irrigation instead of using potable water. The irrigation system will extend to all our beachside reserves including Jack Vanny Reserve, Arthur Byrne Reserve and Broadarrow Reserve.

- **Rainbow Street Car Park**

Reconstruction of a new car park on the former Transport for NSW site including 146 new car spaces and associated civil and landscaping works.

- **Playground Upgrades**

Planning was completed for the playgrounds at Kokoda Park and Bundock Park with exciting new equipment, layouts and landscaping proposed. We also undertook equipment replacement and soft fall upgrades to provide a facelift to playgrounds located at Pine Avenue, Ingram Reserve, Rabul Reserve and Gollan Reserve.

- **Belmore Road – Randwick Town Centre**

The final stage of the town centre upgrade was completed including new kerb and gutter, new footpath paving, new street furniture and street tree planting. Part of these town centre upgrade works have included replacement of the concrete pavement with asphalt pavement for improved driver safety, comfort and lower road noise.

- **Des Renford Leisure Centre Upgrades**

Retiling of pool, new UV filtration units and new outdoor shade structure.

- **Tram Lane, Randwick**

New kerb and gutter and new road pavement of this recently acquired lane to improve access and amenity for local residents.

- **Drainage upgrades**

We undertook gross pollutant trap rehabilitation of existing units and began planning new units to improve water quality. We undertook drainage



upgrades to address localised flooding impact and relined 0.6km of drainage pipeline. The relining increases the drainage line's life and improves drainage flow by providing structural stability and sealing/repairing isolated damage within the pipeline.

- **South Maroubra Car Park**

Construction of a new carpark at the overflow car parking area in Arthur Byrne Reserve including remediation of contamination.

- **Anzac Parade, Matraville Car Park**

Construction of a new car park in the central median of Anzac Parade, south of Beauchamp Road creating 47 parking spaces.

- **Lower Pioneer Park Upgrades**

Contamination remediation and restoration works including reconstruction of the existing main natural turf lower field and construction of a new synthetic field. In addition, the project delivered new irrigation and associated civil and landscaping works.



- **Purcell Park Remediation**

Remediation and regrading of this park with landscaping, tree planting and street furniture.



- **McIver's Baths – Facility Upgrades**

The project included renovations and upgrades including important ocean pool maintenance and surfacing.

- **Local Road Rehabilitation Program**

Resurfacing and rehabilitation of 4.74km of roads to improve road safety and rideability.

- **Footpath Program**

Construction of 3.5km of footpaths to improve pedestrian access and mobility. This included 1.3km of new footpaths and renewal of 2.2km of existing footpaths.

We also updated our Heffron Park Plan of Management to comply with the new Crown Land Management Act 2016 and to allow the continued development of Heffron Park (including the new Heffron Centre that had its development application approved in March 2021).

We implement our capital works building program

In May 2018 Council received IPART approval for a special rate variation to fund a program of major capital works under the Our Community Our Future program. This program will provide major projects of a size and scope not previously undertaken by Council while considering intergenerational equity. Some projects included in the Our Community Our Future program have carried over from the former Buildings for our Community program, which ran from 2010 to 2018. These projects are of a scale or altered design which requires resourcing in excess of the funding provided by the Buildings for our Community program.

The following list highlights some of the key building projects that were continued, commenced or completed during 2020-21.

- **The Heffron Centre**

Planning has continued for the Heffron Centre project which includes the South Sydney Rabbitohs Community High Performance Centre and proposed new gymnastics and indoor multi-purpose facilities. In 2020-21 Council managed a tender process for the project. The works are envisaged to start early September 2021 and continue to completion in the following year.



- **Coogee Surf Club Upgrade**

Council completed the construction of the upgrade to the Coogee Surf Lifesaving Club (Coogee SLSC). These upgrade works included an internal reconfiguration of the existing first floor level, new glazing on the north facades and accessible internal lift.

- **La Perouse Museum and Toilets**

Council continued planning for upgrade works to the La Perouse Museum building and associated external spaces. Housed in a unique heritage building at the La Perouse headland, the Museum documents the expedition of French explorer the Comte de La Perouse. The Museum also features displays on the Aboriginal stories of La Perouse, and social, science and environmental histories.

- **Yarra Bay Bicentennial Park Toilets**

In 2021, Council completed the upgrade works to the existing Yarra Bay Bicentennial Park Toilets located along Yarra Road, Phillip Bay. The project includes the

reconfiguration of the toilets, new accessible/parent's room, new points of access, upgrades to internal finishes, replacement and reconfiguration of the roof and improved security to the building with external lighting and CCTV.

- **Blenheim House (Cultural Centre)**

Council continued planning upgrade works to the existing Blenheim House to serve as a new cultural facility. The design will be informed by Council's Art and Cultural Strategy.

- **Coogee Oval Grandstand**

In 2020-2021, Council completed the refurbishment of the Coogee Oval Grandstand located along Brook Street, Coogee. The refurbishment included upgrades to the existing change rooms including the provision of better lighting, ventilation, new lockers and new shower cubicles.

For more detail on the works and projects associated with Our Community Our Future please refer to page 101.



Our public assets are well maintained and meet service standards

There has been an increase in the average overall condition of our public infrastructure since 2008. This reflects our expenditure on infrastructure which since 2008 has exceeded the value of maintenance required to maintain assets in a satisfactory condition.

In 2020-21 we spent \$13.6 million maintaining Randwick City's assets.

Our Special Schedule 7 report on our infrastructure assets for 2020-21 (refer to page 117) shows that nearly 80 per cent of our assets are rated as either good or excellent in terms of their condition.

We keep our City clean and looking inviting

Randwick City has a magnificent coastline. Each day we rake and manually clean our main beaches (Clovelly, Maroubra, Coogee and Malabar).

To protect our beaches and bays from pollution, Council takes a whole-of-catchment approach to collecting litter and other general gross pollutants.

Every day we empty over 500 litter bins throughout the Randwick City in commercial centres and open spaces. In our high use areas the litter bins are collected twice daily. We have installed several "Smart" compacting bins along the recently upgraded Coogee Bay Road and at the La Perouse Loop.

We provide over a million compostable doggy poop bags and have dispensers located in our off-leash dog parks and popular exercise areas which are serviced regularly.

We undertake regular street sweeping to collect litter before it reaches our drains and we have gross pollutant traps (GPTs) installed on our key stormwater drainage lines to collect litter before it enters our waterways. In 2020-21, we collected 644 tonnes of litter from our 35 GPTs and another 543 tonnes from our manholes and kerb inlet pits through both reactive and scheduled maintenance.

In 2020-21, 7,566 square metres of graffiti was removed throughout Randwick City. This is slightly more than last year's removal of 5,786 square metres. Through the COVID-19 pandemic our graffiti crews also teamed up with our street cleaners to increase the cleaning and sanitisation of footpaths throughout the shopping and commercial precincts.

During 2020-21 we received 42,618 waste related service requests. We continued to meet these requests in a timely manner and at a consistently high rate. In 2020-21, 95.2 per cent of service requests were met within agreed timeframes.

The implementation of a new Domestic waste contract in 2021 included the introduction of a Food Organics and Garden Organics (FOGO) service that has changed the configuration of Domestic waste services. Each week on average we collect 30,000 FOGO bins, 29,000 garbage bins and 21,400 recycling bins.

As part of our program to increase community awareness about waste management, Council provides free recycling collections for a number of local schools and free recycling education sessions.



We are committed to community safety, health and wellbeing

Randwick City Council is committed to ensuring our community's safety and helping to provide for its health and wellbeing. Council's regulatory officers implemented a range of inspection and enforcement programs, including:

- 10,399 customer action requests
- 741 food business inspections
- 3 health premises inspections
- 527 building and fire safety inspections
- 923 regulatory approvals and certificates.

Council's Environmental Health Officers continued with the Scores-on-Doors food safety program, with 361 participants and provided food safety training to local business operators.

Council officers also continued with the Swimming Pool Barrier Inspection Program and carried out 167 inspections and issued 18 Swimming Pool Certificates of Compliance.

Council also has a close working relationship with the local area command and participated in the Eastern Beaches Liquor Accord and provided CCTV footage to assist in crime prevention and enforcement.

Beach safety

Even with COVID restrictions in place and relatively poor weather conditions, there was over 9 million attendances across the City's beaches, including a disproportionate number of inexperienced beach users.

Beach lifeguards performed 418 rescues, over 23,500 preventative actions, and responded to 243 major incidents across all of Randwick's beaches and coastline.

Pool water quality

Water quality at the Des Renford swimming pools was 100 per cent compliant with NSW Health guidelines throughout the year.

Home Maintenance and Modification Service

Council completed 1,847 jobs under the Home Maintenance and Modification Service (HMMS). The HMMS provides quality and reliable assistance to disadvantaged and older residents to enable them to live independently within their homes and communities.

We support diverse and affordable housing

Council continues to be involved in facilitating initiatives to retain and encourage provision of affordable housing in Randwick City. Council's Affordable Rental Housing Program is designed to assist low to moderate income earners, working in key local services such as childcare, hospitals, police, and education institutions, who are unable to rent locally without succumbing to housing stress. Council has a long history of supporting, promoting and implementing affordable housing initiatives within Randwick City and was one of the first councils to adopt an affordable housing strategy and program in 2006.

Council currently has 24 affordable rental housing units and over the next 10-15 years additional units will be progressively transferred to Council as part of future development proposals including within the Kensington and Kingsford town centres.



We value our heritage and the natural environment

Randwick's LEP contains over 500 heritage items and 20 heritage conservation areas reflecting our City's rich history and diversity of buildings, structures, Aboriginal and archaeological sites, parks and reserves.

Our LEP can be viewed at the following link: www.randwick.nsw.gov.au/planning-and-building/planning/local-environmental-plan-lep.

Council has set aside an annual budget to maintain Council owned historically significant monuments.

During 2020-21 we continued work to protect and celebrate our heritage by:

- Providing specialist heritage advice to the other divisions of Council and the community.
- Recognising the cultural and social heritage importance of places of significance to our Aboriginal and Torres Strait Islander community.
- Providing heritage comments for 168 development applications.
- Providing heritage comments for 4 pre-development application proposals.
- Assessing 25 applications for minor works to heritage items consistent with Council's exemption provisions under Randwick LEP 2012 (cl.5.10 (3)).
- Implementing and monitoring a new Heritage Exemption Application process for minor works that are not subject to a Development Application under Randwick LEP 2012 (cl.5.10 (3)).
- Making two Interim Heritage Orders to protect potentially significant heritage properties in the Randwick LGA.
- Project managing 3 heritage studies being the Randwick Heritage Review, the Anzac Parade Heritage Review and the Aboriginal Cultural Heritage Study.
- Liaising with Heritage NSW on the nomination of Yarra Bay and Frenchmans Bay for State Heritage Register listing.
- Making a submission to the NSW Legislative Council on the Review of the Heritage Act 1977.
- Providing specialist heritage advice for the Randwick Junction Town Centre planning review.
- Providing specialist heritage advice and attending Land and Environment Court proceedings.
- Monitoring and maintaining data entry on heritage items in the State Heritage Inventory Web Application website of Heritage NSW.
- Facilitating remedial works to La Perouse Museum.

- Advising on management of Council owned heritage properties including McIvers Ladies Bath and Wylie's Baths.
- Responding to customer enquiries in relation to consent/exempt development requirements for solar panel installations on dwelling houses, schools and other heritage buildings.
- Hosting Heritage Events at the Library - This year the highlight was the launch of the publication Remembering Eurimbla, the result of a two-year research collaboration between the library local studies team and this community group. The book documents the history of the area that was demolished to make way for the expansion of the Prince of Wales Hospital. The launch was attended by 68 people, including the Mayor of Randwick and three councillors who had supported this group. A website has also been created www.eurimblaprecinct.com.au.
- Providing History Talks - The library local studies team activated a Zoom Series of six online History Talks. Audiences were entertained with enthralling local history, such as the Coogee Shark Arm murders and other local history topics. Five of these events were broadcast live and recorded, with some of the highest audiences of any of the library's events. These recordings have been a popular addition to the Randwick Council's YouTube channels where they have been viewed by 1531 people since uploading. The recorded history talks are a powerful tool for attracting new audiences and promoting the rich heritage of Randwick City.
- Supporting the operation of Randwick and District Historical Society at Lionel Bowen Library. During the 2020 lockdown, the library staff supported the modernisation and migration of the society's website.
- Answering 1,240 specialist local history queries and facilitating 69 in-depth or corporate research appointments through our Local Studies and Family History section at the Library.
- Providing regular local history social media content to engage new and existing audiences. The highlight was the September 2020 History Week Facebook Campaign.

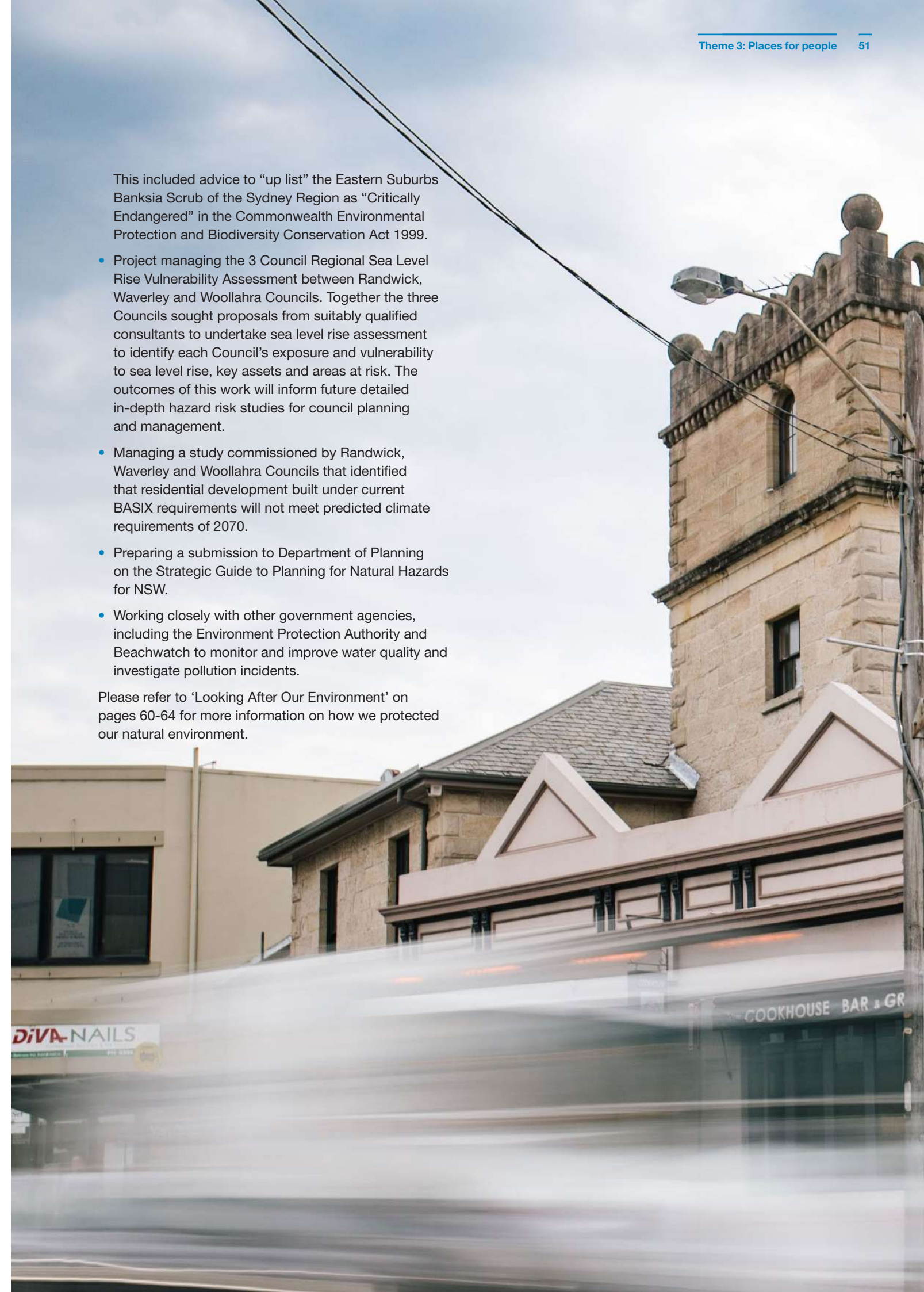
Some of the ways we worked to protect our natural environment in 2020-21 included:

- Working with the representatives of various golf clubs with the objective of establishing a connected route for the Coastal Walkway between Malabar and Kamay Botany Bay National Park.
- Providing specialist environmental sustainability and resilience advice to the Federal Government on changes to environmental and sustainability policy.

This included advice to "up list" the Eastern Suburbs Banksia Scrub of the Sydney Region as "Critically Endangered" in the Commonwealth Environmental Protection and Biodiversity Conservation Act 1999.

- Project managing the 3 Council Regional Sea Level Rise Vulnerability Assessment between Randwick, Waverley and Woollahra Councils. Together the three Councils sought proposals from suitably qualified consultants to undertake sea level rise assessment to identify each Council's exposure and vulnerability to sea level rise, key assets and areas at risk. The outcomes of this work will inform future detailed in-depth hazard risk studies for council planning and management.
- Managing a study commissioned by Randwick, Waverley and Woollahra Councils that identified that residential development built under current BASIX requirements will not meet predicted climate requirements of 2070.
- Preparing a submission to Department of Planning on the Strategic Guide to Planning for Natural Hazards for NSW.
- Working closely with other government agencies, including the Environment Protection Authority and Beachwatch to monitor and improve water quality and investigate pollution incidents.

Please refer to 'Looking After Our Environment' on pages 60-64 for more information on how we protected our natural environment.



Theme 4: A prospering City

We have a strategic and collaborative approach to economic development

Randwick Economic Development Study and Strategy

Following on from the Randwick Economic Development Study undertaken in 2019, a further update to the study was commissioned in 2020 to look at the effects of the COVID-19 pandemic on our economy and local businesses. The study provides economic and employment research, analysis and strategic advice about Randwick City including economic drivers, emerging trends and future demand for employment floor space. The study also considers local economic challenges and economic opportunities for established businesses, new businesses and residents.

Council is now using this study to develop an Economic Development Strategy. The Strategy will include outcomes, objectives and principles as well as specific strategic approaches to support future economic prosperity.



Comprehensive planning review of the Randwick Local Environmental Plan (LEP)

In late 2020, as part of our comprehensive planning review of the Randwick Local Environmental Plan (LEP), we investigated a range of initiatives to support economic development within our City including new provisions for a more diverse and inclusive night economy, trading hours for shops and recognising small scale cultural activities. We also identified existing small clusters of neighbourhood shops to be zoned for business purposes to recognise ongoing business activities on these sites. The proposed changes were endorsed by Council for public exhibition in June 2021 along with a range of other planning updates.

Economic Business Forums

A key priority for Randwick City is ongoing engagement, effective partnerships and collaborative relationships with local businesses, local Chambers of Commerce and Business Associations, government and non-government organisations, industry stakeholders and local service providers.

Council normally holds two Economic Business Forums each financial year for the main purpose of sharing

information and establishing and maintaining positive relationships with the businesses and economic stakeholders of Randwick City. Each forum is theme based and endeavors to provide expert, current and relevant economic opinion to the attendees as well as providing opportunities to discuss new ideas and/or raise any significant issues that could be impacting on local business activity. Due to the COVID-19 pandemic and social distancing regulations, Council suspended the business forums during the 2020-21 financial year.

Business support

In 2020-21, Council continued to implement a range of initiatives to support our businesses during the pandemic. These initiatives included rental subsidies for Council tenants, waiving Council fees for business development applications, footway dining, food inspections and outdoor fitness providers, and offering temporary parking permits for Hospital Campus staff.

Unemployment rate

Unemployment is an important indicator of the economic success of an area. A low unemployment rate can indicate an affluent area with a high rate of access to jobs. The latest available data is from the March 2021 quarter and shows the unemployment rate in Randwick City was 6.2%. However, the figure does not capture unemployment associated with recent COVID-19 impacts, and the Department of Employment has advised that it is not representative of the current unemployment situation.

Our commercial centres are vibrant

Economic Development and Placemaking team

In 2020 Council established a new Economic Development and Placemaking team whose purpose is to work with local business to support resilience and plan for local economic recovery. The team will look at ways to create new opportunities on main streets within our local and neighbourhood centres such as footpath improvements, landscaping, trees and lighting.





Coogee Bay Road Shared Village

In 2020 Council was successful in its application for a grant from the NSW State Government 'Streets as Shared Spaces' program. The \$100,000 grant was put towards the Coogee Bay Road Shared Village temporary activation project that created more space for people and outdoor dining.

Through the Streets as Shared Spaces grant program, Council supported businesses and our local community to navigate COVID-19 safely by temporarily closing one lane on Coogee Bay Road (between Arden and Brook Streets). This allowed one-way traffic to flow through at a reduced speed and provided additional space for businesses to continue operating and for pedestrians to maintain social distancing. The street activation built on the local beach and café culture through street art installations, buskers, play areas for children, and outdoor seating, providing an alternative place for people to meet near the beach and support local businesses. The project was well received by both residents and business and was extended from an initial 3-month trial

for another 3-months. Seventy nine percent (79%) of respondents rated the overall success of the project as good or excellent.

Planning strategies

Council continues to investigate planning strategies to create vibrancy and prosperity within local centres, capitalising on their existing character and future opportunities. The strategies set the vision for future development of the town centres as liveable, connected, sustainable, prosperous, and vibrant places to live and work.

In 2020 the Kingsford and Kensington Planning Proposal was made, implementing new controls for height and density, as well as requirements for economic floorspace and contributions towards affordable housing and local infrastructure. The new planning framework is anticipated to generate additional employment opportunities, see the delivery of community innovation centres, multi-purpose community facility/exhibition spaces and improved public domain including new plazas, public art and cycle links across the two centres. The new planning controls also require proponents to undertake an architectural design competition and to meet higher sustainability benchmarks for identified key sites located at prominent intersections. In late 2020, Council adopted the Development Control Plan for the two centres, which sets the place-making principles, detailed design, amenity, landscaping and block by block requirements for new developments.

The draft Randwick Junction Town Centre Strategy was placed on public exhibition in November-December 2020 and feedback received was reported to Council in April 2021. A key aspect of the draft Strategy is to plan for employment capacity while protecting the heritage significance and character of the town centre and

creating a high standard of urban design. Further design analysis and modelling was undertaken in 2021 to inform future planning controls. Outcomes of this work will be reported to Council once complete.

Randwick Health and Education Precinct

The Randwick Health and Education Precinct contains the University of NSW and the health cluster of the Prince of Wales public and private hospitals, the Royal Hospital for Women, Sydney Children's Hospital and also includes numerous research institutions. It is Randwick's largest employment centre and is recognised in the Randwick City Plan for its economic importance and contribution to local jobs and services for the community, as well as its support for the viability of the surrounding town centres and local economy.

The Greater Sydney Commission (GSC) has identified the Randwick Health and Education Precinct as a key part of the Randwick Collaboration Area in A Metropolis of Three Cities. Projected employment growth and large-scale investment in and around the precinct have driven its inclusion and prioritisation as a Collaboration Area. This includes the delivery of the CBD and South East Light Rail; and \$1.2 billion committed funding from the NSW Government to develop the precinct including the \$720 million redevelopment and expansion of the Prince of Wales Hospital.

Randwick Collaboration Area

In 2017-18, Collaboration Area partners (including core members of UNSW, Randwick City Council, NSW Health and Australian Turf Club) together with the GSC, developed the Randwick Place Strategy. This strategy identifies a vision and shared objectives for the area and sets out priorities and actions to realise this vision.

A key priority of the Collaboration Area is to improve the integration of health, research, education and teaching to drive innovation and economic growth across the area. Together with key stakeholders we are continuing to work to strengthen the precinct and support its role as a knowledge cluster and centre of excellence in health care, education and research.

Randwick Campus Redevelopment

The Randwick Campus Redevelopment (RCR) aligns with Council's Local Strategic Planning Statement priority of focusing economic development, innovation and job creation in our strategic centres. The project is guided by the vision to be globally renowned for excellence in health, teaching, education and delivering the highest standard of care to patients in world class facilities. The RCR includes:

- Construction of the new Prince of Wales Hospital Integrated Acute Services Building, which was approved in February 2019 and is due to open in 2022.

- The stage 1 redevelopment of the Randwick Sydney Children's Hospital and Australia's first Children's Comprehensive Cancer Centre which is due to open in 2025 (subject to approval).

- The Health Translation Hub in partnership with UNSW which is due to open in late 2026 (subject to approval).

In mid-2021 Council made submissions to the exhibition of two State Significant Applications for the Randwick Campus Redevelopment (items b and c above). In its submissions to the State Government, Council has requested strengthening pedestrian connectivity within and around the precinct, providing a high level of amenity and landscaping, refining architectural building expression and delivering sustainability initiatives. Council also requested a review of proposed on-site parking provision and proposed building heights.

Visitors and recreation

Visitors make a significant contribution to employment and the ongoing prosperity of Randwick City. Council recognises this important contribution to the local economy but is also very aware of the need to be sensitive to any associated environmental or social issues to ensure that visitors make a low impact on the environment and enhance the local culture.

Council's new Economic Development and Placemaking Team will work with local businesses to develop a Destination Management Plan, help improve our town centres and help attract visitors and customers. This new team will be working closely with local businesses and chambers in the coming months and years.

Randwick City contains a multitude of natural and lifestyle attractions and is a popular destination for local, national and international visitors. One of our major visitor attractions is our Coastal Walkway. This great asset provides access to fantastic vantage points along our magnificent eastern coastline. The completion of a continuous walkway from Clovelly to La Perouse is a key priority for Randwick City Council.



Theme 5: Moving around

‘Moving around’ is about how we get from place to place and how we support movement in, around and to our City.

We encourage walking and cycling

This year we continued to undertake substantial planning for bike rider facilities; including assessment of two new ‘pop-up’ cycleways (along High Street and along Todman Avenue). The High Street pop-up cycleway was opened in March 2021, however, given significant challenges in introducing a ‘pop-up’ style cycleway along Todman Avenue, the Todman Avenue project was not progressed.

Over the 2020-21 year, we also secured funding of the Walking and Cycling improvements Kingsford to Centennial Park Project. Detailed design for this project was continued, with delivery scheduled to commence later in 2021. This cycleway will provide a safe, separated bicycle facility between Centennial Park and the UNSW - with links extending into the City and Surry Hills.

In addition, we encouraged walking and cycling by:

- Continued construction of footpaths throughout the City.
- Upgrading dropped kerbs within the City.
- Producing and distributing free, high quality, informative walking and cycle maps.
- Managing and supporting the Cycleways and Bicycles Facilities Advisory Committee to ensure that bicycle riders’ views were being heard, and appropriate recommendations implemented.

Following the arrival of COVID-19 in early 2020, we also introduced temporary pedal parks in sections of the Clovelly Beach and Chifley Sports Reserve car parks over winter. The pedal parks provided a safe and accessible space for local families to use for outdoor recreation such as bike riding, scooter riding and skate boarding.

We promote road and pedestrian safety

This year Council continued to address pedestrian safety, particularly for seniors. Workshops for older pedestrians were delivered in partnership with Transport for NSW (TfNSW) and the Prince of Wales Hospital.

We also continued a range of road safety programs including our free child restraint car seat fitting service. The delivery of this program, like so many, was impacted by the COVID-19 pandemic.

We worked with the Traffic Committee when considering safety and accessibility issues within our City. The Traffic Committee meets monthly and is made up of representatives from the TfNSW, the NSW Police Force, our Local State Member of Parliament and Councillors.

In 2020-21 we constructed many traffic facilities to address road safety issues and to better manage traffic.

Towards the end of the 2020-21 financial year, Council was successful with a grant application, receiving a total of \$4.375M under the Federal Stimulus Road Safety Program School Zones project. This funding will improve pedestrian safety at 29 locations near local schools. The project involves upgrading pedestrian crossings to raised ‘wombat’ crossings, installing pedestrian refuge islands and the installation of signalised intersections at a known collision blackspot location on Anzac Parade. Roll out of these 29 projects commenced in 2021, with the following ten pedestrian facilities, worth \$1.18M, constructed prior July 2021:

- Loch Maree Street, Maroubra - Raised existing crossing
- Arden Street, Clovelly - Raised existing crossing
- Bowral Street (near Doncaster Avenue), Kensington - Raised existing crossing
- Bowral Street, (near ANZAC Parade), Kensington - Raised existing crossing
- Avoca Street, Randwick - Raised existing crossing
- Sturt Street (west of Paton Street), Kingsford - Installed raised pedestrian (wombat) crossing
- Fitzgerald Avenue (at Robey Street), Maroubra - Installed pedestrian refuge
- Fitzgerald Avenue (at Walsh Street), Maroubra - Installed pedestrian refuge
- Howard Street (near Lee Street), Coogee - Installed raised pedestrian (wombat) crossing
- Villiers Street (at Addison Street), Kensington - Installed pedestrian refuge





We advocate for improved public transport

In 2020-21, we continued to work with Transport for NSW (TfNSW) to finalise some minor aspects of the light rail project. Light rail construction commenced in Randwick City in early 2016 with light rail services beginning along the Randwick line in December 2019 and along the Kingsford line in April 2020.

We also advocated for improved public transport services for the whole LGA and engaged with TfNSW when it announced revised bus services.

We manage car parking across the City

Public car parks

In 2020-21 we completed construction of three new public car parks:

- A new overflow carpark was constructed at South Maroubra Beach.
- The former market site and 'rough surfaced' old carpark at the Anzac Parade 'nineways' location was upgraded

with increased space, new surface, sensor activated lighting and well-marked parking bays.

- A new carpark was created in the centre of Anzac Parade, north of Pozieres Street, to meet the local parking demands and to improve access for school children pick up and drop off.

Smart parking project

In 2020-21, the Integrated Smart Parking system at Coogee Beach and around the Kensington and Kingsford Town Centres was completed. This intuitive system incorporates the use of cameras and in-ground sensors to live monitor the availability of parking spaces in certain areas and then display this information to motorists.

The information allows Council to better manage public parking in high-demand areas and reduces congestion associated with drivers looking for a place to park.

As part of the project, the existing parking meters in the Coogee Oval and Coogee Beach car parks were upgraded with additional and more convenient payment options, including payment by phone.

Resident Parking scheme

The resident parking scheme is continually reviewed. Where appropriate and supported by the community, Resident Parking Areas are expanded to give parking priority on the street to residents who cannot park on their own property.

Car share usage

Randwick City Council continues to make car share parking spaces available to the more than 7,000 residents who are members of car share schemes.

We plan to meet future transport needs

In 2020, an Integrated Transport Study was undertaken to understand transport needs across the city. The study included community surveys and extensive research as well as analysis of best practice transport management. The information collected through the study was used to develop an Integrated Transport Strategy that was placed on public exhibition in June 2021 and subsequently adopted at the July Council meeting.

The strategy provides clear outcomes and objectives for Integrated Transport in Randwick over the next 10 years, together with strategic approaches outlining how we will deliver the outcomes. The outcomes are:

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



Theme 6: Looking after our environment

Leadership in sustainability

Randwick has gained substantial recognition across the local government sector for its comprehensive range of sustainability initiatives and environmental improvements achieved over the past 17 years.

The sustainability achievements have been driven by Randwick Council's 'Sustaining our City' initiative, through the funding provided by our ongoing environmental levy program.

This program has not only transformed and upgraded hard assets and infrastructure, it has also strengthened initiatives that develop a resilient and engaged community. This is achieved by enabling greater understanding, confidence and capacity to implement individual responses to the many environmental and social challenges facing communities across the globe.

This approach recognises that Council cannot resolve sustainability challenges alone. Many solutions depend upon listening, engaging and investing across all sectors of our community including residents, businesses, community organisations and schools, as well as visitors to our city.

Over the past 12 months Council has prepared and adopted, and importantly, commenced implementation of, a new 10-year Environment Strategy for Randwick and its community.

Randwick's new Environment Strategy contains five overarching principles governing four major environmental outcomes, each made tangible through a commitment to deliver on 33 specific strategic approaches. Accountability is built into the strategy through six measurable objectives.

Our strategic approaches encapsulate a number of previous Council resolutions, including: our declaration of the Climate Emergency; our commitment to purchase 100% renewable energy for Council's electricity; and our shift toward measurable reductions in operational energy, water, waste and greenhouse gas emissions.

Our approach to conserving our natural and urban environments are strengthened through the findings and insights gained in our 3-yearly, 'Who Cares About the Environment' attitudes and actions survey of our residents. With six of these surveys now completed, Council has a strong picture of the concerns and actions taken by Randwick residents on environmental issues.

Community education and engagement

The Randwick Community Centre is home to our purpose-built sustainability education 'hub' and hosts a range of community programs and events each year.

We also provide a range of initiatives across the city to engage and educate.

In 2020-21, COVID-19 impacted many of our usual face-to-face community engagement training workshops, courses, events and activities. However, we successfully moved some to on-line formats and changed others to incorporate COVID safe measures.

Some of the 2020-21 highlights included:

- **Eco-living Event**

Council's annual Eco-Living event is our flagship environmental festival that has been running for more than a decade. It typically attracts more than 10,000 attendees each year to workshops, presentations, and entertainment for the whole family. In 2020-21, Eco-Living was organised as an online event for the community.



- **PermaBee environmental volunteer program**

Our PermaBee volunteers were able to return for a portion of the 2020-21 year, undertaking online courses and workshops each week, as well as continuing with socially-distanced working bees across the sustainability education hub.

- **Marine and Coastal Discovery Program**

Our popular Marine and Coastal Discovery program is offered three times a year during the summer, autumn and spring school holidays. The program includes a range of affordable activities aimed at helping families and children of all ages discover for themselves our unique marine and coastal environment. Our programs in summer and autumn this year still enabled face-to-face learning and discovery; however, the 2020 spring program did not go ahead due to COVID-19.

- **3 Council environmental collaboration with Waverley and Woollahra Councils**

In 2020-21, our ongoing 12-year regional environmental collaboration with Waverley and Woollahra Councils delivered successful and ongoing programs including: Compost Revolution; Solar My Schools; Solar My Club; and the 3-Council public electric vehicle charging network. Key results from the collaboration in 2020-21 include:

- 448 discounted compost bins and worm farms distributed to Randwick residents and 769 tonnes of food waste recovered in home composting systems across the City;
- Five additional schools across Randwick participating in the Solar my School initiative, which has 94 per cent of schools across the eastern suburbs signed on to the program;
- Four community organisations across Randwick participating in the Solar my Club initiative, which is a new program supporting rooftop solar installations for community organisations; and
- Increased usage of the 3-Council public electric vehicle (EV) charging network, with the charging stations at Silver Street carpark in Randwick and at Brook Street Coogee providing some of the highest number of charging sessions for electric vehicles across the eastern suburbs.

Environmental awards and recognition

In 2020-21, continuing recognition has been provided for our environmental programs and projects. Some of the highlights include:

- **Randwick Council's Best Gift Sustainable Christmas Market**
Winner in the Sustainability category of the 2020 Australian Business Awards and commended in the Best Community Event category of the 2020 Australian Event Awards;
- **The 3-Council public electric vehicle charging stations**
Winner in the Innovative Management and Leadership category of the 2020 Local Government Excellence Awards;
- **Maroubra Stormwater harvesting and re-use**
Winner in the Environmental Leadership category of the 2021 Local Government Excellence Awards; and
- **Randwick's Sustaining our City program**
Runner up in the 2020 Australian Banksia Foundation Awards (held over to 2021).

Key environmental programs and activities

Conservation of our coastline

Water quality

Working to improve stormwater quality from our urban environments continues as a priority for Council with an extensive network of Gross Pollutant Traps (GPTs) on major drainage lines down to our popular swimming

beaches. Street litter, run-off and organic material is captured in these GPTs before reaching the ocean.

A special working group has been established to develop recommendations for improving the water quality at Coogee Beach. This group has now developed solutions to increase stormwater reuse and divert as much stormwater from the beach as possible. A brief for the design of these two initiatives was developed and consultants will be engaged shortly to complete the design documentation.

In 2020-21, construction of the Maroubra Stormwater Harvesting project was completed. In addition to conserving water, the system also removes harmful bacteria from stormwater that would otherwise enter the coastal waters along our popular swimming beaches.



Coastal walkway

Continuing efforts are underway to take Randwick's high profile coastal walkway through and around the network of golf courses in the southern areas of the City and across the rock platforms at Lurline Bay. Consultation and negotiation with the wide range of community stakeholders including local indigenous communities makes the process of designing and obtaining approvals a complicated and time-intensive process. However, our coastal walkway remains a priority as it minimises damage to fragile clifftop and foreshore vegetation while allowing walkers to enjoy our spectacular coastal views.

Community Education

The popularity of Council's Marine and Coastal Discovery Program continued this year, with many residents discovering for themselves, with expert help from marine biologists and specialist presenters, the unique coastal and marine environment we have in Randwick. Marine and coastal activities take our families and children, on, under, in and next to the water with activities that include sea-kayaking, snorkeling and surfing as well as rockpool, coastal and catchment discovery activities and much more.



Conserving resources and reducing Greenhouse emissions

Water conservation

Over 2020-21, Council's potable water savings from alternate water supplies totalled approximately 188 megalitres (ML) with 75 ML of these savings occurring from treated stormwater and approximately 113 ML from borewater. Total cost savings for Council were just under \$500,000.

In addition, our largest stormwater harvesting and re-use system was completed in March 2021 comprising two underground tanks, each with a capacity of 1 million litres, located under Arthur Byrne Reserve Maroubra. Expected water savings from this system is approximately 40 million litres of potable water per year. Purcell Park's remediation also included construction of a smaller stormwater treatment system adding a further 10 million litres annual savings in potable water usage.

Reducing greenhouse emissions

Following completion of Randwick's 100% Renewables and Zero Emissions Roadmap in January 2020, a strong implementation focus was undertaken over the 2020-21 year. This implementation initially enabled 2,364 LED energy efficient lighting replacements across 25 Council buildings at a cost of \$194,000 (a NSW Government rebate contributed an additional \$137,000 to complete the work). Future savings from these completed works are expected to be in the order of \$140,000 per annum, reducing Council's operational emissions by 8% corresponding to approximately 626 tonnes of CO2 each year.

The Street Lighting Improvement (SLI) Program negotiated via SSROC has also resulted in around 3,500 of Randwick's streetlights being upgraded to LED energy efficient streetlights.

Council's power purchase agreement (PPA) has been delivering 20 per cent of Council's electricity from renewable energy generated by the Moree Solar Farm in western NSW. By July 2022, this is expected to increase to 100 per cent renewable energy in keeping with commitments made in our new Environment Strategy.

Randwick's remaining greenhouse gas emissions continue to be offset through the Commonwealth Government's Climate Active program resulting in Randwick Council achieving accredited carbon neutrality, one of the few local Councils in NSW to reach this milestone.

Promoting and conserving biodiversity

Our small group of Bushland staff continue to support and work closely with Bushcare and Parkcare volunteers and with specialist contractors for the protection and management of just under 50 hectares of remnant and bushland vegetation within 31 managed reserves. Local volunteers contributed around 2,717 hours of bush regeneration at 11 Bushcare and three Parkcare sites. This is the highest number of volunteer hours committed in any one year, and is an extraordinary achievement given that council had to suspend its Bushcare program for a period of time during the pandemic.

As part of our bushland management activities, staff collect native seed from local bushland reserves to ensure a good provision of indigenous seed stock



for nursery production and habitat reconstruction. An indigenous seed bank is maintained and stored at Council's community nursery. Council also hosts events including bushland tours, wildflower walks, school excursions, workshops and a number of corporate volunteer days.

Bushland management plans are updated annually.

Council's responsibilities include implementing priority actions for the recovery of the Critically Endangered Eastern Suburbs Banksia Scrub Ecological Community and the Endangered Sydney Freshwater Wetlands and *Acacia terminalis* subsp. *Terminalis* as well as other locally rare species.

Randwick Community Nursery

Council's Community Nursery provides a key source of horticultural and environmental information to contractors, organisations and residents seeking to use native or indigenous plants in their landscaping developments.

The Nursery supports wider biodiversity initiatives, school information and greening of our local streets, parks and reserves. Approximately 80,000 native and indigenous plants were propagated as tubestock at the Nursery with around 4,000 plants distributed at community events during the year including citizenship ceremonies.

Managing environmental risks and impacts

Environmental risks were managed across Randwick City including reducing the risk of flooding in our catchments, monitoring former landfill sites across the City and completing the remediation of Purcell Park, Matraville.

Sustainable waste management

In March 2021, Council introduced a new way for residents to recycle food scraps with their garden waste. Called FOGO (food organics, garden organics) it allows us to divert food waste from landfill, reduce greenhouse gas emissions and create compost that can be used in farms, parks and sports fields. By 30 June 2021, 4,345 tonnes of FOGO had been collected and composted through the newly implemented Food Organics and Garden Organics service.

Over the 2020-21 year, Council's kerbside collection service also resulted in the recovery and recycling of commingled recycling (clean paper, cardboard and containers) as well as green waste. There were 9,900 tonnes of commingled recycling collected, together with 4,899 tonnes of green waste (prior to the introduction of FOGO).

At the Recycling Centre approximately 711 tonnes of electronic waste (e-waste), polystyrene packaging and metal were recovered/recycled; and more than 10,485 mattresses were collected and recycled.

In 2020-21, 25,421 tonnes of household garbage were collected. This was processed via Alternative Waste Treatment (AWT) facilities with a total recovery of 7,652 tonnes. Due to the Mixed Waste Organic Outputs (MWOO) exemption revocation instituted by State Government, 17,769 tonnes of stabilised MWOO were sent to landfill.

The total diversion of waste from landfill is currently at 52% per cent, up from the previous 47% primarily due to the introduction of FOGO in early 2021.



Part 2.

Statutory
information
report

This part of the annual report includes our annual statutory reporting obligations.



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2.1 Community development activities and events

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

Council invests in these activities as a tool for promoting healthy and cohesive communities. In 2020-21, Council implemented the following key programs and activities:

Note: Some of Council's planned activities and programs could not proceed as planned in 2020-21, due to COVID-19 restrictions.



Program name	Description	Target Group	Attendance number
Christmas Cheer Donation Program	Provision of a financial donation as a contribution towards their end of year festivities.	10 senior groups and organisations in Randwick City	200
Christmas Gift program to local nursing homes	In a normal year, nine concert performances are held at local aged care facilities and hostels in Randwick City. This concert program did not happen in 2020 due to COVID-19.	Frail aged and carers	–
Carols by the Sea	Assistance is normally provided for the La Perouse Aboriginal Community's Christmas festivities. This event did not happen in 2020 due to COVID-19.	Aboriginal and general community	–
Parenting workshops	Two half-yearly workshop calendars for local service providers. Four Workshops on different topics throughout the year.	Families with young children, teenagers and parents	180

Program name	Description	Target Group	Attendance number
International Women's Day art competition	181 entries were received for the Art Competition. Exhibition and ceremony for women held in March at Randwick Community Centre, with capped numbers due to COVID-19 restrictions.	Women	100
Visual art exhibitions	Lionel Bowen Library Gallery hosted five exhibitions: Emergence and Beyond (Randwick Art Society), Through My Eyes (Black Dog Institute), Coastal Inspirations (Coast Centre for Senior Art Class), Woman's Art Prize and Urban Walk About (local artist, Maire Dalliston).	General community	4,500
National Reconciliation Week	Council acknowledges National Reconciliation Week with a commitment to understanding reconciliation and providing an opportunity for the wider community to learn more about our rich Indigenous Culture. In 2020-21, we promoted Reconciliation Week through social media with photos and posts acknowledging our local residents, and a screening of 'My Name is Gulpili' at the Randwick Ritz.	Aboriginal Community and General community	100
Anzac Day	Recording of the Ghost Digger for Anzac Day with Luke Carroll.	General Community	Online
South East Block Party (National Youth Week)	South East Block Party with Kobie Dee for National Youth Week.	Aboriginal Community	1,000
'We're Better Than That' respect campaign	"We're Better Than That" is a video campaign created to promote respect and healthy relationships, and encourage men to be active bystanders when they witness behaviour that condones and contributes to violence in our communities. Randwick City Council supported creation of the video campaign in collaboration with the Eastern Suburbs Domestic Violence Network, Hope Believe Shine Foundation, and Waverley, Woollahra and Bayside Councils.	Community members	12,000 across the eastern suburbs
MATE bystander training	Randwick City Council supported the implementation of MATE bystander training for local agencies in collaboration with the Eastern Suburbs Domestic Violence Network. The MATE bystander training program is an education and intervention program for the prevention of violence and problematic behaviour.	Local service agencies	40
Making Waves hairdresser and barber information session	Randwick City Council partnered with the The Eastern Suburbs Domestic Violence Network to provide an information session for hairdressers and barbers to assist in supporting clients affected by domestic and family violence.	hairdressers and barbers	10

Program name	Description	Target group	Attendance number
Mindfulness Photography and Art Workshops	Council delivered a series of in-person workshops designed to reduce stress and anxiety and encourage ongoing creativity and self-care. The workshops targeted isolated and hard to reach Carers and care givers in Randwick City and surrounding areas.	Carers, older people and people aged 16 years and over.	80
Community expo supporting action against violence expos	Randwick City Council partnered with the The Eastern Suburbs Domestic Violence Network to provide a community expo supporting young people and the broader community to take action against violence.	Community	80
Marine and Coastal Discovery program	Council normally runs the popular Marine and Coastal Discovery program three times a year. Activities in the program include sea-kayaking, snorkelling, learn to surf, sustainable fishing, rockpool and coastal discovery walks.	Families and young children	1,316
Literary programs at the Library	Through Randwick City Library, Council offers book clubs for different ages. Each month Author Talks by well-known authors are held, and history talks are hosted jointly by the Library, and Randwick and District Historical Society. All talks were delivered online only until April. The library then introduced hybrid events with the audience online and in person.	General community	521
	Babies and toddlers are introduced to books through special programs such as Babies Love Books, Bop 2 Books and Saturday Storytime. Pre- and primary school children attend the Undercover Book Club, Totally Random Book Club and Kids' Club. Due to COVID-19 restrictions, the children's literary program was adapted to be delivered live online.	Babies/toddlers and their parents/carers	3,700
	Literacy skills for our culturally and linguistically diverse community are taught through: - The Book Club for People of Non-English Speaking Backgrounds. - English Conversation Classes (which were delivered online throughout most of the year). - Story Time in other languages, (such as Chinese, Japanese, Russian, French, and Spanish). This face-to-face program resumed in May 2021.	Culturally and linguistically diverse backgrounds	1,901
	As part of Children's Book Week, writing workshops and other activities are offered to encourage children to immerse themselves in literature and develop their literacy skills. Additional writing workshops are held to foster a love of literacy.	Children and youth	2,284

Program name	Description	Target group	Attendance number
Learning programs at the Library	Learning opportunities are offered in a variety of formats including slam poetry performance, ukulele and line dancing classes, writing groups for youth and seniors; computer, technology and law related classes/training for seniors and Cultural and Linguistically Diverse; stop motion and coding classes for children and youth; and HSC talks for high school students.	General community	1,394
Recreational activities at the Library	Randwick City Library runs numerous school holiday activities, after-school clubs (offering board games and coding), the Spark Science club, arts and craft classes, outreach events such as Storytime Trail, and school visits. A live online book chat program continued to be delivered and in person events such as Babies Love Books, Spark in the Park, Bop to Books were reinstated in person from April.	Children and youth	4,034
	Randwick City Library runs numerous recreational clubs and programs aimed at adults. Many of the regular clubs that required in-person close contact remained suspended throughout the year such as Mahjong and bridge. Chess, table tennis, Tai Chi and book and movie clubs were delivered online or reinstated at the library as soon as it was safe to do so.	Adults and seniors	928
La Perouse Museum Exhibitions	Three diverse and popular exhibitions were displayed during this year: Happy Valley: La Perouse in the Depression; Max Dupain and La Perouse: The Caltex Story; and Shell It: Boomalli at La Perouse. Each exhibition was accompanied by public programming, curator's tours and online experiences.	General community	20,000 (per annum)
La Perouse Museum Public Programs	La Perouse Museum also delivered over 20 public programs, from an incredible array of artists and creatives including Deidre Martin (master weaver), Aunty Maxine Ryan, Dean Kelly, Kadoo First Contact Tours, leading Aboriginal curator Kyra Kum-Sing, as well as school holiday events and crafts session. Tours were also provided on the life of Lapérouse by the Friends of La Perouse Museum, and of the Museum and headland by museum staff. Over 400 visitors attended these events. Educational excursions were also provided throughout the year for primary, secondary, tertiary and lifelong learning groups.	General community	400 (public programs) 650 (educational excursions)

2.2 Community partnerships, joint projects and service coordination

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

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



Program name	Description	Target group	Attendance number
Community Drug Action Team (CDAT)	Council worked with Ted Noffs Foundation to deliver harm minimisation programs to two local high schools.	Mental Health & Suicide Prevention strategy group	140
Local Drug Action Team (LDAT)	Held online information sessions in partnership with the Drug and Alcohol Foundation and One Door Mental Health to help people understand why their attitudes and behaviours towards alcohol, tobacco and illicit drug consumption may have changed during COVID.	General public	50
Kooloora Community Centre on-site support	Council provided financial assistance for Kooloora's Vacation Care Programs and cleaning service.	Families, pre-school children and public housing tenants	28 children and parents per vacation care session
16 Days of Activism Against Gender Violence	Council, in partnership with member organisations of the Eastern Suburbs Domestic Violence Network, implemented and supported a number of activities during this period. Unfortunately, the annual Step Out Speak Out Walk from Randwick to Coogee could not proceed in 2020 due to COVID restrictions. Only a small group completed the walk, with the wider community invited to participate in their own time over the 16 days of activism. Council supported new training opportunities to deliver targeted programs for community support staff helping young people and families who experience violence. This included MATE bystander training.	Family support, youth workers and social workers	100
NAIDOC Week activities	Unfortunately, regular NAIDOC week activities were not able to proceed due to COVID-19.	Aboriginal and general public	–

Program name	Description	Target group	Attendance number
Matraville Family Fun Day	Normally, Council partners with local service providers to hold this annual event to promote local services, with fun activities and information sessions such as healthy eating options. Unfortunately, the Matraville Family Fun Day was cancelled in 2020-21 due to COVID-19.	General public	–
Youth Week activities	Due to the Pandemic, Youth Week operated twice within this financial year having been postponed from the previous. Council delivered activities in both October and April. In October 2020, we partnered with ARC UNSW to do a LinkedIn photoshoot and resume writing. We also partnered with Kooloora to run youth activities at their open day. In April 2021 Council hosted poetry slam workshops and a heat for the national poetry slam association at the Ritz cinema, with a sold out crowd. Council also partnered with Weave to host the Sth East Sydney Block Party with Kobie Dee for NSW Youth Week.	Youth & youth-workers, Aboriginal youth and wider community	240 115 1000
Lexington Place Community Services Hub	Council in partnership with NSW Health, FACS and The Deli established and launched the community services hub in December 2018. Named The Hub@Lexo, it provides a weekly program of government outreach services, family support services and healthy lifestyle activities.	Public housing tenants of South Maroubra and surrounding areas	100 residents per week
Home maintenance and modification program	Council provides a Commonwealth Government funded Home Maintenance and Modification service to frail and aged residents. 1,847 individual jobs were completed for eligible residents.	Frail and aged (over 65 years) residents	250 clients
Nature strip lawn mowing program for elderly residents	Council provides a nature strip lawn mowing program for elderly residents who cannot mow the lawns themselves and do not have the resources to have them mowed. Lawns are mowed a minimum of four times a year.	Frail and aged (over 65 years) residents	82 properties
Coping with COVID-19 for Carers	This webinar was delivered in partnership with One Door Mental Health and explored self-care and how to better manage stress during and beyond the pandemic.	Carers and caregivers	30
Understanding Dementia and Celebrating Diversity in Dementia	A series of online information sessions to: <ul style="list-style-type: none">raise awareness and understanding of Dementia, referral pathways and available support programs and services for people living with Dementia and their Carers; andcreatively reframe and work alongside people from diverse backgrounds and help them keep connected during COVID. These sessions were delivered in partnership with 3 Bridges, Holdsworth Community, ACON and the Inner West CALD Dementia Project.	Older people, carers and general community.	100

Program name	Description	Target group	Attendance number
Randwick Literary Institute	The Randwick Literary Institute (RLI) is well utilised and accommodates a wide range user groups. Most of the halls and garden settings for hire have permanent bookings from dance, art, exercise, literacy, and theatre groups. Randwick Literary Institute was the first community centre to reopen for user groups in July 2020. Four halls were reopened to 8 groups under strict COVID Safety protocols.	Local organisations and businesses	18 user groups
Cultural Diversity and Equity Advisory Committee	The Cultural Diversity and Equity Advisory Committee was developed to discuss issues that affect multicultural residents and provide Council with recommendations on engagement activities and strategies.	Local residents	14 members
Interagency groups	Community Development staff chair/co-chair, facilitate and provide secretarial support for community and government interagency groups across the Inner Sydney/ Eastern Suburbs region. Interagency groups enhance partnerships through information sharing and connection of services and agencies.	Government and non-government agencies	15 Interagency groups
Domestic and family violence consulting service	Council has agreed to fund a DFV Outreach Service (available 3 days per week) now running in 3 locations, in the suburbs of Randwick, Maroubra and Malabar. A 5-year MOU has been entered into between the service provider and Council.	Victims of domestic and family violence	Confidential
National Disability Insurance Scheme information sessions	Council partnered with La Trobe Community Health and Ethnic Community Services Co-operative to deliver online information sessions on the National Disability Insurance Scheme (NDIS). The sessions were designed to help people with a disability and their Carers understand and access the NDIS, and raise awareness of new programs that help people from non-English speaking backgrounds to access the scheme.	People with disabilities and their carers	90
Through my Eyes Photographic Exhibition and webinar	‘Through my eyes’ held at Lionel Bowen Library was an exhibition of photographic stories on identity and inclusion, that challenged negative attitudes and assumptions. There was also a participant-led webinar sharing the personal experiences of Australian women living with disability. The exhibition and webinar were organised in partnership with the Black Dog Institute and UNSW.	General public	700+
Multicultural Water Safety Committee	A collaboration of four Councils, three State departments and three community services, servicing coastal LGAs from Randwick to the Sutherland Shire, continued regular promotion of the Water Safety Directory.	Multicultural services and residents from CALD communities	500+
Seniors Wellbeing Project workshop	Held in partnership with Holdsworth Community, this workshop involves wellbeing exercise classes and activities for frail aged Seniors and Carers living in Randwick City and surrounding areas.	Older people and carers	30 per session

Program name	Description	Target group	Attendance number
Centennial Park School and Randwick City Council Coffee Club	Centennial Park School and Randwick City Council have a partnership to enhance employability of the students through a staff barista-style coffee, hot chocolate and chai service. Teachers noted improvements in student confidence, behaviour and school attendance. Due to COVID-19, this project has been put on hold until further notice.	Students from Centennial Park School	20 students
Eastern Region Local Government and Torres Strait Islander Forum (ERLGATSIF)	ERLGATSIF went through an evaluation process and is now a platform for the 5 Councils (Randwick, Bayside, Inner West, Woollahra and City of Sydney) to share information regarding events and advocacy.	5 Councils (Randwick, Bayside, Inner West, Woollahra and City of Sydney)	16
Heritage twilight tours	In partnership with the Prince Henry Nursing and Medical Museum, Council held four Twilight Tours that explored the history of the former Prince Henry Hospital.	General community	220
Paranormal Prince Henry (Intergenerational event)	Paranormal Prince Henry online event explored the paranormal history of the former Prince Henry Hospital with acclaimed paranormal investigators Oz Para Tech and members of the Prince Henry Hospital Trained Nurses Association. This event was held as part of Seniors week.	General community	80
Back to Prince Henry (Intergenerational event)	Held at the Prince Henry Nursing and Medical Museum, Little Bay this event involved intergenerational tours and talks, as well as the ‘Bravery, Bandages and Bedpans’ photographic exhibition which illustrated the adversities and adventures experienced by generations of Australian nurses. Back to Prince Henry is Council’s signature Seniors Week event.	Older people, carers and general community	400
Christmas celebration and information sessions	Christmas celebration events and information sessions held in partnership with Ethnic Community Services Co-operative at Maroubra Seniors Centre, for seniors and carers from culturally and linguistically diverse backgrounds. These events targeted isolated carers who do not typically access formal services.	Isolated older people and carers	200
Heretic Film Screening	Held the screening of ‘Heretic’, the autobiographical documentary film by acclaimed and reclusive New Zealand artist Christina Conrad, at the Ritz Cinema in Randwick to celebrate International Women’s Day.	General public	200+
Health and Education Talks	Council held a series of online events in partnership with key agencies to raise awareness of critical community issues including the abuse of older people, digital disadvantage, death literacy, choice and control in life and death, misuse of drugs and alcohol and anxiety and depression. The talks also promoted available support services and programs.	Older people, service providers and general public	200+

2.3 Community and corporate events

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

Note: Some of Council's planned events could not proceed as planned in 2020-21 due to COVID-19 restrictions.



Program name	Description	Target group	Attendance number
Bastille Day Community Celebration	The usual Bastille Day celebrations were not able to be held this year due to COVID-19. Instead a small ceremony of invited guests was held at the La Perouse Monument to commemorate this significant day for the local French Community. A video was released on Bastille Day explaining the French history and connection to the Randwick community.	Local community	40
Beach Breaks Carnival and Surfing Walk of Fame	The usual Beach Breaks Carnival was unable to be held in 2020. In its place a temporary artwork and social media campaign was launched for 2 weeks with a focus on community engagement and local business activation. The artwork celebrated the surfing and beach culture of Maroubra. Social media impressions were 32,200.	City-wide community	Activation, estimated 5,000 people engaged
Eco Living Online	The usual Eco Living Festival was unable to be held in 2020. Instead, Eco Living Online was presented from 18 – 20 September 2020. The online program featured talks, workshops, kids activities and celebrated all things green and sustainable.	Online	2,100 views on YouTube and Facebook Live
NOX Night Sculpture Walk	A COVID-safe capacity controlled event was held in May of 2021 at the Randwick Community Centre and Randwick Environment Park. Held over three nights, the event offered an opportunity for the community to see UNSW Art and Design Student Sculptures, Short Films and Animations, as well as enjoy an offering of live entertainment, workshops by Reverse Garbage, a bar and local food truck offerings. For the first time ever, the Randwick Environment Park perimeter was fenced and capacity controlled across the three nights with COVID-safe check in at 6 entry/exit points.	City-wide community	10,696

Program name	Description	Target group	Attendance number
Garden Awards	The annual Garden Awards are judged by professional horticulturalists and promote a sense of pride in gardens by our community. The categories are sponsored by local businesses. In 2020, the awards were launched virtually in late July. The usual presentation ceremony at the Randwick Community Centre was not able to be held, and the winners were instead announced via video.	Participating gardeners and sponsors and viewers online	42 nominees and 1,100 views
Civic receptions	Civic receptions are held to mark occasions such as the opening of new facilities and to acknowledge the contribution of individuals and organisations. Ceremonies in 2020-21 included Greek Independence Day at the Town Hall, Anzac Day Civic Ceremony and Frenchman's Playground Opening.	Local community and organisations	250
Bali Commemoration Ceremony	The 18th annual commemoration ceremony was held at Dolphins Point, Coogee in October 2020. A special exemption to the NSW Public Health Order on Public Gatherings was obtained to allow up to 100 people to gather for the ceremony, which was also recorded and put online. This ceremony was attended by a number of families. Speeches were delivered in tribute to those who lost their lives while visiting Bali.	Families and friends who lost someone in the 2002 bombings, Councillors, MPs	100 at ceremony & 816 views online
Malabar Family Day	Partnering with the local Malabar community and Souths Juniors, this family day remembers the lives of the nine Malabar locals who were lost in the Bali tragedy. Unfortunately, due to COVID-19 the event was not able to proceed in 2020-21.	Local community	–
Awards for Sporting Achievements	Randwick City Council acknowledges its finest athletes through the presentation of the annual Awards for Sporting Achievements. In 2020, the presentation ceremony was not able to proceed due to COVID and the winners were instead announced via a video package hosted by the Mayor.	Primary and high school children, sporting community, surf clubs	23 nominees & 3,000 views
Business Awards	The Business Awards aim to recognise and acknowledge outstanding local businesses and their staff who go above and beyond in providing exceptional service to the community. The Business Awards are a biennial event, and were not scheduled in 2020-21.	Local businesses	–

Program name	Description	Target group	Attendance number
Step Out Speak Out, walk to end domestic violence	<p>This event is held in partnership with the Eastern Beaches Local Area Command and aims to stop violence against women. The walk, held in November, usually starts at High Cross Park and ends at Grant Reserve in Coogee where there are speeches and a BBQ breakfast.</p> <p>In 2020 due to COVID restrictions, only a small group completed the walk recording a video message, and the wider community was invited to participate in their own time over the 16 days of activism.</p>	City-wide community, emergency services	706 views
Seniors' Christmas Concerts	<p>A free Christmas concert for Seniors living in Randwick City, is usually held at Souths Juniors in November.</p> <p>Due to COVID the Senior's Christmas Concert was not able to take place in 2020, and a program of alternative Christmas Cheer was run in December.</p>	Seniors living in Randwick City	–
Kingsford Noodle Market	<p>The Kingsford Noodle Market, is usually held in November to showcase the specialties of local restaurants.</p> <p>Due to COVID the Kingsford Noodle Market was not able to take place in 2020.</p>	Local community	–
Coogee Carols	Due to COVID the Coogee Carols were not able to take place in 2020, and a program of alternative Christmas Cheer was run in December.	City-wide community	Online carols 3,500 views
Coogee Sparkles New Year's Eve Fireworks	Due to COVID the Coogee Sparkles New Year's Eve fireworks were not able to take place in 2020-21, and a program of alternative Christmas Cheer was run in December.	Eastern suburbs community	–
Christmas in Randwick	<p>In place of the usual Christmas and New Year community events, which were not able to proceed in 2020 due to COVID, a range of smaller installations across the LGA were implemented in December.</p> <p>The program included a pop-up music program, a pop up local food truck program (Eat Drink Play), a Christmas Light trail, roving entertainment, chalk art, decorative tree wraps, Christmas window displays, an online carols video, an Acts of Kindness advent calendar and decorations across the LGA.</p>	Local Community	Attendance at activations could not be measured exactly, estimate 20,000
Australia Day Citizenship Ceremony and Community Service Awards	A reduced capacity ceremony was held at the Prince Henry Centre on Australia Day to welcome new citizens and celebrate recipients of the Community Service Awards.	New citizens, Community Service Award Recipients	70
Australia Day Celebration	Due to COVID, this regular free community celebration with live entertainment and activities, was not able to proceed in January 2021.	Local community	–

Program name	Description	Target group	Attendance number
Mardi Gras in Randwick	<p>In addition to raising the rainbow flag at Randwick Town Hall to celebrate the commencement of Mardi Gras and show support for the LGBTQI+ community, several events were held on the temporary 50 metre rainbow installation on Coogee Beach Promenade in February 2021.</p> <p>A ribbon cutting was attended by the Mayor, Councillors, MPs, Mardi Gras CEO Albert Kruger and Destination NSW CEO Steve Cox. The ceremony was MC'd by journalist and LGBTQI+ activist Julie McCrossin AM, and a special performance was given by drag artists.</p> <p>The following weekend the community were invited to visit the rainbow to pose with iconic Madame Tussauds statues, listen to some live music and enjoy a free rainbow ice-cream giveaway.</p>	City-wide community	300
The Spot Festival	The annual street fair was not able to be held in March 2021 due to COVID restrictions.	City-wide and eastern suburbs community	-
La Perouse Day	A reception held at the La Perouse Mu seum commemorating the history and significance of this iconic area.	French and local community	40
ANZAC Day Dawn Service	<p>A COVID-safe fenced, ticketed and seated event was held in April 2021 at Goldstein Reserve Coogee. The event had a special allocation of tickets for ADF and RSL Members. The ceremony featured speeches, a hymn, performances by a local school choir and a wreath laying ceremony.</p> <p>The service was livestreamed on the council website and at live sites hosted by several local businesses.</p> <p>Following the service, Council supported the Coogee Randwick Clovelly's first march from Coogee Diggers to Goldstein Reserve.</p>	City-wide community	3,000 attendance at ceremony & 903 online views
Corroboree at Coogee Beach for Reconciliation Week	Corroboree was not held in 2021 due to COVID-19.	City-wide community and school groups	-
Twilight Concerts	In March 2021 two free ticketed Twilight concerts were held at the Randwick Community Centre, featuring Mucho Mambo Latin Big Band, and Gregg Arthur & John Morrison's Swing City.	Local community	600
Citizenship Ceremonies	COVID-safe Citizenship Ceremonies were conducted at the Prince Henry Centre to welcome new citizens to Randwick City. Ceremonies are attended by new citizens, their families, Councillors, and MPs. New citizens are sworn in by the Mayor of Randwick.	Local new citizens	532 new citizens, 1800 people attended



2.4 Carers' responsibilities

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

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

Staff who are carers

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

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

In the 2020-21 financial year, 5,068 hours of paid Carers Leave was accessed by Randwick employees.

As part of this, up to 10 days of Special COVID-19 leave (over the full duration of the COVID pandemic) was given to employees who were required to care for and home school children affected during the lockdown.

Throughout the year Council provided staff with support and information to assist in their caring responsibilities. Training provided that could support staff who are carers included: First aid, Mental health first aid, Emotional intelligence, Controlling aggressive behaviour, and Disability awareness.

Our monthly Life-Style Lunches for staff continued our focus on employee benefits and total wellbeing. Sessions in 2020-21 included:

- Backcare and core strength - virtual
- Sleep awareness tips and techniques - virtual
- Spring spruce up your garden - virtual
- #let's talk (RU OK) - virtual
- MS TEAMS tips and tools - virtual
- Celebrate our Cultural Diversity - online and in person.

Consultation and liaison with carers

Council supports carers across the City of Randwick in a range of ways including:

- Information sessions and seminars to meet the identified needs of Carers including: Death Literacy, Advance Care Planning, Choice and Control in Life and Death, Understanding Depression and Anxiety, Healing Grief and Loss, and Building Resilience and Wellbeing.
- Mindfulness Photography and Art workshops designed to reduce stress and anxiety and encourage ongoing creativity and self-care for Carers from a range of cultural backgrounds.

- Community consultations with Carers to make Yarra Bay Beach and surrounds more accessible. These consultations were undertaken with St Vincent de Paul Society.
- 'Building Resilience' online seminars to build the personal resilience and wellbeing of Carers, particularly those who are isolated in the time of COVID.
- Healing Grief and Loss seminars designed for Carers impacted by grief and loss and providing insights and strategies on how people can better understand and manage their emotional wellbeing while adapting to the 'new normal.'
- 'Understanding Dementia' seminars held in partnership with 3 Bridges and Holdsworth Community to raise awareness and understanding of Dementia, as well as providing information on referral pathways and available support programs and services for people living with Dementia and their Carers.
- 'Celebrating Diversity in Dementia' webinar to creatively reframe, engage and work alongside people and Carers from diverse backgrounds and help keep them connected during COVID. This webinar was held in partnership with Inner West CALD Dementia Project and ACON.
- 'Back to Prince Henry' event at the Prince Henry Nursing and Medical Museum, Little Bay. This is Council's signature Seniors Festival event involving intergenerational tours and talks as well as the exhibition 'Bravery, Bandages and Bedpans'. The event is targeted towards seniors, Carers and caregivers.
- The Spirits of Prince Henry Twilight Tours held at the Prince Henry Nursing and Medical Museum, Little Bay and 'Paranormal Prince Henry' online event designed for Carers, older people and their families and friends.
- Christmas Celebration events, held in partnership with Ethnic Community Services and Matraville Seniors Café – Baptist Church, for Seniors and Carers from Culturally and Linguistically Diverse Backgrounds. These events were held in a COVID safe manner and targeted isolated and hard-to-reach older Carers who do not typically access formal services.
- Installation of beach matting at Yarra Bay Beach to improve access to the water for wheelchair users and their Carers and allies.
- Support for Catholic Healthcare Hoarding and Squalor Resource Unit to advocate for and deliver the 'Management of Hoarding and Squalor' training for key Council staff across Sydney.
- National Disability Insurance Scheme (NDIS) information sessions in partnership with La Trobe Community Health and Ethnic Community Services Co-op to help people with a disability and their Carers understand and access the NDIS, and to raise awareness of new programs that help people from non-English speaking backgrounds to access the scheme.
- IT Inclusion Showcase delivered in partnership with the Eastern Sydney Digital Inclusion Working Group to close the digital divide and improve access to devices, data and training for Carers, older people and people with a disability.
- Webinars on 'Feeling Safe and Supported: Healthy Relationships as We Age' for Carers, older people and people with a disability in partnership with the Eastern Sydney Abuse of Older People's Collaborative.
- Partnership with Holdsworth Community to link Carers and older parent Carers living in the Southern suburbs of Randwick to community and health support such as the Carer Gateway, NDIS and My Aged Care.
- Home Library Services to deliver books, DVDs and library resources to house-bound individuals, Diversional/Recreational Therapists and carers within the community.
- Temporary dedicated helpline ran by Council to link Carers and older people to support services and help them to navigate complex information and service systems such as the Disability Gateway, NDIS and My Aged Care.
- Promoted the value of the Community Home Support Program (CHSP) to older Carers living in Randwick City and surrounding areas to access essential services such as community transport for medical and social trips, meals services, Home Modification and Maintenance services and social support services.
- Convened and resourced Eastern Sydney Aged and Disability Services Interagency meetings with community service providers as well as Local, State and Federal Government officers. Regional issues are discussed at these meetings, and opportunities for joint projects and local initiatives are developed to meet the needs of Carers who are isolated, hard to reach and/or from non-English speaking backgrounds.
- Randwick City Library also provided a variety of other services, events and programs to aid carers and those they support.

2.5 Randwick Disability Inclusion Action Plan 2017–2021

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

The Randwick City Council Disability Inclusion Action Plan 2017–2021 (DIAP) guides Council to meet its requirements under the NSW Disability Inclusion Act 2014.

Our draft DIAP was endorsed by Council 26 November 2017, and encompasses four areas of focus:

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

The development of our DIAP involved extensive community consultation and Council continues to engage the community to ensure the priorities are current.

Highlights 2020-21

ANNUAL PROGRESS OF DIAP ACTIONS			
COMPLETED	ONGOING	IN PROGRESS	NOT STARTED
20	20	0	0

1. Attitudes and behaviours

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

Outcomes

- Coordinated a series of webinars on Death Literacy and Choice in Life and Death for residents, Carers and local services.
- Coordinated the ‘Through my eyes’ exhibition of photographic stories on identity, inclusion and challenging negative attitudes and assumptions, as well as a participant-led webinar sharing the personal experiences of Australian women living with disability.

- Delivered a series of online events dealing with the impacts of COVID including Understanding Anxiety and Depression, Healing Grief and Loss and Misuse of Drugs and Alcohol.
- Delivered a series of online information sessions to raise awareness and understanding of Dementia, referral pathways and available support programs and services for people living with Dementia and their Carers.
- Delivered an online seminar on Celebrating Diversity and Dementia to creatively reframe, engage and work alongside people from diverse backgrounds and help them keep connected during COVID.
- Delivered a series of Building Resilience webinars to help participants build and maintain personal wellbeing during and beyond the pandemic.
- Coordinated a series of Mindfulness Photography and Art workshops to help Carers reduce stress and anxiety and promote ongoing self-care during and beyond the pandemic.
- Supported the City of Sydney and Eastern Sydney Abuse of Older People’s Collaborative to develop promotional videos for local Councils and support services, as well as webinars to raise community awareness raising on elder abuse.
- Coordinated the screening of ‘Heretic’ an autobiographical documentary film by acclaimed and reclusive New Zealand artist Christina Conrad for International Women’s Day, as well as securing photographer and disability advocate, Melinda Montgomery to share her lived experience of disability for the International Women’s Day RCC staff online event.
- Co-convened and resourced five City of Sydney and Eastern Sydney Ageing and Disability Interagency meetings, as well as a planning day to provide networking opportunities for local services, identify priorities and service gaps and support and strengthen the sector.
- Delivered a series of online and in-person events to meet the identified needs and interests of people with a disability, both visible and less visible and Carers.



- These included Back to Prince Henry, The Spirits of Prince Henry Twilight Tours, Paranormal Prince Henry and the ‘Bravery, Bandages and Bedpans’ photographic exhibition exploring the evolution of nursing at the Prince Henry Nursing and Medical Museum at Little Bay.
- Supported Catholic Healthcare Hoarding and Squalor Resource Unit to advocate for and deliver the ‘Management of Hoarding and Squalor’ training for key Council staff across Sydney.
 - Promoted a range of community programs and events through eNews, Facebook and Instagram, Council’s website and through various interagencies and external networks.
 - Ranger Services staff issued 269 infringement notices to persons parking illegally in designated access parking spaces.
 - Ranger Services also rolled out the Mobility Parking Lost and Stolen Hotlists into our Pinforce management system (uploaded monthly) to enable Parking Patrol Officers to check Mobility Parking Scheme permits live in the field and take appropriate action against non-compliant permit owners.
 - Two online Disability awareness sessions were held for Council staff in August and November 2020.

2. Liveable communities

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

Outcomes

- Held community consultations, in partnership with St Vincent de Paul Society, to make Yarra Bay Beach and surrounds more accessible.

- Secured financial donations from St Vincent de Paul Society for the installation of accessible playground equipment for children of all abilities.
- Secured financial donations from La Trobe Community Health for the installation of a 30 metre beach mat at Yarra Bay Beach to improve access to the water for wheelchair users and their Carers, and for the partial construction of a new access ramp at the site.
- Secured funding from the Combined Rotary Clubs of Botany and Randwick to purchase 11 iPad devices to help vulnerable residents living with chronic illness and/or complex mental health conditions to continue to access critical support services and programs during the pandemic.
- Held a series of online and in-person events to ensure access, inclusion and participation for people with a range of disabilities. These included webinars on Anxiety and Depression, Healing Grief and Loss, and Building Resilience, as well as Mindfulness Photography and Art Workshops.
- Supported the Eastern Sydney Digital Inclusion working groups to deliver a Digital Inclusion showcase to close the digital divide and improve access to devices, data and training for older people and people with disability.
- Supported Catholic Healthcare Hoarding and Squalor Resource Unit to deliver the Management of Hoarding and Squalor Training for key Council staff across Sydney.
- Supported the delivery of Council’s Dedicated Helpline for people experiencing homelessness, rough sleeping and/or living with chronic illness and complex mental health conditions to access critical community, health and housing services and supports.
- Participated in the NSW annual Homeless Street Count in February and worked in partnership with the Eastern Sydney Homelessness Assertive-Outreach (ESHAC), to establish a dedicated fortnightly patrol providing outreach to people who are experiencing homelessness or rough sleeping in the Randwick LGA.





- Convened and resourced Eastern Sydney Aged and Disability Services Interagency meetings involving Community service providers as well as Local, State and Federal Government officers. Regional issues are discussed at these meetings, and opportunities for joint projects and local initiatives are developed.
- Supported key community agencies, local collaboratives and working groups to develop initiatives to address community issues heightened by the pandemic in the areas of social isolation and exclusion, elder abuse, digital disadvantage, homelessness and problematic hoarding.
- Provided financial support through Council's Community Investment Program.
- The Lionel Bowen Library upgraded public toilet facilities. The upgrade included a disability toilet with automatic door and ambulant cubicles in male and female toilets, with compliant disability signage.
- Designed and built new and upgraded buildings in accordance with the relevant Building Code of Australia (BCA) and Australian Standard access requirements.
- Installed 'No Parking' zones in preference to 'No Stopping' zones to allow for persons to drop off and pickup persons – which can be helpful for persons with limited mobility.
- Constructed 1.3 km of new concrete footpaths; renewed 2.2 km of footpaths; constructed 80 new kerb ramps (including upgrade of non-compliant ramps) and completed our bus stop program for compliance with Disability Discrimination Act requirements.
- The misuse of designated disabled parking spaces has remained steady with a very slight increase (4 PINS) in infringement notices issued compared to the previous year.
- Lionel Bowen Library increased disabled parking from 2 to 4 spots due to a new tenancy of a disability community organisation within the building.
- Council events provided accessible entry and exit paths for people using wheelchairs, preferred wheelchair seating allocation and accessible toilets.
- Enabled persons with limited accessibility to 'attend' events via live streaming of community events such as the Anzac Day Service and a virtual tour of the La Perouse Museum exhibition.
- Fewer in person meetings and activities were held in 2020-21 due to COVID restrictions. Instead, many meetings and activities went online including Council Meetings, Precinct meetings, community consultations, library events, DRLC fitness classes, Architecture talks and more.
- Attendance at Zoom-based Precinct Meetings was up compared to previous in person events. This was largely due to the increased accessibility to the meeting for both able bodied people and people with a disability.
- Provided support for community organisations including Autism Swim, with promotion through Social Media.

- Published an online story about Council's planned upgrade works to the Randwick Environment Park Boardwalk. The boardwalk is designed to complete an accessible path around the perimeter of the park. A key message and driver for the project was based on providing equitable access to this facility for all park users.
- Distributed communications material, including advertising, media stories, social media and email stories, to promote Council's accessibility upgrades to buildings including Yarra Bay amenities, Malabar amenities and consultation for Malabar Ocean Pool amenities and La Perouse toilets.
- Hosted an inclusive tile mosaic art class in conjunction with the Forensic Hospital in Long Bay to highlight mental health issues.
- Conducted outreach via the Seniors Network to create awareness of library services for seniors who are housebound, vision impaired or have mobility issues.
- Facilitated community outreach with the Spark Library Outreach Vehicle, creating greater community access through cross-generational, inclusive outdoor events.

3. Employment

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

Outcomes

- Reviewed and amended Council's employment policies and practices to minimise barriers and improve opportunities for a diverse workforce, including persons with a disability.
- Made external procurement information accessible on Council's website. Major procurement opportunities are advertised on the tendering portal and Council's website.

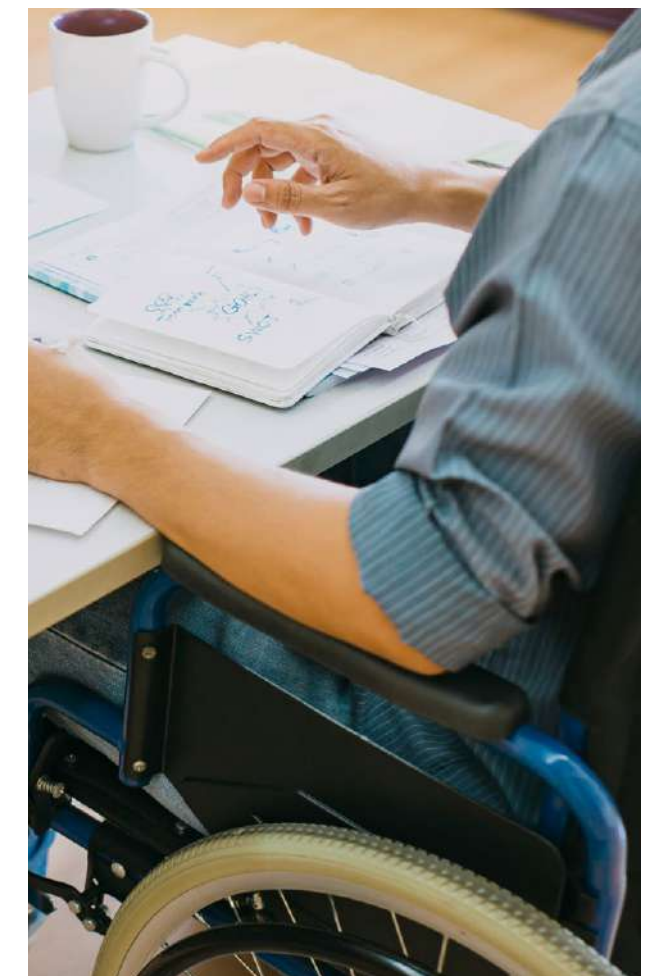
4. Systems and processes

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

Outcomes

- Made ongoing improvements to the accessibility of Council's website content by ensuring the use of plain English, integrating a greater use of on-line forms, reviewing the visibility of web pages, and making the Council's website more readable on mobile devices.

- Continued to update Council's Brand Guidelines to ensure photography, language and typography is accessible and representative of the diverse communities of Randwick City.
- Rescheduled the production of an access map pending audit of access infrastructure. This is to ensure that the newly constructed access facilities are included in the access map.
- Published an online story on Council's website in December 2020 focusing on ways that everybody, no matter their ability, can still enjoy summer in Randwick City. The story included details on how to hire beach wheelchairs and highlighted those beaches with wheelchair matting and ocean pools with accessible ramps.
- Delivered online information sessions on the National Disability Insurance Scheme (NDIS), the role of the local area coordinators and new programs providing tailored support for people from non-English speaking backgrounds to access the scheme. These sessions were provided in partnership with La Trobe Community Health and Ethnic Community Services Co-operative.



2.6 Human resources

Workforce Plan

In 2020-21 our Workforce Plan has provided us with guidance and direction in line with our Resourcing Strategy 2018-28. The main focus of the Plan is to build a sustainable supply of high performing talent and capabilities to ensure the ongoing delivery of effective and efficient community services and programs. We adapted our attraction and onboarding processes to fit the changing needs of the pandemic.

The Randwick City Plan continues to underpin Council's strong reputation and employee value proposition to attract and retain high calibre employees empowered to continuously improve our processes and services that deliver value to our community.

The Workforce Plan supports a sustainable, high performance workforce with annual actions surrounding the identified themes:

- Aligning values and workplace;
- Strengthening workforce capability;
- Inspiring performance;
- Building skills and knowledge; and
- Encouraging wellbeing.



Equal Employment Opportunity (EEO)

To comply with clause (1)(a9) of the Local Government (General) Regulation 2005, Council provides the following statement on Equal Employment Opportunity (EEO) Management.

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

Council continues to educate and inform its staff on the importance of diversity and inclusion and its relevance to the community. These principles are embedded in all human resource policies and practices, and are especially emphasised in corporate induction, learning programs, leadership development, recruitment and safety and wellbeing programs. Employees and leaders have participated in training to ensure ongoing awareness and to demonstrate commitment to the Randwick City Council values.

We continue to participate with our neighbouring council, Waverley in preparing and delivering upon our Disability Inclusion Action Plan.

Fees and expenses for the Mayor and Councillors

To comply with clause 217 (1)(a1) of the Local Government (General) Regulation 2005, Council is required to provide a statement on Councillor expenses. Details of the total cost for the payment of expenses and provision of facilities to Councillors to attend to their civic duties is provided below.

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

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

In accordance with the Council's adopted policy, councillors are entitled to receive facilities such as a mobile telephone and laptop computer. In addition, Council-related telephone calls and internet access are paid for by the Council. Other facilities such as stationery, Cabcharge, reimbursement for use of private vehicle, refreshments at council and committee meetings and access to councillors' rooms, are also provided by the Council. Councillors receive an allowance in accordance with the NSW Local Government Act 1993.

The Mayor is entitled to receive a mayoral allowance, full private use of the Council's mayoral vehicle, office accommodation at the Town Hall with associated business equipment and reimbursement of reasonable

expenses incurred when attending functions or performing duties in the role of the Mayor.

The total amount of money expended during the year on mayoral fees and councillors' fees was \$455,381.

The total amount of money expended during the year on the provision of facilities and the payment of expenses to Councillors was \$62,346. This included:

- \$5,096 for Office Equipment facilities, including a mobile telephone, laptop computer and iPad;
- \$27,956 for internet services and phone charges, including telephone calls made from landline telephones installed in Councillors' homes, and calls made from mobile telephones provided by the Council;
- \$14,308 for the attendance of Councillors at conferences and seminars;
- \$14,986 for the training of Councillors and the provision of skill development for Councillors;
- Nil for interstate visits undertaken by councillors while representing the council;
- Nil for expenses of any person who accompanied a councillor in the performance of his or her civic functions; and
- Nil for expenses involved in the provision of care for a child to allow the councillor to undertake his or her civic functions.

There were a number of conferences, seminars and training courses that were cancelled due to COVID-19 throughout the year.

Overseas travel

To comply with clause 217(1)(a) of the Local Government (General) Regulation 2005, Council provides the following report on overseas travel arrangements of Councillors and staff funded by Council.

During 2020-21 no councillor or senior staff member travelled overseas on Council business.

Senior staff remuneration

To comply with clause 217 (1)(b) & (c) of the Local Government (General) Regulation 2005, Council provides the following statement of total remuneration of the General Manager and other Senior Staff.

The General Manager and the three Directors are the designated Senior Staff positions of Council.

The General Manager and senior staff were paid a total combined remuneration (including salary sacrifice, non-cash benefits and Fringe Benefits Tax) of \$1,416,420.

The breakdown of the remuneration package of the General Manager and other senior staff in 2020-21 is shown in the following table.

	GENERAL MANAGER CLAUSE 217 (1) (B) (\$)	SENIOR STAFF CLAUSE 217 (1) (C) (\$)
(i) Total value of the salary component of the package	389,396	878,141
(ii) Total amount of any bonus payments, performance payments or other payments made to them that do not form part of the salary components of their packages	0	0
(iii) Total amount payable by the council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor	24,983	74,949
(iv) Total value of any non-cash benefits for which they may have elected under the package	6,893	15,630
(v) Total amount payable by the council by way of fringe benefits tax for any such non-cash benefits	6,739	15,281

2.7 Financial contributions and donations

To comply with clause 217 (1)(a5) of the Local Government (General) Regulation 2005, Council provides the following report on contributions and donations to others.

During 2020-21, the Council provided a range of grants, donations and subsidies to individuals, community groups and non-profit organisations.

Community Investment Program

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

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

Community Connect

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

In 2020-21, a total of \$98,002 (in-kind venue hire included) was allocated through the Community Connect funding stream.

Community Creative

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

In 2020-21, a total of \$74,009 (in-kind venue hire included) was allocated through the Community Creative funding stream.

Community Partnerships

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

\$159,740 was granted for funding continuing projects and new applicants in the 2020-21 financial year.

Community Contributions

This stream seeks to leverage significant community partnerships and relationships to drive social change, inclusion, impact and results within the community. These are significant contributions into the community and managed through MOUs and have often been determined by council resolutions.

\$348,723 was granted through community contributions in the 2020-21 financial year.

Community Sustainable

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

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

In 2021, ten schools received a total of \$30,062 to progress a range of projects that will empower students and teach them that they can make a difference at their school and in their own spheres of influence beyond the school gate. Some of the projects included: creating bird and wildlife sanctuaries, expanding rainwater catchment capabilities, installing accessible garden beds, and building compost bays.

- Sustainability Rebates**
Randwick Council’s Sustainability Rebates program supports houses, units and businesses in Randwick to implement energy and water saving initiatives. As part of this program, properties in Randwick can receive up to \$2,000 in rebates for purchasing one of 12 sustainable products, which include rooftop solar, batteries, rainwater tanks, pool pumps, insulation, and more.

As at June 30, 2021, the program has provided 263 rebates to the cost of \$147,647. These rebates have leveraged \$1,488,374 from the community (more than 10 times Council’s expenditure) and resulted in 1,368 kW of rooftop solar installed (167 install), 16 battery installs, 30 homes insulated, 5 hot water systems, 29 homes upgraded to LEDs, and more. These installs are saving the community an estimated \$253,406 in energy and water bills per year.

Community Contingency (Mayor)

This stream provides the Mayor an opportunity to support local charities, emergency response events and fundraising campaigns at his discretion. In the 2020-21 financial year, a total of \$69,184 was allocated through the Community Contingency stream.

Subsidies

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

Affordable rental housing subsidies

Council has an affordable rental housing portfolio of 24 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.

Community facility subsidies

These are provided each year to support community not-for-profit organisations that operate for the benefit of residents. The subsidies include rental subsidies as well as capital works, and maintenance.

Council contributed more than \$1.45 million worth of rental subsidies to Community organisations over the past year. Service providers using Council owned buildings at a substantially reduced rent include baby health and childcare centres, kindergartens, the Historical Society, Learning Links, Housing NSW and Family Day Care.

We also subsidise the rent for services such as the four Surf lifesaving clubs, offshore boat rescue, Wylie’s Baths, bowling clubs, fishing clubs, croquet club, Surfing NSW, Randwick Golf Course, Randwick Botany Cycle Club, Eastern Suburbs Cycle Club, The Junction Neighbourhood Centre, Randwick Netball Association and Coogee Volleyball. The subsidies include capital works and maintenance of the buildings assets and building insurance.

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

Trade waste subsidies

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

Randwick NSW ClubGRANTS

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

In the 2020-21 financial year, a total of \$330,896 was allocated to not-for-profit and volunteer rescue organisations through the Randwick ClubGRANTS Scheme.

Details of the Council’s allocated grants, donations and subsidies for the 2020-21 financial year are summarised in the table below.

GRANTS, DONATIONS AND SUBSIDIES		2020-21 (\$)
Community Investment Program	Community Connect investment stream	98,002
	Community Creative investment stream	74,009
	Community Partnerships funding program	159,740
	Community Contributions (donations)	348,723
	Community Sustainable	177,709
	Community Contingency	69,184
	Total	927,367
Subsidies	Rental subsidies and maintenance	1,450,000
	Operational and capital subsidies to surf clubs and offshore rescue	150,000
	Total	1,600,000
Other financial assistance	Precinct committee funding	2,800
	Cultural and community grants program ¹	26,465
	NOX student grants	8,447
	3-Council regional environment program ²	145,000
	Total	182,712
TOTAL FUNDING		2,710,079

Notes:
1. This program no longer exists. It has been included in the table as some funds from previous years were rolled into the 2020-21 year.
2. This funding is for delivery of all projects under the 3-Council regional environment program.

2.8 Councillor meeting attendance record

Randwick City Council has 15 councillors. Randwick City Council elections were held in September 2017.

There were 11 Ordinary Council meetings held during 2020-21.

COUNCILLOR	NO. OF MEETINGS ATTENDED/NO. OF MEETINGS HELD
Cr Andrews	11/11
Cr Bowen	9/11
Cr Da Rocha	11/11
Cr D'Souza	11/11
Cr Hamilton	10/11
Cr Luxford	11/11
Cr Matson	11/11
Cr Neilson	11/11
Cr Parker	11/11
Cr Roberts	11/11
Cr Said	11/11
Cr Seng	9/11
Cr Shurey	8/11
Cr Stavrinou	10/11
Cr Veitch	11/11

There were three Extraordinary Council meetings held during 2020-21.

COUNCILLOR	NO. OF MEETINGS ATTENDED/NO. OF MEETINGS HELD
Cr Andrews	3/3
Cr Bowen	3/3
Cr Da Rocha	3/3
Cr D'Souza	3/3
Cr Hamilton	3/3
Cr Luxford	3/3
Cr Matson	3/3
Cr Neilson	3/3
Cr Parker	3/3

Cr Roberts	3/3
Cr Said	3/3
Cr Seng	1/3
Cr Shurey	2/3
Cr Stavrinou	2/3
Cr Veitch	3/3

2.9 Councillor professional development

To comply with clause 217(a1)(iia) and clause 186 of Local Government (General) Regulation 2005, Council provides the following report on the provision of induction training and professional development programs for the Mayor and Councillors.

During 2020-21 all 15 Councillors participated in ongoing professional development. Councillors took the opportunity to participate in over 20 different seminars, circulars and other professional development programs, including:

- Global Sustainability and Circular Economy Summit
- Improving Your Report Writing Workshop
- Local Government NSW Annual Conference
- Financial Issues in Local Government
- National Climate Emergency Summit
- LGNSW 2021 International Women's Day Networking Luncheon
- Directors' Breakfast
- Planning 101 for Councillors (now online)
- LGNSW Webinar Planning Forum (online)
- Company Directors course
- LGNSW Conference
- National General Assembly of Local Government
- Emotional Intelligence Workshop
- Stress Management Australia
- Emotional Intelligence e-Learning Workshop
- Destination & Visitor Economy Conference 2021
- Audit, Risk and Improvement Committee Training
- Understanding Local Government Finances for Councillors
- Internally organised – annual weekend workshop
- Internally organised – Councillor Briefing Sessions x 10

2.10 Privacy and access to information

Privacy Management Plan

The Privacy and Personal Information Protection Act 1998 (PPIPA) requires all councils to prepare a Privacy Management Plan outlining their policies and practices to ensure compliance with the requirements of that Act and the Health Records and Information Privacy Act 2002. The Council's Privacy Management Plan was updated in December 2020. The objective of our Privacy Management Plan is to inform:

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

Council's Privacy Management Plan reflects the NSW Information and Privacy Commission's September 2019 checklist.

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

Council received one (1) privacy complaint (an Internal Review application) during 2020-21. The application was referred to the Information and Privacy Commission (IPC). The IPC did not make any submissions on the matter.

Public Interest Disclosures Report for the period 1 July 2020 to 30 June 2021

To comply with section 31 of the Public Interest Disclosure Act 1994 and section 4 of the Public Interest Disclosure Regulation 2011, Council provides the following report on public interest disclosures.

Reporting Period: 1 July 2020 to 30 June 2021

No of public officials who made public interest disclosures to your public authority	0
No of public interest disclosures received by your public authority	0
Of public interest disclosures received, how many were primarily about:	
• Corrupt conduct	0
• Maladministration	0
• Serious and substantial waste	0
• Government information contravention	0
• Local government pecuniary interest contravention	0
No of public interest disclosures (received since 1 Jan 2012) that have been finalised in this reporting period	0
Have you established an internal reporting policy?	Yes
Has the head of your public authority taken action to meet their staff awareness obligations?	Yes
Staff have been made aware as follows:	
• Statement of Commitment from head of the organisation's internal reporting policy;	
• staff undertaking that they have read and understood organisation's internal reporting policy;	
• new staff provided training during induction;	
• email message from organisation head to all staff;	
• links on the Randwick City Council intranet, and	
• messages in staff payslips.	

Government Information (Public Access) Act 2009

To comply with section 7 & 125 of the Government Information (Public Access) Act 2009 (GIPA) and section 8 & schedule 2 of the Government Information (Public Access) Regulation 2009, Council provides the following report on public access to information held by Council.

Review of proactive release program - Clause 7(a) of the GIPA Act

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

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

- Employing an Access to Information Officer who deals with 1,200+ informal access to information requests each year. Wherever possible, Council deals with information requests informally and, for the ease of applicants, information is provided electronically (often via email attachments).
- Providing a dedicated Council document (Access to Information) page on Council's website with quick links to open access information.
- Adopting a comprehensive Information Guide, which is published on our webpage to assist residents to understand our information access processes and practices and to gain access to council information in the most efficient manner.
- Considering throughout the year those initiatives, developments or projects relevant to council that it wants the public to know about.
- Identifying and considering for release, information Council has produced or acquired since the last review.
- Reviewing Council's disclosure log to identify patterns or themes in the types of information sought.

During the reporting period, we reviewed this program by:

- Comprehensively reviewing our Information Guide to ensure it is in line with the Information & Privacy Commissioner's Guidelines and to better assist residents' understanding of our processes in relation to information access.
- Undertaking an analysis of the information Council releases both informally (via its Access to Information request process) and formally under the GIPA Act.
- Publishing redacted versions of our Annual Disclosure of Interests Returns following a comprehensive review of *IPC Guideline 1: For local councils on the disclosure of information (returns disclosing the interests of councillors and designated persons)*, and continuing to make the Returns available for viewing at our Customer Service Centre upon request.

Number of access applications received - Clause 7(b) of the GIPA Act

During the reporting period, Council received a total of 19 formal access applications (including withdrawn applications but not invalid applications). Of the 19 applications one was undetermined as at 30 June 2021 and one application was transferred to another agency to determine.

In addition, Council processed 1,405 Access to Information Requests (informal GIPA applications) during the reporting period.

Number of refused applications for Schedule 1 information - Clause 7(c) of the GIPA Act

During the reporting period, Council refused no (0) formal access applications.



Statistical information about access applications Clause 7(d) and Schedule 2

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

	ACCESS GRANTED IN FULL	ACCESS GRANTED IN PART	ACCESS REFUSED IN FULL	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICATION	REFUSE TO CONFIRM/DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN	TOTAL	% of TOTAL
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	0	0	0	0	0	0	0	0	0	0%
Not for profit organisation or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (application by legal representative)	8	0	0	1	0	0	0	0	9	53%
Members of the public (other)	7	1	0	0	0	0	0	0	8	47%
Total	15	1	0	1	0	0	0	0	17	
% of Total	88%	6%	0%	6%	0%	0%	0%	0%		

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

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

	ACCESS GRANTED IN FULL	ACCESS GRANTED IN PART	ACCESS REFUSED IN FULL	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICATION	REFUSE TO CONFIRM/DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN	TOTAL	% of TOTAL
Personal information applications ²	0	0	0	0	0	0	0	0	0	0%
Access Applications (other than personal information applications)	14	1	0	1	0	0	0	0	16	94%
Access applications that are partly personal information applications and partly other	1	0	0	0	0	0	0	0	1	6%
Total	15	1	0	1	0	0	0	0	17	
% of Total	88%	6%	0%	6%	0%	0%	0%	0%		

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

Table C: Invalid applications

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

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

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

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

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

	NUMBER OF TIMES CONSIDERATION USED ³	% OF TOTAL
Responsible and effective government	1	25%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	0	0%
Business interests of agencies and other persons	1	25%
Environment, culture, economy and general matters	1	25%
Secrecy provisions	1	25%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	4	

Table F: Timeliness

	NO OF APPLICATIONS	% OF TOTAL
Decided within the statutory timeframe (20 days plus any extensions)	18	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
Total	18	

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

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

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

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

Table I: Applications transferred to other agencies

	NUMBER OF APPLICATIONS TRANSFERRED	
Agency-Initiated Transfers	1	100%
Applicant-Initiated Transfers	0	0%
Total	1	



2.11 The Council’s business functions

Competitive neutrality complaints

A specific category in Council’s Complaints Management System was established in 1996 to deal with complaints on competitive neutrality. During 2020-21, no complaints relating to competitive neutrality were received.

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

Companies controlled by the Council

To comply with clause 217 (1)(a7) of the Local Government (General) Regulation 2005, Council provides the following report on controlling interests held in other organisations.

The Council did not hold a controlling interest in any company during 2020-21.

Partnerships, cooperatives or joint ventures with the Council

To comply with clause 217 (1)(a8) of the Local Government (General) Regulation 2005, Council provides the following report on partnerships with other organisations.

The Council is a member of Statewide Mutual, a NSW Local Government Mutual Liability Scheme. The Council is a member of five Statewide Schemes: The Statewide Mutual Liability Scheme, Statewide Mutual Fidelity Guarantee Scheme, Statewide Mutual Property Scheme,

Councillors and Officers Liability Scheme and the Motor Vehicle Scheme.

Statewide is formed by more than 118 councils and council authorities in NSW.

Council has entered into a Public Private Partnership (PPP) with South Sydney District Rugby League Football Club (the “Rabbitohs”) for the construction of the Community High Performance Centre (CHPC), an elite, world class training facility for the Rabbitohs’ playing squad, coaching staff, administration staff and Souths Cares (the Rabbitohs’ charity organisation), as part of the Heffron Centre development in Heffron Park, Maroubra.

2.12 Functions delegated by the Council

To comply with clause 217 (1)(a6) of the Local Government (General) Regulation 2005, Council provides the following report on functions delegated to others.

No functions were delegated to any external body during 2020-21.

2.13 Rates and charges written off

To comply with clause 132 of the Local Government (General) Regulation 2005, Council is required to report on rates and charges written off. The following statement is provided.

In accordance with the requirement specified under the Local Government (General) Regulation 2005 (Rates and Charges), the following table details the rates and charges written off.

RATES AND CHARGES	2018-19	2019-20	2020-21
Pensioner rates rebates (State mandatory)	\$757,654	\$742,696	\$731,287
Pensioner domestic waste service rebates (State mandatory)	\$365,802	\$350,660	\$344,392
Pensioner rebate (Council additional voluntary)	\$339,881	\$445,950*	\$441,750
Postponed rates	\$5,652	\$5,860	\$6,068
Postponed interest	\$2,821	\$2,759	\$2,604
Write off small balances	-	\$3,156	-
TOTAL	\$1,503,012	\$1,551,081	\$1,526,101

* Pensioner rebate for 2019-20 has been corrected. The previously reported figure did not include the new rebate introduced in 2019-20 with the continuation of the Environmental Levy.

2.14 Special variation to rates

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 (LTFP) includes two special variation approvals from IPART – the Our Community Our Future 3-year permanent increase and the Environmental Levy 5-year temporary increase.

Special variations are approved increases to rates above the amount of the annual rate-peg. Special variations are the result of a demonstrated financial need, a robust conversation with the community and a rigorous assessment by the Independent Pricing and Regulatory Tribunal (IPART).

In 2020-21 Randwick ratepayers were subject to the third and final year increase of the 3-year Our Community our Future special variation (5.52 per cent increase), as well as the second of a further five year continuation of the successful Environmental Levy that previously existed.

Special variation income must be spent for the purposes it was obtained as per the conditions of IPART’s approval.

Environmental Levy

The Environmental Levy is a special variation that has been in place since 2004-05, funding our Sustaining our City initiative for the past 17 years. Over that time, the initiative has led the way our community has responded to the important environmental issues facing us today; such as coastal protection, conserving resources, waste, protecting biodiversity, and community engagement.

The Environmental Levy special variation is known as a temporary special variation, which means that the Levy is introduced and paid for a period of 5 years before it must be removed (expired) from the Council’s rate base. The temporary 5-year Levy has been continued on four occasions with support from the Randwick City community and IPART on each occasion.

The 2020-21 financial year was the first year of the Environmental Levy special variation approved by IPART in May 2019. The levy will expire 30 June 2024.

Environmental Levy expenditure 2020-21 - IPART Approval II. (a)

For 2020-21, Council adopted an Operational Plan and Annual Budget that incorporated a number of projects in keeping with the major elements and the proposed

program of works that was approved as part of the Environmental Levy Special Rate Variation (SRV).

The table on the opposite page details the 2020-21 Proposed Program expenditure (as detailed in the IPART’s determination of Council’s SRV application) and the actual program of expenditure that was funded through the SRV.

Environmental Levy significant differences 2020-21 - IPART Approval II. (b)

The reasons for differences between the 2020-21 Proposed Program expenditure and the actual 2020-21 expenditure include:

Administration Costs

A number of administrative budget allocations were impacted by COVID-19 restrictions and remained underspent for the year.

Gross Pollutant Traps

A new GPT at Maroubra was constructed as part of the Maroubra beach stormwater harvesting and re-use system (see comments under Open Space Water Conservation Works below). As a result, some of the budget assigned to ‘Gross Pollutants Traps’ was reallocated to the ‘Water conservation program’.

Coastal Walkway

The outstanding sections of the coastal walkway are located on land that is not directly managed by Council. The negotiation and investigations associated with these sections are ongoing and often protracted. Upon resolution of the route and design concepts, detailed construction documentation will be prepared and budget allocations spent.

Open Space Water Conservation Works

Construction of the 2 million litre underground stormwater harvesting and re-use project at Maroubra Beach was brought forward, partially due to its ability to continue throughout the COVID-19 period. Additional funds were allocated from Council’s environmental levy for this construction, the largest such stormwater re-use project undertaken in Randwick. These additional funds enabled the project to be completed this financial year with its commissioning in March 2021.

Environmental Levy outcomes achieved 2020-21 - IPART Approval II. (c)

Some of the key outcomes achieved through the Environmental Levy included:

Water Savings projects

Over the 2020-21 financial year we saved just under 200 million litres of potable water across Council operations, which equates to financial savings in the order of

Environmental Levy expenditure 2020-21

2020-21 PROPOSED EXPENDITURE AS PER IPART APPLICATION			2020-21 ACTUAL EXPENDITURE	
CATEGORY	PROJECT / SERVICE ALLOCATION	\$	PROJECT / SERVICE ALLOCATION	\$
Operating expenditure	Funding for operating expenditures to maintain current service levels	2,848,000	Administration	1,384,345
			Biodiversity	190,550
			Tree Planting	124,217
			Community Education	320,656
			3-Council regional environment program (formerly Ecological Footprint Project)	145,000
Capital expenditure	Energy Efficiency Program	276,000	Energy Efficiency Program (Climate Change)*	282,385
	Gross Pollutant Traps	133,000	GPT Upgrade Works	20,760
	Coastal Walkway	970,000	Coastal Walkway	16,320
	Water Conservation Program	620,000	Open Space Water Conservation Works	2,206,227
	Energy Program	35,000	Bicycle Route Construction	16,466
			Sustainability Collection	2,951
	TOTAL		4,882,000	4,709,877

¹ Whilst this program is identified as a capital expenditure in the Levy, Council’s financial records have included it as an operational expense because the program includes works on assets that do not belong to Council.

\$500,000. These savings were down from the previous year, primarily due to the cooler temperatures and lower demand over the COVID-19 lockdown.

As mentioned above, the Maroubra stormwater harvesting and re-use project was completed this financial year, with operations commencing in March 2021. An additional smaller stormwater harvesting and re-use system was completed at the same time during the remediation of nearby Purcell Park. These two sites alone will add a further 50 million litres of potable water savings annually to Council’s total savings.

Energy Conservation

Energy saving initiatives continued to increase across Council.

Lighting upgrades have been completed across 25 different Council locations, with more than 2,300 lights being changed to energy efficient LED lights. Cost savings will pay for the installation within approximately

14 months and subsequently generate annual cost savings of around \$140,000. The lighting upgrades will reduce Council’s annual greenhouse emissions by as much as 8%.

Council’s streetlighting upgrade by Ausgrid has resulted in the changeover of around 3,500 streetlights to LED technology which will further reduce our annual carbon emissions.

Renewable energy and energy efficiency programs are also showing positive results for Council with overall emissions down from almost 15,000 tonnes annually to around 10,000 tonnes (includes scopes 1, 2 and 3 emissions as required for public disclosure under Climate Active).

For the third year, Randwick remains one of the few local Councils in NSW accredited for offsetting its remaining greenhouse emissions through the Commonwealth Government’s Climate Active program (formerly the National Carbon Offset Standard).

Community Engagement and Partnerships

Community engagement, education and partnerships have been consolidated through the adoption of Randwick's new Environment Strategy. With overarching principles in the strategy for partnering and informing, many of the new Strategy's strategic approaches place a heavy emphasis on ensuring sustainability initiatives and environmental improvements involve community partners, including residents, local businesses, schools and visitors to our City.

Even with the impacts of COVID-19 disrupting so many activities, Council continued to engage, facilitate and support the take-up of sustainability actions and solutions across the City.

- Our flagship environmental event, Eco Living, became an on-line event enabling attendees to participate in workshops, presentations and a specially developed speaker series.
- Our popular Marine and Coastal Discovery program was able to run in January and April with more than 1300 people engaging in activities to learn and discover more about the unique coastal and marine environment we have in Randwick.
- The Randwick Community Centre, home to our purpose-built sustainability education 'hub', hosted a range of community programs and events including the NOX sculpture exhibition and Twilight Concerts.
- Our PermaBee volunteers were able to return for a portion of the 2020-21 year, undertaking online courses and workshops when necessary, as well as continuing with socially distanced volunteering at the sustainability education hub.
- In 2020-21, our ongoing 12-year regional environmental collaboration with Waverley and Woollahra Councils delivered successful and ongoing programs including: Compost Revolution; Solar My Schools; Solar My Club; and the 3-Council public electric vehicle charging network.

Many of these initiatives continue to gain recognition in various NSW and national environment awards. Please refer to page 118 for more details on awards received in 2020-21.

Actual v. projected operating result 2020-21 - IPART Approval II. (d)

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

	2020-21 Projected (original) (\$000)	2020-21 Actuals (\$000)	Difference (\$000)
Total revenue	172,460	174,824	2,364
Total expenses	159,515	166,917	7,402
Operating result from continuing operations	12,945	7,907	-5,038
Net operating result before capital grants and contributions	8,127	1,241	-6,886

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

Actual v. projected operating result significant differences 2020-21 - IPART Approval II. (e)

A significant difference in the operating result is recorded for 2020-21 in comparison to the projected 2019-2029 LTFP figures that were included in the original special rate variation to IPART back in 2018-19.

Increase in Expenses

The primary increases in expenses relate to an increase in the Emergency Services Levy and increases in employee costs associated with rising workers compensation premiums.

Impact of COVID-19

As a result of the coronavirus pandemic, council's operations were impacted significantly. This included restricted operation of Council facilities, including the Des Renford Leisure Centre.

These restricted operations, combined with costs of modifying services to ensure business continuity, resulted in some reduced revenues and increased costs for the 2020-21 financial year. In addition, to support our community, Council continued its pre-adopted \$2.3 million support package, with \$916,244 in support being provided in 2020-21.

Impacts of asset revaluation

In 2020-21, infrastructure asset revaluation resulted in an increase in asset depreciation. This appears as an additional expense in our operating results.

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

Our financial statements show significant losses due to disposal of infrastructure assets. These losses include the residual value of assets that were renewed or replaced and reflects the large number of capital renewal projects completed in the 2020-21 financial year.

Our Community Our Future Special Rate Variation

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

Some projects included in the Our Community Our Future Program are carried over from the former Buildings for our Community Program which commenced in 2010 and concluded in 2018.

Council engaged with the community in December 2017 and January 2018, presenting a package of works and services and a range of funding models. Of the almost 6,000 survey responses Council received, 49 per cent backed Council's preferred rate increase option (including the use of significant borrowings for major capital works), 29 per cent supported a smaller increase while 22 per cent supported the minimal rate-peg increase.

IPART approved Council's special variation application in May 2018, for a 10-year expenditure program with rates increases for the first three years from 1 July 2018.

2020-21 was the final year of the OCOF rates increases.

These rates increases will now remain part of Council's rate base permanently.

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	2.6	2.92	5.52

To offset the impact of the above rates increases on pensioners, Council also introduced an additional \$75 rebate for eligible pensioners in 2018-19. This additional rebate is fully funded by Council and is not reimbursed or co-funded by the State Government.

Our Community Our Future major elements

The Our Community Our Future package of projects and services consists of the following major elements:

- Anti-terrorism measures to make public places safer as required by the Federal Government,
- An upgrade to the La Perouse Museum,

- Addressing domestic violence through innovative strategies to provide more housing options for those exiting domestic violence and provide dedicated outreach workers,
- Undergrounding of powerlines to increase street tree planting opportunities,
- Providing for an arts and cultural centre,
- Upgrading the Randwick Literary Institute,
- Building a new indoor sports centre and gymnastics centre at Heffron Park - Maroubra,
- Evolving and implementing Council's digital strategy, and
- Various park, community building and public toilet upgrades.

Our Community Our Future expenditure 2020-21 - IPART Approval II. (a) & (c)

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

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

A detailed breakdown of proposed Our Community Our Future (OCOF) expenditure over each of the 10 years was included in Council's application to IPART, and this breakdown now forms part of the IPART approval. Where there is significant variation between the proposed and actual expenditure in any year, Council is required to provide the reasons.

The table on the following pages shows the proposed 2020-21 expenditure compared to the actual 2020-21 expenditure as well as the outcomes achieved by each project/service funded through the SRV. The table shows that whilst spend remained consistent with the OCOF objective of providing significant capital works and maintaining existing service levels, some of the proposed expenditure was reallocated and/or delayed due to re-prioritisation of works and the impact of COVID-19. Council allocated approximately \$0.9 million of the SRV income towards the COVID-19 Community Support Package.

Further discussion on the reasons for the key differences between the proposed and actual expenditure is provided on page 104.

Notwithstanding these differences, the key projects/ services listed under the 2020-21 actual expenditure are in keeping with the major elements and the proposed program of works that was approved as part of the SVR.

Our Community Our Future expenditure 2020-21

2020-21 PROPOSED EXPENDITURE AS PER IPART APPLICATION			ACTUAL EXPENDITURE		OBJECTIVE OF PROJECT/SERVICE	CITY PLAN OUTCOME ACHIEVED
Category	Project/service allocation	Costs	Project/ service allocation	Costs		
Operating expenditure	Loan Interest Expense	1,147,156	Loan Interest Expense	1,147,156	Transferred to reserves (refer to comments under 'Loan Repayments')	
	Existing Council Service Levels	2,076,231	Existing Council Service Levels	2,076,231	Maintain service levels	A liveable city
			COVID-19 Community Support Package	916,244	Waiver fees and rates to support businesses/ community	A strong local economy
Capital expenditure	Digital strategy	1,500,000	IMT Smart & Secure City Program	20,298	Provide infrastructure to activate beaches and other precincts in the City as part of the open space program.	Leadership in sustainability
			IMT Technology System Capital Equipments and Operations Program	1,441,480	Investment in technological infrastructure for service excellence and reliability	Leadership in sustainability
			IMT Applications Portfolio Program, including HR Management System	130,024	IMT program implementation, including improvements to HR/payroll efficiency and capacity	Leadership in sustainability
			Staff Collaboration & Reporting	2,000	Provision of new staff collaboration platform with access to all Council policies, procedures and guidelines to support internal decision making.	Leadership in sustainability
	Anti-terrorism obligations	2,000,000	Anti-Terrorism Measures	220,048	To be a safer city	A liveable city
			Property & Security Infrastructure	112,385	Provision of CCTV systems throughout the city	Leadership in sustainability

2020-21 PROPOSED EXPENDITURE AS PER IPART APPLICATION			ACTUAL EXPENDITURE		OBJECTIVE OF PROJECT/SERVICE	CITY PLAN OUTCOME ACHIEVED
Category	Project/service allocation	Costs	Project/ service allocation	Costs		
Capital expenditure (cont.)	Major projects	1,000,902	Undergrounding powerlines	135,115	Improve streetscape	A liveable city
			Coogee Surf Club Refurbishment	873,308	New and upgraded community facilities that are multipurpose and in accessible locations	A vibrant and diverse community
			Yarra Bay Bicentennial Park Amenities	100,000	New and upgraded community facilities that are multipurpose and in accessible locations	A vibrant and diverse community
			Coogee Oval Grandstand and Amenities	550,000	New and upgraded community facilities that are multipurpose and in accessible locations	A vibrant and diverse community
Loan repayments	Loan principal repayments	1,388,268	Loan Principal Repayments	1,388,268	Transferred to reserves (refer to comments under 'Loan Repayments')	
TOTAL		9,112,557	9,112,557			



Our Community Our Future significant differences 2020-21 - IPART Approval II. (b)

Reasons for differences between the 2020-21 Proposed Program expenditure and the actual 2020-21 expenditure include:

COVID-19 pandemic Community Support Package

In response to the pandemic, Council adopted a Community Support package aimed at building business and community resilience and providing financial assistance measures to ratepayers. While the pandemic could not be foreseen within Council's long term financial planning, to ensure leadership and support, prioritisation of funds to assist our community through this difficult period was prudent to ensure resilience.

Loan Repayments

Loan funds not yet drawn down. Initial borrowings in association with the Heffron Centre project are anticipated in 2021-22. This expense will still be incurred and is a timing difference rather than a savings. A reserve has been created to hold the funds for this purpose.



Anti-terrorism Measures

Anti-terrorism measures were incorporated as a key design element in all capital works projects where appropriate. Therefore, expenditure was spread across multiple projects.

Major Projects Capital Expenditure Program

In 2020-21, Council embarked on an ambitious capital works program as part of our COVID recovery plan. This brought forward completion of some capital projects ahead of the original projected plan.



Actual v. projected operating result 2020-21 - IPART Approval II. (d)

The table below details the Council's actual revenues, expenses and operating balance against the projected figures included in the original Special Rate Variation application to IPART in 2017-18:

	2020-21 PROJECTED (ORIGINAL) (\$000)	2020-21 ACTUALS (\$000)	DIFFERENCE (\$000)
Total revenue	164,981	174,824	9,843
Total expenses	154,039	166,917	12,878
Operating result from continuing operations	10,942	7,907	-3,035
Net operating result before capital grants and contributions	5,734	1,241	-4,493

Note: The projected figures are those included in the original Special Rate Variation application to IPART in 2017-18

Actual v. projected operating result significant differences 2020-21 - IPART Approval II. (e)

A significant difference in the operating result was recorded for 2020-21 in comparison to the projected figures that were included in the original special rate variation to IPART back in 2017-18. The reasons for this difference are discussed below:

IPART approved 5 year extension to the Environmental Levy

2020-21 was the second year of a further 5 year extension to the award winning Environmental Levy

funded Sustaining Our City program. This has increased both the revenue and expenses compared to the Long Term Financial Plan (LTFP) projections that were included in the original Our Community Our Future Special Rate Variation application to IPART which did not assume the continuation of the Environmental Levy

Impact of COVID-19

As a result of the coronavirus pandemic, council's operations were impacted significantly. This included restricted operation of Council facilities, including the Des Renford Leisure Centre.

These restricted operations, combined with costs of modifying services to ensure business continuity, resulted in some reduced revenues and increased costs for the 2020-21 financial year. In addition, to support our community, Council continued its pre-adopted \$2.3 million support package, with \$916,244 in support being provided in 2020-21.

Impacts of asset revaluation

In 2020-21, infrastructure asset revaluation resulted in an increase in asset depreciation. This appears as an additional expense in our operating results.

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

Our financial statements show significant losses due to disposal of infrastructure assets. These losses include the residual value of assets that were renewed or replaced and reflects the large number of capital renewal projects completed in the 2020-21 financial year.



2.15 Stormwater Management Service Charge

To comply with clause 217 (1)(e) of the Local Government (General) Regulation 2005, Council is required to report on the application of revenue received from Stormwater Levy charges. The following statement is provided:

Randwick City Council continued with the Stormwater Management Service Charge in the 2020-21 financial year. The purpose of the charge is to establish a sustainable funding source aimed solely at providing for improved stormwater management across Randwick City.

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

- minimising stormwater impacts on aquatic ecosystems;
- minimising flooding impacts, and
- utilising stormwater as a water resource.

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

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

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



2020-21 Drainage Program

Drainage Capital Works Program	2020-21 Original Budget (\$)	2020-21 Actual Expenditure (\$)	Value of Work Underway	Comment
Floodplain Management	250,000	122,567	93,306	Birds Gully and Bunnerong Road Catchment FRMSP and South LGA Flood Study
Drainage Data Collection and CCTV	133,000	33,244	76,776	Data collection for condition assessment is ongoing
GPT Rehabilitation Program	370,000	166,704	142,534	New GPT at La Perouse and upgrades to existing GPTS - Access and safety improvements
Pipe Relining Works - Various sites	200,000	345,142	0	- Dolphin Street, Coogee - 172-180 Clovelly Road, Randwick - 52 Eastern Avenue, Kingsford - 132 Cottenham Avenue, Kingsford - 36 Marcel Avenue, Randwick - Wentwork Lane, Randwick
Drainage Improvement Program - Minor Works	420,000	272,786	119,563	Apsley Avenue & Hayward Street, Kingsford New pits and drainage pipes
				Carrington Road, Coogee - Coogee St to Dolphin St New pits and pipeline
				58 Cooper Street, Maroubra Minor drainage upgrades
				9-9C Borrodale Road, Kensington Minor drainage upgrades to address localised flooding
				8 Coogee Street, Randwick Minor drainage upgrades to address localised flooding
				36 Marcel Avenue, Randwick Minor drainage upgrades
				Bilga Crescent, Malabar Subsoil drainage investigation
				Shepherd Street, Maroubra Replacement of pits and pipes
				Oberon Street, Coogee New culvert to increase capacity
				Upper Dolphin Street, Coogee Feasibility Study
				Barker Street, Randwick - Kennedy St to Willis St Kerb and gutter works to address localised ponding and control overland flow path
				Coogee Beach - South Outlet Upgrade of outlet headwall to direct stormwater away from the ocean pool
Total	1,373,000	940,443	432,179	

2.16 Legal proceedings

To comply with clause 217(1)(a3) of the Local Government (General) Regulation 2005, Council provides the following report on legal proceedings paid during 2020-21.

DEVELOPMENT APPLICATION MATTERS	COURT	COSTS PAID IN 2020-21 (\$)	COSTS RECOVERED IN 2020-21 (\$)	STATUS / OUTCOME
119 Garden Street, Maroubra	Land and Environment Court	3,771	0	S34 Agreement Reached
30 Beach Street, Coogee	Land and Environment Court	747	9,090.91	S34 Agreement Reached
20 Glen Avenue, Randwick	Land and Environment Court	9,322	0	S34 Agreement Reached
119 Boundary Street, Clovelly	Land and Environment Court	1,159	0	Appeal Upheld
300 Clovelly Road, Clovelly	Land and Environment Court	5,139	0	S34 Agreement Reached
40 Creer Street, Randwick	Land and Environment Court	2,458	0	Appeal Upheld
30 Middle Street, Kingsford	Land and Environment Court	18,823	1,303.00	S34 Agreement Reached
45-51W Burnie Street, Clovelly	Land and Environment Court	719	22,734.00	Appeal Dismissed
14 Borrodale Road, Kingsford	Land and Environment Court	0	5,000.00	S34 Agreement Reached
18-26 Ascot Street, Kensington	Land and Environment Court	21,039	0	S34 Agreement Reached
117 Alison Road, Randwick	Land and Environment Court	5,613	6,363.64	S34 Agreement Reached
28 Gardeners Road, Kingsford	Land and Environment Court	34,398	0	Appeal Dismissed
20 Marine Parade, Maroubra	Land and Environment Court	33,574	0	S34 Agreement Reached
41 Robey Street, Maroubra	Land and Environment Court	23,705	0	Appeal Upheld
285 Malabar Road, Maroubra	Land and Environment Court	20,993	0	S34 Agreement Reached
43-45 Doncaster Avenue, Kensington	Land and Environment Court	25,060	0	S34 Agreement Reached
84-86 Perry Street, Matraville	Land and Environment Court	35,255	0	Appeal Upheld
38 Bond Street, Maroubra	Land and Environment Court	22,735	0	Appeal Upheld

DEVELOPMENT APPLICATION MATTERS	COURT	COSTS PAID IN 2020-21 (\$)	COSTS RECOVERED IN 2020-21 (\$)	STATUS / OUTCOME
31-33 Melrose Parade, Clovelly	Land and Environment Court	41,844	0	Appeal Upheld
24 Alexandria Parade, South Coogee	Land and Environment Court	30,635	0	S34 Agreement Reached
10 See Street, Kingsford	Land and Environment Court	11,405	0	S34 Agreement Reached
25 Knox Street, Clovelly	Land and Environment Court	4,200	0	S34 Agreement Reached
190-192 Carrington Road, Randwick	Land and Environment Court	9,000	0	Appeal Upheld
18-20 Surfside Avenue, Clovelly	Land and Environment Court	11,655	0	S34 Agreement Reached
8 Clyde Street, Randwick	Land and Environment Court	45,309	0	Ongoing
36-38 Jennings Street, Matraville	Land and Environment Court	26,063	0	Appeal Upheld
137 Barker Street, Randwick	Land and Environment Court	12,665	0	S34 Agreement Reached
171 Todman Ave, Kensington	Land and Environment Court	2,450	0	S34 Agreement Reached
111-125 Anzac Parade & 112 Todman Avenue, Kingsford	Land and Environment Court	38,707	0	S34 Agreement Reached
391-397A Anzac Parade, Kingsford	Land and Environment Court	41,002	0	S34 Agreement Reached
182-184 Anzac Parade, Kensington	Land and Environment Court	42,371	0	S34 Agreement Reached
172-180 Anzac Parade & 116R Todman Avenue, Kensington	Land and Environment Court	25,272	0	S34 Agreement Reached
191 Carrington Road, Coogee	Land and Environment Court	18,727	0	Ongoing
159 Duncan Street, Maroubra	Land and Environment Court	10,909	0	S34 Agreement Reached
1249 Anzac Pde, Chifley	Land and Environment Court	8,400	0	Appeal Dismissed

DEVELOPMENT APPLICATION MATTERS	COURT	COSTS PAID IN 2020-21 (\$)	COSTS RECOVERED IN 2020-21 (\$)	STATUS / OUTCOME
89 Mons Avenue, Maroubra	Land and Environment Court	20,250	0	Appeal Upheld
137-151 Anzac Pde, Kensington	Land and Environment Court	21,630	15,000.00	Ongoing
27 Adams Avenue, Malabar (DA/320/2020)	Land and Environment Court	5,500	0	Appeal Dismissed
23 Belmore Road, Randwick	Land and Environment Court	2,295	0	Ongoing
27 Adams Avenue, Malabar (DA/716/2020)	Land and Environment Court	48,317	0	Appeal Dismissed
31-41 Anzac Pde, Kensington	Land and Environment Court	25,475	0	Ongoing
166 Mount Street, Coogee	Land and Environment Court	7,410	0	Ongoing
305 Anzac Parade, Kingsford	Land and Environment Court	6,723	0	Ongoing
190-192 Oberon Street, Coogee	Land and Environment Court	9,472	0	Appeal Upheld
74 St Marks Rd, Randwick	Land and Environment Court	10,285	0	S34 Agreement Reached
4 Llanfoyst Street, Randwick	Land and Environment Court	3,563	0	Ongoing
3 Llanfoyst Street, Randwick	Land and Environment Court	3,563	0	Ongoing
13 Houston Road, Kensington	Land and Environment Court	2,210	0	Ongoing
177-197 Anzac Parade, Kensington	Land and Environment Court	10,112	0	Ongoing
21-23 Willis Street, Kingsford	Land and Environment Court	2,781	0	Ongoing
5-7 Forsyth Street, Kingsford	Land and Environment Court	5,639	0	Ongoing
22-28 Gardeners Rd, Kingsford	Land and Environment Court	0	6,818.18	Appeal Dismissed
TOTAL (Development Assessment)		830,347	66,309.73	

STRATEGIC PLANNING MATTERS	COURT	COSTS PAID IN 2020-21 (\$)	COSTS RECOVERED IN 2020-21 (\$)	STATUS / OUTCOME
11 and 13 Abbotford Street, Kensington	Land and Environment Court	7,315	-	Ongoing
TOTAL (Strategic Planning)		7,315	-	

REGULAR MATTERS	COURT	COSTS PAID IN 2020-21 (\$)	COSTS RECOVERED IN 2020-21 (\$)	STATUS / OUTCOME
23 Harbourne Road, Kingsford	Land and Environment Court	37,582.38	-	Ongoing
2 Glenwood Avenue, Coogee	Local Court	5,044.40	-	Finalised. Withdrawn
Unauthorised Mobile Food Vending (Mobile Vending Approval No. MFV04-2020)	Local Court	1,000	-	Hearing set down for 3 May 2022
Class 2 Appeals – Local Government Act (Mobile Vending Approval No. MFV04-2020)	Land and Environment Court	1,642	-	Discontinued by Applicant
Class 2 Appeals – Local Government Act (Mobile Vending Approval No. MFV-I-2-3/2020)	Land and Environment Court	1,642	-	Discontinued by Applicant
Pollute Waters – POEO Act	Local Court	3,966.52	-	Conviction
Parking Offence (Court elected Penalty Notice) – Road Rules 2014	Local Court	900.68	-	Conviction
Dog not under effective control – Companion Animals Act	Local Court	1,330.45	-	Dismissed
TOTAL (Regulatory)		53,108.43	-	

2.17 Contracts awarded exceeding \$150,000

To comply with clause 217 (1)(a2) of the Local Government (General) Regulation 2005, Council provides the following table that includes details of each contract awarded by Council during the 2020-21 financial year other than employment contracts and contracts less than \$150,000.

DESCRIPTION OF CONTRACT	CONTRACTORS	AWARDED AMOUNT (INCLUDING GST)
Waste Collection Services (FOGO)	Cleanaway Pty Ltd	\$103,182,486
Yarra Bay Amenities	SDL Project Solutions Pty Ltd	\$985,373
Malabar Junction Amenities	SDL Project Solutions Pty Ltd	\$573,452
Human Resource Management System (HRMS) Ceridian Australia	Ceridian Australia Pty Ltd	\$1,137,191
Coogee Oval Grandstand and Amenities	Xenia Constructions (NSW) Pty Ltd	\$1,146,181
Supply, Install, remove old and maintain Gymnasium Equipment	Technogym Australia Pty Ltd	\$274,715
Pioneers Park Sporting Fields Redevelopment	Polytan Asia Pacific Pty Ltd	\$2,389,176
Supply of Nursery Plants and Related Stock	Alpine Nurseries Sales Pty Limited Andreasens Green (NSW) Pty Ltd Green Corp Group Pty Ltd T/A Plantmark	Schedule of Rates



2.18 Planning Agreements

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

Council maintains a register of all Planning Agreements, detailing the Voluntary Planning Agreements (VPAs) negotiated and executed under the Council's Planning Agreements Policy. Council's Policy was adopted in 2007, and is consistent with the requirements of the Environmental Planning and Assessment Act 1979. This register is available to view at Council's Customer Service Centre.

As at end June 2021 one voluntary planning agreement had been entered into.

2.19 Land management

To comply with clause 217 (1)(a4) of the Local Government (General) Regulation 2005, Council provides the following report on work undertaken by Council on private property that has been fully or partly subsidised by the council.

Private land

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

Bush fire hazard reduction

Randwick City is in the Sydney metropolitan area and has no separate Bush Fire Service Unit. The combat agent for bush fires in Randwick is Fire and Rescue NSW, which has three stations located at Randwick, Maroubra and Matraville. Other nearby stations are Mascot, Alexandria, Bondi and Woollahra.

The National Parks and Wildlife Service has trained combat teams for fire outbreaks in National Parks such as Kamay Botany Bay. Randwick City is considered a low risk area for bush fire hazards.

The Council's Open Space Services staff keep the grassed areas under control, reducing the risk of bush fires. The Department of Lands maintains fire hazard control over coastal areas.

The National Parks and Wildlife Service recently carried out a reduction burn to the Malabar Headland National Park.





2.20 Companion animal management

To comply with clause 217 (1)(f) of the Local Government (General) Regulation 2005, Council provides the following statement on Companion Animal Management.

Throughout 2020-21 Council continued to undertake a number of companion animal community education programs and worked closely with other agencies such as RSPCA, Local Vets, Housing NSW and NSW Police, to ensure compliance with current regulations with respect to responsible dog and cat ownership.

Council promoted companion animal matters and responsible dog ownership through local media and community events and provided brochures and other information and advice regarding companion animal matters. Information posters were displayed in Council’s libraries and customer service areas.

Council actively promoted dog and cat desexing programs such as the National Desexing Month and our own Health Pet Day. For our Health Pet Day we partnered with the RSPCA and The Junction Community Centre to provide a free medical health check and microchipping to over 80 vulnerable people who own companion animals in the South Coogee area.

The pound that Council uses has a no-kill policy and dogs and cats were re-homed/fostered when appropriate.

Throughout Randwick City there are 14 off-leash dog exercise areas, each providing dog “poo” bags and disposal bins.

Council’s Rangers routinely undertake patrols within the City to ensure compliance with the regulations of the NSW Companion Animals Act 1998 and where appropriate, undertake regulatory action.

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

During 2020-21, Council’s Rangers responded to and actioned 1391 customer service requests and enquiries relating to dogs and cats and issued 498 penalty notices in relation to breaches of the Act.

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

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

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

2.21 Swimming pool inspections

To comply with Section 22F(2) of the Swimming Pools Act 1992 and Clause 23 of the Swimming Pools Regulation 2018, Council provides the following information regarding swimming pool inspections undertaken in the 2020-21 financial year.

TYPE OF INSPECTION	NO. OF INSPECTIONS
Tourist and visitor accommodation	2
Premises with more than two dwellings	51
Residential premises	114

COMPLIANCE CERTIFICATES	NO. OF INSPECTIONS
Certificates of compliance issued (Section 22D)	18
Certificates of non-compliance issued (Clause 21)	3

2.22 Coastal protection services

To comply with Clause 217 (1)(e1) of the Local Government (General) Regulation 2005, Council is required to report on any charge levied for Coastal Protection Services. The following statement is provided.

The requirement to report on Coastal protection services does not apply as Randwick City Council does not levy an annual charge for coastal protection services. However, Council undertakes a number of initiatives to protect our 29 kilometres of coastline such as conducting educational activities that focus on the protection and preservation of the coastal environment, the construction and maintenance of the Coastal Walkway linking eight beaches and the protection of sand dune habitats.



2.23 Council assets

To comply with legislative asset reporting requirements, Council provides the following report on the condition of its assets as at 30 June 2021.

Council has developed Asset Management Plans that form part of the Resourcing Strategy within the Integrated Planning and Reporting process. The plans include modelling asset lifecycle costs based on service levels and desired asset condition.

Information on condition, estimated cost to bring each asset class up to a satisfactory standard and annual maintenance requirements as at 30 June 2021 is provided in **Special Schedule 7**

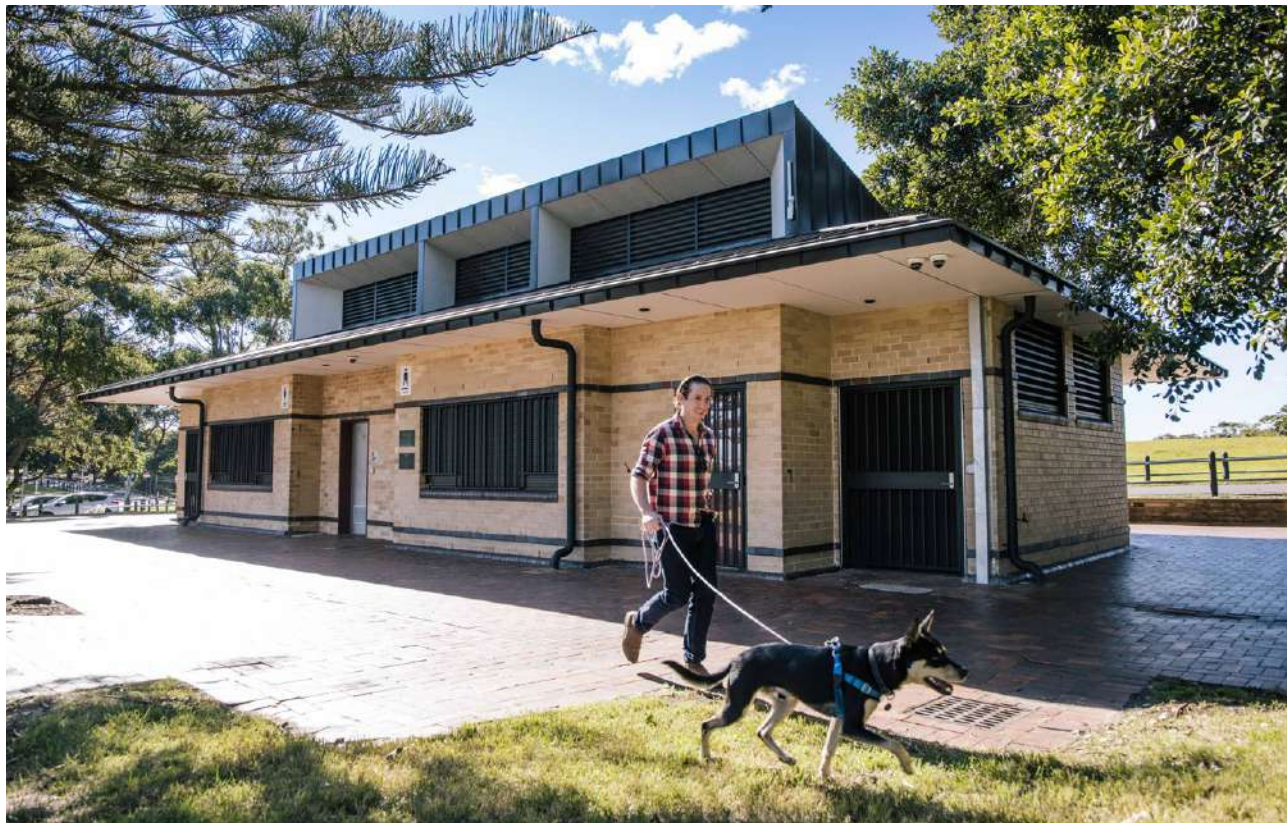
Notes to Special Schedule 7:

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

4. Actual maintenance is what has been spent in the current year to maintain assets.
5. Net carrying value is the amount at which an asset is recognised after deducting any accumulated depreciation and accumulated impairment losses.
6. The Gross Replacement Cost is the cost the entity would incur to acquire/construct the asset on the reporting date.
7. Infrastructure Asset Condition 'Key'

1 Excellent	No work required (normal maintenance)
2 Good	Only minor maintenance work required
3 Average	Maintenance work required
4 Poor	Renewal required
5 Very poor	Urgent renewal / upgrading required

Since the implementation of Buildings for our Community and the current Our Community Our Future, Council has invested more funds in building infrastructure to close the renewal gap. The estimated current gross replacement cost of the Council's public infrastructure assets and buildings is \$1.98 billion.



Special Schedule 7 – Report on Infrastructure Assets as at 30 June 2021

ASSET CLASS	ASSET CATEGORY	ESTIMATED COST TO BRING ASSETS TO SATISFACTORY STANDARD (1) \$'000	ESTIMATED COST TO BRING TO AGREED LEVEL OF SERVICE SET BY COUNCIL (2) \$'000	2020-21 REQUIRED MAINTENANCE (3) \$'000	2020-21 ACTUAL MAINTENANCE (4) \$'000	CARRYING AMOUNT (5) \$'000	GROSS REPLACEMENT COST (GRC) (6) \$'000	ASSET IN CONDITION AS A % OF GROSS REPLACEMENT COST (7)				
								1	2	3	4	5
Buildings	Non-specialised	249	249	1,414	1,692	60,801	120,764	16%	23%	61%	0%	0%
	Specialised	255	255	1,219	3,017	108,448	170,524	52%	7%	40%	1%	0%
	Subtotal	504	504	2,633	4,709	169,249	291,288	37.1%	13.6%	48.7%	0.6%	0%
Roads	Sealed Roads	2,618	2,618	1,630	2,502	470,565	851,000	25%	65%	4%	4%	2%
	Footpaths	430	430	501	1,681	120,270	174,956	27%	40%	31%	2%	0%
	Other Road Assets	1,063	1,063	861	1,282	133,102	205,494	22%	45%	28%	5%	0%
	Subtotal	4,111	4,111	2,992	5,465	723,937	1,231,450	24.8%	58.1%	11.8%	3.9%	1.4%
Stormwater Drainage	Stormwater Drainage	853	853	1,053	1,828	272,586	359,697	17%	72%	10%	1%	0%
	Subtotal	853	853	1,053	1,828	272,586	359,697	17.0%	72.0%	10%	1.0%	0.0%
Open Space / Recreational Assets	Swimming Pools	-	-	72	59	7,049	8,500	23%	6%	71%	0%	0%
	Other Open Space / Recreational Assets	623	623	318	1,550	68,539	85,848	48%	41%	8%	3%	0%
	Subtotal	623	623	390	1,609	75,588	94,348	45.7%	37.8%	13.7%	2.7%	0.0%
TOTAL ALL ASSETS		6,091	6,091	7,068	13,611	1,241,360	1,976,783	26.2%	53.1%	17.0%	2.8%	0.9%

Part 3. Awards

Throughout the 2020-21 year we maintained our strong position as a leader in local government and continued to pursue excellence.

This section highlights some of the key awards we received in recognition of collaborative achievements.

2020-21 Awards

1. Randwick Precinct Collaboration Area Zero Emissions Strategy

Randwick City Council

Commendation

Place-based Collaboration

Greater Sydney Commission -
Greater Sydney Planning Awards 2021

2. Maroubra's two million litre stormwater re-use system

Randwick City Council

Commendation

Development Supported by Infrastructure

Greater Sydney Commission -
Greater Sydney Planning Awards 2021



3. Best Gift Sustainable Christmas Market

Randwick City Council

Highly commended

Local Economic Contribution

Local Government Professionals NSW -
Local Government Excellence Awards 2020



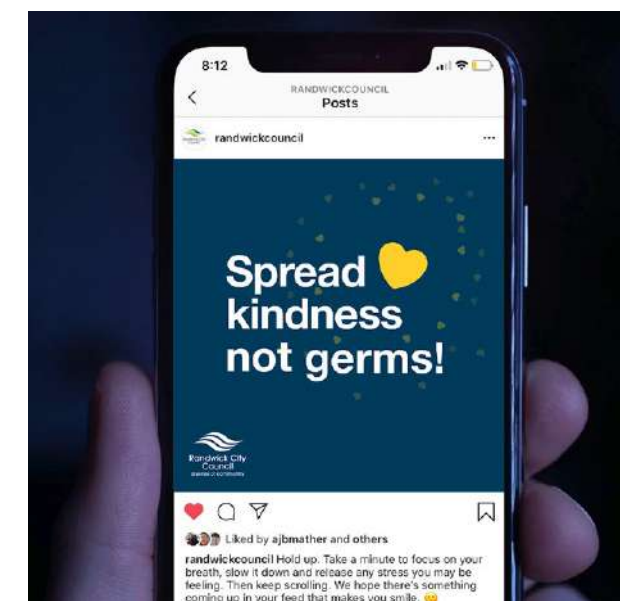
4. Eastern Suburbs Electric Vehicle Public Charging Network

Randwick, Waverley and Woollahra Councils

Winner

Innovative Leadership and Management

Local Government Professionals NSW -
Local Government Excellence Awards 2020



5. Spread kindness, not germs campaign

Randwick City Council

Finalist

Multi-Channel Campaign

Adobe Creativity Government Awards 2020

6. Best Gift Sustainable Christmas Market

Randwick City Council

Winner

Business Sustainability

Australian Business Awards 2020

7. Randwick Council's Best Gift in the World Sustainable Christmas Market at Coogee Beach

Randwick City Council

Highly Commended

Innovation in Special Events (Division C)

Local Government NSW -
RH Dougherty Awards 2020

8. Best Gift Sustainable Christmas

Market

Randwick City Council

Commendation

[Great sustainability initiative](#)

Greater Sydney Commission –
Greater Sydney Planning Awards 2020



9. Best Gift Market

Randwick City Council

Commendation

[Coates Hire Best Community Event](#)

Australian Event Awards 2020

10. Randwick's Best Gift Sustainable Christmas market (and campaign)

Randwick City Council

Winner

[Sustainable Projects](#)

Keep Australia Beautiful –
Sustainable Cities Awards 2020

11. Implementing Randwick's 100% Renewables and Zero Emissions Roadmap for Council and its Community

Randwick City Council

Joint Winner

[Response to Climate Change](#)

Keep Australia Beautiful –
Sustainable Cities Awards 2020

12. Coogee Smart Beach

Randwick City Council

Finalist

[Local Government](#)

ITNews –
ITNews Benchmark Awards 2020-21

13. Individual award (heritage specialist)

Lorraine Simpson

Winner

[Cathy Donnelly Memorial Award 2021](#)

National Trust of Australia
Heritage Awards 2021

14. Leadership development

Randwick City Council

State Winner

[Australasian Management Challenge](#)

Local Government Professionals NSW
Local Government Excellence Awards 2021



15. Maroubra Stormwater Harvesting and Outdoor Living Classroom Project

Randwick City Council

Winner

[Environmental Leadership](#)

Local Government Professionals NSW –
Local Government Excellence Awards 2021





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