JUNE 2026

2025-29

Delivery Program

AND 2026-27

Operational Plan and Budget

Randwick City Council
a sense of community

Contents

Aboriginal and Torres Strait Islander statement 4

Mayor's message 6

General Manager's message 7

Budget summary and capital works map 8

Part 1. About Randwick City 12

- **1.1** Our City 14
- **1.2** Our vision 16
- **1.3** Our Mayor and Councillors 18
- **1.4** Our leadership team 20
- **1.5** Our workforce 22
- **1.6** Our values 23
- **1.7** Our principles 24
- **1.8** Community engagement 26

Part 2. About this plan 28

- **2.1** Integrated planning and reporting 30
- **2.2** The Delivery Program 32
- **2.3** The Operational Plan & Budget 33
- **2.4** Service reviews and Continuous Service Improvement 34
- **2.5** The structure of our Operational Plan 35

Part 3. 2025-29 Delivery Program and 2026-27 Operational Plan activities 36

- **3.1** Delivering the outcomes of our Community Strategic Plan 38
- **3.2** Delivering Council's support services and regulatory functions 98

Part 4. Financial information 108

- **4.1** 2026-27 Budget 110
- **4.2** Income statement 111
- **4.3** Balance sheet 118
- **4.4** Statement of cash flows 120
- **4.5** Asset management planning & capital expenditure 122
- **4.6** General community budget 126
- **4.7** Events budget 128
- **4.8** Financial and asset management indicators 131

Part 5. 2026-27 Statement of Revenue Policy 132

- **5.1** Estimated income and expenditure 134
- **5.2** Rating structure 135
- **5.3** Annual charges 140
- **5.4** Pricing policy for goods and services 141
- **5.5** Borrowings and other revenue sources 142

Part 6. Statutory & supporting information 144

- **6.1** Financial assistance 146
- **6.2** Asset management 148
- **6.3** Environmental Levy 150
- **6.4** Our Community Our Future Program 152
- **6.5** Activities of a commercial or business nature 153

Aboriginal and Torres Strait Islander statement

Randwick City Council acknowledges the Traditional Owners of the lands that include the Randwick City local government area, the Gadigal and Bidjigal people, and we acknowledge the living and continuing culture of the Traditional Custodians of this place.

We recognise that the Traditional Owners have occupied and cared for this Country over countless generations and that it was never ceded. We celebrate their ongoing contribution to the life of this area.

Randwick City has a rich and unique Aboriginal cultural history, with the Aboriginal community of La Perouse having an unbroken connection to the land.

We recognise and celebrate the spiritual and cultural connection Aboriginal and Torres Strait Islander people have with the land, which long pre-dates European settlement and continues today.

Building on our Statement of Recognition and commitment to Reconciliation, Council wishes to support the vision and plans of the local Aboriginal community to close the gap on disadvantage, build stronger local and regional economies and support culturally rich and healthy communities.

From the Mayor

I am pleased to present this plan, which outlines the work we will deliver across Randwick City over the next 12 months. Guided by our 2025–29 Delivery Program, which was developed in partnership with the community, it supports the long-term vision set out in our 10-year Community Strategic Plan.

We are well positioned to build on the work we have delivered to date in our Delivery Program and Community Strategic Plan and, thanks to the responsible management of our finances, Council remains in a strong budget position.

Over the next 12 months, we will invest $46.1 million into delivering new and improved buildings, open spaces and infrastructure for the community. This includes renovating Malabar Memorial Hall and installing a lift to access both the hall and library to improve accessibility, as well as starting upgrades to Maroubra and Coogee surf life saving clubs.

Works are also set to begin on a public amenities building at Malabar Ocean Pool, and the diversion of stormwater away from Coogee Beach to tackle an ongoing pollution concern.

We will invest $1 million into upgrading and building playgrounds across the City, including at Hereward Reserve in Maroubra and Dr Walters Park in Chifley, to create safer and more enjoyable spaces for children and families.

Council will continue to address housing affordability by identifying how and where we can build more homes across the City to support long-term residents, essential workers and low-income households.

Through our Community Investment Program, we will contribute more than $800,000 into community-led initiatives that build connection and foster creativity.

It is an honour to serve the Randwick community as mayor. Thank you to the residents, businesses and community groups that make Randwick City an amazing place to live, work and visit.

Cr Dylan Parker
Mayor of Randwick

From the General Manager

Randwick City Council's budget remains sound and sustainable thanks to years of disciplined financial management. We're in a strong position to withstand and adapt to financial shocks and stresses, including around environmental incidents and fuel supply, and continue delivering for our community.

This financial year, Council will not increase rates beyond the peg set by the Independent Pricing and Regulatory Tribunal. We are forecasting a net operating result of $2.661 million before capital grants and contributions, and once again our budget meets all 10 of the Office of Local Government's financial performance indicators.

Strong finances allow Council to focus on what matters most: maintaining and improving the spaces and infrastructure the community rely on today, while planning for the needs of future generations. This year, our capital expenditure budget totals $46.1 million, supporting investment in new infrastructure and the renewal of existing assets – clear indicators of a financially healthy council.

We will continue to invest in better roads and footpaths, enhanced parks and reserves, and the protection and improvement of our beaches and coastline.

Our focus will also remain on supporting vibrant and inclusive neighbourhoods, improving environmental sustainability, and delivering high-quality services that respond to community priorities.

Working alongside our community to shape these outcomes is one of the great privileges of this role. Thank you to everyone who takes part in consultations and shares their views. I am confident you will see your input reflected in Council's plans and investments for the years ahead.

Ray Brownlee PSM
General Manager

Budget summary and capital works map

2026-27 Budget summary

The 2026-27 annual budget has been set to ensure that we maintain financial sustainability, adequate liquidity and sound asset performance.

The key objective when developing the budget was to achieve a fully funded operating position and a balanced budget.

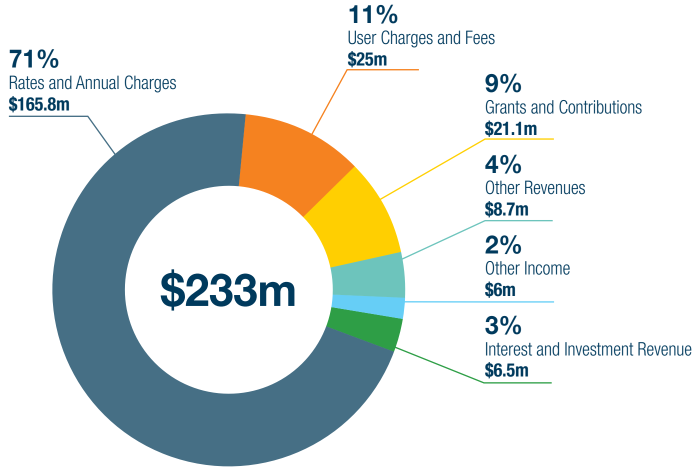
Given that the current economic environment has a degree of uncertainty with inflation and interest rates, the 2026-27 budget has been prepared to withstand short-term economic uncertainties. Any unexpected material variances or prolonged adverse economic conditions will be closely monitored through Quarterly Budget Review Statements presented to the Council.

Each year the Independent Pricing and Regulatory Tribunal (IPART) sets the rate peg, which determines the maximum percentage amount by which the Council may increase its general income for the year. Randwick's rate peg for 2026-27 is 5%, which includes a population growth factor of 1.9%.

For details of our 2026-27 Budget, please see page 108.

Where does income come from?

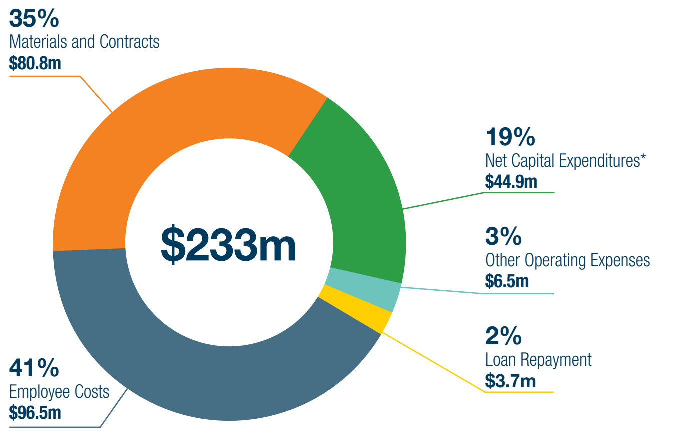
Revenue type	Amount ($)
Rates and Annual Charges	165,763,898
User Charges and Fees	25,026,166
Grants and Contributions	21,165,607
Other Revenues	8,657,918
Other Income	6,033,517
Interest and Investment Revenue	6,505,729
Total Income	**233,152,835**



Where is money spent?

Expenditure type	Amount ($)
Employee Costs	96,497,725
Materials and Contracts	80,838,908
Net Capital Expenditures*	44,857,013
Other Operating Expenses	6,502,397
Loan Repayment	3,744,641
Reserves	703,834
Total Expenditure	**233,144,518**

* Tables exclude non-cash items and Net Capital Expenditures is the Capital Works Program Cashflow Statement ($46.1M) net-off Plant and Equipment Program Sales ($1.3M).



FOR EVERY $100 RANDWICK CITY COUNCIL SPENDS:

$19
Major Works and Construction

$12
Library, Culture and Community Services

$4
Maintaining Roads, Footpaths and Drains

$3
State Government Charges

$24
Waste Management

$3
Our Beaches

$3
Governance

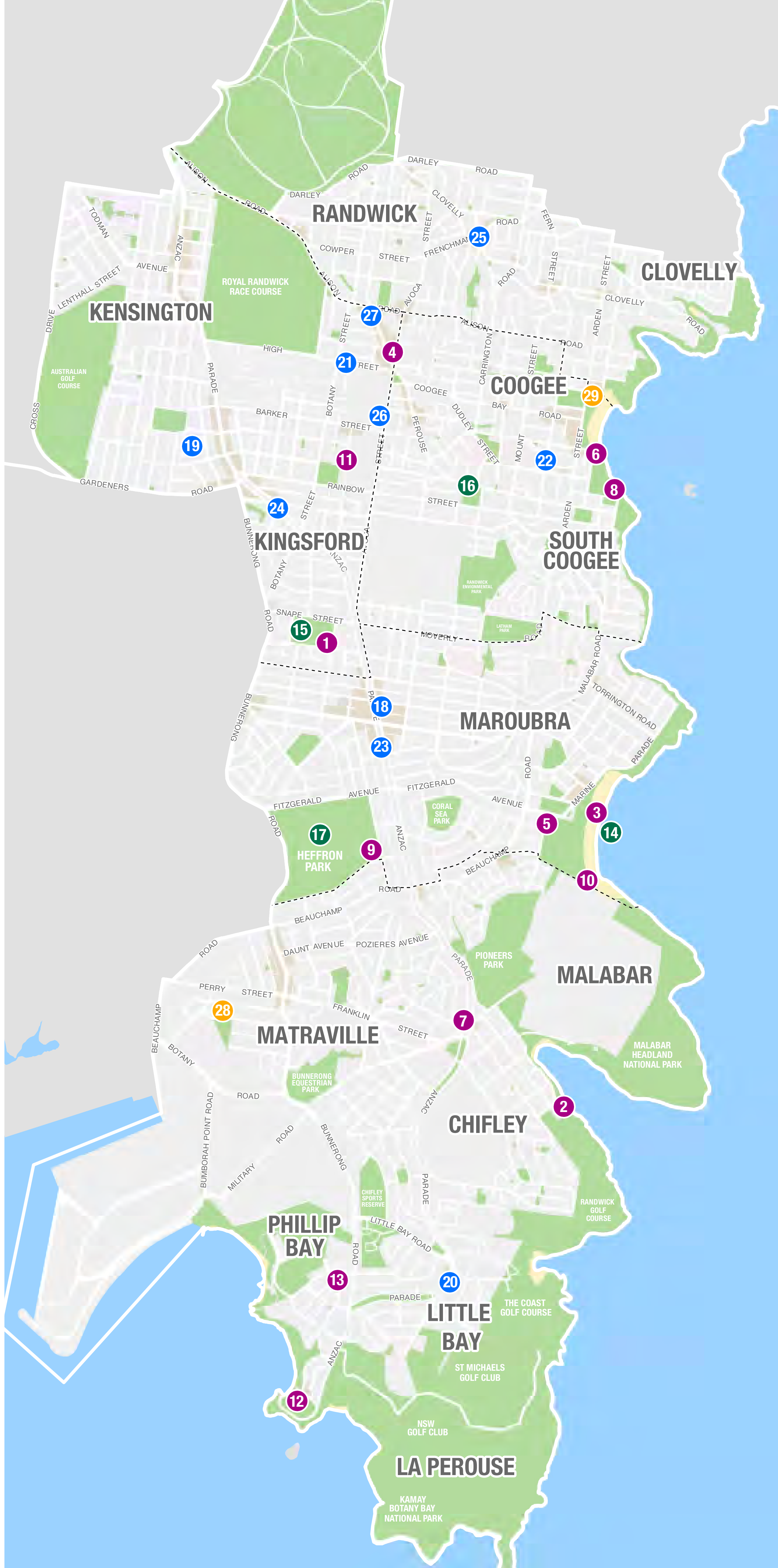
$6
Public Safety

$5
Planning and Development

$3
Engineering and Traffic

$3
Environmental Sustainability

$15
Parks and Recreation



2026-27 Capital works map

Buildings

1 Snape Park Amenities
2 Malabar Ocean Pool Amenities
3 Maroubra Surf Life Saving Club
4 Randwick City Libraries
5 Maroubra Beach Pavilion Roof Repairs
6 Coogee Surf Life Saving Club
7 Malabar Memorial Hall
8 Wylie's Baths Deck Replacement
9 Gas Conversion - Des Renford Leisure Centre
10 South Maroubra Surf Life Saving Club
11 Randwick Stables
12 La Perouse Museum
13 Yarra Oval Amenities

Open Space

14 Maroubra Beach Masterplan Implementation
15 Dog Off Leash Area Fencing
16 Outdoor Gym
17 Heffron Cricket Nets

Roads

18 Maroubra Junction Streetscape Improvements
19 See Street Median Reserve
20 Bus Stop Program
21 Randwick Collaboration Area
22 Brook Street Bridge Renewal
23 Maroubra Corridor Study Implement - Program
24 Anzac Parade walking & cycling path
25 Frenchmans Road Upgrade
26 The Spot Upgrade
27 Randwick Junction

Drainage

28 Harold Street & Perry Street Flood Mitigation Implementation
29 Coogee Stormwater Diversion

Part 1. About Randwick City

The Randwick local government area covers 37.42 square kilometres.

1.1 Our 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.

As of 30 June 2024, our estimated resident population was 144,598[1].

Natural and built assets

Randwick City is on the land of the Bidjigal and Gadigal people, and has a rich and unique Aboriginal cultural history, with the Aboriginal community of La Perouse having an unbroken connection to the land.

In addition to our unique cultural heritage, our City is known for its extensive parkland and open space areas, including Centennial Park, Heffron Park and Kamay Botany Bay National Park, as well as our 29 kilometres of coastline with the magnificent Coastal Walkway linking 10 beaches and eight ocean pools.

We have a range of quality sporting facilities, three libraries and a museum at La Perouse.

We have nationally recognised education and medical facilities including the University of NSW (UNSW) and the Randwick Hospitals Complex. We are also home to the Randwick Racecourse and some other major employment facilities such as Port Botany. These facilities, and our location close to the Sydney Central Business District and Sydney Airport, help make Randwick an important contributor to the broader economy of Sydney.

1. Randwick Profile.id - Randwick City Council Community Profile (ABS ERP 2024)

FACILITIES

Coastal Walkway

UNSW

Randwick Hospitals Complex

Sydney Ports

Randwick TAFE

Randwick Racecourse

Centennial Parklands

NIDA

Kamay Botany Bay National Park

Malabar Headland National Park

Heffron Park

Des Renford Leisure Centre

Heffron Centre of Excellence

3 Libraries

91 Parks

15 Community centres

59 Playgrounds

5 Golf courses

16 Sports fields

OUR COMMUNITY

144,598[1] Estimated resident population (30 June 2024)

37yrs[2] Median age (2021)

1.8%[2] Aboriginal & Torres Strait Islanders (2021)

59,765[2] Private dwellings (2021)

154,745[3] Forecasted population 2041

3,866[1] Persons per square km (2024)

40%[2] Born overseas (2021)

2.36[2] Average household size (persons per dwelling) (2021)

OUR ECONOMY

$10.55b[4] Gross regional product (June 2024)

14,366[5] Businesses (June 2025)

81,607[4] Employed residents (June 2024)

60,063[4] Local jobs (June 2024)

8.1%[2] Attending university (2021)

43%[2] University qualified (Bachelor or higher) (2021)

4.8%[4] Unemployment rate (Sep 2025)

$2,311[2] Median weekly household income (2021)

45%[2] Households renting (2021)

OUR GEOGRAPHY

37.4km^2 Area

29km Coastline

13[6] Suburbs

33.7% Open Space

10 Beaches

8 Ocean pools

2 National Parks

2 Aquatic reserves

SOURCES

1. Randwick Profile.id - Randwick City Council Community Profile (ABS ERP 2024)
2. Randwick Profile.id - Randwick City Council Community Profile (2021 Census, Australian Bureau of Statistics).
3. NSW Department of Planning, Housing and Infrastructure, Population Projections by LGA.
4. Randwick Economy.id – Randwick City Council Economic Profile (National Institute of Economic and Industry Research (NIEIR 2024).
5. Australian Bureau of Statistics Counts of Australian Businesses, Entries and Exits, 2024-25
6. Excluding Centennial Park - managed by Trust and Port Botany - managed by Port Authority

1.2 Our vision

The vision for Randwick City focuses on three key areas – our unique coastal environment, our strong sense of community and the sustainability of our natural and built environment.

Coastal

Randwick City's beautiful beaches, bays, ocean pools and coastline will be protected and enhanced to continue their important role in the social, mental and physical health of the Randwick City community.

Access to our coastline will be enhanced with a continuous Coastal Walkway, our beaches will be clean and safe and we'll support our community to share and benefit from our beautiful natural resources.

Community

Our strong sense of community will continue. Our culturally diverse community will be supported with opportunities to connect and engage with one another through quality shared public spaces as well as through well-designed private housing with high quality urban amenity.

A diverse range of social infrastructure will meet the social and cultural needs of our community, fostering greater connectedness and wellbeing.

We'll support improved public transport and a City that is easy to walk and cycle around, and is connected with adjoining local government areas.

Sustainable

We'll focus on our natural environment and open spaces by protecting and increasing native habitat and providing enhanced access for physical recreation. We will support our community to transition to net zero emissions and reduce pollution and waste. Our urban environment will be adaptable and resilient to climate change through increased tree canopy and sustainable development. Our Council operations will be sustainable and carbon neutral.

Our distinctive village vibe and strong local businesses will be supported and enhanced to create lively town centres and capitalise on emerging work opportunities in knowledge-based industries.

1.3 Our Mayor and Councillors

Our City is divided into five wards – north, south, east, west and central.

There are 15 elected representatives with three Councillors representing each ward.

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

- 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.

The most recent Local Government elections were conducted on 14 September 2024. The next Local Government elections will take place in 2028.

Council meetings

Council holds a minimum of 10 Ordinary Council Meetings a year, usually on the fourth Tuesday of the month. The dates of the meetings are listed on our website.

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

Council Meetings are held in the Council Chambers at Randwick Town Hall, 30 Frances Street, Randwick.

Residents are welcome to attend Council meetings in person. Council also livestreams its meetings and you can access these livestreams via a link on our website. The livestream link can also be viewed after the meeting via our website.

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

Governance Advisory Committee

The functions of the Governance Advisory Committee are to appropriately inform Councillors on matters relevant to their role and to consider background information and periodic updates in relation to matters relevant to the Council.

The Governance Advisory Committee is made up of all Councillors, with the Mayor as Chairperson.

Governance Advisory Committee Meetings are usually held on the 2nd Tuesday of the month, excluding January and December.

The public are welcome to observe but cannot speak at these meetings. Council livestreams the Governance Advisory Committee meetings and you can access these livestreams via a link on our website. The livestream can also be viewed after the meeting via our website.

WEST WARD

Cr Andrew Hay
Liberal
First elected in 2021

Cr Alexandra Luxford
Labor
First elected in 2017

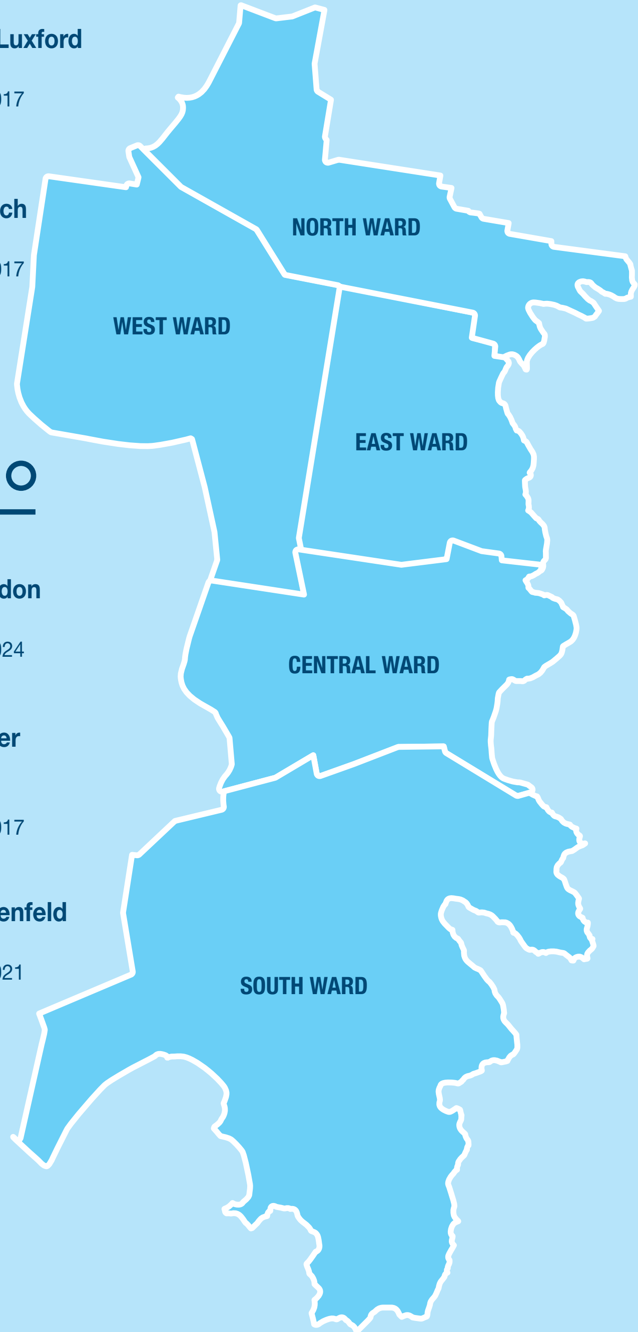
Cr Philipa Veitch
Greens
First elected in 2017

CENTRAL WARD

Cr Dexter Gordon
Labor
First elected in 2024

Cr Dylan Parker
Mayor
Labor
First elected in 2017

Cr Daniel Rosenfeld
Liberal
First elected in 2021



NORTH WARD

Cr Christie Hamilton
Liberal
First elected in 2017

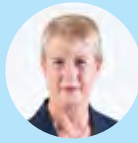
Cr Aaron Magner
Labor
First elected in 2024

Cr Clare Willington
Deputy Mayor
Greens
First elected in 2024

EAST WARD

Cr Masoomeh Asgari
Greens
First elected in 2024

Cr Carolyn Martin
Liberal
First elected in 2024



Cr Marea Wilson
Labor
First elected in 2021

SOUTH WARD

Cr Bill Burst
Liberal
First elected in 2021

Cr Noel D'Souza
Independent
First elected in 2012

Cr Danny Said
Labor
First elected in 2017

1.4 Our leadership team

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

OFFICE OF THE GENERAL MANAGER*
RAY BROWNLEE PSM - GENERAL MANAGER

COMMUNITY & CULTURE
KATIE ANDERSON

- COMMUNICATIONS
- COMMUNITY DEVELOPMENT
- ECONOMIC DEVELOPMENT & PLACEMAKING
- LIBRARY SERVICES
- RECREATION BUSINESS SERVICES

CITY PLANNING
MERYL BISHOP

- COMPLIANCE
- DEVELOPMENT ASSESSMENT
- STRATEGIC PLANNING
- SUSTAINABILITY & RESILIENCE

CITY SERVICES
TODD CLARKE

- ENGINEERING SERVICES
- INFRASTRUCTURE SERVICES
- PROJECTS
- WASTE, CLEANSING & PUBLIC SAFETY

CORPORATE SERVICES
JORDE FRANGOPLES

- CORPORATE PLANNING & PERFORMANCE
- FINANCIAL SERVICES
- GOVERNANCE
- INFORMATION MANAGEMENT & TECHNOLOGY
- HUMAN RESOURCES

* The Office of the General Manager also provides executive support for the Mayor and Councillors and offers internal auditing to the organisation.

General Manager

The General Manager's responsibilities are set out in Section 335 of the NSW Local Government Act 1993. They include:

a) to conduct the day-to-day management of Council in accordance with the strategic plans, programs, strategies and policies of Council,

b) to implement, without undue delay, lawful decisions of Council,

c) to advise the Mayor and the governing body on the development and implementation of the strategic plans, programs, strategies and policies of the Council,

d) 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,

e) 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,

f) 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,

g) to exercise any of the functions of the Council that are delegated by the Council to the General Manager,

h) to appoint staff in accordance with the organisational structure and the resources approved by the Council,

i) to direct and dismiss staff,

j) 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.

1.5 Our workforce

As of 10 January 2026, our workforce consisted of 961 employees.

Each employee has an important role to play in working towards achieving the outcomes of our Community Strategic Plan and delivering the diverse range of services required by our community.

FULL-TIME EQUIVALENT (FTE) EMPLOYEES

544	95	312
Full-time	Part-time	Casual

LENGTH OF SERVICE

111	393	145	92	79	141
Less than one year	1-5	6-10	11-15	16-20	20+

AGE

62	166	155	177	215	166	20
15-19	20-29	30-39	40-49	50-59	60-69	70+

GENDER

42%	58%
Female	Male

1.6 Our values

I C A R E

Our values are a clear statement of how we work to achieve our vision and guide our behaviour at Randwick Council. The behaviours that form the base of our ICARE values include:

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

1.7 Our principles

The Local Government Act 1993 sets out the Council's guiding principles.

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

Randwick City Council applies the following general principles (taken from Section 8A of the Local Government Act) when exercising its functions:

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

The following principles are also applied to decision-making:

- Councils should recognise diverse local community needs and interests.
- Councils should consider social justice principles.
- Councils should consider the long-term and cumulative effects of actions on future generations.
- Councils should consider the principles of ecologically sustainable development.
- Council decision-making should be transparent and decision-makers are to be accountable for decisions and omissions.

1.8 Community engagement

Randwick City Council is committed to engaging with our community in a meaningful way that not only supports decision-making but also builds our relationships and strengthens our sense of community.

How we consult with the community is governed by Council's Community Engagement Strategy, which was developed through extensive community consultation, reviewed in December 2024 and adopted by Council in April 2025.

We are committed to ensuring our community is informed and has a strong voice in Council's processes and projects. Participation and collaboration are essential for building our sense of community and ensuring our future vision comes to life.

Our community has local knowledge and are the experts of our place and by working together we can get the best outcomes for our community.

The following page details some of the ways we engage our community.

Precinct meetings

Precincts hold regular meetings run by local residents for local residents in partnership with Council. Residents and ratepayers are automatically a member of their local precinct.

Your Say Randwick

Our online portal is the main location you can have your say on projects, plans and proposals. Register online to be notified of new consultations. **yoursay.randwick.nsw.gov.au**

Let's Chat

These pop-up sessions at beaches, parks and town centres give people the chance to speak directly with Councillors and staff about local issues.

Workshops and focus groups

The Council regularly runs small, targeted workshops to explore local issues and to involve impacted residents and businesses in decision-making processes.

Committees & reference groups

The Council runs a range of subject based committee meetings as well as Reference Groups to engage with our diverse community including Aboriginal, youth and multicultural communities.

Council meetings

Our Council Meetings are where elected Councillors make decisions. They are open to the public and broadcast online. You can speak at the meeting about items on the agenda.

Social media

Council maintains a strong social media presence across Facebook, Instagram, YouTube, LinkedIn and Twitter. Follow us for latest updates and to provide feedback.

Surveys

The Council conducts regular surveys to understand community attitudes. This includes a major telephone survey every second year on customer satisfaction.

Councillors

Your elected representatives are your voice on the Council. You can contact your Councillors about any local government matters.

Part 2. About this plan

The 2025-29 Delivery Program is a statement of commitment from our newly elected Council detailing what Council will do in the next four years.

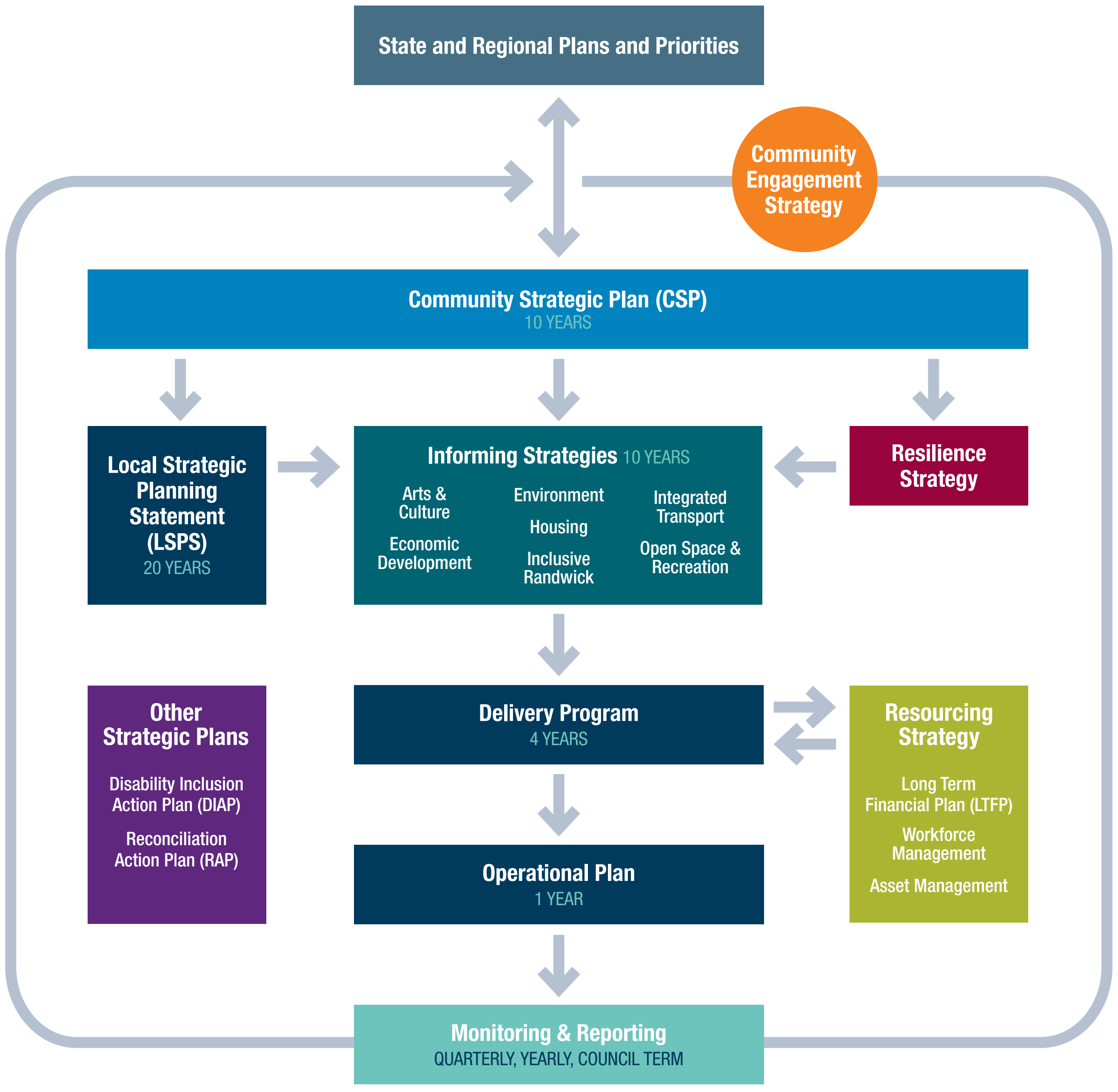
The Operational Plan is a one year plan that details the individual projects and activities that will be undertaken in the coming financial year to help achieve the commitments made in the 2025-29 Delivery Program.

2.1 Integrated planning and reporting

Our approach to Integrated Planning and Reporting (IP&R) is based on the principles for local government as set out in Chapter 3 of the Local Government Act, and the legislated IP&R framework for NSW.

This integrated approach to strategic and operational planning, including resourcing, community engagement, monitoring and reporting, ensures everything we do is helping to build a strong, healthy, prosperous and resilient community.

The following diagram shows how the Council plans to ensure we are working towards achieving the community's goals.



Planning

The Community Strategic Plan is our 10-year plan that sits at the top of the Council's integrated planning and reporting framework. It incorporates state and regional planning priorities and sets the direction for all the Council's activities.

Sitting in the middle of the framework is our suite of seven Informing Strategies. These strategies link the high-level outcomes of the Community Strategic Plan with the Council's day-to-day operations. They are the result of extensive research and consultation with the community. Each strategy includes outcomes, objectives, strategic approaches and principles. The Informing Strategies and Community Strategic Plan are reviewed after each council election, and minor changes are made in line with feedback from the community and other stakeholders.

The outcomes provide a comprehensive picture of the Community's aspirations for the future across all seven areas, and the objectives provide clear measurable ways of achieving these outcomes. Together they provide the basis for our 2025-35 Community Strategic Plan.

The strategic approaches detail what the Council will do to work towards achieving the outcomes and objectives over the next 10 years. These were used to develop our 2025-29 Delivery Program, thereby ensuring that the Council's actions are directly aligned with achieving our community's aspirations.

The Operational Plan is a one-year plan that details the individual projects and actions that will be undertaken in the coming financial year to work towards achieving the commitments made in the Delivery Program.

Resourcing

The Resourcing Strategy details how Council will provide the resources required to perform its functions, including implementing the strategic approaches, while maintaining the long-term sustainability of the organisation. Our Resourcing Strategy considers our workforce, our finances, and our assets.

Monitoring and Reporting

Regular feedback on the Council's progress in delivering the community's aspirations is delivered to the community through quarterly progress reports and Annual Reports.

These reports focus on the Council's implementation of the Delivery Program and Operational Plan. In the year of each ordinary Council election, the Annual Report also contains the State of our City Report, which assesses progress with respect to the implementation and effectiveness of the Community Strategic Plan.

The Council is committed to transparency and accountability. Part 3 of this plan includes clear performance indicators so the Council and the community can track progress in delivery.

2.2 The Delivery Program

The Delivery Program is a statement of commitment to the community from each newly elected council. It is required to identify the principal activities to be undertaken by the council to perform all its functions and deliver the outcomes of the Community Strategic Plan for the four-year period commencing on 1 July following the election.

In preparing the Delivery Program, the council is accounting for its stewardship of the community's long-term goals, outlining what it intends to do towards achieving these goals whilst still providing the ongoing services required by our community and complying with regulatory requirements. All of the Council's plans, projects, activities and funding allocations are directly linked to the Delivery Program.

The 2025-29 Delivery Program is the second program under the current Community Strategic Plan. The revised Delivery Program has been prepared based on feedback and consultation with our community over the past 4 years, the Community Satisfaction Survey 2023 and progress towards the outcomes and objectives from the Community Strategic Plan in the previous term.

The Delivery Program covers the Council's activities that relate to delivering the outcomes of the Community Strategic Plan and Informing Strategies together with Council's support services.

Delivering the outcomes of our Community Strategic Plan
Delivery Program commitments have been developed by combining the strategic approaches from the Council's Informing Strategies that are scheduled to commence and/or be completed in the four-year period (2025-29) with new work required as a result of outcomes from the first term of the CSP.

Council's support services
These include the functions of the Council that provide governance, compliance with regulatory requirements, and the internal support services that are needed to keep the Council operating efficiently and effectively.

2.3 The Operational Plan and Budget

Supporting the Delivery Program are annual Operational Plans. These detail the specific activities and actions to be undertaken by the council each year.

Our 2026-27 Operational Plan lists the activities, projects and actions that will be undertaken in the 2026-27 financial year to achieve, or work towards achieving, the commitments in our 2025-29 Delivery Program.

Delivering the outcomes of our Community Strategic Plan
These Operational Plan activities are planned for delivery, or partial delivery, to contribute to the Community Strategic Plan in 2026-27. Not all commitments included in the 2025-29 Delivery Program are scheduled to be undertaken in this financial year and have therefore not been included in the actions.

Council's support services
These Operational Plan activities include activities which support the organisation including governance and internal support services.

In addition to activities, projects and actions that will be undertaken by the Council in the 2026-27 financial year, the Operational Plan includes a detailed budget for all actions and Council's Statement of Revenue Policy for the year.

2.4 Service Reviews and Continuous Service Improvement

The 2025-29 Service Review Program is included in our Delivery Program. Through this program, we are undertaking a comprehensive review of nominated Council services.

The service review process involves engaging with the community and key stakeholders to develop agreed priorities and expected levels for each service. The reviews help ensure that we focus our resources where they are needed most.

These priority services were identified for the Delivery Program 2025-29 after considering a range of factors including community satisfaction levels, service utilisation, changing/emerging trends, and legislative requirements.

The Service Review Program for 2025-29 includes the following services:

- Council's response time for service requests (2025-26)
- Illegal rubbish removal (2025-26)
- Street cleaning (2025-26)
- Maintaining footpaths (2026-27)
- Long term planning for the City (eg CSP) (2026-27)
- Asset operations, maintenance and capital works (2026-27)
- Maintaining local roads
- Drainage service management
- Provision of public place litter bins
- Local approvals
- Weed management
- Water and energy saving measures

The outcomes of service reviews are reported in the relevant Annual Report.

In addition to the formal Service Review Program, in 2026-27 we will undertake a range of activities to deliver continuous improvement across Council's operations. We are committed to continually improving our customer service by understanding customers better, providing more efficient services, and focusing on delivering the things that matter most.

Here are some of the ways we are planning to improve our services in 2026-27:

- We will undertake improvements identified in the biennial Community Satisfaction Survey from 2024-25 to ensure we are meeting the identified needs of our customers and community.
- Based on our Voice of the Customer initiative, we will work to improve the delivery of our services based on direct feedback from customers about experiences and expectations. Focusing on customer needs, expectations, understandings, and service improvement, the program will give insight into customer preferences, problems, and complaints.
- Our Business Analysts will drive improvements in efficiency, effectiveness, performance, and customer experience across organisational services outside the formal service review program.

2.5 The structure of our Operational Plan

Our 2026-27 Operational Plan details the individual projects and actions that will be undertaken in the coming financial year to work towards achieving the commitments made in our 2025-29 Delivery Program.

The Operational Plan and Delivery Program operate together. Therefore, this plan includes both the 2025-29 Delivery Program and our 2026-27 Operational Plan activities.

The 2026-27 Operational Plan includes new and revised activities to reflect progress towards meeting the commitments of the 2025-29 Delivery Program.

Part 3. 2025-29 Delivery Program and 2026-27 Operational Plan activities
This part includes our 2025-29 Delivery Program commitments and our 2026-27 Operational Plan activities. The Operational Plan activities and projects collectively work towards delivering the outcomes of the 2025-2035 Community Strategic Plan and provide responsible management of Council for the benefit of the residents, ratepayers, businesses and visitors of Randwick City.

Part 4. Our Finances
This part includes the budget for all planned activities in the 2026-27 financial year.

Part 5. 2026-27 Statement of Revenue Policy
This part provides the Council's Statement of Revenue Policy as required under the Integrated Planning and Reporting Guidelines.

Part 6. Other Statutory and Supporting Information
This part provides additional information on the Council's operations. It includes information on financial assistance provided by Council, asset management, the Environmental Levy, and Council activities that are of a commercial or business nature.

Our 2026-27 Statement of Fees and Charges is provided as a separate document. Please refer to Council's website for details.

Part 3. 2025-29 Delivery Program and 2026-27 Operational Plan activities

This part details our complete 2025-29 Delivery Program with the specific Operational Plan activities that will be undertaken in the 2026-27 year to achieve, or work towards achieving, the commitments in our Delivery Program.

It also provides performance indicators for each activity so that the Council and the community can track progress in delivery.

3.1 Delivering the outcomes of our Community Strategic Plan

Arts and Culture Strategy

Outcome: A creative and culturally rich city that is innovative, inclusive and recognised nationally

CSP OBJECTIVE		2025-29 DELIVERY PROGRAM COMMITMENT		2026-27 OPERATIONAL PLAN ACTIVITY		INDICATOR	TARGET TREND	TARGET VALUE		ACCOUNTABLE PERSON
								VALUE	DATE/YEAR	
A1	Establish a strong cultural identity for the Randwick LGA by 2031 that is inclusive and founded on the contribution of First Nations people by 2031.	A1.1	Establish award winning programs and activities to build art and culture in the local area.	A1.1.1	Deliver an innovative arts program that has the potential to expand visitation to the local area.	Number of events	^	≥ 1 event	30/06/27	Manager Economic Development and Placemaking
				A1.1.2	Facilitate inclusion and remove barriers to paticipate in art and culture programs.	Number of initiatives delivered	^	≥ 5 initiatives	30/06/27	Manager Economic Development and Placemaking
		A1.2	Support the planning and/or delivery of public art across the City guided by the Cultural Vision and Public Art Plan.	A1.2.1	Foster commissioning and implementation of public art projects that align with the Public Art Plan.	Number of public artworks	^	≥ 2 public artworks	30/06/27	Manager Economic Development and Placemaking
		A1.3	Work in partnership with state, national and local stakeholders - including UNSW - to promote arts and culture in the area.	A1.3.1	Collaborate on projects and programs with key cultural stakeholders within the City of Randwick.	Number of collaborations	^	≥ 2 collaborations	30/06/27	Manager Economic Development and Placemaking
		A1.4	Transform La Perouse Museum into a First Nations Cultural Precinct by 2032.	A1.4.1	Continue the Feasibility Study and Masterplan Process, and Community Consultation for the La Perouse First Nations Cultural Precinct.	Progress	^	100%	30/06/27	Manager Economic Development and Placemaking
		A1.5	Diversify Council's program of cultural activities and events to allow broad coverage across the local area.	A1.5.2	Support the City of Randwick's creative sector to raise awareness and promote local creative events.	Progress	^	100%	30/06/27	Manager Economic Development and Placemaking

Arts and Culture Strategy

Outcome: A city where everyone can develop, express and enjoy creativity throughout their life

CSP OBJECTIVE	2025-29 DELIVERY PROGRAM COMMITMENT	2026-27 OPERATIONAL PLAN ACTIVITY	INDICATOR	TARGET TREND	TARGET VALUE		ACCOUNTABLE PERSON
					VALUE	DATE/YEAR	
A2 Increase the number of places by 20% that are available for people to participate in arts and culture by 2031, using the 2019 cultural mapping baseline.	A2.1 Increase by 20% the opportunities available to Council and external producers for outdoor performance and festivals, public art and creative programming to generate a lively street culture both day and night in each town centre by 2031.	A2.1.1 Establish a program of open streets and festival programming across the LGA's town centres, to be delivered annually by 2032.	Number of cultural events	^	≥ 2 cultural events	30/06/27	Manager Economic Development and Placemaking
	A2.2 Identify appropriate venues and platforms for experimental artists and musicians to be creative by 2027.	A2.2.1 Identify venues and platforms that meet the needs in terms of infrastructure, location and capacity in order to meet the needs of creative experimentation.	Number of venues / platforms	^	≥ 3 venues or platforms	30/06/27	Manager Economic Development and Placemaking
	A2.3 Establish a baseline of access across Council venues and recommendations to improve accessibility and inclusion.	A2.3.1 Continue to document accessibility status and needs for council venues to inform an accessibility plan and baseline.	Progress	=	100%	30/06/27	Manager Economic Development and Placemaking
	A2.4 Identify and provide a minimum of 10 spaces for people to participate in the creative and performing arts by 2032.	A2.4.1 Collate and promote cultural spaces available for the creative sector.	Number of new cultural spaces	^	≥ 1 cultural space	30/06/27	Manager Economic Development and Placemaking
	A2.5 Increase access and opportunity to existing Council venues and spaces by cultural arts by 10% from 2024 baseline.	A2.5.1 Increase access and usage of Council's portfolio of cultural venues through tailored programs and opportunities.	Number of initiatives	^	≥ 3 initiatives	30/06/27	Manager Economic Development and Placemaking
		A2.5.2 Maintain the library's Space to Create residency program.	Number of residents	^	≥ 12 residents	30/06/27	Manager Library Services
	A2.6 Transform Blenheim House and Newmarket stables into cultural hubs with a focus on supporting local artists.	A2.6.1 Complete feasibility planning for The Big Stables Newmarket.	Progress	=	100%	30/06/27	Manager Economic Development and Placemaking
		A2.6.2 Develop an operational plan for Blenheim House prior to opening as a cultural hub.	Progress	=	100%	30/06/27	Manager Economic Development and Placemaking
	A2.7 Utilise all 5 spaces at the Randwick Literary Institute, to provide additional opportunities for arts and cultural activity by 2029.	A2.7.1 Provide schedule of creative activations in the 5 spaces at the RLI via Expression of Interest opportunities.	Progress	=	100%	30/06/27	Manager Economic Development and Placemaking
	A2.8 Increase by 20% the number of small (<600) people community cultural events by 2029.	A2.8.1 Undertake research into demand and satisfaction with the program of small cultural events.	Progress	=	100%	30/06/27	Manager Economic Development and Placemaking
	A2.9 Research and analyse existing and potential future events.	A2.9.1 Analyse existing and future events across the Economic Development and Placemaking portfolio.	Progress	=	100%	30/06/27	Manager Economic Development and Placemaking

Arts and Culture Strategy
Outcome: A city where everyone can develop, express and enjoy creativity throughout their life (cont.)

CSP OBJECTIVE		2025-29 DELIVERY PROGRAM COMMITMENT		2026-27 OPERATIONAL PLAN ACTIVITY		INDICATOR	TARGET TREND	TARGET VALUE		ACCOUNTABLE PERSON
								VALUE	DATE/YEAR	
A3	Increase attendance at Council's arts and cultural programmes, events and venues by 10% by 2031, from a 2018-19 baseline.	A3.1	Recognise, value and celebrate First Nations histories through a minimum of 5 targeted events, activities or programs each year.	A3.1.1	Deliver targeted events, activities or programs.	Number of events and activities	^	≥ 5 events / activities	30/06/27	Manager Economic Development and Placemaking
		A3.2	Support activities and initiatives that amplify the stories of the cultural heritage of the city by 2032.	A3.2.1	Initiate, support and/or promote programs and initiatives that tell the cultural rich heritage of the city.	Number of programs / initiatives	^	≥ 5 programs / initiatives	30/06/27	Manager Economic Development and Placemaking
		A3.3	Deliver and/or support a range of large and small community events to promote a sense of community.	A3.3.1	Create a diverse and engaging annual calendar of events.	Progress	=	100%	30/06/27	Manager Economic Development and Placemaking
		A3.4	Increase visitation of La Perouse Museum through a diverse set of programming and exhibitions by 2032.	A3.4.2	Manage the La Perouse Museum including administration, operation and maintenance of the temporary and permanent exhibitions, public programs, events, lectures, performances, tours and excursions.	Number of public programs	^	≥ 18 programs	30/06/27	Manager Economic Development and Placemaking
						Number of exhibitions at the museum	^	≥ 6 exhibitions	30/06/27	Manager Economic Development and Placemaking
				A3.4.3	Record in person and online visitation data to record annual visitation statistics.	Number of visitors to the La Perouse Museum	^	≥ 18,000 visitors	30/06/27	Manager Economic Development and Placemaking
		A3.5	Develop a diverse program of capacity building and networking opportunities and events and promote external professional development initiatives to the creative sector.	A3.5.1	Develop an annual schedule of Council managed workshops and networking initiatives targeted to Randwick's creative sector.	Number of workshops / initiatives delivered	^	≥ 5 workshops / events	30/06/27	Manager Economic Development and Placemaking
				A3.5.2	Promote internal and external workshops / networking initiatives to the creative sector annually via the Arts Bulletin.	Number of Arts bulletins	^	≥ 4 bulletins	30/06/27	Manager Economic Development and Placemaking

Economic Development Strategy
Outcome: A city that empowers businesses to start, grow and thrive through a collaborative business culture

CSP OBJECTIVE		2025-29 DELIVERY PROGRAM COMMITMENT		2026-27 OPERATIONAL PLAN ACTIVITY		INDICATOR	TARGET TREND	TARGET VALUE		ACCOUNTABLE PERSON
								VALUE	DATE/YEAR	
A4	Increase the number of businesses by 20% by 2032.	A4.1	Design and implement an ongoing Buy Local, Shop Local marketing campaign with partnerships with local networks and local businesses.	A4.1.1	Implement the Buy Local, Shop Local marketing campaign in partnership with local networks and local businesses.	Number of businesses participating in the Buy Local, Shop Local program	^	≥ 40 businesses	30/06/27	Manager Economic Development and Placemaking
		A4.2	Continue to acknowledge and promote business innovation and excellence through initiatives such as the biennial Business Awards.	A4.2.1	Host Randwick City Business Excellence Awards.	Progress	=	100%	30/06/27	Manager Economic Development and Placemaking
		A4.3	Identify 5 opportunities to streamline Council processes to reduce unnecessary barriers to doing business.	A4.3.1	Identify opportunities to reduce barriers to doing business.	Number of opportunities identified to reduce barriers	^	≥ 5 opportunities	30/06/27	Manager Economic Development and Placemaking
		A4.4	Support the sustainability and growth of local businesses and institutions through advocacy to national and state agencies, and through promotion of external community events that build visitation and vibrancy of our local area.	A4.4.1	Attend state and federal meetings and briefings on relevant policies and programs that support the growth of local economies.	Number of submissions and meetings with state and federal agencies	=	≥ 4 meetings	30/06/27	Manager Economic Development and Placemaking
		A4.5	Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social	A4.5.1	Support entrepreneurial programs and incubation spaces which foster new innovative businesses.	Progress	=	100%	30/06/27	Manager Economic Development and Placemaking
				A4.5.2	Develop endorsed protocols for procurement from Aboriginal and Torres Strait Islander owned businesses.	Procurement protocol established	=	100%	30/06/27	Manager Economic Development and Placemaking
A5	Increase by 20% the number of businesses that are members of a local network, chamber or association by 2032.	A5.1	Facilitate a sustainable and active business network group/s e.g. Chamber/s which act as an advocate for business to increase business engagement and provide networking, marketing and training opportunities.	A5.1.1	Identify active business network group/s and the current barriers and opportunities for increased business engagement.	Progress	=	100%	30/06/27	Manager Economic Development and Placemaking
		A5.2	Work with NSW Small Business Commission to link local networks and businesses with relevant small business support programs.	A5.2.1	Work with NSW Small Business Commission to link local networks and businesses with relevant small business support programs.	Number of small businesses connected with support programs	^	≥ 6 businesses	30/06/27	Manager Economic Development and Placemaking
		A5.3	Create and implement a communications plan to build networks and assist local businesses to make informed decisions.	A5.3.1	Design and implement a communications plan to address identified business needs.	Number of businesses receiving the quarterly Business Bulletin	^	≥ 30%	30/06/27	Manager Economic Development and Placemaking
		A5.4	Continue to seek state and federal grants for public space improvement or activation projects.	A5.4.1	Identify and apply for state grants per annum that support the activation and/or improvement of public places in the LGA.	Number of grant applications	^	≥ 2 grants	30/06/27	Manager Economic Development and Placemaking
		A5.5	Consider grant funding opportunities for business-led collaborative projects by 2029.	A5.5.1	Consult and investigate opportunities.	Progress	=	100%	30/06/27	Manager Economic Development and Placemaking

Economic Development Strategy
Outcome: A city with a 24-hour economy including diverse night time activities and experiences

CSP OBJECTIVE		2025-29 DELIVERY PROGRAM COMMITMENT		2026-27 OPERATIONAL PLAN ACTIVITY		INDICATOR	TARGET TREND	TARGET VALUE		ACCOUNTABLE PERSON
								VALUE	DATE/YEAR	
A6	Increase night time spending by 7% by 2032.	A6.1	Continue to implement changes to the planning framework, as per the Night Time Economy Study, to encourage organisations to host cultural/creative experiences in retail or commercial spaces such as a shop hosting a performance, art exhibition or public talk.	A6.1.2	Create a promotion campaign and relevant toolkits to encourage business and other organisations to leverage the changes in the planning framework to create new night time experiences; such as a 'create a small bar guide'.	Progress	=	100%	30/06/27	Manager Economic Development and Placemaking
				A6.1.3	Assess and determine applications made under the Roads Act including footway trading applications and ground anchor applications.	Percentage of Footway Dining applications determined within 40 days (net)	=	≥ 80%	30/06/27	Manager Economic Development and Placemaking
				A6.1.4	Create a Special Entertainment Precinct in Randwick City.	Progress in evaluating, exhibiting and reporting a Special Entertainment Precinct	=	≥ 50%	30/06/27	Manager Strategic Planning
		A6.2	Work with the NSW state government through representation on relevant state committees and working groups to share resources and collaborate on night time initiatives.	A6.2.1	Participate in investment quarterly meetings.	Number of investment meetings attended	^	≥ 4 meetings	30/06/27	Manager Economic Development and Placemaking

Economic Development Strategy
Outcome: A city with diverse, active places for businesses, including vibrant town and neighbourhood centres

CSP OBJECTIVE		2025-29 DELIVERY PROGRAM COMMITMENT		2026-27 OPERATIONAL PLAN ACTIVITY		INDICATOR	TARGET TREND	TARGET VALUE		ACCOUNTABLE PERSON
								VALUE	DATE/YEAR	
A7	Ensure 86% or more of our community are satisfied with the vitality of town centres by 2032.	A7.1	Identify laneways that can be revitalised and activated by incorporating infrastructure that brings people together such as. mirrors for dancing, play spaces, half courts and other recreation activities.	A7.1.1	Implement town centre upgrades including Water Sensitive Urban Design (WSUD) in accordance with Masterplans as per the capital works program.	Progress	^	≥ 90%	30/06/27	Manager Engineering Services
		A7.2	Ensure Council's local planning framework aligns with State Government reforms to streamline planning processes and make it easier for creative and cultural uses to operate in town centres.	A7.2.1	Amend the DCP to incorporate provisions addressing connecting with country.	Progress	^	≥ 50%	30/06/27	Manager Strategic Planning
		A7.3	Investigate opportunities with local commercial property owners and relevant agencies to provide façade displays or short-term pop-up uses in vacant tenancies (e.g. home based, business start-ups, seasonal offerings).	A7.3.1	Activate empty shops and undertake study to assess effective short-term occupancy to enhance town centres.	Progress	=	100%	30/06/27	Manager Economic Development and Placemaking
		A7.4	Continue to support the operation of food trucks, food vans and markets that are well located to foster community engagement.	A7.4.1	Deliver a minimum of five food truck events per year and support market activations across the LGA.	Number of market and food truck events delivered per annum	^	>= 5 market / food truck events	30/06/27	Manager Economic Development and Placemaking

Economic Development Strategy
Outcome: A city that attracts people from around Australia and the world to do business, work and visit

CSP OBJECTIVE		2025-29 DELIVERY PROGRAM COMMITMENT		2026-27 OPERATIONAL PLAN ACTIVITY		INDICATOR	TARGET TREND	TARGET VALUE		ACCOUNTABLE PERSON
								VALUE	DATE/YEAR	
A8	Support the creation of an additional 9,200 jobs in the Randwick Collaboration Area by 2036.	A8.1	Foster relationships with local businesses, Randwick Health and Innovation Precinct and other key stakeholders to implement initiatives that support employment growth.	A8.1.1	Implement local planning initiatives that support growth in the health and education precinct.	Number of jobs in the Randwick Area per annum	^		30/06/27	Manager Strategic Planning
A9	Increase Randwick City's visitor spend to 2.5% of NSW total visitor spend by 2032.	A9.1	Support a visitor economy and destination campaign for Randwick, by promoting our businesses, showcasing our unique geographical and cultural offerings, and creating a strong visual brand by 2032.	A9.1.1	Develop a unique and visible brand / work with chambers and using local character studies / public art plan to promote identity of local areas	Number of town centre activations / campaigns	^	≥ 1 activation / campaign	30/06/27	Manager Economic Development and Placemaking

Environment Strategy

Outcome: A city with diverse ecosystems that are restored and protected

CSP OBJECTIVE	2025-29 DELIVERY PROGRAM COMMITMENT	2026-27 OPERATIONAL PLAN ACTIVITY	INDICATOR	TARGET TREND	TARGET VALUE		ACCOUNTABLE PERSON
					VALUE	DATE/YEAR	
A11 Increase by at least 60% the number of native and indigenous plantings across Randwick City by 2030 from a 2018 baseline.	A11.1 Improve the connectivity of key bushland areas by planting and maintaining native and indigenous ground covers, shrubs and trees to support the Green Grid framework.	A11.1.1 Undertake native and indigenous planting in identified locations.	Number of new plantings (including all native and indigenous trees, plants and shrubs)	^	≥ 5,000 plantings	30/06/27	Manager Infrastructure Services
	A11.2 Review management and revegetation restoration strategies across coastal and terrestrial areas on a 3-yearly cycle.	A11.2.1 Ecological Work Plan to be reviewed and updated for management and revegetation restoration strategies across coastal and terrestrial areas	Updated Ecological Work Plan	=	100%	30/06/27	Manager Infrastructure Services
	A11.3 Improve preservation of native habitat through the mapping and conducting of various flora or fauna surveys of 10% of Council's managed bushland each year, particularly measuring the density and extent of threatened native flora and fauna species against that of introduced or competing pest plant or animal species (e.g. foxes).	A11.3.1 Undertake annual monitoring of Acacia terminalis subsp. Eastern Sydney and prepare data for mapping.	Percentage of Acacia terminalis mapped	=	100%	30/06/27	Manager Infrastructure Services
		A11.3.2 Collection of data, related to weed density for Council's GIS mapping layer.	Bushland with updated weed density mapping on Council's GIS mapping layer	^	≥ 3 layers	30/06/27	Manager Infrastructure Services
	A11.4 Reduce the weed density by 25% in areas of Eastern Suburbs Banksia Scrub under the control of Council by 2029.	A11.4.1 Collect data about the density of weeds in Eastern Suburbs Banksia Scrub areas under the control of Council.	Percentage of ESBS sites with weed density data collected	=	100%	30/06/27	Manager Infrastructure Services
		A11.4.2 Undertake works to reduce the weed density in Eastern Suburbs Banksia Scrub.	Percentage of ESBS sites that have received weed treatments in the current financial year	=	100%	30/06/27	Manager Infrastructure Services
	A11.5 Programs to engage and support our community to promote and improve biodiversity on private land.	A11.5.1 Deliver community engagement programs to increase the community's awareness and action to support and enhance local biodiversity, including to plant trees and other native vegetation on private land e.g. Native Havens, Permabees, Grow it Local, Saturday Circle	Number of activities delivered	^	≥ 100 activities	30/06/27	Manager Sustainability and Resilience
			Number of visitors to the Randwick Sustainability Hub and Environment Park	^	≥ 200,000 visitors	30/06/27	Manager Sustainability and Resilience

Environment Strategy

Outcome: A community more knowledgeable, proactive and responsive to climate change impacts

CSP OBJECTIVE	2025-29 DELIVERY PROGRAM COMMITMENT	2026-27 OPERATIONAL PLAN ACTIVITY	INDICATOR	TARGET TREND	TARGET VALUE: VALUE	TARGET VALUE: DATE/YEAR	ACCOUNTABLE PERSON
A12 Achieve a 60% reduction in greenhouse gas emissions (CO2-equivalent) across Randwick City by 2030 from a 2018 baseline, while acknowledging the significance and importance of aspiring to a 100% greenhouse gas emissions reduction target for the same timeframe	A12.1 Create and implement a Green Grid framework that prioritises projects that connect areas, provide shade and cooling and improve amenity.	A12.1.1 Implement Greening Randwick initiatives as per the capital works program.	Progress	^	≥ 90%	30/06/27	Manager Engineering Services
		A12.1.2 Develop a Green Grid Framework with prioritised actions for implementation.	Progress	=	100%	30/06/27	Manager Sustainability and Resilience
		A12.1.3 Deliver community planting activities, such as Plant With Us, in accordance with the Urban Forest Policy, Strategy and Green Grid Framework.	Number of activities delivered	=	≥ 10 activities	30/06/27	Manager Sustainability and Resilience
	A12.2 Monitor and increase support for trees planted, retained and maintained in order to increase canopy cover to support the Green Grid to meet the Randwick City target of 19% tree canopy cover by 2060[1].	A12.2.1 Complete the tree planting program.	Progress	=	100%	30/06/27	Manager Infrastructure Services
		A12.2.2 Undertake tree planting on Council managed land.	Number of trees planted (with a minimum pot size of 300mm)	^	≥ 400 trees	30/06/27	Manager Infrastructure Services
	A12.3 Implement programs to increase community participation in food waste avoidance and recovery year on year based on the 2025 baseline.	A12.3.1 Deliver and support programs that educate and encourage the community to reduce and recover food waste.	Number of participants in food waste avoidance & recovery initiatives	^	≥ 1,000 participants	30/06/27	Manager Sustainability and Resilience
		A12.3.2 Undertake a program to engage with local cafes and restaurants to support them to implement food waste avoidance and reduction initiatives.	Number of businesses engaged	^	≥ 20 businesses	30/06/27	Manager Sustainability and Resilience
	A12.4 Implement community energy saving programs to achieve direct and indirect greenhouse emission reductions across those participating by 20% by 2035.	A12.4.1 Support the community to install rooftop solar and or batteries on 30% of suitable buildings in the LGA by 2032.	Total amount of solar installed in the community	^	≥ 50,000 kW	30/06/27	Manager Sustainability and Resilience
			Percentage of dwellings (excluding apartments) that have solar panels installed	^	≥ 25%	30/06/27	Manager Sustainability and Resilience
		A12.4.2 Provide grants / rebates and financial assistance to support the delivery of sustainability outcomes including: - Sustainability rebates - School sustainability grants - Sustainability Venue Hire Fee Waiver - Discounted compost bins and worm farms through the Compost Revolution.	Number of Sustainability Rebates issued	^	≥ 300 rebates	30/06/27	Manager Sustainability and Resilience
			Leverage from Sustainability Rebates (investment from Council expenditure)	^	≥ 10 X	30/06/27	Manager Sustainability and Resilience
			Total amount of solar installed through Sustainability Rebates	^	≥ 8,000 kW	30/06/27	Manager Sustainability and Resilience
			Percentage LGA greenhouse gas emission reduction from 2017/18 baseline of 1,077,504 tonnes	^	≥ 60%*	30/06/32	Manager Sustainability and Resilience
			Percentage of school grants acquitted	=	100%	30/06/27	Manager Sustainability and Resilience
			Number of discounted compost bins and worm farms provided through the Compost Revolution	^	≥ 60 compost bins / farms	30/06/27	Manager Sustainability and Resilience
		A12.4.3 Implement a range of educational initiatives, including those listed below, to equip others for delivery of sustainability outcomes: - Rooftop solar and battery installation on community organisations - Water saving initiatives - School incursions and excursions on sustainability - Events and workshops on sustainability (including Eco Living Festival, Saturday Circle, Plant with Us) - Randwick Sustainability Hub - Environmental volunteers (including Permabee volunteers)	Value of environmental volunteer hours	=	≥ $90,000	30/06/27	Manager Sustainability and Resilience
			Number of environmental volunteer hours	=	≥ 3,000 hours	30/06/27	Manager Sustainability and Resilience
			Number of trees, plants and shrubs planted at community tree planting events	=	≥ 2,000 plantings	30/06/27	Manager Sustainability and Resilience
			Number of students participating in school incursions and excursions on sustainability	=	≥ 1,000 participants	30/06/27	Manager Sustainability and Resilience
			Number of participants in workshops on sustainability	=	≥ 3,000 participants	30/06/27	Manager Sustainability and Resilience
			Number of attendees/participants in sustainability and eco-themed events (including the annual Eco-Living Festival)	=	≥ 20,000 attendees / participants	30/06/27	Manager Sustainability and Resilience

[1]Updated in accordance with *Resolution CP22/26 from Council meeting 30 June 2026*

* Reduction of emissions year on year towards 2032 60% target.

Environment Strategy

Outcome: A community more knowledgeable, proactive and responsive to climate change impacts (cont.)

CSP OBJECTIVE	2025-29 DELIVERY PROGRAM COMMITMENT	2026-27 OPERATIONAL PLAN ACTIVITY	INDICATOR	TARGET TREND	TARGET VALUE: VALUE	TARGET VALUE: DATE/YEAR	ACCOUNTABLE PERSON
A12 Achieve a 60% reduction in greenhouse gas emissions (CO2-equivalent) across Randwick City by 2030 from a 2018 baseline, while acknowledging the significance and importance of aspiring to a 100% greenhouse gas emissions reduction target for the same timeframe		A12.4.4 Continue to deliver and support community engagement to implement energy saving and electrification for householders and businesses including those living in single and multi-unit dwellings.	Number of activities delivered	=	≥ 10 activities	30/06/27	Manager Sustainability and Resilience
			Number of participants on relevant workshops	=	≥ 3,000 participants	30/06/27	Manager Sustainability and Resilience
		A12.4.5 Continue to electrify and integrate energy efficient solutions into council assets.	Number of projects	=	≥ 4 projects	30/06/27	Manager Sustainability and Resilience
		A12.4.6 Undertake capacity building activities to improve council staff knowledge and implementation of sustainability initiatives.	Number of activities delivered	^	≥ 5 activities	30/06/27	Manager Sustainability and Resilience
		A12.4.7 Foster partnerships with other organisations to support our transition to net zero and action towards UN SDGs.	Number of partnerships	=	≥ 20 partnerships	30/06/27	Manager Sustainability and Resilience
	A12.5 Continue to deliver key community events to promote sustainable living.	A12.5.1 Implement significant community engagement events that celebrate and promote sustainable living practices and opportunities to a wide audience, e.g. Eco Living Festival.	Number of attendees	=	≥ 10,000 attendees	30/06/27	Manager Sustainability and Resilience
	A12.6 Provide our community with support to improve resilience to shocks and stressers.	A12.6.3 Review and update Council's Climate Change Risk Assessment	Progress	=	100%	30/06/27	Manager Sustainability and Resilience
		A12.6.4 Develop research and innovation projects to apply evidence-based approaches to resilience activities such as social infrastructure mapping and data, measuring and tracking community connection.	Number of projects	^	≥ 4 projects	30/06/27	Manager Sustainability and Resilience
		A12.6.5 Undertake community engagement and education to increase understanding and preparedness for identified risks.	Number of participants	^	≥ 300 participants	30/06/27	Manager Sustainability and Resilience
			Number of activities	^	≥ 10 activities	30/06/27	Manager Sustainability and Resilience
		A12.6.6 Build community networks and foster partnerships with local organisations and businesses to enhance community risk awareness and response capacity.	Number of partnerships	^	≥ 10 partnerships	30/06/27	Manager Sustainability and Resilience
		A12.6.7 Provide technical support to internal business units to increase their capability and facilitate the uptake of resilience practices.	Number of project partnerships	^	≥ 5 project partnerships	30/06/27	Manager Sustainability and Resilience

Environment Strategy
Outcome: A city that protects and conserves our limited natural resources

CSP OBJECTIVE		2025-29 DELIVERY PROGRAM COMMITMENT		2026-27 OPERATIONAL PLAN ACTIVITY		INDICATOR	TARGET TREND	TARGET VALUE		ACCOUNTABLE PERSON
								VALUE	DATE/YEAR	
A13	Increase residential recycling to 70% across Randwick City and divert 75% waste from landfill by 2035, from a 2017 baseline.	A13.1	Reduce waste generation per capita across the LGA by 10% by 2035, from a 2017/18 baseline, and increase resource recovery through a number of council and community programs targeting specific waste streams.	A13.1.1	Work with residents, businesses and other organisations to increase resource recovery and reduce waste generation per capita.	Percentage reduction in LGA waste generation per capita based on a FY2017/18 baseline of 308kg/person/year	=	≥ 10%*	30/06/35	Manager Sustainability and Resilience
						Volume of illegally dumped material collected	v	≤ 772 tonnes	30/06/27	Manager Waste, Cleansing and Public Safety
						Progress towards review of Council Trade Waste Scheme	=	100%	30/06/27	Manager Waste, Cleansing and Public Safety
						Tonnage of residential waste collected (red bin only)	v	≤ 20,000 tonnes	30/06/27	Manager Sustainability and Resilience
						Number of people directly engaged	^	≥ 2,000 people	30/06/27	Manager Sustainability and Resilience
		A13.2	Continue to work with UNSW to improve student awareness about responsible waste management and circular economy initiatives.	A13.2.1	Engage with the UNSW students to improve understanding of waste recovery and avoidance.	Number of activities/programs participated in	^	≥ 5 activities / programs	30/06/27	Manager Sustainability and Resilience
		A13.3	Divert from landfill, 60% of food waste generated by residents through the delivery of the domestic food waste collection services by 2032.	A13.3.1	Deliver community engagement to reduce contamination and increase diversion rates.	Number of engagement activities delivered	^	≥ 10 activities	30/06/27	Manager Sustainability and Resilience
		A13.4	Manage the collection and processing of residential, commercial and public place waste.	A13.4.1	Provide residential waste collection and processing services for FOGO, recyclables and rubbish.	The diversion rate for waste collected through the residential bin collection service (i.e. FOGO and recyclables tonnage as % of garbage, FOGO and recycling tonnage together)	^	≥ 50%	30/06/27	Manager Waste, Cleansing and Public Safety
						Percentage of bins missed (residential waste, recyclables and FOGO collection service)	v	≤ 0.04%	30/06/27	Manager Waste, Cleansing and Public Safety
				A13.4.2	Provide residents with 6 free household clean-up collections each year including one scheduled clean-up collection and five booked (on-call) clean-up collections.	Percentage of missed services collected within SLA	^	≥ 90%	30/06/27	Manager Waste, Cleansing and Public Safety
				A13.4.3	Investigate and manage illegal dumping of rubbish within the LGA.	Percentage of customer service requests for removal of illegally dumped rubbish completed within SLA	^	≥ 90%	30/06/27	Manager Waste, Cleansing and Public Safety
				A13.4.4	Provide reactive and scheduled waste collection services to public place bins within the City's business centres, parks and beaches in accordance with established service level agreements.	Percentage of customer service requests for emptying a public bin responded to within SLA	^	≥ 90%	30/06/27	Manager Waste, Cleansing and Public Safety
				A13.4.5	Manage and operate the Randwick Recycling Centre which accepts a wide range of recyclable materials and problem wastes.	Total amount of recyclables and problem wastes diverted from land fill through the Randwick Recycling Centre	^	≥ 100 tonnes	30/06/27	Manager Waste, Cleansing and Public Safety

* Reduction of waste year on year towards 2035 10% target

Environment Strategy
Outcome: A city that protects and conserves our limited natural resources (cont.)

CSP OBJECTIVE	2025-29 DELIVERY PROGRAM COMMITMENT	2026-27 OPERATIONAL PLAN ACTIVITY	INDICATOR	TARGET TREND	TARGET VALUE: VALUE	TARGET VALUE: DATE/YEAR	ACCOUNTABLE PERSON
A14 Reduce the consumption of energy and water across Randwick City per capita by 30% by 2030, from a 2017 baseline.	A14.1 Implement water saving initiatives and campaigns to reduce potable water consumption in the local area.	A14.1.1 Install water tanks, water harvesting, and water sensitive urban design in the future upgrade of Council assets, including sporting spaces and park upgrades.	Number of projects	^	≥ 1 project	30/06/27	Manager Engineering Services
		A14.1.2 Support and promote water saving initiatives to assist the community to reduce water usage.	Number of individuals engaged	^	≥ 50 individuals engaged	30/06/27	Manager Sustainability and Resilience
	A14.2 Expand circular economy initiatives and programs to reduce resource use by council and our community.	A14.2.1 Develop a Circular Economy Roadmap for Council, including measuring and monitoring approach.	Progress	=	100%	30/06/27	Manager Sustainability and Resilience
		A14.2.2 Undertake capacity building activities to improve council staff knowledge and implementation of circular economy principles.	Number of staff engaged	^	≥ 30 staff engaged	30/06/27	Manager Sustainability and Resilience
		A14.2.3 Implement community engagement programs to improve knowledge and support implementation of circular economy principles.	Number of activities delivered	^	≥ 50 activities	30/06/27	Manager Sustainability and Resilience

Environment Strategy
Outcome: A city with coastal and marine environments that are protected and conserved

CSP OBJECTIVE		2025-29 DELIVERY PROGRAM COMMITMENT		2026-27 OPERATIONAL PLAN ACTIVITY		INDICATOR	TARGET TREND	TARGET VALUE: VALUE	TARGET VALUE: DATE/YEAR	ACCOUNTABLE PERSON
A15	100% of Randwick's beaches achieve a "Good" or "Very Good" result as monitored and reported in the NSW Government's Beachwatch water quality program.	A15.1	Improve water quality of beaches and waterways through initiatives and programs designed to raise community and business awareness and influence behaviours.	A15.1.1	Increase the volume of gross pollutants captured from the stormwater system by expanding the Gross Pollutant Trap (GPT) network through the installation of new and upgraded GPTs each year on major drainage lines across Randwick City.	Number of new GPTs installed	^	≥ 1 GPT	30/06/27	Manager Engineering Services
				A15.1.2	Improve water quality results at Coogee by partnering with Sydney Water to divert run-off from 1-month storm events into their infrastructure and away from Coogee Beach to contribute toward a "Good" or better water quality rating as per the NSW Beachwatch water quality program.	Progress	^	≥ 75%	30/06/27	Manager Sustainability and Resilience
				A15.1.3	Continue monitoring and management programs to reduce microplastic pollution in our coastal waterways by 2032.	Progress	=	75%	30/06/27	Manager Sustainability and Resilience
				A15.1.4	Deliver community engagement programs to increase the community's appreciation of and encourage action to support and enhance protection of marine ecosystems, e.g. Marine and Coastal Discovery Program.	Number of activities delivered	^	≥ 20 activities	30/06/27	Manager Sustainability and Resilience
						Number of participants in the Marine and Coastal Discovery Program	^	≥ 1,000 participants	30/06/27	Manager Sustainability and Resilience
A16	Ensure community satisfaction of the coastal experience is retained above 80% in surveys conducted from 2020 onwards.	A16.1	Manage access to our coastline by constructing and maintaining a coastal walkway and associated facilities to provide a continuous walkway along our beautiful coastline.	A16.1.2	Develop concept plans based on outcome of ocean impact study for a coastal walkway at Lurline Bay.	Progress	=	≥ 90%	30/06/27	Manager Engineering Services
		A16.2	Improve water quality of beaches and waterways through initiatives and programs designed to raise community and business awareness and influence behaviours.	A16.2.1	Establish an internal steering group to advise and provide guidance on the project scoping study that will assist with a NSW Government grant funding application, establish a way forward, identify relevant stakeholders, local issues, legislative requirements and council resourcing.	Progress	=	100%	30/06/27	Manager Strategic Planning

Housing Strategy
Outcome: A city with diverse and affordable housing that responds to local needs

CSP OBJECTIVE		2025-29 DELIVERY PROGRAM COMMITMENT		2026-27 OPERATIONAL PLAN ACTIVITY		INDICATOR	TARGET TREND	TARGET VALUE		ACCOUNTABLE PERSON
								VALUE	DATE/YEAR	
A17	Increase the percentage of all households that are either social or dedicated affordable housing to a minimum of 10% by 2040.	A17.1	Continue to identify appropriate areas to apply an affordable housing contributions scheme requiring a proportion of all development to be dedicated as affordable housing.	A17.1.1	Report, exhibit and finalise an affordable housing plan for Maroubra Junction Town centre.	Progress in finalising an Affordable Housing Plan for Maroubra Junction	^	≥ 20%	30/06/27	Manager Strategic Planning
		A17.2	Develop and implement actions to provide affordable housing across the City for key workers.	A17.2.1	Report, exhibit and finalise a city-wide Affordable Housing Planning Proposal.	Progress in finalising a draft Affordable Housing Planning Proposal	^	≥ 50%	30/06/27	Manager Strategic Planning
		A17.3	Work with the Land and Housing Corporation to develop a staged approach for the renewal of social housing estates, ensuring increased social housing dwellings in any redevelopment.	A17.3.1	Assess and respond to Land and Housing redevelopment proposals.	Number of applications by Land and Housing proposal assessed and responded to	=	≥ 1 response	30/06/27	Manager Strategic Planning
		A17.4	Explore the opportunity to increase Council's 2021 baseline of transitional housing provision for women and children escaping domestic violence.	A17.4.1	Review Council's existing and upcoming affordable housing stock to investigate appropriate allocation for transitional housing.	Progress in reviewing and identifying stock suitable for transitional housing	=	100%	30/06/27	Manager Community Development
A18	Increase the proportion of medium density housing supply by 3% by 2028 from a 2016 baseline of 27.9%.	A18.1	Develop a city-wide planning framework (e.g. LEP and DCP amendments) to provide a range of housing typologies to meet demand.	A18.1.1	Review and exhibit amendments to the Randwick DCP addressing housing mix.	Progress in finalising draft DCP controls that incorporate dwelling mix requirements	=	100%	30/06/27	Manager Strategic Planning
				A18.1.2	Liaise with key NSW agencies to improve social and affordable housing.	Number of submissions and/or meetings with NSW agencies relating to affordable housing	=	≥ 1 submission / meeting	30/06/27	Manager Strategic Planning
		A18.2	Create a long-term strategic approach to land use by developing consistent policies for land development in line with community goals and housing needs.	A18.2.1	Prepare and maintain our long-term local strategic land use plans, and work with the state government and key stakeholders to manage metropolitan and district planning priorities.	Progress in undertaking research, completing consultation plan and undertaking community engagement to update of the Randwick LSPS	^	≥ 50%	30/06/27	Manager Strategic Planning
						Progress in undertaking research, completing consultation plan and undertaking community engagement to update the Randwick Housing Strategy	^	≥ 50%	30/06/27	Manager Strategic Planning
				A18.2.4	Prepare and maintain legislative planning controls, guidelines and policies to ensure future land use and development is aligned with our long term strategic plans.	Progress in undertaking background investigations, reporting and consultation plan for the draft planning proposal for employment precincts	^	≥ 50%	30/06/27	Manager Strategic Planning
		A18.4	Prepare and implement town and strategic centre strategies to support increased densities in appropriate locations.	A18.4.1	Review the Maroubra Junction town centre and surrounds.	Progress in preparing the Maroubra Junction Planning proposal	^	≥ 50%	30/06/27	Manager Strategic Planning

Housing Strategy
Outcome: A city with sustainable housing growth

CSP OBJECTIVE		2025-29 DELIVERY PROGRAM COMMITMENT		2026-27 OPERATIONAL PLAN ACTIVITY		INDICATOR	TARGET TREND	TARGET VALUE: VALUE	TARGET VALUE: DATE/YEAR	ACCOUNTABLE PERSON
A19	Provide 4,300 new dwellings in 2021-2026, with 40% located in and around town centres.	A19.1	Align future redevelopment with infrastructure investment, ensuring that housing growth is supported by transport including local, state and regional infrastructure as identified in relevant strategies.	A19.1.1	Undertake an infrastructure needs analysis for the LGA.	Progress in finalising a brief, appointing a consultant and reporting an infrastructure needs study for the LGA	=	100%	30/06/27	Manager Strategic Planning
				A19.1.2	Meet with State Government and other agencies in relation to new infrastructure investment and upgrades.	Number of meetings and/or submissions to State Government relating to infrastructure needs for the LGA	=	≥3 meetings / submissions	30/06/27	Manager Strategic Planning
				A19.1.3	Assess development applications or planning proposals for adequacy of infrastructure.	Number of development applications or planning proposals assessed for adequacy of infrastructure	=	≥4 applications / planning proposals	30/06/27	Manager Strategic Planning
		A19.2	Ensure high level and continuous improvement of development assessment services to our community.	A19.2.1	Assess and determine development applications, modification applications and review applications efficiently and in accordance with legislative requirements.	Percentage of planning customer service requests responded to within SLA		≥ 80%	30/06/27	Manager Development Assessment
						Percentage of DAs determined within 40 days (net)		>20%	30/06/27	Manager Development Assessment
						Percentage of DAs determined within 60 days (net)		>40%	30/06/27	Manager Development Assessment
						Net median assessment time		<80 days	30/06/27	Manager Development Assessment
				A19.2.2	Assess Roads Act applications, Subdivision Certificates, land encumbrances and Reviews of Environmental Factors and issue subdivision certificates and execute required land dealings such as easements, restrictions and positive covenants.	Percentage of subdivision certificates determined within 60 days (net)		≥ 50%	30/06/27	Manager Development Assessment
		A19.3	Update the LEP to provide for additional capacity to meet the target of providing 4,000 new dwellings.	A19.3.1	Update the LEP to provide for additional capacity to meet the target of providing 4,000 new dwellings.	Develop a report that monitors the number of dwellings approved under the State Government's Low and Mid Rise reforms	=	100%	30/06/27	Manager Strategic Planning
		A19.4	Utilise land use and building controls to assess and provide advice on proposed developments and provide property information.	A19.4.1	Research, assess, advise and report on heritage matters to ensure Randwick City's local and cultural history is recognised, known, promoted, preserved and celebrated. This includes assessment of Heritage Exemption Requests.	Percentage of Heritage Exemption Requests assessed in less than 14 calendar days	^	≥ 90%	30/06/27	Manager Strategic Planning
						Percentage of heritage enquiries responded to within 24 hours	=	≥ 90%	30/06/27	Manager Strategic Planning
				A19.4.2	Provide advice on the assessment of major development proposals to ensure development is aligned with our strategic plans. This includes the review of State Significant Developments, State Significant Infrastructure (SEARS), Environmental Impact Statements, Site Compatibility Certificates and other proposals.	Number of major proposals responded to relevant to Randwick City	=	≥ 2 responses	30/06/27	Manager Strategic Planning
				A19.4.3	Manage Council's property database and provide land use information to the community including planning certificates, historical property searches, and creation of new addresses.	Progress in reviewing and enhancing processing of property searches and street addressing applications to improve efficiency and streamline the customer experience.	=	100%	30/06/27	Manager Strategic Planning
						Percentage of automated certificates issued in less than 24 hours	^	≥ 95%	30/06/27	Manager Strategic Planning
						Number of discrepancies found in quarterly audits of property condition data	=	≤ 2 discrepancies	30/06/27	Manager Strategic Planning
						Number of street addressing applications responded to within 14 calendar days	=	>90%	30/06/27	Manager Strategic Planning

Housing Strategy
Outcome: A city with excellent built form that recognises local character

CSP OBJECTIVE		2025-29 DELIVERY PROGRAM COMMITMENT		2026-27 OPERATIONAL PLAN ACTIVITY		INDICATOR	TARGET TREND	TARGET VALUE		ACCOUNTABLE PERSON
								VALUE	DATE/YEAR	
A20	100% of development applications approved from 2025 onwards are consistent with the desired future character of the local area and consider design excellence.	A20.1	Preserve local character and heritage by implementing planning provisions to guide development while maintaining Randwick's identity.	A20.1.1	Undertake a heritage review of Randwick City to identify additional heritage items.	Progress in preparing, reporting and exhibiting a heritage planning proposal	=	≥ 50%	30/06/27	Manager Strategic Planning
				A20.1.2	Undertake the Anzac Pde Heritage Interpretation Study.	Progress in preparing and reporting the Anzac Pde Heritage Interpretation Study	^	≥ 80%	30/06/27	Manager Strategic Planning

Inclusive Randwick Strategy

Outcome: A resilient city where people are engaged, informed, connected and feel a sense of community and belonging

CSP OBJECTIVE		2025-29 DELIVERY PROGRAM COMMITMENT		2026-27 OPERATIONAL PLAN ACTIVITY		INDICATOR	TARGET TREND	TARGET VALUE		ACCOUNTABLE PERSON
								VALUE	DATE/YEAR	
A21	The percentage of residents who feel a part of their community will remain above the metro benchmark through to 2031.	A21.1	Develop and implement a series of community and social plans to address the needs of our diverse community.	A21.1.1	Implement the Reflect Reconciliation Action Plan.	Progress	=	100%	30/06/27	Manager Community Development
				A21.1.2	Implement the Social Cohesion Plan.	Progress	=	100%	30/06/27	Manager Community Development
				A21.1.3	Develop the Randwick Youth Plan.	Progress	=	100%	30/06/27	Manager Community Development
		A21.2	Explore opportunities to deliver social and community initiatives that respond to local area priorities.	A21.2.1	Raise awareness of social issues in community & create more inclusive environments through community programs and initiatives.	Alignment of social programs to local area priorities	=	= 8 priorities addressed	30/06/27	Manager Community Development
		A21.3	Celebrate the contribution of our local area volunteers via an annual event and communications plan.	A21.3.1	Facilitate an event that celebrates contribution of local volunteers.	Number of events	^	≥ 1 event	30/06/27	Manager Community Development
		A21.4	Activate spaces to create an experience where people feel connected and/or inspired.	A21.4.1	Manage the use and hire of Council's major venues including: - Prince Henry Centre - Randwick Community Centre - Randwick Literary Institute	Revenue generated from hire of Prince Henry Centre	^	≥ $370,000	30/06/27	Manager Economic Development and Placemaking
						Use of Randwick Community Centre (hours booked per month)	^	> 150.00 hrs/month (avg)	30/06/27	Manager Economic Development and Placemaking
						Use of Randwick Literary Institute (hours booked per month)	^	> 395 hrs/month (avg)	30/06/27	Manager Economic Development and Placemaking
				A21.4.2	Deliver Council's regular program of signature events (>5000 attendees).	Number of signature events held	=	≥ 5 events	30/06/27	Manager Economic Development and Placemaking
				A21.4.3	Deliver Council's regular program of small community events and one off events as required (<5000 attendees).	Number of regular events held	=	≥ 3 events	30/06/27	Manager Economic Development and Placemaking
						Number of one-off events held	=	>0 events	30/06/27	Manager Economic Development and Placemaking
				A21.4.4	Organise Council's regular program of civic events (including: Australia Day Civic Ceremony (Citizenship and Community Service Awards), Bastille Day ceremony, Anzac Day Civic Reception, Bali Commemoration Ceremony, Citizenship Ceremonies, Sports Awards and the Community Christmas Party); as well as one-off civic events as required.	Number of regular civic events	=	≥ 5 events	30/06/27	Manager Economic Development and Placemaking
						Number of one-off civic events	=	≥ 0 events	30/06/27	Manager Economic Development and Placemaking

Inclusive Randwick Strategy

Outcome: A resilient city where people are engaged, informed, connected and feel a sense of community and belonging (cont.)

CSP OBJECTIVE	2025-29 DELIVERY PROGRAM COMMITMENT	2026-27 OPERATIONAL PLAN ACTIVITY	INDICATOR	TARGET TREND	TARGET VALUE: VALUE	TARGET VALUE: DATE/YEAR	ACCOUNTABLE PERSON
A21 The percentage of residents who feel a part of their community will remain above the metro benchmark through to 2031.	A21.5 Provide library collections, resources, services and programs to support lifelong learning and community well-being.	A21.5.1 Provide community access to an extensive range of library resources and services through our libraries.	Number of active library members	^	≥ 45,000 active	30/06/27	Manager Library Services
			Total number of items borrowed from our libraries (including physical and digital)	=	≥ 800,000 items	30/06/27	Manager Library Services
			Number of information queries responded to	=	> 95,000 enquiries	30/06/27	Manager Library Services
			Number of visits to the three physical libraries	=	≥ 350,000 visits	30/06/27	Manager Library Services
		A21.5.2 Provide 24/7 access to our eLibrary services. The eLibrary provides access to online resources, films, eMagazines, eBooks and eAudiobooks.	Number of visits to the three physical libraries	^	≥ 155,000 loans	30/06/27	Manager Library Services
		A21.5.3 Provide digital access to history and heritage content about Randwick LGA.	Number of assets made digitally accessible	^	>5,000 assets	30/06/27	Manager Library Services
		A21.5.5 Provide a diverse range of educational and recreational programs, activities and events through the library to support different community groups including seniors, our multicultural community, children and teens.	Number of educational and recreational programs, events and other activities provided through the library	^	≥ 1,200 activities	30/06/27	Manager Library Services
			Number of attendees at educational and recreational programs, activities and events provided through the library	^	≥ 20,000 attendees	30/06/27	Manager Library Services
	A21.6 Increase the promotion of annual grant funding which invests in community ideas, initiatives and events.	A21.6.1 Deliver promotional campaigns across multiple channels for the annual grant funding which invests in community ideas, initiatives and events and recover food waste.	Number of promotional campaigns delivered	^	≥ 3 campaigns	30/06/27	Manager Community Development

Inclusive Randwick Strategy

Outcome: A resilient city where people are engaged, informed, connected and feel a sense of community and belonging (cont.)

CSP OBJECTIVE		2025-29 DELIVERY PROGRAM COMMITMENT		2026-27 OPERATIONAL PLAN ACTIVITY		INDICATOR	TARGET TREND	TARGET VALUE		ACCOUNTABLE PERSON
								VALUE	DATE/YEAR	
A22	Increase the percentage of residents who are satisfied with the information they receive and community consultation conducted by Council by 2031 from the 2021 baseline.	A22.1	Improve information available for events, actions and initiatives based on the needs of the community.	A22.1.1	Trial methods to improve accessibility of information to targeted community groups.	Number of community engagement methods deployed	=	≥ 1 method	30/06/27	Manager Community Development
		A22.2	Review terms of reference, recruitment strategies, vision and objectives to increase the activity of Council's committees.	A22.2.1	Convene Community Advisory Committees in accordance with the endorsed Terms of Reference.	Number of Advisory Committee Meetings held	-		30/06/27	Manager Community Development
		A22.3	Increase the promotion of opportunities for the community to be involved in precinct committees.	A22.3.1	Provide meaningful and relevant opportunities for community participation through face to face engagement.	Percentage of precincts meeting monthly or bi-monthly	=	100%	30/06/27	Manager Communications
						Number of Let's Chat sessions	=	≥ 10 sessions	30/06/27	Manager Communications
		A22.4	Communicate with our local communities about Council's projects, strategies, goals, events and facilities, and value and make use of their knowledge and experience to make better decisions.	A22.4.1	Provide information to the community on the Council's services and activities using effective communication methods through a variety of channels including print, digital and social media. This includes the production of Council's Scene magazine and Randwick eNews.	Number of editions of Scene Magazine produced	=	≥ 4 editions	30/06/27	Manager Communications
						Number of editions of Randwick eNews produced	=	≥ 48 editions	30/06/27	Manager Communications
						Randwick eNews open rate	=	> 32%	30/06/27	Manager Communications
						Randwick eNews subscribers	=	≥ 50,000 subscribers	30/06/27	Manager Communications
						Number of followers of Council's corporate social media accounts (Facebook, X, Insta, YouTube, LinkedIn and Mayor's X)	=	≥ 60,000 followers	30/06/27	Manager Communications
						Number of Council Facebook posts, Council X posts, Mayoral X posts, and Council insta posts	=	≥ 900 posts	30/06/27	Manager Communications
				A22.4.2	Develop and implement opportunities for community input into the Council's decision-making processes, including through formal consultations, social media and biennial community satisfaction surveys.	Number of active subscribers to YourSay Randwick	=	≥ 10,000 subscribers	30/06/27	Manager Communications
				A22.4.3	Support the creation, presentation and distribution of effective and clear community communications through graphic design, animation, videography and photography.	Number of street banner campaigns installed	=	≥ 12 campaigns	30/06/27	Manager Communications
						Number of Citylight campaigns installed	=	≥ 12 campaigns	30/06/27	Manager Communications
						Number of videos/animations produced	=	≥ 40 videos / animations	30/06/27	Manager Communications
				A22.4.4	Respond to media enquiries and proactively provide media releases to help keep the community informed on current issues and opportunities within the LGA.	Percentage of media deadlines met	=	100%	30/06/27	Manager Communications
						Number of news items published on Council's website	=	≥ 104 items	30/06/27	Manager Communications
				A22.4.5	Prepare and edit Council's written communication content and speeches to ensure that the information provided by Council is clear, accurate, consistent and relevant.	Number of items proof-read	=	≥ 2,000 items	30/06/27	Manager Communications
		A22.5	Provide virtual spaces to deliver library services, programs and activities.	A22.5.1	Provide online systems, such as the library website, app and social media, that enable our community to interact with the library 24/7.	Number of library website page views	^	≥ 450,000 views	30/06/27	Manager Library Services
						Number of sessions in library app	=	≥ 140,000 sessions	30/06/27	Manager Library Services
						Number of Library Instagram and Facebook followers	=	≥ 5,000 followers	30/06/27	Manager Library Services
						Average monthly interactions with Library Facebook and Instagram content.	=	≥ 1,000 interactions per month (avg)	30/06/27	Manager Library Services
						Number of Library eNews subscribers	=	≥ 48,000 subscribers	30/06/27	Manager Library Services
		A22.6	Run a periodic service provider forum to maintain connections with service delivery, social needs, and challenges.	A22.6.1	Host service provider forum.	Number of forums held	^	≥ 1 forum	30/06/27	Manager Community Development

Inclusive Randwick Strategy

Outcome: A city where people can access social support and amenities whatever their ability and wherever they live

CSP OBJECTIVE		2025-29 DELIVERY PROGRAM COMMITMENT		2026-27 OPERATIONAL PLAN ACTIVITY		INDICATOR	TARGET TREND	TARGET VALUE: VALUE	TARGET VALUE: DATE/YEAR	ACCOUNTABLE PERSON
A23	Increase by 10% the number of people who feel their social needs are being met by 2031 from the 2021 baseline.	A23.1	Develop a business plan for the Library.	A23.1.1	Report back to Council on library facilities.	Progress	=	100%	30/06/27	Manager Library Services
		A23.2	Provide activities and services that support community wellbeing, consistently enable care and promote community connections.	A23.2.1	Connect community members in need with local social service providers and program.	Number of service referrals through Lexo Hub				Manager Community Development
				A23.2.2	Manage and operate the Moverly Children's Centre which provides long day care for children aged 0-5 years.	Occupancy rate for Moverly Children's Centre	^	≥ 80%	30/06/27	Manager Community Development
				A23.2.3	Partner with NSW Health, Department of Communities and Justice and the Primary Health Network to deliver the place based community hub in Lexington Place (Hub@Lexo) which offers a range of health and social services to support marginalised communities.	Visits to the community hub in Lexington Place (Hub@Lexo)	=	≥ 4,800 visits	30/06/27	Manager Community Development
				A23.2.4	Provide a range of community initiatives designed to promote a sense of community and meet the identified needs of specific groups such as seniors and carers, our multicultural community, youth, parents and families.	Number of attendees at community events, activities and programs designed to promote a sense of community	=	≥ 13,246 attendees	30/06/27	Manager Community Development
				A23.2.5	Support a range of initiatives that are delivered in partnership with our Aboriginal community, particularly around NAIDOC Week and Reconciliation Week.	Number of attendees at activities and events delivered in partnership with our Aboriginal community	=	≥ 1,100 attendees	30/06/27	Manager Community Development
				A23.2.6	Support, establish, facilitate and/or participate in interagencies, working groups, committees and other collaborations that support our community, share information and identify needs.	Number of collaborative projects delivered through interagencies, working groups and committees	=	≥ 5 projects	30/06/27	Manager Community Development

Inclusive Randwick Strategy
Outcome: A city where people can access social support and amenities whatever their ability and wherever they live (cont.)

CSP OBJECTIVE		2025-29 DELIVERY PROGRAM COMMITMENT		2026-27 OPERATIONAL PLAN ACTIVITY		INDICATOR	TARGET TREND	TARGET VALUE: VALUE	TARGET VALUE: DATE/YEAR	ACCOUNTABLE PERSON
A24	Increase participation in social programs/services provided in partnership with Council for our marginalised communities by 2026 from the 2021 baseline.	A24.1	Take a leadership role in implementing a regional approach for the Disability Inclusion Action Plan (DIAP).	A24.1.1	Launch and implement Council's Disability Inclusion Action Plan 2026-2030.	Progress towards implementing DIAP recommendations	^	≥ 25%	30/06/27	Manager Community Development
				A24.1.2	Report on implementation of the wide range of activities identified in the DIAP.	Progress	=	100%	30/06/27	Manager Community Development
				A24.1.3	Explore partnerships with the goal of delivering a periodic youth forum addressing priority needs.	Host Youth forum	=	1 forum	30/06/27	Manager Community Development
				A24.1.4	Incorporate an accessible studio space within Blenheim House.	Progress	^	≥ 50%	30/06/27	Manager Economic Development and Placemaking
				A24.1.5	Deliver specific training to council staff to support a diverse and inclusive workforce affirming our workplaces support of meaningful employment accessible to all.	Number of training sessions held	^	≥ 1 session	30/06/27	Manager Human Resources Operations
				A24.1.6	Improve systems and processes for engagement by undertaking a quality content review of Council's website to improve accessibility of online services.	Progress	=	100%	30/06/27	Chief Information Officer
		A24.2	Inform the community about Council's continuing investment in service providers, targeting diverse audiences.	A24.2.1	Produce good news / outcomes story after each round of the Community Investment Program.	Number of stories	^	≥ 3 stories	30/06/27	Manager Community Development
		A24.3	Dedicate a Council owned facility to youth services by 2029.	A24.3.2	Develop design for youth facility following confirmation of site location.	Progress	^	≥ 50%	30/06/27	Manager Projects
		A24.4	Advocate on behalf of community to State and Federal Government on matters of social policy and service provision, including accessible childcare.	A24.4.1	Advocate to State Government for spaces within social housing estates for pop-up service provision on an ongoing basis.	Number of meetings / reviews	=	≥ 1 review	30/06/27	Manager Community Development
				A24.4.3	Investigate the expansion of place based services and programs in partnership with relevant government agencies by 2032.	Progress	=	100%	30/06/27	Manager Community Development
				A24.4.4	Advocate on behalf of residents experiencing complex vulnerability or hardship.	Percentage of relevant requests responded to	=	100%	30/06/27	Manager Community Development
		A24.5	Explore partnership opportunities to increase youth services and activities in priority targeted areas including participation in the performing arts.	A24.5.1	Consult with Youth and youth sector stakeholders on requirements.	Number of consultations / meetings	^	≥ 1 meeting	30/06/27	Manager Community Development
		A24.6	Deliver a minimum of 2 domestic violence awareness activities/campaigns per year.	A24.6.1	Deliver awareness activities /campaigns.	Number of awareness activities /campaigns delivered	^	≥ 2 activities / campaigns	30/06/27	Manager Community Development
		A24.7	Investigate opportunities for the expansion of community transport across the LGA by 2029.	A24.7.1	Conduct audit of existing community transport providers in LGA and survey community to determine unmet needs.	Progress	^	100%	30/06/27	Manager Community Development
		A24.8	Maintain partnerships for food security programs into disadvantaged areas each year.	A24.8.1	Investigate pilot program to build capacity of community to withstand food security pressures.	Progress	=	≥ 1 pilot program	30/06/27	Manager Community Development

Inclusive Randwick Strategy

Outcome: A city dedicated to the individual and collective health, wellbeing and safety of the community

CSP OBJECTIVE	2025-29 DELIVERY PROGRAM COMMITMENT	2026-27 OPERATIONAL PLAN ACTIVITY	INDICATOR	TARGET TREND	TARGET VALUE		ACCOUNTABLE PERSON
					VALUE	DATE/YEAR	
A25 An overall stabilisation and improvement in safety, health and wellbeing indicators.	A25.1 Implement "A Safer Randwick City: Community Safety Action Plan (2025-2035)".	A25.1.1 Launch 'A Safer Randwick City: Community Safety Action Plan (2025-2035)'.	Progress	=	100%	30/06/27	Manager Community Development
	A25.2 Promote and strengthen the capacity of community through developing skills, abilities and resources to assist communities to be resilient, adaptive and thrive within their environment.	A25.2.2 Manage Council's Community Investment Program which supports individuals, community groups and community organisations by providing targeted financial assistance to ideas, initiatives and services which are needs based, inclusive, impactful and create a 'sense of community'.	Percentage of budgeted funds allocated	=	100%	30/06/27	Manager Community Development
	A25.3 Implement measures to maintain the physical safety and wellbeing of the community, including ranger services	A25.3.1 Maintain and manage the Companion Animals database and undertake companion animal investigations, patrols and enforcement, including responding to animal related customer complaints and enquiries.	Percentage of animal management customer service requests responded to within SLA	^	≥ 90%	30/06/27	Manager Compliance
		A25.3.2 Undertake proactive and reactive patrols, investigations, impounding and enforcement to ensure compliance with 'local laws' regarding the use of Council's parks, reserves, beaches, roads and other public places.	Percentage of all customer service requests actioned by our Rangers (excluding parking related requests) that were responded to within SLA	^	≥ 90%	30/06/27	Manager Compliance
	A25.4 Implement Council's key regulatory functions, responsibilities and services.	A25.4.1 Implement Council's Food Safety Program.	Percentage of high and medium risk food premises inspected in financial year	^	≥ 90%	30/06/27	Manager Compliance
		A25.4.2 Undertake regulatory health, building and compliance assessments, investigations, and regulatory actions, in response to customer enquiries and complaints.	Percentage of health, building and development compliance related investigations and assessments are actioned within 7 days	^	≥ 90%	30/06/27	Manager Compliance
	A25.5 Respond to referrals from NSW Liquor & Gaming, work with the liquor accord to address anti-social behaviour and crime prevention.	A25.5.1 Provide comments and / or submissions to NSW Liquor & Gaming and other relevant agencies on Liquor Licensing applications and referrals.	Number of liquor licence and licensing matters actioned				Manager Compliance
	A25.6 Implement measures to maintain the physical safety and wellbeing of the community, including lifeguard services	A25.6.1 Provide lifeguard services at Coogee, Maroubra and Clovelly Beaches all year and at Little Bay and Malabar Beaches during summer.	Percentage of incidents responded to along our coastline within 30-minutes of being notified	^	100%	30/06/27	Manager Waste, Cleansing and Public Safety
			Number of preventative actions (Note: a preventative action is when a lifeguard intervenes to prevent a likely incident from occurring)	^	≥ 15,000 actions	30/06/27	Manager Waste, Cleansing and Public Safety
		A25.6.2 Provide schools and community groups with Surf and Water Safety Education Programs.	Hours of Surf and Water Safety Education Programs provided to schools and community groups	^	≥ 40 hours	30/06/27	Manager Waste, Cleansing and Public Safety

Integrated Transport Strategy

Outcome: A city with a transport network where sustainable transport options are the preferred choice for people

CSP OBJECTIVE	2025-29 DELIVERY PROGRAM COMMITMENT	2026-27 OPERATIONAL PLAN ACTIVITY	INDICATOR	TARGET TREND	TARGET VALUE		ACCOUNTABLE PERSON
					VALUE	DATE/YEAR	
A26 Increase the active transport mode share to 35% by 2031, from a 2018-19 baseline of 26%.	A26.1 Update the Bicycle Route Construction Priority List.	A26.1.1 Finalise and adopt the updated Bicycle Route Construction Priority List.	Progress	=	100%	30/06/27	Manager Engineering Services
	A26.2 Implement the Active Transport Plan actions.	A26.2.2 Develop and maintain an active transport wayfinding plan for the LGA.	Progress	=	100%	30/06/27	Manager Engineering Services
	A26.3 Provide additional safe cycling routes, prioritising fully separate bicycle lanes where possible, in locations informed by our Bicycle Route Construction Priority plan and the TfNSW Principal Bicycle Network plan as soon as possible following allocation of funding from TfNSW (or other agencies).	A26.3.8 Review other opportunities for funding internal / external (TfNSW funding) and if funded, develop concept and detailed construction designs for additional projects.	Progress	=	100%	30/06/27	Manager Engineering Services
		A26.3.9 Delivery of cycleway improvement projects as per the capital works program.	Number of scheduled projects delivered	=	≥1 project	30/06/27	Manager Engineering Services
	A26.4 Implement measures to increase safety for people riding bikes or walking in 5 locations each year until 2035, with priority given to identified crash sites.	A26.4.1 Design traffic facilities to increase safety for people riding bikes or walking in 5 locations across the LGA.	Number of traffic facilities designed	=	≥5 traffic facilities	30/06/27	Manager Engineering Services
		A26.4.3 Seek funding to construct new traffic facilities to increase safety for those who choose to walk or ride within the Council area.	Progress	=	100%	30/06/27	Manager Engineering Services
	A26.5 Improve accessibility through large blocks and/or large developments, so as to enhance and strengthen our walking and bike riding networks.	A26.5.3 Continue to lobby and work with collaboration area partners and developers to support the delivery of sustainable transport options and facilities.	Number of meetings attended and letters issued	^	≥ 3 meetings / letters	30/06/27	Manager Engineering Services
	A26.6 Provide 200 new bicycle parking spaces across our beaches, local centres and key destinations across the LGA by 2032.	A26.6.2 Deliver bicycle parking spaces at suitable locations across the LGA in consultation with council bicycle committee and community requests.	Number of bicycle parking spaces installed	^	≥ 40 spaces	30/06/27	Manager Engineering Services

Integrated Transport Strategy

Outcome: A city with a transport network where sustainable transport options are the preferred choice for people (cont.)

CSP OBJECTIVE		2025-29 DELIVERY PROGRAM COMMITMENT		2026-27 OPERATIONAL PLAN ACTIVITY		INDICATOR	TARGET TREND	TARGET VALUE		ACCOUNTABLE PERSON
								VALUE	DATE/YEAR	
A27	Reduce the proportion of private vehicle trips from the 2018-19 baseline of 58% to 45% by 2031.	A27.1	Engage with Transport for NSW and other key agencies to implement the public transport related activities by 2029.	A27.1.3	Work with TfNSW, bus operators and neighbouring Councils to improve public transport including on-demand transport and rapid bus links identified in the South East Sydney Transport Strategy and Future Transport 2056.	Progress	=	100%	30/06/27	Manager Engineering Services
		A27.2	Continue to implement the program of transport upgrades to improve accessibility and amenity at public transport stops such as lighting, shelter, and wayfinding signage, to improve overall customer experience of public transport by 2029.	A27.2.1	Implement bus stop amenity upgrades as per the capital works program	Progress	=	100%	30/06/27	Manager Engineering Services
		A27.3	Work with car share providers to support increase in car share space in the local area as an alternative to private transport by 2029.	A27.3.1	Work with car share providers to support an average annual increase in car share parking spaces to provide an alternative option to private vehicle ownership.	Number of car share parking spaces approved				Manager Engineering Services
A28	Achieve an ownership rate of over 5000 electric or hybrid vehicles by 2031.	A28.1	Require the provision of electric vehicle and electric bicycle charging stations in new residential and commercial buildings, and provide subsidies to encourage installation of charging stations in existing residential and commercial buildings.	A28.1.2	Provide rebates for EV chargers in residential and commercial buildings.	Number of rebates provided annually for charging stations in residential and commercial buildings	=	≥50 rebates	30/06/27	Manager Sustainability and Resilience
		A28.2	Deliver and support the provision of publicly accessible electric vehicle charging stations each year.	A28.2.1	Deliver new publicly accessible EV charging stations.	Number of publicly accessible non-council operated EV charging stations	^	≥ 90 EV charging stations	30/06/27	Manager Sustainability and Resilience
						Number of electric vehicles in Council's fleet	^	≥15 electrical vehicles	30/06/27	Manager Sustainability and Resilience
						Number of chargers installed for Council fleet	^	≥ 20 EV chargers	30/06/27	Manager Sustainability and Resilience

Integrated Transport Strategy

Outcome: A safe, efficient and sustainable road network that responds to the NSW Government's Movement and Place framework

CSP OBJECTIVE	2025-29 DELIVERY PROGRAM COMMITMENT	2026-27 OPERATIONAL PLAN ACTIVITY	INDICATOR	TARGET TREND	TARGET VALUE		ACCOUNTABLE PERSON
					VALUE	DATE/YEAR	
A29 Achieve a 50% reduction in casualties on the road network from a 2018 baseline of 269 incidents by 2031.	A29.1 Develop a procedure for road space allocation on Randwick LGA streets to support the delivery of future walking space and cycle routes, including pop-up routes.	A29.1.1 Develop a procedure for road space allocation on Randwick streets to support the delivery of future walking space and cycle routes, including pop-up routes by 2029 and apply the principles for road space allocation in 100% of local centre upgrade plans by 2031.	Progress	=	100%	30/06/27	Manager Engineering Services
	A29.2 Work with Transport for NSW to achieve the target of zero fatalities and serious injuries by 2056, under the Safe System approach.	A29.2.3 Using NSW Centre for Road Safety crash data, community feedback, and knowledge of emerging trends in community road safety, deliver programs to target areas in need of specific behaviour change to improve road safety.	Progress	=	100%	30/06/27	Manager Engineering Services
			Number of programs delivered targeting behaviour change to improve road safety	^	≥ 4 program	30/06/27	Manager Engineering Services
	A29.3 Work with TfNSW to review speed limits (differentiating between town centres and residential areas) in 2 identified areas each year by 2035.	A29.3.1 Review speed limits in two priority areas using developed methodology and refer results to Local Transport Forum and Transport for NSW.	Progress	=	100%	30/06/27	Manager Engineering Services
	A29.4 Manage the operation, provision, projects and issues of facilities and services for all modes of transport to achieve safe, efficient, comfortable, convenient, economical and enviro-friendly movement of people and goods and to attain behavioural change.	A29.4.1 Manage existing traffic arrangements and facilities across the LGA, including consideration of Local Area Traffic Management studies, speed reviews, new/updated signage and line marking, and temporary and permanent road closures.	Percentage of Service Requests regarding traffic arrangements and facilities that are responded to within SLA	^	≥ 90%	30/06/27	Manager Engineering Services

Integrated Transport Strategy
Outcome: A parking system that balances the needs of residents, businesses, visitors and workers

CSP OBJECTIVE	2025-29 DELIVERY PROGRAM COMMITMENT	2026-27 OPERATIONAL PLAN ACTIVITY	INDICATOR	TARGET TREND	TARGET VALUE		ACCOUNTABLE PERSON
					VALUE	DATE/YEAR	
A30 Effectively manage parking to achieve a maximum 85% peak occupancy for time limited parking.	A30.1 Develop and implement a set of principles to guide and improve parking management and the resident parking scheme within and near to our town centres and coastal areas, informed by community feedback, and the adopted Transport Hierarchy by 2035.	A30.1.1 Develop a set of principles to guide and improve parking management across the LGA, informed by community consultation and Council's Transport Hierarchy.	Progress	=	100%	30/06/27	Manager Engineering Services
		A30.1.2 Undertake proactive and reactive parking patrols, investigations and enforcement to ensure compliance with parking rules, including responding to parking related customer complaints and enquiries.	Percentage of parking related customer service requests responded to within SLA	=	≥90%	30/06/27	Manager Compliance
	A30.2 Review kerbside usage in each of our town and local centres and apply the principles for parking management to inform provision of space for all types of delivery vehicles and pick up/drop off of passengers from shared and private vehicles, by 2035.	A30.2.1 Review kerbside usage within town and local centres using Council's parking management principles and prepare relevant reports.	Number of centres reviewed	=	≥ 10 business centres	30/06/27	Manager Engineering Services
	A30.3 Investigate emerging parking / guidance systems and implement solutions to balance accessibility and turnover, and reduce congestion and emissions from circulating vehicles by 2029.	A30.3.1 Implement digital parking permit system for the resident parking scheme.	Progress towards procurement of new digital system	=	100%	30/06/27	Manager Engineering Services
	A30.4 Work with stakeholders to better manage parking with the aim of reducing private vehicle trips, in the local area.						

Open Space and Recreation Strategy

Outcome: A city with open space that grows and changes with the community

CSP OBJECTIVE		2025-29 DELIVERY PROGRAM COMMITMENT		2026-27 OPERATIONAL PLAN ACTIVITY		INDICATOR	TARGET TREND	TARGET VALUE: VALUE	TARGET VALUE: DATE/YEAR	ACCOUNTABLE PERSON
A31	Every home in Randwick City will have open space of 1000m2 within 800m.	A31.1	Planning Proposals and major redevelopment sites should address the proximity to existing, repurposed or redeveloped open space and capacity.	A31.1.1	Require planning proposals and major redevelopment sites to address the proximity to existing open space and capacity.	Percentage of planning proposals (PPs) and major development applications approved that address the proximity to existing open space and capacity	=	100%	30/06/27	Manager Strategic Planning
		A31.3	Investigate opportunities to incorporate informal active and social sport and recreation, including in areas with many students and culturally diverse population.	A31.3.1	Design and construct multi-purpose courts as per the capital works program.	Progress	=	100%	30/06/27	Manager Engineering Services

Open Space and Recreation Strategy
Outcome: A community that is healthy and active

CSP OBJECTIVE	2025-29 DELIVERY PROGRAM COMMITMENT	2026-27 OPERATIONAL PLAN ACTIVITY	INDICATOR	TARGET TREND	TARGET VALUE		ACCOUNTABLE PERSON
					VALUE	DATE/YEAR	
A32 Maintain a community satisfaction* rating for coastal open spaces, coastal walkway, playgrounds and parks of 97%.	A32.1 Explore partnership opportunities to achieve additional open space and recreation areas to meet community demand.	A32.1.1 Collaborate with the Greater Sydney Parklands in relation to opportunities for open space and recreation within Centennial and Moore Parklands.	Hold meetings with Greater Sydney Parklands	=	≥ 2 meetings	30/06/27	Manager Strategic Planning
	A32.3 Develop options to close the broken links in the Coastal Walkway, to realise the long-term vision of a continuous pedestrian link between Clovelly and Botany Bay.	A32.3.1 Develop a concept coastal walkway route through the southern golf courses.	Progress	=	100%	30/06/27	Manager Engineering Services
	A32.4 Improve inclusive access to beaches, reserves, ocean pools and other open space areas.	A32.4.3 Conduct an audit and assessment and works program to improve the lighting of sporting grounds to improve safety at night and allow for additional night time training hours.	Completion of audits upon 10 fields per year, based upon priorities identified by sports field team to inform and be considered in future capital works programs.	=	100%	30/06/27	Manager Infrastructure Services
	A32.5 Deliver the rock fishing Safety Campaign and on-site infrastructure (i.e. signage) to raise awareness and increase rock fishing safety including in multiple community languages, working with key agencies and third parties.	A32.5.1 Continue to implement the education and safety campaign.	Progress	=	100%	30/06/27	Manager Communications
		A32.5.2 Install signage as required to reinforce rock fishing safety messages.	Progress	=	100%	30/06/27	Manager Communications
	A32.6 Clean the City's assets and infrastructure in business centres, beaches, parks and other public places.	A32.6.1 Undertake scheduled and reactive cleaning of Council's parks, amenities and facilities in accordance with established service level agreements.	Percentage of customer service requests for cleaning of public toilets responded to within SLA	^	≥ 90%	30/06/27	Manager Waste, Cleansing and Public Safety
		A32.6.2 Undertake scheduled and reactive sweeping and cleaning of Council's footpaths, streets and public carparks in accordance with established service level agreements.	Percentage of customer service requests for sweeping and cleaning of Council's footpaths, streets and public carparks responded to within SLA	^	≥ 90%	30/06/27	Manager Waste, Cleansing and Public Safety
		A32.6.3 Remove graffiti from public property and from publicly accessible frontages of private properties with owner's consent.	Percentage of customer service requests for removal of graffiti responded to within SLA	^	≥ 90%	30/06/27	Manager Waste, Cleansing and Public Safety
		A32.6.4 Undertake scheduled and reactive cleaning of the City's beaches and ocean pools in accordance with established service level agreements.	Percentage of customer service requests for cleaning of beaches responded to within SLA	^	≥ 90%	30/06/27	Manager Waste, Cleansing and Public Safety
			Percentage of customer service requests for cleaning of ocean pools responded to within SLA	^	≥ 90%	30/06/27	Manager Waste, Cleansing and Public Safety

* Includes survey respondents who are somewhat satisfied, satisfied or very satisfied.

Open Space and Recreation Strategy
Outcome: A community that is healthy and active (cont.)

CSP OBJECTIVE	2025-29 DELIVERY PROGRAM COMMITMENT	2026-27 OPERATIONAL PLAN ACTIVITY	INDICATOR	TARGET TREND	TARGET VALUE: VALUE	TARGET VALUE: DATE/YEAR	ACCOUNTABLE PERSON
A32 Maintain a community satisfaction* rating for coastal open spaces, coastal walkway, playgrounds and parks of 97%.	A32.7 Work with the Local Aboriginal Land Council and Aboriginal Elders to develop and implement projects to increase knowledge and awareness of the local Aboriginal culture, traditions and connection to country through open space.	A32.7.1 Commence preparation of an engagement plan for an Aboriginal Cultural Heritage Study informed by recommendations from the Reconciliation Action Plan.	To commence 2027/28				Manager Strategic Planning
		A32.7.2 Work with Gujaga Foundation, Aboriginal Land Council and local schools to deliver the annual Koojay Corroboree which marks the commencement of National Reconciliation Week.	Number of local schools and aboriginal groups involved in the Corroboree	^	≥ 10 schools and aboriginal groups	30/06/27	Manager Economic Development and Placemaking
		A32.7.3 Work with Aboriginal Elders to develop self determined projects that raise the profile of local Aboriginal Culture through activities hosted at the La Perouse Museum & Headland.	Number of projects/activities undertaken	^	≥ 5 projects / activities	30/06/27	Manager Economic Development and Placemaking
	A32.8 Review existing Plans of Management and administer the use of Council's property and land assets to comply with legislation and ensure the parks' management and use reflects current and future community needs.	A32.8.1 Review the Coogee Foreshore Plan of Management (POM).	Progress in undertaking issues paper, engaging with relevant stakeholders, precinct mapping and reporting for public exhibition	^	≥ 40%	30/06/27	Manager Strategic Planning
		A32.8.2 Manage the hire and use of Council's sports fields by sporting groups, schools, charitable organisations and the general public.	Use of sports fields (hours booked)	^	≥ 43,212 hours	30/06/27	Manager Infrastructure Services
		A32.8.3 Manage the Randwick Cemetery including arrangements for interment/burial, administration of cemetery register, enquiries and oversight of private memorial works.	Percentage of cemetery enquiries responded to within 15 working days	^	≥ 90%	30/06/27	Manager Engineering Services
		A32.8.4 Manage the booking, allocation and approval process for activities within Council's beaches and parks. This includes private ceremonies, corporate activities, filming, still photography, busking, fundraising, mobile food vending, community information banners, licences to conduct fitness classes and commemorative seats/plaques.	Percentage of applications for activities on Council's beaches and parks processed within 15 working days	^	≥ 90%	30/06/27	Manager Engineering Services
		A32.8.5 Manage use of Council's community halls.	Utilisation percentage of Council Community Halls	^	Increase	30/06/27	Manager Economic Development and Placemaking
	A32.9 Plan, prepare, coordinate and implement emergency/incident management and response in the LGA, including managing catchments within the LGA to reduce the risk of flooding to people and properties.	A32.9.2 Implement flood mitigation projects and strategies identified through floodplain planning.	Progress in implementing the annual drainage capital works program (measured through program expenditure)	=	≥ 80%	30/06/27	Manager Engineering Services
	A32.10 Manage public and private trees and plants within the LGA including tree assessments and tree work implementation; as well as Management of the Council Nursery.	A32.10.1 Manage the propagation and production of indigenous, native and exotic plant species at the Randwick Community Nursery for use by Council and for sale to the community.	% of budgeted nursery revenue received	=	≥ 90%	30/06/27	Manager Infrastructure Services
		A32.10.2 Assess and determine applications for pruning/removal of private trees. This includes tree permit applications and heritage tree applications.	Percentage of tree permit and heritage tree applications determined within 20 working days	^	≥ 90%	30/06/27	Manager Infrastructure Services
		A32.10.3 Undertake pruning and maintenance of Council's trees to maintain public safety.	Percentage of customer service requests for maintenance of Council trees responded to within SLA	^	≥ 90%	30/06/27	Manager Infrastructure Services

* Includes survey respondents who are somewhat satisfied, satisfied or very satisfied.

Open Space and Recreation Strategy

Outcome: A community where everyone has the opportunity to participate in sport and recreation

CSP OBJECTIVE		2025-29 DELIVERY PROGRAM COMMITMENT		2026-27 OPERATIONAL PLAN ACTIVITY		INDICATOR	TARGET TREND	TARGET VALUE: VALUE	TARGET VALUE: DATE/YEAR	ACCOUNTABLE PERSON
A33	75% or above satisfaction with new open space and recreation facilities within 2 years of implementation.	A33.2	Upgrade facilities in open spaces, prioritising high use destinations increase amenity and cater for increased demand.	A33.2.1	Deliver amenities block at Malabar Ocean Pool.	Progress	=	100%	30/06/27	Manager Projects
		A33.3	Develop and deliver fitness, swimming and recreational programs and services to the community through the Des Renford Leisure Centre.	A33.3.1	Provide a variety of programs and recreational facilities at the Des Renford Leisure Centre (DRLC).	Number of visits to the Des Renford Leisure Centre per annum	^	≥900,000 visits	30/06/27	Manager Recreation Business Services
				A33.3.2	Maintain Pool water quality to the highest standards at Des Renford Leisure Centre at all times.	Compliance with NSW Health guidelines for pool water quality	=	100% compliance	30/06/27	Manager Recreation Business Services
				A33.3.3	Manage the hire and use of the Heffron Synthetic Soccer Field.	Use of Heffron Synthetic Soccer Field	^	≥30.00 hrs/week (avg.)	30/06/27	Manager Recreation Business Services
		A33.4	Continue to provide and enhance dog off-leash locations across the local area.	A33.4.1	Design and install appropriate fencing and supporting amenities at designated off-leash dog parks to improve safety, functionality and amenity for dogs and their owners.	Complete works at 1 park	=	100%	30/06/27	Manager Engineering Services
		A33.5	Optimise existing sports field layouts to increase number of fields provided and diversity of codes catered for.	A33.5.1	Conduct an audit and assessment and develop a works program to improve the sports field layouts.	Completion of audits upon 10 fields per year, based upon priorities identified by sports field team to inform and be considered in future capital works programs.	=	100%	30/06/27	Manager Infrastructure Services
		A33.6	Collaborate with local sporting codes to identify opportunities and initiatives to increase female participation in sport.	A33.6.1	Provide female facilities, prioritising high-use sporting grounds.	Gather feedback from Sports Committee, regarding priorities for female sport, through inclusion as a standard agenda item in Sports Committee Meetings.	=	100%	30/06/27	Manager Projects
		A33.7	Incorporate 'play trails' close to playgrounds with playful features such as footpaths painted with games, colourful pots and benches and climbable features or public art.	A33.7.1	Complete the design of the Grant Reserve Playground upgrade.	Progress	=	100%	30/06/27	Manager Engineering Services
		A33.8	Provide physical spaces to deliver library services, programs and activities.	A33.8.1	Manage the hire and use of meeting rooms and exhibition spaces at the Lionel Bowen Library (Maroubra) and Margaret Martin Library (Randwick). Spaces include: - Vonnie Young Auditorium, (Maroubra) - The Maroubra Room (Maroubra) - The Anzac Room (Maroubra) - The Gale Room (Maroubra) - Exhibition space (Maroubra) - Margaret Martin Library Meeting Room (Randwick)	Utilisation of the Vonnie Young Auditorium, Maroubra (hours booked/hours available)	^	≥ 23%	30/06/27	Manager Library Services
						Utilisation of the Maroubra Room (including Anzac and Gale Rooms), Maroubra (hours booked/hours available)	^	≥ 27%	30/06/27	Manager Library Services
						Number of exhibitions in the Exhibition space, Maroubra	^	≥ 6 exhibitions	30/06/27	Manager Library Services
						Utilisation of the Margaret Martin Library Meeting Room, Randwick (hours booked/hours available)	^	≥ 31%	30/06/27	Manager Library Services
						Utilisation of the Exhibition space, Maroubra (days exhibition space used/days in period)	^	≥ 95%	30/06/27	Manager Library Services
				A33.8.2	Facilitate hire and use of the Randwick City Library bus, including provision of community transport to the library, and public hire when it is not being used for community transport.	Utilisation of Library bus (hrs bus used for community transport & public hire)	^	≥ 80%	30/06/27	Manager Library Services

Open Space and Recreation Strategy

Outcome: A community where everyone has the opportunity to participate in sport and recreation (cont.)

CSP OBJECTIVE		2025-29 DELIVERY PROGRAM COMMITMENT		2026-27 OPERATIONAL PLAN ACTIVITY		INDICATOR	TARGET TREND	TARGET VALUE: VALUE	TARGET VALUE: DATE/YEAR	ACCOUNTABLE PERSON
A33	75% or above satisfaction with new open space and recreation facilities within 2 years of implementation.	A33.9	Construct new and maintain existing public assets and infrastructure.	A33.9.1	Implement Council's capital works program including construction of buildings, footpaths, roads, drainage and open space infrastructure.	Progress in implementing the annual drainage capital works program (measured through program expenditure)	=	≥ 80%	30/06/27	Manager Projects
				A33.9.2	Implement the Road Rehabilitation Program as part of the Capital Works Program, including road re-sheeting.	Progress in implementing the annual drainage capital works program (measured through program expenditure)	=	≥ 90%	30/06/27	Manager Engineering Services
				A33.9.3	Maintain Council's open space areas in accordance with established service level agreements. This includes maintenance of Council's parks and playgrounds, sports fields, bushland, coastal walkway, reserves, gardens, streetscapes and landscaped areas within the cemetery.	Percentage of customer service requests for maintenance of Council's open space areas responded to within SLA	^	≥ 85%	30/06/27	Manager Infrastructure Services
						Percentage of bushland sites receiving bush regeneration during the period	=	100%	30/06/27	Manager Infrastructure Services
				A33.9.4	Maintain Council's drainage infrastructure in accordance with established service level agreements to ensure that it is clear and in good working condition. This includes cleaning/repairs to stormwater pits, pipes, and Gross Pollutant Traps (GPTs), as well as clearing private sewer lines damaged by Council tree roots.	Percentage of customer service requests for maintenance of Council's drainage infrastructure responded to within SLA	^	≥ 85%	30/06/27	Manager Infrastructure Services
				A33.9.5	Maintain Council Assets within the road reserve in accordance with established service level agreements. This includes repairs to potholes/pavements, footpaths, kerb and gutters, line marking, signage, retaining walls, street furniture, Council owned street lighting, and traffic calming devices.	Percentage of customer service requests for maintenance of Council Assets within the road reserve (excluding drainage assets) responded to within SLA	^	≥ 85%	30/06/27	Manager Infrastructure Services
				A33.9.6	Maintain Council owned buildings, facilities and venues in accordance with established service level agreements. Maintenance includes cleaning, repairs, service contracts (electricity, water, gas), security and civic support.	Percentage of customer service requests for maintenance of Council owned buildings, facilities and venues responded to within SLA	^	≥ 85%	30/06/27	Manager Infrastructure Services
		A33.10	Manage asset lifecycle planning (including creation, renewal, operation, maintenance and disposal) to ensure sustainable service delivery.	A33.10.1	Plan and undertake building design, civil design and landscape design of public assets, infrastructure and public domain areas.	Progress on planned building designs for 2026-27	^	≥ 25%	30/06/27	Manager Projects
				A33.10.2	Assess and determine applications to build driveways or undertake other civil works in a public road reserve.	Percentage of civil works applications processed within 30 working days	^	≥ 80%	30/06/27	Manager Engineering Services

3.2 Delivering Council's support services and regulatory functions

Corporate Planning and Performance

FUNCTION		2025-29 DELIVERY PROGRAM COMMITMENT		2026-27 OPERATIONAL PLAN ACTIVITY		INDICATOR	TARGET TREND	TARGET VALUE		ACCOUNTABLE PERSON
								VALUE	DATE/YEAR	
F1	**Change Management**	F1.1	Manage corporate based change in the organisation to achieve business improvements through business process reengineering and targeted projects.	F1.1.1	Deliver the annual Improvement Program which includes implementing the recommendations from service reviews, continuous improvement activities, and fostering a culture of improvement in the organisation.	Progress towards delivery of the annual Improvement Program	=	100%	30/06/2027	Manager Corporate Planning and Performance
				F1.1.2	Undertake business process improvement to optimise end-to-end processes and manage projects that deliver a better customer and employee experience.	Number of business processes reviewed, analysed and improved	^	≥ 10 Processes	30/06/2027	Manager Corporate Planning and Performance
F2	**Integrated Planning and Reporting**	F2.1	Develop and monitor integrated plans and resource strategies to support achievement of community aspirations.	F2.1.1	Develop, implement and maintain our performance management framework in accordance with Integrated Planning and Reporting requirements. This includes updating the community on Council's progress in implementing our delivery program, and working with the community to update and create new programs and plans.	Progress in the delivery of the annual schedule of statutory Integrated Planning and Reporting reports and plans.	=	100%	30/06/2027	Manager Corporate Planning and Performance
F3	**Internal Audit**	F3.1	Provide independent assurance to the Audit, Risk and Improvement Committee (ARIC) that Council's risk management, governance and internal control processes are operating effectively, and make recommendations for improvements.	F3.1.1	Undertake internal audits to improve the effectiveness of risk management, control and governance processes.	Percentage of audits completed against the Annual Strategic Internal Audit Plan	^	≥ 90%	30/06/2027	Principal Internal Auditor
				F3.1.2	Provide professional expert advice in relation to Council's governance, risk management and control processes.	Percentage of agreed recommendations implemented within agreed timeframe	^	≥ 90%	30/06/2027	Principal Internal Auditor
				F3.1.3	Test strategic and operational financial controls periodically, within Council's internal audit program, and report to the Audit Risk and Improvement Committee.	Percentage of key strategic and operational financial controls tested within Council's Annual Strategic Internal Audit Plan, and reported to the Audit Risk and Improvement Committee	^	≥ 90%	30/06/2027	Principal Internal Auditor
F4	**Service Reviews and Continuous Improvement**	F4.1	Ongoing work to improve the Council's internal or external products, services, or processes.	F4.1.1	Deliver the annual Service Review Work Program	Progress towards delivery of annual Service Review Work Program	=	100%	30/06/2027	Manager Corporate Planning and Performance
				F4.1.2	Deliver the annual Business Analytics Work Plan which includes data quality, reporting, dashboards, data analysis and a data warehouse to house Council's structured data and make it available for enterprise reporting and analytics, through a business intelligence (BI) solution.	Progress towards delivery of the Work Program for data quality, reporting, dashboards and business intelligence.	=	100%	30/06/2027	Manager Corporate Planning and Performance

Customer Service & Governance Management Service

FUNCTION		2025-29 DELIVERY PROGRAM COMMITMENT		2026-27 OPERATIONAL PLAN ACTIVITY		INDICATOR	TARGET TREND	TARGET VALUE		ACCOUNTABLE PERSON
								VALUE	DATE/YEAR	
F5	**Customer Service Management**	F5.1	Manage the customer service lifecycle and provide professional, timely, helpful, high quality and consistent customer service before, during and after the customer's needs are met.	F5.1.1	Provide customer service that is professional, timely, helpful, high quality and consistent.	Percentage of customer service requests responded to within SLA	^	≥90%	30/06/2027	Manager Governance
						Percentage of phone calls received through call centre abandoned	v	≤5%	30/06/2027	Manager Governance
				F5.1.2	Develop and implement the Customer Experience Work Plan to improve service delivery and customer satisfaction with services for internal and external customers.	Progress towards implementing Customer Experience Work Plan	=	100%	30/06/2027	Manager Corporate Planning and Performance
F6	**Enterprise Risk Management**	F6.1	Develop and maintain the Enterprise Risk Management Framework including communication, consultation, monitoring, review, recording, reporting and WHS.	F6.1.1	Ensure the current Workplace, Health and Safety training management system continues to provide Council with the required procedural guidance and tools to manage the health and safety of all staff.	Number of lost time days due to injury (measured annually)	v	≤644 days	30/06/2027	Manager Human Resources Operations
				F6.1.2	Implement and maintain Council's Enterprise Risk Management Framework, including management of claims.	Percentage of operational risks reviewed in financial year	^	≥ 90%	30/06/2027	Manager Human Resources Operations
				F6.1.3	Ensure proactive management of risk to stakeholders' health and safety.	Percentage of incidents that are reported within 24 hours	^	≥ 90%	30/06/2027	Manager Human Resources Operations
F7	**Governance Management**	F7.1	Manage Council's governance framework and controls to ensure accountability, transparency, integrity, equity and ethical Council decision making.	F7.1.1	Ensure compliance with the Government Information (Public Access) Act 2009 and assist the community in obtaining access to appropriate Council information/documents.	Percentage of informal access to information requests processed within five (5) working days	^	≥ 90%	30/06/2027	Manager Governance
						Percentage of formal GIPA applications processed within legislated 20 working days	=	100%	30/06/2027	Manager Governance
				F7.1.2	Implement and maintain governance policies, delegations, standards and codes to ensure compliance with relevant legislation.	Compliance with legislative governance requirements (as measured through legislative compliance software)	=	100%	30/06/2027	Manager Governance
				F7.1.3	Ensure the effective and efficient administration of Council meetings for the benefit of Councillors and the community.	Number of meetings where administrative KPIs are met (timely, accurate draft business paper, agenda and minutes, and internal coordination of NoMs)	^	≥ 10 meetings	30/06/2027	Manager Governance
F8	**Property and Land Management**	F8.1	Administer the use of Council's property and land assets.	F8.1.1	Execute and manage tenancy contracts including leases, licenses and occupation agreements for Council owned assets.	Number of tenancy contracts (including leases, licenses and occupation agreements for Council owned assets) executed in accordance with relevant legislation	=	100%	30/06/2027	Manager Governance
				F8.1.2	Manage Council's regulatory land administration functions, including responding to enquiries regarding Crown and Council land management, land dealings, Native Title and Aboriginal land claims.	Percentage of enquiries regarding Council's land administration functions responded to within 15 working days	^	≥ 90%	30/06/2027	Manager Governance
F9	**Procurement Management**	F9.1	Manage Council's procurement processes to ensure compliance with legislation, internal policy and industry best practice.	F9.1.1	Implement and maintain procurement procedures and systems to effectively manage the procurement lifecycle and ensure compliance with legislation, internal policies and best practice.	Percentage of contracts executed under appropriate delegation	=	100%	30/06/2027	Manager Governance

Financial Management

FUNCTION	2025-29 DELIVERY PROGRAM COMMITMENT		2026-27 OPERATIONAL PLAN ACTIVITY		INDICATOR	TARGET TREND	TARGET VALUE		ACCOUNTABLE PERSON
							VALUE	DATE/YEAR	
F10 Accounting	F10.1	Manage and record the financial transactions arising from Council's activities, including the levy and collection of rates and charges, and the preparation of financial statements and returns.	F10.1.1	Manage and record the financial transactions arising from Council's activities, including the preparation of financial statements and returns.	Progress in preparing and delivering financial statements and returns	=	100%	30/06/2027	Chief Financial Officer
			F10.1.2	Manage the accurate levy and collection of rates and charges, and provide appropriate support through our Debt Recovery and Financial Hardship Policy for those in our community facing financial hardship.	Percentage of outstanding rates	=	<5%	30/06/2027	Chief Financial Officer
F11 Financial Management and Control	F11.1	Support Council's sustainable delivery of projects and services through sound Financial Management and Control, including long term financial planning, budget preparation, and financial performance monitoring.	F11.1.1	Undertake a LTFP sensitivity analysis to inform recommendations on future cash and investment levels.	Progress in undertaking sensitivity analysis	=	100%	30/06/2027	Chief Financial Officer
			F11.1.2	Evaluate the strategic and operational risks for the management of financial resources and consider within Council's Risk Management Framework.	Progress in implementing financial management mitigating approaches for both strategic and operational risks	=	100%	30/06/2027	Chief Financial Officer
			F11.1.3	Manage Council's cash and investment portfolio to achieve a return greater than AusBond Bank Bill Index, with no loss of capital.	Return on investment (%) / AusBond Bank Bill Index (%)	=	> 100%	30/06/2027	Chief Financial Officer
			F11.1.4	Assess and remediate any financial performance indicators in the Long Term Financial Plan and where the plan indicates that a financial indicator may fall below benchmark, a recommendation is made to provide options for the improvement of this position prior to the next annual review of the Long Term Financial Plan.	Progress in assessing any financial indicators that do not meet benchmark (refer to F11.1.6)	=	100%	30/06/2027	Chief Financial Officer
			F11.1.5	Update the Long Term Financial Plan for all restricted cash and investments, outlining the timing of intended use of funds.	Percentage of externally restricted funds allocated to budgets within timeframe specified in the LTFP	=	≥ 100%	30/06/2027	Chief Financial Officer
			F11.1.6	Review and update Council's Long Term Financial Plan, ensuring all financial and asset performance measures meet benchmark.	Operating performance ratio	=	≥ 0%	30/06/2027	Chief Financial Officer
					Own source revenue	=	> 60%	30/06/2027	Chief Financial Officer
					Unrestricted current ratio	=	≥ 1.50 X	30/06/2027	Chief Financial Officer
					Debt service cover ratio	=	> 2 X	30/06/2027	Chief Financial Officer
					Rates, annual charges, interest & extra charges outstanding percentage	=	< 5%	30/06/2027	Chief Financial Officer
					Cash expense cover ratio	=	≥ 3 Months	30/06/2027	Chief Financial Officer
					Building, infrastructure & other structures renewal ratio	=	≥ 100%	30/06/2027	Chief Financial Officer
					Infrastructure backlog ratio	=	< 2%	30/06/2027	Chief Financial Officer
					Asset maintenance ratio	=	> 100%	30/06/2027	Chief Financial Officer
			F11.1.7	Consider and test all upfront and associated ongoing operational costs and income within Council's LTFP for decisions involving new or enhanced infrastructure or services throughout the financial year.	Progress in testing proposed new or enhanced infrastructure or services within Council's LTFP	=	100%	30/06/2027	Chief Financial Officer
			F11.1.8	Support Council's sustainable delivery of projects and services through sound Financial Management and Control, including long term financial planning, budget preparation, and financial performance monitoring.	Progress in delivering the following statutory statements, budgets and reviews: Quarterly budget reviews; Audited Annual Financial Statement; Budget; Monthly Reports and Investment Reports	=	100%	30/06/2027	Chief Financial Officer

Information Management and Technology Services

FUNCTION	2025-29 DELIVERY PROGRAM COMMITMENT		2026-27 OPERATIONAL PLAN ACTIVITY		INDICATOR	TARGET TREND	TARGET VALUE		ACCOUNTABLE PERSON
							VALUE	DATE/YEAR	
F12 Cyber Security Management	F12.1	Implement and maintain cyber security to safeguard our systems, data, and reputation while adapting to the ever-evolving threat landscape	F12.1.1	Implement and maintain cyber security to safeguard our systems, data, and reputation while adapting to the ever-evolving threat landscape.	Progress towards delivery of the IM&T Cyber Security Work Program including implementing and maintaining the Essential 8 Maturity Model	=	100%	30/06/2027	Chief Information Officer
F13 Information Management	F13.1	Implement and maintain information management systems and processes to support Council's operations through the capture, management, storage, preservation and delivery of quality data and information.	F13.1.1	Ensure that Council data and record holdings meet business needs and legislative requirements.	Progress towards delivery of the IM&T Records and Information Management Work Program	=	100%	30/06/2027	Chief Information Officer
					Ongoing achievement of a Records Management Maturity Score of 4/5 or higher	^	≥ 4 score (out of 5)	30/06/2027	Chief Information Officer
F14 Technology Management	F14.1	Develop, implement and maintain integration and technology management solutions that support Council's operations.	F14.1.1	Support the organisation to make optimal use of information management and technology services.	Percentage of requests for service completed in line with service standards	^	≥ 95%	30/06/2027	Chief Information Officer
					Progress towards implementation of an Artificial Intelligence governance framework and staff education to support the safe, ethical and responsible adoption of AI across the organisation.	=	100%	30/06/2027	Chief Information Officer
			F14.1.2	Implement the Business Application work program to maintain, support and improve the use of business and ERP applications in the organisation.	Progress towards implementation of the Business Application work program	=	100%	30/06/2027	Chief Information Officer
			F14.1.3	Optimise Council's hardware infrastructure (compute, storage and network), through an increase in availability to 99%.	Availability of application systems during supported hours of operation excluding planned maintenance activities	^	≥ 99%	30/06/2027	Chief Information Officer
					Availability of network and datacentre infrastructure services during supported hours of operation excluding planned maintenance activities	^	≥ 99%	30/06/2027	Chief Information Officer

People Management

FUNCTION	2025-29 DELIVERY PROGRAM COMMITMENT		2026-27 OPERATIONAL PLAN ACTIVITY		INDICATOR	TARGET TREND	TARGET VALUE		ACCOUNTABLE PERSON
							VALUE	DATE/YEAR	
F15 Employee On-board Management	F15.1	Attract and recruit employees with the knowledge, attributes, skills and experience to integrate into the organisation and positively contribute to delivering Council's outcomes.	F15.1.1	Manage the recruitment and transitioning processes. This includes developing and maintaining a strong employee value proposition that attracts quality employees.	Net Promoter Score (NPS) staff satisfaction level (i.e. how likely employees are to recommend Council as a good place to work as measured by Council's biennial staff satisfaction survey).	^	-	30/06/2027	Manager Human Resource Operations
			F15.1.2	Ensure Council maintains and builds upon the number of trainees, apprentice and graduate positions in the structure annually, to positively contribute to delivering Council's outcomes.	Number of trainee, apprentice, graduate and identified positions in Council.	^	≥ 12 positions	30/06/2027	Manager Human Resource Operations
F16 Employee Development and Retention Management	F16.1	Develop and retain employees and maintain an optimum/balanced turnover of staff.	F16.1.1	Maintain an engaged workforce.	Maintaining employee engagement index in the top quartile from biennial staff survey	^	Within top quartile	30/06/2027	Manager Human Resource Operations
			F16.1.2	Promote ongoing learning and development to increase organisational and individual capability.	Hours of staff training (face to face and online) completed	^	≥ 2,077 hours	30/06/2027	Manager Human Resource Operations
			F16.1.3	Support the total wellbeing of employees through targeted programs.	Employee wellness (i.e. the level of stress and perception of support towards healthy life habits as measured through wellbeing surveys)	^	-	30/06/2027	Manager Human Resource Operations
			F16.1.4	Provide appropriate level of employees and specialist roles with training in psychological safety and mental health first aid.	Number of psychological safety and mental health first aid training courses provided to leaders and specialist roles.	^	≥ 2 training courses	30/06/2027	Manager Human Resource Operations

Part 4. Financial information

This part includes the budget for all planned activities in the 2026-27 financial year.

4.1 2026-27 Budget

Our annual budget is a blueprint for how and where Randwick City Council spends its money each year and where the money comes from to pay for the services we provide. It sets out how much we will spend on operating and capital expenditure for parks and gardens, roads, public safety, sports fields, and a wide range of other functions.

Within the context of our 2026-27 Budget we are working together with our community and stakeholders, to ensure a financially sound and sustainable local government, that continues to deliver affordable services to our community – now and into the future.

OUR BUDGET 2026-27	
	$'000
Income from Continuing Operations	
Rates and Annual Charges	165,764
User Fees and Charges	26,269
Interest and Investment Revenue	6,506
Other Revenue	8,658
Operating Grants and Contributions	8,528
Capital Grants and Contributions	12,638
Other Income	6,034
Total Income	**234,397**
Employee Benefits and On-costs	96,498
Borrowing Costs	401
Materials and Contracts	80,839
Depreciation	30,358
Other Operating Expenses	6,502
Loss on Disposal of Assets	4,500
Total Expenses	**219,098**
Operating Result from Continuing Operations Surplus/(Deficit)	**15,299**
Add back non-cash items adjustment	34,896
Funds available from Continuing Operations	**50,195**
Transfer to Externally Restricted Reserves for capital items	-4,404
Transfer from Internally Restricted Reserves for capital items	3,701
Total Funds available for Capital Items	**49,492**
Capital Items	
Capital Expenditure Program	46,141
Loan Principal Repayment	3,343
Total Capital Items	**49,484**
Budget Results Surplus/(Deficit)	**8**

4.2 Income statement

	2024-25 RESULT	2025-26 BUDGET	2025-26 REVISED	2026-27 BUDGET
	$'000	$'000	$'000	$'000
Operating Revenue				
Rates and Annual Charges	148,922	155,573	155,192	165,764
User Charges and Fees	27,770	24,913	25,157	26,269
Interest and Investment Revenue	8,898	5,220	6,835	6,506
Other Operating Revenue	9,003	8,180	8,266	8,658
Operating Grants and Contributions	9,397	7,588	8,190	8,528
Capital Grants and Contributions	31,920	9,495	37,090	12,638
Other Income	6,198	6,095	6,095	6,034
Total Operating Revenue	**242,108**	**217,064**	**246,825**	**234,397**
Operating Expenses				
Employee Costs	87,671	91,454	91,623	96,498
Borrowing Costs	545	472	472	401
Materials and Contracts	81,899	76,306	78,300	80,839
Depreciation	28,379	28,063	28,063	30,358
Other Expenses	4,977	5,685	5,828	6,502
Loss on Disposal of Assets	4,124	4,500	3,397	4,500
Total Operating Expenditure	**207,595**	**206,480**	**207,683**	**219,098**
Operating Result - Surplus / (Deficit)	**34,513**	**10,584**	**39,142**	**15,299**
Operating Result before Capital Grants and Contributions	**2,593**	**1,089**	**2,052**	**2,661**

Revenue

Rates and Annual Charges

	2024-25 RESULT	2025-26 BUDGET	2025-26 REVISED	2026-27 BUDGET
	$'000	$'000	$'000	$'000
Ordinary Residential Rates	78,135	81,097	81,097	85,153
Ordinary Business Rates	16,258	17,034	17,034	18,173
Port Botany Business Rates	5,823	6,038	6,038	6,341
Special Rates - Environmental Levy	6,466	6,713	6,713	7,049
Domestic Waste Management Charge	41,651	44,196	44,196	48,466
Stormwater Management Charge	1,144	1,146	1,146	1,148
Pensioner Rebates	-802	-812	-1,192	-746
Other Annual Charges	247	160	160	180
Total Rates and Annual Charge	**148,922**	**155,573**	**155,192**	**165,764**

User Fees and Charges

	2024-25 RESULT	2025-26 BUDGET	2025-26 REVISED	2026-27 BUDGET
	$'000	$'000	$'000	$'000
Des Renford Leisure Centre	8,989	9,502	9,502	10,317
Community Facilities	2,616	2,607	2,351	2,296
Integrated Transport	4,353	2,570	3,091	3,350
Trade Waste	1,719	1,574	1,579	1,784
Development Assessment	2,488	2,496	2,518	2,411
Moverly Children's Centre	587	741	741	609
Health, Building and Regulatory Services	3,276	1,924	1,924	2,034
Library Services	12	12	12	12
Community Plant Nursery	205	343	343	264
Bus Shelter Advertising	348	378	378	378
Road and Other Infrastructure Reinstatements	1,774	1,148	1,148	1,148
Other	1,403	1,618	1,570	1,666
Total User Fees and Charges	**27,770**	**24,913**	**25,157**	**26,269**

Interest and Investment Income

	2024-25 RESULT	2025-26 BUDGET	2025-26 REVISED	2026-27 BUDGET
	$'000	$'000	$'000	$'000
Investment Interest	8,530	5,020	6,535	6,216
Interest on overdue Rates and Charges	368	200	300	290
Total Interest and Investment Income	**8,898**	**5,220**	**6,835**	**6,506**

Other Revenues

	2024-25 RESULT	2025-26 BUDGET	2025-26 REVISED	2026-27 BUDGET
	$'000	$'000	$'000	$'000
Fines	6,875	6,782	6,782	7,043
DRLC Merchandise and Kiosk Sales	1,295	1,113	1,113	1,162
Insurance Recoveries	15	0	3	0
Other	818	285	368	453
Total Other Revenue	**9,003**	**8,180**	**8,266**	**8,658**

Other Income

	2024-25 RESULT	2025-26 BUDGET	2025-26 REVISED	2026-27 BUDGET
	$'000	$'000	$'000	$'000
Commercial and Residential Rental Income	5,713	5,967	5,967	5,905
Affordable Housing Rental Agreement	90	128	128	129
Others	395	0	0	0
Total Other Income	**6,198**	**6,095**	**6,095**	**6,034**

Operating Grants and Contributions

	2024-25 RESULT	2025-26 BUDGET	2025-26 REVISED	2026-27 BUDGET
	$'000	$'000	$'000	$'000
Federal Government				
Financial Assistance Grant	3,303	4,102	4,102	4,758
Roads to Recovery Program Funding	770	987	987	1,172
NSW State Government				
Roads and Maritime Services (RMS) Grants	450	296	456	447
Street Lighting Subsidy	436	440	440	440
Library Grants & Subsidies	464	549	469	470
Community Services Subsidies	408	372	152	145
Child Care Subsidies	476	280	477	474
Other Grants	1,662	0	534	0
Non-Government Operating Contibutions	1,428	562	573	622
Total Operating Grants and Contributions	**9,397**	**7,588**	**8,190**	**8,528**

Capital Grants and Contributions

	2024-25 RESULT	2025-26 BUDGET	2025-26 REVISED	2026-27 BUDGET
	$'000	$'000	$'000	$'000
Federal Government				
Local Roads and Community Infrastructure Program	3,757	0	0	0
NSW State Government				
Roads and Maritime Services (RMS) Grants	283	270	16,241	288
Other Grants and Contibutions	926	2,225	6,299	2,750
Non-Government Operating Contibutions	172	0	0	0
Developer Contributions	10,837	5,000	11,650	5,600
Affordable Housing Contributions	15,945	2,000	2,900	4,000
Other				
Total Capital Grants and Contributions	**31,920**	**9,495**	**37,090**	**12,638**

Operational Expenditures

Employee Expenses

	2024-25 RESULT	2025-26 BUDGET	2025-26 REVISED	2026-27 BUDGET
	$'000	$'000	$'000	$'000
Salaries and Wages	67,035	72,566	72,609	76,390
Superannuation	8,135	9,194	9,194	9,843
Employee Leave Entitlements	8,081	5,985	5,985	6,525
Fringe Benefits Tax	488	427	427	425
Training and Development	1,026	992	1,090	981
Workers Compensation Insurance	1,123	1,700	1,700	1,750
Other Employee Expenses	1,783	590	618	584
Total Employee Expenses	**87,671**	**91,454**	**91,623**	**96,498**

Borrowing Costs

	2024-25 RESULT	2025-26 BUDGET	2025-26 REVISED	2026-27 BUDGET
	$'000	$'000	$'000	$'000
Interest Payable on Loans	545	472	472	401
Total Interest on Loans	**545**	**472**	**472**	**401**

Materials and Contracts

	2024-25 RESULT	2025-26 BUDGET	2025-26 REVISED	2026-27 BUDGET
	$'000	$'000	$'000	$'000
Waste and Safety Management	27,274	29,489	29,766	32,156
Information and Communication Technology	7,291	8,299	8,220	8,427
Infrastructure Services	22,610	13,898	14,470	15,001
Legal Expenses	1,658	793	1,008	1,322
Health and Regulatory Service	1,492	1,271	1,271	1,271
Library Services	1,080	1,038	1,068	1,110
Sustaining Our City	1,313	2,037	2,042	1,903
Aquatic Services	2,754	2,968	2,968	3,029
Cultural Events and Community Program	4,610	5,361	5,702	5,185
Development Assessment	369	465	589	315
Engineering & Traffic Services	3,025	2,572	2,595	2,681
Strategic Planning	407	520	923	689
Financial Operations	1,162	1,147	1,147	1,059
Communications	500	728	728	776
Governance and Administrative Services	6,149	5,498	5,499	5,607
Property and Insurance Management	205	222	304	308
Total Materials and Contracts	**81,899**	**76,306**	**78,300**	**80,839**

Depreciation

	2024-25 RESULT	2025-26 BUDGET	2025-26 REVISED	2026-27 BUDGET
	$'000	$'000	$'000	$'000
Plant & Equipment	3,029	2,867	2,867	2,941
Office Equipment	1,589	1,532	1,532	1,353
Furniture and Fittings	524	506	506	577
Land Improvements	698	699	699	717
Buildings Non Specialised	2,113	2,112	2,112	2,165
Buildings Specialised	4,282	4,271	4,271	4,556
Roads	8,272	8,287	8,287	9,846
Footpaths	1,917	1,906	1,906	1,996
Stormwater Drainage	2,522	2,514	2,514	2,580
Swimming Pools	132	132	132	137
Open Space	3,049	2,999	2,999	3,214
Library Books	252	238	238	276
Total Depreciation	**28,379**	**28,063**	**28,063**	**30,358**

4.3 Balance Sheet

Assets

	2024-25 RESULT	2025-26 BUDGET	2025-26 REVISED	2026-27 BUDGET
	$'000	$'000	$'000	$'000
Current Assets				
Cash and cash equivalents	6,099	1,483	11,494	18,585
Investments	158,406	56,521	56,521	58,464
Receivables	9,787	10,660	10,660	11,779
Inventories	543	678	678	698
Other	1,592	827	827	1,354
Non-Current Assets				
Investments	24,000	16,000	16,000	14,000
Receivables	566	562	562	632
Infrastructure, Property, Plant & Equipment	2,070,369	2,028,286	2,037,200	2,063,860
Right of use assets	220	222	222	218
Total Assets	**2,271,582**	**2,115,239**	**2,134,164**	**2,169,590**

Liabilities

	2024-25 RESULT	2025-26 BUDGET	2025-26 REVISED	2026-27 BUDGET
	$'000	$'000	$'000	$'000
Current Liabilities				
Payables	27,692	20,680	20,680	23,641
Income received in advance	3,733	632	632	1,049
Lease liabilities	3	5	5	3
Borrowings	3,270	3,343	3,343	3,418
Provisions	24,248	23,217	23,217	26,209
Non-Current Liabilities				
Income received in advance	19,006	19,698	19,698	20,039
Lease liabilities	230	237	237	235
Borrowings	19,336	15,993	15,993	12,575
Provisions	819	782	782	890
Total Liabilities	**98,337**	**84,587**	**84,587**	**88,059**

Community Equity

	2024-25 RESULT	2025-26 BUDGET	2025-26 REVISED	2026-27 BUDGET
	$'000	$'000	$'000	$'000
Accumulated Surplus	957,722	849,209	868,134	883,433
IPPE Revaluation Reserve	1,215,523	1,181,443	1,181,443	1,198,098
Total Community Equity	**2,173,245**	**2,030,652**	**2,049,577**	**2,081,531**

4.4 Statement of cash flows

Operational Indicators

	2024-25 RESULT $'000	2025-26 BUDGET $'000	2025-26 REVISED $'000	2026-27 BUDGET $'000
Receipts				
Rates and Annual Charges	149,171	155,354	154,974	165,555
User Charges and Fees	29,809	24,919	25,163	26,983
Investment and Interest Revenue received	8,319	5,223	6,838	5,586
Grants and Contributions	44,213	14,868	33,016	21,166
Bonds, Deposits and Retention amounts received	2,920	292	292	648
Other	25,563	13,581	13,666	14,675
Payments				
Employee Benefits and on-costs	-85,723	-89,653	-89,822	-93,080
Materials and Contracts	-93,053	-76,158	-76,633	-78,864
Borrowing Costs	-545	-472	-472	-401
Bonds, Deposits and Retention refunded	-2,604	0	0	0
Other	-9,058	-5,639	-5,782	-7,030
Net Cash provided from Operating Activities	**69,012**	**42,315**	**61,240**	**55,238**

Investing Activities

	2024-25 RESULT $'000	2025-26 BUDGET $'000	2025-26 REVISED $'000	2026-27 BUDGET $'000
Receipts				
Sale of investment securities	111,863	70,500	70,500	36,796
Sale of infrastructure, property, plant and equipment	1,437	2,616	2,616	1,284
Payments				
Purchase of investment securities	-150,143	-64,000	-64,000	-36,739
Purchase of infrastructure, property, plant and equipment	-33,131	-46,799	-55,713	-46,145
Net Cash provided in Investing Activities	**-69,974**	**-37,683**	**-46,597**	**-44,804**

Financing Activities

	2024-25 RESULT $'000	2025-26 BUDGET $'000	2025-26 REVISED $'000	2026-27 BUDGET $'000
Payments				
Loan Principal Repayment	-3,199	-3,270	-3,270	-3,343
Net Cash provided from Financing Activities	**-3,199**	**-3,270**	**-3,270**	**-3,343**

Total Cash, Cash equivalents and Investments

	2024-25 RESULT $'000	2025-26 BUDGET $'000	2025-26 REVISED $'000	2026-27 BUDGET $'000
Net Increase/(Decrease) in Cash from activities	**-4,161**	**1,362**	**11,373**	**7,091**
Opening Cash Balance - Beginning of Year	10,260	6,099	6,099	11,494
Investments on Hand - End of the Year	182,406	72,521	72,521	72,464
Total Cash, Cash Equivalents and Investments	**188,505**	**79,982**	**89,993**	**91,049**

4.5 Asset management planning and capital expenditure

Asset Management Plans guide the long-term maintenance and upgrade of assets under the care and control of Randwick City Council.

Multiple factors are considered when deciding which assets to maintain or upgrade in any one period. These include, but are not limited to, the available funding, level of use, predicted life with maintenance, predicted deterioration without maintenance, risk to public of not upgrading and the relative cost required to deliver improvement to the life and usability of the individual asset.

Randwick City Council has a Capital Works Program that lists projects scheduled for the year and their cost (refer to the following table). The Capital Works Program includes projects relating to:

- roads (including footpaths)
- open space
- buildings and facilities
- drainage and flood mitigation.

Capital Expenditures

Capital Works

	2026-27 BUDGET $'000
Local Roads Program	2,500
Footpath Renewal and Upgrade Program	1,800
Roads to Recovery Program	1,172
Maroubra Junction Streetscape Improvements	1,000
Randwick Collaboration Area	1,000
Brook Street Bridge Renewal	1,000
Maroubra Corridor Study Implement - Program	1,000
Retaining Wall Program	800
Kerb & Gutter Reconstruction	500
Footpath Capital Maintenance	500
Traffic and Road Safety Program	500
Cycleways (NS EW)	400
See Street Median Reserve	350
Randwick Junction	340
Transport Forum Works	300
Block Grant Program - Regional Roads	288
Concrete Road Repair Program	250
Electric Vehicle Charging Stations	150
The Spot Upgrade	150
Frenchmans Road Upgrade	140
Joint Sealing Program	100
Bicycle Parking Improvements	100
Mobility Improvement Program	100
Anzac Parade walking and cycling path	100
Road Rehabilitation - Bus Routes	90
Bus Stop Program	50
Wayfinding Signage	50
Walking Volunteer Partnership	20
Roads Construction	**14,750**

	2026-27 BUDGET $'000
Coastal Walkway	1,008
Playground Program	1,000
Fishermans Road - Site remediation Design and documentation	1,000
Maroubra Beach Masterplan Implementation	500
Town Center Water Sensitive Urban Design Implementation	500
Public Arts Program	400
Whale Watching Platform	400
Urban Street Garden Program	300
Sports Committee Requests	250
General Parks Upgrade	250
Bushland management program	200
Dog Off Leash Area Fencing	150
Outdoor Gym	150
Fence Renewal Program	150
Shade Structure Renewal Program	150
Tree Planting Program	120
Green Grid Connections	100
Public Art & Monument Restoration	57
Dune Restoration	50
Multi-Purpose Court Program	50
Heffron Cricket Nets	50
Alfresco Dining - Planter Boxes	50
First Nations Walking Trail	24
Open Space Construction	**6,909**

Capital Works (continued)

	2026-27 BUDGET $'000
Maroubra Surf Life Saving Club	1,500
Malabar Ocean Pool Amenities	1,150
Snape Park Amenities	1,000
Coogee Surf Life Saving Club	1,000
South Maroubra Surf Life Saving Club	1,000
Yarra Oval Amenities	1,000
Buildings Minor Renewals	860
Malabar Memorial Hall	730
Wylie's Baths Deck Replacement	500
La Perouse Museum	500
Maroubra Beach Pavillion Roof Repair	250
Gas Conversion - Des Renford Leisure Centre	200
Randwick Stables	200
Coastal Education Centre	150
Randwick City Libraries	20
Buildings and Facilities Construction	**10,060**
Coogee Stormwater Diversion	4,800
Harold Street and Perry Street Flood Mitigation Implementation	1,300
Drainage Renewal/ Upgrade Works (Various sites)	1,100
Gross Pollutant Trap Program	320
Drainage Infrastructure Condition Assessment Program	250
Stormwater Relining Program	200
Floodplain Management/ Studies, risk management, planning and mitigation	100
Drainage and Flood Mitigation Construction	**8,070**
Plant and Equipment Program	4,942
ICT Digital Program	1,090
Library Program	320
Other Capital Expenditure	**6,352**
Capital Works Program	**46,141**

Capital Works Funding

	2026-27 BUDGET $'000
General Revenue	20,203
Grants and Contributions	4,541
Developer Contributions	3,222
Stormwater Management Charge	1,234
Environment Levy	3,024
Reserves	13,917
Total Capital Works Funding	**46,141**

4.6 General community budget

	2026-27 BUDGET $'000
Community Safety Plan/ Targeted Early Intervention Plans /Youth Programs	320
Reconciliation Action Plan (Develop, launch, implement key actions of the RAP)	100
Youth Band Competition (Youth music competition)	45
Lexo hub social programs and food security (promote and deliver social activities, soft entry opportunities and food security for residents surrounding Lexo hub)	38
First Nations budget (NAIDOC week, Elders Olympics and community gatherings)	35
Domestic Violence Campaigns (Specific campaigns, partnerships and programs to support DV messaging, awareness and services)	35
International Womens Day (Womens Art Prize)	25
Youth Plan (Develop Randwick City Council's Youth Plan)	22
Youth Projects budget (including Youth Week, partnership activations)	20
Social Cohesion Plan (Develop Randwick City Council's Social Cohesion Plan)	20
LGBTQIA+ (Partnerships and programs to foster LGBTQIA+ inclusion)	18
Programs for people with a disability budget (webinars, exhibitions, workshops and Disability Inclusion Action Plan implementation)	15
Multicultural budget (diversity and inclusion days, harmony day, refugee week, Multi-cultural programs)	15
Older Persons budget (seniors week, webinars, workshops, information sessions)	14
Advisory Groups (consultations, reviews and advisory committee meetings)	10
Local Volunteer Expo (A partnership program with local service providers)	7
Women, Children and Family (parenting calendar program)	6
Service Providers Forum (A strategic approach to bring service providers together and identify current needs and gaps)	3
Community Program Activities	**748**

	2026-27 BUDGET $'000
Surf Club Donations	164
Youth Week Block Party	65
Blak Markets (partnership in mentoring Aboriginal businesses)	61
The Deli Women and Children's Centre - Outreach Counselling	60
Kooloora Vacation Care and cleaning funding	56
South Sydney Rabbitohs Partnership	40
Souths Cares	40
Roosters Partnership	35
Maroubra Fun Run	32
Weave Youth Service (Kool Kids Program)	25
Committee for Sydney Membership	21
Matraville Carols (Community Carols event)	20
Rotary Police Awards Sponsorship	16
Randwick Netball Association	15
Malabar Magic Swim	15
South Maroubra Carols (Community Carols event)	10
Eastern Region Forum	5
Ronald McDonald House	4
Holdsworth Community	0
Community Contributions Program	**684**

Community Partnerships (Assists community based services to develop and implement relevant programs or projects that address the social needs of the residents within Randwick City)	418
Community Creative (Invests in experimental, innovative ideas to encourage and increase local opportunities for our arts and culture community)	198
Community Connect (Invests in projects, events and activities that harness community ideas and encourage local participation and social inclusion)	198
Mayor's Contingency (Provides the Mayor an opportunity to support local charities, emergency responses and fundraising campaigns at his discretion)	124
Community Investment Program	**938**

4.7 Events budget

	2026-27 BUDGET $'000
Coogee Carols - a large outdoor Christmas Carols events	340
Multicultural Event - a major event celebrating our culturally diverse community	300
The Spot Festival - a street festival with music, stalls and food celebrating the local area and businesses	240
NYE Fireworks, Coogee Sparkles - Fireworks held on New Year's Eve	237
ANZAC Day Dawn Service - a large outdoor community Dawn Service event held at Coogee Beach	227
Community Christmas Party - Christmas party hosted by the Mayor at Christmas to thank community members for their contribution over the year	125
Beach Break Carnival - an event held at Maroubra to celebrate the local surfing culture	100
Koojay Corroborree - an event held for National Reconciliation Week in partnership with Aboriginal Community groups and local schools, held at Coogee	85
Community Christmas Concerts - free Christmas concerts for over 60 year olds	63
Australia Day Community Celebration - a community celebration held on Australia Day	58
Randwick Pride at Coogee Beach - an annual celebration to mark the Sydney Gay and Lesbian Mardi Gras Festival, held at the Coogee Rainbow	50
Step Out Speak Out - a community walk held in partnership with NSW Police to raise awareness about domestic violence	42
Bali Memorial - an event held for the families, friends, survivors and local community to honour the 88 Australians lost in the 2002 Bali Bombings	36
Park Openings - general account for park opening events	36
Bastille Day - a ceremony at the monument in La Perouse for Bastille Day, includes speeches and wreath laying	35
Other Civic Receptions - general allocation for events that arise hosted by the Mayor	32
Events - Casual Staff Costs	30
Australia Day Civic Ceremony - Citizenship and Community Service Awards ceremony held at Prince Henry Centre on Australia Day	22
Sports Awards - an awards program that acknowledges excellence in sport	21
Anzac Day Civic Ceremony - a reception hosted by the Mayor for local RSLs	17
Malabar Family Day - a family day for Malabar locals held to remember the 8 people from Malabar lost in the Bali Bombing event and to bring the community together	16
Australian Film Walk of Fame - induction celebrations at The Spot Randwick	15
Chanukah	5
Events	**2,132**

	2026-27 BUDGET $'000
Christmas in Randwick - Christmas trees, lighting, wreaths to decorate the city for Christmas	520
Open Street Grant - Spot On	193
Amplify Annual Live Music Program	160
Al Fresco Dining Program	90
Eat Drink Play - Food truck program - 3 x pop up events	75
Lunar New Year	45
Open Street Cultural Community Event	40
Business networks - 3 forums held annually with businesses	30
Business Awards - an awards program that acknowledges excellence in business - held biennially, not held in 25/26	30
Business Capacity Building - Increase business engagement and provide networking, marketing and training opportunities; business grants	25
Pop Up Shop Program	23
Markets program - Develop and promote markets program	20
Business marketing	15
Chambers of Commerce Grant Program	15
Night Time Economy projects - Audit of Night Time activity; partnership with event organisers	8
Buy Local Shop Local	5
Economic Development Strategy	**1,294**

Arts and Culture – arts programming	185
Blenheim House - Official opening as Cultural Venue	150
Cultural Activities - place-based arts activations	100
Randwick Literary Institute (RLI) works - building works/activate all spaces - Works and infrastructure for the shop at RLI to be activated (painting, installation of furniture/lighting)	50
Randwick Arts Network	30
Barrett House - Creative Space programming and activations	30
Arts & Culture - Casual Wages	10
Arts and Culture	**555**

4.8 Financial and asset management indicators

Operational Indicators

	INDUSTRY BENCHMARK	2026-27	
Operating Performance Ratio	>0.00%	3.23%	✓
Own Source Revenue Ratio	>60.00%	90.97%	✓
Unrestricted Current Ratio	>1.50X	2.73X	✓
Debt Service Cover Ratio	>2.00X	10.13X	✓
Outstanding Rates & Annual Charges	<5.00%	2.29%	✓
Cash Expense Cover Ratio	>3.00	4.96	✓

Asset Management Indicators

	INDUSTRY BENCHMARK	2026-27	
Infrastructure Renewal Ratio	>100.00%	109.10%	✓
Infrastructure Backlog Ratio	<2.00%	0.60%	✓

Part 5. 2026-27 Statement of Revenue Policy

Randwick Council's Statement of Revenue Policy provides information regarding the levying of rates, the Council's fees and charges, and other income sources.

5.1 Estimated income and expenditure

OUR BUDGET 2026-27	$
	$'000
Income from Continuing Operations	
Rates and Annual Charges	165,764
User Fees and Charges	26,269
Interest and Investment Revenue	6,506
Other Revenue	8,658
Operating Grants and Contributions	8,528
Capital Grants and Contributions	12,638
Other Income	6,034
Total Income	**234,397**
Employee Benefits and On-costs	96,498
Borrowing Costs	401
Materials and Contracts	80,839
Depreciation	30,358
Other Operating Expenses	6,502
Loss on Disposal of Assets	4,500
Total Expenses	**219,098**
Operating Result from Continuing Operations Surplus/(Deficit)	**15,299**
Add back non-cash items adjustment	34,896
Funds available from Continuing Operations	**50,195**
Transfer to Externally Restricted Reserves for capital items	-4,404
Transfer from Internally Restricted Reserves for capital items	3,701
Total Funds available for Capital Items	**49,492**
Capital Items	
Capital Expenditure Program	46,141
Loan Principal Repayment	3,343
Total Capital Items	**49,484**
Budget Results Surplus/(Deficit)	**8**

5.2 Rating structure

Ordinary rates

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

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

- Residential
- Business
- Farmland
- Mining

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

- Residential – includes any parcel of rateable land valued as one assessment where the dominant use is for residential accommodation, or if vacant land, is zoned or otherwise designated for use for residential purposes under an environmental planning instrument.

- Business – is rateable land that cannot be classified as farmland, residential or mining. Land that is categorised as Business is levied at the business rate. For 2026-27 the Business ordinary rate is approximately 4.5 times the residential ordinary rate.

Section 529 of the Act, allows councils to determine a sub-category of the ordinary rate.

Port Botany Business sub-category

In 2018-19, Randwick Council introduced a sub-category of the Business category for Port Botany. This Business sub-category is based on a centre of activity as per section 529(2)(d) and applies to properties in the port operations area of Port Botany and Matraville.

Council has determined this unique centre of activity in keeping with the Port Botany zoning map defined by the Three Ports State Environmental Planning Policy. The Port Botany Business sub-category applies to all land situated inside the SP1 Special Activities zone. See rates category map on page 138.

Valuations

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

A re-valuation of Randwick City took place in 2024. The 2024 valuations will be used from 1 July 2025 and until such time new land values are provided to Council.

Rate pegging

The NSW Government introduced rate pegging in 1978. Rate pegging limits the amount by which Council can increase its rate revenue from one year to the next. The rate peg is set by the Independent Pricing and Regulatory Tribunal (IPART). IPART has set the rate peg for the 2026-27 financial year using the new rate peg methodology. This methodology uses the base cost change for council groups, a productivity factor, a population factor, an Emergency Service Levy (ESL) factor and other adjustments. All councils are subject to the annual rate peg unless otherwise covered by an approved variation.

IPART determined a 2026-27 rate peg for Randwick of 5.00%, which includes a population growth factor of 1.9%.

Special rate variations

Environmental Levy

Randwick City Council has had an Environmental Levy in place since 2004. The levy funds initiatives that address important environmental issues such as coastal protection and conserving resources.

The levy was originally introduced in July 2004 for five years. Since then, the levy has been expired and continued, with community support and State Government approval, on four separate occasions (2009, 2014, 2019 and 2024). The last temporary special variation approval for a five-year continuation of the Environmental Levy was granted by IPART in May 2019 and expired on 30 June 2024.

In May 2024, IPART announced that Council was successful with its 2024-25 application to make the levy part of Council's proper rate base from 1 July 2024. In 2026-27 the estimated yield from the Environmental Levy special rate is $7,051,083.57.

2026-27 programs and projects funded through the Environmental Levy are provided on page 150.

Our Community Our Future

In May 2018, the Council received approval for a permanent special variation from IPART to fund a program of projects and services identified by Council. This program, known as Our Community Our Future (OCOF), included rate increases above the rate peg for three consecutive years. The last of these rate increases occurred on 1 July 2020, so there are no further rate increases scheduled under this program.

The rate increases applied through the OCOF special variation approval, now form part of the Council's permanent rate base.

In accordance with the terms of the 2018 IPART approval, the funds received through the OCOF special variation will continue to be used to fund approved projects and services for 10 years (2018-2028).

Rate Summary

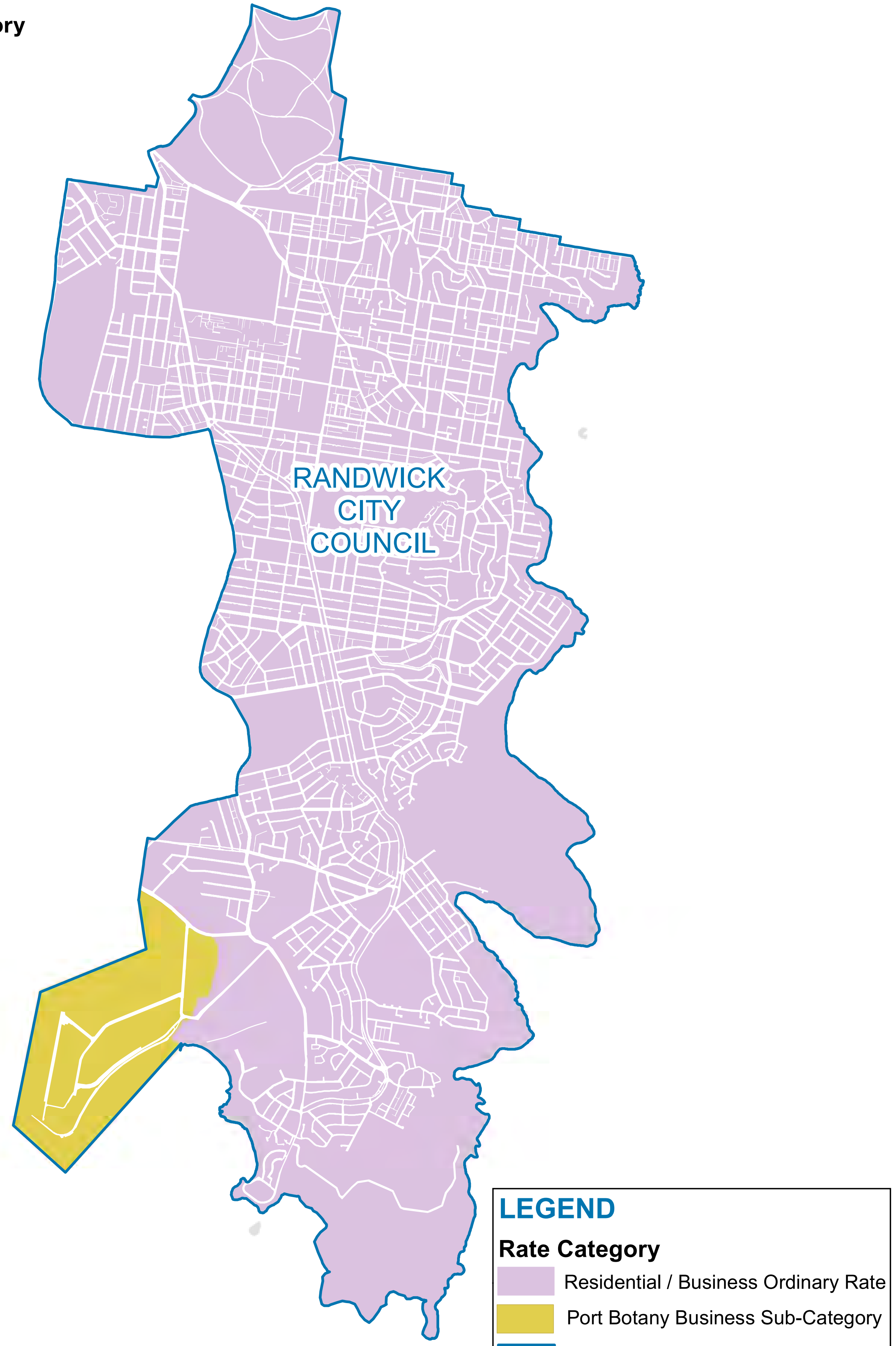
The following table provides a summary of the 2026-27 rates structure. It shows:

- the number of rateable properties within each of the rating categories (and sub-category)
- the cents in the dollar applicable to the category
- the ad valorem Environmental Levy
- the total rate revenue for 2026-27.

2026-27 RATES STRUCTURE

RATE DESCRIPTION	RATE (CENTS IN THE $) OR MINIMUM RATE	NO. OF PROPERTIES	RATE REVENUE ($)
Residential - ad valorem	0.097400	21,517	49,592,310
Residential - minimum	$1,182.60	30,275	35,803,215
Business - ad valorem	0.438262	1,357	16,431,231
Business - minimum	$1,905.71	724	1,379,734
Port Botany Business - ad valorem	0.716241	29	6,338,683
Port Botany Business - minimum	$1,905.71	1	1,906
Environmental Levy - ad valorem	0.010138	53,903	7,051,083
TOTAL			**116,598,162**

Rates Category



Variations to rate revenue

The estimates of rate revenue for 2026-27 comply with the relevant provisions of the Local Government (General) Regulation 2021, NSW Local Government Act 1993 and the Office of Local Government Council Rating and Revenue Raising Manual.

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

- Properties may be withheld from rating, pending revised valuation particulars from the NSW Valuer General. This occurs when properties are subdivided and new valuation particulars are provided for the newly created lots. This usually results in an increase in the valuation base for the following year.
- Properties may be rated for previous years upon receipt of new valuation particulars. Council's ability to rate is contingent upon the Valuer General's supply of respective land valuations. This may result in some properties not being rated for a particular year until subsequent rating periods. This artificially inflates the rating revenue received for the year in which the rates are levied.
- Previously non-rateable properties becoming rateable during the year.

Pensioner rebates

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

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

An additional $100 rebate continues to apply for eligible pensioners in 2026-27. This is not co-funded by the state government.

Interest charge 2026-27

Interest, in accordance with section 566(3) of the Local Government Act 1993, is charged on overdue Rates and Charges. The Minister for Local Government determines the maximum amount of interest on an annual basis. The charge is simple interest charged at a percentage per annum, calculated on a daily basis. Council can reduce and/or waive interest in extenuating circumstances. The Minister for Local Government determines the maximum rate of interest payable on overdue rates and charges for each financial year. The maximum interest rate for the 2026-27 rating year is 9.50%. Council will adopt the maximum rate for 2026-27. Sundry debts greater than 90 days may incur interest charges at the same rate which is applicable to overdue rates and charges.

5.3 Annual charges

Domestic Waste Management Charge

The Council levies a Domestic Waste Management Charge under section 496 of the Local Government Act 1993 for the collection and processing of domestic waste. This charge applies uniformly to each separate residential occupancy of rateable land (and those properties where an ex-gratia payment is applicable) for which the service is available.

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

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

The charge for 2026-27 per assessment is $789.80. This is an increase of $58.50 or 8.0 per cent from the 2025-26 charge of $731.30. The estimated gross yield is $47,967,405.80 for 2026-27. An upgrade service for additional capacity is offered at a charge of $379.95.

Council introduced a Domestic Waste 'availability' charge in 2018-19 that applies to vacant residential land. The 2026-27 Domestic Waste Management Availability Charge is $395.70.

The Act limits revenue from the Domestic Waste Management Charge to reasonable costs that are required to provide the service. The Domestic Waste Management Charge provides for existing services (including FOGO); charges for tipping to landfill; the ongoing operation of the Perry Street Recycling Centre; the continuation of Council's Contaminated Site Remediation Program; and efforts to increase the amount of rubbish diverted from landfill.

Stormwater Management Service Charge

In 2008, Randwick City Council introduced a Stormwater Management Service Charge (pursuant to section 496A of the Local Government Act 1993) to establish a sustainable funding source for providing 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.

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

- Residential property: $25 per annum (approximately 48 cents per week).
- Residential Strata/Company titled property: $12.50 per annum (approximately 24 cents per week).
- Business property: $25 per annum plus an additional $25 for each 350m^2 or part thereof by which the parcel of land exceeds 350m^2.
- Business Strata/Company titled property: calculated as per a business property and apportioned by unit entitlement for business strata lot with a minimum charge of $5.

For 2026-27 the estimated gross yield of the Stormwater Service Management Charge is $1,150,548.77.

Refer to page 148 for a list of key drainage capital works that will be wholly or partially funded through the Stormwater Service Management Charge in 2026-27.

Section charges on rails, pipes, cables and poles

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

For example, some gas and oil companies possess, occupy, or enjoy structures located on, under or over public land in Randwick City. The Council will make a charge based on the revenue benefit derived from these structures.

Other structures

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

5.4 Pricing policy for goods and services

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

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

The various methods of pricing that have been implemented by the Council are categorised as follows:

1. Partial cost recovery
2. Full cost recovery
3. Market competitive pricing
4. Regulated and prescribed fees
5. Bonds and deposits
6. Conditions of grant funding

Partial cost recovery refers to situations where less than the full cost is recovered from the price charged for the service. Situations where partial cost recovery may apply, include:

- where benefits from the provision of a service accrue to the community as a whole as well as the individual users.
- a short-term approach to stimulate demand for a service where charging prices at full price may result in service evasion.

Full cost recovery refers to recovering all the direct and indirect costs involved in providing a service through the price charged for that service.

Market competitive pricing involves selecting price points based on market competition. Comparatives are made with businesses offering the same or similar services.

Regulated and prescribed fees apply when the fees are prescribed by state or federal government legislation. In the event of legislation introducing a new or amended statutory/regulatory fee subsequent to adoption or printing of this document, the Council may apply these new charges without further notice.

Bonds and deposits are refundable payments that may be requested as a security for making good any damage caused to Council property and/or completing any works required in connection with an approval.

Conditions of grant funding pricing applies to fees that are subject to eligible state and federal grants whereby the Council is bound by their contractual terms and conditions, including applicable limits to chargeable fees.

For details on the Council's applicable fees and charges, refer to the Council's separate Fees and Charges 2026-27 document.

5.5 Borrowings and other revenue sources

Borrowings

There are no anticipated borrowings for 2026-27, and $33.5 million of borrowings were drawn down in 2021-22. The loan balance as of the start of 2026-27 is $19.36 million.

Sale of real estate property

The sale of any real estate property is not anticipated in the forthcoming year and therefore has not been incorporated into the 2026-27 Budget or the Council's Long Term Financial Plan.

Legal costs recovery

The Council will seek to recover legal costs incurred in recovering outstanding rates and charges and other Council fees on a full cost recovery basis where possible.

Part 6.
Statutory and supporting information

This part provides additional information about the Council's operations including:

- Financial assistance provided by the Council
- Asset management
- The Environmental Levy
- The Our Community Our Future Program
- The Council activities that are of a commercial or business nature

6.1 Financial assistance

(Pursuant to Section 356 of the Local Government Act 1993)

Randwick City Council will support community organisations, not-for-profits, individuals, and businesses by providing a range of grants, donations and subsidies in the 2026-27 financial year. Support is provided through our Community Investment Program, a range of subsides and our 3-Council Regional Environment Program. We also support our precinct committees.

Community Investment Program

The Council has adopted an 'investment' approach to community funding to enhance the 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 (July, October and February).

Funding of $267,075 (in-kind venue hire included) is available for allocation, tied to conditions and acquittal requirements, across the three funding rounds in 2026-27.

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. It is awarded to not-for-profit organisations, community groups, businesses and individuals. There are three funding rounds per financial year (July, October and February).

The $267,075 (in-kind venue hire included) is available for allocation, tied to conditions and acquittal requirements, across the three funding rounds in 2026-27.

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. Community organisations already in receipt of grant funding are not eligible to reapply until their current funding has been acquitted.

Approximately $559,300 is available for funding continuing projects and new applicants in the 2026-27 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 are managed through formal Memorandums of Understanding (MOUs) or other funding agreements.

An investment of $684,780 is allocated to these contributions in 2026-27.

Community Sustainable

This stream includes three 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.
- **Sustainability Rebates** - Randwick Council's Sustainability Rebates program supports houses, units, businesses and schools in Randwick City to implement energy and water saving initiatives. As part of this program, properties in Randwick City can receive up to $5,000 in rebates for purchasing one of 12 sustainable products or services, which include rooftop solar, batteries, rainwater tanks, pool pumps, insulation, electric vehicle charging infrastructure and more.
- **Venue Hire Fee Waiver** - Available to sustainability educators and local environment groups running programs at the Randwick Sustainability Hub that deliver activities that achieve Environment Strategy outcomes.

$350,000 has been allocated for sustainability rebates, $30,000 for school sustainability grants and $10,000 for venue hire fee waivers in the 2026-27 financial year.

Community Contingency (Mayor)

This stream provides the Mayor an opportunity to support local charities, emergency response events and fundraising campaigns at their discretion.

Approximately $113,011 is allocated to financial support through the Community Contingency stream in 2026-27.

Subsidies

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

Affordable rental housing subsidies

The Council has an affordable rental housing portfolio of 34 asset owned dwellings and 3 privately owned head lease properties. Our affordable housing program supports low income households and victims of domestic violence through subsidising the 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.

Approximately $2,224,770 has been allocated to community facility rental subsidies in 2026-27.

Trade waste subsidies

A number of non-profit community groups receive fully subsidised trade waste services. In 2026-27 a subsidy will again be provided. This is a recurrent program, and applications are not required.

3-Council Regional Environment Program

$187,000 has been allocated in 2026-27 to fund delivery of projects under the 3-Council Regional Environment Program. Projects funded through this joint initiative of Randwick, Waverley and Woollahra Councils, include: Solar my Suburb, supporting solar installations on community organisation buildings; subsidised compost bins and worm farms through Compost Revolution; and delivering and supporting public electric vehicle charging infrastructure.

Precinct committee funding

$4,000 has been allocated in 2026-27 to support our Precinct Committees. The funding, as resolved by Council and consistent with the adopted Precinct Rules and Procedures, is to help offset costs associated with running each Precinct meeting. Such expenses may include the hiring of a Post Office Box, phone calls made for the purposes of Precinct business and other associated expenditure.

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.

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

6.2 Asset management

Pursuant to section 8B of the Local Government Act 1993, the Council is required to have effective financial and asset management, including sound policies and processes for asset maintenance and enhancement.

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

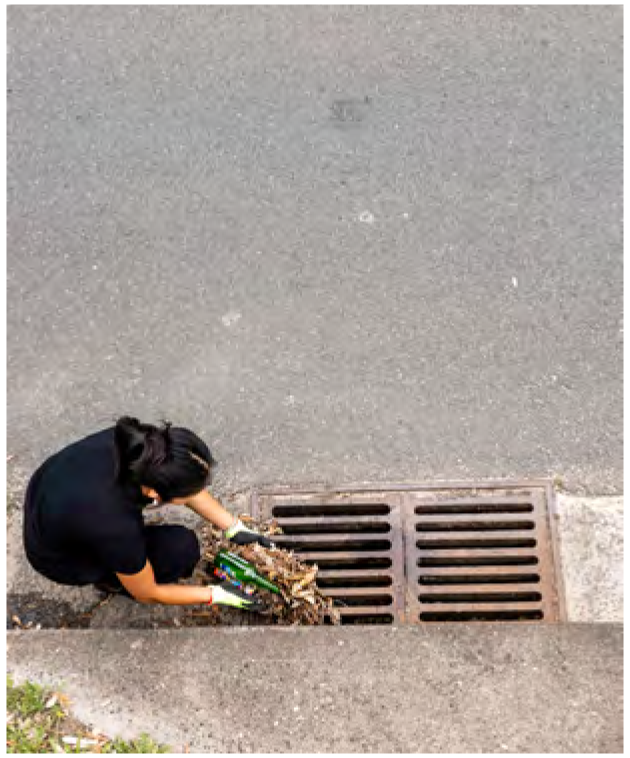
These are available to view within our Resourcing Strategy on our website.

Drainage Works Program

Randwick's stormwater drainage network consists of 261 kilometres of drainage conduits and approximately 11,000 pits across an area of 3,655 hectares. The council manages this stormwater drainage network to collect stormwater runoff from regional and local roads, private properties and public open spaces. Other authorities, including Housing NSW and Transport for NSW, have stormwater networks to drain the public housing estates and state roads. There are also 16.55 kilometres of Sydney Water drainage pipes and channels that complement our network but are not managed by Randwick Council.

The annual Drainage Capital Works Program is funded from council revenue, the Environmental Levy, Stormwater Management Service Charge, Grants and Developer Contributions.

Many of our projects within the Drainage Works Program are complex projects that may be planned and constructed across more than one financial year. The following table details the 2026-27 Drainage Capital Works Program.



DESCRIPTION	2026-27 BUDGET ALLOCATION $	STORMWATER SERVICE CHARGE $	ENVIRONMENTAL LEVY $	GENERAL REVENUE $	GRANTS AND DEVELOPER CONTRIBUTIONS $
Floodplain management/studies, risk management, planning and mitigation	100,000	-	-	100,000	-
Drainage renewal/ upgrade works (various sites)	1,100,000	900,000	-	200,000	-
Stormwater Relining Program	200,000	200,000	-	-	-
Gross Pollutant Trap Program (1 per annum as per Environment Strategy)	320,000	-	300,000	-	20,000
Drainage Infrastructure Condition Assessment Program	250,000	134,000	-	116,000	-
Harold Street and Perry Street Flood Mitigation Implementation	1,300,000	-	-	1,300,000	-
Coogee Stormwater Diversion	4,790,636	-	-	1,800,000	2,990,636
Total 2026-27 Drainage Capital Works Program	**8,060,636**	**1,234,000**	**300,000**	**3,516,000**	**3,010,636**

Operational Assets Replacement Program

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

OPERATIONAL ASSET REPLACEMENT PROGRAM – REPLACEMENT CYCLE	
ASSET	**REPLACEMENT CYCLE**
PLANT AND FLEET	
Passenger & light commercial fleet	Replaced at 60,000 kilometres or three years (whichever occurs first)
Truck fleet	Replaced every 7 years
Garbage compactors	Replaced every 5 years
Road sweepers	Replaced every 4 years
Footpath sweepers	Replaced every 3 years
Water tanker	Replaced every 10 years
Plant trailers	Replaced every 10 years
Minor plant	Replaced when unfit, usually every 2 years
Major plant	Replaced at 8,000 hours, or 5 years
INFORMATION MANAGEMENT AND TECHNOLOGY (IMT) HARDWARE	
Alarms and access control equipment	15 years or in line with facility lifecycle
CCTV Equipment	10 years or in line with facility lifecycle
Servers, storage and backup equipment	7 years
Networking	5 years
Office and production printers	5 years or at end of effective life based on print volume
Audio-visual equipment	5 years
Desktops and workstations	4 years
Laptops	4 years
Mobile telephones	3 years
COMPUTER SOFTWARE	As released or when required to meet business needs. All software is reviewed annually for fitness for purpose.

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

Hardware assets in IMT are disposed of using a specialist asset disposal firm that inventories and securely wipes all data from the device and subsequently, depending on value, resells the equipment or recycles the components into their various component waste streams to minimise disposal to landfill. The net proceeds are returned to Council.

6.3 Environmental Levy

The Environmental Levy is a Special Rate Variation that funds key environmental initiatives across Randwick City, including coastal protection, resource conservation, waste reduction, biodiversity protection, and community engagement.

The levy has been in place since 2004-05. Initially temporary, strong ongoing community support saw IPART approve Council's application to make the levy permanent in May 2024. The approved Environmental Levy Special Rate Variation (SRV) means the levy remains fundamentally the same as it has been for rate payers for more than 20 years.

Under the terms of the IPART approval, Council is required to use the Environmental Levy revenue to fund environmental initiatives such as:

- Coastal walkway construction
- Wastewater re-use program upgrades
- Energy efficiency upgrades
- Renewable energy installations, including solar panels and batteries.

It should be noted that projects funded via the Environmental Levy SRV are detailed and accountable on a yearly basis in Council's Annual Report. To ensure transparency and accountability, it is proposed that a major review of Environmental Levy spending on projects be conducted every 5 years to retain the level of understanding by the community on projects and spends attributed to Council's Environmental Levy program on a permanent basis.

The table on the following page reflects the level of resource allocation proposed over the next 5-year timeframe by project within specific environmental themes.

Five-year project plan for the Environmental Levy SRV

ENVIRONMENTAL THEME	PROJECT HIGHLIGHTS	ESTIMATED 5 YEAR PLAN
Community Education	– Sustainability workshops and courses – Eco Living Festival – Marine & Coastal Discovery program – 'Sustainability Hub' improvements – Environmental school grants – First Nations stewardship collaboration – Community resilience building	$4.5M
Climate & Resilience	– Expanding & upgrading solar PV & batteries on Council buildings – Sustainability rebates for residents and businesses – Fast / ultrafast public EV chargers – Microgrid and community battery investigations – Renewable power opportunities for residents – Resilience Framework – Water savings through recycling and reuse initiatives, leak detection and rainwater tank installation	$7M
Coastal	– Coastal walkway upgrades and enhancements – GPT installations & maintenance – Whale watching platform	$5M
Biodiversity & Habitat Protection	– Native and indigenous plantings – Verge planting – Green Grid Framework	$2.5M
Waste Avoidance	– Food waste avoidance (cafes and restaurants) – Circular Economy Framework – Construction and demolition waste recovery – Single-use plastics	$1M
Food	– Community gardens – Local food production support & engagement	$2M
Active Transport	– Walking and cycling connections – First Nations walking trail (La Perouse) – EV infrastructure partnerships	$4M
Other	– Environmental sculptures and activation (coastal walkway)	$1.5M

6.4 Our Community Our Future Program

In May 2018, the Council received approval for a special rate variation (SRV) to fund a program of projects and services identified by Council.

This program, known as Our Community Our Future, included a special variation for rate increases above the rate-peg for three years. The last of these rate increases occurred in the 2020-21 financial year, so no further rate increases are scheduled under this program.

Under the terms of the IPART approval, the Council is required to use the additional special variation revenue over 10 years (2018-2028) to fund:

- $20.5 million of additional operating expenditure;
- $25.4 million of loan repayments; and
- $44.3 million of additional capital expenditure in the areas of digital strategy, anti-terrorism obligations and major capital projects.

The table below shows the key capital projects that will be wholly or partially funded through the Our Community Our Future Program in 2026-27:

PROJECT	2026-27 PROJECT PHASE	2026-27 BUDGET ALLOCATION*
Malabar Memorial Hall ("South Matraville Hall at Malabar Library")	Construction	$730,000
Snape Park Amenities	Planning	$1,000,000

* For projects that are scheduled for planning in 2026-27, the budget allocation includes partial allocation of funds for construction in future years

6.5 Activities of a commercial or business nature

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

These activities are:

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

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