

2020-21

Operational Plan and Budget



Randwick City Council
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Contents

Mayor's message	2	Key activities	22	Our Community Our Future Capital Works Program	88
General Manager's message	3	<ul style="list-style-type: none"> ■ Responsible management 24 ■ A sense of community 32 ■ Places for people 42 ■ A prospering City 56 ■ Moving around 60 ■ Looking after our environment 64 		Sustaining our City Program	92
Budget summary 2020-21	4	Our Budget 2020-21	70	Revenue Policy 2020-21	96
Resilient Randwick	6	About the Budget	72	Rating structure	97
About this Plan	9	Application for a Special Variation to General Income	72	Levies and charges	100
National, State, regional and other influences	10	Income Statement	73	Pricing policy for goods and services	101
		• Revenue		Borrowings	102
		• Operational Expenditures		Activities of a commercial or business nature	103
About Randwick City and the Council	12	Loss/(Gain) on Disposal of Assets	78	Grants, donations and subsidies	104
Randwick City	13	Capital Expenditures	79	Asset Replacement Program	106
The Mayor and Councillors	14	Financial and Asset Management Indicators	83	Sale of Assets	107
Our guiding principles	16	Balance Sheet	84	Stormwater Management Service Charge	108
Our organisation	17	Statement of Cash Flows	85	2020-21 Drainage Capital Works Program	110
Community engagement	21	Cash Reserves Summary	87		



From the Mayor

The global coronavirus pandemic has affected the lives and wellbeing of many of our residents. While there have been positive stories to come out as a result of the lifestyle changes many of us were forced to make, there have also been hardships. Many people are dealing with uncertainty, stress and loss.

In creating our Operational Plan and Budget for the year ahead, we were presented with the opportunity to pause, take stock of what was happening in our community and re-shape our approach.

Our aim with this plan is to help people and businesses affected by the coronavirus pandemic to get back on their feet and provide support where we can. As we looked to how we can help this process, it became clear that there are four key areas where local government is best placed to step in and help create a resilient Randwick.

First, we'll create more than 3,000 jobs through our \$48.6M capital works program, which will ensure we maintain and upgrade the facilities that make our community great, while also boosting the economy. Plus, we're moving ahead with numerous major works such as developing a new streetscape for the Clovelly town centre, building new amenities and car parking in South Maroubra, improving the coastal walkway in Little Bay, upgrading the Maroubra Junction town centre and creating the Meeks St Plaza in Kingsford. Reinvesting in

our own LGA is one of the best ways we can support our community.

Plus, we're committed to helping our local businesses through the creation of an Economic Development and Placemaking team. The focus of this team will be to work with businesses to drive sustainable development and boost economic growth into the future. To do this, we'll be investing more than \$2.8M into initiatives purely focussed on local business support.

More immediately, existing local businesses will be supported by waiving a range of Council fees, introducing subsidies and other initiatives such as expanding dining areas to help facilitate an increase in trade for cafes and restaurants who need to consider social distancing guidelines.

And finally, in addition to financial disruptions, we know that people are feeling the emotional and mental impacts of the upheaval caused by the pandemic. Our Community Investment Program will provide funding to help local community service providers meet this increased need, and look for ways to provide increased feelings of connection, creativity and belonging within our community.

We will work directly with our ratepayers suffering financial hardship and consider suitable repayment plans and interest-free options to help them get through this time.

Randwick City Council values its sense of community and will support residents and local businesses as they navigate their way through these changes, and I feel fortunate to be part of this move towards a revitalised Randwick.

Councillor Danny Said Mayor of Randwick

From the General Manager

The true strength of an organisation is rarely tested as it has been in recent months. I congratulate the Mayor, Councillors and staff for the resilience that has been demonstrated throughout the coronavirus pandemic. The pace at which our operations have adapted to the disruption, along with the commitment and motivation shown by our workforce, has reflected a proud culture. This culture is built on our ICARE values of Integrity, Customer Service, Accountability, Respect and Excellence.

As Randwick City rebuilds and recovers from the impacts of the coronavirus, there will be an increasing need for Council to provide support to the people and businesses that have been most affected. We are fortunate to be able to help.

Having strong financial sustainability allows us to meet our intergenerational responsibility of ensuring services can be sustained and infrastructure can be renewed and expanded. Our financial strength means we can withstand shocks such as the one we are experiencing and be in a position to support our community at the same time.

The disruption to our local economy and the impacts of social isolation have far-reaching consequences. As at the June quarter 2020, the number of employed residents has declined by more than 10%, a figure that would

have been higher had the JobKeeper package not been implemented. Locally, domestic violence referrals have doubled and there is considerable concern regarding mental health more broadly.

The Operational Plan and Budget are considerate of the significant impacts being felt by our community. This budget has required difficult decision-making, including proceeding with the planned rate increase of 5.52%, adopting an ambitious \$48.6M capital works program and increasing borrowings by \$6.5M to \$14.5M. At the heart of these decisions is the desire to see our community recover and thrive through business support, economic stimulus and support for those who are most in need.

With challenge, comes opportunity. The recent shut down period has forced our community to slow down, to reconnect, try new ways of working, to be creative, to learn new skills and revisit old hobbies. In a world that is ever changing, and increasingly fast paced, this pandemic gave us time to reflect and has left many reassessing what is important to us.

Over the coming year, Council will also take the opportunity to reflect and readjust our long-term strategies and plans. We will review priorities and consider emerging opportunities. I encourage you to take the opportunity to participate in our engagements as we explore environmental sustainability, integrated transport, economic development, arts and culture and open space and recreation.

As you read through our Operational Plan, you will see the range of services, initiatives and projects to be undertaken in the coming year. All of this can only be achieved through our committed workforce. Our team has a strong sense of purpose, respecting both this generation and the next, striving to make a difference and to support you as you live, work and play in our beautiful city.

Therese Manns General Manager



Budget summary 2020-21

Randwick City Council's financial strength has facilitated a strong response to the shocks associated with the coronavirus pandemic aimed at supporting our community's resilience and assisting in the recovery of our economy.

We have undertaken a significant review of our income and expenditure for the coming year and have adjusted the budget to reflect the changes to our operations in response to the pandemic. Our user fees and charges along with other revenues, are expected to be down by over \$10.3M compared to original pre-pandemic

estimates. This has resulted in a significant reduction in our operating result from continuing operations.

Despite the reduction in revenue, we have ensured all financial performance indicators exceed benchmark, except for outstanding rates and annual charges, which is estimated to rise to 7 per cent. Advice received to date has indicated a drop of 10.6 per cent in employed residents for the 2020 June quarter. The increase in outstanding debts is reflective of our support of those doing it tough with flexibility in payment arrangements as well as extending the interest free period to 31 December 2020.

To ensure our future financial sustainability and our ability to support areas of need at this time, we have adopted the rates path as outlined in our Long Term Financial Plan. Rates will increase by the IPART approved 5.52 per cent in 2020-21. This increase ensures the continuation of service levels and delivery along with a capital works program containing \$48.6M of new and renewed infrastructure projects that is expected to create more than 3,000 jobs. Combined with \$2.8M in business support, including small business incentives, the budget reflects the importance of our local economy on our quality of life.

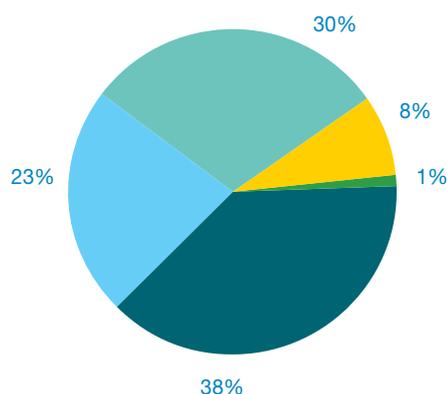
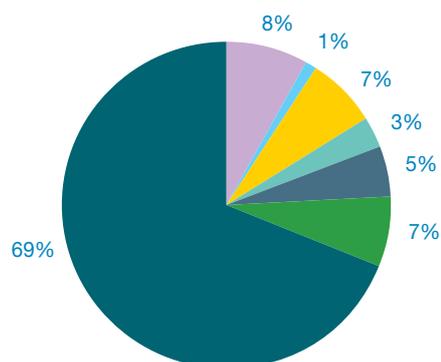
In addition, we will increase our borrowings by \$6.5M to \$14.5M. These borrowings will be applied for under the state Government's economic stimulus, Low Cost Loans Initiative. Official cash interest rates are at historical lows. Our forecast interest on investments is down 34 per cent on 2019-20 levels and down 47 per cent on 2018-19. For details of our 2020-21 Budget see page 71.

Source of funds

Revenue type	Amount (\$)
Rates and annual charges	128,221,626
User fees and charges	12,821,048
Grants and contributions	9,958,450
Other revenues	6,213,594
Reserves	12,415,944
Interest	1,300,575
Loan	14,500,000
Total	185,431,237

Application of funds

Expenditure type	Amount (\$)
Employee costs	70,140,753
Materials and contracts	42,067,055
Net capital expenditures	55,276,208
Other operating expenses	16,096,082
Loan Repayments	1,647,816
Total	185,227,914



FOR EVERY \$100 RANDWICK CITY COUNCIL SPENDS:

\$29

Major Works and Construction

\$10

Library and Community Services

\$4

Planning and Development

\$2

Engineering and Traffic

\$23

Waste Management

\$5

Public Safety

\$3

State Government and Charges

\$2

Governance

\$13

Parks, Recreation and Culture

\$4

Maintaining Roads, Footpaths and Drains

\$3

Our Beaches

\$2

Environmental Sustainability



Resilient Randwick

Here are the four key ways we will support our local businesses and community in 2020-21.

City resilience is the capacity of individuals, communities, businesses and systems within that city to survive, adapt and thrive, no matter what chronic stress or acute shock they may experience.

Globally, we continue to experience an unforeseen shock in the form of the COVID-19 pandemic. Locally, this pandemic has had a significant impact on our community and has forced us to change the way we live, work and play. Our local businesses and industries have suffered, with many closing their doors. This has caused a drop in employment of more than 10%. Chronic stresses, such as affordability, social cohesion and poor mental health, continue to be felt.

While the 2020-21 Budget does reflect the estimated financial shock of the pandemic, including a

decrease in revenue estimated at more than \$10M, the budget is focused on resilience. We will work with the community to adapt to the associated shocks and stresses and to rapidly revitalise after the disruption. Through a balanced and well-considered long-term strategy, which includes maintaining rate increases, reducing expenditure and accessing loan funding, we are targeting investment into areas of most need in order to stimulate recovery.

We look forward to working with you, the community, local service providers, businesses and industries to restore confidence and ensure Randwick thrives.

Here are just some of the initiatives included within our Operational Plan and Budget to ensure a resilient Randwick.





JOB CREATION

- ✓ Our \$48.6M capital works program has been developed to stimulate the economy with the creation of more than 3,000 jobs.
- ✓ Upcoming works include new community and cultural centres, amenities buildings, streetscape upgrades, pop-up bicycle paths, sporting facilities and public domain improvements.
- ✓ Our valued workforce is being retained, with redeployment opportunities created through the creation of temporary positions designed to support our community.
- ✓ Support for local sporting groups by the waiving of ground hire fees for a period of 6 months.



COMMUNITY SUPPORT

- ✓ Support those facing hardship by providing interest-free options for rates and annual charges.
- ✓ Provide up to 100% rental subsidy for 6 months for childcare organisations leasing council properties.
- ✓ Provide up to 100% rental subsidy for 6 months for not-for-profit organisations leasing council properties.
- ✓ Explore opportunities to fast track our affordable housing programme.
- ✓ Support early intervention domestic and family violence initiatives as well as mental health and suicide awareness initiatives.
- ✓ Help for seniors to combat social isolation.
- ✓ Explore opportunities to support our local Aboriginal community through the La Perouse Aboriginal Land Council.



BUSINESS DEVELOPMENT

- ✓ 100% subsidy for 12 months on business DA fees, footway dining, A-frame signage fees and food safety inspection fees.
- ✓ Up to 50% subsidy for local small business tenants of Council for a period of 6 months.
- ✓ \$200K towards initiatives that support short-term expansion of commercial space to allow for social distancing by extending into local laneways, reserves etc.
- ✓ \$100K towards the activation of public places and spaces within 900m of town centres.
- ✓ \$170K in grant funding to support the arts industry, stimulating creativity and culture.



RECOVERY PLANNING

- ✓ We are establishing a new team within Council whose purpose is to work with local business to support resilience and plan for recovery.
- ✓ We will develop a destination management plan to build and expand the visitor economy.
- ✓ Public domain planning will create a vision for town centres.
- ✓ We will work with business to explore and progress opportunities within the night-time economy study.
- ✓ Our town centres will be supported as we work with local businesses on main street planning.



About this Plan

Aligned with the Delivery Program of the current Council term, Council prepares annual operational plans that detail planned activities for the year ahead. In early April 2020, in response to the impacts of the COVID-19 pandemic, the Minister for Local Government announced a 12-month delay to the local government elections, which were scheduled to take place in September 2020. This action subsequently extended our current 2018-21 Delivery Program out to 2018-22, to encompass the additional 12 months.

Later in April 2020, the State government also enacted the Local Government (General) Amendment COVID-19 Regulation 2020, providing an avenue for councils to effectively plan and budget for 2020-21. The amendment regulation has allowed councils to move by one month statutory dates for the preparation of this Operational Plan, the 2020-21 Revenue Policy it contains and the accompanying 2020-21 Budget that funds it.

The final Operational Plan and Budget is required to be adopted by Council by 31 July 2020 (as opposed to 30 June 2020). The first rate instalment for 2020-21 will become due on 30 September 2020, instead of 31 August 2020.

It follows that this operational plan is the third within the 2018-22 delivery program. It sets out planned activities for 2020-21. Our fixed term Delivery Program is the mechanism for delivering our 20-year Randwick City Plan.



This document sets out how we are using the long term outcomes of the Delivery Program to deliver prioritised services and create day-to-day improvements in the Randwick City area. Actions outlined in this Plan are linked to our commitments in the 2018-2022 Delivery Program.

This Plan includes our detailed 2020-21 Budget and full details of our Capital Works Program.

Developing our plans

Our first City Plan was developed in 2006 establishing six key themes that express the aspirations of the Randwick City community and guide the vision for our City (see page 16).

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

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

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

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

Details of our consultation process are outlined on page 21.

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

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

Accountability

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

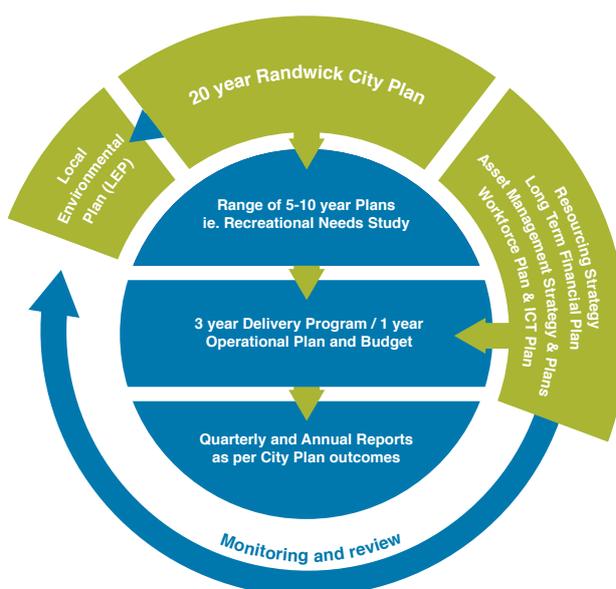
All the actions outlined in the Delivery Program and Operational Plan are integrated throughout our internal business processes including departmental plans, project plans, service standards and individual work plans.

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

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

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

Integrated Planning and Reporting Framework



National, State, regional and other influences

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

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

With others we will create viable partnerships to encourage mutual understanding of local needs and contribute to projects that benefit the wider community. Partnerships are formed in a number of ways ranging from memoranda of understanding, to less formal working agreements.

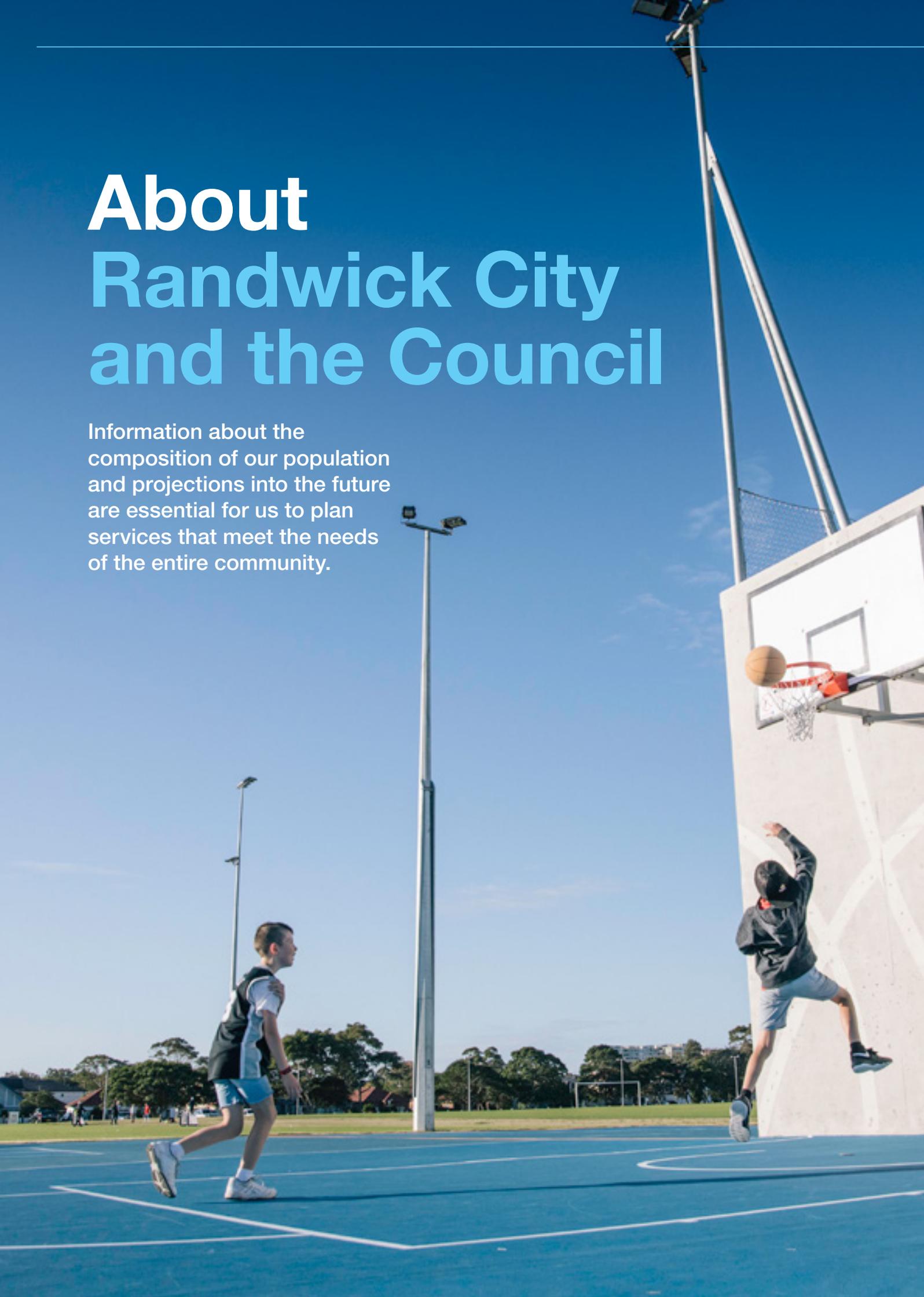
Key Randwick City Council partnerships include:

- Membership and participation in the **Southern Sydney Regional Organisation of Councils (SSROC)**, an association of 11 municipal and city councils.
- The **Randwick Collaboration Area** program is a new approach to address complex city-making issues through better coordination and collaboration. The Randwick Collaboration area is based on the Health and Education Precinct which is strategically located between the Sydney Central Business District and Sydney Airport. The partners in the program are Prince of Wales Hospital, UNSW, Royal Randwick Racecourse and Council with oversight and direction provided by the Greater Sydney Commission.
The Randwick Collaboration Area Place Strategy was collectively designed by the Randwick Collaboration Area Stakeholder Group between July 2017 and August 2018 and approved by the Greater Sydney Commission in September 2018. It identifies a vision and shared objectives for the place and sets out priorities and actions to realise this vision.
- **Sister City relationships** both within Australia (Narrabri and Temora Shire Councils) and internationally (City of Albi in France; Greek Island of Castellorizo; City of Hangzhou in China and the Randwick Parish Council in Gloucestershire, United Kingdom) to promote mutual understanding and friendship to benefit our communities.
- A partnership with the **University of Technology Sydney (UTS) Centre for Local Government**, which enables Council staff who participate in the LG Professionals NSW Management Challenge to complete the short course 'Team Building and Leadership' as credit towards the Postgraduate Certificate in Local Government Leadership qualification.
- The Sustainability Agreement with **UNSW**, whereby the University have agreed to provide Council with access to research into sustainability and related programs, Council will work to provide practical application of the research.
- A partnership with **Housing NSW** aimed at delivering improved social and physical outcomes for residents living in and around public housing precincts in Randwick City.
- Randwick City Council has a Memorandum of Understanding with **South East Sydney Local Health District, NSW Department of Communities and Justice** and a local service provider to establish and maintain a multipurpose Community Hub at Lexington Place, Maroubra. Established in 2018, the **Hub@Lexo** offers community health and wellbeing programs through pop-up clinics, community garden, social activities and service referral and support. The partnership has been co-produced with community members and continues to evolve to address local needs.
- Community partnerships with the **Sydney Roosters** and **South Sydney Rugby League Football Clubs, Souths Cares, Randwick Rugby Club, the Kooloora Community Centre** and **Youth Off The Streets** to assist disadvantaged youth and junior rugby league clubs in our area and also to support associated community volunteers.
- The **UNSW Crime Prevention Partnership** (between Randwick City Council, Eastern Beaches Police Area Command and UNSW) that seeks to reduce crime on and about the UNSW campus.
- **3-Council Sustainability** partnership (Randwick, Waverley and Woollahra) to collaborate on common sustainability issues (water, energy and waste) and alignment of strategic sustainability outcomes for the 3 councils.
- **Sydney Coastal Councils Group Inc.** a collaborative regional organisation that advances sustainable management of Sydney's urban coastal and estuarine environment – currently comprising 9 member councils with a total coastline of almost 600 kilometres.



About Randwick City and the Council

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



REGIONAL FACILITIES



Coastal Walkway
UNSW
Randwick
Hospitals Complex

Sydney Ports
NIDA
Randwick TAFE
Randwick
Racecourse

Heffron Park
Centennial
Parklands
Kamay Botany
Bay National Park

Malabar Headland
National Park

OUR COMMUNITY



154,265

Population
(estimated residential)

34 years

Median age

48.6%

Born Overseas

3

Libraries

58

Playgrounds

1.4%

Population growth
2017-2018

18.9%

Population
aged 25-34

58,000

Homes

87

Parks

19

Sportsfields

170,541

Forecasted
population 2031

1.5%

Aboriginal &
Torres Strait Islanders

36%

Speaks a language
other than English

15

Community
Centres

OUR ECONOMY



\$9.194b

Gross Regional
Product

57,355

Local Jobs

4.46%

Unemployment rate

\$600

Median weekly rent

13,464

Businesses

38%

University qualified
(Bachelor or higher)

\$1,916

Median weekly
household income

46.9%

People renting

85,138

Employed residents

13%

Attending University

\$1.624m

Mean dwelling price

OUR GEOGRAPHY



37.4km²

Area

13

Suburbs

10

Beaches

2

National Parks

5

Golf courses

29km

Coastline

30%

Open Space

8

Ocean pools

2

Aquatic reserves

1

Leisure Centre

The Mayor and Councillors

The City of Randwick is divided into five wards – north, south, east, west and central. There are 15 elected representatives with three Councillors representing each ward.

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

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

Council makes provision for Councillors to attend relevant conferences and participate in ongoing professional development programs.

Council meetings and decision-making

Ordinary Council meetings are held monthly on the fourth Tuesday. Residents are welcome to attend these meetings, although Council has temporarily transitioned to a virtual format for these meetings in compliance with restrictions imposed by the COVID-19 pandemic and these are broadcast to the community for viewing. The dates of the meetings are published on our website.

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

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

Business Papers are made available to the public via our website (and in the Council Chamber on meeting nights).

Council meeting proceedings are minuted and the minutes are made available on our website in the week following meetings. Actual meetings are also audio recorded and a copy of the audio is available on the business papers and minutes page of our website on the first business day following each meeting. (Note: Virtual meetings are recorded (audio and visual) and a copy is available on the business papers and minutes page of the website on the first business day following each meeting.)



NORTH WARD



Cr Christie Hamilton
Liberal

First elected in 2017



Cr Kathy Neilson
Labor

First elected in 2012



Cr Lindsay Shurey
Greens

First elected in 2012

EAST WARD



Cr Tony Bowen
Labor

First elected in 2008



Cr Murray Matson
Greens

First elected in 1995



Cr Brendan Roberts
Liberal

First elected in 2012

SOUTH WARD



Cr Carlos Da Rocha
Independent

First elected in 2017



Cr Noel D'Souza
Independent

First elected in 2012



Cr Danny Said
Mayor
Labor

First elected in 2017

WEST WARD



Cr Alexandra Luxford
Labor

First elected in 2017



Cr Harry Stavrinou
Liberal

First elected in 2012



Cr Philpa Veitch
Deputy Mayor
Greens

First elected in 2017

CENTRAL WARD



Cr Anthony Andrews
Independent

First elected in 2000



Cr Dylan Parker
Labor

First elected in 2017



Cr Ted Seng
Liberal

First elected in 1995



Our guiding principles

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

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

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

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

Our vision and mission

Randwick City has a diverse community made up of many ethnic groups including a significant Aboriginal population. We have outstanding natural features with a spectacular coastline, and we are one of the oldest local government areas with a rich history. By establishing a vision for the future and working together, we will create a bright future.

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

Access and equity

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

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

Throughout a normal year we support a range of events that reflect the diversity in our community. We celebrate regular events such as NAIDOC, Seniors and Youth Weeks as well as internationally designated days for women and people with disabilities. Our regular calendar of events will be adjusted accordingly in 2020-21 as COVID-19 public safety restrictions continue to impact our daily lives. In a typical year our senior citizens have opportunities to attend regular events and the highly popular annual Seniors' Christmas function. Annual celebrations such as the Coogee Carols and New Year's Eve fireworks are well attended by families and residents from across the City, although large public gatherings like Coogee Carols may not be possible in a physical format in 2020-21.

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

Our organisation

Organisational structure

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

General Manager

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

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

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



Management Team

OFFICE OF THE GENERAL MANAGER

General Manager: Therese Manns

DEPARTMENT	MANAGER
Communications	Joshua Hay

CITY SERVICES

Director: Todd Clarke

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

CITY PLANNING

Director: Kerry Kyriacou

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

CORPORATE SERVICES

Director: David MacNiven

DEPARTMENT	MANAGER
Customer and Compliance	David Kelly
Financial Services	Greg Byrne
Human Resources	Renee Saville
Change Management	Helen Cram
Information Management and Technology	Anthony Collis

Our values

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

The ICARE Values are:

- Integrity
- Customer focus
- Accountability
- Respect
- Excellence



Equal Employment Opportunity

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

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

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

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



Workplace Health and Safety

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

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

The aim is to minimise harm through a culture that ensures the safety of our workforce and partners.

We continue to look at ways to enhance our system to achieve excellence in risk and safety.

In keeping with Randwick City Council's proactive approach to legislative changes, we continuously update our Workplace Health and Safety Management (WHSM) system. This system provides the Council's management and workers with a tool to manage and improve WHS, systematically control risk and ultimately lead to a reduction in workplace injury and illness.

How to contact us

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

You may contact us:

- At our Administration Centre: 30 Frances Street, Randwick NSW 2031 between 8:30am to 5:00pm Monday to Friday
- By phone 02 9093 6000 or 1300 722 542
- By SMS 0400 722 542
- By email council@randwick.nsw.gov.au
- Through our website www.randwick.nsw.gov.au. Our website hosts a range of community information, from park and sports field availability to online development application lodging; the Council's meeting minutes, plans and reports; and access to a wide range of library services. There is a feedback form on the website for comments, compliments, requests and suggestions for improvement.
- Through local precincts who hold monthly meetings to discuss local issues. Council works closely with precincts to address areas of concern. Precinct contact details can be found on our website.
- Through special consultation Your Say Randwick web pages.

Additional ways to connect with Randwick City Council include:

- Mayor's Twitter page (www.twitter.com/randwickmayor)
- Council's Twitter page (www.twitter.com/randwickcouncil)
- Council's Facebook page (www.facebook.com/randwickcitycouncil)
- Council's Instagram account (www.instagram.com/randwickcouncil)

How we will contact you

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

See community engagement on page 21 for a full range of consultation activities.





Community engagement

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

Council's consultations with the community are guided by our Community Participation Plan (CPP). This plan gives staff an easy and practical tool to frame and implement consultation plans. Our implementation of this policy meets the Council's obligations under legislation such as the NSW Local Government Act 1993, the Environmental Planning and Assessment Act 1979, and the requirements of various funding agreements with the State and Federal Governments to consult with the community.

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

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

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

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



Key activities

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



The Randwick City Plan was reviewed with the community in November 2017 following the September 2017 Council election. The updated Plan was adopted by Council in February 2018 and then further updated in February 2019 to reflect a continued Environmental Levy. The Plan reflects the values and changing needs of our community and provides an update on how we will achieve our objectives.

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

Theme 1: Responsible management

Outcome 1: Leadership in sustainability

Theme 2: A sense of community

Outcome 2: A vibrant and diverse community

Outcome 3: An informed and engaged community

Theme 3: Places for people

Outcome 4: Excellence in urban design and development

Outcome 5: Excellence in recreation and lifestyle opportunities

Outcome 6: A liveable City

Outcome 7: Heritage that is protected and celebrated

Theme 4: A prospering City

Outcome 8: A strong local economy

Theme 5: Moving around

Outcome 9: Integrated and accessible transport

Theme 6: Looking after our environment

Outcome 10: A healthy environment





Responsible management

Leadership in sustainability

Randwick City Council is the guardian of Randwick City. We must ensure actions taken enhance our environment, our economy and our community now and in the future. To this end, we use the principles of innovation and sustainability to meet the social, environmental and economic needs of the City.

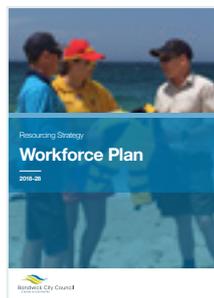
Related plans

The overarching Resourcing Strategy includes four interlinked resourcing plans: the Workforce Plan, the Digital Strategy, the Asset Management Strategy and the Long Term Financial Plan. The goal of the Resourcing Strategy is to support the organisation by delivering resources that achieve the outcomes in our City Plan and the now 4-year Delivery Program. Refer to page 43 for the Asset Management Strategy.



Workforce Plan 2018-28

The current Workforce Plan provides us with a framework to attract and retain staff so we can achieve our strategic directions, develop appropriate solutions and deliver services and programs efficiently for our community. It is the mechanism used for building and maintaining a strong platform for productivity and achievement, with the aim of Randwick City Council continuing to be an industry leader and employer of choice.



Support those in our community facing financial hardship by providing options for deferring of rates and annual charges and repayment options.

Long Term Financial Plan

The Long Term Financial Plan is a 10-year plan, which includes consideration of sustainability, service provision levels and the creation, upgrading and renewal of infrastructure. Therefore enabling Council to better plan and understand our long term financial requirements.



The current version of the Plan is based upon Council's adopted financial strategy and draws on information contained within the City Plan, Delivery Program and Operational Plan, and is reviewed and updated twice a year.

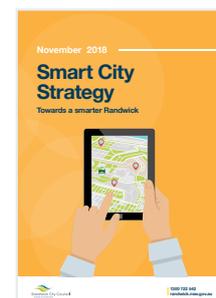
Digital Strategy

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



Smart City Strategy

The Smart City Strategy provides the roadmap for how Council will respond to and take advantage of societal changes, to continue to achieve its vision to build 'a sense of community'.



Outcome 1: Leadership in sustainability

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

Actions for Outcome 1

2018-22 Delivery Program (4-year program)	1-Year Operational Plan actions (2020-21)
1a: Council has a long term vision based on sustainability.	
1a.1 Implement the Integrated Planning and Reporting Framework including the Randwick City Plan, medium term plans and the Resourcing Strategy across the four year cycle.	Promote Council's planning and reporting to the community and provide opportunities for input.
1a.2 Ensure sound long term financial strategies underpin the Council's asset management policies and strategic vision.	Coordinate and update the Council's 10 year LTFP, with particular emphasis on the creation of a more resilient Randwick community. Review Council's property portfolio to ensure high value investment.
1a.3 Review and incorporate the financial strategies, underpinning all short and medium term plans into the Long Term Financial Plan.	Manage, monitor and review the Council's financial performance and position on a continual basis. Support those in our community facing financial hardship due to the pandemic, by providing options for deferring of rates and annual charges and repayment options. Partner with UNSW and Arc (student union) to support local and international students facing financial and emotional hardship and engage them in the community.
1a.4 Provide for safe public places where people gather.	Ensure CCTV infrastructure network is maintained, fit for purpose and expanded to meet emerging requirements.
1a.5 Implement the Digital Strategy to ensure Council's adoption of innovative technology which meets customer and business needs.	Investigate, source and implement the adopted Digital Strategy projects for 2020-21 and review portfolio of projects - rationalising and re-sequencing relative to changing organisational needs.
1a.6 Progressively update medium term plans such as the Recreation Needs Study.	Conduct Social Needs Analysis, to inform the Open Space and Recreation Strategy. Develop and finalise 10-year informing strategies for: <ul style="list-style-type: none"> - Environment - Economic Development - Arts & Culture - Open Space/Recreation - Integrated Transport - Housing

2018-22 Delivery Program (4-year program)	1-Year Operational Plan actions (2020-21)
1b: Council is a leader in the delivery of social, financial and operational activities.	
1b.1 Demonstrate best practice and leadership in local government.	<p>Implement efficiencies and improvements to the attraction and selection experience for candidates and managers.</p> <hr/> <p>Lead a whole of community approach to mental health awareness and suicide prevention (to be used as benchmark for future collaborations across councils).</p> <hr/> <p>Continue the Total Rewards review, including salary system benchmarking and improvements to reward and recognition.</p> <hr/> <p>Implement Disability Inclusion Action Plan (DIAP) and Equal Employment Opportunity (EEO) Management Plan items.</p>
1b.2 Contribute to protecting the Council's reputation and enhancing its positive public image.	<p>Effectively use media and online communities to promote and protect Council by monitoring, responding and providing an effective media enquiries and response process.</p> <hr/> <p>Proactively promote Council's achievements, programs, policies and projects.</p>
1b.3 Maintain a high performing workforce that is responsive to the needs of the organisation.	<p>Continue implementation of our frontline leadership development program.</p> <hr/> <p>Draft and implement a learning and capability framework incorporating a leadership development strategy.</p> <hr/> <p>Coordinate employee engagement and communication activities.</p> <hr/> <p>Commence implementation of HR systems supporting effective workflows and data for workforce planning.</p>
1b.4 Provide good governance and administrative support for the Council and organisation.	<p>Ensure the effective and efficient administration of Council meetings (and Local Government Election 2021) for the benefit of Councillors and the community.</p> <hr/> <p>Ensure compliance with the Government Information (Public Access) Act 2009 and assist the community in obtaining access to appropriate Council information/documents.</p> <hr/> <p>Monitor and evaluate performance of the Randwick Local Planning Panel in accordance with NSW Department of Planning and Environment Guidelines.</p> <hr/> <p>Maintain transparency and accountability in the purchasing of goods and services and ensure compliance with purchasing procedures.</p>

2018-22 Delivery Program (4-year program)	1-Year Operational Plan actions (2020-21)
<p>1b.5 Effectively and efficiently manage financial operations, systems and information.</p>	<p>Provide timely financial information, advice and reports to the community, the Council, senior management and staff.</p> <hr/> <p>Ensure all Financial Services' processes and procedures are timely and accurate in providing a high level of service to internal and external customers about rating, debtors, accounts payable, payroll, investments and cash management, etc.</p> <hr/> <p>Ensure the accurate levy, and collection of rates and charges, and provide appropriate payment options, including BPAY, Direct Debit, Australia Post, web based and in-person.</p> <hr/> <p>Maximise returns of the Council's investment portfolio while minimising risk.</p> <hr/> <p>Manage outstanding debtors, ensuring overdue rates and annual charges remain below 15% and repayment plans are developed bringing Council's ratio back to benchmark within 3 years.</p> <hr/> <p>Identify, develop and advocate for projects and programs that may attract State and Federal Grant Funding.</p> <hr/> <p>Deliver sound and practical short and medium-term forecasting and reporting, with robust data, efficient transaction processing, and effective management of risk, including: uncertainty and sensitivity analysis.</p> <hr/> <p>Develop a process for the assessment of all applications for financial assistance that ensures fair, open and transparent consideration of financial assistance during a time of increased need and economic constraint.</p>
<p>1b.6 Be recognised as providing quality internal and external customer service and call centre services.</p>	<p>Develop a Customer Experience Strategy.</p>
<p>1b.7 Continue to improve and implement business process systems and information technology infrastructure.</p>	<p>Provide a technological environment that delivers confidence to customers.</p> <hr/> <p>Provide continued improvement, support, and implementation of intranet and collaboration tools, to support internal business processes.</p> <hr/> <p>Provide continued improvement, support, and implementation of business applications and processes and business systems.</p>
<p>1b.8 Provide a safe and healthy environment for employees, contractors and the community.</p>	<p>Implement policies and procedures to support a culture of health and safety.</p> <hr/> <p>Effectively manage workers compensation and return to work.</p> <hr/> <p>Draft and implement a Wellbeing Plan.</p> <hr/> <p>Coordinate appropriate health checks relevant to effective business operations.</p> <hr/> <p>Adoption and implementation of the new Drug and Alcohol Policy.</p>

2018-22 Delivery Program (4-year program)	1-Year Operational Plan actions (2020-21)
1b.9 Support the community and organisation through the improvement and expansion of online systems and GIS mapping.	Provide an integrated spatial information service to internal and external customers which supports decision making.
1c: Continuous improvement in service delivery based on accountability, transparency and good governance.	
1c.1 Apply the four-year Continuous Improvement Strategy within the organisation.	Develop an effective Performance Management Framework through community consultation, research, strategic planning and business unit planning.
1c.2 Implement a systematic and structured approach to obtaining feedback from customers and managing existing data and information.	Undertake research, review trends and engage the community towards review of the Randwick City Plan.
1c.3 Proactively manage enterprise risks within Council's integrated risk management system.	Implementation of Council's Enterprise Risk Management Framework and testing of the Business Continuity Plan. Utilise risks identified in Council's Enterprise Risk Management Framework to inform the Audit, Risk and Improvement Committee.



Our measures for this outcome include:

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

Continuing to support parents with the provision of childcare through continued service delivery at Moverly Childcare and up to 100% rental subsidy for childcare organisations leasing council properties, for a period of 6 months.





A sense of community

Our outcomes

A vibrant and diverse community

An informed and engaged community



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

Related plans

An Inclusive Randwick City

An inclusive Randwick City is a 10-year social inclusion plan aimed at improving active community life and assisting households in need of social support services. The key priority areas for Council continue to include: Assisting service providers to address residents' social needs through partnerships and funding assistance; homelessness and housing affordability issues; responding to the needs of our Aboriginal and Torres Strait Islander community; the needs of young people from disadvantaged backgrounds; advocate resources and support for an aging population; identify and respond to the needs for inclusive access and mobility; and collaborating with business, government, services and community to address the merging issues around isolation, trauma and suicidality.



In 2020-21 we will work with our key community stakeholders to research, recognise and respond to changing and emerging social and/or welfare needs and ensure future planning and processes are agile and well-resourced.

Randwick Disability Inclusion Action Plan

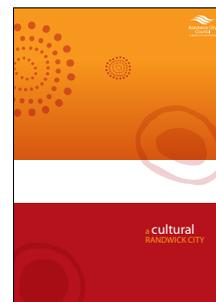
The Randwick Disability Inclusion Action Plan (DIAP) details strategies and actions for Council to help remove barriers and enable people with a disability to participate equally in our City. The strategies and actions centre on developing positive community attitudes and behaviours; creating liveable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



Our focus in 2020-21 will be to further embed the strategies and actions of the DIAP into planning and promotions within Council operations and communications and to promote and assist the community's understanding of consumer directed care while providing guidance about how to exercise choice and control in choosing disability support services. We will continue to consult and partner with our community service providers, key organisations and community representatives in recognising and responding to key issues that are important to people with disabilities and their carers.

A Cultural Randwick City

We are continuing to work towards achieving the cultural objectives outlined in our cultural plan – A Cultural Randwick City. We will approach this dynamically in 2020-21, in light of the public health restrictions which currently limit our group interactions. Typically we would host a variety of cultural events such as the International Women's Day Art Prize and Twilight Concerts. The La Perouse Museum will continue to develop as a cultural hub with a vibrant program of exhibitions, workshops, talks and cultural activities spotlighting Randwick's local Aboriginal community, our history and role in early communication and science.



We also plan to continue to fund the South Maroubra Art and Photography Exhibition and the Randwick Art Society Annual Art Exhibition which is in its 10th year.

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

Digital literacy across all ages will be a focus of ours in 2020-21, with additional marketing and communications around Randwick City Library's online collection.

We will continue to promote culture through sharing the lived experience of local elders, artists and creative residents. The partnership with the Prince Henry Hospital Trained Nurses Association focuses on intergenerational learning opportunities at the Prince Henry Nursing and Medical Museum. Cultural events at the museum will include Aboriginal cultural workshops and opportunities for older people to share skills with young people. Intergenerational activities enable the passing on of cultures that meet the interests and needs of our residents. The Spirits of Prince Henry events highlight the evolution of nursing through the years offering a unique perspective.

Annual Youth Week activities will continue to highlight young artists and performers. Through cultural workshops and activities such as ‘Art 4 Connection’, play readings, film screenings and multimedia exhibitions, Randwick City Council will continue to offer creative and safe ways to explore mental health, diversity and inclusion and break down stigma and stereotyping.

Community Participation Plan

In December 2019, Randwick City Council adopted its Community Participation Plan (CPP). The CPP outlines how and when Council will engage with the community on planning matters, Council projects and other matters of relevance to the local community.

Importantly, the plan is based upon a strong customer focus and respect for the community that recognises local residents have a right to have a say about matters affecting them.

It commits Council to early and genuine consultation with the community and aims to improve Council’s projects and decision-making by using the knowledge and experience of the community. The plan outlines some of the ways people will be involved in Council consultations and the length of time some documents may be publicly exhibited for comment.

The plan builds upon Randwick Council’s previous Community Consultation Principles and Planning Guide which was first adopted in 2008.

Most Council consultation programs will be publicly exhibited on Council’s Your Say Randwick website which can be accessed at www.yoursay.randwick.nsw.gov.au.

Grants, Donations and Subsidies Policy

Council adopted the Grants, Donations and Subsidies Policy in November 2006. The policy provides Council with a framework for determining and allocating Council grants, donations and subsidies with clear priorities to achieve the Randwick City Plan outcome of a vibrant and diverse community.

In 2020-21, Council will focus on our newly developed Community Investment Program which is our policy framework to ensure decisions are consistent and based on principles of accountability, transparency and fairness. All applications to the Community Investment Program will meet the assessment criteria. Refer page 105 for more information.

Outcome 2: A vibrant and diverse community

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

Actions for Outcome 2

2018-22 Delivery Program (4-year program)	1-Year Operational Plan actions (2020-21)
2a: Meet the needs of our diverse community and provide equitable access to social services and infrastructure.	
2a.1 Maintain a current understanding of our community’s needs and up to date information to support planning and program development.	Lead local services participation and partnerships, identifying emerging needs, service gaps and opportunities across target groups. Develop and finalise a 10-year informing Arts and Culture Strategy. Provide a 100% subsidy for pandemic affected childcare organisations leasing council owned properties, for a period of 6 months. Support not for profit community organisations by providing up to 100% rental subsidy for a period of 6 months. Support for local sporting groups, by the waiving of ground hire fees for a period of 6 months.

2018-22 Delivery Program (4-year program)	1-Year Operational Plan actions (2020-21)
2a.2 Provide high levels of accessibility to the Council's community facilities and infrastructure.	Ensure that a range of user groups (hirers and class attendees) have fair and equitable access to our major multi-purpose centres (Prince Henry Centre, Randwick Community Centre, the Randwick Literary Institute and La Perouse Museum) health restrictions permitting.
2a.3 Support the different groups in the community to improve access to services and recreational activities.	<p>Ensure Library CALD collections reflect demographics and community needs in Randwick City.</p> <p>Provide a range of online programs and activities for a diverse community, such as the CALD community.</p> <p>Raise awareness of local residents and/or their Carers, increasing capacity and improving their ability to negotiate within the service delivery system and to access relevant community services.</p> <p>Assist people to understand consumer directed care and to exercise choice and control in choosing support services (disability and other).</p> <p>Identify key issues important to people who are isolated and/or with disabilities and their families and carers through regular consultation with our community service providers, key organisations and community representatives.</p> <p>Provide a range of collection items, programs and activities that are accessible for those with disabilities.</p> <p>Work with collaboration partners to explore opportunities to share space and facilities for community benefit.</p>
2a.4 Provide improved opportunities for local Aboriginal and Torres Strait Islander people to access support services including employment, family support and recreational activities.	<p>Develop an Aboriginal & Torres Strait Islander cultural competency framework and link with agencies, services and community groups.</p> <p>Support community-based support agencies to plan and deliver while providing essential information to government program funding providers aimed at meeting the needs of at-risk and/or vulnerable residents.</p> <p>Assist local Aboriginal organisations to plan and deliver nationally significant events such as NAIDOC Week and Reconciliation activities.</p> <p>Ensure that the programs and activities delivered via the Lexo Hub address the identified needs of local indigenous individuals and families.</p>

2018-22 Delivery Program (4-year program)	1-Year Operational Plan actions (2020-21)
<p>2a.5 Implement the social inclusion plan (An Inclusive Randwick) to reduce disadvantage and address regional gaps in service provision.</p>	<p>Identify options for the location of a youth focused facility to deliver high priority programs and activities for at-risk and vulnerable age groups.</p> <hr/> <p>Continue to liaise with child and family services to produce and publish the Parenting Calendar (twice yearly) offering to local families a range of training on child development.</p> <hr/> <p>Continue to monitor and improve on programs operating from the Lexo Hub facilities that address food security.</p> <hr/> <p>Maintain and adapt local government services to ensure continued service throughout the COVID-19 pandemic.</p> <hr/> <p>Advocate to Federal and State Governments to secure financial assistance for community groups and community service providers.</p> <hr/> <p>Combat social isolation experienced by our Seniors through targeted programs designed to connect and engage within the comfort and security of their homes.</p> <hr/> <p>Bring together local sporting teams, assisting their re-engagement in sport by matching them with elite athletes who will provide mentoring and morale during the pandemic (e.g. Craig Foster #playforlife).</p> <hr/> <p>Partner with the Eastern Sydney Youth Services Network (ESYSN) to implement programs and activities that support local young people and their families.</p> <hr/> <p>Explore opportunities to promote an increase in volunteering.</p>
<p>2a.6 Implement grants' programs in accordance with the Council's guidelines to enhance services that meet community needs.</p>	<p>Administer our Community Partnership Funding Program, and our Cultural and Community Grants Program, and also Randwick ClubGrants NSW on behalf of participating clubs.</p> <hr/> <p>Provide up to 100% subsidy towards access to Council's community facilities for the visual and performing arts sector for a period of 12 months through "Community Investment Program".</p>
<p>2b: Strong partnerships between the Council, community groups and government agencies.</p>	
<p>2b.1 Provide support for resident precinct committees, local chambers of commerce and combined service clubs.</p>	<p>Provide meaningful and relevant opportunities for community participation through face to face engagement activities such as Precinct meetings and other opportunities.</p>

2018-22 Delivery Program (4-year program)	1-Year Operational Plan actions (2020-21)
2b.2 Partner and implement joint projects with community groups and government agencies to achieve improved service coordination and value for money outcomes in the region.	<p>Continue to manage and activate the Lexo Hub facility in providing accessible office space for community service providers for the delivery of health, wellbeing and social welfare services.</p> <hr/> <p>Continue to lead and facilitate partnerships with services and agencies to share information and address community issues, gaps, best practice and to explore innovative and creative community-led solutions.</p> <hr/> <p>Partner with key community service providers to deliver primary and early intervention domestic and family violence campaigns and activities.</p> <hr/> <p>Actively engage in the Interagency group for the 're-enablement' of services and agencies that support Randwick City. This program will bring together learnings, capacity, priorities, issues, resources and planning for collaboration.</p> <hr/> <p>Work with Interagency group to develop a Mental Health Awareness and suicide prevention plan.</p> <hr/> <p>Work with the La Perouse Aboriginal Land Council to identify areas for partnership to support our local aboriginal community through this period.</p>

2c: New and upgraded community facilities that are multipurpose and in accessible locations.

2c.1 Implement the Community Facilities Plan as per identified priorities.	Plan for and construct community facilities under the Our Community Our Future Program such as South Maroubra Beach Amenities & Car Park, Coogee Oval Grandstand & Amenities, Matraville Youth & Cultural Hall, Yarra Bay Bicentennial Park Amenities, Coogee Surf Club Refurbishment, Randwick Community Nursery, Spot Streetscape Upgrade and Maroubra Beach Master Plan.
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2d: Our cultural diversity is appreciated and respected.

2d.1 Implement A Cultural Randwick City.	<p>Support and assist in the development and implementation of a range of cultural activities and events based at La Perouse Museum.</p> <hr/> <p>Support and assist in the delivery of Council Multicultural celebrations.</p> <hr/> <p>Develop a list of feasible cultural activities for implementation in council owned community centres and venues.</p> <hr/> <p>Engage with the community via virtual means with a range of online and live events to maintain community connection and implement Council's calendar of signature events, health restrictions permitting.</p>
2d.2 Deliver and/or sponsor a range of cultural programs to promote a sense of community	Investigate feasibility, sponsorship potential or support community events / projects, including those as required by Council resolutions.

Outcome 3: An informed and engaged community

Our community will participate in shaping our City.

Actions for Outcome 3

2018-22 Delivery Program (4-year program)	1-Year Operational Plan actions (2020-21)
3a: Effective communication methods and technology are used to share information and provide services.	
<p>3a.1 Provide information to the community on the Council's services and activities using effective communications methods.</p>	<p>Monitor and apply corporate communications and visual design standards to Council's communications materials, products and website.</p> <p>Produce appropriate video content for use on Council's digital channels.</p> <p>Advise on and/or produce effective and targeted communications plans and products for Council and its services and activities.</p> <p>Research and write quality speeches for Council representatives as required.</p> <p>Produce regular print and electronic newsletters to inform and engage the community about Council activities, events and projects.</p> <p>Produce high quality and effective visual communication materials to support and enhance Council's business.</p> <p>Manage and effectively use Council's banner poles as an outdoor communication medium.</p> <p>Promote and disseminate information to vulnerable people and communities to improve access to services, support and inclusion activities.</p> <p>Ensure relevant content on Council's website is available in different community languages.</p>
<p>3a.2 Ensure that the Council's website provides an accessible and usable interface between the Council and the community.</p>	<p>Maintain and enhance the Council website to provide suitable and accessible content.</p> <p>Ensure that the Library sub-site and social media channels provide timely, engaging and relevant information.</p>
<p>3a.3 Implement technological solutions that support the development of services and resources and meet the needs of the community.</p>	<p>Implementation of the new RFID hardware and software.</p> <p>Continue to provide innovative hardware, software and web solutions to library customers and staff.</p> <p>Continue improvement and expansion of the external website content and provision of online services to our community, via the website and mobile applications.</p>

**2018-22 Delivery Program
(4-year program)**

**1-Year Operational Plan actions
(2020-21)**

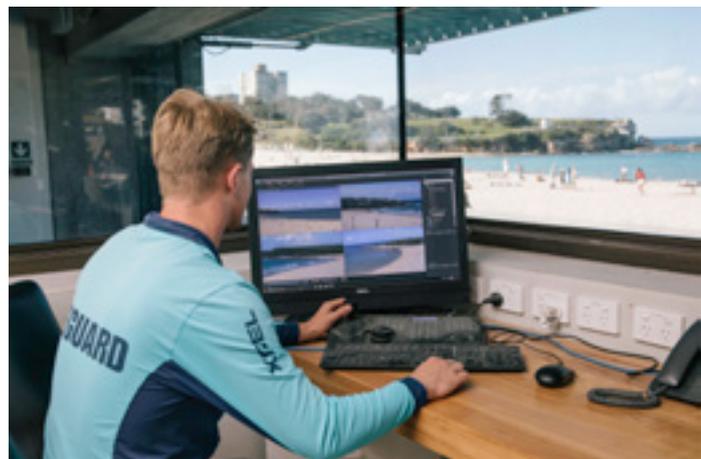
3b: The community has increased opportunities to participate in decision-making processes.

3b.1 Develop opportunities for community input into the Council's decision-making processes.	Use social media to help the community be part of the decision-making process, respond promptly to enquiries and to connect with the community about Randwick City's projects, events and activities.
	Provide effective administrative support to Council's Advisory Committees in support of optimal meeting outcomes and organisation.
	Obtain feedback from the community on Council's Events Program to inform future decision-making.
	Develop and support effective consultation plans to support the delivery of Council's projects.

Our measures for this outcome include:

- SOC01** Level of satisfaction with community centres and halls
- SOC02** Number of people that attended Council events
- SOC03** Level of satisfaction with the Council's provision of information to residents about activities, services and community services
- SOC04** Level of satisfaction with community consultation
- SOC05** Number of hits on the Randwick City Council Website
- SOC06** Number of people following the Randwick City Council Facebook page and Twitter Account
- SOC07** Number of hits on LINCS (Community Services) webpage
- SOC08** Percentage of surveyed residents that stated they feel part of their local community
- SOC09** Percentage of the community that rate their quality of life as very high

Partner with key community service providers to deliver primary and early intervention domestic and family violence campaigns and activities.



Our Community Our Future 2018-21

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

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

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

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

Option 1 DO NOTHING APPROACH

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

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

7.48%

2018-19 2.30%	2019-20 2.50%	2020-21 2.50%
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\$0

No new projects delivered

Option 2 DELAYED APPROACH

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

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

13.21%

2018-19 5.64%	2019-20 3.52%	2020-21 3.52%
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\$0

13 years

Option 3 PREFERRED APPROACH

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

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

19.85%

2018-19 7.64%	2019-20 5.52%	2020-21 5.52%
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\$27M

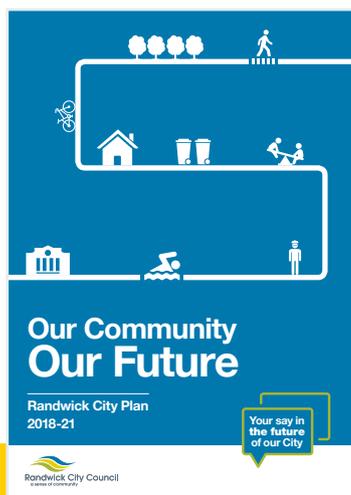
7 years

Cumulative rate increase over 3 years

Rate increase

Proposed borrowings

Project delivery timeframe



Projects

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

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

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

Community consultation

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

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

Ratepayer survey

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

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

The surveys were conducted by two separate independent research agencies.

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

Telephone survey

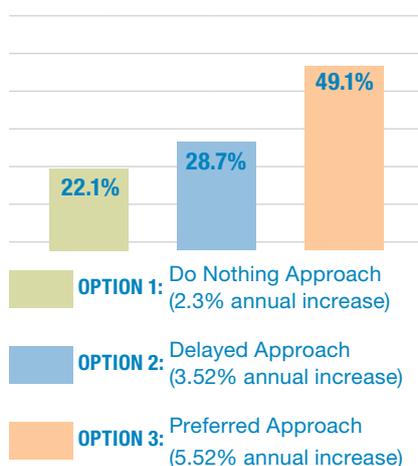
An independent research firm was engaged to conduct a random and representative telephone survey of the local community.

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

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



WHICH FUNDING OPTION DO YOU SUPPORT?



What it costs?

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

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

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

More information

See pages 89-91 for more about the 2020-21 Our Community our Future Capital Works program and planned projects for the seven-year program.

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

A man with glasses, wearing a patterned short-sleeved shirt, is playing a saxophone on a stage. He is looking upwards and to the right. The background is dark with several colorful stage lights (red, blue, purple, yellow) creating a vibrant atmosphere. The lighting is a mix of purple and blue, with some warmer tones from the stage lights.

Places for people

Our outcomes:

Excellence in urban
design and development

Excellence in recreation
and lifestyle opportunities

A liveable City

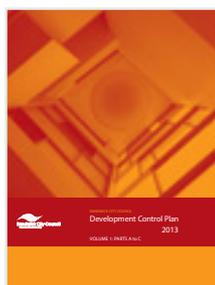
Heritage that is protected
and celebrated

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

Related plans

Comprehensive LEP/DCP

Our Local Environment Plan (LEP) and Development Control Plan (DCP) are key instruments for the planning and development of our City. The Randwick LEP 2012 is consistent with the directions set out in our 20-year Randwick City Plan and became effective following a two staged review and consultation process.



The Randwick DCP contains detailed planning and design guidelines for new development and supports the statutory planning controls of the Randwick LEP. The DCP came into effect on 14 June 2013 replacing 35 separate DCPs and policies. The DCP is based on planning best practice, legislative changes and community feedback.

During 2020-21 we will continue along the LEP Roadmap in alignment with the Eastern City District Plan and prepare a new Local Environmental Plan (LEP) reflecting the key directions of the Randwick City Local Strategic Planning Statement (LSPS). The LSPS which came into effect in 2020 is a 20-year vision for land use and planning, identifying the special character and values that are to be preserved in Randwick City and how growth and change will be managed into the future. For more about the LSPS and shaping Randwick's land use

future refer to page 55. The Planning Proposal proposing the new comprehensive Local Environmental Plan is anticipated to be placed on public exhibition in 2021.

A Safer Randwick City

A Safer Randwick City is our crime prevention and community safety plan. It summarises the major crime and safety issues within our City and the priorities identified in consultation with NSW Police. In 2020-21 Council will continue to assist the NSW Police with the provision of CCTV footage as required, monitoring premises for compliance with Late Trading regulations, work with the Community Drug Action Team (CDAT) and Local Drug Action Team (LDAT) to deliver harm minimisation projects to residents and vulnerable community groups and participate in the Eastern Beaches Liquor Accord and University of New South Wales Crime Prevention Partnerships.



A whole of community approach to mental health awareness and suicide prevention is facilitated by Council with key stakeholders in Police, Health, Community & Justice departments along with services and community members to ensure an inclusive and cohesive community where suicide means are restricted and residents support one another.

Asset Management Strategy

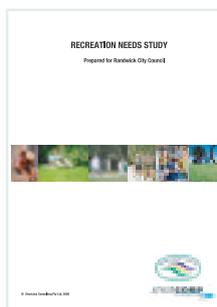
Randwick City Council owns and operates more than \$1.8 billion worth of infrastructure assets, including footpaths, roads, drainage, parks, buildings and equipment. Our Asset Management Strategy 2018-28 analyses our existing assets, allows us to properly plan necessary maintenance, and makes projections for replacement as necessary.



From this strategy we have developed asset management plans for each major category of infrastructure asset.

Recreation Needs Study

The Recreation Needs Study 2008 has enabled Council to gain a better understanding of the future role of open space for residents and visitors, and the impact changing needs may have upon the current and future provision of open space and sporting facilities across the City. Our planning for a continuous coastal walkway is ongoing. In 2020-21, we will be constructing a new synthetic sports field and remediating an existing sports field at lower Pioneers Park. Synthetic sportsfields provide improved playing surfaces with lower maintenance and less impact due to weather.



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

Council has commenced a major review of its open space and recreation assets. The draft Open Space and Recreation Needs Study 2020 will provide strategic direction and guidance for open space, sport and recreation works and management. The Study will underpin Council's future informing Open Space and Recreation Strategy.

An extensive community engagement program ran from March to end May 2020 including an online survey, social media posts, workshops, pop up stalls and stakeholder meetings. The final Study will be completed by mid-2020.

Section 7.12 Development Contributions Plan

The Randwick s7.12 Plan 2012 (formerly s94A Plan) authorises the Council to impose, as a condition of consent, a fixed levy based on the cost of development, when a development consent or complying development certificate is issued. Funds collected under the s7.12 framework are used to provide for additional or

improved public facilities to meet expected demands arising from new development. The Plan's Schedule of Works identifies ongoing and new projects for the next 10 years, such as the Coastal Walkway and implementing the plan of management at Heffron Park. The s7.12 Plan will be reviewed in 2020 to update the Plan's Schedule of Works to include new capital works projects to be undertaken across Randwick City over the next 10 years.

Heffron Park

Through the ongoing remediation and redevelopment of the Heffron Park site, we are creating open space for a range of recreational and sporting activities. Our focus in 2020-21 will be the transformation of the indoor multi-purpose sports and gymnastics facilities, which will form part of an integrated, state of the art community facility along with the South Sydney Rabbitohs Community and High Performance Centre. This new facility is known as the Heffron Centre.

In 2019-20 we constructed a new tennis centre with ten courts, and a clubhouse with change facilities. Just to the north of the new tennis centre, a newly constructed handball facility provides for a range of recreational activities including basketball and is a popular facility with school children and other local sporting groups who combine its use with the adjacent synthetic sports field.

In 2020-21, we will plan for new sports field lighting including replacement lights around the playing fields in the south west corner of the park.

As part of the Heffron Centre, Council has entered into a proposal for the Community and High Performance Centre (CHPC) with the South Sydney District Rugby League Football Club via a Public Private Partnership. We have since procured a lead design team to shape the design of the Heffron Centre proposal, in consultation with peak sporting bodies as well as the community.



In 2020-21, Council will undertake an extensive community consultation process for the Heffron Centre. Feedback from the consultation will be considered as part of the concept design stage. Council is also planning to lodge a development application for the proposal within the 2020-21 financial year.

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

Confirmed funding towards the CHPC to date is as follows:

- A funding contribution of \$4 million from the Rabbitohs has been nominated at this time
- Federal Government funding contribution of \$10 million
- NSW State Government, Office of Sport (through the NSW NRL Centres of Excellence Program) of \$8.696 million
- The proposal to consolidate the facilities within the envisaged Heffron Centre adjacent to Bunnerong Road was reported to Council in 2016 and adopted. A capped funding contribution of \$3 million from Council was nominated at the time.

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

In early 2019, Council received a grant from the State Government towards the indoor multi-purpose sports facility. The \$3,135,127 contribution has been made available through the NSW Office of Sport, Greater Sydney Sports Facility fund.

Subject to a resolution of Council, Randwick City Council will become the Principal in all contractual arrangements entered into for the delivery of the CHPC

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

A Public Private Partnership is an appropriate means to realise a project of this nature, given the multiple sources of funding granted towards the project being provided by the South Sydney Rabbitohs - Federal, State and Local Governments, as well as the Club's funding.

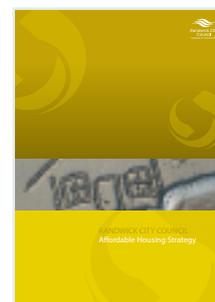
Information was provided by Council to the Office of Local Government (OLG) regarding a Public Private Partnership approach and the OLG has assessed the project as not significant and not high risk, as defined by the OLG's Guidelines on the Procedures and Processes to be followed by Local Government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

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

Affordable Housing Strategy

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

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

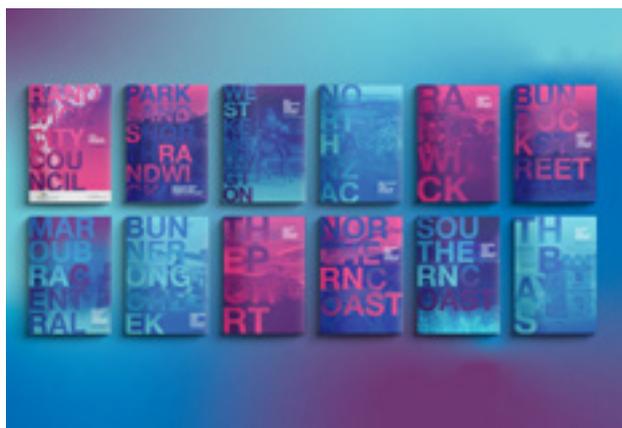


Local Character

Local character is the identity of a place and what makes a neighbourhood distinctive. It is a combination of the land, people, built environment, history, culture and tradition, and how these factors interact to make the character of an area distinct from another area.

Council is finalising local character statements covering all of Randwick City. Once finalised, Local Character Areas will become part of Council's planning framework and will inform Council's future strategies, plans and policies. This means future development proposals, works and improvements to our spaces and facilities must have regard to the desired future character of the area. The new character statements align with the recently adopted Local Strategic Planning Statement (LSPS) and will assist in achieving Council's aspirations for liveable, healthy, resilient and prosperous places and a high quality built environment.

Broad engagement was undertaken in 2019 and again in 2020 encouraging people to think about the characteristics of local places including how places feel, what is valued by the community and the desired future character of each area. We have incorporated the community's responses with data, research and analysis on environmental, social and economic attributes of areas. This significant work has also enabled us to identify a number of Special Character Areas that have distinct environmental, social or economic significance to Randwick City. Council has adopted innovative methodology for this work which has the potential to become best practice for local government.



La Perouse Museum

The La Perouse Museum is a historic building situated in the middle of the Headland at La Perouse. The Museum houses a heritage collection that tells its nationally significant stories, and also hosts a number of public programs, talks, workshops and activities based around the five themes of the Museum being the Traditional Custodians and Aboriginal community of La Perouse, European arrivals and First Contact including the story of the French explorer Lapérouse, the Environment, Science and Communication and the Social History of this region.

The Museum upgrade is part of Council's Our Community Our Future building program and will undergo a restoration towards the end of 2020. The new Museum will retain the same themes but will give us an opportunity to better utilise space, repair the building, and offer additional functions and events. Our vision for the Museum and the La Perouse headland is that it will be a cultural hub for Randwick City.

Prioritise public domain capital expenditure to encourage increased levels of activity that supports restaurant, café and theatre, retail and recreation clusters.

Outcome 4: Excellence in urban design and development

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

Actions for Outcome 4

2018-22 Delivery Program (4-year program)	1-Year Operational Plan actions (2020-21)
4a: Improved design and sustainability across all development.	
4a.1 Require a high standard of design quality in new development in line with Council's policies.	Finalise the Development Control Plan (DCP) controls for Kensington to Kingsford (K2K).
4a.2 Promote and recognise design excellence and sustainability through events or other activities.	Initiate and run the 2020-21 Design Excellence program.
4b: New and existing development is managed by a robust framework.	
4b.1 Develop and implement effective processes and strategies to manage the impact of new and existing development.	Determine DAs efficiently and in accordance with the provisions of the LEP and DCP.
4b.2 Monitor provisions of the LEP and DCP to ensure relevancy and delivery of good design outcomes.	Commence a comprehensive review of the LEP including house-keeping amendments.



Outcome 5: Excellence in recreation and lifestyle opportunities

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

Actions for Outcome 5

2018-22 Delivery Program (4-year program)		1-Year Operational Plan actions (2020-21)
5a: Maximise opportunities for residents and visitors to enjoy both active and passive open space uses.		
5a.1	Progressively update plans of management, in accordance with an established priority list and the Recreation Needs Study, focusing on active and passive recreation opportunities.	<p>Process applications for activities on public land incorporating relevant assessment criteria and complying with service level agreements.</p> <p>Develop and finalise a 10-year informing Open Space and Recreation Strategy.</p>
5a.2	Continue work towards creating a continuous Coastal Walkway from Clovelly to Botany Bay as detailed in the Recreation Needs Study.	<p>Undertake the feasibility and amenity studies for the Coastal Walk at Lurline Bay.</p> <p>Complete the feasibility study for an amenities block at Malabar pool.</p>
5b: Facilitate a range of sporting and leisure activities.		
5b.1	Introduce and maintain a diverse range of programs to increase attendances at Des Renford Leisure Centre (DRLC) from year to year.	<p>Evaluate industry trends and Centre resources, to deliver ongoing community fitness programs while exploring online and virtual delivery methods for alternative fitness delivery.</p> <p>Review and maintain DRLC facilities to ensure the Centre remains an industry leader.</p>
5b.2	Implement open space plans of management with a focus on multi-uses such as the Heffron Park Plan of Management.	<p>Improved landscaping and outdoor gym - Neptune Park, Coogee.</p> <p>Upgrade the Kokoda Memorial Park playground.</p> <p>Upgrade the Coral Sea Park playground.</p> <p>Design and construct a new pathway at Randwick Environment Park.</p> <p>Design a new synthetic field at Coral Sea Park.</p>
5c: Create new open space as opportunities arise.		
5c.1	Advocate for public access to the remaining Commonwealth land at Malabar Headland.	Negotiate with Commonwealth and State Government agencies for community access to the Malabar Headland.
5c.2	Plan and advocate for public open space and connections in major urban renewal and infrastructure projects.	Support delivery of open space and recreation needs identified by the 10-year informing Strategy and supporting study.

2018-22 Delivery Program (4-year program)	1-Year Operational Plan actions (2020-21)
5c.3 Optimise the urban interface with the Light Rail.	<p>Develop a design and documentation for the street plaza in Waratah Avenue.</p> <hr/> <p>Finalise the documentation for the Meeks Street Urban Plaza.</p> <hr/> <p>Commence implementation of identified open space and public spaces opportunities and temporary activations.</p> <hr/> <p>Continue to deliver the streetscape upgrade works to Randwick Town Centre along Belmore Road.</p>
5d: Library programs, resources and facilities provide innovative and inspirational opportunities for education and leisure.	
5d.1 Improve and develop library facilities, services and resources ensuring their ongoing relevance to the community.	<p>Continue to provide exciting and innovative in-house and digital programs and services for children and families.</p> <hr/> <p>Ensure the acquisition of new physical and digital items for the Randwick City Library collection are reflective of community trends, meet user expectations and are relevant to the community.</p> <hr/> <p>Ensure all facilities, services and resources of Randwick City Library meet community demand, expectations and relevance.</p> <hr/> <p>Utilise consumer research to determine ongoing community satisfaction with Randwick City Library, including resources, services and facilities.</p> <hr/> <p>Continue to develop and deliver programs supporting digital learning and social inclusion for Seniors.</p> <hr/> <p>Fit out The Third Space, a lifelong learning space, on Level 3 of the Lionel Bowen Library, and implement a plan of activities and workshops.</p> <hr/> <p>Deliver an integrated, community focused marketing plan and calendar of events that reflects community needs, interests and demands.</p>
5d.2 Continue to provide a community hub for education and leisure activities.	Provide the community with facilities and opportunities for lifelong learning and social integration.

Outcome 6: A liveable City

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

Actions for Outcome 6

2018-22 Delivery Program (4-year program)	1-Year Operational Plan actions (2020-21)
6a: Our public infrastructure and assets are planned, managed and funded to meet the community expectations and defined levels of service.	
6a.1 Continue asset management planning to deliver infrastructure assets that ensure intergenerational equity and meet Council's obligations as the custodian of our community's assets.	Continue to collect and collate asset management data to ensure accurate and timely decisions in support of best management of Council's assets.
6a.2 Conduct programmed infrastructure and asset maintenance management in accordance with adopted service levels.	<p>Implement the Road Rehabilitation Program as part of the Capital Works Program.</p> <p>Maintain drainage infrastructure (kerb and gutter, drainage pits and gross pollutant traps).</p> <p>Maintain open space areas (parks, sportsfields, gardens, streetscapes and cemeteries).</p> <p>Maintain building facilities (amenity buildings, community centres, boardwalks and park furniture).</p> <p>Maintain road pavement infrastructure (pot holes and large surface repairs), line markings and signage infrastructure.</p> <p>Maintain and repair footpaths, including the rectification of uneven surfaces.</p> <p>Implement the Footpath Construction and Renewal Program, including access kerb ramps, as part of the Capital Works Program.</p> <p>Implement the Building Capital Maintenance Program.</p>
6a.3 Implement and complete major projects in the Our Community Our Future Program.	<p>Plan and commence construction on major projects under the Our Community Our Future Program such as The Heffron Centre. (Refer pages 89-91 for more information).</p> <p>Complete streetscape design and documentation and commence delivery of upgrade works associated with the undergrounding of power lines at The Spot, Randwick.</p>
6a.4 Prepare and implement a Smart City Strategy for the delivery of improved services and take advantage of technological opportunities.	<p>Continue to deliver major and minor projects identified in the Smart City Strategy where opportunities arise.</p> <p>Deliver the Smart Car parking project in the Kensington and Kingsford town centres.</p> <p>Investigate opportunities to improve lighting across the Randwick LGA and use new technologies such as intelligent lighting to improve on efficiency in our indoor and outdoor facilities including parks, playgrounds, beaches and all buildings owned/operated by Council.</p>
6a.5 Consider opportunities for the restoration of the La Perouse Museum and improved access.	Project manage the restoration of the La Perouse Museum – master plan and re-build.

2018-22 Delivery Program (4-year program)	1-Year Operational Plan actions (2020-21)
6b: Our centres, beaches, streets and other public places are safe, inviting, clean and support a recognisable image of our City	
6b.1 Conduct public place cleaning in accordance with adopted service levels.	Ensure business centres, public places and beaches are cleaned to agreed service levels.
6c: The safety of our community is paramount and is acknowledged and supported through proactive policies, programs and strategies	
6c.1 Implement actions identified in the Council's crime prevention and community safety plan (A Safer Randwick City) to reduce anti-social behaviour and foster a safer city.	<p>Participate in crime prevention and safety programs in collaboration with the Police and other organisations.</p> <hr/> <p>Collaborate with community, key service providers and agencies to reform the Community Drug Action Team (CDAT) to deliver harm minimisation programs and awareness raising projects.</p> <hr/> <p>Research and implement planned programs of activities and events with lead agencies to raise community awareness, and to support household members affected by domestic violence.</p> <hr/> <p>Link police and communities through the Lexington Place hub – mental health partnership and targeted community areas.</p> <hr/> <p>Ensure emergency management plans are developed and implemented in consultation with Police for major events, health restrictions permitting.</p> <hr/> <p>Monitor and maintain infrastructure at risk of vandalism within Randwick City.</p>
6c.2 Educate the public on surf and water safety.	<p>Deliver surf and water safety education programs to a minimum of 20 schools and other community groups. Develop online delivery options for the surf and water safety program to reach otherwise inaccessible groups.</p> <hr/> <p>Develop pre-recorded water safety tutorials in a number of languages - expanding Council's current water safety offering.</p>
6c.3 Implement effective regulatory and compliance services and programs to maximise public health and safety in Randwick City.	<p>Maintain bacterial and chemical parameters at Des Renford Leisure Centre (DRLC) in compliance with NSW Health guidelines for pool and recycled water quality.</p> <hr/> <p>Implement a range of food safety and environmental/public health activities and plans.</p> <hr/> <p>Implement effective regulatory and compliance activities and plans.</p> <hr/> <p>Implement an effective regulatory fire safety program.</p>
6c.4 Implement the Road Safety Action Plan.	Implement road safety behavioural projects to address pedestrian safety, speeding and drink driving.

2018-22 Delivery Program (4-year program)	1-Year Operational Plan actions (2020-21)
6d: A strategic land use framework provides for our lifestyle changes and for a continuing, yet steady rate of growth across our City.	
6d.1 Review and implement the strategic land use framework in line with urban renewal projects, Regional and District Plans.	Deliver actions identified in the LSPS and Housing Strategy including housing investigation areas.
6d.2 Continually monitor and update the strategic land use framework for continual improvement.	Preparation of the comprehensive Planning Proposal as part of the LEP Roadmap process.
	Cleanse and streamline property related data in finalisation of the project for online generation and delivery of S10.7 Certificates.
	Respond to legislative reforms, policy amendments, major proposals and proposals outside the LGA.
6d.3 Ensure equitable and timely implementation of the s.94A Contributions Plan and monitor the work program to enhance infrastructure and services.	Revise, update and prepare new contribution frameworks.
6e: Enhance housing diversity, accessibility and adaptability to support our diverse community.	
6e.1 Provide for enhanced adaptability and accessibility of housing.	Continue the Home Maintenance and Modification program.
6e.2 Update and implement Council's Affordable Housing Strategy and Action Plan to facilitate new and retain existing affordable housing.	Investigate further affordable housing opportunities as a part of the planning framework including major strategic developments.
	Explore opportunities to fast track our affordable housing program to acquire additional properties.
	Work with NSW Department of Housing to accelerate the renewal of social housing estates and increase the amount of affordable and social housing.
6f: Undertake commercial centre reviews to ensure ongoing economic viability of the centres and consistency with District Plan objectives.	
6f.1 Undertake an ongoing program of comprehensive commercial centre reviews.	Finalise the Randwick Town Centre Strategy.

Outcome 7: Heritage that is protected and celebrated

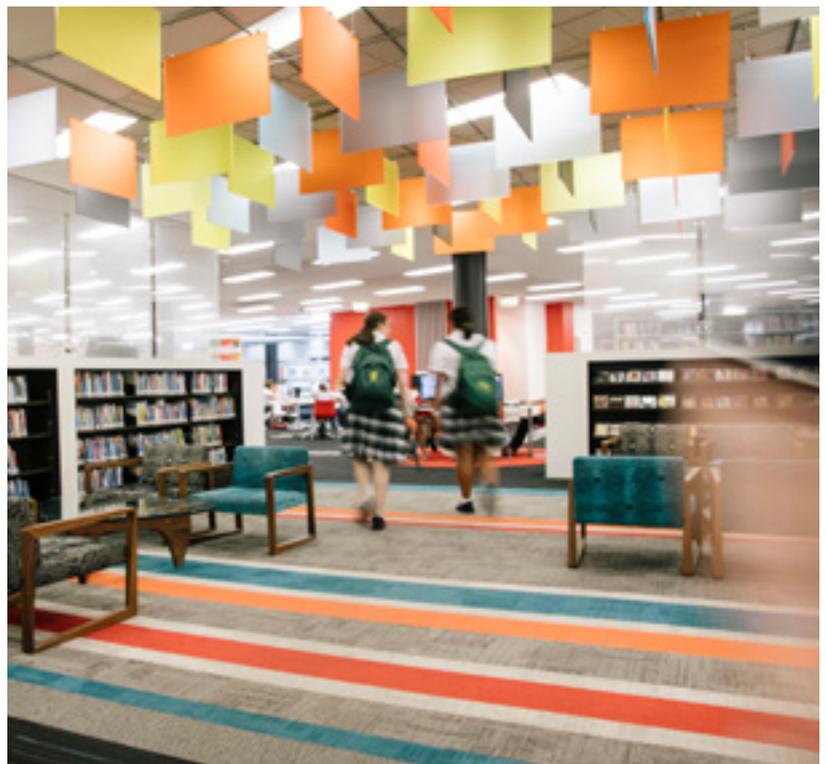
Our natural, Aboriginal, built and cultural heritage will be recognised and conserved.

Actions for Outcome 7

2018-22 Delivery Program (4-year program)	1-Year Operational Plan actions (2020-21)
7a: Our heritage is recognised, protected and celebrated	
7a.1 Local and cultural history is recognised, known, preserved and celebrated (through events, media, etc.)	<p>Promote local and cultural services and collections that enhance community interpretations of heritage.</p> <hr/> <p>Investigate the creation of downloadable walking Apps for heritage walks around Randwick City.</p> <hr/> <p>Make heritage documents and resources accessible through the Portfolio Digital Asset Management System.</p> <hr/> <p>Develop a cultural program based at Blenheim House following finalisation of the informing Arts & Culture Strategy.</p>
7a.2 Prepare and implement management and maintenance plans for heritage properties owned by Council.	<p>Manage Council heritage monuments, murals and properties.</p>
7a.3 Implement, monitor and review our City's heritage planning provisions to ensure suitable conservation and adaptive re-use.	<p>Finalise the Aboriginal Cultural Heritage Study.</p> <hr/> <p>Finalise the Anzac Parade Heritage Study.</p> <hr/> <p>Investigate the possibility of having Yarra Bay and Frenchman's Beach included on the Australian National Heritage List.</p> <hr/> <p>Investigate opportunities to secure funds for Yarra Bay and Frenchman's Beach through the Australian Heritage Grants Program.</p>
7a.4 Manage the La Perouse Museum to enhance access to and information about local heritage.	<p>Support the development and implementation of a cultural program based at the La Perouse Museum, including the development of online interactive videos and programs.</p>
7a.5 Implement Council's Heritage Conservation policies in the assessment process.	<p>Provide heritage advice on State significant and local developments.</p>

Our measures for this outcome include:

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



VISION 2040

Shaping Randwick's Future

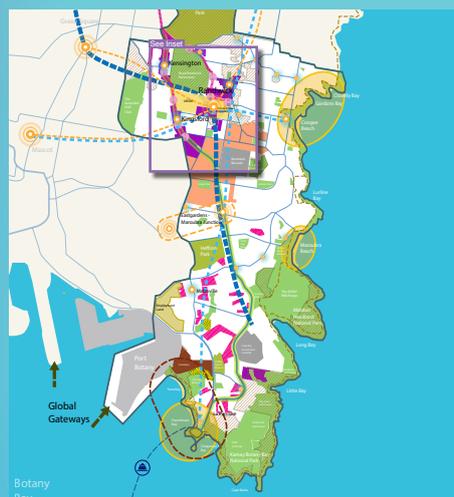
Vision 2040 is Randwick City's Local Strategic Planning Statement (LSPS) and Housing Strategy. Together they set out the 20 year vision for land use in our local area, the special character and values that are to be preserved, and how growth and change will be managed into the future.

Informed by extensive community consultation and engagement throughout 2019, Council's LSPS and Housing Strategy was endorsed by Council at the 25 February 2020 Ordinary Meeting.

The LSPS outlines 23 planning priorities across four key themes of Liveability, Productivity, Sustainability and Infrastructure and Collaboration to meet our community's future economic, social and environmental needs and aspirations. The LSPS includes a structure plan which is a visual representation of Randwick City, highlighting the City's natural, built and cultural features.

Some of the key planning priorities and directions of the LSPS include:

- Increase the supply of affordable rental housing stock to retain and strengthen our local community
- Provide diverse housing options close to employment, services and facilities
- Safeguard and celebrate our Indigenous culture and heritage
- Provide greater access and opportunities for walking and cycling
- Support the long term economic viability of our town and neighbourhood centres



- Provide high quality open space and recreational facilities
- Increase tree canopy cover
- Reduce the consumption of energy and water
- Develop an integrated approach to more sustainable transport
- Align planned growth with infrastructure delivery

Intrinsically linked to the LSPS, Council's Housing Strategy provides a balanced approach to growth across the City, to meet the projected population needs by 2036. Focusing housing growth in and around our strategic and town centres close to shops, transport and services to support a 30-minute City; providing diverse housing options including low rise medium density housing; and importantly providing for affordable housing.

Where are we now

Council is now preparing a comprehensive planning proposal to amend the Randwick Local Environmental Plan 2012 and Development Control Plan 2013 to implement the key planning priorities of the LSPS and Housing Strategy. Included in the planning proposal, will be local character statements which aim to guide development and deliver better place-based strategic planning outcomes for the community, a review of Council's heritage framework, revised planning controls for increased housing in certain areas and new visions for a number of local town centres.

The comprehensive planning proposal will include another round of community consultation anticipated for later this year, which will allow the community to provide further input and direction to the implementation of the LSPS and Housing Strategy. Randwick City Council has until June 2021 to submit the planning proposal to the Department of Planning, Industry and Environment for finalisation.



A prospering City

Our outcome

A strong local economy



The theme **A prospering City** focuses on actions that support our local economy. We aim to facilitate economic development and maintain the diversity of our local economic base and improve and promote our commercial centres and employment areas while being sensitive to environmental and social issues.

Related plans

Economic Development Strategy

Randwick City is located within Sydney's Eastern Economic Corridor which stretches from Macquarie Park to Sydney Airport providing one-third of Sydney's jobs. The Greater Sydney Commission's (GSC) Eastern District Plan released in March 2018, identifies opportunities to drive investment in business and jobs growth particularly in Randwick's Health and Education Strategic Centre. Key priorities outlined in Council's LSPS align with the District Plan in relation to productivity such as supporting the long term viability of employment areas, planning for stronger transport connections, diversifying the night time economy, enhancing local tourism and retaining areas for industrial and urban services.

The Economic Development Study prepared in 2019 (which replaced the 2008 Study) has provided a solid foundation for the preparation of a City-wide and town centre Strategy. The Strategy will set the framework for long term actions that will strengthen the local economy, support local business and guide sustainable economic development in Randwick City. Council's recently completed Night Time Economy Study (2020) contains



specific opportunities and actions to strengthen and diversify our City's night life, cultural and performing arts sectors, whilst ensuring our centres are safe, welcoming and functional.

Council will continue to maintain and strengthen engagement, effective partnerships and collaborative relationships with local businesses, Chambers of Commerce and business associations, government and non-government organisations, industry stakeholders and local service providers. Council will also work with the Greater Sydney Commission (GSC), key stakeholders, agencies, industry and landowners to implement a shared vision (outlined in a new Place Strategy) to promote and support the Health and Education Strategic Centre.

Once drafted, the informing Randwick Economic Development Strategy is anticipated to be placed on public exhibition in late 2020.

Create more than 3,000 jobs through funding injection for delivery of capital projects worth \$48.6M.



Collaborate with key stakeholders to develop a Destination Management Plan and enhance tourism product development and increase visitation and visitor experience.

Outcome 8: A strong local economy

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

Actions for Outcome 8

2018-22 Delivery Program (4-year program)		1-Year Operational Plan actions (2020-21)
8a. Vibrant business, commercial and industrial sectors that provide ongoing and diverse employment opportunities and serve the community.		
8a.1	Review and update the Economic Development Strategy.	Finalise and exhibit the 10-year informing Economic Development Strategy. Create more than 3,000 jobs through funding injection for delivery of capital projects worth \$48.6M. Establish a new Economic Development and Placemaking Business Unit. Safeguard 800 local government jobs (headcount).
8a.2	Implement a range of strategies to support the development of vibrant commercial centres.	Undertake road and footpath upgrades - Belmore Road / Avoca Street. Review and investigate urban design opportunities in local centres with particular emphasis on creating a more resilient Randwick community. Prioritise public domain capital expenditure to encourage increased levels of activity that supports restaurant, café and theatre, retail and recreation clusters. Support short-term expansion of commercial space to allow for social distancing by extending into local laneways, reserves, etc.
8b: Provide guidance to the specialised Hospital and University centre.		
8b.1	Work with institutions to develop strategic plans for the Randwick Hospital and University precincts.	Continued participation in Collaboration Area process with Health NSW for the Randwick Hospital Complex and with UNSW for the University Precinct.
8c: Develop and strengthen effective partnerships with key locally based organisations.		
8c.1	Implement the adopted recommendations of the Economic Development Strategy in relation to partnerships with locally based organisations.	Develop new relationships with business groups and foster partnerships and collaboration between business groups and Council. Finalise and exhibit the 10-year informing Economic Development Strategy.

Provide up to 100% subsidy towards access to Council's community facilities for the visual and performing arts sector for a period of 12 months through "Community Investment Program".

2018-22 Delivery Program (4-year program)		1-Year Operational Plan actions (2020-21)
8c: Develop and strengthen effective partnerships with key locally based organisations.		
8c.1	Implement the adopted recommendations of the Economic Development Strategy in relation to partnerships with locally based organisations.	<p>Support arts, culture and small business by activating public places and spaces within 900m of town centres with third party events and experiences.</p> <p>Develop a Mainstreet program in collaboration with businesses and prepare strategic business cases for recovery investment.</p> <p>Develop new public domain plans for town centres including The Spot Randwick, Maroubra Junction, and Clovelly Road that supports restaurant, café and theatre, retail and recreation clusters; provide local infrastructure, such as lighting and safety initiatives; and business development to encourage the night-time use of centres.</p> <p>Include specific grant funding for the arts and culture sector within the “Community Investment Program”.</p> <p>Assist business establishment and operation by prioritising small business applications and providing a subsidy of up to 100% for DA fees, occupation of footway dining fees, A-frame signage fees, and food safety inspection fees.</p> <p>Provide up to 50% subsidy for local small business towards hire fees, lease and licence fees for council owned properties, for 6 months.</p>
8c.2	Consider online opportunities to enhance communication partnerships on economic development.	Investigate options for online platforms to enable business networking and local business awareness.
8d: Tourism’s role in the local economy is acknowledged.		
8d.1	Implement the adopted recommendations of the Economic Development Strategy in relation to tourism.	Collaborate with key stakeholders to develop a Destination Management Plan, enhance tourism product development and increase visitation and visitor experience.

Our measures for this outcome include:

- PROS01** Difference between the unemployment percentage in the Randwick LGA compared to the Sydney Statistical Division
- PROS02** Satisfaction with vitality of commercial centres
- PROS03** Satisfaction with attractiveness of commercial centres
- PROS04** Satisfaction with commercial centre cleaning
- PROS05** Number of surveyed residents who reported they are spending the same or more at shops within Randwick City than 12 months ago
- PROS06** Number of surveyed residents who stated they prefer to shop in their local neighbourhood
- PROS07** Number of people employed (FTE) in the Health and Education Strategic Centre – increase capacity from 22,800 jobs to 32,000-35,500 jobs by 2036 as per the Greater Sydney Commission’s Eastern City District Plan
- PROS08** Number of international visitors spending at least one night in Randwick City
- PROS09** Continued investment in the maintenance and development of the Coastal Walk from Clovelly to Botany Bay

Establish a new Economic Development and Placemaking Business Unit.

Moving around

Our outcome

Integrated and accessible transport



The ability to move around plays a key role in our quality of life, the choices we make about where we live and how liveable our community is. Council continues to work on increasing accessibility both within and throughout the City. These are key themes that will be captured in our 10-year Integrated Transport Strategy.

We are building a network of safe and convenient walking paths and cycleways; promoting sustainable transport options; advocating for improved transport options, such as extension of the light rail system; and balancing the needs of all road users in our traffic management and parking strategies.

In response to Covid -19, we will also be seeking to implement a number of pop-up bike links to provide students, commuters and residents with a safe and sustainable transport option; especially for their more local trips. By introducing these bike links we are helping to reduce crowding on public transport at this challenging time.

Related plans

The Randwick Bicycle Plan

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

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

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

This priority listing is used as a guide for the implementation of bike routes in Randwick City and priorities may alter, especially if offers of funding are received from other sources such as Transport for NSW (TfNSW). Currently, we are working on the development

of two separated cycleways – one from Centennial Park near Doncaster Avenue through to the Kingsford light rail terminus. The other is from Coogee South along Bundock and Sturt Streets to the Kingsford light rail terminus. We are also looking at new bike facilities along Maroubra Road and along High Street (from Anzac Parade to Botany Street).

Road Safety Action Plan

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

Randwick City Council has a Community Road Safety officer, partly funded by TfNSW, who works with the community and a variety of stakeholders, such as the NSW Police, TfNSW and local schools, to implement the Plan.

The Road Safety Action Plan for 2020-21 will focus on:

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

Light Rail Support Plan

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

This Plan was centred on the following elements:

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

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

Cycleways – to promote and provide interconnecting sustainable transport modes, the Plan allows for new cycleways that also connect to the light rail stops. This includes the installation of bike parking at both the Randwick and Kingsford Interchanges.

Outcome 9: Integrated and accessible transport

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

Actions for Outcome 9

	2018-22 Delivery Program (4-year program)	1-Year Operational Plan actions (2020-21)
9a: A network of safe and convenient walking paths and cycle ways linking major land uses and recreation opportunities		
9a.1	Review, improve and implement facilities for cyclists as detailed within the Randwick Bicycle Plan.	Implement appropriate projects as nominated by the Council's Cycleways and Bicycles Facilities Advisory Committee as well as pedestrian and bike rider improvement projects. Review and implement temporary "pop up" cycleway facilities to alleviate pressure on the road and public transport network by providing safe active travel in response to COVID-19 (Todman Ave and Doncaster Avenue, Kingsford; and Maroubra Road, Maroubra).
9a.2	Continue to use the footpath program to improve and develop facilities for people who are walking and identify opportunities for pedestrian improvements through the preparation and implementation of pedestrian and mobility plans for our commercial centres.	Complete the annual Footpath Program as part of the Capital Works Program. Implement Councils Traffic and Road Safety Program through research studies, the construction of infrastructure and associated works to improve road safety throughout the LGA: - Completion of Yarra Road Traffic Calming Devices - Completion of the Maroubra Road Traffic Management Study - Completion of the Bunnerong Road, Perry Street and Franklin Street Intersection design works - Upgrade of Barker Street Pedestrian Refuge - Installation of new pedestrian refuge on Howard Street, Randwick.
9b: The community is informed, educated and encouraged to use sustainable transport		
9b.1	Implement Council's Energy Savings Plan and Local Greenhouse Action Plan to reduce reliance on private motor vehicles.	Continue to monitor and report on vehicle emissions for Council's fleet; investigate and advocate for opportunities to utilise energy efficient transport for Council.
9b.2	Continue to show leadership in this area with Council's vehicle and transport choices.	Engage with Council staff for increased take-up of e-bikes and vehicles and facilitate sustainable transportation choices including walking, cycling and public transport.
9c: Advocate and/or plan for integrated local and regional transport improvements, including high capacity transport such as light/standard rail.		
9c.1	Advocate for the extension of the light rail system to Maroubra Junction, improved east-west public transport services and improved bus network.	Advocate for improved public transport services.
9c.2	Participate in working groups and monitor the State Government's implementation of light rail.	Liaise with Transport for NSW regarding any post implementation issues given the completion of the Light Rail Project.

2018-22 Delivery Program (4-year program)		1-Year Operational Plan actions (2020-21)
9d: Residential amenity is protected by appropriate traffic management.		
9d.1	Implement traffic control strategies to protect residential amenity.	Manage and implement actions arising from the Traffic Committee processes.
9d.2	Implement regulatory parking patrol and enforcement programs to ensure appropriate enforcement of the NSW Road Rules.	Implement parking patrol and enforcement strategic approaches in key locations and in response to community concerns.
9e: Parking is managed to balance convenience against reduced car reliance.		
9e.1	Enhance parking opportunities for residents through appropriate management of the Resident Parking Scheme.	Manage the 'area based' Residential Parking Scheme.
9e.2	Develop a strategic approach to the overall management of parking – especially within our commercial centres	Continue to undertake business and parking surveys to better inform future decision-making. Develop and finalise a 10-year informing Integrated Transport Strategy.

Our measures for this outcome include:

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



Looking after our environment

Our outcome

A healthy environment



Council continues to provide a comprehensive approach to the full range of environmental issues and sustainability challenges facing our community.

The Randwick Sustaining our City Program has been recognised amongst the local government sector for the leadership demonstrated and the practical programs and measures implemented by the annual resources provided. With dedicated funding approved by the community, Council and NSW Government, Randwick's Sustaining our City Program has a focus across coastal issues, responding to Climate Change, restoring and protecting habitat areas across the City and conserving resources such as water and energy which also saves money for Council and its community.

Across each of these priority areas of action there are programs to inform, educate, involve and motivate Randwick residents, business owners, students and teachers to take their own individual or organisational actions to protect and conserve our environment for future generations.

From 2020-21 onwards, a new 10-year informing environmental strategy will be finalised with the community to provide further clarity and accountability on the priorities being delivered by Council on behalf of its ratepayers.

This informing strategy will continue to position Randwick as the sustainability leader in local government and deliver measurable on-ground outcomes to ensure our community is involved and informed.

Related plans

Energy, Greenhouse and Renewable Energy Plans

Following Council's March 2018 resolution to achieve zero carbon emissions and 100% renewables by 2030, a draft 100% renewables roadmap has been prepared with priority project opportunities identified for implementation and investment across Council sites. A new environmental strategy will also build on Council's own achievements and aspirations by looking at broader actions to facilitate energy savings and renewables investment across households, businesses and schools. Our broader plans include:

- 100% Renewables and Zero Emissions Roadmap (draft);
- Renewable Energy Master Plan;
- Climate Change Adaptation Roadmap; and
- Low Carbon Future Plan (part of our 3-Council Regional Environment Program with neighbouring Waverley and Woollahra Councils).

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

Water Management Plan

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

Subject to seasonal differences and the influence of the recent drought, between 250 million and 450 million litres are able to meet more than 50 per cent of Council's non-potable water requirements. These uses include irrigation, toilet flushing, surface washing and other non-drinking water use. Our broader plans include:

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

Waste Management Strategy

As with other NSW councils, Randwick City awaits new waste reduction and recycling targets to replace the previous 75 per cent reduction target set for 2022.

In the interim, Council's Waste Management Strategy sets our waste reduction and avoidance program priorities. A new priority to be implemented by 2021 includes a combined collection and processing program for food and 'green' garden waste, (known collectively as food organics or FOGO). Strategic priorities established include:

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

Outcome 10: A healthy environment

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

Actions for Outcome 10

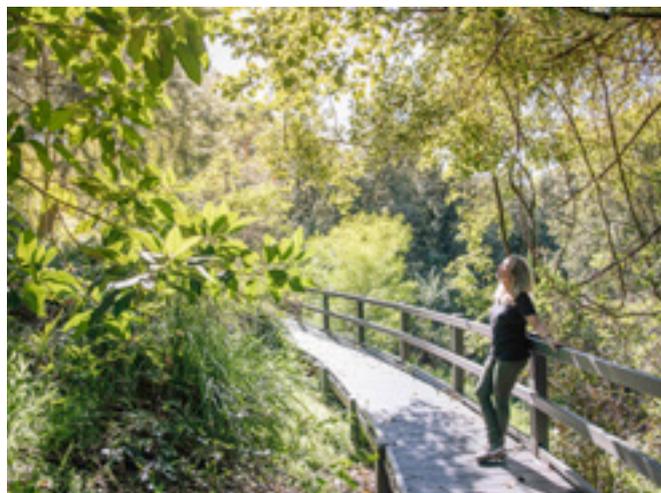
2018-22 Delivery Program (4-year program)		1-Year Operational Plan actions (2020-21)
10a: Council's programs and partnerships foster sustainable behavioural changes and outcomes.		
10a.1	Develop, implement and review programs aimed at improving the City's resilience.	Deliver sustainability courses, workshops, events and activities for community, staff and businesses and report and review outcomes. Finalise the 10-year informing Environmental Strategy.
10a.2	Expand external partnerships supporting Council's resilience initiatives e.g. UNSW MOU.	Achieve sustainability outcomes with external partners and funding opportunities, including local businesses, UNSW and not-for-profits.
10a.3	Continue the development, implementation and review of the 3-Council collaboration project with Waverley and Woollahra Councils to reduce resource consumption across the region.	Participate in initiatives and programs conducted as part of the 3-Council collaboration to reduce resource consumption across the eastern suburbs.
10b: Policies and programs are developed and implemented in response to environmental risks and their potential impacts.		
10b.1	Develop and implement a long term resilience framework for Randwick.	Provide grants, support and resources for Council programs and projects increasing resilience and capacity for Randwick community including residents, schools and businesses.
10b.2	Develop and implement environmental strategies for remediation of contaminated Council/public land.	Continue ongoing remediation works and monitoring activities at Chifley Reserve, Heffron Park, Pioneers Park and Purcell Park.
10b.3	Implement recommendations contained in the NSW Government's Floodplain Development Manual and relevant flood studies carried out for Randwick City.	Continue floodplain management studies and Floodplain Risk Management Plan implementation actions as per annual plan.
10b.4	Administer and implement Council's Tree Preservation policy to preserve our urban forest.	Process Customer Service Requests for pruning /removal of Council street trees incorporating relevant environmental risk assessments.
10b.5	Administer and coordinate Council's Climate Change Adaption and Mitigation Plan.	Investigate and undertake educational opportunities to inform community preparation and response on climate change impacts, including heatwave conditions.

2018-22 Delivery Program (4-year program)	1-Year Operational Plan actions (2020-21)
10c: Bushland, open spaces and biodiversity are protected and enhanced for future generations.	
10c.1 Implement and monitor Randwick's regulatory responsibilities especially in relation to the enhancement of our native and indigenous flora and fauna.	Implement the Bush Regeneration and Revegetation Program including threatened species management and development of green corridors. Implement the Noxious Weeds Act and provide advice on managing pest animals.
10c.2 Implement annual tree planting programs in accordance with Council's Street Tree Masterplan to continue to increase our tree canopy cover across our City.	Implement an ongoing Annual Street Tree Planting Program, Community Street Tree Planting project, National Tree Day and Trees for Mum projects. Implement the Biosecurity Act, Biodiversity Conservation Act and supporting SEPPs.
10d: Waste is managed sustainably to ensure highest level of resource recovery.	
10d.1 Develop and implement Council's Resource Recovery Strategy to minimise the level of waste going to landfill.	Implement Food Organics and Garden Organics (FOGO) Collection and Processing Services to all residential properties across Randwick City. Review and negotiate Council's waste processing contract based on NSW EPA's revocation of Mixed Waste Organic Outputs. Improve services for integrated waste management in Multi Unit Dwellings (MUDs) towards reducing illegal dumping and contamination.
10d.2 Implement and review actions identified in Council's Litter and Illegal Dumping Management Plan.	Develop an updated Litter and Illegal Dumping Management Plan and subsequent illegal dumping and litter prevention program.
10d.3 Develop and implement community engagement programs on waste and recycling.	Develop and implement community engagement and service improvement program to avoid and reduce waste, and reduce recycling contamination and reverse contamination. Develop and implement community engagement and education plan for FOGO services aiming at increased participation and contamination reduction.

2018-22 Delivery Program (4-year program)		1-Year Operational Plan actions (2020-21)
10e: A total water cycle management approach including water conservation, re-use and water quality improvements is adopted.		
10e.1	Develop and implement projects to improve water conservation and efficiency across Council and the Community.	<p>Implement water conservation in the operation of Council's amenities.</p> <hr/> <p>Complete the Maroubra Beach Stormwater Harvesting Project.</p> <hr/> <p>Increase stormwater, rainwater and wastewater harvesting opportunities within Randwick City.</p>
10f: Energy conservation and efficiency programs are implemented.		
10f.1	Develop and implement projects to improve energy conservation and efficiency across Council and the Community.	Implement energy saving and efficiency projects across the City including residential, businesses, schools and Council sites.
10f.2	Investigate and implement renewable energy projects across Randwick City.	Expand renewable energy across the City including residential, business, schools and Council sites.

Our measures for this outcome include:

- LAOE01** Mains water consumed by the Council's operations per day on average
- LAOE02** Net tonnes of greenhouse emissions from the Council's operation
- LAOE03** Energy (electricity and gas) consumed by the Council's top 10 consuming sites per annum
- LAOE04** Household residential mains water consumption in Randwick City – per household per year
- LAOE05** Electricity consumed by residential properties in the Randwick City LGA – per household per year
- LAOE06** Solar energy generation exported back to the Ausgrid network from small power systems within Randwick City – per annum (MWh)
- LAOE07** Air Quality Index measured in the grounds of the Randwick Army Barracks – number of days the index exceeded the NSW Department of Environment and Heritage healthy index range of 0-66 per annum
- LAOE08** Water quality of beaches – percentage of beaches with a swimming suitability grade of good to very good
- LAOE09** Amount of residential waste diverted from landfill – 75 per cent of municipal solid waste diversion by 2022
- LAOE10** Percentage of surveyed residents with a high degree of concern about the environment
- LAOE11** Biodiversity – percentage of open space land zoned for environmental protection
- LAOE12** Percentage of tree canopy in LGA



Food Organics and Garden Organics (FOGO)

More than 40 per cent of the waste that is collected in the red lid bin is composed of food organics. When this ends up in landfill it generates methane, a greenhouse gas that has 21 times the global warming potential of carbon dioxide. When food or garden organics are collected separately and composted, however, it can be turned into a nutrient-rich fertiliser that can be used in backyard or commercial gardens.

Council has recently trialled food waste recycling with some randomly selected multi-unit dwellings and successfully collected more than 950 tonnes of food waste that has been recycled into organic fertiliser. A community consultation conducted in 2019 found that six out of ten residents said they supported food waste collection and 55% support food and garden organics being collected in the same bin.

Following the success of the food waste recycling trial, Council will roll out Food Organics and Garden Organics (FOGO) services to all residential properties in 2021. This will involve food and garden organics being put into the green lid bin, which will be picked up weekly. All other non-recyclable rubbish will go into the red lid bin, which will be picked up fortnightly.

When FOGO collection services are implemented, Council will be able to divert more than 17,000 tonnes of organics from landfill in one year.



Our Budget 2020-21



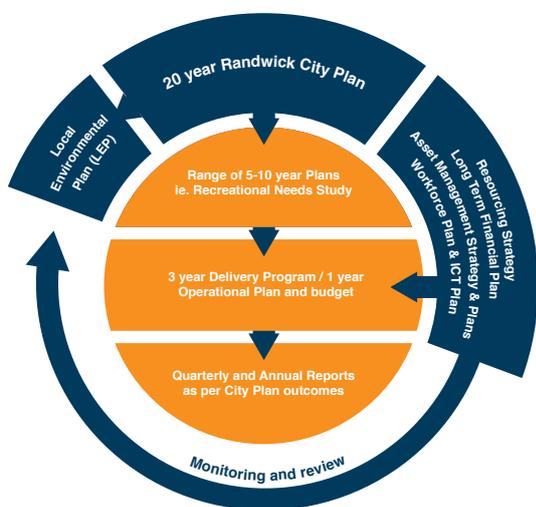
OUR BUDGET 2020-21	
Employment costs	70,140,753
Borrowing costs	354,466
Materials and contracts	42,067,055
Depreciation	25,998,031
Other operating expenses	16,096,082
Loss/(Gain) on Disposal of Assets	-
TOTAL EXPENSES	154,656,387
Rates and Annual Charges	128,221,626
User Fees and Charges	12,821,048
Interest and Investment Revenue	1,300,575
Other Operating Revenue	6,213,594
Operating Grants and Contributions	7,467,516
Capital Grants and Contributions	2,490,934
TOTAL REVENUE	158,515,293
NET OPERATING RESULT DEFICIT/(SURPLUS)	(3,858,906)
Add back Non-Cash Items	(27,684,216)
Add Loan borrowing proceeds	(14,500,000)
Funds Available for Capital Items	(46,043,122)
Capital Additions	
Capital Expenditure	56,962,393
Loan Principal Repayment	1,293,350
Movements in Reserve Funds (Net)	
Externally restricted reserve funds	(4,277,517)
Internally restricted reserve funds	(8,138,427)
BUDGET RESULT	(203,323)

Our 2020-21 Budget is based on the Primary Model in the Long Term Financial Plan which includes a cumulative special rate variation of 19.85 per cent over the three years (2018-21), a Port Botany Business Rate and the use of borrowed funds and a 5-year temporary continuation of the Environmental Levy.

About the Budget

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

The 2020-21 Budget has been developed using the principles within those plans, in particular the Long Term Financial Plan.



Contained within Council's Long Term Financial Plan (LTFP) are five financial objectives: deliver operating surpluses, fund existing service levels, fund infrastructure renewals, ensure financial stability and create a financial legacy. The 2020-21 Budget has been developed to ensure that those five objectives are achieved.

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

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

The COVID-19 pandemic is a serious public health issue which will also have a major economic and financial impact on Randwick City in 2020-21. We are closely monitoring the coronavirus situation and taking advice from NSW Health to assist in our response.

Council is responding with a range of measures to support our community and our local economy, including waiving of some fees and charges. Randwick City also has proactively introduced a package of measures to support small business, community services and local institutions. We are also fast-tracking some capital works projects to boost employment.

Special Variations to General Income

In May 2018, Council received approval from the Independent Pricing & Regulatory Tribunal (IPART) for a 3-year permanent special variation to fund the Our Community Our Future package of works and services. This special variation included a 7.64 per cent increase for 2018-19 and 5.52 per cent for both 2019-20 and 2020-21. As part of Council's overall financial strategy, borrowings of up to \$27m will be utilised over the 2018-22 Delivery Program to expedite a range of major capital projects.

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

Income Statement

	2018-19 RESULT	2019-20 BUDGET	2019-20 REVISED	2020-21 BUDGET
	\$'000	\$'000	\$'000	\$'000
Operating Revenue				
Rates and Annual Charges	116,055	121,913	122,135	128,222
User Fees and Charges	21,022	19,383	19,754	12,821
Interest and investment revenue	2,444	1,825	1,825	1,301
Other operating revenue	9,094	8,737	8,839	6,213
Operating Grants and Contributions	8,348	7,269	6,501	7,467
Capital Grants and Contributions	7,042	2,889	3,143	2,491
Gain on Disposal of Assets	-	-	-	-
Total Operating Revenue	164,005	162,016	162,197	158,515
Operating Expenditure				
Employee Costs	64,207	67,454	68,125	70,141
Borrowing Costs	-	1,084	1,084	354
Materials and Contracts	45,874	38,701	39,962	42,067
Depreciation	24,450	24,439	24,439	25,998
Other Expenses	14,258	16,466	16,639	16,096
Loss on Disposal of Assets	2,840	4,251	4,251	-
Total Operating Expenditure	151,629	152,395	154,500	154,656
Operating Result – Surplus/(Deficit)	12,376	9,621	7,697	3,859
Operating Result before Capital Revenue	5,334	6,732	4,554	1,368

Revenue

Rates and Annual Charges

	2018-19 RESULT	2019-20 BUDGET	2019-20 REVISED	2020-21 BUDGET
	\$'000	\$'000	\$'000	\$'000
Ordinary Residential Rates	61,038	64,371	64,483	68,056
Ordinary Business Rates	12,755	13,529	13,529	14,266
Port Botany Business Rates	4,574	4,822	4,822	5,088
Special Rates - Environmental Levy	4,383	4,517	4,627	4,883
Domestic Waste Management Charge	33,705	34,833	34,834	36,130
Stormwater Management Charge	1,132	1,132	1,132	1,135
Pensioner Rebates	(1,463)	(1,460)	(1,460)	(1,505)
Other Annual Charges	158	169	169	169
Total Rates and Annual Charges	116,282	121,913	122,136	128,222

User Fees and Charges

	2018-19 RESULT	2019-20 BUDGET	2019-20 REVISED	2020-21 BUDGET
	\$'000	\$'000	\$'000	\$'000
Des Renford Leisure Centre	7,934	7,810	7,810	3,176
Community Facilities Hire	2,268	1,762	1,762	1,186
Integrated Transport	1,550	1,320	1,605	1,188
Trade Waste	1,374	1,377	1,377	1,033
Development Assessment	2,359	2,409	2,490	2,243
Moverly Children's Centre	538	661	661	576
Health, Building and Regulatory Services	1,671	1,362	1,347	979
Library Services	80	79	79	70
Community Plant Nursery	307	260	260	195
Bus Shelter Advertising	504	554	554	344
Road and Other Infrastructure Reinstatements	1,066	665	665	665
Other	1,371	1,124	1,144	1,166
Total User Fees and Charges	21,022	19,383	19,754	12,821

Interest and Investment Income

	2018-19 RESULT	2019-20 BUDGET	2019-20 REVISED	2020-21 BUDGET
	\$'000	\$'000	\$'000	\$'000
Investment Interest	2,016	1,615	1,615	1,061
Interest on Overdue Rates and Charges	254	210	210	240
Unrealised Gain/Loss on Investment	-	-	-	-
Realised Gain/Loss on Investment	175	-	-	-
Total Interest and Investment Income	2,445	1,825	1,825	1,301

Other Revenues

	2018-19 RESULT	2019-20 BUDGET	2019-20 REVISED	2020-21 BUDGET
	\$'000	\$'000	\$'000	\$'000
Fines	4,519	4,620	4,620	3,580
Commercial and Residential Rental Income	3,121	2,885	2,886	1,755
Affordable Housing Agreement (non cash)	-	-	-	-
DRLC Merchandise and Kiosk Sales	1,034	1,124	1,124	450
Merchant Service Fee Recovery	-	-	-	-
Insurance Recoveries	33	-	27	-
Other	387	107	182	428
Total Other Revenue	9,094	8,736	8,839	6,213

Operating Grants and Contributions

	2018-19 RESULT	2019-20 BUDGET	2019-20 REVISED	2020-21 BUDGET
	\$'000	\$'000	\$'000	\$'000
Federal Government				
Financial Assistance Grant	4,260	3,984	2,058	4,114
Roads to Recovery Program Funding	449	494	617	617
NSW State Government				
Roads and Maritime Services (RMS) Grants	489	415	429	170
Pensioner Rates Rebate Subsidies	671	638	638	590
Street Lighting Subsidy	398	389	389	395
Library Grants & Subsidies	434	354	378	434
Community Services Subsidies	469	370	370	510
Child Care Subsidies	355	280	280	288
Other Grants	744	-	802	-
Non-Government Operating Contributions	702	345	540	349
Total Operating Grants and Contributions	8,971	7,269	6,501	7,467

Capital Grants and Contributions

	2018-19 RESULT	2019-20 BUDGET	2019-20 REVISED	2020-21 BUDGET
	\$'000	\$'000	\$'000	\$'000
Federal Government				
Roads to Recovery Funding	0	100	0	120
Local Roads and Community Infrastructure Program	0	0	0	617
NSW State Government				
Roads and Maritime Services (RMS) Grants	889	264	264	264
Other Grants and Contributions	3,280	-	-	-
Non-Government Operating Contributions				
S7.12 Developer Contributions	2,302	2,400	2,400	1,440
S7.32 Affordable Housing Contributions	281	-	-	-
Other	290	125	479	50
Total Operating Grants and Contributions	7,042	2,889	3,143	2,491

Operational Expenditures

Employee Expenses

	2018-19 RESULT	2019-20 BUDGET	2019-20 REVISED	2020-21 BUDGET
	\$'000	\$'000	\$'000	\$'000
Salaries and Wages	49,619	54,460	54,537	56,017
Superannuation	5,178	5,750	5,750	6,027
Employee Leave Entitlements	7,051	4,630	4,630	4,866
Fringe Benefits Tax	359	400	400	400
Training and Development	801	930	930	809
Workers Compensation Insurance	653	850	1,327	1,600
Other Employee Expenses	546	434	552	422
Total Employee Expenses	64,207	67,454	68,126	70,141

Borrowing Costs

	2018-19 RESULT	2019-20 BUDGET	2019-20 REVISED	2020-21 BUDGET
	\$'000	\$'000	\$'000	\$'000
Interest Payable on Loans	0	1,084	1,084	354
Total Interest on Loans	0	1,084	1,084	354

Materials and Contracts

	2018-19 RESULT	2019-20 BUDGET	2019-20 REVISED	2020-21 BUDGET
	\$'000	\$'000	\$'000	\$'000
Waste Management	18,588	19,975	20,448	24,719
Information and Communication Technology	3,327	3,000	2,872	2,626
Infrastructure Services	14,067	7,664	7,893	7,539
Legal Expenses	1,723	840	855	645
Infringement Notice Processing	753	735	735	574
Library Services	765	498	498	456
Sustaining Our City	695	356	682	575
Aquatic Services	1,464	1,637	1,637	999
Cultural Events and Community Program	1,000	352	374	302
Development Assessment	449	350	350	330
Engineering & Traffic Services	1,032	846	867	848
Strategic Planning	213	500	618	150
Financial Services	277	323	323	650
Communications	528	533	673	840
Governance and Administrative Services	629	600	645	461
Property and Insurance Management	364	492	492	353
Total Materials and Contracts	45,874	38,701	39,962	42,067

Depreciation

	2018-19 RESULT	2019-20 BUDGET	2019-20 REVISED	2020-21 BUDGET
	\$'000	\$'000	\$'000	\$'000
Plant & Equipment	2,934	2,948	2,948	3,090
Office Equipment	1,786	1,718	1,718	2,131
Furniture and Fittings	321	312	312	367
Land Improvements	273	277	277	294
Buildings Non Specialised	1,842	1,834	1,834	1,839
Buildings Specialised	2,285	2,283	2,283	2,329
Roads	8,758	8,776	8,776	9,303
Footpaths	1,807	1,502	1,502	1,592
Stormwater Drainage	2,375	2,375	2,375	2,518
Swimming Pools	51	52	52	54
Open Space	1,700	2,050	2,050	2,173
Library Books	318	312	312	308
Total Depreciation	24,450	24,439	24,439	25,998

Other Expenses

	2018-19 RESULT	2019-20 BUDGET	2019-20 REVISED	2020-21 BUDGET
	\$'000	\$'000	\$'000	\$'000
Insurance Management	2,392	2,748	2,748	2,880
Street Lighting	2,574	2,700	2,700	1,950
Community Events and Functions	1,175	1,699	1,699	1,550
Donations and Subsidies	908	927	927	1,132
Infrastructure Services	1,152	1,480	1,480	1,448
Information and Communication Technology	1,096	1,103	1,103	1,113
Fire and Emergency Services Levy	2,153	2,207	2,207	2,678
State Emergency Levy	202	208	208	298
Other Government Levy	(387)	282	282	290
Valuation Fees	168	174	174	172
Utilities	1,838	2,017	2,017	1,839
Councillor Allowances & Expenses	599	644	644	624
Other	388	277	277	122
Election Expenses	-	-	-	-
Total Other Expenses	14,258	16,466	16,466	16,096

Loss/(Gain) on Disposal of Assets

	2018-19 RESULT	2019-20 BUDGET	2019-20 REVISED	2020-21 BUDGET
	\$'000	\$'000	\$'000	\$'000
Plant and Fleet Assets	(276)	(1,578)	(1,578)	-
Property Assets	(491)	-	-	-
Infrastructure Assets	3,606	5,829	5,829	-
Total Loss/(Gain) on Disposal of Assets	2,839	4,251	4,251	0

Asset Management Planning

Asset Management Plans have been produced for the assets under the care and control of Randwick City Council. The Asset Management Plans were reviewed in line with the review of the City Plan and Long Term Financial Plan in 2017. The plans guide the long-term maintenance and upgrade of these assets.

A number of issues need to be 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 least cost for most improvement to the life and usability of the individual asset.

Randwick City Council has a Capital Works Program that lists in detail the projects and their cost (refer to the following table). The Capital Works Program includes projects relating to road pavements, footpaths, open space (parks and reserves), kerb and guttering, traffic facilities, accessibility, drainage, bicycle facilities, buildings and recreational facilities.

Capital Expenditures

Capital Works

	2020-21 BUDGET
	\$'000
Roads Construction	9,126
Local Roads Rehabilitation Program	2,500
Footpath Construction Program	1,450
Joint Sealing Program	50
Concrete Road Repair Program	215
Cycling Facilities	1,810
Kerb and Gutter Reconstruction	400
Retaining Wall Program	100
Footpath Capital Maintenance	625
Area Parking Scheme	30
Block Grant Program - Regional Roads	264
Road Rehabilitation - Bus Routes	110
Roads to Recovery Program	617
Traffic Committee Works	200
Traffic and Road Safety Program	605
Way finding and augmentation works - Stage 1 rollout	150

	2020-21 BUDGET
	\$'000
Open Space Construction	7,713
Coastal Walkway	100
Coral Sea Park - Design of new Synthetic Field	80
Monument Restoration and Maintenance	100
General Parks Upgrade	200
Street Banner Program	120
Native Tree Planting	135
Tree Data Collection	100
Playground Upgrades	870
Stormwater Harvesting Maroubra Beach	1,100
Waratah Avenue Street Plaza - Design	70
Randwick Environment Park upgrade	420
Maroubra Junction	500
Bushland and Dune Restoration	195
DRLC - Gym Cardio Equipment	760
Clovelly Beach Fencing	250
Maroubra Beach Lighting	180
127 Boyce Road	100
Sports Committee Requests	258
Coogee Beach - Lower Promenade Balustrade	300
Mclver's Baths - Facility Upgrades	575
Alison Park - Tree Root Protection	30
Randwick Town Centre Upgrade - Belmore Road	600
Yarra Bay - Irrigation	100
Pioneers Park	480
Matraville Public Domain Improvements	90



Building Construction – Our Community Our Future Projects**11,247**

South Maroubra Beach Surf Club Amenities and Car Parks	777
Coogee Oval Grandstand Amenities	1,050
Matraville Youth and Cultural Hall	4,700
Yarra Bay Bicentennial Park Toilets (refurbishment)	100
Coogee Surf Club Refurbishment	1,520
Randwick Community Nursery	500
Maroubra Beach Master Plan	500
Anzac Parade Car Park - Opposite St Spyridon School	1,500
The Spot Streetscape	600

Building Construction**655**

DRLC - UV Filtration Units	70
DRLC - Crèche - Outdoor shade structure	30
Storey Street Depot - Wash Bay	25
Moverly Childcare Centre Upgrades	120
Lionel Bowen Library - Upgrades	120
Margaret Martin Library - Carpet Replacement	80
Council Buildings - Asbestos Survey	90
Clovelly Surf Club Roof	120

Drainage Construction**1,413**

Floodplain Management - Studies, Risk Management Planning and Mitigation	250
Gross Pollutant Trap Rehabilitation Program	370
CCTV Program - Drainage infrastructure condition assessment	133
Drainage Upgrade Works (Various sites)	460
Stormwater Relining Program	200

	2020-21 BUDGET
	\$'000
Revote – Building Construction	14,122
30 Frances Street Air Conditioning	6,183
South Maroubra Surf Club Toilets	2,500
Malabar Memorial Hall	1,000
Blenheim House - Cultural Centre	2,300
La Perouse Museum & Toilets	1,819
Coogee Oval Grandstand	320
Revote – Open Space	2,730
City Plaza - Meeks Street/Anzac Pde	1,730
Randwick Town Centre - High Cross Park/Belmore Road public works	1,000
Revote – Roads	1,580
Streetscape improvements-Education Precinct	1,230
The Spot Streetscape	350
Capital Works Program	48,586

Capital Works Funding

	2020-21 BUDGET
	\$'000
General Revenue	11,116
Capital Grants and Contributions	2,678
S.7.12 Developer Contributions	3,900
Domestic Waste Management Reserve	0
Stormwater Management Charge	913
Environmental Levy	2,060
Reserves	13,419
Loan	14,500
Total Capital Works Funding	48,586

Financial and Asset Management Indicators

Operational Indicators

	INDUSTRY BENCHMARK	2020-21
Operating Performance Ratio	$\geq 0.00\%$	0.88%
Own Source Operating Revenue Ratio	$\geq 60.00\%$	93.72%
Unrestricted Current Ratio	≥ 1.50	2.13
Debt Service Cover Ratio	≥ 2.00	16.61
Outstanding Rates & Annual Charges	$< 5.00\%$	7.79%
Cash Expense Cover Ratio	≥ 3.00	3.06

Asset Management Indicators

	INDUSTRY BENCHMARK	2020-21
Infrastructure Renewal Ratio	$\geq 100.00\%$	190.74%
Infrastructure Backlog Ratio	$< 2.00\%$	0.50%
Asset Maintenance Ratio	> 1.00	1.72



Balance Sheet

Assets

	2018-19 RESULT	2019-20 BUDGET	2019-20 REVISED	2020-21 BUDGET
	\$'000	\$'000	\$'000	\$'000
Current Assets				
Cash and cash equivalents	5,449	5,888	5,888	5,878
Investments	64,216	27,086	27,086	28,702
Receivables	8,128	7,356	7,356	14,628
Inventories	512	538	538	513
Other	835	751	751	835
Non-Current Assets				
Receivables	483	512	512	483
Infrastructure, property, plant and equipment	1,820,770	1,811,057	1,811,057	1,840,167
Investments accounted for using equity method	7	7	7	7
Total Assets	1,900,400	1,853,195	1,853,195	1,891,213

Liabilities

	2018-19 RESULT	2019-20 BUDGET	2019-20 REVISED	2020-21 BUDGET
	\$'000	\$'000	\$'000	\$'000
Current Liabilities				
Payables	12,461	16,257	16,257	15,097
Income received in advance	2,198	-	-	-
Borrowings	-	867	867	1,293
Provisions	18,895	18,727	18,727	18,895
Non-Current Liabilities				
Payables	-	-	-	-
Borrowings	-	25,307	25,307	13,208
Provisions	286	191	191	286
Total Liabilities	33,840	61,349	61,349	48,779

Community Equity

	2018-19 RESULT	2019-20 BUDGET	2019-20 REVISED	2020-21 BUDGET
	\$'000	\$'000	\$'000	\$'000
Retained Earnings	819,705	744,992	744,992	795,580
Revaluation Reserves	1,046,855	1,046,855	1,046,855	1,046,855
Total Community Equity	1,866,560	1,791,847	1,791,847	1,842,435

Statement of Cash Flows

Operating Activities

	2018-19 RESULT	2019-20 BUDGET	2019-20 REVISED	2020-21 BUDGET
	\$'000	\$'000	\$'000	\$'000
Receipts				
Rates and Annual Charges	115,742	122,261	122,484	120,737
User charges and fees	22,383	19,469	19,840	12,877
Investment and interest revenue received	2,152	1,939	1,939	1,184
Grants and contributions	15,605	9,993	8,971	9,944
Bonds, deposits and retention amounts	1,905	1,058	1,058	1,484
Other	17,086	8,751	8,853	6,554
Payments				
Employee benefits and on-costs	(63,934)	(66,826)	(67,498)	(69,112)
Materials and contracts	(52,344)	(38,834)	(40,095)	(43,742)
Borrowing Costs	-	(1,084)	(1,084)	(354)
Bonds, deposits and retention refunded	(1,478)	(800)	(800)	(800)
Other	(18,925)	(21,319)	(21,493)	(21,139)
Net Cash provided from Operating Activities	38,192	34,608	32,175	17,633

Investing Activities

	2018-19 RESULT	2019-20 BUDGET	2019-20 REVISED	2020-21 BUDGET
	\$'000	\$'000	\$'000	\$'000
Receipts				
Sale of investment securities	68,948	55,000	55,000	58,000
Sale of infrastructure, property, plant and equipment	1,820	1,564	1,564	1,686
Payments				
Purchase of investment securities	(72,000)	(61,280)	(61,280)	(33,139)
Purchase of Infrastructure, Property, Plant & Equipment	(35,882)	(27,476)	(27,476)	(56,958)
Net Cash used in from Investing Activities	(37,114)	(32,192)	(32,192)	(30,411)

Financing Activities

	2018-19 RESULT	2019-20 BUDGET	2019-20 REVISED	2020-21 BUDGET
	\$'000	\$'000	\$'000	\$'000
Receipts				
Proceeds from Borrowings	-	-	-	14,500
Payments				
Loan Principal Payment	-	(898)	(898)	(1,293)
Net Cash provided from Financing Activities	-	(898)	(898)	13,207

Total Cash, Cash equivalents and Investments

	2018-19 RESULT	2019-20 BUDGET	2019-20 REVISED	2020-21 BUDGET
	\$'000	\$'000	\$'000	\$'000
Opening Cash Balance – Beginning of the Year	4,371	4,371	4,371	5,449
Net Increase/Decrease in Cash from activities	1,078	1,517	943	429
Investments on Hand – End of the Year	64,216	27,086	27,086	28,702
Total Cash, Cash Equivalents and Investments	69,665	32,974	32,400	34,580



Cash Reserves Summary

Externally Restricted Reserves Closing Balances

	2018-19 RESULT	2019-20 BUDGET	2019-20 REVISED	2020-21 BUDGET
	\$'000	\$'000	\$'000	\$'000
Developer Contributions	8,142	5,922	5,872	5,437
Specific Purpose Unexpended Grants	4,410	-	-	-
Domestic Waste Management	7,829	2,774	3,006	2,575
Stormwater Management	1,722	-	-	-
Environmental Levy	2,796	-	-	312
Total Externally Restricted Reserves	24,899	8,696	8,878	8,324

Internally Restricted Reserves Closing Balances

	2018-19 RESULT	2019-20 BUDGET	2019-20 REVISED	2020-21 BUDGET
	\$'000	\$'000	\$'000	\$'000
Plant and Fleet Replacement	4,516	4,494	3,769	5,249
Employee Leave Entitlements	6,992	8,682	8,325	7,792
Carry Over Works	2,907	-	-	-
Deposits, Retentions & Bonds	3,266	3,146	3,146	3,266
Affordable Housing Rental Scheme	1,069	899	899	1,069
BFOC Building Levy	5,225	-	3,371	-
Des Renford Leisure Centre	296	296	100	196
Election of Councillors	207	415	207	665
Economic Development	85	-	-	85
Information and Communication Technology	570	405	405	502
Infrastructure Reserve	1,429	1,955	1,045	2,384
Insurance Claims/Risk Management	172	172	172	172
Our Community Our Future	1,094	-	-	1,124
Prince Henry Centre	62	44	44	62
Property Development	1,404	1,404	1,404	1,404
Randwick Environment Park	1,442	1,279	1,412	1,177
Randwick Literary Institute	35	87	87	35
Light Rail Support Plan	813	-	573	74
The Heffron Centre	6,505	-	-	-
Total Internally Restricted Reserves	38,089	23,278	24,959	25,256

Our Community Our Future Capital Works Program



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

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

2020-21 is the third year of the Our Community Our Future. Major capital works projects planned for the third year of the Program include:

South Maroubra Amenities and Parking

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



Coogee Oval Grandstand and Amenities

The amenities building located adjacent to Coogee Oval is in need of repairs to improve the toilets for users of the facility. This will complement the refurbishment work that Council is planning for the Coogee Oval grandstand.

Matraville Youth and Cultural Hall

Matraville Youth and Cultural Hall is an old building located on the corner of Knowles and Pozieres Avenue in Matraville. The facility is a popular centre with indoor dance and other community activities. Council is proposing to build a new facility to current standards and community expectations.

Yarra Bay Bicentennial Park Amenities

Council is proposing to upgrade the existing toilet facilities located adjacent to Kooringai Avenue at Yarra Bay. Along with upgrades to the toilets and storage facilities, an addition of new change rooms will transform this existing facility.



Coogee Surf Club Refurbishment

Council is proposing to upgrade the surf club building including an internal reconfiguration of the existing first floor and facilities, new external stair entry, a lift and external refurbishment works.

Maroubra Beach Master Plan

In this financial year, Council will commence a master plan exercise to include Maroubra Beach foreshore including a number of buildings and amenities.

Undergrounding Powerlines

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

In the second year of the Our Community Our Future Program, we continued delivering on a number of capital works projects including:

The Heffron Centre

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



La Perouse Toilets and Museum

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



Footpath network

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



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

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

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





Randwick Environment Park – upgrade

Snape Park masterplan – including a new amenities facility



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

Coogee - improvements to bus shelter, kiosk and toilets

Popplewell Park - Childcare Centre and site improvement works

Grant Reserve, Neptune Street – beautification



St Spyridon Anzac Parade – new car park facility

Kingsford Town Centre – new toilet facilities

Burnie Park Hall – upgrade to the hall and associated amenities

Southern Suburbs Youth Facility – new community facility

Clovelly Community and Childcare Centre.

DRLC - new splash park



Randwick Cemetery – new toilets and storage

Matraville Shopping Centre – new toilets

Paine Reserve Scout Hall – upgrade

Maroubra Beach - Community Centre

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

Dunningham Reserve - new toilet facilities

New Childcare Community Centre - Broadarrow Reserve

Digital Strategy - Deployment of public wifi infrastructure to all beaches within the LGA

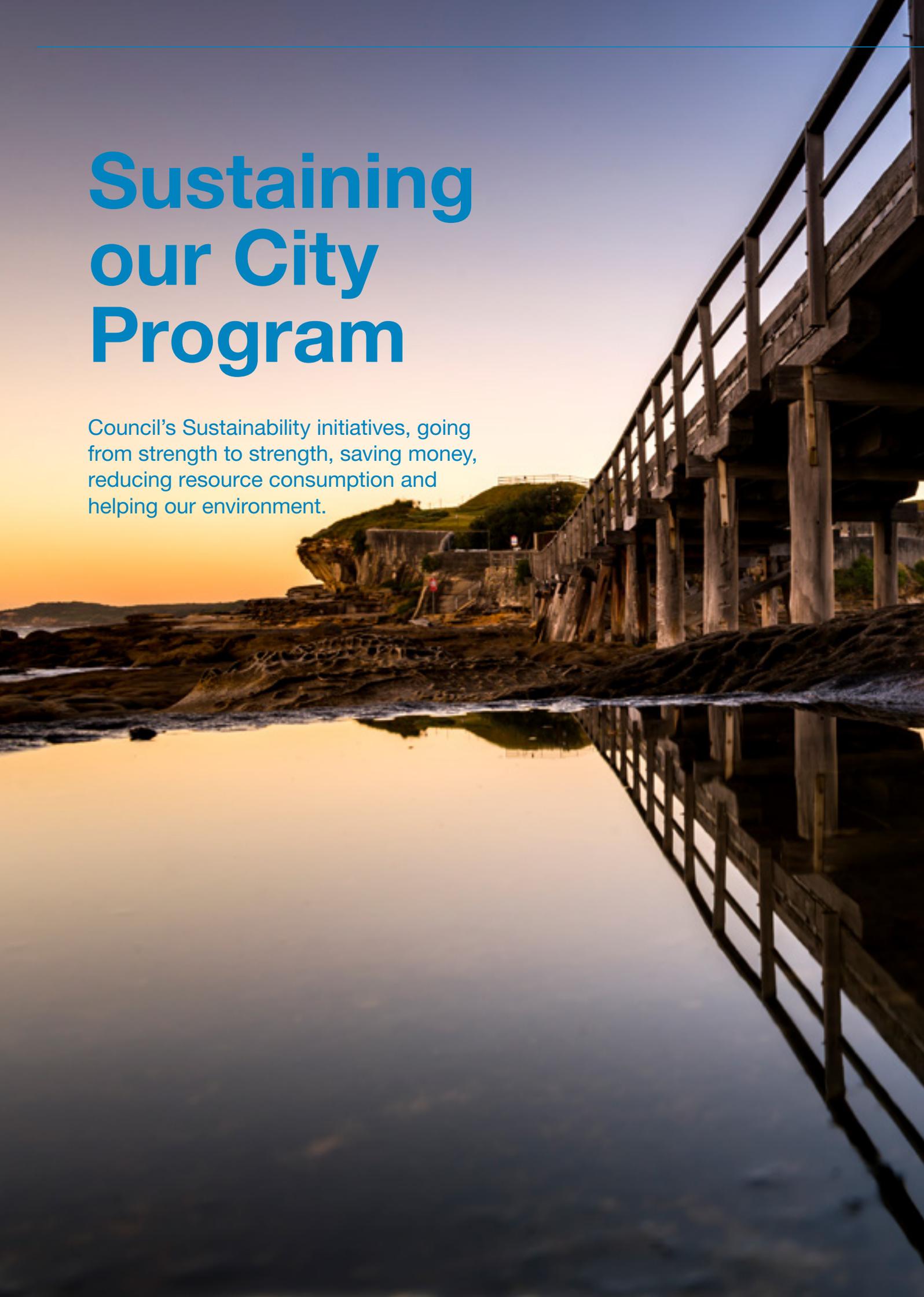
National Security Measures - Continue the planned rollout of CCTV infrastructure across the City based on the Protecting Public Places Strategy

Malabar rock pool – new toilet facilities



Sustaining our City Program

Council's Sustainability initiatives, going from strength to strength, saving money, reducing resource consumption and helping our environment.



Council continues to provide a comprehensive approach to the full range of environmental issues and sustainability challenges facing our community. The Randwick Sustaining our City Program has been recognised amongst the local government sector for the leadership demonstrated and the practical programs and measures implemented by the annual resources provided. With dedicated funding approved by the community, Council and NSW Government, Randwick's Sustaining our City Program has a focus across coastal issues, responding to Climate Change, restoring and protecting habitat areas across the City and conserving resources such as water and energy which also saves money for Council and its community.

Across each of these priority areas of action there are programs to inform, educate, involve and motivate Randwick residents, business owners, students and teachers to take their own individual or organisational actions to protect and conserve our environment for future generations.

The following list shows how the available resources are being spent towards meeting the sustainability challenges of our community. From 2020-21 onwards, a new 10-year informing environmental strategy will be finalised with the community to provide further clarity and accountability on the priorities being delivered by Council on behalf of its ratepayers.

Once finalised the informing strategy will continue to position Randwick as the sustainability leader in local government and deliver measurable on-ground outcomes to ensure our community is involved and informed. Refer to page 100 for more details about the Environmental Levy funding source.



Sustaining our City Program 2020–24

Project area	Description	YR 2 \$ 2020-21	YR 3 \$ 2021-22	YR 4 \$ 2022-23	YR 5 \$ 2023-24	TOTAL \$
COASTAL PROTECTION						
Coastal Walkway	Upgrade/construct southern sections	157,800	161,900	1,003,300	1,029,200	2,352,200
Water quality improvement	Upgrade and install Gross Pollutant Traps	284,100	291,400	296,900	304,500	1,176,900
Sub Total (Coastal Protection)		441,900	453,300	1,300,200	1,333,700	3,529,100
CONSERVING RESOURCES						
Water conservation	Water efficiency program	-	-	78,500	80,600	159,100
	Maroubra Stormwater Harvesting	1,104,800	1,133,300	314,000	322,100	2,874,200
Energy Conservation	Renewable energy program	243,405	249,700	215,200	220,700	929,005
	3-Council Resource Conservation	268,300	275,300	280,500	287,800	1,111,900
	Community energy efficiency programs	367,700	377,200	345,100	354,000	1,444,000
Sub Total (Conserving Resources)		1,984,205	2,035,500	1,233,300	1,265,200	6,518,205
TACKLING GREENHOUSE						
Sustainable Transportation	Cycling and Walking Facilities	662,900	680,000	692,800	710,600	2,746,300
	Electric Vehicles/ Charging	-	-	78,500	80,600	159,100
Sub Total (Tackling Greenhouse)		662,900	680,000	771,300	791,200	2,905,400

Project area	Description	YR 2 \$ 2020-21	YR 3 \$ 2021-22	YR 4 \$ 2022-23	YR 5 \$ 2023-24	TOTAL \$
BIODIVERSITY						
Biodiversity Strategy Implementation	Green Corridors Program	162,900	167,100	170,200	174,600	674,800
	Green Infrastructure / Interpretive Centre	63,100	64,800	65,900	67,700	261,500
	Environment Park Board Walk	662,900	680,000	692,800	710,600	2,746,300
	Flora and Fauna Monitoring	78,900	81,000	43,300	44,500	247,700
	Street Trees and Parks Planting	194,100	199,200	203,000	208,200	804,500
Sub Total (Biodiversity)		1,161,900	1,192,100	1,175,200	1,205,600	4,734,800
COMMUNITY ENGAGEMENT						
Community Education	Summer Activities Program (Marine and Coastal Holiday)	23,700	24,300	24,800	25,500	98,300
	Community Workshops	110,571	113,265	134,274	137,687	495,797
	Grow it Local	63,100	64,800	61,131	62,700	251,731
	Open Days and Events	-	-	18,731	19,200	37,931
	School for Tomorrow	7,900	8,100	8,200	8,300	32,500
	Eco Living Expo	157,800	161,900	165,000	169,200	653,900
School Programs	UNSW Partnership	3,200	3,300	3,500	3,600	13,600
	Sustainability Resources Collection	9,500	9,800	10,000	10,400	39,700
	Schools Programs (Grants)	31,600	32,400	33,000	33,800	130,800
Sub Total (Community Engagement)		407,371	417,865	458,636	470,387	1,754,259
TOTAL COSTS		4,658,276	4,778,765	4,938,636	5,066,087	19,441,764

Revenue Policy 2020-21



Rating structure

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

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

- Residential
- Business
- Farmland
- Mining

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

- Residential – includes any rateable parcel of land valued as one assessment and the dominant use is for residential accommodation, or if vacant land, is zoned or otherwise designated for use for residential purposes under an environmental planning instrument.
- 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 2020-21 the Business ordinary rate is approximately 3.6 times the residential ordinary rate. Section 529 of the Act, allows councils to determine a sub-category of the ordinary rate.

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

Valuations

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

A re-valuation of Randwick City took place in 2019. The 2019 valuations will be used for the next three rating years; 2020-21, 2021-22 and 2022-23.

Rate pegging

The NSW Government introduced rate pegging in 1987. Rate pegging limits the amount by which the Council can increase its rate revenue from one year to the next. The amount of the rate peg was previously set by the Minister for Local Government but from 2011-12 has been set by the Independent Pricing and Regulatory Tribunal (IPART) using a Local Government Cost Index and Productivity Factor. All councils are subject to the annual rate peg unless otherwise covered by a Special Variation.

The IPART has determined a rate-peg of 2.6 per cent for 2020-21.

Rates income 2020-21

Special variation

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

YEAR	FINANCIAL YEAR	RATE-PEG %	SRV % ABOVE RATE-PEG	TOTAL%
1	2018-19	2.3	5.34	7.64
2	2019-20	2.7	2.82	5.52
3	2020-21	2.6	2.92	5.52

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

Port Botany Business sub-category

The Council has determined a Business sub-category that applies to properties in the port operations area of Port Botany and Matraville. This unique area is a centre of activity which the Council has determined in-keeping with the Port Botany zoning map defined by the Three Ports State Environmental Planning Policy (SEPP). The Port Botany Business sub-category will apply to all land situated inside the SP1 Special Activities zone. See rates category map on page 100.

Rate Summary

The following table provides a summary of the 2020-21 rates structure. It shows the number of rateable properties within each of the rating categories (and sub-category), listed according to those to be rated at the minimum amount, the rate in the dollar applicable to the

category, the ad valorem Environmental Levy and the total rate revenue for 2020-21. The increase in ordinary rates for the 2020-21 year will permanently remain in the Council's rate base going forward.

2020-21 RATES STRUCTURE			
RATE DESCRIPTION	RATE IN \$	NO. OF PROPERTIES	RATE REVENUE (\$)
Residential - ad valorem	0.137973	22,424	42,848,593
Residential - minimum	897.08	28,129	25,233,963
Business - ad valorem	0.497171	1,422	13,373,558
Business - minimum	1,445.61	609	880,376
Port Botany Business - ad valorem	0.795053	27	5,086,732
Port Botany Business - minimum	1,445.61	1	1,446
Environmental levy - ad valorem	0.011416	52,612	4,883,276
TOTAL			\$92,307,944

Variations to rate revenue

The estimates of rate revenue for 2020-21 comply with the relevant provisions of the Local Government (General) Regulation 2005, NSW Local Government Act 1993 and the Division of Local Government Council Rating and Revenue Raising Manual.

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

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

Pensioner rebates

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

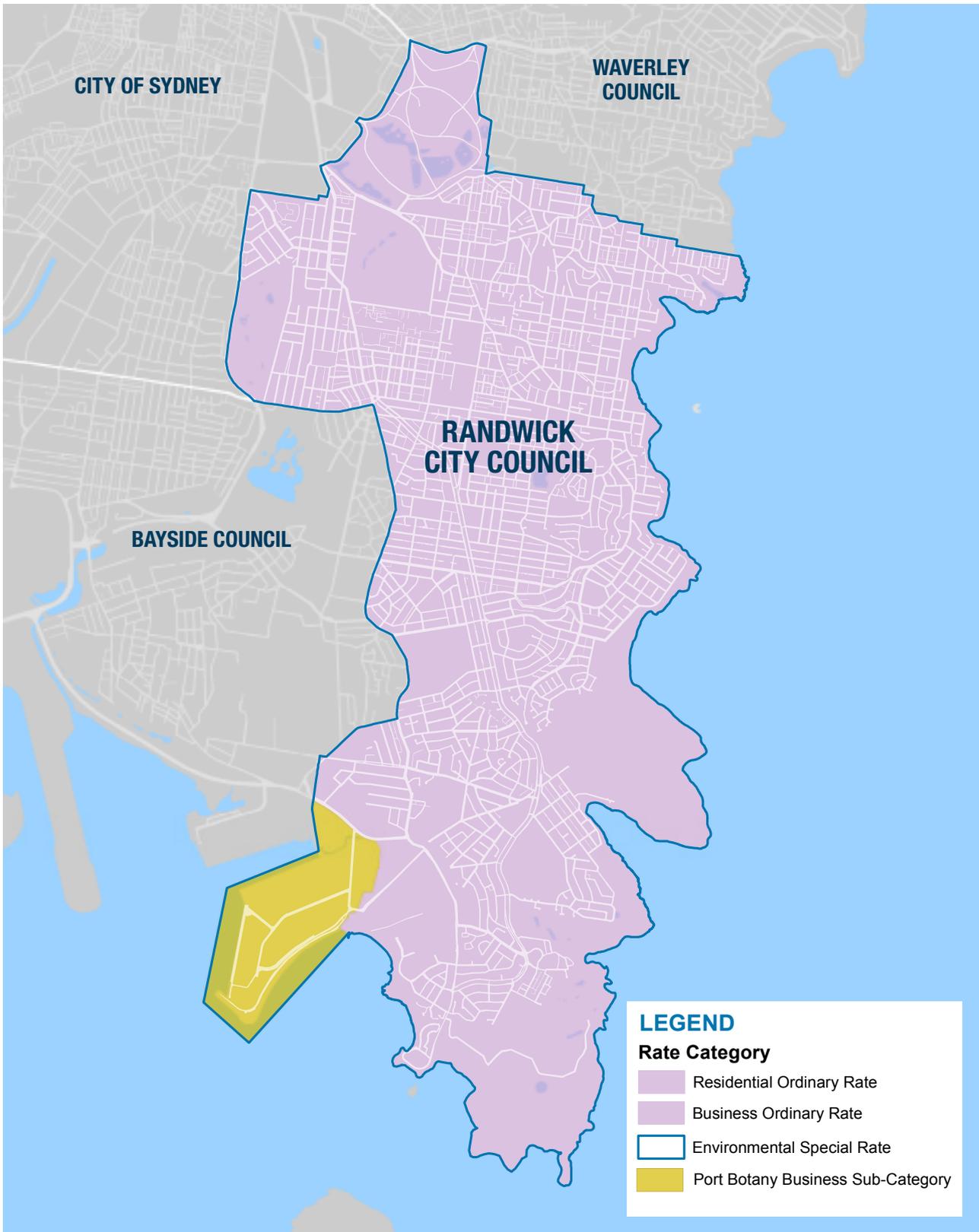
Under the State's existing mandatory Pensioner Concession Scheme, the State Government reimburses the Council 55 per cent (up to \$137.50 per property) of the pensioner concession. The Council funds the remaining 45 per cent (up to \$112.50 per property).

Randwick City Council has approximately 4,301 properties that receive a pensioner concession on their rates. Pensioner concessions are expected to total \$1.07 million in 2020-21. The 55 per cent pensioner subsidy received from the NSW Government will amount to approximately \$591,000.

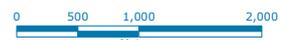
Approximately 8.2 per cent of residential rateable properties will receive pensioner concessions in 2020-21.

An additional \$100 rebate continues to apply for eligible pensioners in 2020-21. This rebate results in an additional annual cost of approximately \$430,100, which is not co-funded by the State Government. The additional \$100 is apportioned 75 per cent to the Domestic Waste Management Charge (forming part of the annual domestic waste reasonable cost calculation) and 25 per cent to offset the on-going cost of the Environmental Levy.

Rates Category



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



Interest charge 2020-21

Interest, in accordance with s.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 has the ability to reduce and/or waive interest in extenuating circumstances.

In March 2020, Council adopted a financial support package to assist our community and ratepayers in the first phase of the unprecedented COVID-19 pandemic. One element of this support was the waiver of interest on all overdue rates and charges for all ratepayers for six months from 25 March – 25 September 2020.

Recently the Minister complemented our waiver in determining a staged approach to the the 2020-21 maximum amount of interest, consisting of:

- 0% from 1 July – 31 December 2020, and
- 7% from 1 January – 30 June 2021.

Council proposes to adopt the maximum amounts as determined by the Minister for 2020-21. The interest free period to 31 December 2020 effectively provides our ratepayers with a 9-month deferral scheme for the payment of rates and charges. When interest becomes payable again, from 1 January 2021, ratepayers who continue to face financial hardship are strongly encouraged to contact Council to discuss a payment arrangement.

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

Levies and charges

Sustaining our City Environmental Levy

Randwick City Council has had an Environmental Levy in place for the past 15 years. The levy funds the Sustaining our City Program.

The levy was originally introduced in July 2004 for five years. Since then, the levy has been extended three times with community support and State Government approval in 2009, 2014 and 2019.

The current 5-year temporary approval to continue the Environmental Levy was provided by IPART in May 2019.

Details of expenditure under the Sustaining our City Environmental Levy are at page 93.

Domestic Waste Management Charge

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

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

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

The Act limits revenue from the Domestic Waste Management Charge to reasonable costs which are required to provide the service.

The charge for 2020-21 per assessment is \$604.75. The estimated gross yield is \$35,794,548 for 2020-21. This is an increase of \$18.75 or 3.2 per cent from the 2019-20 charge of \$586. An upgrade service is offered at the charge of \$291.

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

Council introduced a Domestic Waste ‘availability’ charge in 2018-19 that applies to vacant residential land. The 2020-21 Domestic Waste Management Availability Charge is \$303.00.

Stormwater Management Service Charge

In 2008, Randwick City Council introduced a Stormwater Management Service Charge to establish a sustainable funding source for providing improved stormwater management across Randwick City. The Stormwater Management Service Charge appears as a separate charge on the rate notices. The charge is determined by the type of property.

- Residential property: \$25 per annum (approximately 48 cents per week).
- Residential Strata/Company titled property: \$12.50 per annum (approximately 24 cents per week).
- Business property: \$25 per annum plus an additional \$25 for each 350m² or part thereof by which the parcel of land exceeds 350m².
- Business Strata/Company titled property: calculated as per a business property and apportioned by unit entitlement for business strata lot with a minimum charge of \$5.

For 2020-21 the estimated gross yield of the Stormwater Service Management Charge is \$1,128,846. Details on the expenditure under this program are at page 109.

Section charges on rails, pipes, cables and poles

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

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

Street advertisers

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

Other structures

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

Pricing policy for goods and services

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

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

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

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

The level of cost recovery has been categorised as follows:

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

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

The level of pricing refers to situations where less than the full cost or reference pricing is recovered from the price charged for the service.

It therefore implies the existence of subsidisation from other sources of revenue. Situations where less than the full cost pricing is involved include:

- Where benefits from the provision of a service accrue to the community as a whole, as well as the individual users as a short term approach to stimulate demand for a service where charging prices at full price may result in wide spread evasion where the service is targeted to a specific category of the community or users.
- Full cost recovery plus overheads (often referred to as Rate of Return Pricing) refers to recovering all the direct and indirect costs involved in providing a service through the price charged for that service.
- If costs are not met, the service has to be subsidised from other sources of revenue. Full cost recovery would also include a component for opportunity cost of capital tied up in providing the service.
- Regulated and prescribed prices are set by State and Federal Government legislation. In the event of legislation for a new or amended statutory/regulatory fee being introduced subsequent to the adoption or printing of this document, the Council has the right to apply these new charges without further notice.
- Conditions of grant funding is a category of pricing which restricts the level of fees that can be recovered for the service. Grant funding provided by the State and Federal Governments frequently establishes fee structures for services where the Council is the sponsor organisation.
- For details on Council's applicable fees and charges, refer to Council's separate Fees and Charges 2020-21 document which is available on our website.

Borrowings

External borrowings of \$27 million were proposed for the 2018-22 Delivery Program for the purpose of funding the major works outlined in the Our Community Our Future Program. These borrowings have not yet been drawn down. It is anticipated that \$8 million of this amount will be required in 2020-21, with the remaining \$19 million being deferred until 2021-22 in association with the construction of the Heffron Centre. Additionally, the financial impact of the COVID-19 pandemic will result in a shortfall in funding during 2020-21 that will require additional borrowing of \$6.5 million in order to achieve the proposed \$48.6 million 2020-21 capital works program which is a vital component of building a resilient Randwick.

Council will make application to acquire these borrowings under the State Government's Low Cost Loan Initiative. Council will only borrow in the form, and from financial institutions, mandated in the Borrowing Order issued under s624 of the Local Government Act 1993. The security for these loans will be secured against Council's rating income as required under s229 of the Local Government (General) Regulation.

Activities of a commercial or business nature

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

These activities are:

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



Grants, donations and subsidies

Randwick City Council supports community organisations by providing a range of grants, donations and subsidies, totalling around \$2.2 million.



Community Investment Program

Randwick City Council has developed a new framework in the form of an 'investment' approach to community funding to enhance Council's ability to better structure and report on achievements while providing more diverse and flexible opportunities for the community to seek support.

Council has adopted a policy framework to ensure that its decisions are consistent, and based on principles of accountability, transparency and fairness. Our focus in 2020-21 will be to ensure that all applications to the Community Investment Program meet the assessment criteria and the stated objectives of the Randwick City Plan.

The Community Investment Program is the strategic framework which sits across five streams of funding and in-kind support:

Community Connect

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

\$120,000 funding (in-kind venue hire included) is available for allocation, tied to conditions and acquittal requirements, across three funding rounds per financial year, in August, November and March.

Community Creative

In line with the arts and cultural strategy, the Community Creative stream supports the development and delivery of, creative, artistic and cultural projects that enrich our communities.

\$170,000 (in-kind venue hire included) is available for allocation, tied to conditions and acquittal requirements, across three funding rounds per financial year, in August, November and March.

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 receiving grants will not be eligible to reapply until the term of their funding project expires. Approximately \$160,000 is available for funding continuing projects and new applicants in the 2020-21 financial year.

Community Contributions

This stream seeks to leverage significant community partnerships and relationships to drive social change, inclusion, impact and results within the community. These are significant contributions into the community and

managed through MOUs and have often been determined by council resolutions. They do not have an application process, however are tied to the conditions of the MOU for measurement and tracking. An investment of \$418,500 is allocated to these contributions.

Community Contingency (Mayor)

This stream provides the Mayor an opportunity to support local charities, emergency response events and fundraising campaigns at his discretion, with an allocation of \$90,000.

Randwick NSW ClubGRANTS

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

In 2019, a total of \$348,455 was allocated to not-for-profit and volunteer rescue organisations. 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.

Subsidies

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

Affordable rental housing subsidies

Council has recently been provided ownership of four additional affordable housing units in the redevelopment of the former Inglis Newmarket site at Randwick, which increases our affordable rental housing portfolio to 24 dwellings for essential workers in the community. Through its affordable rental housing program, the Council subsidises each tenant's weekly rent by at least 25 per cent of the median rent levels for Randwick City.

Community facility subsidies

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

In 2019, a total of \$1,370,000 was allocated to community facility subsidies.

Trade waste subsidies

A number of non-profit community groups receive fully subsidised trade waste services. In 2020-21 a subsidy will again be provided. This is a recurrent program and applications are not required.

Asset Replacement Program



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

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

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

Sale of assets

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

The sale or lease of any real estate property is not anticipated in the forthcoming year and therefore has not been incorporated into the 2020-21 Budget or the Council's Long Term Financial Plan.

OPERATIONAL ASSET REPLACEMENT PROGRAM – REPLACEMENT CYCLE

ASSET	REPLACEMENT CYCLE
Passenger fleet	Replaced at 60,000 kilometres or three years (whichever occurs first)
Truck fleet	Replaced every 7 years
Garbage compactor	Replaced every 5 years
Road sweepers	Replaced every 5 years
Footpath sweepers	Replaced every 2 years
Water tanker	Replaced every 10 years
Minor plant	Replaced when unfit, usually every year
Major plant	Replaced at 8,000 hours, or 5 years
Hardware (Server/Storage/Network/Desktop)	Replaced every 3 years
Software (Enterprise and Bespoke)	As released



Stormwater Management Service Charge



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

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

The benefits of effective stormwater management include:

- **Cleaner water at our beaches.** Randwick City is a densely settled area and large volumes of stormwater flow into our coastal waterways with substantial loads of litter, sediment and, traces of chemical pollutants. Programs to reduce the litter loads and/or total amount of stormwater will significantly contribute to cleaner waterways.
- **Flood mitigation.** There are a number of areas across Randwick City where moderate rainfall causes nuisance flooding and heavy rainfall results in greater impact. Council is progressively studying all catchments across Randwick City and determining management strategies to reduce flood impact.
- **Better maintained drainage system.** Much of the Randwick area was settled in the nineteenth and early twentieth centuries and consequently a high proportion of the drainage system is reaching the end of its useful life. At this stage of an asset's life, there is a need for increased maintenance and we need to commence planning for renewal.
- **Improved water conservation.** Stormwater harvesting and reuse schemes can provide an alternate source of water for supply, irrigation and other non-potable water uses.
- **Improved knowledge.** Managing drainage assets requires knowledge about the physical capacity and the condition. Better understanding of the condition of our stormwater assets is vital for effective programming and prioritising of maintenance and capital drainage works.

Randwick City's Drainage Network

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

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

Drainage Works Program

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

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

- Hannan Street and Boyce Road, Maroubra. This project involves construction of new drainage line and pits through private property to address a significant localised flooding issue. The planning for this work commenced in 2019-20 with construction to be undertaken in 2020-21.
- The Floodplain Management Process is undertaken for each catchment and involves a Flood Study and a Floodplain Risk Management Study and Plan. These phases can take 18 months to complete. The Clovelly Floodplain Risk Management Study and Plan is due to commence in 2020-21. We have established a Floodplain Management Committee for the Lurline Bay, Matraville, Malabar and Yarra Bay catchment and will be commencing the Flood Study in 2020-21.

The following table details the 2020-21 Drainage Capital Works Program.

2020-21 DRAINAGE CAPITAL WORKS PROGRAM				
SOURCE OF FUNDING (\$)				
DESCRIPTION	TOTAL COST	STORMWATER SERVICE CHARGE	ENVIRONMENTAL LEVY	GENERAL REVENUE
Floodplain Management – Studies, Risk Management Planning and Mitigation	250,000			250,000
Gross Pollutant Trap Rehabilitation Program	370,000	120,000	180,000	70,000
CCTV Program – Drainage Infrastructure Condition Assessment	133,000	133,000		
Drainage Upgrade Works (Various Sites)	460,000	460,000		
Stormwater Relining Program	200,000	200,000		
Total 2020-21 Drainage Capital Works Program	1,413,000	913,000	180,000	320,000



Definitions

- **Benchmark councils:** the group of similar councils (size and coastal location) against which Randwick compares its performance for the purpose of improvement.
- **Biodiversity:** the variety of all life forms: the different plants, animals and micro-organisms, the genes they contain and the ecosystems they form.
- **Medium density:** includes all semi-detached, row, terrace, townhouses and villa units, plus flats and apartments in blocks of 1 or 2 storeys, and flats attached to houses.
- **High density:** includes flats and apartments in 3 storey and larger blocks.
- **Infrastructure:** the basic facilities, services and installations needed for the functioning of a community or society, such as transport networks, drainage and sewerage.
- **Local Environmental Plan (LEP):** a detailed planning instrument which provides a comprehensive landuse framework for the development and use of a local area, based on the translation of broad strategic planning principles and objectives into different land use zones.
- **Local Government Act:** Refers to the Local Government Act of NSW 1993.
- **Randwick City Beaches include:** Clovelly, Coogee, Congwong, Frenchmans Bay, Gordons Bay, Little Bay, Little Congwong, Malabar, Maroubra and Yarra Bay.
- **Randwick City Ocean Pools include:** The Geoff James Pool (Clovelly), Giles Baths (Coogee), Ivor Rowe Rockpool (South Coogee), Mahon Pool (Maroubra), Malabar Pool (Malabar), McIvers Baths (Coogee), Ross Jones Memorial Pool (Coogee) and Wylies Baths (Coogee).
- **Social housing:** includes those living in State and Territory housing, and co-operative/community/church group housing.
- **Sustainable:** outcomes that can continue to be achieved now and in the long term.
- **Sustainable Development:** development that meets the needs of the present generation without compromising the capacity of future generations to meet their needs.
- **Greater Sydney:** Includes local government areas – Bayside, Blacktown, Blue Mountains, Burwood, Camden, Campbelltown, Canterbury-Bankstown, Central Coast, City of Canada Bay, City of Sydney, Cumberland, Fairfield, Georges River, Hawkesbury, The Hills Shire, Hornsby, Hunters Hill, Inner West, Ku-ring-gai, Lane Cove, Liverpool, Mosman, North Sydney, Northern Beaches, Parramatta, Penrith, Randwick, Ryde, Strathfield, Sutherland, Waverley, Willoughby, Wollondilly, and Woollahra.



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