

# Resilient Randwick Strategy 2026– 2036



Randwick City Council  
a sense of community

## Acknowledgement of Country

Randwick Council pays respect to the Traditional Custodians of the land, the Bidjigal and Gadigal people, and we acknowledge the living and continuing cultures of the Traditional Custodians of this Country. We recognise that the Traditional Custodians have occupied and cared for this Country over countless generations, and we celebrate their ongoing contributions to the life of the area.



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# Executive Summary

This Resilient Randwick Strategy 2026-2036 is Randwick City Council's blueprint to creating a community that is best placed to not only survive but adapt and thrive through the wide range of shocks and stresses we will face over the next decade.

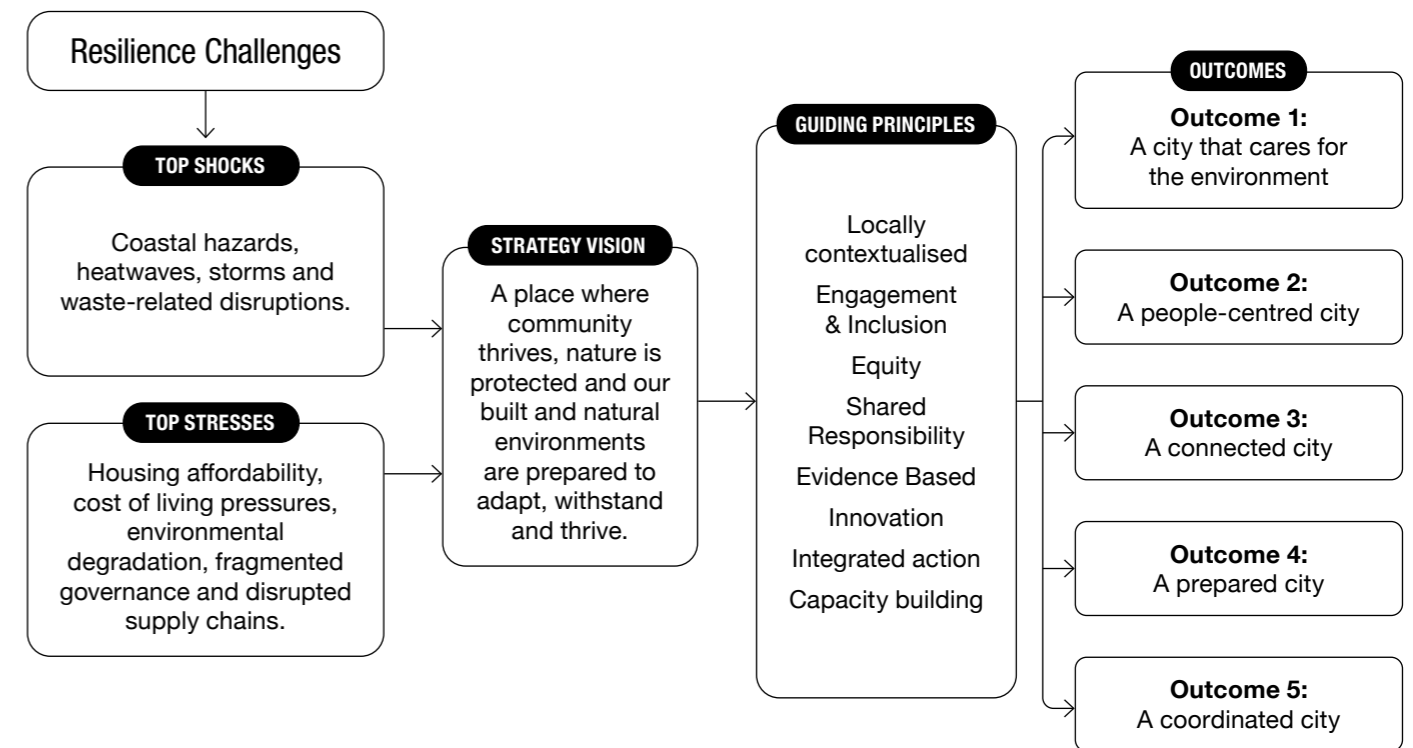


Figure 1. Summary of Resilient Randwick Strategy 2026 - 2036

Our community may not be familiar with the term 'resilience', but they are no stranger to practicing it, from dealing with storms, coastal hazards, floods, the impacts of climate change, the rising cost of living and a myriad of other challenges.

Developed through extensive research, risk assessment, community and stakeholder engagement, the Strategy provides a locally tailored framework for resilience that aligns with the *Resilient Sydney Strategy 2025-2035* and integrated Council's broader planning and reporting systems. It identifies the most significant shocks and chronic stresses for Randwick, which include:

- Shocks: coastal hazards, heatwaves, storms and waste-related disruptions.
- Stresses: housing affordability, cost of living pressures, environmental degradation, fragmented governance and disrupted supply chains.

These challenges are compounded by global trends including climate change, urbanisation, digitalisation and globalisation.

An extensive consultation piece was undertaken with our community and key stakeholders, involving over 650 participants, to understand the challenges our community faces and how we can best address them, becoming the foundation that informs this Strategy, including the development of the vision:

**A place where community thrives, nature is protected, and our built and natural environments are prepared to adapt, withstand and thrive.**

The Strategy identifies five key outcomes to guide action, as shown in Figure 1. These outcomes are supported by 22 Goals and 97 Strategic Actions to be delivered over the next ten years that will be embedded into Council's Integrated Planning and Reporting (IP&R) Framework. The Strategy aligns with global, national, state and local resilience frameworks and Council's key informing strategies and plans. These goals and actions relate to every aspect of our lives in Randwick, including community connectivity, built assets and infrastructure, digital assets, Aboriginal and Torres Strait Islander People's practices and culture, equality, social cohesion, placemaking, emergency management and governance. Implementation will be tracked through Council's existing reporting mechanisms, with annual monitoring and a comprehensive four-year review cycle to ensure the Strategy remains adaptive and responsive to emerging challenges.

Further detailed information on Randwick's shocks, stresses, global drivers and national trends, is presented in the supporting Draft Resilient Randwick Strategy - Synthesis Report.

Figure 1. displays how our key shocks and stresses inform the vision and principles that steer Randwick Council's approach to resilience and the strategic outcomes and actions of the Draft Resilient Randwick Strategy 2026-2036.

# Mayor's Foreward



From our people to our homes, parks, businesses and infrastructure, every part of our city must be prepared to withstand and recover from the variety of challenges that inevitably come our way. Building resilience is how we protect what we value most, ensuring our community remains strong, connected and future-ready.

Randwick is a special place to live, work and play. We have a stunning coastline and beautiful open spaces; world-class healthcare and education institutions; we are a cultural hub for inclusivity and diversity and have a thriving business and industrial sector. Randwick City Council is committed to protecting these qualities by fostering a resilient community.

This Resilience Strategy brings together the many ways Council supports a safe, connected and inclusive community; protects our healthy natural environment; supports sustainable and resilient homes and buildings; and builds a sense of trust in our leadership. It is our priority to make sure we are prepared for challenges and are able to thrive in the face of adversity.

This Strategy has been developed based on not only information that the reports, statistics and research told us; but also what you, our community, have told us matters. You have told us you value our parks and open spaces, love our environment, want to feel safe and need to have access to essential services. You've also told us you are concerned about the cost of living and housing affordability and want us to better prepare you for emergencies.

This Strategy is our roadmap to becoming as resilient as we can be. Extensive community consultation, research, benchmarking and technical risk assessment have shaped the priorities in this Strategy, designed to address our most significant shocks and stresses. It sets out a ten year timeframe for implementing projects and programs addressing every aspect of resilience.

I thank everyone who has contributed to this important work and I look forward to working with you all to make Randwick one of Sydney's most vibrant and resilient communities.

**Cr Dylan Parker**  
MAYOR OF RANDWICK

# 1. Introduction

City resilience is the capacity of individuals, communities, institutions, businesses and systems within a city to survive, adapt and thrive no matter what kinds of chronic stresses and acute shocks they experience.

RESILIENT SYDNEY STRATEGY 2025-2035<sup>1</sup>

**Shocks:** Sudden events that disrupt a city.

**Stresses:** Ongoing challenges that weaken the fabric of a city.

## INTRODUCTION

### 1.1 What is a resilient community

Resilience is our community's ability to get through tough times, adapt to change and grow stronger. In a resilience context, challenges the community faces are often grouped together as either shocks or stresses. Shocks are sudden, sharp events that threaten a city, while stresses are ongoing issues that impact on daily life and make it more difficult to cope when times are tough. By understanding the shocks and stresses that affect life in Randwick, we can plan ahead and make sure no one is left behind.

For Randwick Council, having resilience means our community is prepared for, can deal with and continues to thrive through the inevitable range of challenges we face on a daily basis. This includes dealing with shocks such as cyberattacks, storms, infrastructure failure and pandemics. It also includes dealing with everyday stresses such as housing affordability, environmental degradation, mental health and racism.

Climate change is a global driver that cuts across all of these, amplifying the frequency and intensity of natural hazards while compounding existing social and economic pressures.

Randwick is a highly valued place to live, work and recreate. Like the rest of Greater Sydney however, Randwick faces a range of shocks and stresses that can potentially affect our ability to bounce back. Our coastline is under pressure from increased hazards, our infrastructure is threatened by a changing climate, our communities must deal with increasing inequities and our people are facing an unprecedented cost of living.

Being resilient means we can ensure Randwick remains a great place to live, work and connect, no matter what challenges we face. It means our people, places, communities, businesses, natural environment and infrastructure are strong, connected, valued and protected. This Strategy recognises that Randwick Council's community faces complex challenges that require long-term, coordinated action. To be resilient we must be proactive and ready to change.

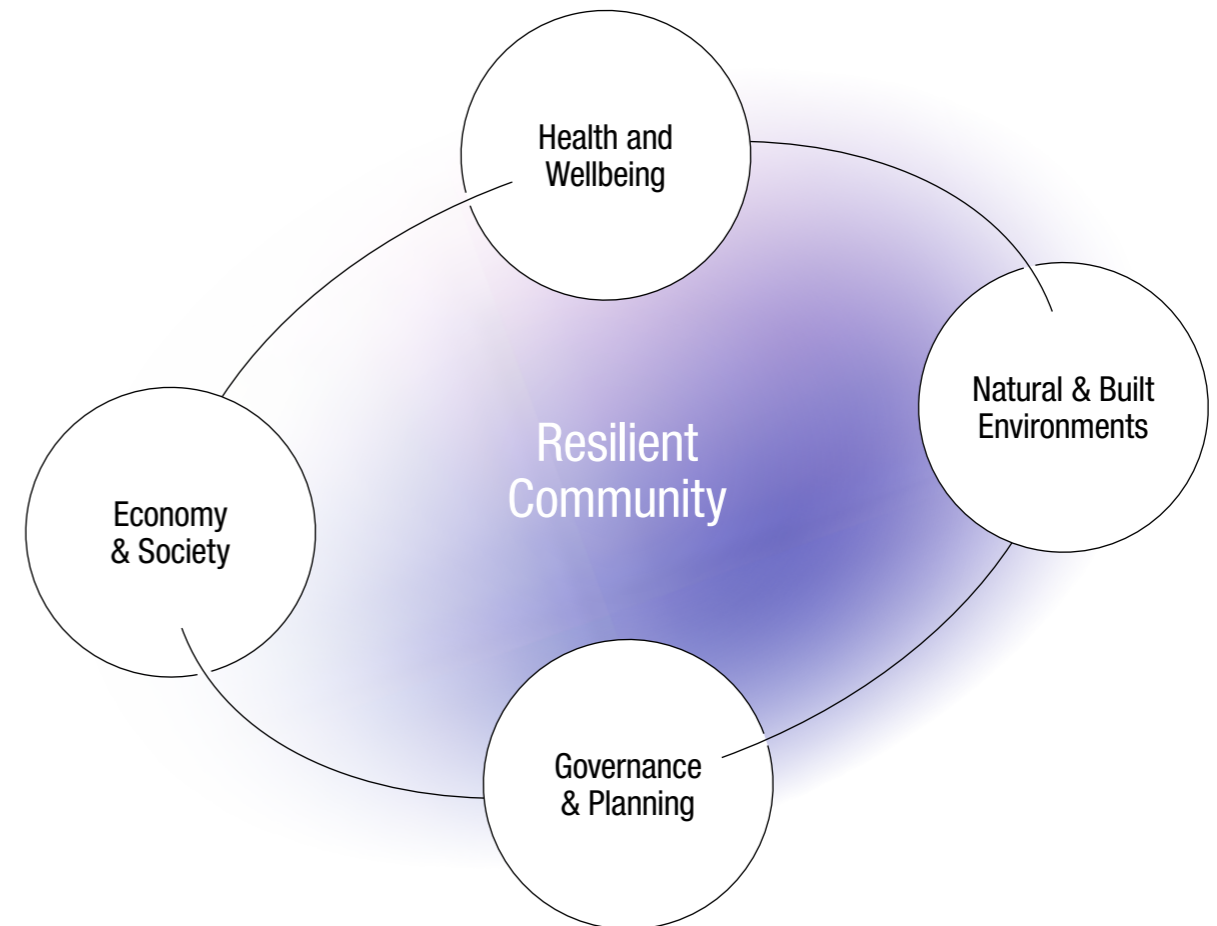


Figure 2. Resilient Cities Framework - Adapted by Resilient Sydney<sup>2</sup>

The development of this Strategy follows the Resilient Cities Framework<sup>1</sup> (Figure 2), which is an internationally recognised understanding of how cities can strengthen their resilience. It identifies several characteristics that make up a resilient community:

**Health & Wellbeing:**

Ensuring safe housing, food, water, healthcare and access to nature.

**Economy & Society:**

Supporting social cohesion, cultural diversity, education, livelihoods and equity.

**Infrastructure & Environment:**

Protecting ecosystems, maintaining utilities, sustainable transport, protective infrastructure and digital connectivity.

**Governance & Planning:**

Promoting accountable governance, inclusive participation, sound financial management, emergency preparedness and evidence-based planning.

This Strategy addresses all four of these dimensions. It also importantly recognises the range of work already being undertaken not only by Council, but our whole community. We also recognise our Aboriginal and Torres Strait Islander community who have demonstrated resilience on this Country for thousands of years already.

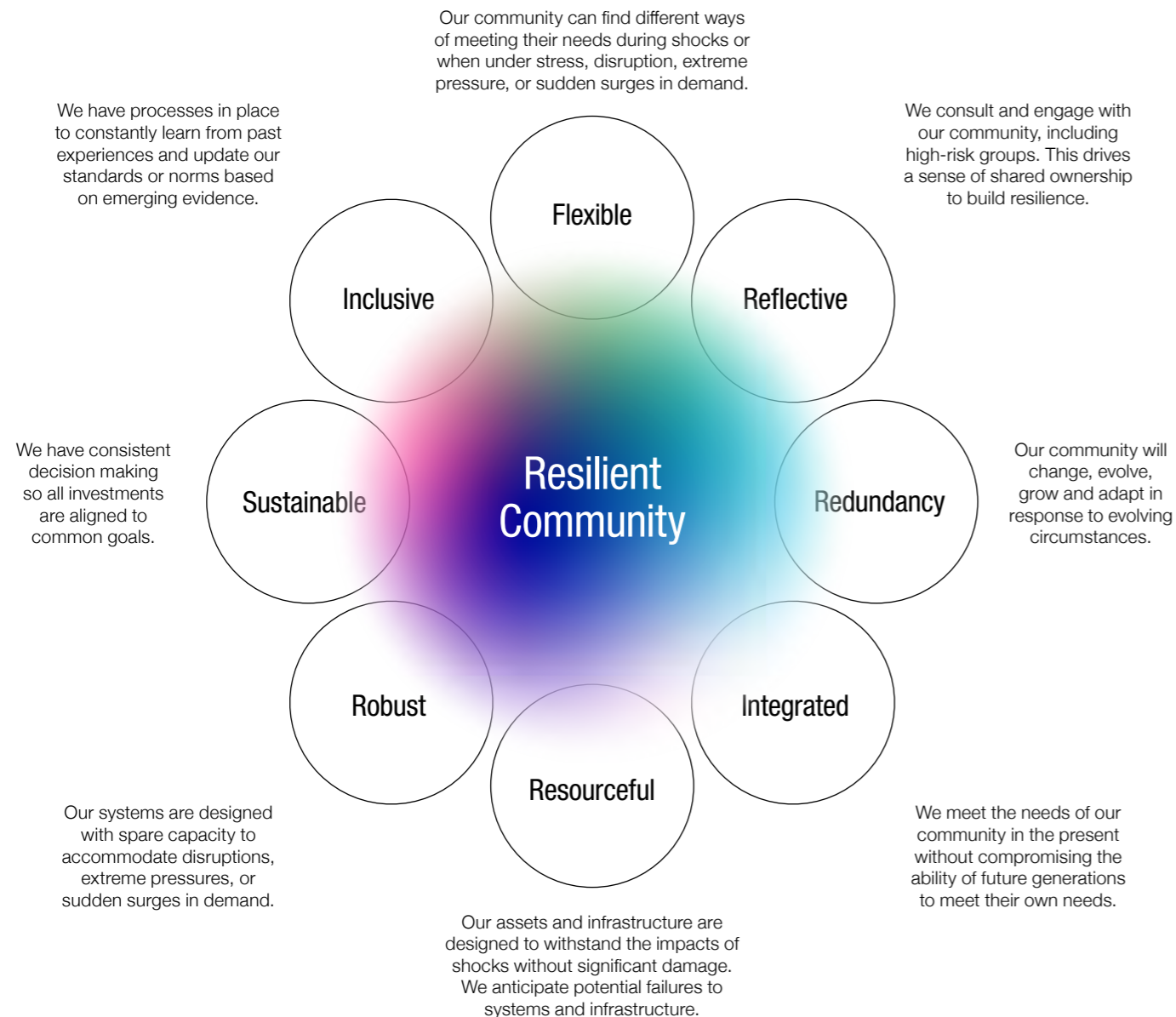


Figure 3. Characteristics of a resilient community as identified by practitioners from the 100 Resilient Cities Network<sup>3</sup>

1.2 Purpose and vision

The purpose of this the Resilient Randwick Strategy 2026-36 is to provide a framework for Council and our community to work together to create a resilient Randwick City. The practical plan outlined in this Strategy keeps Council accountable for ensuring that our city remains a place where people can continue to thrive and where homes, neighbourhoods, businesses and ecosystems are ready to adapt to the challenges ahead.



OUR VISION



A place where community thrives, nature is protected and our built and natural environments are prepared to adapt, withstand and thrive.



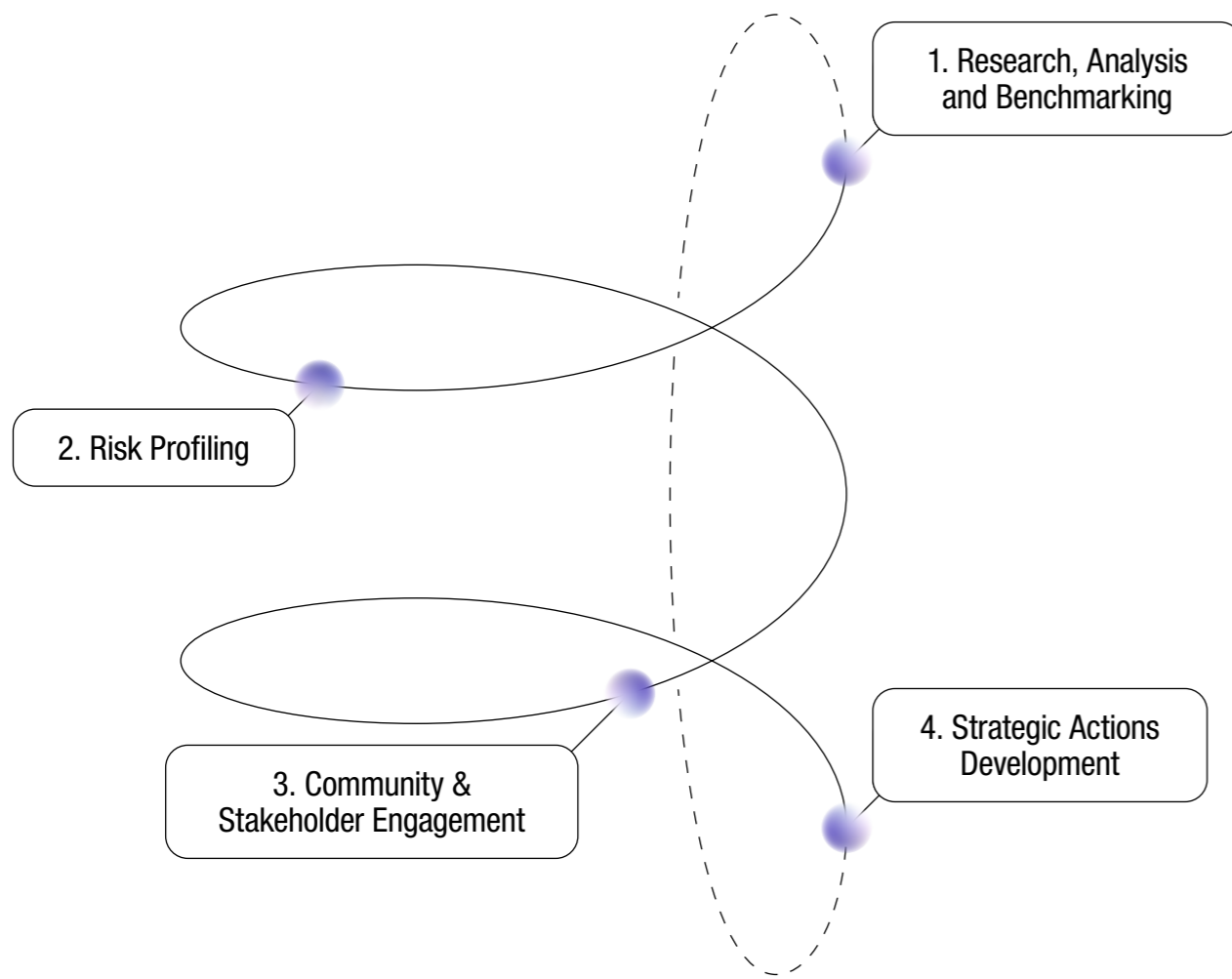


Figure 4. Key strategic project milestones

### 1.3 Strategy development

The Resilient Randwick Strategy identifies the main shocks and stresses facing the Randwick Local Government Area (LGA), outlines our strengths, challenges and opportunities to build resilience, and sets out how we will deliver meaningful outcomes for the community. The evidence base was built in four phases: research, analysis and benchmarking; risk profiling; community and stakeholder engagement and strategic action development. A summary of these phases is provided in this section, with detailed information presented in the Draft Resilient Randwick Strategy – Synthesis Report.

#### 1. Research, Analysis and Benchmarking

Detailed desktop research, analysis and benchmarking was undertaken to ensure that the process followed a leading practice methodology. A review of spatial and demographic data was used to understand how different

resilience risks affect the Randwick LGA, while alignment with the Resilient Sydney Strategy 2025–35 ensured consistency with Greater Sydney’s strategic priorities.

#### 2. Risk Profiling

To build the evidence base for the Draft Resilient Randwick Strategy 2026–2036, Randwick City Council undertook an LGA-wide resilience risk assessment using the Randwick Resilience Risk Assessment Tool. This tool was developed in alignment with the AIDR Emergency Risk Assessment Guidelines<sup>3</sup> and the Greater Sydney Resilience Risk Assessment Report which is informed by the internationally recognised Resilient Cities Framework.<sup>4</sup> The risk assessment (including tool outputs) were used in conjunction with the community engagement findings to identify Randwick’s key shocks and stresses based on the completed evidence base.

### 3. Community & Stakeholder Engagement

Extensive community and stakeholder consultation was undertaken to create an evidence base for lived experience and perceptions on resilience. Over 650 community members and stakeholders had their say through a youth forum, an online survey, pop-up stalls in each ward, and workshops and interviews with targeted cohorts.

A robust governance structure guided the process, comprising an Executive Steering Group (Council’s executive team), the Resilience Advisory Committee (elected representatives and community members), an Internal Working Group (staff across relevant portfolios), and an External Resilience Strategy Working Group bringing together essential service providers, NGOs, State Government representatives, emergency services, education providers and community organisations.

### 4. Strategic Actions Development

Strategic Actions for the Strategy were developed based on the synthesis of findings from both the risk profiling and community and stakeholder engagement. The strategic actions address our identified shocks and stresses and reflect the needs of our community.

Actions are at a strategic level, meaning they span a 4–10-year timeframe and will be embedded within Council’s broader Integrated Planning and Reporting framework (IP&R).

### 1.4 Guiding principles

The development of the Strategy has been based on the following principles:

#### Locally contextualised

The Strategy and subsequent actions are of local relevance and aligned with other relevant Council strategic planning instruments.

#### Engagement & inclusion

Community consultation is the foundation of the Strategy and its actions. It encompasses diverse representation and inclusivity to ensure effective decision-making.

#### Equity

There is fairness in decision making, prioritising and allocation of resources, particularly for those in need.

#### Shared responsibility

Resilience requires a whole of community approach, one with shared responsibility across individuals, households, businesses and communities, as well as for infrastructure providers and governments.

#### Evidence based

Data based decision making is used to inform development and implementation. The most current evidence will be used to respond effectively to identified priorities.

#### Innovation

Innovative approaches are supported to ensure resilient systems are aligned with best practice, are future-ready and adaptive to emerging challenges.

#### Integrated action

Efforts to reduce disaster risk are integrated across sectors, not progressed in silos.

Success of this strategy is reliant upon the active participation of all sectors of community, including individuals, families, businesses, industry, emergency services and supporting agencies.

#### Capacity building

A capacity building approach underpins implementation to ensure sustainable emergency resilience outcomes are achieved. Capacity building activities are led and supported by collaboration between the community, stakeholders and Council.

“I had a chair and it melted from the heat. In winter, I’m sitting there with 3 or 4 blankets. I’ve got a heater but I can’t afford to run it.”

“I’ve had to move a couple of times due to mould.”

“Housing affordability, cost of living and lack of mental health services is really taking a toll. It would be good to see more done to remedy the situation.”

“So many people struggle with loneliness and we need to find ways for our community to break down those walls and build resilience together.”

## 1.5 Strategic alignment

This Strategy connects with relevant global, national, state, regional and local plans that guide how communities prepare for and respond to resilience challenges. It takes a place-based approach, meaning it is designed specifically for Randwick Council, reflecting the unique needs, strengths and priorities of the local community. As understanding of resilience continues to grow across government, business and community sectors, plans will evolve to incorporate new knowledge and support a safer,

more resilient future. Local Government plays a different role to State and Federal agencies. Many actions in this plan therefore involve collaboration or advocacy with other agencies as appropriate. For example, while housing targets are set by the State Government, councils support delivery through strategic planning and development assessment. For further detail on alignment of actions with supporting internal strategies, see Appendix A.

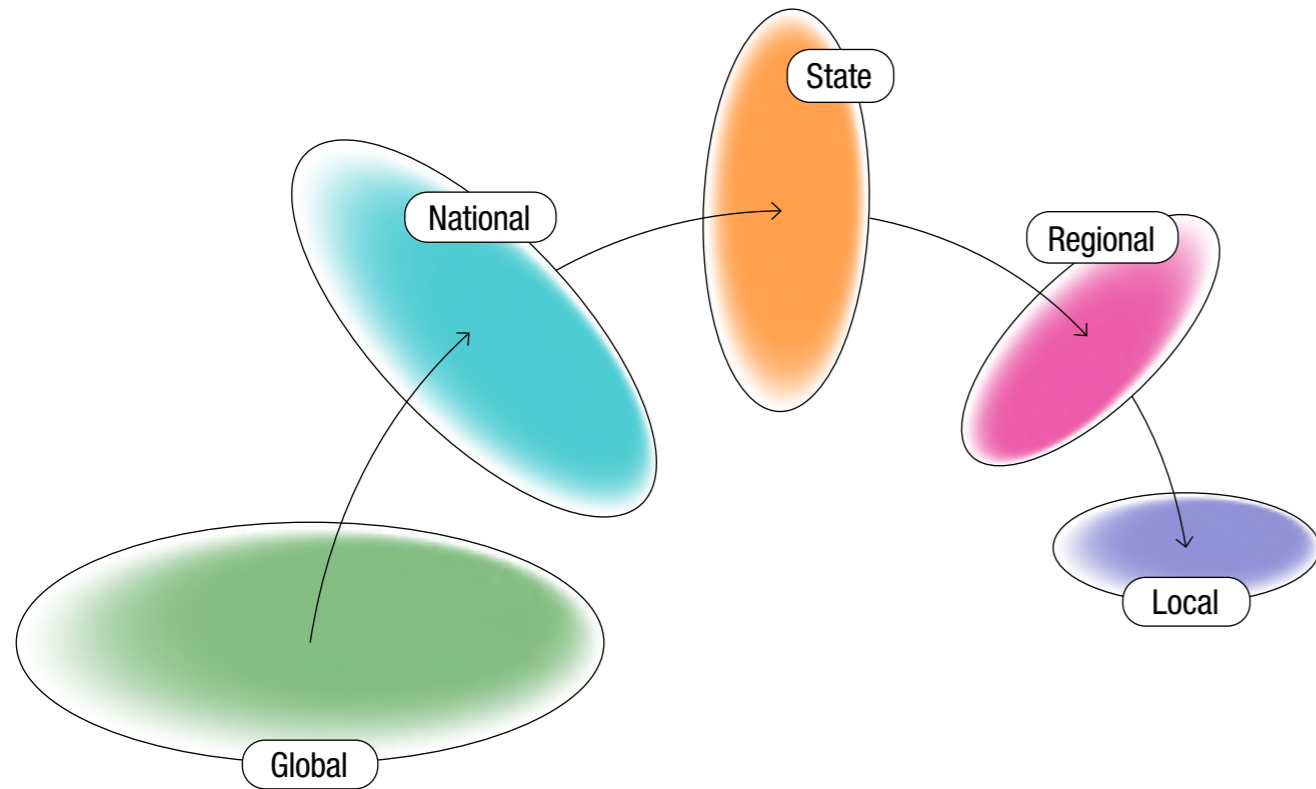


Figure 5. Strategic alignments linking Global Frameworks to Local Action

- Global**
  - United Nations (UN) Sustainable Development Goals
  - UN Paris Climate Accords
  - 100 Resilient Cities
  - UN Framework Convention on Climate Change
  - UN-Sendai Framework for Disaster Reduction
- National**
  - National Strategy for Disaster Resilience
  - National Disaster Risk Reduction Framework
  - National Climate Resilience & Adaptation Strategy 2021-2025
- State**
  - National Climate Change Risk Assessment
  - Australian Infrastructure Plan
  - Critical Infrastructure Resilience Strategy
  - NSW Climate Change Policy Framework
  - NSW State Emergency Management Plan
  - State Disaster Mitigation Plan
- Regional**
  - Resilient Sydney Strategy 2025–2030
  - Greater Sydney Region Plan, Greater Cities Commission
  - Greater Cities Commission, Eastern District Plan
- Local**
  - Sydney Metropolitan Region Emergency Management Plan
  - Greater Sydney Heat Smart City Plan 2025-2030?
  - Disaster Adaptation Plans Guidelines
  - Community Strategic Plan
  - Arts and Culture Strategy
  - Economic Development Strategy
  - Environment Strategy
  - Housing Strategy
  - Inclusive Randwick Strategy
  - Integrated Transport Strategy
  - Open Space and Recreation Strategy
  - Local Emergency Management Plan

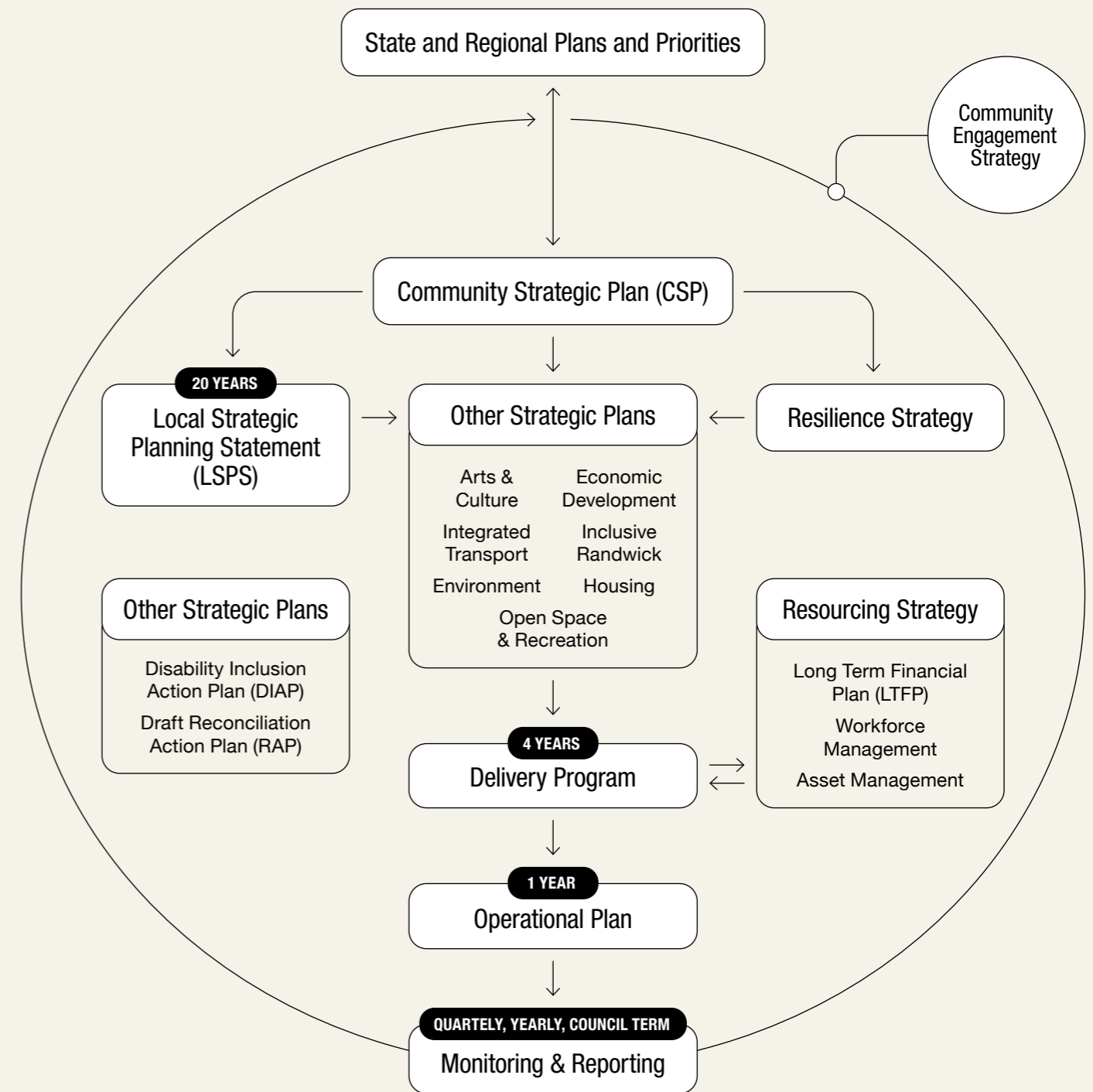


Figure 6. Randwick Council's IP&R Framework

### Integrated Planning and Reporting (IP&R)

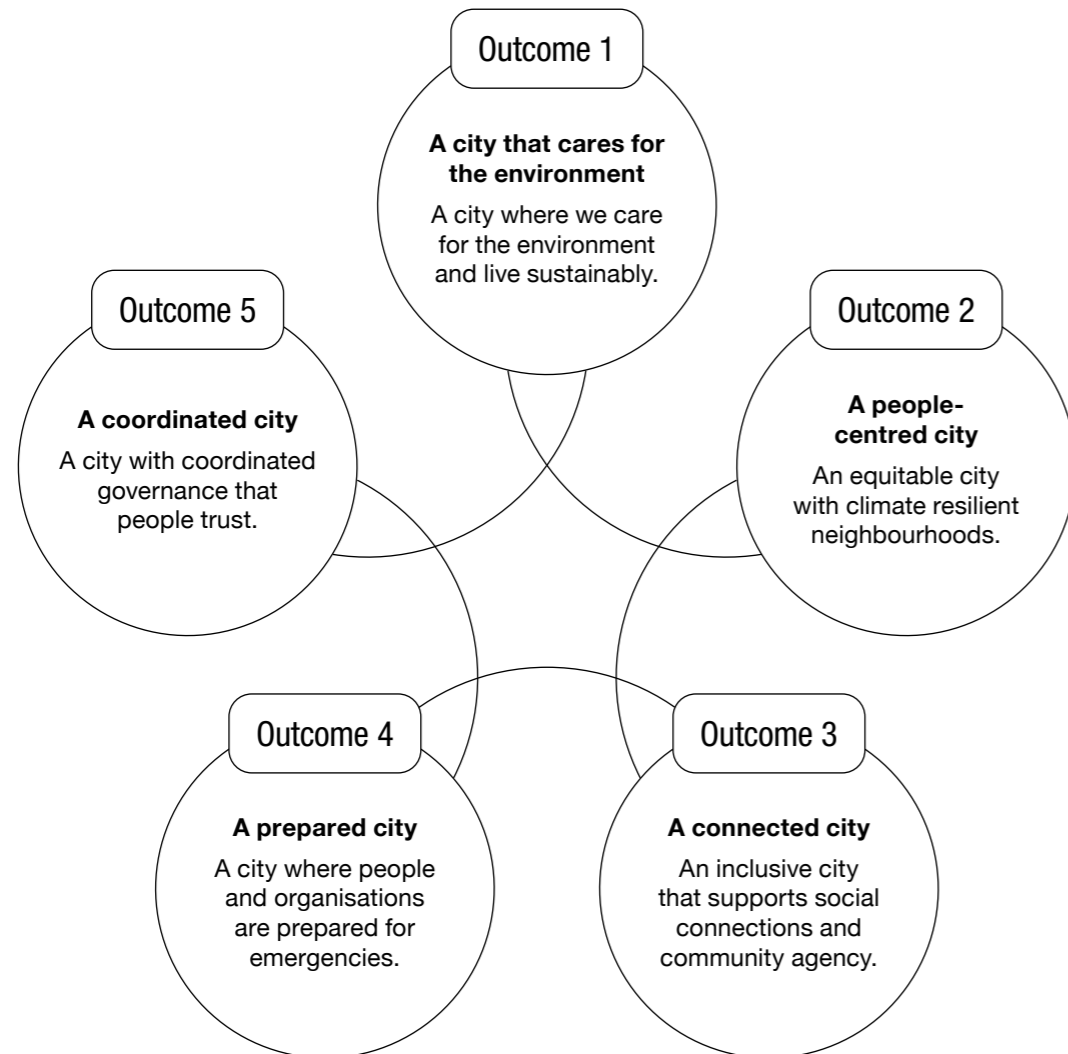
The IP&R Framework is a legislated approach that guides how councils in New South Wales plan, deliver services and remain accountable to their communities. It ensures that strategic documents, from long-term community plans to operational activities, coordinated and reported on.

Randwick Council uses the IP&R Framework to structure its planning and decision-making processes as seen in Figure 6. The Resilience Strategy fits within this framework as a supporting strategy, helping to strengthen Council's ability to respond to challenges and build long-term resilience across the community, environment and infrastructure.

## 1.6 Key outcomes

This strategy sets out five key outcomes that guide action towards building a resilient city. These outcomes align with strategic directions of The Resilient Sydney Strategy 2025–2030<sup>1</sup>, which were validated for local relevancy through community consultation and risk profiling.

Together, they reflect a balanced approach to caring for our environment, supporting people and communities and improving governance and collaboration. Refer to Appendix B for further detail on how the Strategic Goals of this Strategy align with Resilient Sydney’s actions.



# 2. Resilience in Randwick

## 2.1 A snapshot of our community

Randwick Council is situated in Sydney's south-eastern suburbs, covering a land area of approximately 36.34 square kilometres. It is home to a diverse and vibrant community, with an estimated resident population of 144,598 in 2024 and a population density of 3,979 people per square kilometre. The Randwick Local Government Area (LGA) is made up of five wards and 14 suburbs.

The area features a rich mix of natural and urban environments, including iconic beaches, national parks, heritage neighbourhoods, high-density

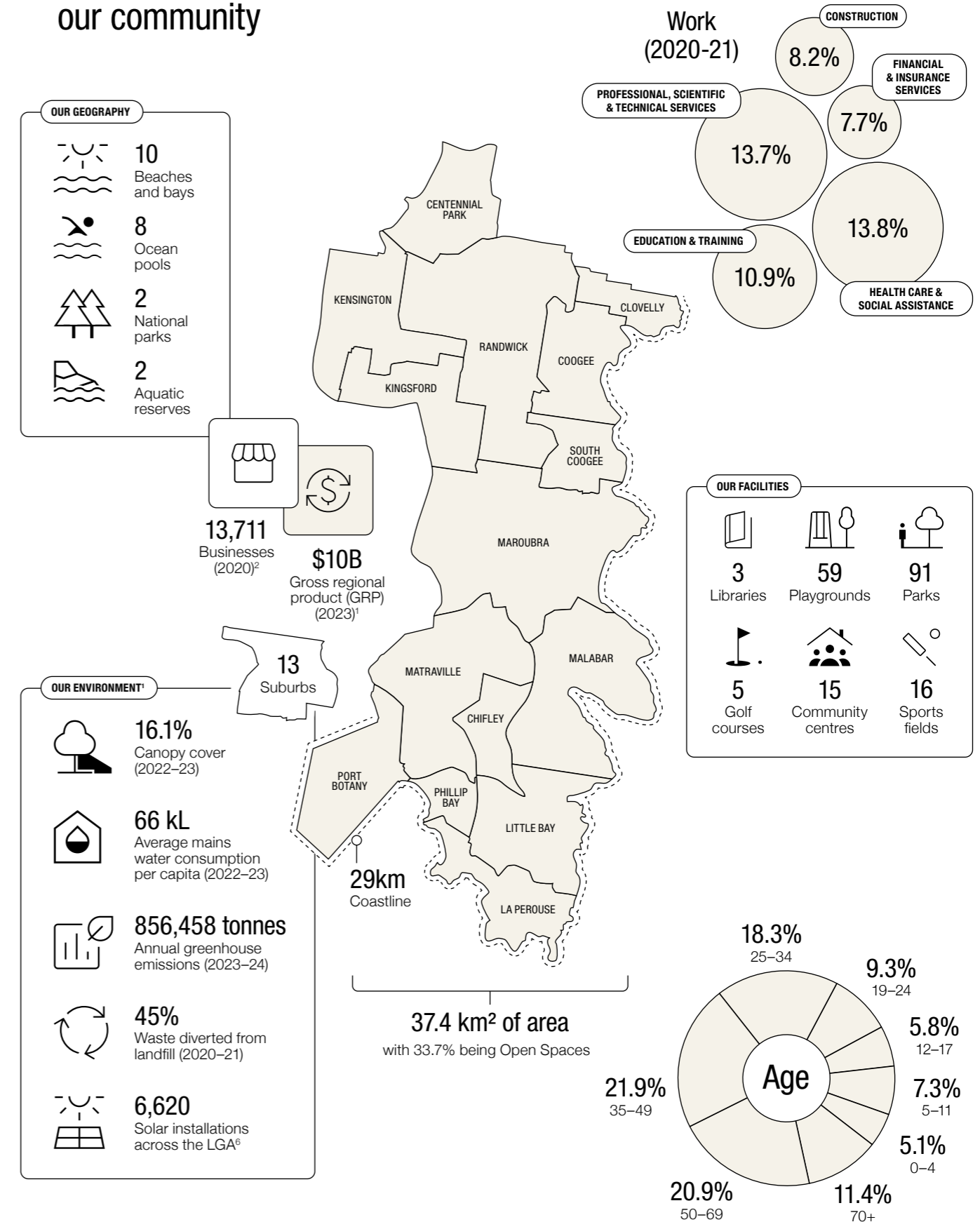
housing and industrial precincts. Randwick is socially diverse, economically active and well-connected to major employment centres such as the Sydney CBD and Port Botany.

This mix of natural landscapes, built environments and community diversity shapes Randwick's character and guides its strategic direction.

The following statistics provide a snapshot of the Randwick LGA and community.

### RESILIENCE IN RANDWICK

## 2.1 A snapshot of our community



## Comparison with Greater Sydney data

### Finances

Higher share of high-income households with a similar proportion at the low end, indicating greater disparity and a smaller middle.

	RANDWICK	GREATER SYDNEY
Unemployment rate	4.3%	5.1%
Median weekly household income	\$2,311	\$2,099
High-income households (>\$3,000/week)	36.3%	30.1%
Low-income households (<\$800/week)	17.2%	17.9%

### Disability & health

Rates of disability and long-term health conditions broadly on par with Greater Sydney.

	RANDWICK	GREATER SYDNEY
Need for assistance with core activities	4.1%	5.2%
One or more long-term health conditions	25.8%	27.5%

### Households and housing

More social housing and medium to high-density dwellings, with higher renting and lone households—elevated accommodation vulnerability during shocks and recovery.

	RANDWICK	GREATER SYDNEY
Lone households	27%	22.2%
Renting	44.8%	34.7%
Social housing	6.1%	4.1%
Medium/high-density dwellings	74%	46%

### Education

Higher tertiary attainment; vocational qualifications less common.

	RANDWICK	GREATER SYDNEY
Bachelor degree or higher	43.3%	33.4%
Vocational qualification	11.6%	14.8%

### Cultural diversity

A vibrant multicultural community with community languages including Mandarin, Greek, Cantonese, Spanish and French and strong Aboriginal & Torres Strait Islander Community.

	RANDWICK	GREATER SYDNEY
Aboriginal & Torres Strait Islander	1.8%	1.7%
Born overseas	44.8%	34.7%
UK 6.4%, China 3.1%, Ireland 2.5%, NZ 1.9%, Indonesia 1.5%	41%	39%
Language other than English	74%	46%
Mandarin 3.7%, Greek 3%, Cantonese 2.3%, Spanish 1.9%, French 1.8%	27.8%	37.4%



## 2.2 Our strengths

Randwick’s resilience is built on a strong sense of community, active participation, and the natural and institutional assets that help people adapt and recover from disruption.



Randwick’s resilience is built on a strong sense of community, active participation and the natural and institutional assets that help people adapt and recover from disruption. Within the community engagement findings, residents described Randwick as a friendly and family-oriented area where people feel proud of their local area. Volunteering, community events and shared public spaces help people connect, build trust and feel supported during times of stress. These strong social ties strengthen wellbeing and ensure that support networks are already in place when shocks occur, as shown in Figure 7.

Council’s proactive approach to sustainability and community programs was frequently praised. Initiatives such as Plant with Us, and Saturday Circle events at the Sustainability Hub help residents take practical action and strengthen environmental awareness. Randwick’s waste initiatives, including Food Organics Garden Organics (FOGO) and the Recycling Centre, have established the city as a regional leader in resource recovery and circular economy practices. These sustainability initiatives demonstrate strong operational capability and community willingness to change behaviour.

Randwick is a diverse community, with 41% of residents born overseas, bringing broad skills, knowledge and diverse cultural experiences into the community.<sup>7</sup> This diversity is one of Randwick’s greatest strengths as it builds understanding, creativity and cooperation within the community.

Randwick is uniquely positioned within Greater Sydney with its abundance of natural and recreational spaces. The LGA is home to over 500 indigenous plant species and 300 animal species, including endangered ecological communities such as the Eastern Suburbs Banksia Scrub. Its long coastline, beaches, parks and access to national parks offer cooling, recreation and connection to nature that support health and wellbeing. These natural assets also play a protective role with dunes at Maroubra and Coogee that help shield coastal areas from erosion, wetlands that reduce localised flooding and diverse ecosystems that sustain biodiversity and natural resilience.

Randwick’s major health and education precincts, including the Prince of Wales and Sydney Children’s Hospitals and UNSW Sydney, form a regional hub for essential services, research and employment. Their presence supports community wellbeing and drives innovation, strengthening Randwick’s capacity to respond to and recover from future disruptions.<sup>8,9</sup>

- I can enjoy parks, sports and recreational spaces
- I have access to essential services like healthcare, education & government support
- I have good connections with my friends, neighbours and support networks
- I feel safe in my neighbourhood
- I can move around my community easily
- I have access to safe spaces such as community centres, halls and libraries
- I have safe, secure and affordable housing
- I can enjoy and help care for the natural environment
- I can participate in good community events, programs and activities
- I can volunteer with local community groups or organisations
- I have access to online resources and groups
- I have opportunities to find work or build a career
- I have access to support groups when I need
- Other (please specify)
- None of the above

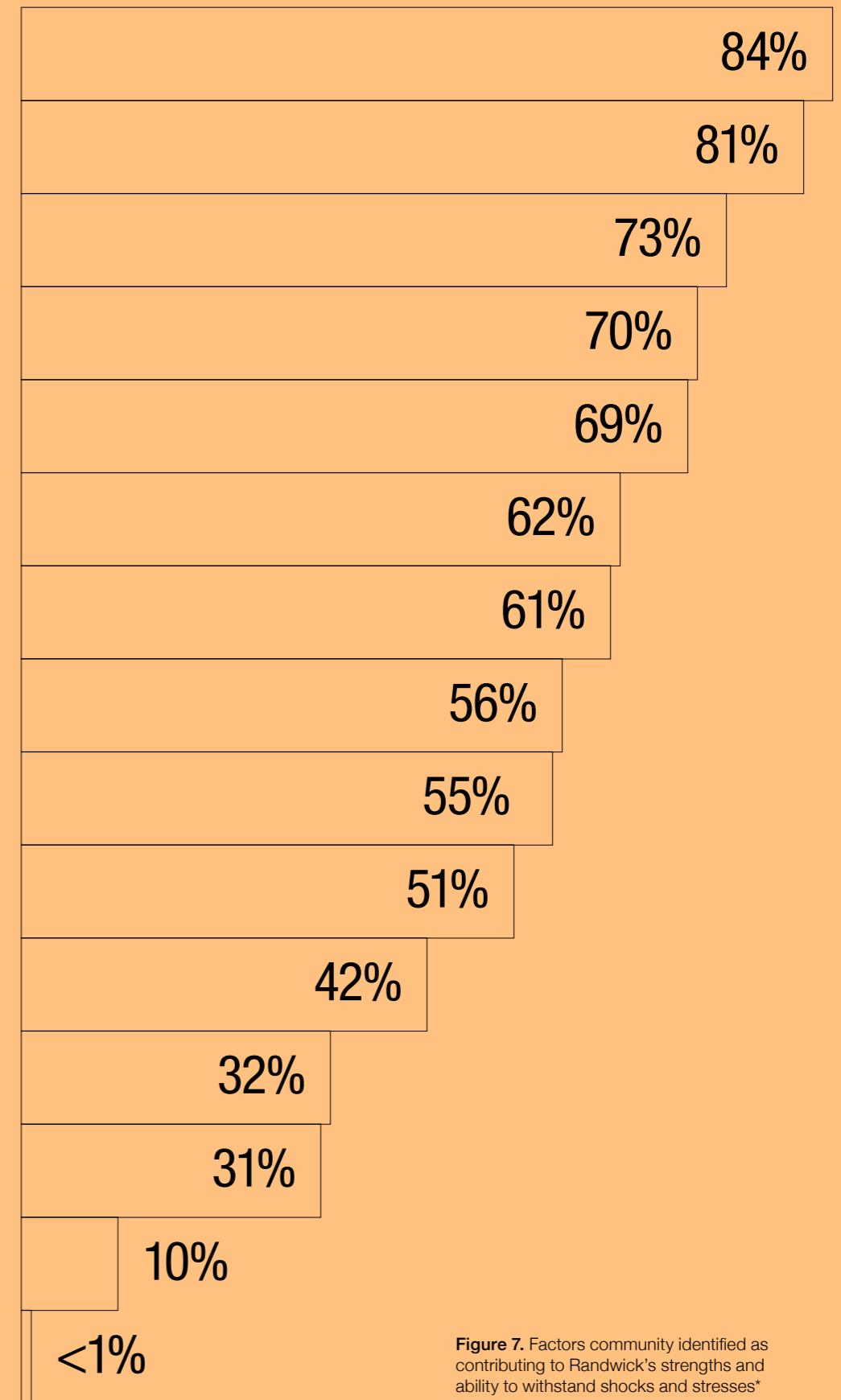


Figure 7. Factors community identified as contributing to Randwick’s strengths and ability to withstand shocks and stresses\*

\* Data collected via an online survey with 383 participant responses.

### 2.3 Our challenges

Randwick faces a combination of social, economic and environmental challenges that influence how the community can adapt and recover when change or disruption occurs.



Economic inequality and affordability pressures are impacting Randwick's community. The area is one of the most sought-after parts of Sydney, but also one of the most expensive to live in. Median rents prices are around 25% higher than the Greater Sydney average and around 40% of renters experience rental stress. The LGA has a higher proportion of social housing than Greater Sydney overall (6.5% compared with 4%), equating to more than 3,000 dwellings. Randwick's economic divide is widening, with more households earning under \$300 a week as well as more earning over \$3,000. Rising costs and limited housing diversity are pushing long-term residents, older renters and essential workers to relocate to neighbouring areas such as Bayside and Sutherland. These trends reduce local diversity, weaken community ties and make it harder for residents to withstand financial pressures or displacement during disruption.

A divide in access and opportunity is also evident across the city. Northern areas are generally better connected by public and active transport and have greater proximity to health, education and community services. In comparison, southern areas have fewer transport options, reduced

access to services and less walkable neighbourhoods. They also experience lower canopy cover, which contributes to higher levels of urban heat and lower amenity.

In recent years climate change has been intensifying our hazards, driving more frequent and severe coastal storms, heatwaves and extreme rainfall events that place increasing pressure on local infrastructure and ecosystems. Climate change has reached a critical inflection point, demanding decisive intervention and as such Council has declared a Climate Emergency and committed to emissions reduction targets within the Environment Strategy.

Randwick's coastal geography is another challenge for local resilience. The city's long and heavily used coastline is highly exposed to erosion, flooding and storm damage, with repeated impacts to beaches, seawalls and coastal infrastructure requiring extensive clean-up and repair works. Ongoing development and heavy use of coastal areas impacts habitat quality, biodiversity and marine health. As natural dunes, wetlands and vegetation are weakened, the coast becomes less able to protect and cool nearby communities.

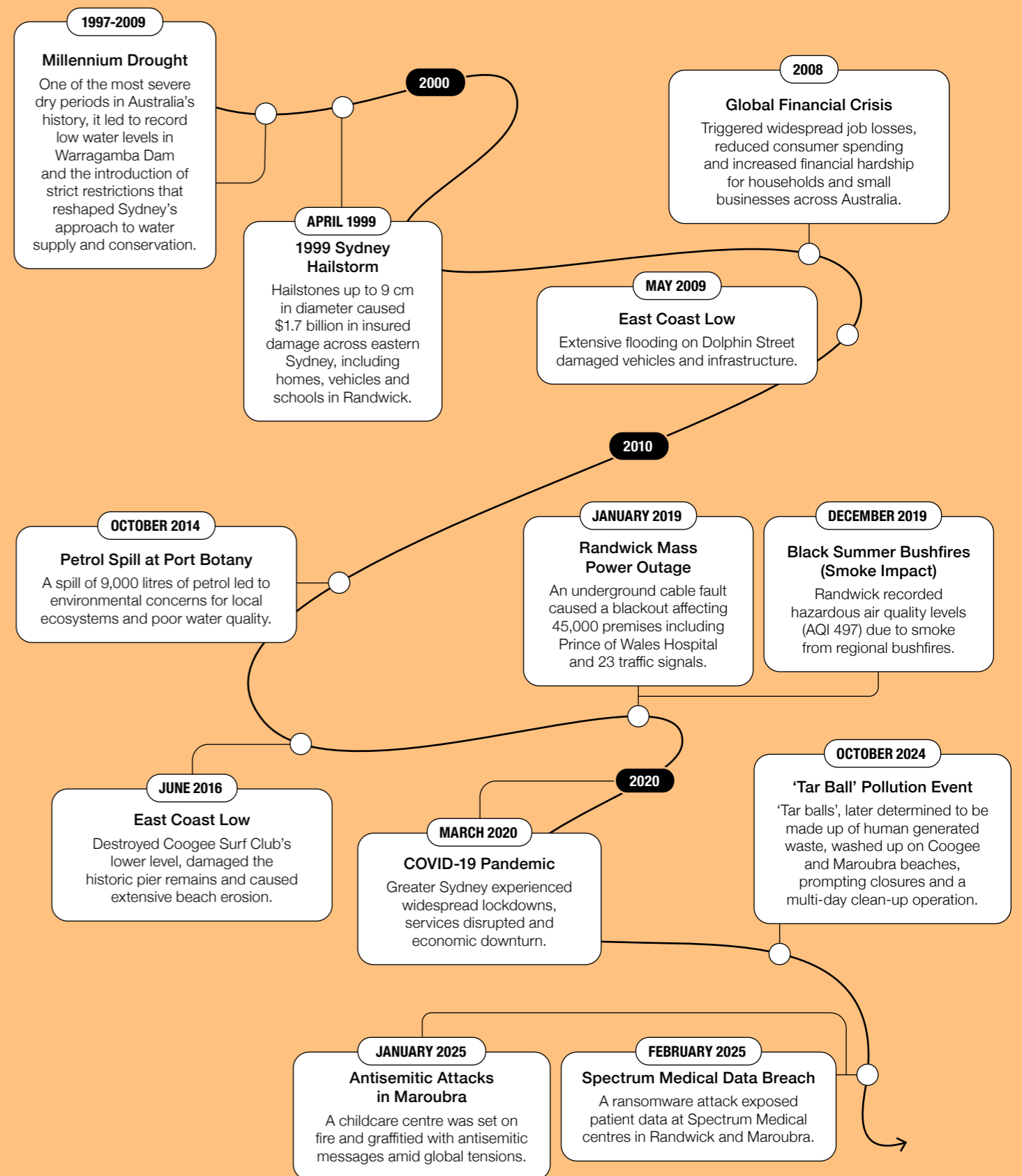


Figure 8. Timeline of example shocks and stress that have impacted Randwick LGA

## 2.4 Trends and emerging issues



### Global drivers of change

Communities like Randwick are shaped not only by local conditions but also by global forces that influence how cities grow and function. Resilient Sydney identifies four global drivers of change that continue to reshape societies worldwide:

#### Climate change

The impacts of climate change on communities, economies and the environment are increasing. Cities need to plan and adapt to a changing climate to protect people, places and ecosystems.

#### Urbanisation

A growing proportion of people are living in cities, concentrating housing, infrastructure and services in dense areas. This increases exposure to shocks and pressures on liveability and resources.

#### Globalisation

Our growing reliance on global connections and supply chains makes us more vulnerable when disruptions occur elsewhere. Global shocks can cascade through local systems, affecting housing, goods and services.

#### Digitalisation

Society is becoming increasingly reliant on digital systems for communication, services and everyday life. While digitalisation increases access and efficiency, it also introduces new vulnerabilities such as cyber threats, misinformation and digital exclusion.

These global shifts shape the social, environmental and economic context in which Randwick operates, influencing both the likelihood and impact of future shocks.

### National trends

Across Australia, these global drivers are expressed through a series of national trends identified by Resilient Sydney.<sup>1</sup> They show how broad global changes translate into local challenges and opportunities for resilience planning:

- Increasing climate risks
- Reliance on global supply chains
- Increasing digital and electrical dependence
- Transitioning from carbon fuels
- Biodiversity and ecosystem collapse
- Increasing diversity and social complexity
- Rising inequality
- Recognition of First Peoples
- Changing urban population needs
- Misinformation and polarisation

For further detail on Randwick's shocks, stresses, global drivers and national trends, see *Randwick's Synthesis Report*.

## 2.5 Our key shocks



Randwick’s coastal setting, dense urban form and concentration of major health, education and transport assets make it particularly exposed to a range of interconnected shocks. Through the resilience risk assessment and community engagement process, four shocks emerged as priorities:

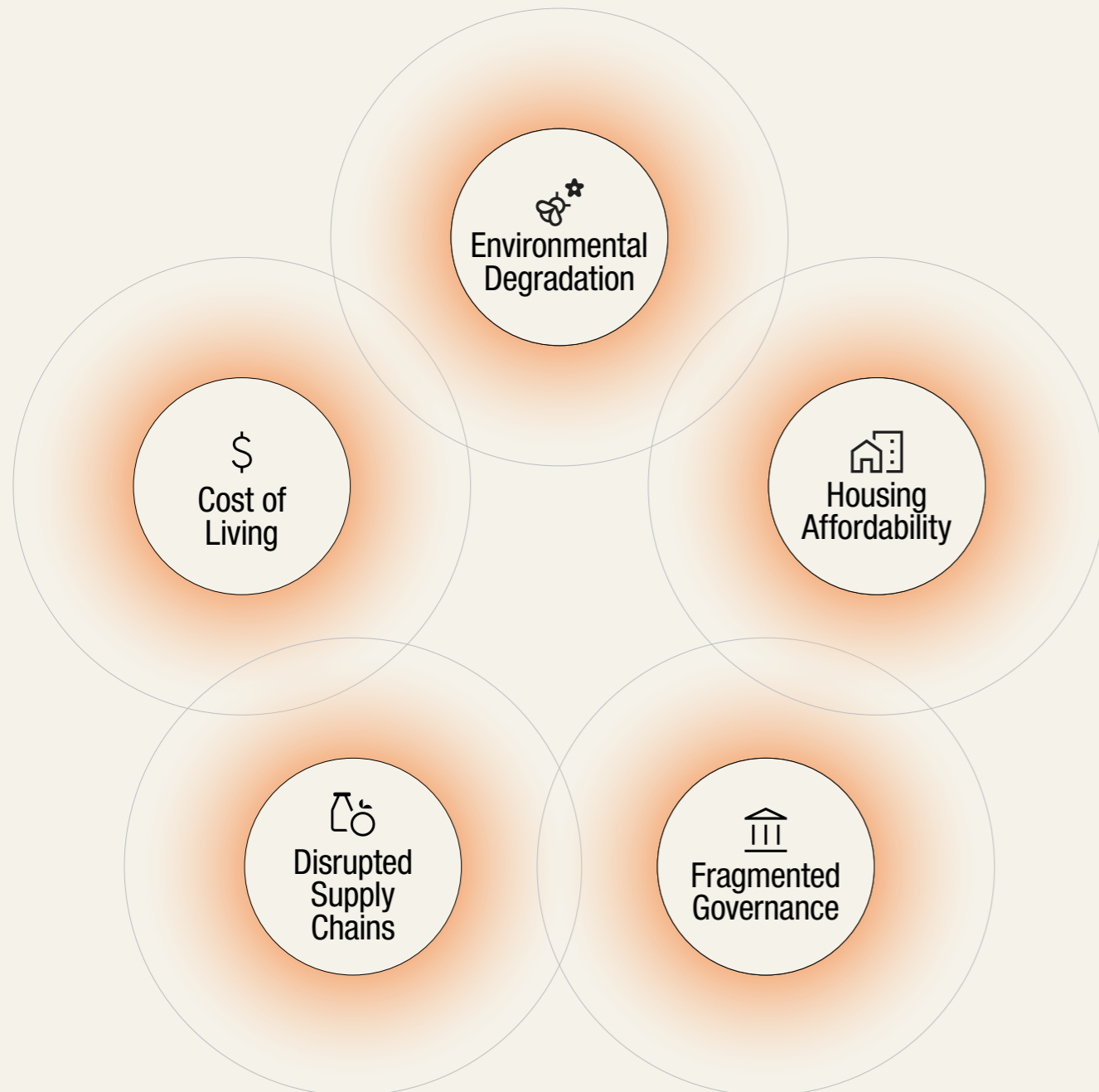
**Coastal hazards** including erosion, inundation and storm surge are intensifying as sea levels rise and storms become more frequent and intense. Severe weather washes debris such as sand and rocks into foreshore areas and ocean pools, requiring urgent clean-ups. In 2015 and 2016 powerful storms stripped sand from Coogee and Maroubra beaches, damaging the Coogee Surf Club and nearby pathways. In April 2025, king tides again forced beach closures, inundated foreshore areas and damaged seawalls. Ongoing erosion has become one of Randwick’s most visible and expensive challenges, reducing access to beaches and requiring regular emergency repairs.

**Heatwaves** are becoming longer, hotter and more frequent across Greater Sydney. While Randwick’s coastal breezes offer some relief, extreme heat is still a high risk for priority populations including older people, people with long-term health conditions and those living in poor-quality housing without reliable cooling. Prolonged heat events increase heat related illnesses and mortality, place strain healthcare systems and increase energy demand. Community engagement identified heatwaves as one of Randwick’s top concerns, reflecting local experience of rising temperatures and the growing need for shade and cooling measures.

**Storms** are the most frequent and damaging local hazard in Randwick. Flash flooding, strong winds and hail cause property damage, power outages and beach erosion. Major east coast lows in 2015, 2016, 2022 and 2024 flooded streets across Randwick, Kingsford and Maroubra, uprooted trees and damaged coastal infrastructure. Repeated clean-ups, road repairs and drainage works have become costly for Council and residents. Storms also disrupt critical infrastructure including power and transport, close sports fields and delay essential services, highlighting the need for more resilient infrastructure.

**Waste issues** are a growing challenge with environmental and financial costs. In 2024, thousands of ‘tar balls’, later determined to be made up of human generated waste, washed onto several of Randwick’s beaches including Maroubra, Clovelly and Coogee. This forced beach closures, threatened marine life and required major clean-up efforts. Waste fires are increasing, often caused by lithium batteries placed in household bins and Council clean-ups. In 2025, four Randwick garbage trucks caught fire and a blaze at the St Mary’s recycling centre forced a 12-week closure that disrupted regional waste transfers. As disruptions to waste services continue to rise and landfill capacity is shrinking, waste related issues are emerging as a growing stressor for the community.

## 2.6 Our key stresses



Randwick faces a range of ongoing social, economic, environmental and governance pressures that affect how well the community can prepare for and recover from disruption.

Through the resilience risk assessment and community engagement process, five key stresses emerged as priorities for Randwick — cost of living, housing affordability, environmental degradation, disrupted supply chains and fragmented governance.

Together, these stresses weaken community resilience, making it harder for Randwick to withstand and recover from future shocks.

### Cost of living

Cost of living pressures are affecting households across Randwick, with rising food, energy and housing costs straining budgets and reducing financial security. Residents report having to cut back on essentials, defer bills or reduce participation in community activities. Local businesses have also been impacted by reduced spending, particularly in hospitality and retail sectors. These pressures deepen existing inequalities and leave lower-income households more vulnerable to future shocks.

### Disrupted supply chains

Disrupted supply chains have become a growing risk since the COVID-19 pandemic and international conflicts such as the war in Ukraine have exposed Australia's reliance on global networks for goods such as fuel, food and building materials. Local businesses report ongoing delays and rising costs for construction and retail supplies, while households face shortages and price spikes. Disruptions also impact Council's capital works and maintenance programs, increasing costs and reducing service reliability.

### Housing affordability

Housing affordability is one of Randwick's most pressing long-term stresses. Median weekly rents and mortgage repayments are both higher than the Greater Sydney average, while local incomes have not kept pace. Low housing supply and limited diversity are pushing essential workers and long-term residents to neighbouring LGAs. Rising living costs and limited affordable housing options are placing sustained pressure on household wellbeing and community stability.

### Fragmented governance

Fragmented governance remains a persistent challenge for Randwick and Greater Sydney. Overlapping responsibilities between local, state and federal agencies often delay action and reduce coordination during emergencies. Council staff frequently step in to manage issues where accountability is unclear such as community unrest, coastal pollution or infrastructure failures. This duplication of effort and lack of clarity erodes public trust and limits the effectiveness of resilience planning.

### Environmental degradation

Environmental degradation threatens Randwick's natural systems, including beaches, bushland and waterways. Erosion, pollution, invasive species, marine heat waves and habitat loss are impacting biodiversity and the health of green and blue spaces. These changes diminish liveability and limit access to nature, which is vital for wellbeing and community connection.

## 2.7 Cascading effects of shocks and stresses



Cities are facing a growing convergence of shocks and stresses that are no longer isolated or sequential, but increasingly cascading and overlapping. A single event—such as a heatwave—can trigger or intensify other challenges, like energy demand spikes, infrastructure failures, or health crises. At the same time, chronic stresses such as housing insecurity, social inequality, or aging infrastructure can amplify the impacts of acute shocks. This interconnectedness means that cities must adopt a systems-thinking approach to resilience, recognising that vulnerabilities in one area can ripple across others, compounding risks and complicating recovery efforts.

The External Working Group carried out a systems mapping exercise to consider both the historical and projected impacts of shocks and stresses on Randwick.

**Key takeaways included:**

Shocks such as storms, heatwaves and digital network failures have compounding effects that disrupt multiple systems at once, both immediately and over time.

Impacts fall disproportionately on older people, children and young people, people with disability or chronic illness, social housing residents, new residents and people who speak a language other than English at home.

The failure of one service, such as power or transport, can quickly cascade into other systems like health, communications, or housing, magnifying the overall impact.

As part of this work, the group modelled a range of scenarios to test how shocks might unfold in practice. One example focused on the impact of a major storm event on essential systems in Randwick. The exercise demonstrated how a single shock can cascade across utilities, transport, open space and housing, creating widespread consequences for the community and disproportionately affecting vulnerable groups, see Table 1.

Table 1. Mapping the systems impact of a storm event in the Randwick LGA

SYSTEM	KEY IMPACTS	WHO/WHAT IS MOST VULNERABLE
Utilities & Energy	Loss of power and water, unsafe food storage, fuel shortages, hospitals and emergency services disrupted.	Aboriginal and Torres Strait Islander people, non-English speakers, older and younger people, renters, social housing, people with disability or chronic illness, local businesses, supermarkets, aged care.
Transport	Flooded roads, blocked drains, disrupted services, emergency access cut off.	Key workers, commuters, children, older people, people with disability, new residents, people experiencing domestic violence.
Beaches & Parks	Erosion, pollution, facilities closed, wildlife loss.	Residents in low-lying areas, pet owners, surfers, surf clubs, local businesses.
Buildings	Damage to homes and facilities, power outages affect access to schools and health services.	Apartment residents, aged care, uninsured households, vulnerable community members.

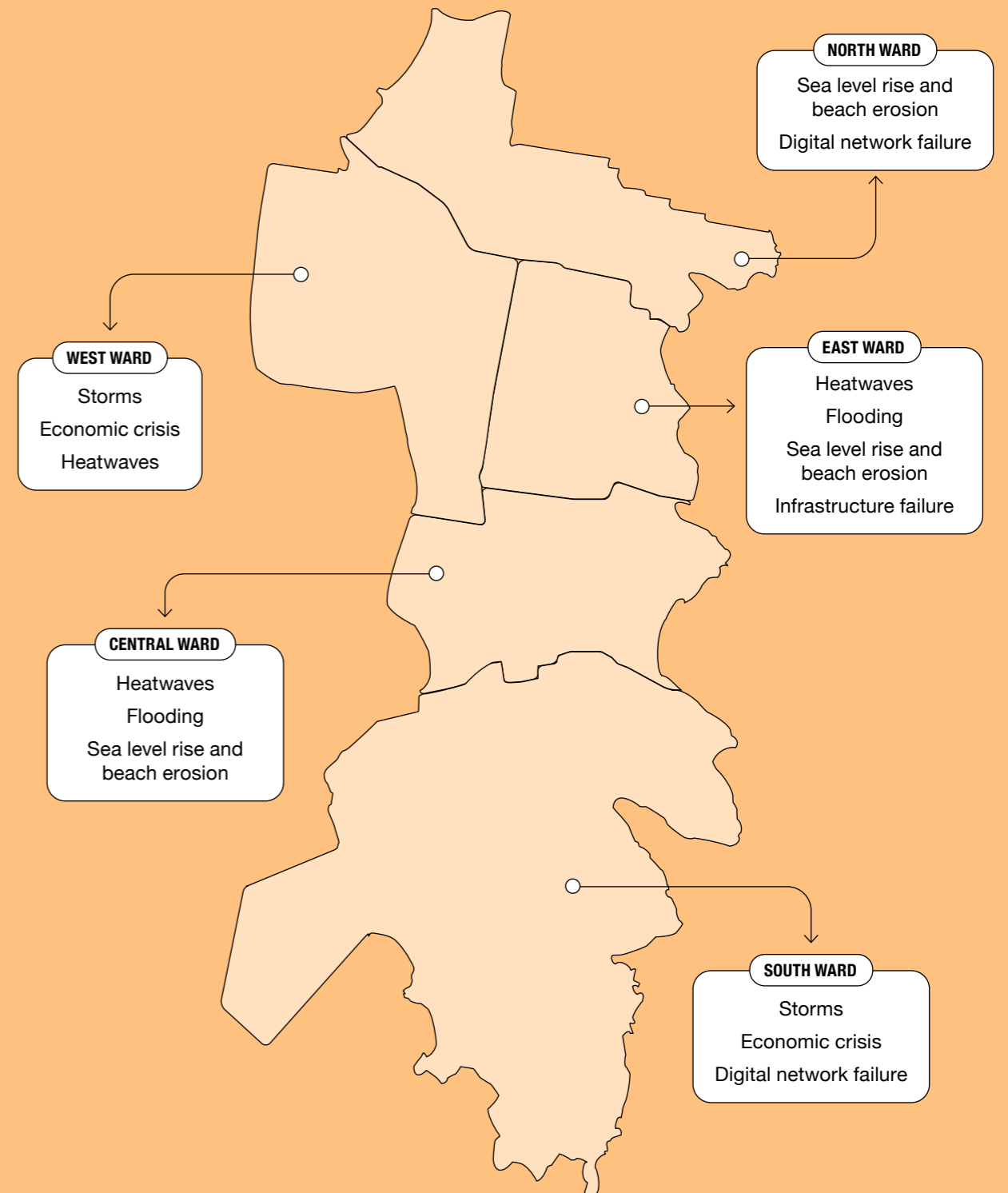


Figure 9. What the Randwick community are worried about by ward<sup>6</sup>

# 3. Resilience Actions

This section sets out the practical steps Council will take to build a stronger, more connected and climate-ready community. It is structured around the five outcomes, each supported by a series of goals and strategic actions.

**Goals:**  
Describe the broad aims that Council is working towards under each outcome.

**Strategic Actions:**  
Outline the specific initiatives, programs or projects that will help achieve those goals.

Together, they form a coordinated framework to guide implementation of the Draft Resilient Randwick Strategy 2026-36.

## RESILIENCE ACTIONS

### Outcome 1: A city that cares for the environment

Randwick's natural environment underpins our community's health, identity and resilience. From the coast to our bushland, parks and canopy, these landscapes cool the city, sustain biodiversity and connect people to nature. Yet climate change, urban growth and waste are placing these systems under strain. Council will work in partnership with our local Aboriginal and Torres Strait Islander community to embed their knowledge into local land management, protect and restore ecosystems, use water and materials more sustainably and accelerate the transition to clean energy. Together, these efforts will secure the natural foundations of a liveable, climate-resilient Randwick for generations to come.

#### GOAL 1. PROTECT AND ENHANCE OUR ENVIRONMENT

Care for and restore Randwick's parks, reserves and waterways to enhance biodiversity, improve ecosystem health and support climate resilience.

**Shocks & Stresses:**

Chronic health conditions, environmental degradation, flooding, heatwaves, mental health, social isolation, water supply issues.

- 1.1 Integrate sustainable water practices and management - including Water Sensitive Urban Design Water - to improve resilience across Council operations especially in times of drought to protect urban tree canopy and habitat. This includes ensuring effective asset management through maintenance programs and planned renewal programs of Council's stormwater harvesting and other alternate irrigation systems.
- 1.2 Implement programs to improve the health of waterways, protecting their value as ecosystem services.
- 1.3 Maintain monitoring and control of invasive species, pests and diseases, in order to maintain good ecosystem health and biodiversity.
- 1.4 Undertake a comprehensive review of the coastal management framework to map out a strategic pathway for best practice management including adaptation planning, hazard assessments and funding options.
- 1.5 Protect and enhance Randwick's bushland and biodiversity, by expanding habitat restoration programs, participating in genetic diversity projects, maintaining community education programs and investigating opportunities for implementing nature-based solutions to climate change impacts.
- 1.6 Facilitate the uptake of sustainable living practices throughout the community through targeted education, engagement and rebate programs.
- 1.7 Support relevant agencies in providing wildlife custodianship to enhance preparedness for shocks and stresses.

**GOAL 2. REDUCE WASTE AND EXPAND CIRCULAR ECONOMY**

Waste reuse, repair, reduction, recycling and other circular economy initiatives for sustainable resource use.

**Shocks & Stresses:**

Environmental degradation, waste management issues.

- 1.8 Support the adoption of circular economy practices in the community through education, engagement and the delivery of opportunities to repair, reuse, share and reduce.
- 1.9 Embed resilience and circular economy throughout Council processes, including in procurement, project design and supply chain planning.
- 1.10 Improve battery safety and fire risk management in Council waste collection operations and the community by supporting safe collection, handling and disposal practices.

**GOAL 3. ACCELERATE DIVERSION FROM FOSSIL FUEL USAGE, TRANSITION TO RENEWABLE ENERGY AND ENERGY EFFICIENCY FOR HOME OWNERS, RENTERS AND BUSINESSES, AS WELL AS COUNCIL OPERATIONS**

Support electrification and other decarbonisation actions to reduce emissions in Council operations and the community, including electrification, renewable energy generation and energy efficiency.

**Shocks & Stresses:**

Cost of living, digital networks, disrupted supply chains, economic crisis, energy, environmental degradation.

- 1.11 Reduce reliance on fossil fuels, including through electrification, renewable energy generation and energy efficiency of Council assets and operation, to reduce greenhouse gas emissions, including those within the supply chain.
- 1.12 Deliver programs and support to assist residential, including apartment dwellers and commercial electrification, renewable energy generation and energy efficiency.
- 1.13 Investigate opportunities to support emerging innovative technologies.
- 1.14 Support environmental sustainability and resilience through planning controls.

**GOAL 4: INTEGRATE AND SUPPORT ABORIGINAL AND TORRES STRAIT ISLANDER KNOWLEDGE AND PRACTICES IN LAND MANAGEMENT IN THE LOCAL GOVERNMENT AREA**

**Shocks & Stresses:**

Bushfires, coastal hazards, environmental degradation, mental health, racism and vilification, social cohesion.

- 1.15 Support Aboriginal and Torres Strait Islander community led initiatives that foster caring for country, such as elements of the Gamay Rangers' Sea Country Plan and knowledge sharing programs.
- 1.16 Consult with the Aboriginal and Torres Strait Islander community, via Randwick City Council's Aboriginal and Torres Strait Islander Community Advisory Committee, to identify land management opportunities.
- 1.17 Participate in and support opportunities to experience and engage in First Nations land management practices.
- 1.18 Support local Aboriginal and Torres Strait Islander organisations and businesses in procurement.
- 1.19 Support Aboriginal and Torres Strait Islander vocational pathways connected to Caring for Country through targeted Council employment opportunities.

**Saturday Circle — A Sustainable and Connected Community**

On the second Saturday of each month, the Randwick Sustainability Hub in South Coogee transforms into a vibrant hub of activity with Saturday Circle. The event is a dynamic, community-powered activation that champions sustainable living, circular economy practices and community connection. It is more than just a gathering; it is a regular opportunity to bring the community together to swap, fix, share and learn, showing resilience in practice.

From clothes and toy swaps to bike maintenance to textile mending and furniture restoration to pre-loved LEGO workshops, approximately 2,000 people participate each year. The program results in over 5,000 items

being diverted from landfill and more than 80 tonnes of greenhouse gas emissions saved annually. The community is upskilling, practicing circular economy principles and building resilience, making a tangible difference to everyday lives and the environment.

Through initiatives like Saturday Circle, community members are also identifying everyday ways to reduce their environmental impact such as choosing active transport, composting at home, and reducing meat consumption demonstrating how small individual actions can reduce the LGA's footprint



## FOGO

Randwick Council was the first metropolitan council in Sydney to roll out a FOGO collection service to all its 60,000 households. Launched in March 2021, FOGO stands for Food Organics and Garden Organics. It enables residents to recycle food scraps and garden waste together in one bin, helping divert organic waste from landfill and reduce greenhouse gas emissions. The collected food and garden waste is processed into nutrient-rich compost, which can be reused in parks, farms and gardens, helping close the loop on organic waste and support a circular economy.

FOGO has achieved a 98% increase in organic waste recovery and a 26% reduction in red bin waste, maintaining strong results since its introduction. To date, Randwick residents have diverted more than 60,000 tonnes of organic waste from landfill, contributing significantly to greenhouse gas emission reductions



## Outcome 2: A people-centred city

Randwick is a people-centred city designed for equity, safety and wellbeing. Council will plan and design inclusive, climate resilient neighbourhoods with access to affordable housing, reliable public transport and green spaces that support community health and connection. As cost-of-living pressures and uneven access to services continue to affect residents differently, Council will focus on improving access to education, health and social support while creating welcoming public spaces and active transport networks. This approach considers how we make Randwick safe and equitable, now and into the future, for all who live, work and visit here.

### GOAL 5. IMPROVE ACCESS TO HEALTH, EDUCATION AND SOCIAL SERVICES

Programs that improve access to health, education and services, especially for vulnerable groups.

**Shocks & Stresses:**

Chronic health conditions, education access and equity, family violence, health service pressures, mental health, social isolation.

- 2.1 Improve resident access to health, social, and digital services, particularly for people facing social or economic barriers.
- 2.2 Strengthen education and employment pathways in partnership with schools, tertiary institutions, service providers and the private sector.
- 2.3 Improve digital inclusion by building community digital literacy and expanding access to online services, ensuring equitable access in both daily life and emergencies.
- 2.4 Administer the Community Consultative Committees so a broad range of community groups and people with lived experience provide advice on strategies to improve community wellbeing.
- 2.5 Ensure inclusive and effective communications through delivery of accessible content, tailored engagement strategies and innovative platforms that connect residents to essential services.

### GOAL 6. ACCESSIBLE AND CONNECTED PUBLIC SPACES AND COMMUNITY FACILITIES

Public spaces and community facilities are inclusive, welcoming and designed to connect people to place and each other.

**Shocks & Stresses:**

Declining social cohesion, environmental degradation, mental health issues, social isolation and lack of community connection.

- 2.6 Design inclusive and accessible public spaces that reflect equity and meet diverse community needs.
- 2.7 Activate and connect public and green spaces through initiatives including awareness raising, wayfinding and community-led use that foster belonging and connection.
- 2.8 Improve safety, comfort and resilience in public places in alignment with Crime Prevention Through Environmental Design (CPTED) principles including welcoming design, shading and greening, better lighting and flexible multi-use spaces.
- 2.9 Upgrade Council owned community facilities to be more inclusive by improving accessibility, reducing barriers to use and meeting the needs of a diverse community.

**GOAL 7. INCREASE AFFORDABLE AND DIVERSE HOUSING OPTIONS**

More people have access to affordable, diverse and sustainable housing that meets community needs now and into the future.

**Shocks & Stresses:**

Cost of living, disrupted supply chains, fragmented governance, housing affordability and access, increasing population and tourism.

- 2.10 Expand affordable housing supply by adopting and implementing Council’s Affordable Housing Strategy including investigating Council owned land, adopting a program for property acquisitions and advocating to the State Government on a range of affordable housing initiatives.
- 2.11 Advocate for sustainable and resilient social and affordable housing delivery by Homes NSW.

**GOAL 8. SAFE, ACCESSIBLE AND ACTIVE TRANSPORT**

Walking, cycling and public transport options are safe, connected and inclusive.

**Shocks & Stresses:**

Cost of living, heatwaves, transport accessibility and reliability, transport failure, and supply chain disruptions.

- 2.12 Expand and upgrade walking and cycling networks to connect key destinations and develop programs to promote travel for daily needs, including to schools and local centres.
- 2.13 Secure funding and partnerships to deliver active transport priorities and ensure growth contributes to a connected network.
- 2.14 Improve safety and universal accessibility in transport systems through inclusive design, wayfinding and options for those with limited access.
- 2.15 Increase safety, comfort and usability of active transport infrastructure with features such as shaded rest areas and water stations.

**LEXO Community Hub**

The Hub@Lexo is a place-based initiative developed through a partnership between Randwick Council, South Eastern Sydney Local Health District, the Department of Communities and Justice and the Central and Eastern Sydney Primary Health Network. It reflects a model of collaborative decision-making and co-governance, with government and non-government agencies, including various community organisations, working together in true partnership to address inequities in service access.

Located within the South Maroubra housing estate, the Hub is owned and operated by Randwick Council and coordinated by the Community Development Team. Taking a whole-of-community approach, the Hub works alongside a broad range of service providers to deliver essential and relevant support, improving access and equity for local residents.



### Outcome 3: A connected city

Randwick’s resilience depends on strong social connections, trust and a shared sense of belonging. Council will build inclusion and connection by supporting local leadership, community-led initiatives and creative and cultural expression that strengthen social cohesion and reflect the diversity of our community. Through partnerships, inclusive programs and recognition of our Aboriginal and Torres Strait Islander community, Randwick will foster places and networks where people are connected, supported and care for one another, creating communities that are stronger together in times of change and crisis.

#### GOAL 9. FOSTER COMMUNITY BELONGING, INCLUSION AND UNITY

Communities are more connected through inclusive programs, events, spaces and volunteering that celebrate belonging, inclusion and unity.

**Shocks & Stresses:**

Conflict and war, declining social cohesion, mental health, social isolation and lack of community connection and terror attack.

- 3.1 Deliver inclusive programs and create spaces that empower local initiatives, neighbourhood leaders, and school–community partnerships, while providing safe and welcoming places for young people.
- 3.2 Foster inclusive neighbourhood and peer connections through initiatives such as local gatherings, support groups and place-based activations that bring people together.
- 3.3 Celebrate and foster volunteering through clear pathways, recognition and opportunities for people to contribute their time and skills.
- 3.4 Reduce racism and stigma by fostering mutual respect, intercultural understanding and community-wide inclusion through initiatives such as events, education and awareness programs.
- 3.5 Address social isolation by creating safe, welcoming spaces and delivering programs and activities that connect vulnerable or disconnected groups to their community.

#### GOAL 10. BUILD RESILIENCE THROUGH CREATIVE AND CULTURAL CONNECTION

Creative and cultural expression in Randwick fosters connection, belonging and resilience, supporting wellbeing and recovery from shocks and stresses.

**Shocks & Stresses:**

Conflict and war, declining social cohesion, low trust in institutions and government, mental health, racism and vilification, social isolation and lack of community connection, and terror attack.

- 3.6 Celebrate culture and creativity to build community identity through diverse and inclusive events, public space activation and cultural programs that promote diversity and belonging.
- 3.7 Support recovery after shock events by investing in creative and cultural initiatives that provide space for emotional expression, storytelling and shared experiences.
- 3.8 Strengthen the local creative sector by fostering partnerships with artists, schools and community organisations and exploring opportunities for more cultural and artistic public spaces and experiences.
- 3.9 Support Aboriginal and Torres Strait Islander community-led programs or initiatives that foster cultural connection and strengthen cultural identity.

#### GOAL 11. STRENGTHEN AND INVEST IN SOCIAL INFRASTRUCTURE

Social infrastructure across Randwick is inclusive, welcoming and resilient, providing equitable access to facilities and services that meet community needs and support wellbeing.

**Shocks & Stresses:**

Climate hazards, declining social cohesion, infrastructure failure, low trust in institutions and government, mental health, racism and vilification, social isolation and lack of community connection.

- 3.10 Identify, map and assess the condition of social infrastructure across the LGA to build an evidence base on gaps, risks and opportunities for investment.
- 3.11 Leverage social infrastructure to support disaster preparedness and community resilience by activating community facilities as hubs for preparedness, response and recovery.
- 3.12 Prepare an Infrastructure Needs Study to investigate existing provision, supply gaps, future demand and priorities for local and regional infrastructure across Randwick City.

#### GOAL 12. GROW COMMUNITY LEADERSHIP AND COLLABORATION TO BUILD TRUST

Building community leadership and networks that foster trust and inclusion, while recognising and measuring social capital (bonding, bridging and linking) to inform Council’s planning and programs.

**Shocks & Stresses:**

Climate hazards, declining social cohesion, fragmented governance, infrastructure failure, low trust in institutions and government, mental health, social isolation and lack of community connection.

- 3.13 Measure and track community connections and participate in matters that inform Council’s planning and programs.
- 3.14 Strengthen community leadership and collaboration by participating in knowledge-sharing forums, networks and communities of practice that connect diverse leaders and inform local policy.
- 3.15 Facilitate co-design projects with communities and stakeholders, including young people, to shape Council policies, services and programs to ensure they reflect diverse needs.
- 3.16 Support inclusive local events, such as festivals and markets, that bring together diverse community groups and encourage participation from across the Randwick area.

#### GOAL 13. SUPPORT ABORIGINAL AND TORRES STRAIT ISLANDER SELF-DETERMINATION

Governance and partnerships that empower First Nations communities in decision making.

**Shocks & Stresses:**

Declining social cohesion, fragmented governance, low trust in institutions and government, mental health, racism and vilification, social isolation.

- 3.17 Support Aboriginal and Torres Strait Islander community members and organisations to strengthen self-determination through initiatives that improve outcomes in areas including housing, employment, healthcare and education.

**GOAL 14. ENHANCE LOCAL ECONOMY RESILIENCE**

Businesses are better able to adapt and recover from shocks and stresses while contributing to a diverse, inclusive and sustainable economy.

**Shocks & Stresses:**

Climate hazards, conflict and war, cost of living, economic crisis, infrastructure failure, and supply chain disruptions.

- 3.18 Support training and education providers to promote services to the business community, such as business recovery support.
- 3.19 Foster a diverse and inclusive local economy by supporting diverse employment.

**PermaBees**

PermaBees is a powerful example of how Council-supported initiatives can foster resilient communities through shared environmental action. By bringing together volunteers to care for the Randwick Sustainability Hub's demonstration permaculture gardens, PermaBees cultivate not only food, but also connection, learning and mutual support. Participants gain hands-on experience in sustainable gardening while contributing to a space that benefits the broader community. The program encourages collaboration across diverse groups, strengthening social ties and building local capacity for environmental stewardship.

During challenging times, including the COVID-19 pandemic, PermaBees demonstrated the strength of community resilience. Volunteers support one another emotionally and practically, through food deliveries, knowledge-sharing, excursions and backyard working bees. This sense of solidarity and purpose helps many participants stay connected and grounded. PermaBees' success highlights how place-based, inclusive programs can nurture both ecological sustainability and human wellbeing, which are key pillars of a resilient community.



## Outcome 4: A prepared city

A prepared city is one where people, organisations and systems understand the risks they face and know how to respond when disruption occurs. Improving emergency preparedness means giving residents, especially those most at risk, access to clear and inclusive information so they can plan ahead and respond confidently during emergencies. Harnessing skills within communities strengthens readiness, as local volunteers and community groups build trusted relationships that enables them to support others in times of crisis. Strong coordination and communication across agencies, councils and community ensures information is shared quickly and roles are clear. Together, these actions build a city that can respond and recover with confidence.

### GOAL 15. BUILD AWARENESS AND COLLABORATION AROUND EMERGENCY RESPONSE

The community is provided with appropriate, timely, effective and ongoing opportunities to prepare for and respond to emergency events.

**Shocks & Stresses:**

Bushfires, coastal hazards, cyber attack, disease outbreak, flooding, heatwaves, infrastructure failure, storms, water supply issues.

- 4.1 Improve access to timely and inclusive emergency management - including information on prevention, preparedness, response and recovery - by maintaining accessible and multilingual communication channels.
- 4.2 Promote awareness and capacity-building programs through workshops, training and regular resilience messaging in partnership with emergency services and community organisations, including targeted support for identified priority populations.
- 4.3 Build inclusive community leadership and networks by identifying and mobilising key leaders, ensuring diverse perspectives in emergency planning and fostering peer-to-peer preparedness.
- 4.4 Empower community leaders and groups to take active roles in preparedness and recovery.
- 4.5 Strengthen business shock preparedness by supporting tools for continuity planning and training addressing cyber threats, supply chain disruptions and other cumulative risks.

### GOAL 16. STRENGTHEN EMERGENCY GOVERNANCE AND PREPAREDNESS

Council strengthens and continually improves governance, procedures and resources to coordinate effective response and recovery.

**Shocks & Stresses:**

Bushfires, coastal hazards, cyber attack, disease outbreak, flooding, fragmented governance, heatwaves, infrastructure failure, low trust in government, storms, water supply issues, toxic chemical leak.

- 4.6 Formalise and embed emergency management procedures aligning with statutory requirements across Council operations by developing clear Standard Operating Procedure's (SOPs), escalation pathways, staff protocols and after-hours response for extreme weather, flooding, bushfires and other disasters.
- 4.7 Ensure financial preparedness for emergencies by having a Disaster Events Reserve to cover declared and non-declared disaster events.
- 4.8 Work with National Parks and Wildlife Service and relevant firefighting authorities to plan and deliver hazard reduction management.

### GOAL 17. IMPROVE EMERGENCY RESPONSE CAPACITY AND COORDINATION

Council and partners mobilise effectively during emergencies to minimise disruption and support rapid recovery.

**Shocks & Stresses:**

Bushfires, coastal hazards, cyber attack, disease outbreak, flooding, fragmented governance, heatwaves, infrastructure failure, low trust in government, storms, water supply issues.

- 4.9 Establish, train and implement an Incident Management Team ready to activate during emergency events.
- 4.10 Strengthen operational readiness and response capacity by ensuring Council has resources, crews and facilities in place for rapid deployment, supported by tested mobilisation and pre-arranged contractor agreements.
- 4.11 Maintain IT and cyber resilience plans and regularly testing response and disaster recovery systems to reduce risks from digital disruptions.
- 4.12 Improve recovery coordination and cost management by developing contingency plans for high-risk assets, securing cost recovery pathways with insurers and agencies and aligning recovery planning with state frameworks.
- 4.13 Enhance recovery partnerships with insurers, critical service providers and state agencies, including continued support for SES facilities, to improve rapid response and financial recovery following severe weather and other emergencies.
- 4.14 Build collaborative networks with neighbouring councils, community organisations and businesses to share resources, establish joint resilience initiatives and reduce reliance on Council alone.
- 4.15 Support high risk communities such as aged care, childcare facilities and social housing in the development and update of effective emergency management plans.
- 4.16 Develop a Council specific Emergency Waste Management Plan to coordinate Council, contractors and community resources in disaster waste response, including continuity of essential services.
- 4.17 Prepare for coastal specific disaster impacts, including flooding, by developing protocols for sand removal from drains, rapid beach clean-ups and managing storm debris on foreshore areas.

## Hazard Reduction Burn at Randwick Environment Park

Bushfire poses an ongoing risk to Randwick, particularly in and around areas of remnant bushland located close to residential neighbourhoods. In December 2021, Randwick Council, in partnership with Fire and Rescue NSW, conducted a hazard reduction burn across approximately one hectare of bushland at Randwick Environment Park. The burn formed part of Council's broader bushfire risk management approach, addressing community concerns and reducing fuel loads ahead of the summer fire season to lower the potential impact of a bushfire on nearby homes.

Extensive site preparation took place in the months leading up to the burn, including selective cutting and drying of vegetation to ensure an even, controlled fire and consistent

heat across the site. The burn was carefully staged using multiple ignition strategies and actively managed over several hours, followed by after-hours monitoring to ensure the area was safe. Beyond reducing bushfire risk, the burn also supports ecological resilience by stimulating native plant regeneration and improving habitat diversity. Council implemented measures to minimise impacts on wildlife, including retaining unburnt refuge areas, protecting sensitive habitat features and inspecting the site to safeguard hollow-bearing trees and key fauna habitat. Together, these practices help protect residents while supporting healthy, fire-adapted ecosystems in the long-term.



## Dune Restoration

Coastal dune systems play a vital role in climate resilience, acting as dynamic natural barriers against sea level rise, storm surges and coastal erosion. Formed from wind-deposited sand and stabilised by native vegetation, dunes absorb and dissipate wave energy during extreme weather, reducing inundation impacts and protecting inland habitats and infrastructure. Their layered structure, from foredunes to backdunes, creates a flexible defence that can recover naturally through sediment movement and vegetative regrowth, allowing dunes to adapt to shifting climatic and coastal conditions over time. By restoring natural processes rather than relying solely on hard infrastructure, bush regeneration creates adaptable defences that evolve with changing environmental conditions.

Randwick Council's investment in dune restoration through bush regeneration, fencing and the installation of safe beach access points strengthens these natural defences while improving community access

and amenity. Planting endemic vegetation stabilises sand, enhances biodiversity and restores the natural processes that enable dunes to rebuild after storms. Healthy, vegetated dunes reduce maintenance costs for councils and landholders, extend the lifespan of coastal infrastructure and support tourism by preserving the natural character of local beaches. At the same time, regeneration programs create local jobs, encourage volunteer participation and build community connection to place. Together, these efforts restore the coast's living infrastructure delivering shared protection, natural beauty and long-term resilience for the coastal community.



## Outcome 5: A coordinated city

Building a resilient Randwick requires coordinated leadership, shared accountability and evidence-based decision-making. Council will use data, research and innovation to guide climate adaptation, strengthen critical infrastructure and embed resilience across planning, design and operations. Strengthening assets and services will help keep essential functions running during disruption caused by climate impacts or power outages. This will be supported by secure digital infrastructure and transparent governance that ensures decisions are open, coordinated and accountable. Working collaboratively with other councils, government agencies, research institutions and the community, Randwick Council will make informed decisions and create a city guided by evidence and accountable action.

### GOAL 18. USE RESEARCH AND DATA TO GUIDE EVIDENCE BASED DECISION-MAKING

Decisions on resilience and adaptation are informed by robust data, monitoring and research.

**Shocks & Stresses:**  
All.

- 5.1 Review and update Randwick's climate change governance framework to set clear vision, principles and pathways for responding to climate risks to guide Council decision-making.
- 5.2 Review and update the Climate Change Risk Assessment and Adaptation Plan to ensure they remain current, evidence-based and embedded into Council's planning and investment decisions.
- 5.3 Use cost-benefit analysis of resilience options to prioritise investments and identify critical infrastructure and community needs, including flood and bushfire mitigation initiatives.
- 5.4 Develop data systems to map and track social and demographic trends that place community at increased risk of being impacted by shocks / stressors.
- 5.5 Partner with research institutions on projects relating to biodiversity, water, natural asset pressures, renewable energy, carbon capture, circular economy and other emerging themes to generate knowledge to inform local adaptation strategies.
- 5.6 Utilise region-wide data to capture, analyse and share resilience insights across Council and with partners.

### GOAL 19. EMBEDDING CLIMATE ADAPTATION INTO PLANNING, DESIGN AND DEVELOPMENT TO CREATE RESILIENT PLACES AND SUSTAINABLE URBAN ENVIRONMENTS

Designing places and infrastructure to withstand hazards and reduce climate risks.

**Shocks & Stresses:**

Bushfires, coastal hazards, environmental degradation, flooding, heatwaves, storms.

- 5.7 Strengthen climate adaptation and resilience provisions in planning frameworks including LEPs and DCPs and advocate for adoption of best practice sustainability measures in State significant proposals.
- 5.8 Apply climate resilience principles within Council's project management framework to ensure risks are addressed from design through to delivery.

### GOAL 20. STRENGTHEN RESILIENCE OF COUNCIL'S CRITICAL ASSETS AND INFRASTRUCTURE

Ensuring essential assets and systems can withstand hazards, maintain function during disruptions and recover quickly.

**Shocks & Stresses:**

Bushfires, coastal hazards, digital network failures, energy, flooding, heatwaves, storms, transport, waste issues and supply chain disruptions.

- 5.9 Upgrade and maintain critical assets and infrastructure to withstand hazards through targeted investment, integration of updated risk data such as collected through flood studies, and resilient design.
- 5.10 Integrate resilience into Council's Asset Management Framework by embedding climate risk requirements, resilience metrics and rapid recovery measures.
- 5.11 Prepare and prioritise critical community facilities and assets (libraries, depots, hubs) for emergency use, including backup power, redundancy and repurposing for community shelters.
- 5.12 Improve visibility and assurance of critical assets by maintaining a live register, monitoring resilience indicators and embedding resilience measures in ongoing upkeep.
- 5.13 Advocate and prioritise investment in critical assets and resilient infrastructure, including to address bushfire and flood impacts, through state and regional partnerships, funding programs and prioritisation of high-risk systems.
- 5.14 Increase resilience to extreme heat across the community and built environment by integrating heat-mitigation measures into assets, infrastructure, public domain and urban design.

### GOAL 21. BUILD A CULTURE OF COLLABORATIVE AND ACCOUNTABLE GOVERNANCE

Government, business, research and other community partners work together on shared resilience goals.

**Shocks & Stresses:**

Fragmented governance, low trust in institutions and government.

- 5.15 Collaborate with state agencies (e.g., DCCEE, Homes NSW, Reconstruction Authority) to align priorities, share data and deliver joint disaster and resilience initiatives.

- 5.16 Deepen collaboration with other Councils, community organisations, service providers and industry to integrate best practice, deliver resilience programs and embed long-term sustainability into core operations.
- 5.17 Enable inclusive and transparent decision-making by embedding accessible communication and creating opportunities for diverse communities to shape planning and priorities.
- 5.18 Build research and innovation partnerships with tertiary institutions and industry to apply high-quality data, emerging technologies and evidence-based approaches to improve resilience and service delivery.
- 5.19 Demonstrate transparency of Council operations and stay accountable to commitment through public reporting with embedded resilience KPIs.
- 5.20 Integrate contingency as part of financial governance processes by ensuring budgets include disaster response funding through a Disaster Events Reserve and long-term planning for population growth and infrastructure upgrades.
- 5.21 Embed supply chain resilience into procurement to identify risks early, diversify supply and guarantee continuity of essential services.
- 5.22 Advocate to state and federal governments for sustained funding and policy support to strengthen local disaster preparedness, response and recovery.

**GOAL 22. STRENGTHEN THE RESILIENCE OF DIGITAL COUNCIL INFRASTRUCTURE**

Digital systems are modern, resilient, secure and capable of sustaining essential services during disruption.

**Shocks & Stresses:**

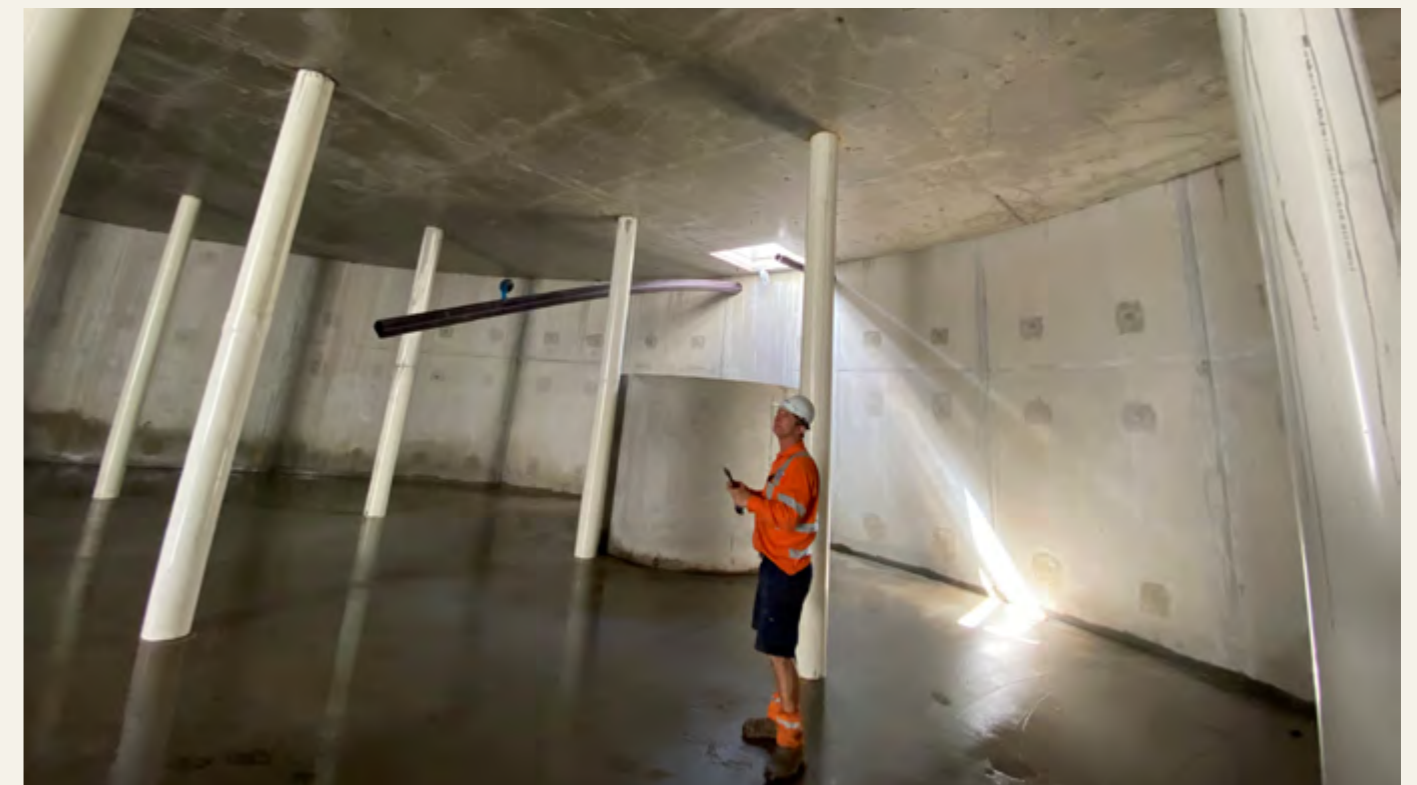
Cyber attack, digital network outages, fragmented governance.

- 5.23 Strengthen the security and reliability of digital infrastructure by building redundancy into critical systems, enforcing vendor standards and regularly updating protocols to address emerging risks including cyber-attacks.
- 5.24 Modernise platforms through cloud migration and remote work tools to improve flexibility, resilience and service continuity.
- 5.25 Implement governance for emerging technologies by developing safe-use policies for AI and other digital tools, ensuring privacy, security and ethical standards are met.
- 5.26 Enhance digital service capability by expanding secure VPNs, collaboration platforms and service desk support for hybrid work environments.
- 5.27 Strengthen digital preparedness by regularly testing and maintaining cyber and IT recovery plans to ensure critical systems withstand and quickly recover from disruptions.

## Maroubra Stormwater Harvesting System

The Maroubra Stormwater Recycling and Resue System is Council’s biggest stormwater harvesting system. Built in 2020, this underground system at Maroubra Beach saves up to 40 million litres of potable water every year that is then used to irrigate parks and reserves. It works by redirecting stormwater through a series of filters,

including a gross pollutant trap to remove debris, a fine sediment filtration system and a UV filtration system to kill viruses and pathogens. Two one-million litre water tanks underground allow enough water storage to irrigate six reserves, resulting in significant water and cost savings.



## Flood Management - Flood Risk Management Study and Plan (FRMSP)

Heavy rainfall and flooding are increasing across Greater Sydney. The Randwick LGA is vulnerable to flash flooding due to dense urban catchments, steep streets, existing services ,natural topography of the land and much of the existing drainage infrastructure was constructed many years ago during the early urban sprawl. One mitigation measure Council has taken to improve resilience to flooding is to develop a Flood Risk Management Study and Plan (FRMSP) which currently is in draft. The FRMSP builds on previous flood studies undertaken to provide a strategic, long-term approach to managing flood risk across the suburbs of Randwick, Kingsford, South Coogee, Daceyville, Pagewood,

Maroubra, Eastgardens, Hillsdale, Banksmeadow, Matraville and Port Botany. The Plan identifies and evaluates a range of potential flood mitigation measures, which may include drainage upgrades, and planning or development controls. These mitigation measures are intended to help Council prioritise and stage future works based on feasibility, cost-benefit, and overall impact on flood risk reduction. The Plan also provides development controls that allow for future developments to be more “flood proof” to be more resilient in our changing climate moving forward.

### 3.6 Implementation, Monitoring and Reporting



Implementation of the Strategy will be rolled out over the next ten years through programs delivered across the organisation, funded through existing operational budgets and will seek external grant funding to accelerate and enhance delivery outcomes. Each Strategic Action is assigned to a responsible internal team, with delivery prioritised through Council’s annual operational planning process, informed by identified priority populations, key risks and hazards, and feasibility considerations.

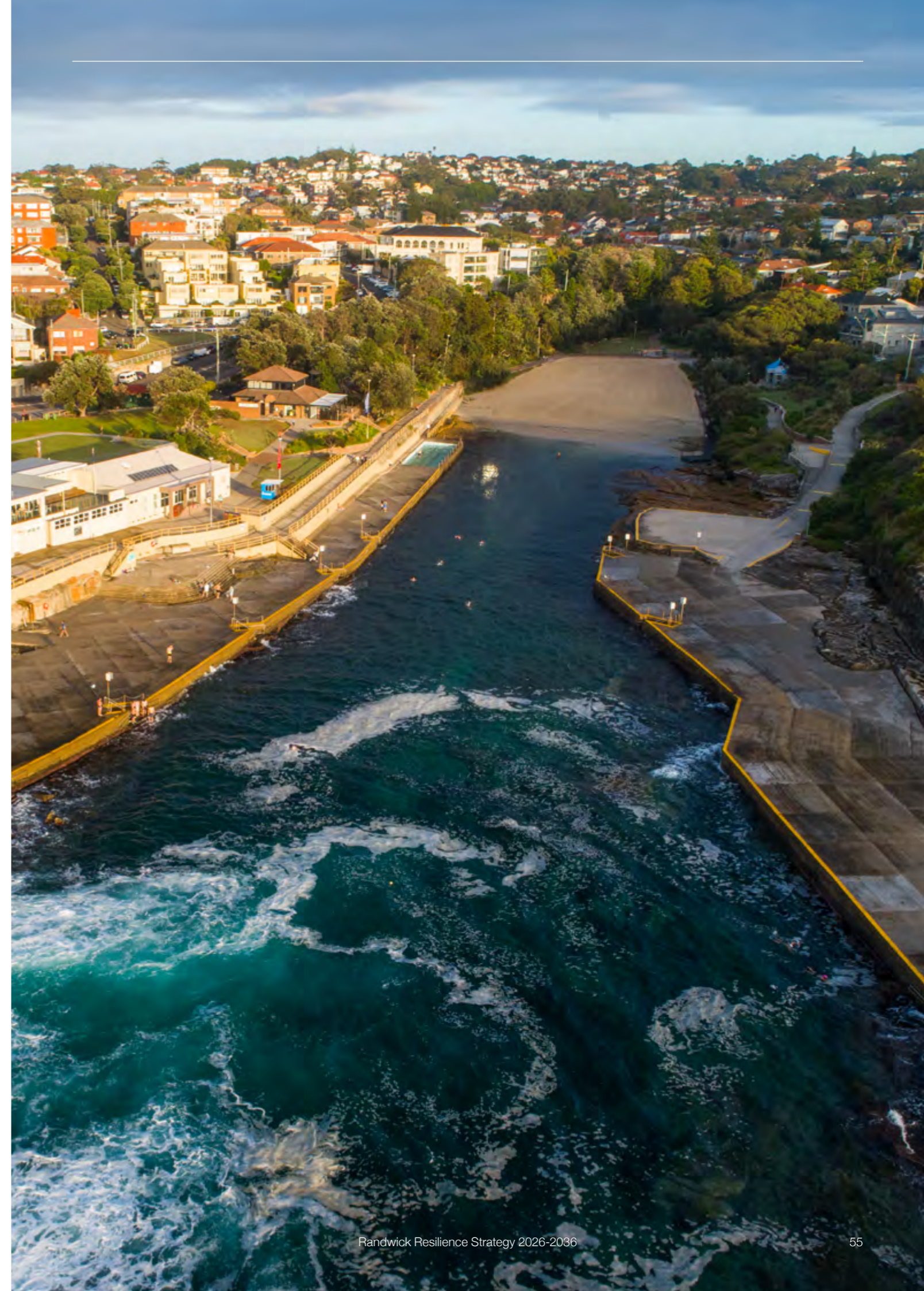
Delivery of this Strategy will be tracked through Council’s existing Integrated Planning & Reporting (IP&R) framework. Progress will be measured against the Strategy’s outcomes and actions, ensuring alignment with the Community Strategic Plan, Delivery Program and Operational Plan.

Annual monitoring and evaluation will be undertaken through Council’s quarterly reporting cycle to assess progress on actions and programs as part of the Delivery and Operational Plan. Monitoring will draw on a combination of standard reporting, community consultation and targeted research. Outcomes and lessons will be incorporated into decision-making processes to guide continuous improvement across Council’s planning, operations and community partnerships.

A comprehensive four-year review will coincide with the Delivery Program review cycle to assess the effectiveness of actions and measure progress against key indicators. To ensure the Strategy remains adaptive, each review will consider new evidence, technologies and community priorities, including identification of any emerging shocks and stresses. Randwick’s Risk Assessment Tool will also be reviewed and updated as part of this process. The process will provide an opportunity to refine targets as necessary and understand resourcing needs for the next implementation phase.

To support transparency, progress will be reported through Council’s Annual Report, summarising key achievements and contributions to resilience outcomes across the city.

A number of existing Council strategies align with and support the Resilient Randwick Strategy 2026-2036. Each strategy contributes to strengthening Randwick’s ability to prepare for, respond to and recover from future challenges. Together, they address key areas of community wellbeing, housing, environment, inclusion, transport and infrastructure. See Appendix A for further detail on how these strategies align.



# 4. Appendix

## A. Alignment with Council Strategies

This section identifies key Council strategies and plans that align with and support the Resilient Randwick Strategy 2026-2036. Each strategy contributes to strengthening Randwick’s ability to prepare for, respond to and recover from future challenges. Together, they address key areas of community wellbeing, housing, environment, inclusion, transport and infrastructure. Two levels of alignment are identified:

- **Supporting alignment**  
Existing strategy supports related or complementary work toward this outcome.
- **Strong alignment**  
Existing Council strategy already includes or delivers this resilience action.

This alignment demonstrates how existing strategies work in conjunction to deliver a coordinated approach to building a resilient, inclusive and sustainable Randwick.

The Strategy also aligns with other council strategies including:

- Affordable Rental Housing Strategy (Draft)
- Asset Management Plans
- Social Cohesion Plan (Draft)
- Waste Management Strategy
- Youth Plan (Draft)

The table below outlines the alignment between key documents from Council’s strategic framework, including the 7 Informing Strategies, Disability and Inclusion Action Plan and Draft Reconciliation Plan and the Resilient Randwick Strategy.

**Table 2.** Relationship between Council Strategies and the Draft Resilient Randwick Strategy 2026-36

	Arts & Culture Strategy	Disability Inclusion Action Plan	Economic Development Strategy	Environment Strategy	Housing Strategy	Inclusive Randwick Strategy	Integrated Transport Strategy	Open Space and Recreation Strategy	Reconciliation Action Plan (Draft)
1.1				••				••	
1.2				••				••	
1.3				••				••	
1.4				••				•	
1.5				••				•	
1.6				••					
1.7				••					
1.8									
1.9				••					
1.10				••					
1.11				•					
1.12			•	••	•				
1.13			•	••					
1.14				••					
1.15				••					
1.16									•
1.17								•	••
1.18								•	••
2.1		•				••			
2.2		•							
2.3		•				••			
2.4		•				••			
2.5		•				••			
2.6		••	•			••	•	••	
2.7		•	•			••	•	••	
2.8		•	•			••	•	••	
2.9		••	•			••	•	••	
2.10					••				

	Arts & Culture Strategy	Disability Inclusion Action Plan	Economic Development Strategy	Environment Strategy	Housing Strategy	Inclusive Randwick Strategy	Integrated Transport Strategy	Open Space and Recreation Strategy	Reconciliation Action Plan (Draft)
2.11		•			••				
2.12		•	•				••		
2.13			•				••		
2.14		••	•			••	••		
2.15		••	•			•	••		
3.1	•	•				••			
3.2		•				••			
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4.4				••					
4.5		•		••					
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4.7								•	
4.8				•					
4.9				•					
4.10				•					
4.11				•					
4.12				•					

	Arts & Culture Strategy	Disability Inclusion Action Plan	Economic Development Strategy	Environment Strategy	Housing Strategy	Inclusive Randwick Strategy	Integrated Transport Strategy	Open Space and Recreation Strategy	Reconciliation Action Plan (Draft)
4.13				•					
4.14				•	••				
4.15		•		•				•	
4.16				•				•	
4.17				•				•	
5.1				••					
5.2				•					
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## B. Alignment with Resilient Sydney Actions

The following table lists the Resilient Randwick Strategy's Goals and how they align with Resilient Sydney actions.<sup>1</sup>

RANDWICK'S RESILIENCE STRATEGY GOALS	RESILIENT SYDNEY ACTION
Goal 1. Protect and enhance our environment	Goal 2. Connect and protect green and blue places Goal 3. Increase tree canopy and habitat across Greater Sydney Goal 4. Increase biosecurity awareness
Goal 2. Reduce waste and expand circular economy	Goal 8. Address Greater Sydney's waste crisis
Goal 3. Accelerate diversion from fossil fuel and transition to renewable energy and energy efficiency for homeowners, renters and businesses, as well as Council operations	Goal 6. Support electrification and the energy transition
Goal 4. Support Aboriginal and Torres Strait Islander community-led programs or initiatives that foster cultural connection and strengthen cultural identity	Goal 1. Embed First Nations knowledge and practices in land management
Goal 5. Improve access to health, education and social services	Goal 20. Facilities inclusive access to social infrastructure
Goal 6. Accessible and connected public spaces and community facilities	Goal 13. Create inclusive and welcoming public spaces
Goal 7. Increase affordable and diverse housing options	Goal 11. Increase and improve affordable rental housing
Goal 8. Improve access to safe, accessible and active transport	Goal 12. Better connect communities with active and public transport
Goal 9. Foster community belonging, inclusion and unity	Goal 19. Engage children and young people in decision making about the future and their wellbeing
Goal 10. Build resilience through creative and cultural connection	Goal 15. Replenish resilience through creative and cultural expression
Goal 11. Strengthen and invest in social infrastructure	Goal 20. Facilitate inclusive access to social infrastructure
Goal 12. Grow community leadership and collaboration to build trust	Goal 17. Facilitate community-led action Goal 19. Measure and value social capital
Goal 13. Support Aboriginal and Torres Strait Islander self-determination	Goal 16. Support First Nations self-determination.
Goal 14. Enhance local economy resilience	N/A
Goal 15. Build awareness and collaboration around emergency response	Goal 21. Embed person-centred emergency planning. Goal 24. Coordinate and encourage volunteering.
Goal 16. Strengthen emergency governance and preparedness	Goal 25. Collaborate to be better prepared for emergencies
Goal 17. Improve emergency response capacity and coordination	Goal 25. Collaborate to be better prepared for emergencies

Goal 18. Use research and data to guide evidence-based decision-making	Goal 22. Research community preparedness and support coordinate campaigns Goal 27. Adopt region-wide data and tools Goal 28. Enhance the Resilient Sydney data platform
RANDWICK'S RESILIENCE STRATEGY GOALS	RESILIENT SYDNEY ACTION
Goal 19. Embedding climate adaption into planning, design and development to create resilient places and sustainable urban environments.	Goal 9. Plan and design places to withstand increase natural hazards Goal 10. Improve the heat resilience of communities in Greater Sydney
Goal 20. Strengthen resilience of Council's critical assets and infrastructure	Goal 29. Strengthen the resilience of council assets
Goal 21. Build a cultural of collaborative and accountable governance	Goal 26. Promote and participate in collaborative governance and engagement for Greater Sydney. Goal 30. Galvanize resilience across Greater Sydney
Goal 22. Strengthen the resilience of digital council infrastructure	Goal 29. Strengthen the resilience of council assets

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