



2014–15

Operational Plan

DELIVERY PROGRAM 2013–17



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Cover photo: Des Renford Leisure Centre, Maroubra

Mayor's message

I'm pleased to present Randwick City Council's 2014-15 Operational Plan and Budget.

This budget continues our tradition of delivering high quality services and facilities to our local residents while remaining debt free and in a strong, financially responsible position.

Council has no borrowings, a balanced budget and has maintained a record Capital Works Program of \$32 million.

While some other councils struggle financially due to ever growing asset maintenance backlogs, Randwick City remains in a strong position due to the disciplined financial approach we've taken over a number of years.

Our \$32 million Capital Works Program demonstrates our commitment to continually improving the Randwick City area and providing important community facilities.

The program includes:

- construction of new public toilets, showers and change rooms at Coogee Beach
- putting powerlines underground and upgrading the Coogee Bay Road streetscape
- constructing an all-abilities playground at Chifley Sports Reserve
- developing a new community centre at Kensington Oval
- construction of new public toilets and showers at Mahon Pool, Maroubra.

As well as all of this, we'll also be spending a record \$10 million on roads, footpaths, bus stop upgrades, constructing pram ramps and improving cycling facilities. And this year we will develop and launch a new look, state of the art website (www.randwick.nsw.gov.au) which will facilitate an expansion in Council's online services.

The Coastal Walkway, Clovelly



Council will continue to implement its sustainability program which has resulted in substantial water and energy savings for residents, businesses and Council. As part of this ongoing program, Council plans to further extend the Coastal Walkway at the southern end.

I'm extremely proud to be Mayor of Randwick City. Our Councillors and staff work hard to deliver quality services that are valued by our community. Our financial position, coupled with our extensive capital works and asset management programs, will enable us to continue this high level of service that our residents have come to expect, for many years.

Cr Scott Nash
Mayor of Randwick

Our \$32 million Capital Works Program demonstrates our commitment to continually improving the Randwick City area and providing important community facilities.

General Manager's message

The Randwick City Council Operational Plan and Budget for 2014-15 are key documents that outline our budget and proposed activities for the year ahead.

The Operational Plan and Budget show our community how we will achieve these activities, how much they will cost and how we are focused on financial and sustainable accountability across all the work we do. Together these documents also highlight our ongoing commitment to corporate governance and continuous improvement.

Activities identified in this Operational Plan stem from our fixed, longer-term 2013-17 Delivery Program which is developed from the 20-year Randwick City Plan. So you know that everything we do has a purpose, and is the result of community consultation.

It's pleasing to note that ongoing feedback received through our surveys from members of the community consistently show a high level of satisfaction with the services and projects that the Council delivers each year.

In April 2013, the NSW Treasury Corporation published the findings of its financial audit of the State's 152 councils. Of these, only 34 were found to have a 'sound' to 'strong' long-term financial outlook. Pleasingly, but not surprisingly, Randwick City Council was one of those 34, proving that we continue to be well placed to deliver a high level of quality services to our residents well into the foreseeable future.

In June 2013, Council's roads, footpaths, drains and community buildings were given the top 'very strong' rating by the Local Government Infrastructure Audit Report which measures the condition and usability of public infrastructure. Randwick was one of only three Councils to receive such a strong rating which is a very pleasing result. It shows that our investment in public infrastructure is resulting in well managed and maintained assets for our community.

Des Renford Leisure Centre



During the past five years we've spent almost \$100 million upgrading roads, footpaths, parks, drains and community buildings throughout Randwick City and significantly reduced our infrastructure backlog down to \$9.7 million.

In 2014-15 we will once again embark on substantial capital expenditure and we will maintain our high levels of service in places such as our Libraries, and in areas like beach cleaning; streetscape maintenance and cleaning; and waste removal and disposal.

We have budgeted for projects under the Buildings for our Community Program, a seven-year program of activities that is now in its fifth year. This program has funded projects such as the recently completed Des Renford Leisure Centre.

Randwick City Council prides itself on being a leader in local government and I am proud to say that our staff continue to deliver high quality services, programs and works that benefit the community.

This Operational Plan and Budget helps guide us towards our vision of a sustainable and bright future – for our City, our people, our economy and our precious natural environment.

Ray Brownlee
General Manager

Budget summary 2014-15

For every \$100 Randwick City Council spends:

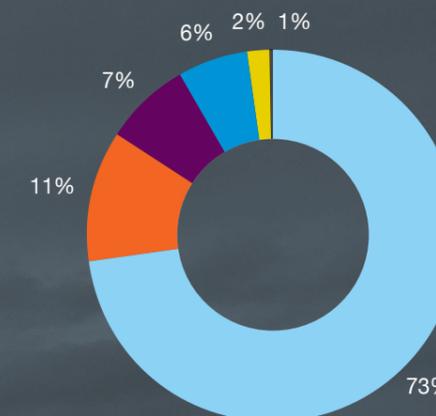
\$24 Major works and construction	\$6 Maintaining roads, footpaths and drains	\$4 State government charges
\$22 Waste management	\$6 Public safety	\$3 Engineering and traffic
\$14 Parks, recreation and culture	\$4 Our beaches	\$2 Environmental sustainability
\$9 Library and community services	\$4 Planning and development	\$2 Governance

Randwick City Council is committed to remaining financially sustainable, debt free and maintaining and improving service levels provided for the community – this budget delivers that.

For details of our 2014-15 Budget see page 67.

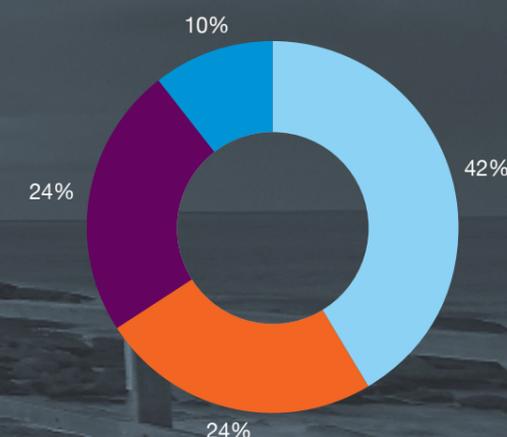
Source of funds

Revenue type	Amount (\$)
Rates and annual charges	98,062,782
User fees and charges	15,291,786
Grants and contributions	9,921,609
Other revenues	8,032,652
Interest	2,583,318
Use of Council Reserves	347,506
Total	134,239,653



Application of funds

Expenditure type	Amount (\$)
Employee costs	55,787,387
Materials and contracts	32,860,034
Net capital expenditures	31,684,804
Other operating expenses	13,888,173
Total	134,220,398



About this Plan

This Operational Plan sets out Randwick City Council's planned activities for 2014-15. These activities all stem from our fixed 2013-17 Delivery Program, which is the mechanism for delivering our 20-year Randwick City Plan. This Operational Plan is the second annual plan within the current Delivery Program.

This document sets out how we are using the long term outcomes of the City Plan to create day-to-day improvements in the Randwick area. Actions outlined in this Plan are linked to the outcomes and directions identified in the City Plan.

This Plan can be read in conjunction with our detailed 2014-15 Budget document, which includes full details of our Capital Works Program. The 2014-15 Budget is available on our website or in printed format at our libraries and administration centre.

Developing our plans

We aim to achieve the long-term outcomes and directions outlined in the six themes of the 20-year Randwick City Plan (see page 25). The six themes were developed from research and extensive community engagement and express the aspirations of the Randwick City community.

We keep in step with the community's needs through extensive consultation and surveys, as well as engaging with the City's 12 precincts. Each year the precincts, comprised of residents and property owners, identify their priorities, which we consider and respond to within our business planning.

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, such as planning, environment, transport, sustainability, procurement and waste management.

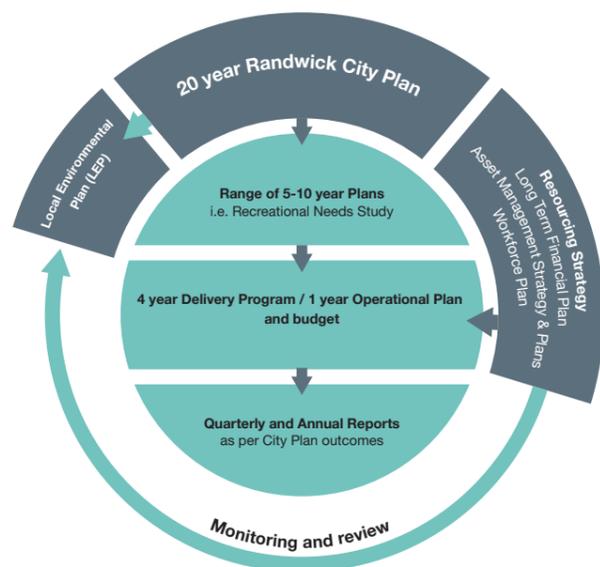
Accountability

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 integrated planning software that includes a clear assignment of responsibility, timeframe of projects and key performance indicators for services. The plans are used to ensure accountability in our reporting mechanisms.

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

How we meet our long-term planning goals



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 9399 0999** or **1300 722 542** (free call in Sydney)
- By fax **02 9319 1510**
- By email **council@randwick.nsw.gov.au**
- Through our website **www.randwick.nsw.gov.au**. Our website hosts a range of community information, from park and sports field availability to online development application lodging; the Council's meeting minutes, plans and reports; and access to a wide range of library services. There is a feedback form on the website for comments, compliments, requests and suggestions for improvement
- Through local precincts who hold monthly meetings to discuss local issues. The Council works closely with precincts to address areas of concern. Precinct contact details can be found on our website
- Through SMS updates on council events, works, clean-ups and park and field status
- Through special consultation Your Say Randwick websites

Additional ways to connect with Randwick City Council include:

- Mayor's Twitter page
- Council's Facebook page
- The myRANDWICK app and mobile site

How we will contact you

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

See community engagement on page 18 for a full range of consultation activities.



Junior Lifesavers

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.

Randwick City

The Randwick area

Randwick City covers 37.42 square kilometres (3,742 hectares) and includes the 13 suburbs of Kensington, Randwick, Clovelly, Kingsford, Coogee, South Coogee, Maroubra, Matraville, Malabar, Chifley, Little Bay, Phillip Bay and La Perouse.

Our City is located in the eastern suburbs of Sydney, bounded to the north by Centennial Park, to the east by the Pacific Ocean, to the south by Botany Bay and to the west by the City of Sydney. The natural coastline stretches for 29 kilometres from Clovelly in the north to Botany Bay in the south, with eight beaches, six ocean pools, extensive foreshore areas and a number of rocky headlands.

Our City's major regional facilities include the Randwick Hospitals Complex, the UNSW, Randwick TAFE and many public and private schools. Part of the Port Botany area is within Randwick City. These facilities and our location close to the Sydney Central Business District and Sydney Airport contribute to Randwick's relationship with the broader economy of Sydney.

Apart from our famous surfing beach at Maroubra, Randwick City is also the home of regionally significant recreational facilities such as Randwick Racecourse, five major golf courses and Heffron Park.

Randwick City consists mainly of residential areas and features small commercial/retail centres. More than 60 per cent of the City's homes are multi-unit and semi-detached housing.

Despite the high level of urbanisation, a significant proportion of Randwick City (26 per cent) is designated as open space. We have more than 70 parks and reserves, providing a habitat for more than 500 species of indigenous plants and 250 species of native animals - as well as providing opportunities for relaxation, recreation and community activities.

Our community

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.

On the night of the 2011 Census (9 August), Randwick City had a population of 133,519 which included 2,588 overseas visitors. Over the five years prior to the 2011 Census, Randwick's population had increased by 7.6 per cent (from 119,884).

Since the Census, the ABS* estimates that the City's population increased 1.3 per cent in 2012 and 2.0 per cent in 2013.

*Source: ABS 3218.0 Regional Population Growth, Australia, Estimated Resident Population, Local Government Areas (at end June)

Although Randwick City is part of Greater Sydney, the 2011 Census showed we are different in the following ways from the Greater Sydney average:

Population

Randwick City has:

- a slightly younger population (median age 35 years vs 36 years)
- a larger proportion of the 18 to 24 age group (13.1% vs 9.5%) and 25 to 34 age group (18.9% vs 15.4%)
- a lower proportion of people in younger age groups - 0 to 17 years (17.6% vs 22.9%)
- a smaller proportion of young children (6.0% vs 6.8%)
- a slightly higher proportion of those aged 75 years and over (6.7% vs 6.1%). It is projected that our community's aged population will increase slightly to 7.2% by 2021.

Education

Randwick City has:

- a higher proportion of people who completed year 12 or equivalent (65.5% vs 57.0%)
- a higher proportion of people with a university qualification - Bachelor or higher (27.9% vs 19.5%)
- more than double the proportion of people who attend a university (10.9% vs 5.2%)

Economy

Randwick City has:

- a higher median weekly family income (\$2,066 vs \$1,683)
- a higher median weekly personal income (\$718 vs \$619)
- a slightly lower unemployment rate (3.3% vs 4.8%)*
- a slightly lower proportion of people either working or looking for work (60.9% vs 61.7%)

*Source: Australian Government Department of Employment (as at December 2013)

Internet

Randwick City has:

- a slightly larger proportion of households with internet connections (81.1% vs 79.9%)

Housing

Randwick City has:

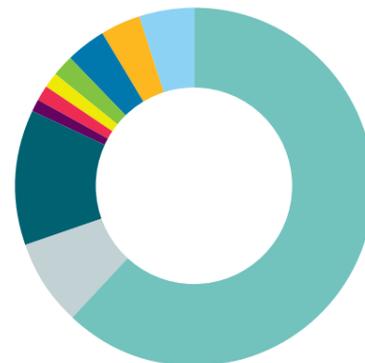
- a higher proportion of people renting (42.9% vs 31.6%)
- a higher proportion of people living in social housing (7.5% vs 5.2%)
- higher median weekly rents (\$575 vs \$480)*
- higher median weekly mortgage payments (\$2,600 vs \$2,167)
- a higher mean price for dwellings (\$879,000 vs \$684,000)**
- a larger proportion of people living alone (13.0% vs 8.4%)

* Source: NSW Family and Community Services; Median Weekly Rents (Dec 2013 Quarter)
 ** Source: NSW Family and Community Services; Housing Sales Prices (Sep 2013 Quarter)

Cultural Background

Randwick City has:

- a slightly higher proportion of people who are Aboriginal or Torres Strait Islander (1.4% vs 1.2%)
- a higher proportion of people who were born overseas (38.5% vs 34.2%). The main countries where they were born are: United Kingdom (6,744), China (5,829), New Zealand (2,790), Indonesia (2,619), Malaysia (1,902), and Ireland (1,896)
- a slightly lower proportion of people speaking a non-English language (30.0% vs 32.4%). The most commonly spoken languages at home, other than English are: Mandarin (4.7%), Greek (3.8%) and Cantonese (3.4%)



Mandarin	6,126
Greek	4,948
Cantonese	4,420
Indonesian	2,488
Spanish	1,975
Italian	1,661
French	1,360
Other	15,782
Not stated	10,313
English	79,916

25 per cent of Randwick City residents work in Randwick.

Source: Randwick City, Economic and Demographic Profile, (April 2013 page 12)

33 per cent of Randwick City residents travel to the City of Sydney to work.

Source: Randwick City, Economic and Demographic Profile, (April 2013 page 12)

The number of vehicles, excluding heavy commercial vehicles, registered in the City, increased 2.3 per cent in 2012.

Source: RMS; Registered vehicles by vehicle type, by LGA (as at December 2012)

Over 44 per cent of residents have lived in Randwick City less than five years.

Source: ABS 2011 Census of Population and Housing



Roaming entertainers at the Eco Living Fair.

NORTH WARD



Cr Neilson Cr Smith Cr Shurey

SOUTH WARD



Cr D'Souza Cr Belleli Cr Garcia

EAST WARD



Cr Roberts Cr Matson Cr Bowen

WEST WARD



Cr Stavrinou Cr Nash Cr Moore

CENTRAL WARD



Cr Stevenson Cr Seng Cr Andrews

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 for a four-year term. The next local government election will be held in September 2016. The Mayor is elected annually in September by the Councillors.

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

- playing a key role in the creation and review of the Council's resources for the benefit of the area

- reviewing performance, delivery of service, management plans and revenue policies of the Council
- representing the interests of residents and ratepayers
- providing leadership and guidance to the community
- facilitating communication between the community and the Council.

We have developed an online professional development program for all prospective and current Councillors.

This training provides consistent and uniform information on relevant legislation, policies and council operations as well as the history of the local area.

The information is updated as legislation and council policies are amended. Councillors can refer back to the program as often as they like, making it a valuable reference tool.

A budget has also been set aside for Councillors to attend relevant conferences and participate in the ongoing professional development programs provided for Councillors by the Office of Local Government (Department of Premier and Cabinet), the Local Government Association and other professional bodies.

Council meetings and decision-making

Ordinary Council meetings are held once a month and we have a range of committees that also meet regularly. Residents are welcome to attend these meetings. The dates of the meetings are published on our website and in the Southern Courier.

Extraordinary Council Meetings are called at short notice from time to time to address particular issues. The dates of these meetings are published on our website and in the Southern Courier (if timeframes permit).

The Council and Committee Meeting System permits Councillors to focus on issues and gives them sufficient time for debate, discussion and effective decision-making.

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

Council and Committee Meeting Business Papers are available to the public at our Customer Service Centre, libraries and on our website one week prior to the meetings and in the Council Chamber on meeting nights.

Business Papers are available for Councillors at least a week prior to meetings in soft copy on iPads. This ensures the Councillors have easily accessible information necessary to make informed decisions.



North Ward

Cr Kathy Neilson (ALP) First elected in 2012

Cr Kiel Smith (Lib) First elected in 2008

Cr Lindsay Shurey (Greens) First elected in 2012

South Ward

Cr Noel D'Souza (ALP) First elected in 2012

Cr Robert Belleli (Lib) First elected in 2004

Cr Pat Garcia (ALP) First elected in 2012

East Ward

Cr Brendan Roberts (Lib) First elected in 2012

Cr Murray Matson (Greens) First elected in 1995

Cr Tony Bowen (ALP) First elected in 2008

West Ward

Cr Harry Stavrinou (Lib) First elected in 2012

Cr Scott Nash - Mayor (Lib) First elected in 2004

Cr Greg Moore (ALP) First elected in 2012

Central Ward

Cr Geoff Stevenson (ALP) First elected in 2008

Cr Ted Seng (Lib) First elected in 1995

Cr Anthony Andrews - Deputy Mayor (Ind) First elected in 2000

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.

The Community Consultation Principles and Consultation Planning Guide, initially adopted in 2008 and updated in February 2013 to incorporate the Council's advancements with social media, guides and directs community consultation. This guide gives staff an easy and practical tool to frame and implement consultation plans. Our implementation of this policy meets the Council's obligations under legislation such as the NSW Local Government Act 1993, and the requirements of various funding agreements with the State and Federal Governments to consult with the community.

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

We support 12 precincts, which are 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.

We also host regular meetings with representatives from the combined Chambers of Commerce, Randwick

City Tourism and the Service Clubs in Randwick City.

Following Council's award-winning consultations for the Buildings for our Community Program, we promised to keep the community informed of the progress of this seven-year program. This promise included a commitment to engage the community on its implementation and to consult on each of the major projects in the program. The major projects planned for 2014-15 are detailed on page 80.

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.

Partnerships with other organisations

One of the roles of local government is to create viable partnerships with other organisations 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:

- **Light Rail partnerships.** The initial Rail Transport Infrastructure Memorandum of Understanding between the UNSW, Prince of Wales Hospital, Australian Turf Club (Royal Randwick Racecourse), Centennial Park / Moore Park Trust, the City of Sydney and the Sydney Cricket Ground Trust, has successfully advocated for the return of light rail. The options now being furthered by Transport for NSW are in part reflected within the feasibility study initiated by the partnership group consisting of the Randwick City Council, Australian Turf Club and UNSW. The Council, in conjunction with the Australian Turf Club and the

UNSW, continues to work closely with Transport for NSW, to further advocate for the needs of Randwick residents and visitors.

- **Sister city relationships** both within Australia and internationally to promote mutual understanding and friendship to benefit our communities with:
 - the City of Albi in France; the Greek Island of Castellorizo; the City of Hangzhou in China and the Randwick Parish Council in Gloucestershire, United Kingdom. These agreements facilitate cultural understanding, including technical staff visits and forums for shared experience and information.
 - Narrabri and Temora Shire Councils. These active relationships involve shared leadership development, staff exchanges, provision of emergency equipment and the exchange of corporate information.
- **Partnerships arising from the Matraville Town Centre Action Plan** with the Matraville Chamber of Commerce and the Matraville Precinct Committee.
- **Partnerships arising from the Kingsford Town Centre Strategy** with the Kingsford Chamber of Commerce.
- Partnering the **Maroubra Chamber of Commerce** in staging the annual Maroubra Fun Run and Oktoberfest.
- Partnering the **Matraville Chamber of Commerce** in staging the annual community Christmas Carols in Barwon Park.
- a Memorandum of Understanding, with the **Australian Centre of Excellence for Local Government (ACELG)**, signed by Council in 2012. In a first for local government, Council staff can get credit towards a postgraduate certificate in Local Government Leadership at the University of Technology by completing select internal learning and development courses at Council along with additional agreed assessment criteria.
- the **Sustainability Agreement with UNSW**, which Council re-signed in late 2012. This is the third time that Council and the University have agreed to partner on sustainability

initiatives, with the University agreeing to provide Council with access to research into sustainability and related programs, while Council will work to provide practical application of the research. In 2013, an extension of this Agreement resulted in the formation of a UNSW Expert Reference Group with specialist experts from eight different faculties, schools and centres meeting twice a year to brief Councillors and staff across eastern suburbs councils, on international and national trends and research into sustainability related topics and issues.

- A partnership with **Housing NSW** aimed at delivering improved social and physical outcomes for residents living in and around public housing precincts in Randwick City.
- **A Deed of Agreement with the local Guriwal Aboriginal Corporation** for their management and operation of the La Perouse Bush Tucker Track to generate income and employment for the local Aboriginal community.
- A community partnership with the **South Sydney Rugby League Football Club** and **Souths Cares** to assist disadvantaged youth and junior rugby league clubs in our area and to support our community volunteers.
- A community partnership with the **Randwick Rugby Club** to assist disadvantaged youth and support junior rugby union and schools in our area.
- A partnership with **Off the Streets Youth Outreach Program** targeting disadvantaged and disengaged young people in the surrounding areas of La Perouse and South Maroubra.
- A community partnership with the **Cancer Council of NSW** to support the Cancer Council education campaigns by adopting relevant policies and providing suitable venues for meetings and education programs.
- A vacation care program partnership with **Kooloora Community Centre and the Shack**, a local youth service based in Maroubra Junction.

This program provides affordable holiday programs for children from low income or disadvantaged households.

- A memorandum of understanding with **NSW Police** on the use of CCTV in Randwick City to assist in the prevention and investigation of criminal offences.
- **The Eastern Beaches Crime Prevention Partnership (CPP).** Agencies participating in this project are the Eastern Beaches Local Area Command Police, Department of Premier and Cabinet, Department of Housing, Attorney General's Department, State Transit Authority, UNSW, Roads and Maritime Services and the Office of Liquor Gaming and Racing. Coogee and Maroubra have been identified as areas within the City for implementation of strategies and actions.
- A Food Regulation Partnership with the **NSW Food Authority**, which establishes the roles and responsibilities of the Council and Food Authority to conduct inspections of food businesses and implement a range of strategies to promote and enforce food safety requirements and regulations, within Randwick.
- A partnership with the **UNSW and Juvenilia Press** to promote and present the Lionel Bowen Young Writers Award 2014. This award aims to discover and encourage local literary talent in the youth of Randwick City Council.
- A partnership with **Walsh Pharmacy**, Maroubra whereby expert speakers are engaged to present a range of talks at Bowen Library on a range of health issues of interest to seniors
- A partnership with **Randwick TAFE Outreach Department** to provide free weekly computer skills classes to seniors.
- A partnership with **Randwick TAFE's media department** to produce a DVD with the working title *A Migrant Story: Mementos*. Previously this partnership produced the award winning *A Migrant Story* DVD.

Our guiding principles

The Charter of Council

Section 8 of the Local Government Act 1993 sets out the Charter of Council, requiring the Council to:

- act consistently and without bias in the exercise of regulatory functions
- keep the local community and the State Government informed of activities
- account for the management of the public assets for which Council is responsible
- be a responsible employer
- properly manage, develop, protect, restore, enhance and conserve the environment.

Our vision and mission

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

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

Access and equity

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

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

Throughout the year we support a range of events that reflect the diversity in our community. We celebrate regular events such as NAIDOC, Seniors' and Youth Weeks as well as internationally designated days for women and people with disabilities. Our senior citizens have opportunities to attend regular events and the highly popular annual Seniors' Christmas function. Annual celebrations such as the Coogee Carols and New Year's Eve fireworks are well attended by families and residents from across the City.

We 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 Governance and Financial Services.

General Manager

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

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

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

White Ribbon Walk



Directors and Managers

Office of the General Manager

General Manager: Ray Brownlee

Department	Manager
Organisational Staff Services	Josh Keech
Communications	Joshua Hay
Corporate Improvement	Anne Warner

City Services

Director: Jorde Frangoples

Department	Manager
Technical Services	Joe Ingegneri
Infrastructure Services	George Bounassif
Waste and Cleaning Services	Mark Bush
Library Services	Barbara Todes
Integrated Transport	Tony Lehmann
Aquatic Services	Reece Heddle

City Planning

Director: Sima Truvert

Department	Manager
Community Development	Teresa Mok
Strategic Planning	Alan Bright
Development Assessment	Kerry Kyriacou
Health, Building and Regulatory Services	Roman Wereszczynski
Sustainability	Peter Maganov

Governance and Financial Services

Director: Geoff Banting

Department	Manager
Administrative Services	David Kelly
GIS and Online Services	Karen Lasky
Financial Operations	Greg Byrne
Corporate and Financial Planning	Mitchel Woods
Information Services	Aaron Gibby

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 cultural and linguistic diversity of our staff and provide a workplace based on equity and merit that is free from discrimination in all employment areas.

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.

Randwick City Council commits to Equal Employment Opportunity (EEO) in a number of ways, including celebrating key events throughout the year. For instance, Council holds staff events to celebrate International Women's Day, and also includes EEO merit assessment in all of its recruitment processes.

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

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

Changes to Council's Resourcing Strategy saw the implementation of the Workplace Health, Safety, Risk and Welfare Strategy 2013-17. The purpose of this strategy is to increase awareness and commitment to Health, Safety and the Environment within the Council's workforce and partners. The aim is to build, implement and achieve excellence in Health, Safety and the Environment by minimising harm through a culture that ensures the safety of our workforce and partners and the protection of the environment.

In keeping with Randwick City Council's proactive approach to changing legislation, we have fully updated our Workplace Health and Safety Management (WHSM) system. This system has been developed to provide 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.



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 well-being 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 Plan was developed during an extensive period of research and community consultation, and launched in 2006. The City Plan was updated in 2009 and reviewed in 2012. This review encompassed the development of the Delivery Program for 2013-17 and was also undertaken in line with the local government election cycle. We placed the updated Plan on public exhibition for community comment, and Council adopted the updated Plan in early 2013. 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

Our library a home away from home 31



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Kids helping reduce plastic waste by refilling their drink bottles at the Eco Living Fair.

Responsible management

Our outcome

- Leadership in sustainability

Randwick City Council is the guardian of Randwick City. We must ensure that the actions taken enhance our environment, our economy and our community now and in the future. To this end, we aim for environmental, financial and administrative sustainability in our practices. We demonstrate excellence within the Council's business systems and show community leadership. We use the principles of innovation and sustainability to meet the social, environmental and economic needs of the City.

Related plans

The overarching Resourcing Strategy includes three interlinked resourcing plans: the Workforce 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 four-year Delivery Program.

Workforce Plan 2013-23

Our Workforce Plan provides us with a framework to attract and retain staff so that we can achieve our strategic directions, develop innovative solutions and deliver services and programs efficiently for the community. It is the mechanism used for building and maintaining a strong platform for productivity and achievement through: responsive conditions of employment; encouraging talent and innovation; rewarding and motivating staff; and, establishing a positive culture through valuing diversity, ethical behaviours and safe working practices, with the aim of Randwick City Council becoming an industry leader and employer of choice.



Long Term Financial Plan

The Long Term Financial Plan is a ten-year plan which is reviewed and updated twice each year. It enables us to better plan and understand our long term financial requirements. The Plan includes consideration of sustainability, service provision levels and the creation, upgrading and renewal of infrastructure.

To create the Plan we use a set of integrated spreadsheets that draw on information contained within the City Plan, Delivery Program, Operational Budget, current budget and costed short, medium and long term plans.



Business Excellence Framework (BEF)

We have implemented a BEF which creates an organisational environment that drives continuous improvement in our processes, service delivery and programs. As part of our BEF, we have implemented targeted leadership and organisational development activities based on specific BEF categories, with activities prioritised on our assessment against the framework.

During 2014-15 we will continue to work on all seven categories of the BEF, with a particular focus on 'leadership'.



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

	4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2014-15)
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 the Council's planning and reporting to the community and provide opportunities for input.
1a.2	Ensure sound long term financial strategies underpin the Council's asset management policies and strategic vision.	Coordinate and update the Council's 10-year Long Term Financial Plan (twice yearly). Manage, monitor and review the Council's financial performance and position on a continual basis.
1b: Council is a leader in the delivery of social, financial and operational activities.		
1b.1	Demonstrate best practice and leadership in local government.	Embed the ICARE corporate values (integrity, customer focus, accountability, respect, excellence) through a range of activities. Deliver nominated organisation-wide projects aligning with business needs through the Corporate Improvement Project function. Position Randwick City Council as an Employer of Choice through implementation of the Workforce Plan. Establish initiatives in-line with the Destination 2036 (sector) recommendations.
1b.2	Contribute to protecting the Council's reputation and enhancing its positive public image.	Proactively monitor media and public comment and develop and coordinate the Council's actions in response. Proactively promote the Council's achievements, programs, policies and projects.
1b.3	Maintain a high performing workforce that is responsive to the needs of the organisation.	Implement the Council's Learning and Development Strategy 2013-17.

	4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2014-15)
1b.4	Provide good governance and administrative support for the Council and organisation.	Ensure the effective and efficient administration of Council and Committee Meetings for the benefit of Councillors and the community. Ensure compliance with the Government Information (Public Access) Act 2009 and assist the community in obtaining access to appropriate Council information/documents. Maintain transparency and accountability in the purchasing of goods and services. Ensure compliance with purchasing procedures. Manage the Council's property portfolio. Manage the Council's insurance program. Ensure timely response to community requests for information through optimum performance of the Council's Electronic Document Management System (TRIM). Ensure timely and cost effective access to all information and optimal usage of storage space through the implementation of an effective archive system.
1b.5	Effectively and efficiently manage financial operations, systems and information.	Ensure all Financial Operation's processes and procedures are timely and accurate to provide both internal and external customers with high service levels for rating, debtors, accounts payable, payroll, investments, cash management and fleet management. Ensure the accurate levy, and collection of rates and charges, and provide appropriate payment options. Maximise returns of the Council's investment portfolio while minimising risk. Provide timely financial information, advice and reports to the community, the Council, senior management and staff.
1b.6	Be recognised as providing quality internal and external customer service and call centre services.	Continue to implement the Customer Service Charter across the organisation. Monitor response times to customer service requests.
1b.7	Continue to improve and implement business process systems and information infrastructure.	Provide up-to-date database of name and address details in the Name and Address Register to ensure accurate and efficient communication. Provide continued improvement, support, and implementation of business processes and business systems. Provide the necessary information technology infrastructure and support to meet the Council's corporate objectives. Review Information Technology Services Strategic Plan 2013-17. Provide Information Services support to the organisation.
1b.8	Provide a safe and healthy environment for staff, contractors and the community.	Continue the process to achieve accreditation in OHS AS 18001:2007 – Occupational Health and Safety Management systems. Manage the Council's Workers Compensation Insurance Program. Implement the Council's Workplace Health, Safety, Risk and Welfare Strategy.
1b.9	Support the community and organisation through the improvement and expansion of online systems and GIS mapping.	Produce accurate and high quality maps. Ensure map and data integrity by cross referencing maps with other data sources, such as property and assets data. Delivery of online maps including interactive maps. (Refer 3a).

Continued from previous page

4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2013-14)
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.	Build the capacity of the organisation to implement the Business Excellence Framework through training workshops and process reviews. Implement the 2014-15 Internal Audit Plan. Increase alignment between values and workplace by strengthening relationships between management and staff, ensuring transparency, creating a culture of two-way communication and increasing individual accountability and responsibility. Deliver and test Crisis Management (disaster recovery) Plan and Business Continuity Plan.
1c.2 Implement a systematic and structured approach to obtaining feedback from customers and managing existing data and information.	Implement the City Plan Indicators, incorporating the review and analysis of data and community satisfaction levels.
1c.3 Proactively manage enterprise risks within Council's integrated risk management system.	Work towards accreditation in AS/NSZ ISO 9001:2008 - Quality Management Systems.

Our measures for this outcome include:

- RM01** Percentage of required annual maintenance expenditure on public works actually expended
- RM02** Debt servicing costs as a percentage of total revenue
- RM03** Percentage of the target balance for the employee leave entitlements reserve actually held in reserve
- RM04** Operating surplus ratio
- RM05** Unrestricted Current Ratio excluding internal and external restrictions (Working Capital Ratio)
- RM06** Percentage of rates revenue outstanding at year end
- RM07** Percentage return on investment portfolio less UBSA Bank Bill Index
- RM08** Percentage of staff assessed as proficient and above in annual performance review
- RM09** Percentage of workforce incurring a lost time workers compensation claim
- 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 Customer Service Centre enquiries managed at the first point of contact
- RM14** Percentage of written correspondence actioned within deadline
- RM15** Overall community satisfaction with the Council
- RM16** The amount of cost shifting by other levels of government to the Council as a percentage of total revenue (before capital contributions)



Our Library – Your home away from home

There is something for everyone at Randwick City Library – from the mothers who want to hone their skills and get back into the workforce, the young professionals who want to borrow an iPad before purchasing their own, the teens looking for the latest Graphic novel or the retirees wanting to give back to the community by volunteering.

Randwick City has three interactive Libraries: the Bowen Library in Maroubra, the Margaret Martin Library in the Royal Randwick Shopping Centre and the Malabar Community Library, which also has an outdoor library. At Bowen Library there is a coffee shop in the foyer where people can socialise or use the free WiFi and relax. Our stylish libraries are the home away from home for 36,000 active members and over 1,500 people who visit the libraries each day to borrow a book, DVD, CD, toy or magazine; or to relax and read one of our many newspapers, in English and other languages; or use the free PCs and WiFi.

As one of our younger members wrote – “I love your library it is so great. It’s not like a library, it’s like a home...”

The Library’s many activities attract people from all walks of life, all ages and with a diverse range of backgrounds and interests. Last year, over 1 million items were borrowed and 34,000 people attended over 1,200 activities – from our First Chapter program for babies and toddlers to our Next Chapter program for seniors. For everyone in between there are a range of author talks; tech talks; writing workshops; art classes; book clubs for different ages and languages; English conversation classes for migrants; and special interest groups, such as the art appreciation and history groups; as well as the popular Spark! Science program for children.

You are warmly welcomed at our Libraries and encouraged to attend any of the numerous activities we run. And while the Library is the community and cultural hub of Randwick, you don’t even have to come in to access the amazing number of online resources – from databases, eBooks, eAudiobooks, online learning courses, magazines and movies that are available free 24/7 – all you need is your library card!



People enjoying the Eco Living Fair

A sense of community

Our outcomes

- A vibrant and diverse community
- An informed and engaged community

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

Related plans

An Inclusive Randwick City

An inclusive Randwick City is a ten-year social inclusion plan aimed at improving active community life and assisting households in need of social support services. The key areas where we identified actions are: increasing community transport services; assisting service providers to address residents' social needs through partnerships and funding assistance; addressing homelessness and housing affordability issues; addressing the needs of our Indigenous community; and addressing the needs of young people.

In 2014-15 we will work with our key community service providers to identify and implement projects to assist residents in need of social or welfare services. Our staff will collaborate with service providers and government agencies to attend to service gaps in a cost effective manner.



A Cultural Randwick City

Following the introduction of our cultural plan – A Cultural Randwick City, we will continue its work towards achieving its cultural vision.

Council holds a variety of cultural events such as an International Women's Day Arts competition, youth activities and the monthly Twilight Concert Series which are well attended. Randwick City Council also provides funds and support for other cultural events, such as the Randwick Arts Society exhibition, through its cultural and community grants program. These programs will continue into 2014-15, with the Randwick Town Hall as the key focal point for the Twilight Concert Series.

Randwick City Library will continue to run an annual program of cultural events, including monthly author talks, writing and poetry workshops, cryptic crossword classes and book clubs aimed at adults, teens and children. The popular Summer Reading Club for children and the Teen Summer Reading Challenge will also be held this year. To encourage and celebrate talent amongst young writers, Randwick City Library will conduct the bi-annual Lionel Bowen Young Writers' Award in 2014. Randwick City Library will also act as a satellite venue for the annual Sydney Writer's Festival.

Appreciation of the arts will be fostered through Randwick City Library's art classes for adults and children and monthly meetings of the Next Chapter Art Appreciation Group. Bowen Library and Community Centre will continue to act as a venue for the Actor's Forum.

Dedicated gallery space at the Bowen Library will feature exhibitions that celebrate the history and talent of the local area, with exhibitions across 2014-15 including Toys Through Time, A Migrant Story: Mementos, FAME: Randwick Girls and Boys High (schools) Show Costumes, Creative: An Exhibition of HSC Major Works and Anzac Centenary.



Local history will continue to be explored with historical talks, some in partnership with the Randwick and District Historical Society.

Community Consultation Principles and Consultation Planning Guide

Council adopted the Community Consultation Principles and Consultation Planning Guide in

2008 to guide and direct community consultations. This policy is based on international best practice principles and was developed after extensive community consultations.

Through the ongoing implementation of this policy, we make every effort to keep the community informed and engaged, and seek community input on future plans and projects.

We further develop our consultation practices through the Your Say Randwick website, giving our residents additional opportunity to join in community conversations on our projects and plans. The policy was updated in February 2013 to incorporate Council's social media.



Grants, Donations and Subsidies Policy

Council adopted the Grants, Donations and Subsidies Policy in November 2006. The policy provides Council with a framework for determining and allocating Council grants, donations and subsidies with clear priorities to achieve the Randwick City Plan outcome of a vibrant and diverse community, by enriching the range of services that meet our community's needs.

In 2014-15, Council will continue to focus on implementing policies and practices to provide for an equitable, transparent and accountable framework for determining and allocating its grants, donations subsidies.

Outcome 2: A vibrant and diverse community

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

Actions for Outcome 2

4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2013-14)
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.	Review the Council's, A Safer Randwick City, (Crime and Community Safety Plan) and A Cultural Randwick City to ensure that the action plans continue to support identified needs. Participate in local social services agency meetings to share information and identify emerging needs across target groups.
2a.2 Provide high levels of accessibility to the Council's community facilities and infrastructure.	Continue to implement the subsidised rental policy for use of the Council's facilities. Ensure Council's multi-purpose centres are managed in accordance with business and/or plan of management objectives. Deliver quality educational and care programs at Moverly Children's Centre in accordance with all regulatory and legislative requirements. Continue to install kerb ramps across Randwick City as part of our Capital Works Program.
2a.3 Support the different groups in the community to improve access to services and recreational activities.	Implement a planned program of activities and services for our specific target groups aimed at promoting community participation and social inclusion principles. Ensure essential content on Council's website is translated into five languages most widely used other than English, (Chinese, Greek, Indonesian, Spanish and Russian) in Randwick City.
2a.4 Implement programs from the crime prevention and safety plan (A Safer Randwick City).	Monitor and maintain infrastructure, at risk of vandalism, within Randwick City. Liaise with NSW Police and other Agencies in relation to the operation of the Coogee CCTV system, licensed premises and crime prevention.
2a.5 Provide improved opportunities for local Aboriginal and Torres Strait Islander people to access support services including employment, family support and recreational activities.	Assist service providers and local indigenous communities in project coordination and delivery of at least three support projects.
2a.6 Implement the social inclusion plan (An Inclusive Randwick) to reduce disadvantage and address gaps in service provision.	Liaise with the NSW Office of Communities and Aboriginal Affairs and relevant local indigenous community agencies to identify issues and strategies needed to improve employment opportunities and/or training programs for young people. Work with local service providers by participating in joint service planning and projects aimed at addressing identified and emerging community needs. Work with Youth Off the Streets to implement its Outreach project for young people.
2a.7 Implement grants programs in accordance with the Council's guidelines to enhance services that meet community needs.	Administer the Council's annual Community Partnership Funding Program, Cultural and Community Grants Programs, and Randwick ClubGrants NSW on behalf of participating clubs.

4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2013-14)
2b: Strong partnerships between the Council, community groups and government agencies.	
2b.1 Provide support for resident precinct committees, local chambers of commerce and combined service clubs.	Continue to support precinct meetings and quarterly combined meetings with information, responses to resolutions, printing and advertising. Continue to host combined Chambers of Commerce meetings.
2b.2 Participate in external groups that provide support and services for the local community.	Provide on-site assistance to at least two local service providers in response to identified priority needs or service gaps.
2b.3 Implement joint projects with community groups and government agencies to achieve improved service coordination and value for money outcomes.	Promote awareness of community services available to local residents through an annual Information Day and Service Provider Expo, in partnership with service providers.
2c: New and upgraded community facilities that are multi-purpose and in accessible locations.	
2c.1 Progressively update plans of management, in accordance with an established priority list, focusing on sustainable design and multi-use facilities.	Prepare a business plan for the La Perouse Museum.
2c.2 Implement the Community Facilities Plan as per identified priorities.	No specific action is planned under this program in this year of the Delivery Program 2013-17
2d: Our cultural diversity is appreciated and respected.	
2d.1 Implement A Cultural Randwick City.	Implement cultural activities and projects that cater to a diverse range of audiences and age groups, such as Twilight Concert program and International Women's Day Art Competition and Exhibition.
2d.2 Deliver and/or sponsor a range of cultural programs to promote a sense of community.	Implement Council's planned events, such as The Spot Festival and Coogee Christmas Carols.

Outcome 3: An informed and engaged community

Our community will participate in shaping our City.

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Actions for Outcome 3

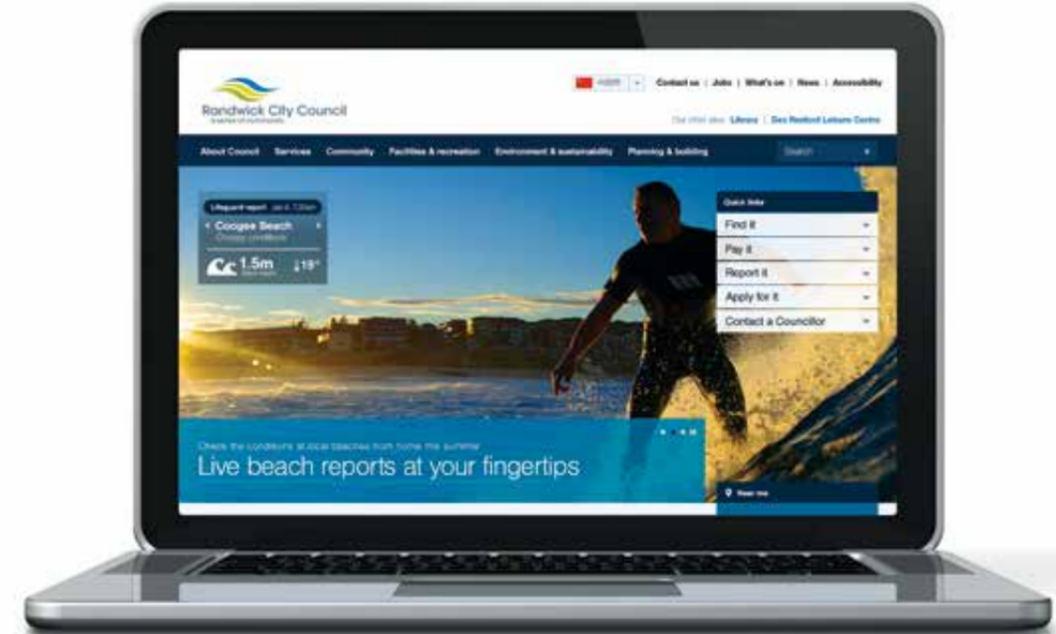
4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2014-15)
3a: Effective communication methods and technology are used to share information and provide services.	
3a.1 Provide information to the community on the Council's services and activities using effective communications methods.	<p>Monitor and apply corporate communications and visual design standards to the Council's communications materials, products and website.</p> <p>Advise on and/or produce effective and targeted communications plans and products for the Council and its services and activities.</p> <p>Produce regular and relevant newsletters for the community.</p> <p>Produce high quality graphics to support and enhance Council's business.</p> <p>Manage and effectively use Council's banner poles as an outdoor communication medium.</p>
3a.2 Ensure that the Council's website provides an accessible and usable interface between the Council and the community.	Develop and roll out new Council website, built on new Content Management System, to enhance and provide more accessible content.
3a.3 Implement technological solutions that support the development of services and resources and meet the needs of the community.	<p>Continue improvement and expansion of online services to our community, such as replacing paper based forms with online forms.</p> <p>Streamlining of the DA lodgement and assessment process by enhancing electronic lodgement and assessment functionality.</p> <p>Implement new Library Management System and Library App.</p> <p>Continue to provide innovative hardware, software and web solutions to library customers and staff.</p> <p>Implement and support IT infrastructure for access to local e-government services.</p>

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4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2014-15)
3b: The Council actively promotes the community services offered by other agencies.	
3b.1 Continue to maintain community information programs.	Provide the community with access to information in a variety of formats through the provision of resources, workshops, lectures and activities e.g. Tech talks, TechConnect, information talks for the multicultural community.
3c: The community has increased opportunities to participate in decision-making processes.	
3c.1 Develop opportunities for community input into the Council's decision-making processes.	<p>Develop and support effective consultation plans to support the Council's projects.</p> <p>Support Council's social media platforms.</p>

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



New website and online services

Randwick City Council is upgrading our website with a new look and structure to make it easier for residents and businesses to find information, request services and pay bills online.

More than 400,000 unique visitors go to our website each year looking for Council information, development applications, events, news, online forms, rubbish and recycling details and much more.

Council has undertaken extensive consultation and testing with residents through online surveys and focus groups to develop a website that is easy to use, informative, interactive, and celebrates living in Randwick City.

Highlights of the website upgrade include:

- clean, simple structure and navigation
- easy-to-use search
- social media sharing and user-commenting
- local information such as daily Lifeguard reports, beach cams, events, news and interactive maps

- dedicated individual websites for Randwick Library and the Des Renford Leisure Centre
- book and pay for services online
- promotion of community organised events such as fetes, markets, charity fund-raisers and garage sales
- responsive website design accessible from desktop, tablet and mobile devices
- key services and information in foreign languages
- AA compliance with the Australian Government's Web Content Accessibility Guidelines
- Intuitive address-based searching to find your local Councillors, precinct meetings, works and upgrades, rubbish pickups and more.

The website will be launched in mid 2014. www.randwick.nsw.gov.au





The Prince Henry Centre Little Bay

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, meet and spend leisure time within their local area. It also expresses the way we value our City's heritage, and how we work to maintain its character while managing its progress and growth.

Related plans

Comprehensive LEP/DCP

Our Local Environment Plan (LEP) and Development Control Plan (DCP) are key planning instruments for the development of our City. The new Randwick LEP 2012 is in line with the State Government's standard LEP template and legislative changes, and is consistent with the directions set out in our 20-year Randwick City Plan.

The Randwick LEP 2012 became effective in February 2013 after a two staged review and consultation process. The first stage was a series of discussion papers over 2010 and 2011 followed by statutory consultations in 2012. 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, and followed extensive and informative public consultation. It replaced 35 separate DCPs and policies, and was updated based on planning best practice, legislative changes and community feedback.

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 and the local community. Actions under this plan in 2014-15 include maintaining CCTV network surveillance, participating in the UNSW Crime Prevention Partnership (Police, UNSW and Council) and monitoring premises compliance with Late Trading regulations.

Asset Management Strategy



Randwick City Council owns and operates more than \$1.3 billion worth of assets, including footpaths, roads, drainage, parks, buildings and equipment. Our Asset Management Strategy 2013-23 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 asset. We are continuing with our plan to implement an Asset Management System to assist with analysis and project funding requirements.

Recreation Needs Study



The Recreation Needs Study 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.

In 2014-15 we will continue to implement works in the plan of management for Heffron Park to deliver major upgrades, such as the remediation of land for future recreational use; and new drainage, lighting, pathways and sportfields in the north western part of the park. Work will continue on the upgrade to the Chifley Sports Reserve to provide new lighting, baseball fields, and an all-sports field. We will continue work on extending

the coastal walkway along the Malabar Headland, and through land managed and protected by the NSW National Parks and Wildlife Service (NPWS). We are in negotiation with all of the southern golf courses and NPWS to explore options for a connected coastal walkway from Malabar to La Perouse.

s.94A Development Contributions Plan

Where a condition of being granted development consent is that the property owner must pay a levy to their council, this levy is used to meet the cost of public facilities. In Randwick City, these levies contribute to funding projects such as the Coastal Walkway and implementing the plan of management at Heffron Park.

The Development Contributions Plan's schedule of works was reviewed in 2012 to reflect the completion of several projects.

Affordable Housing Strategy



Randwick City Council's Affordable Housing Strategy was developed to ensure that we can maintain a mix of socio-economic groups within the City. People who need affordable housing (as opposed to social housing) are those on low to moderate incomes who are facing housing stress. Affordable housing principles are included in the updated comprehensive LEP.

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

4-Year Delivery Program (2013-17)		1-Year Operational Plan actions (2014-15)
4a: Improved design and sustainability across all development.		
4a.1	Require a high standard of design quality in new development.	Refer major strategic plans and development control plans to an expert design panel for review. Review development and urban design standards in relation to Light Rail and Urban Activation Precincts.
4a.2	Promote and recognise design excellence and sustainability through events or other activities.	Prepare for Architecture talks and 2014-15 Urban Design Awards.
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 in accordance with the provisions of the LEP and DCP. Conduct customer satisfaction survey of the DA process to understand and measure applicant satisfaction. Commission peer reviews of the design quality and merit assessment of approved development to achieve Design Excellence and sound decision making.

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.

Actions for Outcome 5

4-Year Delivery Program (2013-17)		1-Year Operational Plan actions (2014-15)
5a: Maximise opportunities for residents and visitors to enjoy both active and passive open space uses.		
5a.1	Progressively update open space plans of management, in accordance with an established priority list and the Recreation Needs Study, focusing on active and passive recreation opportunities.	Complete and implement the Plan of Management for the Randwick Environment Park.
5a.2	Continue work towards creating a continuous Coastal Walkway from Clovelly to Botany Bay as detailed in the Recreation Needs Study.	Continue stakeholder and community consultation for proposed route through Randwick Golf Course, and develop a concept route through The Coast Golf Course, St Michaels Golf Course and the NSW Golf Course. Negotiate with Federal and State Government agencies and prepare a detailed design for the Coastal Walkway past the Malabar Headland.

4-Year Delivery Program (2013-17)

1-Year Operational Plan actions (2014-15)

5b: Facilitate a range of sporting and leisure activities.

5b.1	Introduce and maintain a diverse range of programs to increase attendances at Des Renford Leisure Centre (DRLC) from year to year.	Continue to provide and expand community programs at Des Renford Leisure Centre in line with industry trends.
5b.2	Implement open space plans of management with a focus on multi-uses such as the Heffron Park Plan of Management.	Deliver design and documentation on land remediation, drainage, sports fields, lighting, paths and facilities to enable the construction of Stage B in accordance with the Heffron Park Plan of Management and consent conditions. Develop design documentation and upgrade Baker Park Tennis Courts. Upgrade Chifley Sports Reserve with baseball fields, new playing surfaces, new paths, sport field lighting, two car parks, exercise stations and landscaping.

5c: Create new open space as opportunities arise.

5c.1	Advocate the return of the remaining Commonwealth land at Malabar Headland to community open space.	Coordinate site management, remediation and community access with the Malabar Headland interagency working group.
5c.2	Consider opportunities for public open spaces connecting paths in any major renewal of other sites or localities.	Consider public space and access opportunities in conjunction with the proposed light rail project. Advocate to the State Government for increased open space, walking and cycle paths as part of the Urban Activation Precincts.

5d: Library programs, resources and facilities provide innovative and inspirational opportunities for education and leisure.

5d.1	Improve and develop existing and new library facilities, services and resources ensuring their ongoing relevance to the community.	Ensure relevance to the community by implementing a number of feedback surveys. Rebrand Library, developing new signage and marketing material. Ensure the acquisition of new resources, including digital resources, reflects community trends and meets user expectations. Continue to refurbish Bowen Library and create a single service point, to increase efficiency of operations. Develop and implement a marketing plan and calendar of events that emphasises the Library's role as a community and cultural centre.
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In 2010, Randwick City Council's Buildings for our Community Program was approved by the Minister for Local Government for a three-year s.508A Special Variation to General Revenue, to provide funding for a seven-year building capital upgrade and replacement program. It is part of a long-term strategy to provide the community with improved and additional facilities that contribute to public amenity and the wellbeing of our residents and visitors.

The 2014-15 financial year is the fifth year of the Buildings for our Community Program, with 21 projects completed to date.

Last year we completed the upgrade of the Des Renford Aquatic centre, including extending the facility to include a new gym. The new two storey extension features a new fitness centre with gym, spin and aerobics rooms, purpose built crèche, reception and administration areas. At the same time we refurbished the existing amenities and café, and undertook extensive landscaping. Since the new facilities opened, the number of visitors at the centre

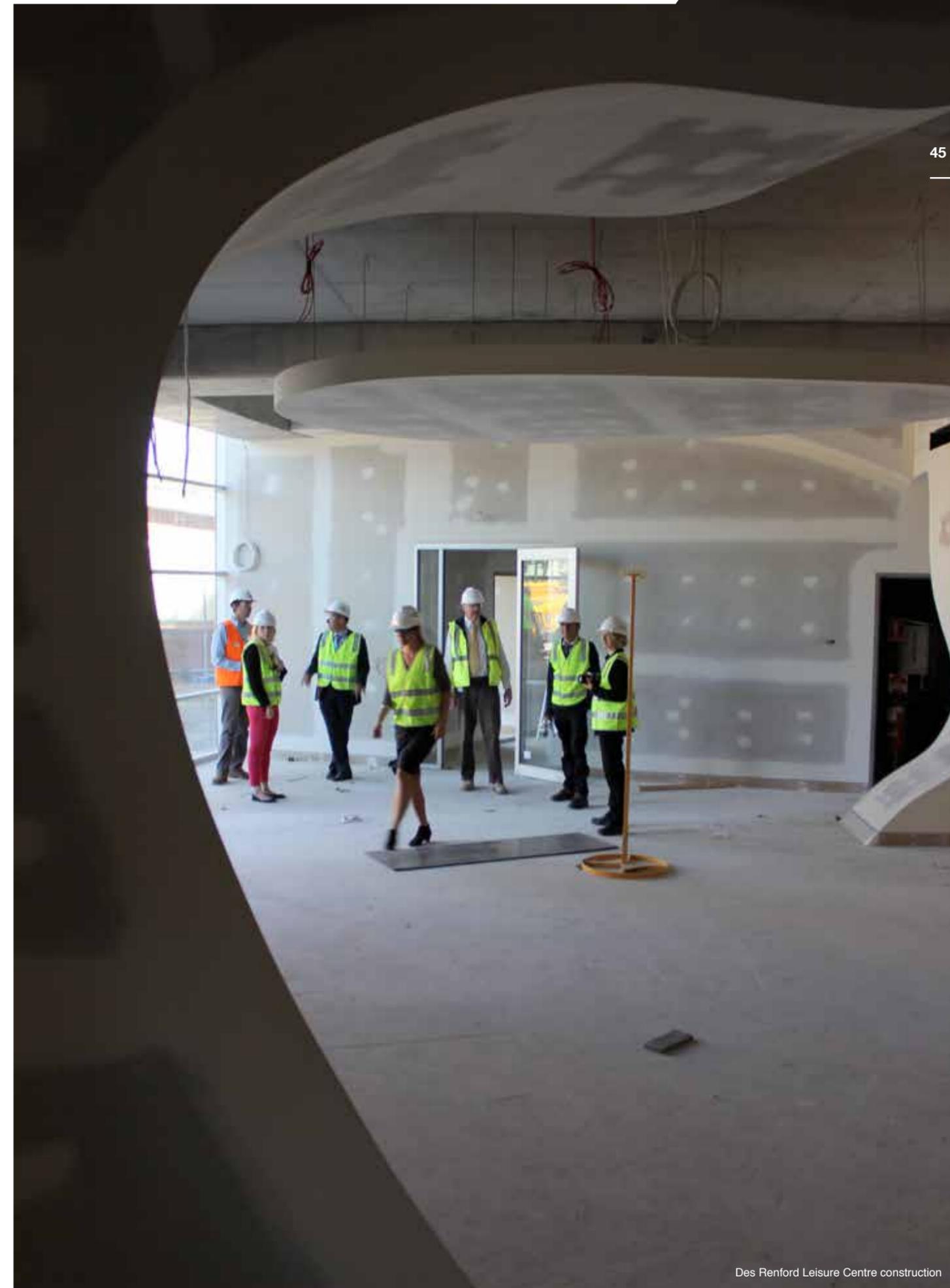
has increased by 33 per cent. To reflect the wider range of facilities, the centre was renamed the Des Renford Leisure Centre at its official opening on 7 October 2013.

In the year ahead, one of the largest projects in the Buildings for our Community Program will be the construction of new permanent facilities at Coogee Beach including new male, female and accessible toilets; change room; and shower facilities at the lower promenade where the current lifeguard office is located.

The new permanent facilities will be available to the millions of people flocking to Coogee Beach every summer, and alleviate the pressure on the existing toilets in Goldstein Reserve.

See page 78 for a detailed update on the Buildings for our Community Program.

Buildings for our Community Program



Outcome 6: A liveable City

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

Actions for Outcome 6

4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2014-15)
6a: Our public infrastructure and assets are planned, managed and funded to meet the community expectations and defined levels of service.	
6a.1 Implement the strategic infrastructure and asset management (SAM) system to deliver intergenerational equity and meet Council's obligations as the custodian of our community's assets.	Setup and Implement an Asset Management System for Council's infrastructure assets.
6a.2 Conduct programmed infrastructure and asset maintenance management in accordance with adopted service levels.	<p>Maintain road reserves (drainage infrastructure including GPTs).</p> <p>Maintain open space areas (parks, sports fields, gardens, streetscapes and cemeteries).</p> <p>Maintain Council-owned buildings and structures (administrative buildings, works depot, street furniture and boardwalks).</p> <p>Implement the Footpath Construction and Renewal Program.</p> <p>Implement the Road Rehabilitation Program.</p> <p>Implement the Building Capital Maintenance Program.</p> <p>Implement the Drainage Program incorporating the Stormwater Management Service Charge.</p> <p>Complete the Coogee commercial centre design planning and documentation for Coogee Bay Road between Arden Street and Brook Street.</p>
6a.3 Implement and complete all works in the Buildings for our Community Program.	Plan and construct all projects listed in Year 5 of the Buildings for our Community Program, for example upgraded amenities at Coogee Beach.
6a.4 Complete the construction of the Des Renford Leisure centre	No specific action is planned under this program in this year of the Delivery Program 2013-17.
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 and beaches are cleaned.

4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2014-15)
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>Work with service providers, Community Drug Action Team, and other relevant agencies to deliver at least two drug and alcohol intervention projects.</p> <p>Work with members of the Eastern Suburbs Domestic Violence Network in projects that address domestic violence issues.</p>
6c.2 Educate the public on surf and water safety.	Deliver the Surf and Water Safety education program to 20 schools.
6c.3 Implement effective regulatory and compliance services and programs to maximise public health and safety in Randwick City.	<p>Implement effective building regulation, compliance and certification strategies.</p> <p>Implement building fire safety and essential services programmes and activities.</p> <p>Implement effective food safety and other environmental health programs and activities.</p> <p>Implement a Swimming Pool Compliance Inspection Program.</p> <p>Maintain bacterial and chemical parameters at Des Renford Leisure Centre to ensure compliance with NSW Health guidelines for pool and recycled water quality.</p>
6c.4 Implement the Road Safety Action Plan.	Following analysis of the latest crash statistics, develop and implement projects for the key issues identified (for example pedestrian safety, speeding motorists, drink driving).
6c.5 Conduct minor reactive maintenance management in accordance with adopted service levels.	<p>Respond in a timely manner to community requests for repairs to road reserves.</p> <p>Respond in a timely manner to community requests for repairs to parks and open spaces.</p> <p>Respond in a timely manner to community requests for repairs to Council-owned buildings.</p>
6d: A strategic land use framework provides for our lifestyle changes and for a continuing, yet low rate of growth across our City.	
6d.1 Complete and implement the strategic land use framework (the comprehensive LEP and DCP).	No specific action is planned under this program in this year of the Delivery Program 2013-17
6d.2 Continually monitor and update the strategic land use framework for continual improvement.	<p>Review opportunities for improvement to the land use framework.</p> <p>Investigate ePlanning opportunities in response to changes arising from planning legislative reforms.</p> <p>Consider open space, public access and infrastructure opportunities associated with major renewal sites.</p>
6d.3 Ensure equitable and timely implementation of the s.94A Contributions Plan and work program to enhance infrastructure and facilities.	Implement and update Council's s.94A Development Contributions Plan as required by any NSW Government reforms.

4-Year Delivery Program (2013-17)		1-Year Operational Plan actions (2014-15)
6e: Enhance housing diversity, accessibility and adaptability to support our diverse community.		
6e.1	Provide for enhanced adaptability and accessibility of housing.	Implement Council's Home Maintenance and Modification Program in accordance with Service Plan ratified with NSW Family and Community Services and the Commonwealth Government.
6e.2	Implement Council's Affordable Housing Strategy and Action Plan to facilitate new and retain existing affordable housing.	Continue to monitor the Council's rental housing program to ensure all statutory requirements are met and the dwellings tenanted in accordance with the Council's Affordable Rental Housing Procedures. Investigate further affordable housing opportunities as a part of Urban Activation Precincts studies.
6f.1	Undertake an ongoing program of comprehensive commercial centre reviews.	Provide comment to the State Government with regards to planning for the Urban Activation Precincts in relation to commercial centres.

Outcome 7: Heritage that is protected and celebrated

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

Actions for Outcome 7

4-Year Delivery Program (2013-17)		1-Year Operational Plan actions (2013-14)
7a: Our heritage is recognised, protected and celebrated		
7a.1	Local and cultural history is recognised, known, preserved and celebrated (through events, media, etc.)	Promote local and cultural services and collections through a range of public programs, exhibitions and partnerships that enhance community interpretations of heritage.
7a.2	Prepare and implement management and maintenance plans for heritage properties owned by the Council.	Oversee upgrades to manage and maintain Council heritage monuments, murals and properties.
7a.3	Implement, monitor and review our City's heritage planning provisions to ensure suitable conservation and adaptive re-use.	Assess DAs for heritage items in accordance with the provisions of the LEP.

Coogee Beach Portico



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	Weighted average overall condition of public infrastructure (Scale 1 = Excellent / 5 = Very Poor)
PFP09	Satisfaction with maintenance of roads and footpaths
PFP10	Number of anti-social behaviour incidents in the LGA
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

A prospering City

Our outcome

- A strong local economy

The theme 'A prospering City' is a focus for our actions that support the local economy. We aim to facilitate economic development and maintain the diversity of our local economic base and improve and promote our commercial centres while being sensitive to environmental and social issues.

Related plan

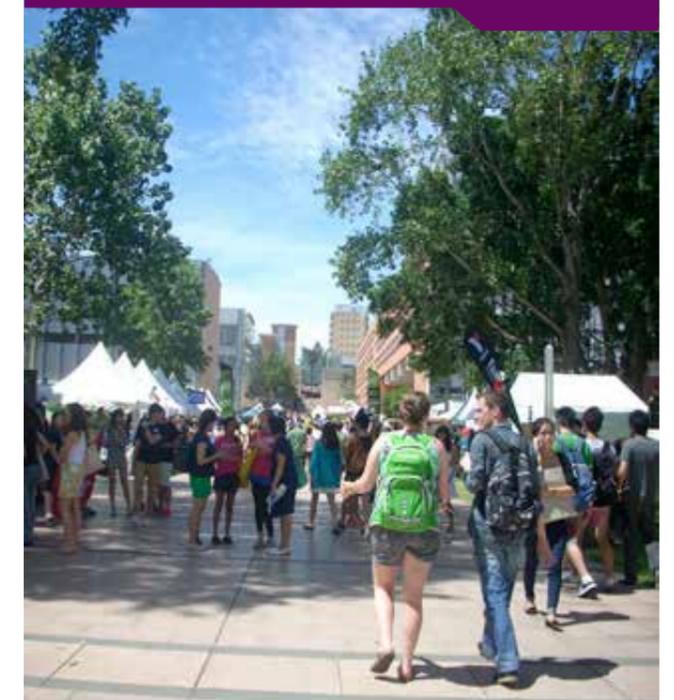
Economic Development Strategy

We developed The Randwick Economic Development Strategy (2009) to support a strong local economy and promote sustainable economic development in Randwick City. The Strategy identifies the City's economic strengths and addresses its challenges.

The Strategy provides practical actions with implementation timelines as well as cross functional economic initiatives for Council to support the local economy within the context of regional, national and international economic trends. The Randwick Economic Development Strategy is scheduled for review in late 2014.



UNSW students



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

	4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2014-15)
8a. Vibrant business, commercial and industrial sectors that provide ongoing and diverse employment opportunities and serve the community.		
8a.1	Implement the adopted recommendations of the Economic Development Strategy in relation to vibrant business, commercial and industrial sectors.	Plan and implement a regular business survey.
8a.2	Implement a range of strategies to support the development of vibrant commercial centres.	Prioritise and implement the short term actions as recommended in the Kingsford Town Centre Action Plan, including development of community/ cultural events, and potential for additional public art installations.
8a.3	Review and update the Economic Development Strategy.	Review and update the Economic Development Strategy.
8b: Support and strengthen the Hospital and University precinct's provision of specialised education and health services and employment growth.		
8b.1	Implement plans and strategies that strengthen the Hospital and University precincts' education, health and medical research functions.	Monitor employment growth and development in the Specialised Centre in line with the actions in the Precinct Plan and review potential future growth within the Light Rail corridor.
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.	Hold bi-annual business and economic leadership forums and continue to establish partnerships with major institutions such as the University, Hospital, TAFE and Australian Turf Club.
8c.2	Consider online opportunities to enhance communication partnerships on economic development.	Prepare the City for the economic opportunities created through the introduction of a high speed broadband network. Introduce comprehensive economic development pages on Council's website to assist local business.
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.	Attend, and provide administrative support to, all Randwick City Tourism meetings. Work with Randwick City Tourism Incorporated to improve the availability of information about tourism and recreation within Randwick City.

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 that reported they are spending the same or more at shops within Randwick City than 12 months ago
- PROS06** Number of surveyed residents that stated they prefer to shop in their local neighbourhood
- PROS07** Number of people employed (FTE) in the Education and Health Specialised Area - increase capacity by 2,300 jobs to 12,100 jobs by 2031 as per the NSW Government's East Sydney Subregional Strategy (equivalent to 10,423 jobs on 30 June 2012 based on a straight trend in growth)
- PROS08** Number of international visitors spending at least one night in the top Randwick City visitation sites (Coogee, Clovelly, Kensington and Kingsford)
- PROS09** Continued investment in the maintenance and development of the Coastal Walk from Clovelly to Botany Bay

Moving around

Our outcome

- Integrated and accessible transport

The ability to move around plays a key role in our quality of life, the choices we make about where we live and how liveable our community is. Council is working to increase accessibility both within and throughout the City. We are building a network of safe and convenient walking paths and cycleways; promoting sustainable transport options; advocating improved transport options, such as light rail; and balancing the needs of all road users in our traffic management and parking strategies.

Related plans

The Randwick Bicycle Plan

The Randwick Bicycle Plan sets out the proposed routes for a cycleway network throughout the City. The aim of the plan is to create links for people riding bicycles between key destinations, such as commercial centres, beaches and the UNSW. The cycling infrastructure that will be created is intended for use by all members of the wider community of bicycle riders.

The plan outlines a process of staged implementation and establishes priorities for the work. In 2014-15 we will continue working on the second north / south bike route which will extend from Centennial Park to La Perouse. In addition we will further investigations into the options available for us to improve bicycle access in conjunction with planned light rail changes.

Road Safety Action Plan

The Road Safety Action Plan targets key road safety issues in the community. It aims to reduce the casualties and crashes on our roads by informing and educating the community about road safety issues with the intention of changing driver and pedestrian behaviour. Randwick City Council has a part-time Community Road Safety officer, half funded by the State Government Roads and Maritime Services (RMS), who works with the community and a variety of stakeholders, such as the NSW Police, RMS and local schools, to implement the plan.

The Road Safety Action Plan for 2014-15 will focus on:

- older pedestrians
- bicycle and scooter safety – 3 to 12 year olds
- child restraint safety – 0 to 8 year olds
- safety program for motorbike and motor scooter riders
- ongoing focus of safety around schools
- workshops for supervisors of learner drivers
- support for existing RMS state-wide campaigns.



Light Rail

We have been working closely with Transport for NSW to achieve the best outcomes for residents, business and visitors, with the (re)introduction of light rail to Randwick.

Initially a group of agencies, including Council, formed a consortium to lobby for improved public transport to venues in and close to Randwick City. Together we co-signed a Memorandum of Understanding indicating a strong degree of support for the return of light rail. The other agencies were: the UNSW, Prince of Wales Hospital, Australian Turf Club (Royal Randwick Racecourse), Centennial Park/Moore Park Trust, the City of Sydney and the Sydney Cricket Ground Trust.

As further plans are developed, the Council has been working with Transport for New South Wales on some of the more detailed aspects of the proposal. This will enable us to make sure that the full benefits of the project are achieved; while also reducing significant impacts upon our residents and businesses.

The negotiations with Transport for New South Wales have been complex and we are sure that we will achieve the best outcomes regarding the project given the constraints placed upon such designs.

Ultimately light rail will result in a much better public transport service for our community, with much greater 'on time' reliability. It will be a faster, safer, more accessible and more comfortable form of public transport with full ticket integration. Each light rail vehicle will be able to carry the same number of people as five separate buses; greatly reducing the traffic congestion in Randwick and also within the Sydney CBD. In addition significant improvements to the public domain will be realised at a number of key locations creating better places for Randwick City's residents and visitors.

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

	4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2014-15)
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.	Continue with the implementation of outstanding works for the Priority 2 route – Centennial Park to La Perouse.
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.	Implement the kerb ramp program to enhance pedestrian accessibility throughout the footpath network.
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.	Encourage increased use of walking, public transport and cycling networks by continuing to make available information for residents and visitors e.g. Transport Guides and the Cycling and Walking Map. Extend Car-Share Program to new locations in Randwick City as local demand requires.
9b.2	Continue to show leadership in this area with Council's vehicle and transport choices.	Monitor CO ² emissions from the Council's fleet of vehicles.
9c: Advocate and / or plan for integrated local and regional transport improvements, including high capacity transport such as light/standard rail.		
9c.1	Continue to advocate for a rail system to service Randwick City.	See 9c.2
9c.2	Work closely with the State Government as planning and implementation of rail systems evolve.	Continue to work with the State Government for implementation of proposed light rail to achieve the best outcome for Randwick City residents, businesses and visitors.

4-Year Delivery Program (2013-17)		1-Year Operational Plan actions (2014-15)
9d: Residential amenity is protected by appropriate traffic management.		
9d.1	Implement traffic control strategies to protect residential amenity.	Investigate and address road safety matters and traffic and transport issues, raised by the community or others, through the Traffic Committee and other processes.
9d.2	Implement regulatory parking patrol and enforcement programs to ensure appropriate enforcement of the NSW Road Rules.	Implement operational programs to monitor and enforce relevant road rules in designated locations e.g. school zones, shopping precincts, residential parking areas and recreational areas.
9e: Parking is managed to balance convenience against reduce car reliance.		
9e.1	Enhance parking opportunities for residents through appropriate management of the Resident Parking Scheme.	Continue to roll out the replacement of the 'street based' scheme with an 'area based' scheme.
9e.2	Develop a strategic approach to the overall management of parking—especially within our commercial centres.	Determine steps involved in development of this strategic approach in consultation with the community (residents and business operators).

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 travel 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



Testing his bike skills at The Eco Living Fair



Little Congwong Beach, La Perouse

Looking after our environment

Our outcome

- A healthy environment

The Randwick area contains a magnificent array of natural features and we have a responsibility to conserve its diversity for future generations. To do this we are committed to leading our community in environmental sustainability; responding strategically to risks to the environment; protecting our biodiversity and natural heritage; identifying ways of disposing of our waste in a sustainable manner; conserving our potable water; and reducing our greenhouse gas emissions.

Related plans

Energy and Greenhouse Management Plan

A new approach to prioritising, implementing and reporting on our energy saving efforts is underway through our Energy and Greenhouse Management Plan. This approach consolidates previous plans which Council had prepared, including our Energy Savings Action Plan and Local Greenhouse Action Plan.

The prioritised initiatives are funded through Council's five-year Environmental Levy Program to reduce our energy use and corresponding greenhouse gas emissions from Council's operations, which in turn reduces our overall energy costs. For example, renewable energy projects, primarily in the form of solar panel installations to increase the amount of energy Council sites can generate from the sun or other renewable sources. In the last calendar year, Council's environmental levy enabled almost a doubling of renewable energy generation from Council buildings following the installation of two 30 kilowatts solar panels on both our Bowen Library and the newly upgraded Des Renford Leisure Centre.

Water Management Plan

Council continues to increase its level of water re-use and self sufficiency, particularly across our playing fields and parks. More than a dozen of our major recreational areas are now irrigated or supported by stormwater harvesting, treatment and re-use from various alternative water sources. These contribute very significant savings in potable or town water used by Council. A Water Savings Management Plan has identified priority areas for Council's investment in stormwater harvesting and similar projects until 2015.

Water metering of these sites indicates Council is saving in excess of 500 million litres of water per year from these water re-use projects, funded mainly through Council's Environmental Levy Program and supported by external grants obtained by Council.

Waste Management Strategy

Council continues to implement our Strategic Waste Management Plan with a target adjusted by the NSW Government to achieve a 70 per cent reduction in waste being disposed at landfill by 2020.

Key programs are underway to increase recycling, reduce litter and illegal waste dumping, and increase resource recovery of materials used. Current efforts have resulted in Council achieving approximately 55 per cent waste diversion. We are continuing to investigate and implement a range of alternative waste technologies and participate in a number of innovative waste reduction initiatives aimed at achieving this waste reduction target by this deadline including:

- our current food waste trial across 5,000 units and apartments; and
- the permanent drop off facility at our Perry Street Recycling Centre for recycling electronic television and computer waste.

Outcome 10: A healthy environment

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

Actions for Outcome 10

4-Year Delivery Program (2013-17)		1-Year Operational Plan actions (2014-15)
10a: Council's programs and partnerships foster sustainable behavioural changes and outcomes.		
10a.1	Develop, implement and review programs aimed at improving sustainability outcomes for residents, schools, businesses and staff.	Deliver sustainability courses, workshops and events for the Randwick community and review outcomes.
10a.2	Expand external partnerships supporting Council's sustainability initiatives e.g. UNSW and business.	Achieve sustainability outcomes with external partners, such as local businesses and funding programs.
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 3 local government areas.	Participate in initiatives and programs conducted as part of 3-Council collaboration to reduce resource consumption across the eastern suburbs.
10a.4	Investigate and implement incentives aimed at increasing the level of participation of businesses, schools and residents in resource conservation programs.	Achieve sustainability outcomes through grants and other incentives offered to local schools and residents. Achieve sustainability outcomes within Council's operations.
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 sustainability framework for Randwick.	Prepare strategic sustainability framework for Council.
10b.2	Develop and implement environmental strategies for remediation of contaminated Council / public land.	Remediate the Chifley Sports Reserve for redevelopment.
10b.3	Implement recommendations contained in the NSW Government's Floodplain Development Manual and relevant flood studies carried out for Randwick.	Finalise floodplain risk management studies and plans for Centennial Park Catchment, Maroubra Bay Catchment and Coogee Bay Catchment.
10b.4	Administer and implement Council's Tree Preservation Orders and review process and formally incorporate environmental risk and assessment.	Process tree pruning/removal applications incorporating relevant environmental risk assessments.

4-Year Delivery Program (2013-17)		1-Year Operational Plan actions (2014-15)
10b.5	Administer and coordinate Council's Climate Change Adaption and Mitigation Plan.	Review and update Climate Change Adaptation and Mitigation Plan for Council.
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 development of green corridors. Maintain a database of terrestrial native animals and plants. Control noxious and environmental weeds and pest animals.
10c.2	Implement annual tree planting programs ensuring that species comply with Council's Street Tree Master Plan.	Implement ongoing Annual Street Tree Planting Program, Community Street Tree Planting project, National Tree Day and Trees for Mum projects.
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.	Review Council's Waste Management Strategy. Establish and monitor outcomes of projects and programs conducted to reduce waste going to landfill in accordance with targets set. Monitor diversion of waste to Alternative Waste Technology facility.
10d.2	Implement and review actions identified in Council's Litter and Illegal Dumping Management Plan.	Prioritise and implement projects to counter illegal dumping and litter across Randwick. Monitor data for illegal dumping hotspots to initiate education programs.
10d.3	Develop and implement community engagement programs on waste and recycling.	Deliver waste education programs and review outcomes for the Randwick community.

Continued from previous page

	4-Year Delivery Program (2013-17)	1-Year Operational Plan actions (2014-15)
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.	Prioritise and implement water conservation projects across Randwick City.
		Increase stormwater, rainwater and wastewater harvesting opportunities within Randwick City.
		Connect Council irrigation assets to the web managed irrinet system.
		Improve water quality at our beaches and coastal areas.
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.	Prioritise and implement energy saving and efficiency projects across the City.
10f.2	Investigate and implement renewable energy projects across Randwick City.	Prepare strategic priorities for expanding renewable energy across the City.

Our measures for this outcome include:

- LAOE01 Mains water consumed by the Council's operations per day on average - 20% reduction by 2012 from the 2005 baseline of 540 kL per day
- LAOE02 Net tonnes of greenhouse emissions from the Council's operation - 20% reduction by 2012 from the 1998-99 baseline of 13,680 tonnes - per annum
- LAOE03 Energy (electricity and gas) consumed by the Council's top 10 consuming sites per annum - 20% reduction by 2012 from the 2005-06 baseline of 18,712.6 GJ
- 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 - target of at least 66% by 2014
- 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



Coastal Walkway at Gordons Bay

Sustaining our City

In February 2014 Council applied to, and was successful in gaining the Independent Pricing and Regulatory Tribunal's (IPART) approval to continue the existing Environmental Levy for a further five years. The extension of the existing levy will continue to fund Randwick's unique program Sustaining our City. Through this program the Council has delivered important environmental projects and improvements over the past ten years.

Randwick's Sustaining our City initiative has contributed to a transformation in the way our community has responded to the important environmental issues confronting society: from coastal protection; conserving resources; reducing waste; protecting biodiversity; and community education and engagement in actions individuals can take around their home, school or workplace. Projects include: upgrades to our coastal walkway; achieving substantial energy and water savings; and providing regular sustainable living workshops free for our residents.

The five year program commenced originally in 2004. At the end of that period the community and Council approved the continuation of the program for an additional 5 years.

Our request to IPART to continue Sustaining our City and our Environmental Levy Program this year, for a further five years, followed extensive community consultation between August and November 2013 about the levy,

including a survey posted to every ratepayer, a dedicated website inviting feedback, community workshops and information on social media. Almost 7,000 ratepayers completed the survey with the results showing strong support for the programs, and a majority of residents in support of continuing the levy.

In community workshops, the support for the continuation of the environmental levy reached 75 per cent when Randwick City Council staff explained the projects and programs funded by the levy and how they have added to better environmental outcomes for the community.

IPART formally approved the continuation of the Environmental Levy in June 2014.

Some of the projects the Council intends to fund over the next five years include:

- further upgrades and extensions of the Coastal Walkway;
- further expansion of energy and water saving measures at various sites;
- expanding the protection of native habitats and tree planting;
- continuing our community and school education initiatives; and
- expansion and maintenance of native habitats.



The Spot Festival Randwick 2014

Our Budget 2014–15

Our Budget 2014-15

	TOTAL (\$)
Employment costs	55,787,387
Materials and contracts	32,860,034
Depreciation	22,624,078
Other operating expenses	13,888,173
TOTAL EXPENSES	125,159,672
Rates	67,962,309
Annual charges	30,100,473
User charges and fees	15,291,786
Interest income	2,583,318
Other operating income	8,032,652
Operating grants and contributions	6,599,602
Capital grants and contributions	3,322,007
TOTAL REVENUE	133,892,147
NET OPERATING DEFICIT (SURPLUS)	8,732,475
Capital Additions	
Capital expenditure	32,883,823
Sale of assets	(1,199,019)
NET CAPITAL ADDITIONS	31,684,804
Movements in Reserve Funds (Net)	
s.94A reserve funds	(1,056,877)
Externally restricted reserve funds	651,737
Internally restricted reserve funds	57,634
NET MOVEMENTS IN RESERVE FUNDS	(347,506)
Depreciation expense (non cash)	(22,624,078)
NET COST EXCLUDING DEPRECIATION (MOVEMENT IN WORKING CAPITAL)	(19,255)

Note: For more information refer to the full Randwick City Council Budget 2014–15

Revenue policy 2014–15

Rating structure

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

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

- Residential
- Business
- Farmland
- Mining.

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

- Residential - includes any rateable parcel of land valued as one assessment and the dominant use is for residential accommodation, or if vacant land, is zoned or otherwise designated for use for residential purposes under an environmental planning instrument or is rural residential land.
- Business - is rateable land that cannot be classified as farmland, residential or mining. Land that is categorised as business is levied at the business rate. For 2014-15, the business rate is approximately 3.4 times the residential rate.

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 four 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 2012. The 2012 valuations will be used again in 2014-15.

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 IPART. All councils are subject to the annual rate peg unless otherwise covered by a 'Special Variation'.

Special Variation

In June 2013, IPART approved a special variation to general rates income for Randwick City of 3.59 per cent, per year, for four years, aligning with the 2013-17 Delivery Program. In line with this pre-approved variation, rates will increase by 3.59 per cent in 2014-15.

In February 2014, Council lodged an application with IPART, applying for the continuation of the Environment Levy which has been in place since July 2004, and was due to expire in June 2014. The application, which was approved by IPART in early June, renews the expiring levy for the same 6 per cent rate, meaning rates will essentially remain the same.

Randwick City Council followed the Office of Local Government's guidelines and gained public support for the application and continuation of the levy. The variation is needed in order to maintain funding for identified environmental programs and sustainability initiatives.

Variations to rate revenue

The estimates of rate revenue for 2014-15 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).

In January 2014, the Council made representations to the Minister for Local Government to fund an increase in the prescribed pensioner rates concession from \$250 to \$350 per annum.

Randwick City Council has approximately 5,179 properties that receive a pensioner concession on their rates. Pensioner concessions are expected to total \$1.29 million in 2014-15. The 55 percent pensioner subsidy received from the NSW Government will amount to approximately \$713,000.

Approximately 10.2 per cent of residential rateable properties will receive pensioner concessions in 2014-15.

Rates income 2014-15

The table below provides a summary of the rates structure that will apply in 2014-15. It shows the number of rateable properties within each of the rating categories, 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 estimates rate revenue for 2014-15.

Rate description	Rate (¢ in \$)	No. of properties	Rate revenue \$
Residential - ad val	0.183110	22,622	\$34,044,528
Residential- min	\$701.01	25,940	\$18,184,199
Business- ad val	0.614580	1,391	\$12,679,006
Business- min	\$1,129.66	619	\$699,260
Environmental - ad val	0.015013	50,572	\$3,800,417
TOTAL			\$69,407,409

Interest charge 2014-15

In accordance with s.566(3) of the Local Government Act 1993, the Minister for Local Government determines the maximum rate of interest payable on overdue rates and charges each year.

The Minister for Local Government has determined an 8.5 per cent maximum interest rate for 2014-15, which Council will apply. The interest rate in 2013-14 was 9 per cent per annum.

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 Environment Levy in place for the past ten years. The levy is funded by a special variation and was originally introduced in July 2004 for five years, calculated at 6 per cent of the Council's overall rates income. In July 2009 the levy was re-approved for a further five years.

Prior to the expiration of the levy, and following extensive community engagement, Council lodged its application to IPART in February 2014 for a special variation to general rates income. In June 2014 IPART approved this variation which will allow the Council to continue the Environment Levy for another five years, again calculated at 6 per cent of the Council's overall rates income.

Domestic Waste Management Charge

The Council levies a Domestic Waste Management Charge under s.496 of the Local Government Act 1993. This charge will apply 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.

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

The charge for 2014-15 per assessment is \$510.72. The estimated gross yield is \$29,438,726 for 2014-15. This is an increase of \$17.70 or 3.59 per cent from the 2013-14 charge of \$493.02.

The Domestic Waste Management Charge provides for existing services; the continuation of carbon pricing; 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.

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 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 property: calculated as per a business property and apportioned by unit entitlement for business strata lot with a minimum charge of \$5.
- Company title properties: calculated in accordance with the rating category of the land and then apportioned according to the number of shares held by each shareholder.

For 2014-15 the estimated gross yield of the Stormwater Service Management Charge is \$1,136,887 for 2014-15.

Details on the expenditure under this program are at page 85.

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 (NSW) (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 proposes to 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.610F of the Local Government Act 1993 (NSW), 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:

- Nil cost recovery
- Minimal cost recovery
- Partial cost recovery
- Full cost recovery
- Full cost plus overheads
- Set by statute
- Conditions of grant funding.

Full cost recovery, partial cost recovery, minimal cost recovery and nil 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.
- 'Set by statute' 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.

Some charges are set by statute and determined by State and Federal Government legislation

Borrowings

Randwick City Council is debt free. No new external borrowings are proposed in 2014–15.

Activities of a commercial or business nature

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

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

Grants, donations and subsidies

Randwick City Council supports community organisations by providing a range of grants, donations and subsidies, in excess of \$1.8 million. These may be in the form of rental subsidies and access to Council-owned buildings. Council has adopted a policy framework to ensure that its decisions are consistent, and based on principles of accountability, transparency and fairness. Our focus in 2014-15 will be to ensure that all grant applications continue to meet grant assessment criteria and the stated objectives of the Randwick City Plan.

Council manages three grants programs. These are:

Community Partnerships Grants Program

This program is eligible only to not-for-profit organisations that deliver support programs or services to improve the health and wellbeing of disadvantaged residents.

Applicants may apply for an amount not exceeding \$20,000 per year, up to a maximum of three years, tied to conditions and acquittal requirements. Community organisations receiving grants will not be eligible to reapply until the term of their funding project expires. Approximately \$143,000 is allocated for continuing projects and new applicants in the 2014-15 financial year.

Cultural and Community Grants Program

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

Approximately \$105,000 is available for allocation, tied to conditions and acquittal requirements, across two funding rounds per financial year, in September and March.

Randwick NSW ClubGRANTS

In addition Randwick City Council assists with the administration of the Randwick NSW ClubGRANTS Scheme on behalf of local clubs. This scheme is a state-wide program that encourages local clubs with gaming machine profits over \$1 million to contribute towards the provision of front-line projects, programs and services that assist disadvantaged groups and residents in Randwick City. In 2013, nearly \$35,040 was allocated to not-for-profit organisations and charities.

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

Affordable rental housing subsidies

Through the local planning process, Randwick City Council has negotiated for sixteen affordable units to be transferred under our ownership once construction is completed. This project was developed in partnership with the community housing provider – Community Housing Limited. Council currently owns fourteen of these units located in various developments across the City and all have been tenanted in accordance with the Council's Affordable Rental Housing Program. Through this program, the Council subsidises each tenant's weekly rent by at least 25 per cent of the median rent levels for Randwick City.

Trade waste subsidies

A number of non-profit community groups receive fully subsidised trade waste services. In 2014–15 a subsidy will again be provided. This is a recurrent program and applications are not required.

Donations for surf life saving services

In 2014-15, a total of \$150,000 will be allocated to support surf life saving services. Each of the following groups will receive a donation of \$30,000:

- Maroubra Surf Life Saving Club
- Coogee Surf Life Saving Club
- Clovelly Surf Life Saving Club
- South Maroubra Surf Life Saving Club
- Offshore Boat Rescue.

Asset Replacement Program

The Asset Replacement Program is outlined in the table below.

Asset Replacement Program – replacement cycle

Asset	Replacement cycle
Passenger fleet	Replaced at 60,000 kilometres or three years
Truck fleet	Replaced every 7 years
Garbage compactor	Replaced every 5 years
Road sweepers	Replaced every 5 years
Footpath sweepers	Replaced every 2 years
Water tanker	Replaced every 10 years
Minor plant	Replaced when unfit, usually every year
Major plant	Replaced at 8,000 hours, or 5 years
Desktops	Replaced every 3 years
Software upgrades	As released

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 proceeds from the sale or lease of any real property in the forthcoming year have not been incorporated into the 2014–15 Budget or the Council's Long Term Financial Plan.

Capital Works Program

Asset Management Plans have been produced for the assets under the care and control of Randwick City Council. The plans control the long-term maintenance and upgrade of these assets.

A number of issues need to be taken into account when deciding which assets to maintain or upgrade in any one period. These include, but are not limited to, the available funding, level of use, predicted life with maintenance, predicted deterioration without maintenance, risk to public of not upgrading and least cost for most improvement to the life and usability of the individual asset.

Randwick City Council has a Capital Works Program that lists in detail, the location, timing and costs of each component (refer to 2014-15 Budget). 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 Expenditure 2014-15

Asset type	Total (\$)
Parks and Recreation	7,313,000
Roads	10,622,947
Buildings	7,560,183
Drainage	1,194,366
Plant and equipment	3,511,827
IT and Office equipment	2,286,500
Library resources	395,000
Total Capital Expenditure	32,883,823

Major capital projects 2014-15

The following table outlines key projects in the 2014-15 Capital Works Program.

Parks and Recreation Capital Works	\$7,313,000
<ul style="list-style-type: none"> • Heffron Park Plan of Management works • Coogee Bay streetscape upgrade • Coogee Beach facilities • Continuation of the Coastal Walkway • Snape Park irrigation 	
Road Capital Works	\$10,622,947
<ul style="list-style-type: none"> • Road Rehabilitation Program • Footpath construction • Coogee commercial centre streetscape upgrade • Health and Education precinct works • Retaining Wall Program 	
Buildings Capital Works	\$7,560,183
<ul style="list-style-type: none"> • Coogee Beach amenities • Mahon Pool amenities • Chifley Sports Reserve amenities • La Perouse Museum restoration works 	
Drainage Capital Works	\$1,194,366
<ul style="list-style-type: none"> • Floodplain risk management studies and plans for Maroubra Bay, Coogee Bay and Centennial Park catchments • CCTV data collection • Pioneer Park – new pipeline • Ritchard Ave and Albert Street – pipe relining 	

Sustaining our City Program

Communities, local Councils and organisations around the world appreciate the responsibility we all have to protect and enhance our natural resources for the enjoyment of current and future generations.

Randwick City Council's key environmental initiative is our Sustaining our City Program, funded via an innovative environmental levy. This environmental levy was initially approved for a five year period by the Minister for Local Government in 2004, and following a very successful program of investment and community engagement, this approval was extended for an additional five years from 2009.

Following extensive community consultation over the second half of 2013, Council applied to IPART for the continuation of the Environmental Levy for a further five years from July 2014.

The projects and programs conducted as part of our Sustaining our City initiative are based around five major activity areas, each reflecting a key community concern. These include:

- protecting our coastal and marine waters
- conserving resources, particularly focussing on water and energy, and the amount of waste going to landfill
- tackling greenhouse gas emissions, with a focus on sustainable transportation such as cycling and walking
- protecting our biodiversity
- community engagement and participation.

We have a strong commitment to sustainability which mirrors the high level of concern and interest the community has for environmental issues and the pressures exerted by our population on the City's natural and urban environments. The Council understands it has a leadership responsibility to the broader community as well as the wider local



government sector - we should be leading by example.

Over recent years, our sustainability efforts have been recognised through a number of prestigious awards received and successful funding applications to external grants programs. These grants have added value to the environmental levy and boosted the environmental improvements and initiatives carried out across our City.

The community continues to show its concern about the pressures on our natural resources and urban environment, particularly for waste, water and energy issues, as well as managing our biodiversity, and management of our open spaces. We are responding with measures to conserve the resources we have stewardship over, including ways to respond to our high carbon and ecological "footprints" i.e. consumption of natural resources.

Many people visit Randwick each year for its 29 kilometres of coastline and open spaces. Currently over 26 per cent of our area is open space, which is a very high percentage in the Sydney metropolitan area.

Ongoing projects include constructing and upgrading sections of our Coastal Walkway; major water conservation initiatives now saving residents

hundreds of millions of litres of water per year, substantial planting of native vegetation within our parks, coastal reserves and streets; energy conservation and waste minimisation projects.

We also conduct a comprehensive range of educational activities to help residents, visitors, students, teachers and local businesses better understand and take action to protect our environment and improve their own sustainability actions and practices around their homes, schools and businesses.

The following table outlines the details of the proposed program for delivery during the course of the next five years.

Sustaining our City Program 2014-19

Project area	Description	YR 1 \$ 2014-15	YR 2 \$ 2015-16	YR 3 \$ 2016-17	YR 4 \$ 2017-18	YR 5 \$ 2018-19	*TOTAL \$
COASTAL PROTECTION							
Coastal walkway	Upgrade / construct southern sections	965,800	1,022,900	1,056,100	1,081,600	1,113,900	5,240,300
Water quality improvement	Remove upstream street litter	113,600	143,800	148,600	160,800	161,600	728,400
	Design and install information signage	12,900	14,400	14,800	16,100	16,200	74,400
	Upgrade and install Gross Pollutant Traps	168,100	151,800	156,800	160,800	161,600	799,100
Sub Total (Coastal Protection)		1,260,400	1,332,900	1,376,300	1,419,300	1,453,300	6,842,200
CONSERVING RESOURCES							
Water conservation	Water efficiency amenity upgrades	449,000	270,300	264,800	270,000	275,400	1,529,500
	Community Water Efficiency Program	13,200	16,900	17,700	18,000	18,400	84,200
Energy Conservation	Solar panel installations - various	336,200	285,900	289,700	300,700	277,900	1,490,400
	Install energy saving measures - Council Administration Building	149,500	127,100	128,800	130,000	108,100	643,500
	Install energy savings measures - Randwick City Libraries	112,100	95,300	96,600	97,500	77,200	478,700
	Install energy saving measures - other Council sites	92,100	396,000	409,300	422,800	619,700	1,939,900
Sub Total (Conserving Resources)		1,152,100	1,191,500	1,206,900	1,239,000	1,376,700	6,166,200
TACKLING GREENHOUSE							
Sustainable Transportation	Upgrade / install / improve cycling and walking facilities	467,000	505,800	559,800	571,000	551,700	2,655,300
	Provide cycling and walking information	45,600	45,000	46,300	46,900	33,900	217,700
	Bicycle Re-use and Recycling Program	48,300	47,700	54,000	54,700	33,900	238,600
Sub Total (Tackling Greenhouse)		560,900	598,500	660,100	672,600	619,500	3,111,600

Project area	Description	YR 1 \$ 2014-15	YR 2 \$ 2015-16	YR 3 \$ 2016-17	YR 4 \$ 2017-18	YR 5 \$ 2018-19	*TOTAL \$
BIODIVERSITY							
Biodiversity Strategy Implementation	Upgrade native habitat and plantings	121,700	139,400	143,600	148,000	153,000	705,700
	Support new community gardens	64,400	65,300	67,200	69,500	71,800	338,200
	Flora and Fauna Monitoring	48,300	49,100	50,600	52,300	53,900	254,200
	Street Trees and Parks Planting	64,400	65,300	67,200	69,500	71,800	338,200
	Establish Demonstration Native Garden - Randwick Community Centre	32,200	32,700	33,600	34,700	35,700	168,900
Sub Total (Biodiversity)		331,000	351,800	362,200	374,000	386,200	1,805,200
COMMUNITY ENGAGEMENT							
Community Education	Marine & Coastal Discovery programs	70,400	73,100	74,700	77,200	79,000	374,400
	Community sustainability workshops	90,400	93,600	95,700	98,700	105,000	483,400
	Sustainability Open Days and events	11,000	11,100	11,100	11,100	11,300	55,600
	Eco Living Fair	93,900	97,600	99,500	102,800	104,400	498,200
School Programs	City/Country Sustainability school visits	13,864	26,262	29,986	78,925	79,977	229,014
	Eco Heroes environmental club	16,381	16,618	16,771	15,591	15,845	81,206
	Sustainability Resources at Libraries	12,286	12,565	12,778	11,965	12,244	61,838
	Sustainability education excursions / visits	133,569	135,344	136,331	124,885	131,357	661,486
Sub Total (Community Engagement)		441,800	466,189	476,866	521,166	539,123	2,445,144
TOTAL COSTS		3,746,200	3,940,889	4,082,366	4,226,066	4,374,823	20,370,344

* amounts include associated internal project costs

Buildings for our Community Program

In 2010, Randwick City Council's Buildings for our Community Program was approved by the Minister for Local Government for a three year s.508A Special Variation to General Revenue to provide funding for a seven-year capital, upgrade and replacement building program. It is part of a long-term strategy to provide the community with improved and additional facilities that contribute to public amenity and the wellbeing of our residents and visitors. Under the program we will construct new buildings and amenities which we have identified are needed by the community, as well as being able to upgrade existing buildings and ensure their use into the future.

We have made a commitment to keep the community involved in the program, including a promise of ongoing engagement with its implementation and consultation on each of the major projects.

In the financial year 2013-14, the Council commenced/completed work on numerous projects under the Buildings for our Community Program including:

Des Renford Leisure Centre

A new entry building and fitness facility was constructed at the Des Renford Aquatic Centre, catering for the local community and complementing the sporting facilities of the regionally significant Heffron Park location.

The building includes a new fitness centre with gym, spin and aerobics rooms, new reception, administration areas, crèche with quiet room and courtyard, and refurbished café and amenities.

The design stage involved extensive public consultation, and construction was completed in 2013.

Heffron Park Amenities

Under the Buildings for our Community program, three new building facilities in Heffron Park have been funded in addition to the Des Renford Leisure Centre redevelopment.

A new multi-purpose sports amenities building located in the central east precinct was completed in early 2014, and features toilets, change rooms and storage.

The two existing amenities located in the central west and south west precincts will be upgraded and extended in 2014.

Refurbishment works to the central west amenities include a new canteen, toilets, change rooms, a community meeting room and storage. This project is expected to be completed by late 2014. Refurbishment works to the south west amenities are expected to be completed the following year and include improvements to the canteen, toilets, change rooms, a new community meeting room and storage.

Coral Sea Park Amenities

The planning is complete for the upgrade to the Coral Sea Park Amenities building. This features a new community room, new kiosk, additional change room, new storage, refurbished existing bathrooms and change rooms. Construction is expected to commence in 2014.

Cromwell Park Toilets

The upgrade works were completed to the existing toilet block in Cromwell Park, Malabar. This benefits those residents and visitors who enjoy the park facilities and nearby Malabar Beach.

Kensington Community Centre

The Kensington Community Centre was originally listed for Year Five in the Buildings for our Community Program, but was expedited to Year Four when the Kensington Bowling Club site became available as a potential site.

The site was recently the subject of a public consultation process which will inform the design outcomes for the centre.

Coogee Senior Citizens' Centre

Upgrade works to the Centre are in the planning stage. The hall is in need of a significant upgrade to meet current building standards, including the provision of an accessible bathroom and ramp. The proposed alterations retain the existing building footprint and strengthen the connection with the adjacent outdoor areas.

Randwick Town Hall upgrade

The works described for Randwick Town Hall in the Buildings for our Community program include extensive heritage renovation to re-establish the internal integrity of this historic building.

Planning is underway to provide modern accessible spaces that cater for current needs, and this stage includes the preparation of a Heritage Management Document to guide future works and assist in prioritising expenditure, as well as for the design and documentation of upgrade works to the building.

Chifley Reserve Amenities Buildings

New amenities are proposed for Chifley Reserve to service the new playing fields proposed for the park including public toilets, change rooms, storage areas, canteen facilities and a community room. Construction will commence in 2014 after site remediation and establishment of the playing fields.

Community Nursery

Upgrades to the Randwick Nursery potting shed, which will provide additional light, ventilation and improved storage, are nearing completion.

Little Bay Toilets

The upgrade to the existing toilets at Little Bay will include an additional toilet and new shower, with works likely to commence in late 2014.

The 2014-15 year is the fifth year of the Buildings for our Community levy and program.

Some of the projects scheduled for the 2014-15 financial year in the Buildings for our Community Program are:

- Construction of new toilets, change room and shower facilities at the lower promenade at Coogee Beach;
- Construction of new toilets and shower facilities at Mahon Pool in Maroubra;
- An upgrade to the Beach Inspectors' Watch Tower at Malabar Beach;
- Upgrade storage works to the Yarra Oval amenities;
- Storage upgrade at Kensington Oval; and
- Restoration works to the James Robertson Fountain at Coogee, and Beiler Park Gateway at Clovelly.

Works completed since the 2010 commencement of the Buildings for our Community Program include:

- Coogee Surf Life Saving Club upgrade
- Clovelly Surf Life Saving Club upgrade
- South Maroubra Surf Life Saving Club upgrade
- Pioneer's Park, Malabar top field - new amenities building
- Pioneers Park, Malabar lower field - amenities building upgrade
- Maroubra Surf Life Saving Club upgrade
- SOS Preschool, Randwick - walkway and awning
- Baker Park, Coogee toilets
- Clovelly Beach Inspectors' office upgrade
- Duffy's corner Occasional Childcare Centre, Maroubra
- Rainbow Street Childcare Centre, Randwick
- KU Peter Pan La Perouse Preschool, Phillip Bay
- KU Randwick Coogee Preschool, Randwick
- Moverly Children's Centre, Coogee
- Nagle Park, Maroubra amenities building
- Maroubra Senior Citizens Centre
- Clovelly Childcare Centre (stage 1 works)
- James Bundock Fountain Coogee - restoration
- Latham Park, Maroubra - amenities canteen upgrade
- Cromwell Park, Malabar - toilet upgrade
- Des Renford Leisure Centre, Maroubra.

Buildings for our Community Program	Total cost 2010-17 (\$)
Building Levy (2.69% for 3 years)	29,890,000
Grants	780,000
Section 94A	5,225,000
Council Reserves and General Revenue	4,814,000
TOTAL	40,709,000

Buildings for Our Community Program

(Year 5) 2014-15 Building Program Forecast*

Building	Category	Project	Suburb	Total Project Cost \$'000	Source of Funding \$'000			
					Building Levy	Grants	s94	Council Reserves
Coogee Bus Shelter/ Kiosk Showers and Toilets	Amenities	New amenities to the beach lower promenade including toilets, change rooms, shower areas and upgrade kiosk, lifeguards office, storage.	Coogee	4,917	3,993	-	-	924
James Robertson Fountain	Heritage Monument	Restore, clean and repoint the existing monument.	Coogee	18	18	-	-	-
Beiler Park Gateway	Heritage Monument	Restore, clean and repoint the existing monument.	Randwick	23	23	-	-	-
Kensington Oval Storage Shed	Storage Shed	Upgrade the roof, walls and roller door.	Kensington	35	35	-	-	-
Yarra Oval Amenities	Amenities	Upgrade storage area within the facility.	La Perouse	175	175	-	-	-
Mahon Pool Toilets, Showers and Change Rooms	Amenities	Upgrade toilet and shower facility.	Maroubra	1,506	700	-	-	806
Cromwell Park Beach Inspectors Watch Tower	Life Guard Room	External repairs to steel structure.	Malabar	23	23	-	-	-
Chifley Sports Reserve Amenities	Amenities	Construct amenities and a skate facility.	Chifley	817	817	-	-	-
Clovelly Childcare Community Centre Masterplan	Childcare	Develop masterplan to include a new community and childcare centre.	Clovelly	58	58	-	-	-
TOTAL 2014-15 PROGRAM (YEAR 5)				7,572	5,842	-	-	1,730

(Year 6) 2015-16 Building Program Forecast*

Building	Category	Project	Suburb	Total Project Cost \$'000	Source of Funding \$'000			
					Building Levy	Grants	s94	Council Reserves
South Matraville Hall (at Malabar Library)	Community Hall	Upgrade main hall, male and female toilets, kitchen facility, roof and main entrance and install security lighting.	Matraville	450	350	-	100	-
Coogee Surf Life Saving Boat Storage Shed	Storage Shed	Upgrade the building to maximise the area for boat storage.	Coogee	117	117	-	-	-
Coogee Fishermans Club	Amenities	Upgrade the reinforced concrete roof, steel roof beams, timber stairs, floor surfaces and shower area and carryout internal and external painting.	Coogee	110	110	-	-	-
Gordon's Bay Fishermans Club	Amenities	Upgrade the building to maximise storage and install security lighting.	Coogee	292	292	-	-	-

Kingsford Town Centre Toilets	Amenities	Construct new male and female toilet amenities.	Kingsford	583	583	-	-	-
Heffron Park Indoor Sports Centre	Sports Centre	Design and construct new indoor multi-use recreation centre to cater for a variety of sports and activities including (but not limited to) shared courts for basketball, indoor netball, indoor soccer, volleyball, handball, badminton. Also shared space for table tennis, martial arts, dance, climbing equipment, club rooms, squash courts, rooms for yoga, pilates, dance etc, spectator seating and equipment storage rooms.	Maroubra	1,683	583	100	1,000	-
Coogee Oval Grandstand	Grandstand	Upgrade the top floor change rooms, toilets and cricket club room.	Coogee	561	561	-	-	-
Matraville Shopping Centre toilets	Amenities	Install new male and female toilets.	Matraville	583	583	-	-	-
Maroubra Beach Community Centre	Community Centre	Construct a new building consisting of auditorium, offices, meeting rooms, kitchen facility and toilets.	Maroubra	1,954	1,954	-	-	-
TOTAL 2015-16 PROGRAM (YEAR 6)				6,333	5,133	100	1,100	-

(Year 7) 2016-17 Building Program Forecast*

Building	Category	Project	Suburb	Total Project Cost \$'000	Source of Funding \$'000			
					Building Levy	Grants	s94	Council Reserves
Kensington Oval Grandstand	Grandstand	Upgrade the change rooms, shower areas, toilets and kiosk and install security lighting.	Kensington	350	350	-	-	-
La Perouse Toilets	Amenities	Demolish and construct new male and female toilet amenity building.	La Perouse	583	583	-	-	-
Bunnerong Gymnastics Centre	Sports Centre	Demolition of the existing structure and construction of a new building.	Maroubra	1,584	584	-	1,000	-
Southern Suburbs Youth Facility	Multi Purpose Centre	Construct a new building that includes a large open space, offices, meeting rooms, kitchen facility and toilets.	Within South Ward	2,747	2,747	-	-	-
Malabar Occasional Childcare	Childcare	Upgrade the kitchen and toilet facilities.	Malabar	146	146	-	-	-
Wylies Baths	Amenities	Undertake an extensive heritage renovation to re-establish the internal and external historical integrity of the residential building and amenities.	Coogee	1,283	1,283	-	-	-
TOTAL 2016-17 PROGRAM (YEAR 7)				6,693	5,693	-	1,000	-

* amounts include associated internal project costs

(Year 7 Extension) 2016-17 Building Program Forecast*

Building	Category	Project	Suburb	Total Project Cost \$'000	Source of Funding \$'000			
					Building Levy	Grants	s94	Council Reserves
Popplewell Park -Childcare Centre	Childcare	Construct a new childcare facility.	Coogee	850	350	-	500	-
South Maroubra Surf Club Toilets	Amenities	Upgrade the male and female toilet areas and install new security lighting.	Maroubra	350	350	-	-	-
Heffron Park Southern Clubhouse and Amenities Building	Amenities	Upgrade existing amenities building including toilets, change rooms, storage, canteen and a kiosk.	Maroubra	1,050	1,050	-	-	-
Randwick Cemetery Toilets and Storage	Cemetery	Demolish the existing building and construct storage and toilet facilities.	Randwick	117	117	-	-	-
Matraville Youth and Cultural Hall	Community Hall	Demolish the existing building and construct a new facility consisting of an auditorium, offices, meeting rooms, kitchen facility and toilets.	Matraville	1,050	1,050	-	-	-
Snape Park Dressing Shed	Amenities	Upgrade the change rooms, shower areas and toilets and improve security lighting.	Maroubra	198	198	-	-	-
Malabar Junction Amenities	Amenities	Upgrade the male and female toilet areas on Anzac Parade and install new security lighting.	Malabar	93	93	-	-	-
Malabar Jet Rescue Boat Storage Shed	Storage Shed	Upgrade the office/ meeting room, shower areas and toilets and improve the security lighting.	Malabar	105	105	-	-	-
Yarra Bay Bicentennial Park Toilets	Amenities	Upgrade the change rooms, shower areas, toilets and kiosk and improve the security lighting.	La Perouse	175	175	-	-	-
Clovelly Senior Centre	Senior Citizens Centre	Complete upgrade to kitchen, toilets, main room, storage room and carryout internal painting.	Clovelly	583	583	-	-	-
Burnie Park Hall	Community Hall	Upgrade male and female toilets, install insulation to underside of roof and install air conditioning.	Clovelly	82	82	-	-	-
TOTAL 2016-17 PROGRAM (YEAR 7 - extension)				4,654	4,154	-	500	-

* amounts include associated internal project costs



Meeting a friendly Carpet Python at Randwick City Council's Eco Living Fair

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 some chemicals. 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 even in times of relatively normal rainfall there are incidents that cause nuisance flooding and sometimes greater 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 old and 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. Currently we have limited information on the condition of our drainage assets. Better understanding of the condition of our stormwater assets is vital for effective programming and prioritising of maintenance and capital drainage works.

Randwick Cities Drainage Network

The stormwater drainage network is in place to collect and direct stormwater away from the property it services 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 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

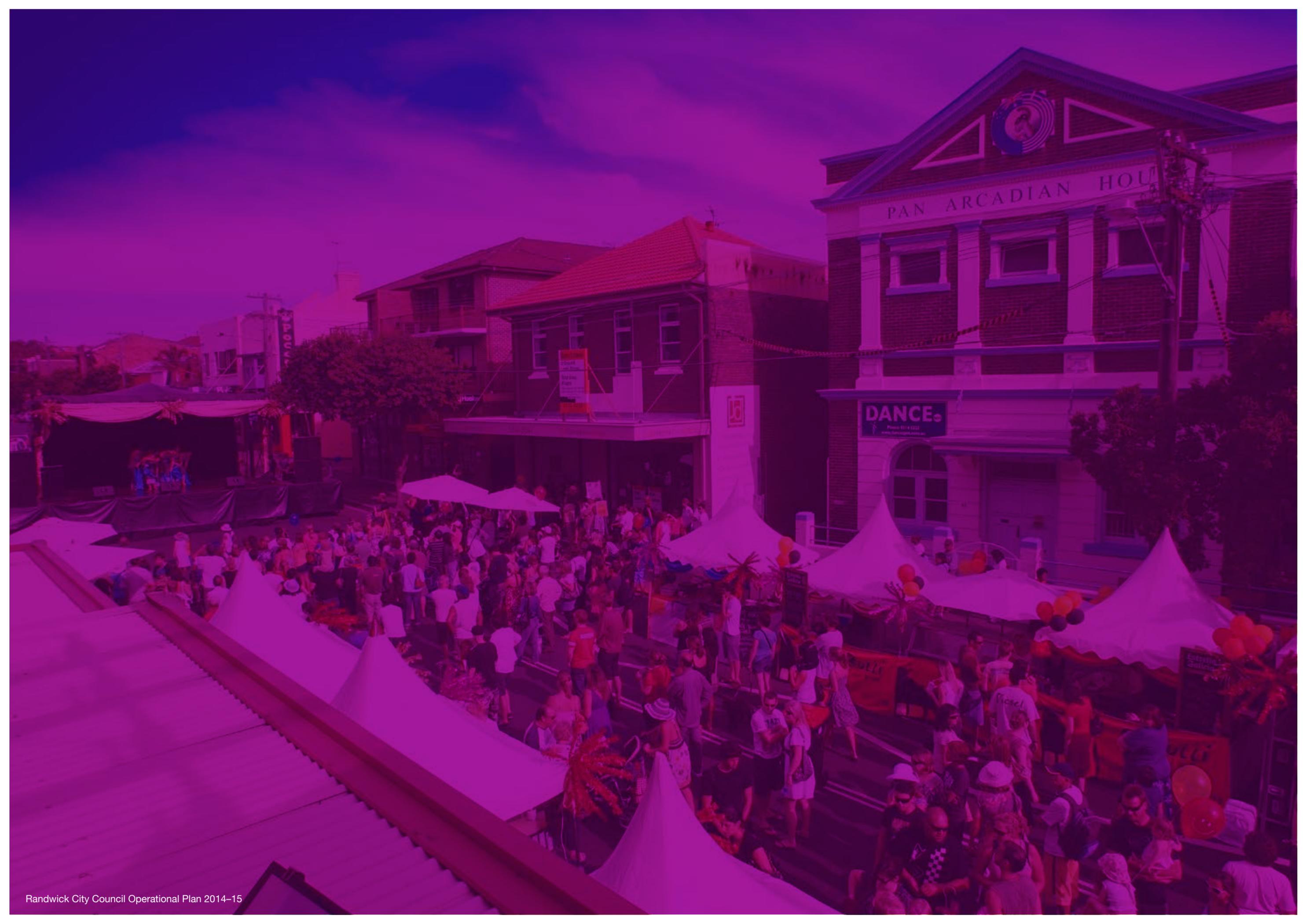
The annual Drainage Works Program includes funds from council revenue and the Stormwater Management Service Charge

The following table details the 2014-15 Drainage Capital Works Program.

No.	Description	SOURCE OF FUNDING (\$)		
		Total Cost	Stormwater Levy	General Revenue
1	Data collection/ CCTV	80,000		80,000
2	Flood Study / Floodplain Management	194,366		194,366
3	Pioneer Park, Malabar – new pipeline	200,000	200,000	
4	Albert Street, Randwick Stage 1 – Reline pipe	120,000	120,000	
5	Marine Parade, Maroubra – new pipeline	30,000	30,000	
6	Shaw Avenue, Kingsford – new drainage	40,000	40,000	
7	Surfside Street, Clovelly – new drainage	90,000	90,000	
8	Dolphin Street, Randwick – Stormwater re-lining	110,000	110,000	
9	William Street, Randwick – Install new pit and pipe	35,000	35,000	
10	Jellicoe Avenue, Kingsford – Install new pit and pipe	25,000	25,000	
11	Ritchard Avenue, Coogee – Stormwater re-lining	120,000	120,000	
12	Barrett Place, Randwick – pipeline upgrade	50,000	50,000	
13	Roscrea Avenue, Randwick – pipeline upgrade	10,000	10,000	
14	Burrows Park, Clovelly – Stormwater outlet protection and erosion control	50,000	50,000	
15	Lowe Street, Clovelly – new drainage	30,000	2,366	27,634
16	Cliffbrooke Parade, Clovelly – new drainage	10,000		10,000
Total 2014-15 Drainage Capital Works Program		1,194,366	882,366	312,000

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.
- 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.
- 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 – Ashfield, Auburn, Bankstown, Blacktown, Blue Mountains, Botany Bay, Burwood, Camden, Campbelltown, Canterbury, City of Canada Bay, City of Sydney, Fairfield, Gosford, Hawkesbury, The Hills Shire, Holroyd, Hornsby, Lane Cove, Leichhardt, Liverpool, Manly, Marrickville, Mosman, North Sydney, Parramatta, Penrith, Pittwater, Randwick, Rockdale, Ryde, Strathfield, Sutherland, Warringah, Waverley, Willoughby, Wollondilly, Woollahra and Wyong.





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