



Randwick City Council  
a sense of community

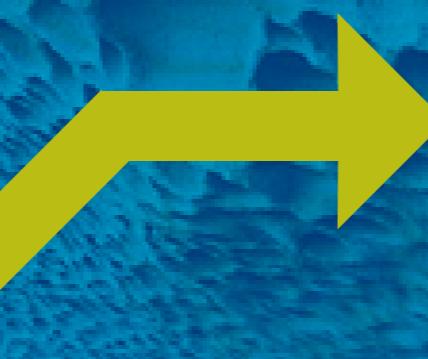
**2012–13**

# Operational Plan

DELIVERY PROGRAM 2009–13



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# Mayor's message

**Councillor Scott Nash**  
Mayor of Randwick City

**On behalf of Randwick City Council, it is with much pride that I present our Operational Plan and Budget for 2012–13.**

Despite unique external pressures, like the Global Financial Crisis, rises in waste disposal costs and the introduction of the Federal Government's carbon tax from 1 July 2012, Randwick City Council remains in a strong financial position due to our careful and responsible financial management.

We remain debt free and have a budget surplus. We are also working hard to deliver more of the services, programs and projects the community wants as outlined in our 20-year *Randwick City Plan*. This year we are embarking on an all-time record capital works program of \$31 million while maintaining our current levels of high quality services across the City. Millions of dollars are being spent on the road, footpath and playground upgrades our community deserves.

Randwick City contains spectacular natural features – valuing and conserving our environment is a key priority. We are proud to be at the forefront of environmental stewardship, and are implementing innovative strategies and projects to protect and enhance our precious natural environment. We are also pioneering an Australian-first rewards program to boost participation in household recycling.

Through the Buildings for our Community (BFOC) program, residents and ratepayers identified important community buildings needing repair and upgrade. This program is now entering its third year, and, with the completion of our multi-million dollar surf club upgrades, we will now move on to upgrading five childcare centres across Randwick City, and major improvements to the Des Renford Aquatic Centre in Maroubra.

The \$8.3 million Aquatic Centre project involves constructing a new building to house a gym and crèche which will modernise the centre, adding a vibrant new entrance and more car parking to complement and enhance the existing pools.

We are committed to providing world class parks and beaches, and a wide range of passive and active recreational facilities and activities in our City. In 2012–13 more than \$10 million is allocated for improvements to parks and playgrounds, including upgrading smaller playgrounds like Alby Smith Memorial Park in Coogee and Fitzpatrick Park in Kensington.

We have recently reviewed our key planning instrument, the Randwick Local Environmental Plan (LEP). This plan controls how land is used in our City. The new LEP will support Randwick as a sustainable, well designed and liveable City, and will be consistent with the directions set out in our 20 year *Randwick City Plan*.

We are committed to providing world class parks and beaches, and a wide range of passive and active recreational facilities and activities in our City.

The content of the LEP was informed by an extensive community consultation process, carried out over about 2 years, culminating in public hearings to give our residents every opportunity to have their say.

We are always seeking new ways of strengthening partnerships and links in our community, and working together to reflect our mission: enhancing our environment, celebrating our rich and diverse heritage, and affirming our existing strong sense of community.

**Councillor Scott Nash**  
**Mayor of Randwick City**

**Coogee Surf Life Saving Club following refurbishment as part of the Buildings for our Community program.**





**Ray Brownlee**  
General Manager

# General Manager's message

**The Randwick City Council Operational Plan for 2012–13 is a key document that outlines our budget and proposed activities for the year ahead, and shows how we will achieve them.**

Activities identified in this Operational Plan stem from our fixed, longer-term 2009–13 Delivery Program, which in turn is developed from our 20 year *Randwick City Plan*. Our feedback from the community through our satisfaction surveys consistently show a high level of satisfaction with the service and projects that Randwick Council delivers.

In 2012–13 we will embark on capital expenditure at record levels – despite increased costs. And we will not compromise on our high levels of service in areas like beach cleaning; streetscape maintenance and cleaning; and waste removal and disposal.

We have budgeted for a further twelve projects under the Buildings for our Community program including upgrading of amenities buildings at Nagle Park, Pioneer's Park and Coral Sea Park, improvements to the Maroubra Senior Citizens' Centre, major works at Chifley Sports Reserve, and many other projects.

We have also budgeted \$900,000 to extend the iconic Coastal Walkway, currently enjoyed by millions of residents and visitors every year, to Malabar.

We have recently established a new online services department that means our customers have even more choice in the ways they do business with Council. We are at the forefront of understanding how we can use new technologies such as social media and smart phone applications to identify new ways of talking and listening to our community.

Council maintains the City's beaches to a high standard.



**In 2012–13 we will embark on capital expenditure at record levels – despite increased costs.**

This Operational Plan sets out our key projects for the next year, and 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 2012–13

6

7

For every \$100 Randwick City Council spends:

**\$24**

Major works  
and construction

**\$7**

Maintaining  
roads, footpaths  
and drains

**\$4**

State government  
charges

**\$21**

Waste  
management

**\$5**

Public safety

**\$3**

Engineering  
and traffic

**\$13**

Parks, recreation  
and culture

**\$4**

Our beaches

**\$3**

Environmental  
sustainability

**\$9**

Library and  
community  
services

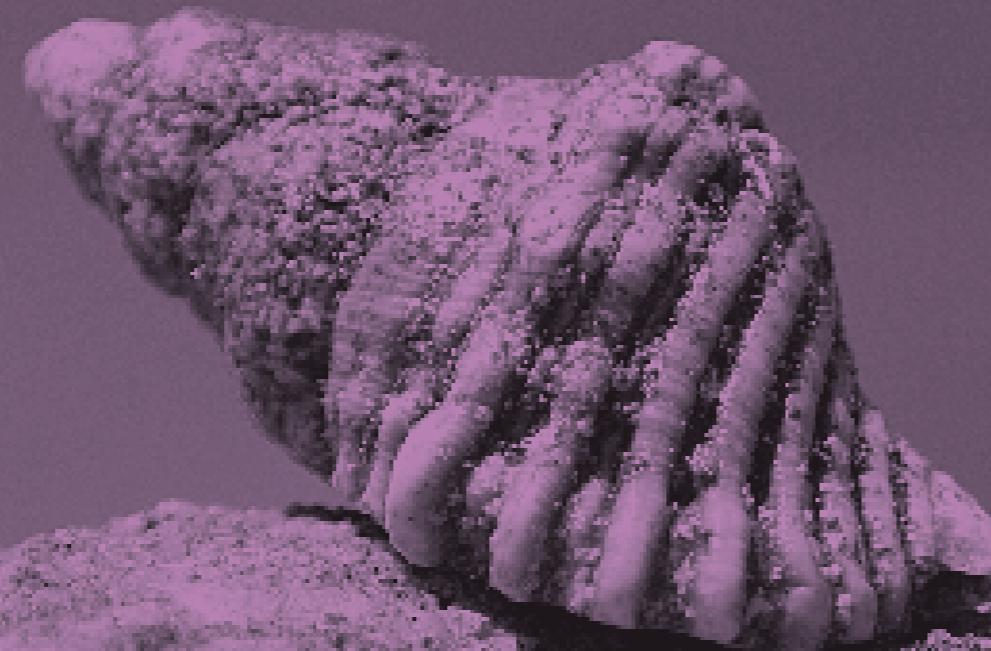
**\$4**

Planning and  
development

**\$3**

Governance

Based on current budget estimates.



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 budget 2012–13 see page 56.

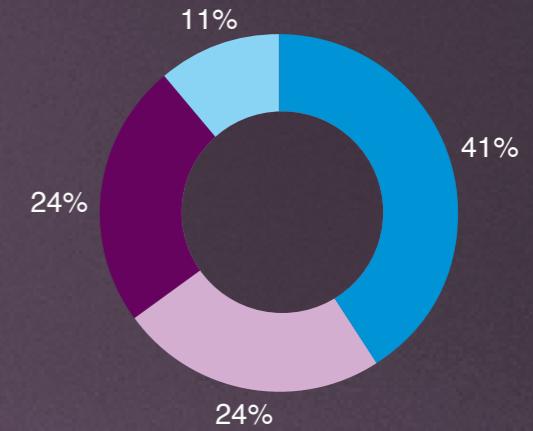
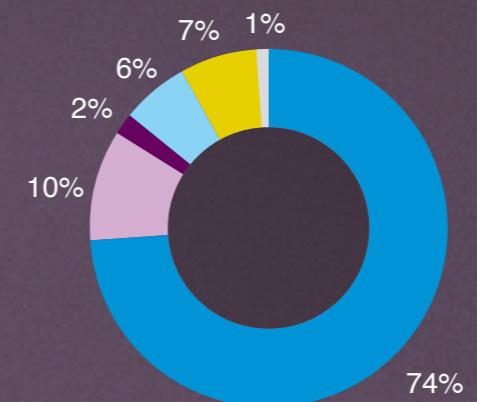
## Source of funds

Type of funds	Amount (\$)
Rates and annual charges	\$89,838,045
User Fees and charges	\$12,297,011
Grants and contributions	\$9,039,009
Other revenues	\$7,169,690
Interest	\$2,254,540
Reserved funding	\$864,873
<b>Total</b>	<b>\$121,463,168</b>

## Application of funds

Expenditure type	Amount (\$)
Employee costs	\$49,316,627
Materials and contracts	\$29,521,788
Capital purchases and construction	\$29,556,931
Other operating expenses	\$13,059,985
<b>Total</b>	<b>\$121,455,331</b>

There will be a \$7,837 surplus.



- Reserve funding
- Grants and contributions
- Other revenues
- Interest
- User fees and charges
- Rates and annual charges

- Employee costs
- Materials and contracts
- Capital purchases and construction
- Other operating expenses

# About this Plan

This Operational Plan sets out Randwick City Council's planned activities for 2012–13. These activities all stem from our fixed 2009–13 Delivery Program, which is the mechanism for delivering our 20 year *Randwick City Plan*.

This document sets out how Randwick City Council is using the long term outcomes of our City Plan to create day-to-day improvements in the Randwick area.

Actions outlined in this Operational Plan are linked to the outcomes and directions identified in the City Plan.

This Plan can be read in conjunction with our detailed Budget document, including full details of our Capital Works Program, which is available on our website or in printed format at our local libraries and administrative centre.

## How we meet our long-term planning goals

### Randwick City Plan

- ▶ 20 year plan
- ▶ Overarching vision for the community
- ▶ Supported by long term resourcing strategies

Themes, outcomes, directions

### Strategic plans

- ▶ A range of 5–10 year plans eg A Safer Randwick City, Economic Development Strategy

Activities (programs & projects)

### Delivery Program

- ▶ 4 year plan
- ▶ Focuses on outcomes (results, effectiveness, benefits)

### Operational Plan

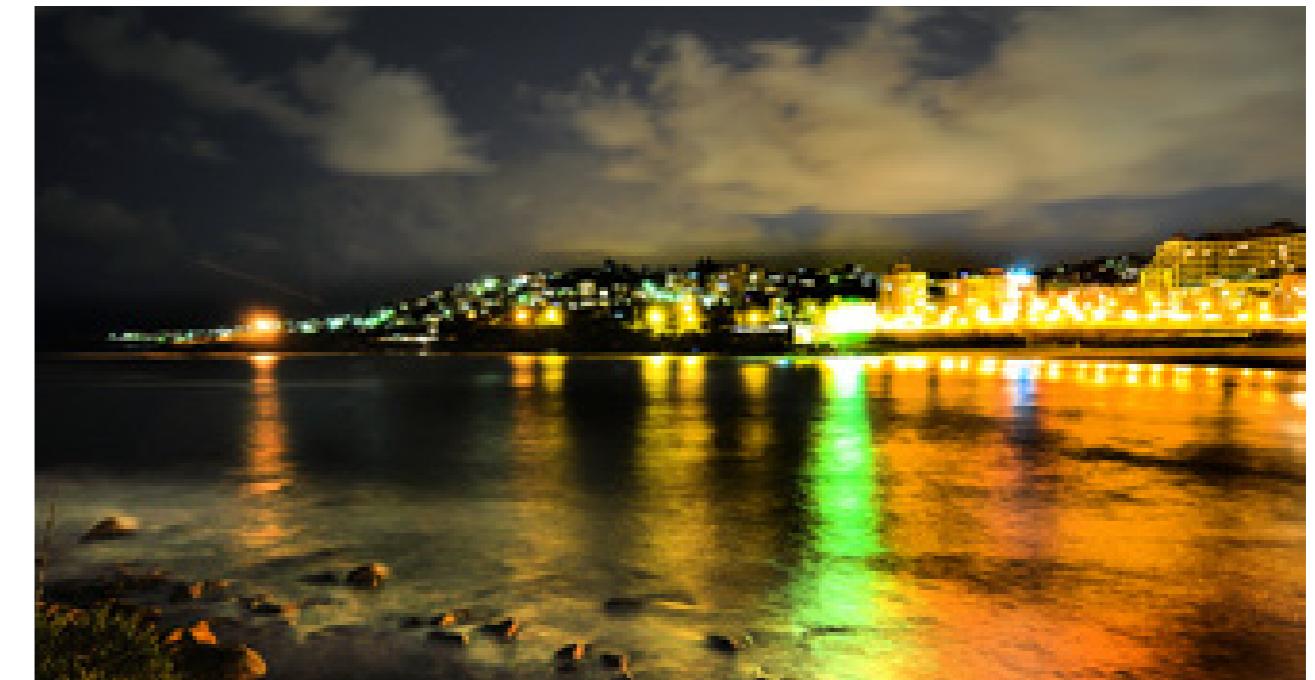
- ▶ Annual plan
- ▶ Focuses on outputs (actions, responsibilities)

## Developing our plans

The six themes outlined in the *Randwick City Plan* provide us with the long-term outcomes and directions that we are pursuing. The six themes were developed from research and extensive community engagement and express the aspirations of the residents of Randwick City. Our continuing dialogues with the community tell us that those themes remain relevant.

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, comprising of residents and property owners, identify their priorities, which we consider and respond to within our business planning.

Our planning is also affected 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 overlapping 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.



We are currently reviewing our comprehensive Local Environment Plan (LEP), a long-term land use planning framework, to address the future needs of the community. It will be accompanied by a comprehensive Development Control Plan (DCP), which sets out more detailed provisions to guide specific types of development. We plan to have the LEP review completed in 2012. The Council will prepare and exhibit the draft DCP in 2012–13.

The draft comprehensive DCP is under preparation and is intended for public exhibition and consultation in late 2012 and completion in later 2012–13.

## 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 the Council's reporting mechanisms.

We measure the effectiveness of each program through performance

indicators, such as service level agreements, to ensure full accountability to our community. Progress against actions is measured and reported in quarterly and annual reports to the Council and the community.

## How to contact us

Whichever way you choose to contact us, we have a commitment to providing you with service of the highest standards, as set out in our Customer Service Charter.

- Our administrative centre is at 30 Frances Street, Randwick NSW 2031. It is open for customer service queries between 8.30am and 5pm Monday to Friday.
- Our phone number is 02 9399 0999 or 1300 722 542 (call centre). Our fax is 02 9319 1510.
- To send an email write to [general.manager@randwick.nsw.gov.au](mailto:general.manager@randwick.nsw.gov.au)
- Our website [www.randwick.nsw.gov.au](http://www.randwick.nsw.gov.au) holds a huge range of community information, from park and sports field availability to forms for lodging a development application. We also provide copies of the Council's meeting minutes, plans and reports, and there is access to a wide range of library services. There is a feedback form on the website for your comments, compliments, requests and complaints.

- Join your local precinct, which holds meetings to discuss local issues of concern. Precincts and the Council are in regular contact.
- Apply through the website for SMS updates on council events, works, cleanups and park and field status.

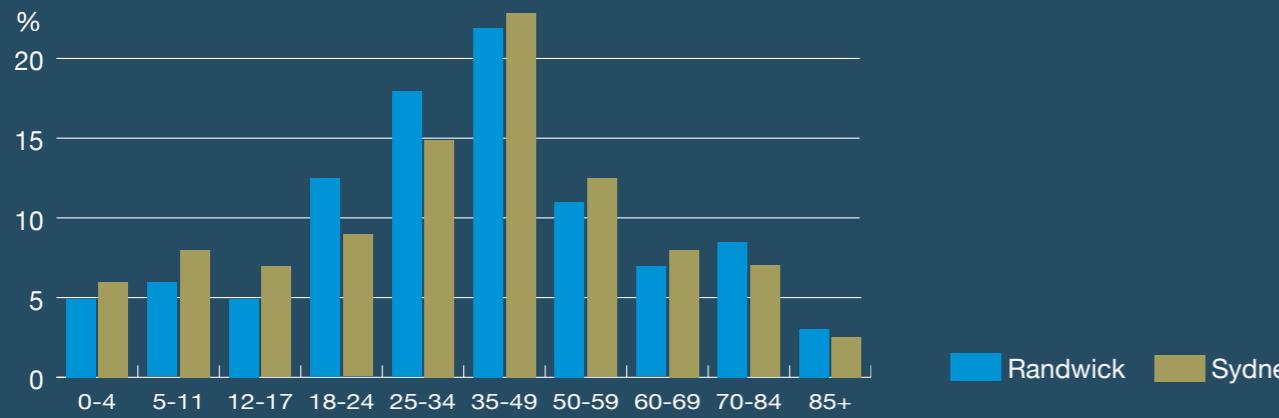
## How we will contact you

We will contact you 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 surveys and social media tools, to stay informed about the local area and to have your say. See Community engagement on page 16 for a full range of consultation activities.



# About Randwick City and Council

Relative size of age groups



## Randwick City

### The Randwick area

Randwick City covers an area of 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 and to the south by Botany Bay. Its natural coastline stretches for 29 kilometres from Clovelly in the north to Botany Bay in the south, encompassing 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 University of New South Wales, 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 (CBD) and Sydney Airport contribute to Randwick's relationship with the broader economy of Sydney.

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

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

Despite the high level of urbanisation, a significant proportion of Randwick's area (26 per cent) is designated as open space. The City has 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

The Federal government plans to release data from the 2011 Census after the drafting of this Operational Plan.

On the night of the 2006 Census (8 August), Randwick City had a population of 122,173 (including 2,489 overseas visitors). This represents a population increase of less than 1 per cent over the five years since the 2001 Census (121,497). In general, our population has the same average age as the Sydney Statistical Division, although there are fewer young children and a significantly higher proportion of young adults.

We have slightly more females than males, a larger proportion of people living alone and a significantly higher proportion of people renting.

The median weekly household income in 2006 was \$1,185.

### Age groups

In 2006, Randwick City's population consisted of a high proportion of young and mature adults (18–34 year olds) compared to the Sydney Statistical Division.

The most significant changes in age structure in Randwick City between 2001 and 2006 were in the following age groups: 50 to 59 (+975 persons); 35 to 49 (+761 persons); 60 to 69 (+674 persons); and 25 to 34 (-640 persons).

### Indigenous residents

In 2006, 1.2 per cent of residents (1,480 people) identified themselves as being of Aboriginal and/or Torres Strait Islander (ATSI) descent. This has increased by 129 or 8.7 per cent since 2001.

## Country of birth

While the majority (54.6 per cent) of people in Randwick City were born in Australia, over a third (35.8 per cent) were born overseas (note 9.6 per cent did not state their country of birth). This proportion is slightly higher than the Sydney Statistical Division, with 31.8 per cent of the population born overseas, and much higher than the Australia-wide figure of 22.2 per cent.

## Housing

Between 2001 and 2006, the total number of private dwellings in Randwick City increased by 1,621 to 53,034. The occupancy rate, which is the average number of people living in occupied private dwellings, remained steady at 2.35 persons per household.

There was a sharp drop in fully owned homes from 16,552 to 13,308, but 2,979 more dwellings were being purchased. The number of renters rose 0.1 per cent to 39 per cent of residents.

## The Mayor and Councillors

The City of Randwick is divided into five wards—north, south, east, west and central. There are fifteen elected representatives with three Councillors representing each ward for a four-year term. The next local government election will be held on Saturday 8th September 2012. The Mayor is elected annually in September by the Councillors.

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

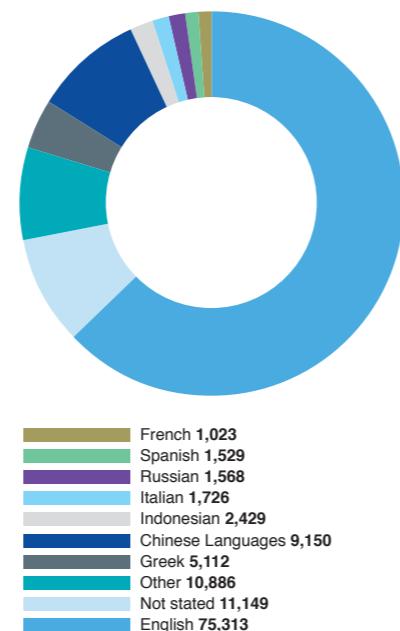
- playing a key role in the creation and review of the Council's resources for the benefit of the area
- reviewing performance, delivery of service, management plans and revenue policies of the Council
- representing the interests of residents and ratepayers
- providing leadership and guidance to the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

## Language spoken at home

At the 2006 Census, over a quarter of people in Randwick City (27.9 per cent) spoke a language other than English at home. Since 1996, the number of people in Randwick City who spoke a language other than English at home has increased by 2.1 per cent (699 people).

The most common languages other than English spoken at home in 2006 were Chinese (Cantonese and Mandarin 7.6 per cent), Greek (4.3 per cent), Indonesian (2.0 per cent), Italian (1.4 per cent), Russian and Spanish (both 1.3 per cent).

**Source:** Australian Bureau of Statistics (ABS), 2006 Census of Population and Housing.



## Councillors representing the community

**Cr Kiel Smith**  
(Lib)  
First elected in 2008

**Cr Paul Tracey**  
(ALP)  
First elected in 2000

**Cr Margaret Woodsmith**  
(Greens)  
First elected in 2004

**Cr Murray Matson**  
(Greens)  
First elected in 1995

**Cr Bruce Notley-Smith MP**  
(Lib)  
First elected in 2000

**Cr Tony Bowen**  
(ALP)  
First elected in 2008

**Cr Bradley Hughes**  
(Greens) Deputy Mayor  
First elected in 2004

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

**Cr John Procopiadis**  
(Ind)  
First elected in 1994

**Cr Anthony Andrews**  
(Ind)  
First elected in 2000

**Cr Geoff Stevenson**  
(ALP)  
First elected in 2008

**Cr Ted Seng**  
(Lib)  
First elected in 1995

**Cr Robert Belleli**  
(Lib)  
First elected in 2004

**Cr Charles Matthews**  
(NPMP)  
First elected in 1977  
Served 1977–2004  
Re-elected in 2008

**Cr Alan White**  
(ALP)  
First elected in 2000

north ward  
east ward  
west ward  
central ward  
south ward

## Community engagement

Randwick Council works strenuously to maximise its engagement with the local community and give residents the opportunity to participate in the decisions that affect their lives and their environment.

In 2008, the Council adopted its policy to guide and direct community consultations—the Community Consultation Principles and Consultation Planning Guide. 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, exhibitions and displays, on-site meetings, open days, community meetings, project 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. The Council also convenes working and reference groups of residents and stakeholders for specific projects on a need basis.

The Council supports 12 precincts, which are open to all residents and ratepayers. Precincts 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 Council develop our Budget and Operational Plan by suggesting upgrade and improvement projects that would benefit the community. The Council also hosts regular meetings with representatives from the City's Chambers of Commerce and the Service Clubs in Randwick.

Information about meeting times and venues can be found on our website.

Following the Council's award-winning consultations for the Buildings for our Community program, the Council 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.

As a leader in local government community engagement practice, Randwick Council is a corporate member of the International Association of Public Participation and works 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 a number of ways ranging from formal means such as a Memorandum of Understanding, to less formal agreements.

Key Randwick City Council partnerships include:

**● Light rail partnerships.** We have entered into a Rail Transport Infrastructure Memorandum of Understanding with UNSW, Prince of Wales Hospital, Australian Turf Club (Royal Randwick Racecourse), Centennial Park / Moore Park Trust and the City of Sydney and the Sydney Cricket Ground Trust, to work together to advocate for rail public transport. We have also been instrumental in the formation of a partnership group consisting of the Council, Australian Turf Club and the University of NSW which has investigated and confirmed the feasibility of a light rail service to

Randwick / Kingsford from the City of Sydney. Council is now part of a round-table working group, working with the NSW Government and other key stakeholders on a light rail strategy for Sydney.

**● Sister city relationships** both within Australia and internationally to promote mutual understanding and friendship to benefit our communities including:

- Sister city agreements 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 exchanges and forums for shared experience and information
- the active relationship with Narrabri and Temora Shire Councils involving shared leadership development.

**● Partnerships arising from the Matraville Town Centre Action Plan** with the Matraville Chamber of Commerce, the precincts, Industry & Investment NSW, the Roads and Traffic Authority, local schools, local sporting organisations and local market organisers.

**● A long standing Sustainability Agreement with the University of NSW (UNSW)** for joint research, projects and promotions including encouragement of sustainable transport (public transport, walking and cycling) in preference to the private vehicle to better manage traffic and parking around the university.

**● 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. Representatives attend quarterly meetings to discuss issues.

**● 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 Club** to assist disadvantaged youth and junior rugby league clubs in our area and to support our community volunteers.

**● A Community Partnership with the Cancer Council of NSW** to support the Cancer Council conduct education campaigns by adopting relevant policies and providing suitable venues for meetings and education programs.

**● A vacation care program involving partnerships with Malabar After School Care (MASK) and Kooloora Community Centre.** This program provides affordable holiday programs for children from low income or disadvantaged households. The Holiday Program is provided in partnership with the local youth service, The Shack, based in Maroubra Junction.

**● A memorandum of understanding with the NSW Police** regarding the use of CCTV in Randwick City to assist in the prevention and investigation of criminal offences.

**● The Eastern Beaches Premier's 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 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.

## 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 statement

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

Randwick City Council acknowledges the rights of all individuals to equal access to services and facilities within the City, and is 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. The Council also supports various target groups as part of its community development role. Our staff will continue to ensure that our elderly or frail residents have access to our home maintenance and modification service as well as subsidies in fees and charges.

Throughout the year the Council supports 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 Years 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 Council is managed by its General Manager and the directors of three divisions: City Services, City Planning and Governance and Financial Services.

### General Manager

The General Manager's responsibilities are laid down by the Local Government Act 1993. They are:

- manage the day-to-day operations of the organisation
- exercise such functions as are delegated by Council
- appoint staff in accordance with organisational structure and resources
- direct and dismiss staff
- implement Council's Equal Employment Opportunity Plan.

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

### Directors and managers

#### Office of the General Manager

**General Manager:** Ray Brownlee

Department	Manager
Organisational Staff Services	Fiona Calabrese
Communications	Joshua Hay
Corporate Improvement	Anne Warner

#### City Services

**Director:** Jorde Frangoplos

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 Truuvert

Department	Manager
Community Development	Teresa Mok
Strategic Planning	Karen Armstrong
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
Online Services	Karen Lasky
Financial Operations	Greg Byrne
Corporate and Financial Planning	Caroline Foley
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



**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.**

### Equal Employment Opportunities (EEO)

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 outcome 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; disability; and/or HIV/AIDS status.

In early 2012 Council achieved the Bronze Award in the national 50:50 Vision – Councils in Gender Equity program in recognition of Randwick's ongoing commitment to gender equity issues in local government.

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 (WHS)

Randwick 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 WHS are defined and well understood by all workers and that we maintain a culture that supports safety initiatives.

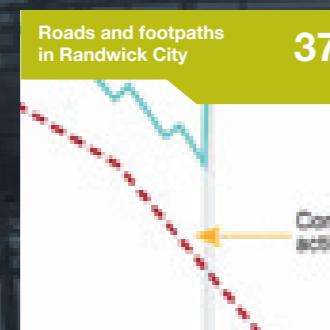
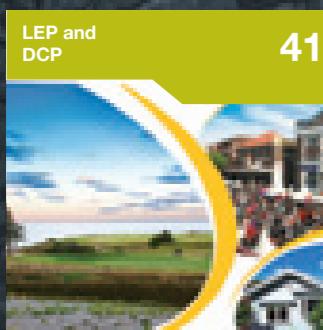
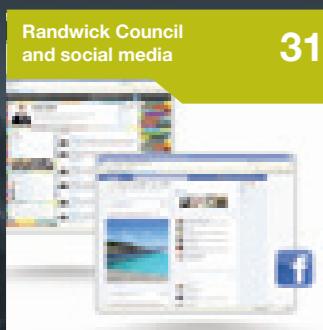
As part of the federal Governments move to harmonise WHS legalisations across Australia, NSW has enacted the *Work Health and Safety Act & Regulations 2011*. The new legislation came into effect on 1st January 2012.

In keeping with Randwick City Council's proactive approach of staying ahead of changing legalisation, we have fully updated our Workplace Health & Safety Management (WHSM) system. This system has been developed to provide Randwick City 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 vision document, reflecting the Randwick community's long-term goals for the health and growth of its people, its economy and the natural and built environment. The City Plan also demonstrates the 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. It was updated in 2009.

During the 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



STAFF ARE FREQUENTLY KEPT UP TO DATE  
ON COUNCIL'S BUSINESS THROUGH THE  
LEARNING AND DEVELOPMENT STRATEGY.

# Responsible management

## Outcome

- Leadership in sustainability

**Randwick City Council is the guardian of Randwick City. The Council must ensure that its actions enhance our environment, our economy and our community so that they thrive now and into the future. To this end, the Council aims for environmental, financial and administrative sustainability within its own practices. We demonstrate excellence within the Council's business systems and show leadership for our community. We use 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 (refer to page 33) and the Long Term Financial Plan. The goal of these three plans is to support the organisation by delivering resources that achieve the outcomes in our City Plan and current four year Delivery Program.

### Workforce Strategy 2009–2013

Our Workforce Strategy provides the framework for building and maintaining a strong platform for productivity and achievement through: responsive conditions of employment; rewarding and motivating staff; establishing a positive culture through valuing diversity, ethical behaviours and safe working practices with the aim for Council to become an industry leader and employer of choice.

The Workforce Strategy 2009–13 has been prepared for the whole organisation using a consultative process that began in 2008 with the implementation of the Human Resources Strategy 2008–2012.

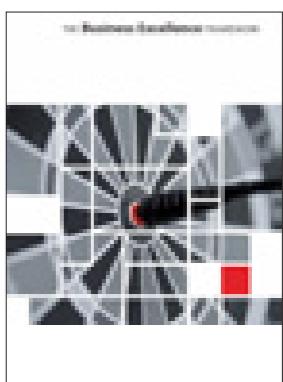
### Long Term Financial Plan

The Long Term Financial Plan is a 20 year plan which is reviewed and updated twice each year. It enables the Council to better plan and understand its long term financial requirements. The plan includes consideration of sustainability, service provision levels and the creation, upgrading and renewal of infrastructure.

### Business Excellence Framework (BEF).

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

During 2012–13 we will focus on 'Strategy and Planning' which drives integrated planning including strengthening our strategic direction, aligning plans and strategies to this direction, and integrating our strategy into core business processes.



## 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 of the whole community.

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### Actions for Outcome 1

	4 year Delivery Program (2009–13)	1 year Operational Plan actions (2012–13)
<b>1A: The council has a long term vision based on sustainability</b>		
<b>1A.1</b>	Implement the <i>Randwick City Plan</i> four year cycle.	Promote the Council's planning and reporting to the community and provide opportunities for input.  Review implementation of the <i>Randwick City Plan</i> as a basis for developing the 2013–17 Delivery Program.
<b>1A.2</b>	Implement the Council's Sustaining our City environmental program levy for 2009–14.	Implement, monitor and report on outcomes of the 2012–13 environmental levy, waste and sustainability improvement programs and related projects.
<b>1A.3</b>	Ensure financial strategies underpin the Council's asset management policies and strategic vision.	Coordinate and update the Council's 20 year long-term financial plan (twice yearly).  Prepare and review the Council's short and medium term financial plans for Risk Management, Domestic Waste Management, Plant and Equipment, Information Technology, s94A Plan, Asset Management Plans and cash reserves.  Manage, monitor and review the Council's financial performance and position on a continual basis.
<b>1B: The Council is a leader in the delivery of social, financial and operational activities</b>		
<b>1B.1</b>	Demonstrate best practice and leadership in local government.	Embed the ICARE corporate values (integrity, customer focus, accountability, respect, excellence) through a range of activities.  Participate in a joint Futurist Forum to develop leading initiatives and foster innovation.  Deliver nominated organisation-wide projects through the Corporate Improvement Project function.
<b>1B.2</b>	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 publicise and manage the Council's achievements, programs, policies and projects.  Monitor and apply corporate communications and visual design standards to the Council's communications materials, products and website.
<b>1B.3</b>	Maintain a high performing workforce that is responsive to the needs of the organisation.	Continue to implement the Council's existing WorkforcePlan.  Prepare the 2013–2017 Workforce Plan.

	4 year Delivery Program (2009–13)	1 year Operational Plan actions (2012–13)
<b>1B.4</b>	Provide good governance and administrative support for the Council and organisation.	Manage the Council's property portfolio to maximise returns.  Maintain transparency and accountability in the management of tenders and contracts and in the purchasing of goods and services.
<b>1B.5</b>	Effectively and efficiently manage financial operations, systems, performance and information.	Ensure the effective and efficient conduct of Council and committee meetings for the benefit of councillors and the community.  Implement a system to ensure legislative compliance across the organisation.
<b>1B.6</b>	Be recognised as providing quality customer service, customer focus and call centre services.	Ensure optimum performance of the Council's Electronic Document Management System (TRIM) to ensure timely delivery of information in response to community requests.  Implement an effective archive system to ensure optimal usage of storage space and access to all information stored offsite in a timely, cost-effective manner.
<b>1B.7</b>	Continue to improve and implement business process systems and information technology infrastructure to support the organisation's objectives.	Provide timely financial information, advice and reports to the community, the Council, senior management and staff.  Ensure the accurate levy and collection of rates and charges and provide appropriate payment options.  Maximise returns of Council's investment portfolio while minimising risk.  Continue to implement the Customer Focus Strategy across the organisation.
<b>1B.8</b>	Develop and implement a comprehensive integrated risk management framework.	Monitor response times to customer service requests.  Provide information services support to the organisation.  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.  Continued improvement and expansion of online services to our community.  Provide GIS services and property data integrity systems to support the organisation and the community by producing accurate and high quality cartographic output and other thematic maps.  Provide administrative services to maintain the organisations name and address register (NAR) to increase accuracy and reduce duplications.  Provide technology project management services to support the infrastructure and business systems being implemented by Information Services.
		Begin the process to achieve accreditation in AS/NZS ISO 1401:2004 – Environmental management systems; OHSAS 18001:2007 – Occupational health & safety management systems and AS/NZS ISO 9001:2008 – Quality Management systems.  Manage the insurance program to minimise premiums payable.

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<b>4 year Delivery Program (2009–13)</b>		<b>1 year Operational Plan actions (2012–13)</b>
<b>1B.9</b>	Provide a safe and healthy environment for staff, contractors and the community.	Implement the Workplace Health & Safety Management System within the legislative framework.
<b>1C: Continuous improvement in service delivery based on accountability, transparency and good governance</b>		
<b>1C.1</b>	Apply the four-year Continuous Improvement Strategy within the organisation.	<p>Deliver and test the Crisis Management (disaster recovery) Plan and Business Continuity Plan.</p> <p>Monitor implementation of the Business Excellence Framework through high-level process reviews.</p> <p>Build the capacity of the organisation to implement the Business Excellence Framework through training and workshops.</p> <p>Implement the 2012–13 Internal Audit Plan.</p>
<b>1C.2</b>	Implement a systematic and structured approach to obtaining feedback from customers and managing existing data and information.	<p>Implement the Internal Customer Satisfaction program.</p> <p>Develop the Knowledge Management Framework in accordance with best practice.</p>

#### Indicators

- Requests for access to information dealt with within statutory timeframes.
- Performance against the Business Excellence Framework.
- Provision of timely and reliable financial information internally and to the community, meeting all legislative and organisation requirements.
- Long Term Financial Plan updated twice per annum.
- Council-owned properties managed in accordance with legislative requirements, lease and licence agreements, Council policies and plans of management.
- Tenders processed in accordance with legislative requirements.
- Achievement of service delivery target of 80 per cent of phone calls answered within 30 seconds.
- Achievement of service delivery target of 80 per cent of enquiries to the Customer Service Centre managed at the first point of contact.
- Achievement of relevant Service Level Agreement targets for 85 per cent of service requests.



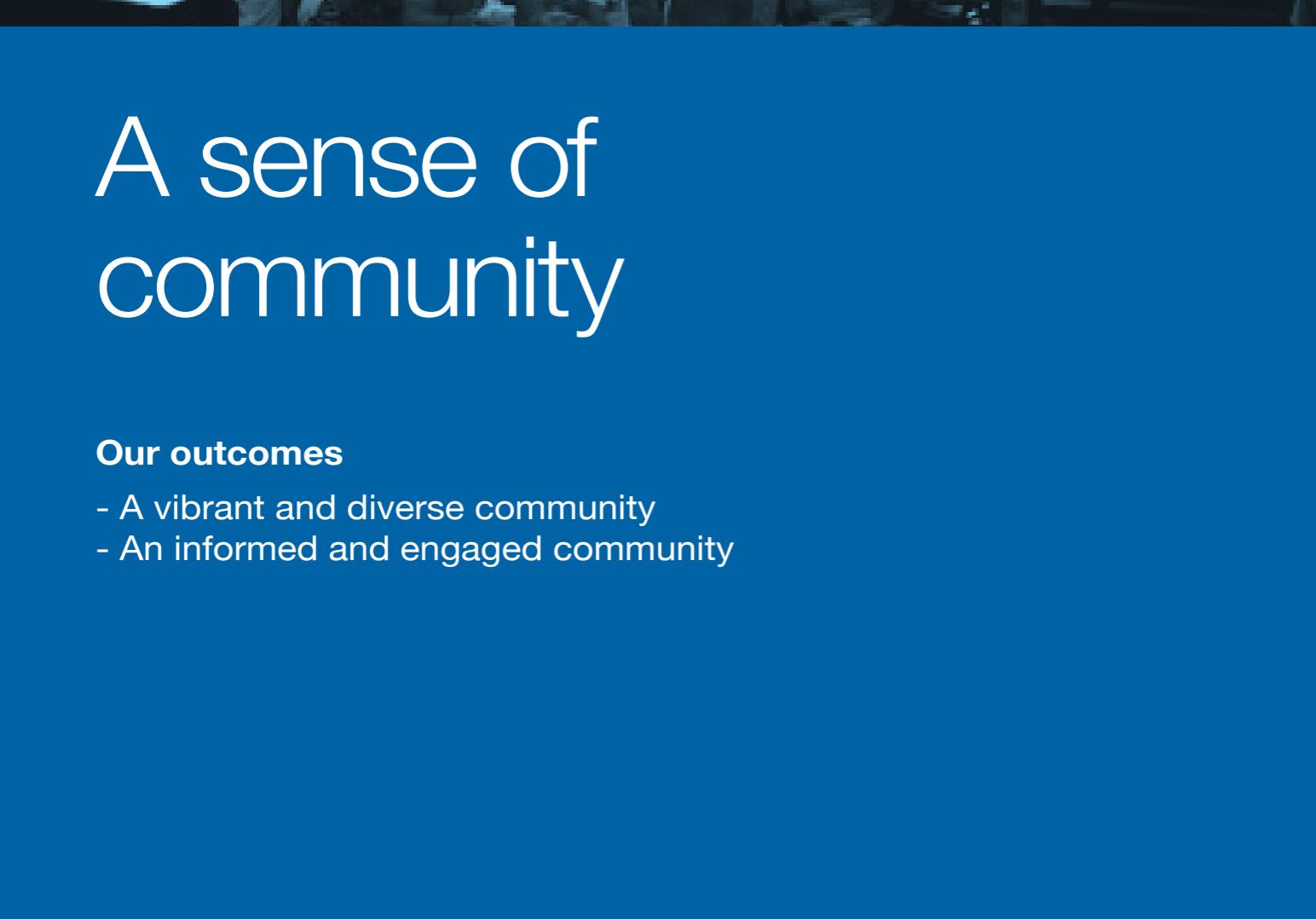


RESIDENTS PARTICIPATING IN CULTURAL ACTIVITIES AT THE 2012 SPOT FESTIVAL.

# A sense of community

## Our outcomes

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



**The Council dedicates substantial resources towards including and involving community members in local activities and decision-making. We acknowledge and celebrate the range of cultures and peoples 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 actions have been identified for implementation are:

- increasing community transport services
- partnerships and funding assistance to service providers to address residents' unmet social needs
- addressing homelessness and housing affordability issues
- addressing the needs of our Indigenous community
- giving young people the best start in life.

In 2012–13 greater emphasis will be placed on working with our key community services providers to identify and implement projects to assist residents in need of social or welfare services. The lack of general family support services in the southern suburbs of the City is a key priority issue. As such, the Council's staff will continue to work 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*, the Council will continue its work towards achieving its cultural vision. The monthly 'Ignite' talk series, at the Maroubra Senior Citizens Centre, and the monthly 'Twilight' concert series based at the Prince Henry Centre were launched last financial year. These programs will continue into 2012–13, with the Randwick Townhall as the key focal point for the Twilight Concert Series.

### Community Consultation Principles and Consultation Planning Guide

The 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.

## 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 (2009–13)		1 year Operational Plan actions (2012–13)
<b>2A: Maintain a current understanding of our community's needs</b>		
2A.1	Develop and implement a range of strategies (such as social inclusion) to understand and meet community needs.	Develop a smart phone application for Randwick City residents.
2A.2	Monitor demographic changes and maintain up-to-date information on our community to support planning and program development.	Review population and housing information from Census 2010 and present key demographic information in brochure format to support council policies and plans.  Implement external customer satisfaction and event evaluation.
<b>2B: Enrich our range of community services that meet our community's needs</b>		
2B.1	Provide improved opportunities for older and disabled people to access support services and recreational activities.	Implement an annual program of workshops, events, or activities for Seniors and community members with disabilities.
2B.2	Implement projects that give families access to services for children.	Moverley Children's Centre: Continue to deliver quality educational programs and care to children and compliance with all regulatory and legislative requirements.  Implement a program of parenting workshops addressing child development issues for local families.
2B.3	Implement projects that give young people access to support and recreation.	Deliver a program of structured activities held after school hours, during holidays and during Youth Week.
2B.4	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 support programs to target groups.
2B.5	Implement grants programs in accordance with the Council's guidelines, to assist the community to enhance services that meet community needs.	Administer the Council's annual community partnership and cultural grants programs, and the Community Development and Services Expenditure (CDSE) Scheme on behalf of participating clubs.

	4 year Delivery Program (2009–13)	1 year Operational Plan actions (2012–13)
<b>2C: Strong partnerships between the council, community groups and government agencies</b>		
2C.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.
2C.2	Participate in external groups that provide support and services for the local community.	Lead or participate in interagency meetings to identify emerging social issues/trends, and communicate activities and achievements via reports to Council's Community Services Committee.  Continue to participate in and act as the secretariat for key Committees.
<b>2D: New and upgraded community facilities that are multi purpose and in accessible locations</b>		
2D.1	Progressively update plans of management, in accordance with an established priority list, focusing on sustainable design and multi-use facilities.	Prepare new or updated plans of management as required.
2D.2	Oversee implementation of the Community Facilities Plan as per identified priorities.	Continue to ensure multipurpose centres (e.g. Randwick and Prince Henry Community Centres) are managed well and meet the needs of a broad range of users through the provision of a range of events and activities.
<b>2E: Barrier free access to community facilities is provided</b>		
2E.1	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.  Continue to install curb ramps across the city as part of our Capital Works Program.
<b>2F: Our cultural diversity is appreciated and respected</b>		
2F.1	Implement <i>A Cultural Randwick City</i> .	Implement the Council's annual calendar of events.  Implement the Council's cultural arts programs.
2F.2	Implement social inclusion programs as detailed in the Community Relations Commission's <i>Implementing the Principles of Multiculturalism Locally</i> .	Assist/support multi-cultural service providers in the implementation of 3 local projects.

### Indicators

- Level of understanding of the community's needs.
- Development and effectiveness of programs to address the community's needs.
- Events meet the needs of the intended audience.
- Allocation of funds to projects that meet identified priority needs.

## 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 (2009–13)	1 year Operational Plan actions (2012–13)
<b>3A: Effective communication methods and technology are used to share information and provide services</b>		
<b>3A.1</b>	Provide information to the community on the Council's services and activities using effective communications methods.	<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>
<b>3A.2</b>	Ensure that the Council's website provides an accessible and usable interface between the Council and the community.	<p>Ensure news content on the Council's website remains current.</p> <p>Maintain content, structure and architecture to ensure effective functionality and usability. Ensure ongoing translation of essential web content into five community languages relevant to Randwick City residents.</p>
<b>3A.3</b>	Implement technological solutions that support the development of services and resources and meet the needs of the community.	<p>Implement usage of electronic lodgement of DAs through the Council's website.</p> <p>Develop social media applications to facilitate interaction with library users and to promote services and resources.</p> <p>Maintain and update current Library Management System functionality. Prepare 'Request for Tender' for new Library Management System.</p> <p>Provide innovative hardware, software and web solutions to library customers and staff.</p> <p>Delivery of online maps – cemetaries and interactive maps.</p>
<b>3B: Council actively promotes the community services offered by other agencies</b>		
<b>3B.1</b>	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.
<b>3C: A community involved in shaping and enhancing our city</b>		
<b>3C.1</b>	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>
<b>Indicators</b>		
<ul style="list-style-type: none"> <li>● The community has access to information about local activities and services.</li> <li>● The community has opportunities to influence the Council's activities.</li> <li>● Levels of engagement in decision-making.</li> </ul>		



# Randwick Council and social media

Randwick City Council is embracing social media as an effective way of communicating and talking with residents, businesses and visitors.

Given one in two Australians use social media sites such as Facebook, Council has made social media an important part of the organisation's communication strategy.

In December 2011 Council adopted a Social Media Policy committing the organisation to the use of social media both as a communication and discussion tool.

Council's corporate Facebook page is a great way to keep up to date with the latest Council news, policies, events, jobs, participate in competitions and also interact with other local residents.

The Mayor's Twitter column gives residents the chance to speak directly with the Mayor or follow what he's up to each day.

Council's YouTube channel contains some interesting videos about local projects including the upgrade of the Des Renford Aquatic Centre in Maroubra and local kids talk about the newly completed playground in Bangor Park Coogee.

[www.facebook.com/randwickcitycouncil](http://www.facebook.com/randwickcitycouncil)  
[www.twitter.com/randwickmayor](http://www.twitter.com/randwickmayor)  
[www.youtube.com/randwickcouncil](http://www.youtube.com/randwickcouncil)

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RANDWICK CITY COUNCIL HAS THREE LIBRARY BRANCHES.

# 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

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The theme of 'Places for people' is about caring for our natural, built and cultural heritage to meet the needs of our local and wider community. It recognises that our residents not only live in this City, but they want to be able to work, shop, meet and spend leisure time within their local area. It also expresses the way we value our City's heritage, and 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 the main planning instruments for the development of our City. Both plans have undergone review so that land use zonings and related planning provisions meet State Government requirements. The plans will be consistent with the directions set out in our 20 year *Randwick City Plan*. A series of discussion papers were prepared using background research and land use audits, and these were exhibited for community and stakeholder comment during 2010 and 2011. Feedback from this process helped inform the drafting of the LEP and DCP.

The draft LEP went on public exhibition from 21 February to 2 April 2012. Submissions received during the public exhibition will be reviewed and reported to the Council. The draft LEP will then be finalised and forwarded on to the Department of Planning and Infrastructure for gazettal. The draft DCP is currently being prepared, and will contain more detailed provisions that support the LEP. The draft DCP will be prepared for public exhibition in late 2012.

### 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 2012-13 include maintaining the Closed Circuit TV (CCTV) network surveillance at Goldstein Reserve, Coogee.

### Asset Management Strategy

The Council owns and operates more than \$1 billion worth of assets, including footpaths, roads, drainage, parks, buildings and equipment. Our *Asset Management Strategy* 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. In the coming year, we plan to implement an Asset Management System to assist with analysis and project funding requirements.

### Recreation Needs Study



The *Recreation Needs Study* has enabled the Council to gain a better understanding of the future role of open space for residents and visitors, and the impact that these changing needs may have upon the current and future provision of open space and sporting facilities across the City.

The coming year sees the continued implementation of the plan of management for Heffron Park, where we will be carrying out earthworks to relocate and remediate contaminated mounds to increase the available area for sports fields and create more functional passive recreational areas.

Work will begin at Chifley Sports Reserve to remediate and redevelop the reserve to increase sports fields and improve the reserve's appearance and functionality. We plan to continue the Coastal Walkway by constructing the section of walkway at Malabar Headland.

### s94A Development Contributions Plan

A condition of being granted development consent is that the developer 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 Plan's schedule of works is being updated, to reflect that several projects have now been completed.

### Affordable Housing Strategy



Randwick Council's *Affordable Housing Strategy* was developed to ensure that we can retain a mix of socioeconomic 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 being included in our review of the 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 (2009–13)	1 year Operational Plan actions (2012–13)
<b>4A: Improved design and sustainability across all development</b>	
<b>4A.1</b> Achieve excellence in the design quality of new development.	Refer major strategic plans and development control plans to an expert design review panel for review.  Hold biennial Design Excellence Awards.
<b>4B: New and existing development is managed by a robust framework</b>	
<b>4B.1</b> Develop and implement effective processes and strategies to manage the impact of new and existing development.	Determine DAs in an efficient and effective manner.  Review of Procedures Manual in line with any new Planning Legislation.  Peer review a variety of approved development applications against best practice.  Assess and determine Tree Preservation Order applications.
<b>4B.2</b> Implement effective regulatory strategies and programs to manage the impact of new and existing development.	Provide an effective and efficient building certification service.  Effectively implement the Council's regulatory building, development control and fire safety functions.

#### Indicators

- Overall satisfaction with the quality of new development.
- Overall satisfaction with how the Council plans for and assesses development.
- Average DA processing time.

## Outcome 5: Excellence in recreation and lifestyle opportunities

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

### Actions for Outcome 5

4 year Delivery Program (2009–13)	1 year Operational Plan actions (2012–13)
<b>5A: Maximise opportunities for residents and visitors to enjoy both active and passive open space uses</b>	
<b>5A.1</b> Progressively update plans of management, in accordance with an established priority list, focusing on active and passive recreation opportunities.	Finalise a Plan of Management for Randwick Environment Park.
<b>5A.2</b> Continue work towards creating a continuous coastal walkway from Clovelly to Botany Bay as detailed in the <i>Recreation Needs Study</i> .	Continue development of a concept route through The Coast Golf Course.  Prepare a detailed design for the Coastal walkway past the Malabar Headland.
<b>5B: A range of sporting and leisure activities</b>	
<b>5B.1</b> Introduce and maintain a diverse range of programs to increase attendances at Des Renford Aquatic Centre from year to year.	Continue to provide and expand community programs in line with industry trends.
<b>5B.2</b> Implement open space plans of management as detailed in the <i>Recreation Needs Study</i> .	Continue implementation of the Heffron Park Plan of Management.  Design and construct the playground at Albi Smith Memorial Park.
<b>5C: New open space is created as opportunities arise</b>	
<b>5C.1</b> Advocate the return of Malabar Headland to community open space.	Lead and coordinate the Malabar Headland interagency working group seeking better site management and community access.
<b>5D: Library programs, resources and facilities provide innovative and inspirational opportunities for education and leisure</b>	
<b>5D.1</b> Improve and develop existing and new library facilities, services and resources ensuring their ongoing relevance to the community.	Ensure the acquisition of new resources reflects community trends and meets user expectations.  Facilitate increased uptake of self-check technology within our libraries.  Continue the ongoing upgrade of Bowen Library.
Develop and implement a marketing plan and calendar of events that emphasises the library's role as a cultural centre.	

#### Indicators

- Level of satisfaction with the sport, recreation, passive recreation and cultural facilities and activities available in the City.
- Open space area available per resident as compared to council benchmark groups.
- Library membership patronage as a percentage of the population and patronage by target groups.
- Number of admissions to Des Renford Aquatic Centre.
- Number of schools and clubs using sports fields.

In 2010 Randwick City Council's Buildings for our Community program was approved by the Minister for Local Government for a three year s508A 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 2012–2013 financial year is the third year of the Buildings for our Community program.

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.

Works completed since the 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
- New amenities building at the top field of Pioneer's Park, Malabar
- Maroubra Surf Life Saving Club upgrade
- SOS Preschool walkway and awning

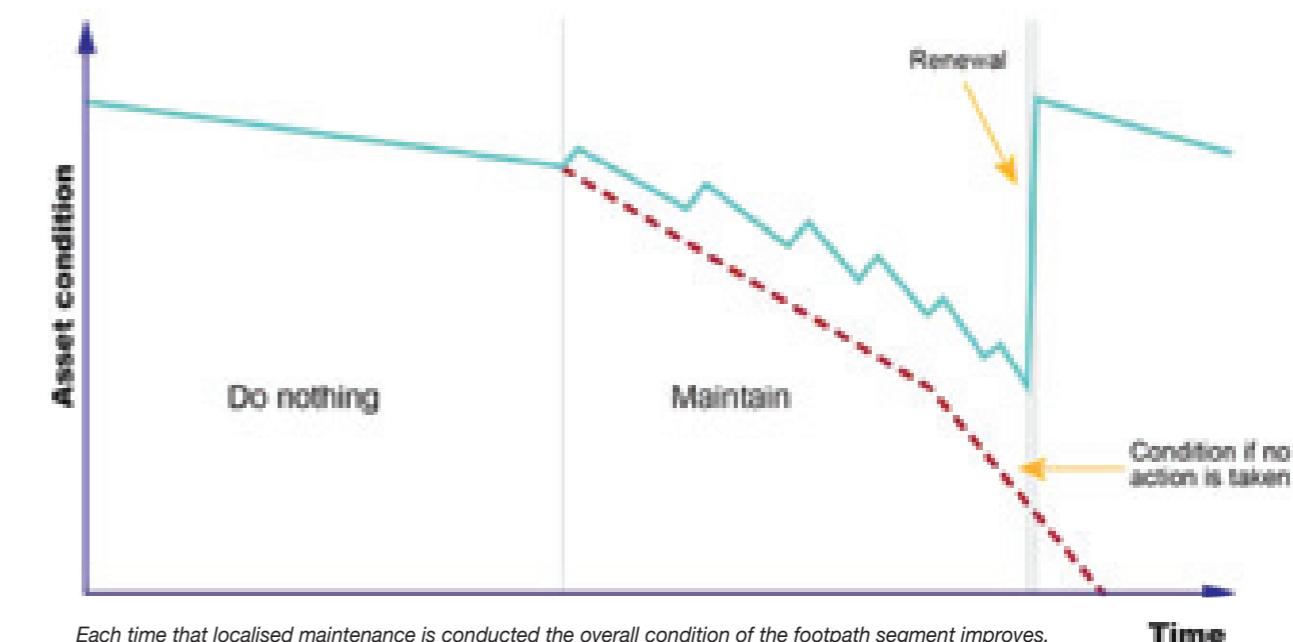
During 2012–13 the Des Renford Leisure Centre will be upgraded and extended to include a new community fitness centre and gym; a purpose built crèche; new reception and administration areas; and refurbishment of existing amenities, café and landscaping.

See page 69 for details on key projects proposed for the 2012–13 year.

# Buildings for our Community program



## Footpath deterioration model



*Each time that localised maintenance is conducted the overall condition of the footpath segment improves. However, due to age, eventually the footpath deteriorates to the point where it requires renewal.*

# Roads and footpaths in Randwick City

Roads in NSW are classified as State roads, Regional roads and Local roads. There are 20.8 kilometres of State road, 26.3 kilometres of Regional road and 271.1 kilometres of Local road in Randwick City. There are also private roads owned by other government bodies (Housing NSW, Sydney Ports Authority, and NSW Department of Lands).

State Roads are maintained by the State government (E.g. Anzac Parade, Bunnerong Road and Carrington Road). Regional roads are maintained by Council with funding assistance by the State government. The Council manages all aspects of local roads except traffic signals.

We also maintain over one million square metres of footpaths. Maintenance falls into one of three categories: reactive, planned and renewal. Reactive maintenance is unplanned repair work carried out in response to service requests and management/ supervisory directions. Planned maintenance is repair work that is identified and managed through a maintenance management system. The footpath condition assessment identifies defects or damage. A planned maintenance schedule is developed based on the priorities of the defects or damage. Renewal involves the replacement of longer segments of footpath that are deemed to have reached end of life.

## Outcome 6: A liveable City

We will proactively plan for 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 (2009–13)	1 year Operational Plan actions (2012–13)
<b>6A: Our public assets are planned, managed and funded to meet the community expectations and defined levels of service</b>		
<b>6A.1</b>	Implement the strategic asset management (SAM) system to deliver intergenerational equity and meet the Council's obligations as the custodian of our community's assets.	Enhance data in the Asset Management System for road pavements, kerb and gutter, buildings, drainage and footpath assets.
<b>6A.2</b>	Conduct programmed asset maintenance management in accordance with adopted service levels.	Maintain road reserves (road pavements, footpaths, kerbs and gutters and drainage). Maintain open space areas (parks, sports fields, gardens, streetscapes and cemeteries). Maintain Council-owned buildings and structures (administrative buildings, works depot, street furniture and boardwalks).  Implement the Buildings Capital Works Program, in particular the key projects for 2012–13 including Chifley Sports Reserve amenities, Heffron Park clubhouse and amenities and Pioneers Park amenities.  Implement year 3 of the Buildings for our Community program. Implement Open Space Asset Team projects. Implement the Road Rehabilitation program.  Implement the Footpath Construction and Rehabilitation program.  Implement the Drainage program incorporating the stormwater management service charge, with key works locations including Duke Street, Irvine Street and Clovelly Road.
<b>6B: Our town centres, beaches, public places and streets are safe, inviting, clean and support a recognisable image of our city</b>		
<b>6B.1</b>	Conduct public place cleaning in accordance with adopted service levels.	Ensure the City's beaches are clean. Ensure that the City is cleaned on a regular basis.  Manage graffiti to reduce and remove its incidence via programs such as 'Graffiti busters'.
<b>6C: The safety of our community is paramount and is acknowledged and supported through proactive policies, programs and strategies</b>		
<b>6C.1</b>	Implement actions identified in the Council's crime prevention and community safety plan ( <i>A Safer Randwick City</i> ) to reduce anti-social behaviour and foster a safer city.	Implement strategies for licensed premises - alcohol related anti-social behaviour and crime prevention, through the Crime Prevention Partnership, the Eastern Beaches Liquor Accord and liquor licence application assessments.  Work with local service providers to implement an awareness-raising project aimed at young people, focusing on reducing the incidence of relationship violence in the community.  Maintain the Closed Circuit TV (CCTV) network surveillance at Goldstein Reserve.  Implement a program in conjunction with local Police, to educate on the impacts of alcohol through a series of information nights.
<b>6C.2</b>	Maintain Department of Health guidelines for pool water quality at Des Renford Aquatic Centre (DRAC).	Maintain bacterial and chemical parameters to ensure compliance with Health Department guidelines for pool and recycled water quality.

	4 year Delivery Program (2009–13)	1 year Operational Plan actions (2012–13)
<b>6C.3</b>	Educate the public on surf and water safety.	Deliver the Surf and Water Safety education program to 20 schools.
<b>6C.4</b>	Implement effective regulatory and compliance services and programs to maximise public health and safety in Randwick City.	Implement a food safety program for all food businesses within Randwick City.  Implement a compliance assessment program for identified developments (e.g. late night trading premises).  Implement regulatory and enforcement strategies under various legislation (inc. Companion Animals Act, Environmental Planning & Assessment Act & Road Rules).
<b>6C.5</b>	Implement the <i>Road Safety Action Plan</i> .	Develop and implement projects for the key issues identified (including speed, pedestrians and drink driving).
<b>6C.6</b>	Conduct minor reactive maintenance management in accordance with adopted service levels.	Respond in a timely manner to community requests for repairs to road reserves, open space and Council-owned buildings.
<b>6D: A strategic land use framework provides for our lifestyle changes and for a continuing, yet low rate of growth across our city</b>		
<b>6D.1</b>	Complete and implement the review of the strategic land use framework (the comprehensive LEP/DCP).	Finalise the draft comprehensive LEP. Prepare draft DCP for public exhibition and finalisation. Review and report any potential spot rezonings.
<b>6D.2</b>	Ensure equitable and timely implementation of the s94A Contributions Plan to enhance public facilities.	Implement and update Council's s94A Development Contributions Plan as required by any NSW Government reforms.
<b>6E: Housing diversity, accessibility and adaptability to support our diverse community is enhanced</b>		
<b>6E.1</b>	Provide for enhanced adaptability and accessibility of housing.	Consider enhanced adaptability and accessibility of housing in the comprehensive LEP/DCP reviews.  Provide home maintenance and modification services as per referrals.
<b>6E.2</b>	Implement the Council's <i>Affordable Housing Strategy and Action Plan</i> .	Implement affordable housing principles in the comprehensive LEP/DCP.
<b>6F: Distinct neighbourhoods that meet the needs of our community as places to work, shop, live and socialise</b>		
<b>6F.1</b>	Undertake an ongoing program of comprehensive Town Centre reviews.	Implement the recommendations of the Maroubra Beach Town Centre Urban Design Review.

### Indicators

- Average overall condition of public infrastructure as a percentage of the target condition index.
- Level of community satisfaction with perceived level of safety.
- Percentage of waste requests completed within service level agreement targets.
- Median processing time of building applications and certificates.
- Evaluation of regulatory activities, systems, procedures and strategies.
- Number of inspections of food related business premises.
- Community engagement with long-term planning for the City.

## 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 (2009–13)	1 year Operational Plan actions (2012–13)
<b>7A: Our heritage is recognised, protected and celebrated</b>		
7A.1	Local and cultural history is recognised, known, preserved and celebrated (through events, media, etc).	Develop and make accessible heritage documents and resources through ongoing acquisition and adoption of relevant technologies (e.g. digitisation).  Promote services and collections through a range of public programs, exhibitions and partnerships that enhance community interpretations of heritage.
7A.2	Preparation and implementation of management and maintenance plans for heritage properties owned by the Council.	Oversee upgrades and seek grant funding to manage/maintain plans for heritage monuments/murals owned by the Council.
7A.3	Monitor and review our City's heritage planning provisions to ensure suitable conservation and adaptive re-use.	Review land use zonings, planning and controls in regard to heritage items/areas as input to finalising the comprehensive LEP/DCP.

#### Indicators

- Increase in the Council's and the community's heritage knowledge base.
- Satisfaction with protection of local heritage.



# Comprehensive LEP and DCP

A Local Environmental Plan (LEP) is the main legal document that controls how land is used and developed in a local government area. It determines what can be built, where it can be built and what activities can occur on the land.

All Councils across NSW are required to prepare a comprehensive LEP consistent with the NSW Standard Instrument, a template for standardising the format and content of LEPs.

Development Control Plans (DCPs) provide additional design detail and guidance on development which complement the LEP provisions.

Our LEP and DCP are the main planning instruments for the development of the City of Randwick. Both plans have been undergoing review so that land use zoning

and planning controls are up to date, address current and emerging planning issues, and support Randwick as a sustainable, well designed and liveable City. The plans will be consistent with the directions set out in our 20 year *Randwick City Plan*.

The draft LEP was publicly exhibited from 21 February to 2 April 2012 as part of an extensive consultation process. A total of 3,500 submissions were received. These were reviewed and reported to the Council in May, where the LEP and amendments were endorsed for finalisation and forwarding to the Department of Planning and Infrastructure for gazettal.

The draft comprehensive DCP is under preparation and is intended for public exhibition and consultation in late 2012 and completion in later 2012–13.

## Our outcome

- A strong local economy

# A prospering City



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The theme of '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 through improvements to town centres, enhancing accessibility to and around key economic activity centres, and managing tourism.

## Related plan

### Economic Development Strategy

The Randwick Economic Development Strategy (2009) was developed to support a strong local economy and promote sustainable economic development in Randwick City. The Economic Development Strategy identifies Randwick 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 Economic Development Strategy is scheduled to be reviewed and updated every five years.

Kids enjoying a show at the 2012 Spot Festival.



## Outcome 8: A strong local economy

Our town 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 (2009–13)	1 year Operational Plan actions (2012–13)
<b>8A: Vibrant business, commercial and industrial sectors that provide ongoing and diverse employment opportunities</b>		
8A.1	Implement the adopted recommendations of the <i>Economic Development Strategy</i> in relation to vibrant business, commercial and industrial sectors.	Prioritise and implement the medium term recommendations within the Economic Development Strategy.  Prepare the City for the economic opportunities created through the introduction of a high speed broadband network.
<b>8B: Vibrant town centres that adequately serve the community and foster support for local business activity</b>		
8B.1	Implement a range of strategies to support the development of vibrant town centres.	Undertake preliminary work towards developing a comprehensive online Randwick City business and services directory.  Undertake Kensington and Kingsford streetscape works.
<b>8C: Economic growth and development that strengthens our hospital and university precinct</b>		
8C.1	Implement plans/strategies for economic growth and development that strengthen the Hospital/UNSW precinct.	Implement the Precinct Plan for input to the comprehensive LEP/DCP and precinct enhancements.
<b>8D: Develop and strengthen effective partnerships with key locally based organisations</b>		
8D.1	Implement the adopted recommendations of the <i>Economic Development Strategy</i> in relation to partnerships with locally based organisations.	Hold biannual economic leadership forums and continue to establish partnerships with major institutions such as the University, Hospital, TAFE and Australian Turf Club.  Continue to support the Chambers of Commerce, Tourism Association and the Business Enterprise Centre.
<b>8E: Tourism's important role in the local economy is acknowledged</b>		
8E.1	Implement the adopted recommendations of the <i>Economic Development Strategy</i> in relation to tourism.	Attend and provide administrative support to all Randwick City Tourism meetings.

#### Indicators

- Level of satisfaction with attractiveness and vitality of town centres.
- Hospital/UNSW precinct is developed in line with the *Economic Development Strategy*.
- Number of visitors to the area.
- Level of investment in the Coastal Walkway.
- Business Leaders Forum held twice per year.
- Continued support for the Chambers of Commerce, Tourism Association and the Business Enterprise Centre.





# Moving around

## Our outcome

- Integrated and accessible transport

It is vitally important for all of us to be able to move easily around our neighbourhoods. The Council is working to increase accessibility both within and through 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 heavy or light rail; and balancing the needs of all road users in our traffic management and parking strategies.

## Related plans

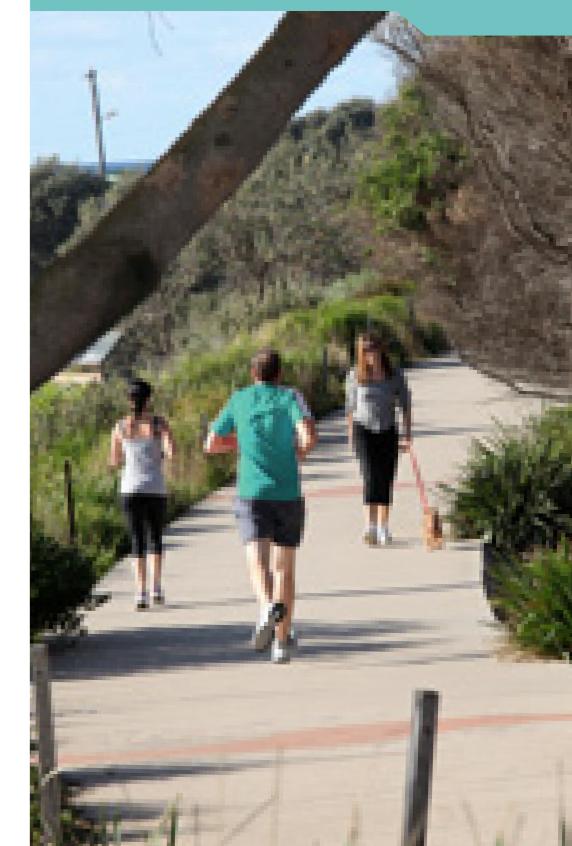
### The Randwick Bicycle Plan

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 town centres, beaches and the University of NSW. 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 2012–13 we will be completing outstanding works for the Priority 2 route, Centennial Park to La Perouse.

### 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 formally the RTA), who works with the community and a variety of stakeholders, such as the NSW Police, Roads and Maritime Services and local schools, to implement the plan. Target areas for 2012–13 identified in the plan are pedestrians, child restraints, speeding and cyclists.

The beautiful coastal walk at Coogee is always popular with locals.



## 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 (2009–13)	1 year Operational Plan actions (2012–13)
<b>9A: A network of safe and convenient walking paths and cycle ways linking major land uses and recreation opportunities</b>		
<b>9A.1</b>	Review, improve and implement facilities for cyclists as detailed within the <i>Randwick Bicycle Plan</i> .	Complete outstanding works for the Priority 2 route – Centennial Park to La Perouse.
<b>9B: The community is informed, educated and encouraged to use sustainable transport</b>		
<b>9B.1</b>	Implement the Council's <i>Energy Savings Plan</i> and <i>Local Greenhouse Action Plan</i> to reduce reliance on private motor vehicles.	Implement information programs for residents to increase use of walking, public transport and cycling networks e.g. Transport Guides and the Cycling and Walking Map.  Extend car-share program to new locations in Randwick City as local demand requires.
<b>9C: Advocate and /or plan for integrated local and regional transport improvements, including high capacity transport such as light/standard rail</b>		
<b>9C.1</b>	Continue to advocate for a rail system to service Randwick City.	Advocate for a light rail system as part of the UNSW/Hospital precinct study, or separately.
<b>9D: Residential amenity is protected by appropriate traffic management</b>		
<b>9D.1</b>	Implement traffic control strategies to protect residential amenity.	Investigate and address road safety matters and matters relating to traffic and transport issues raised by the community or others through the Traffic Committee and other processes.  Implement appropriate traffic measures around Kensington – West Kingsford.
<b>9D.2</b>	Enforce regulatory programs in accordance with the Australian Road Rules.	Monitor parking around school zones, shopping precincts, resident parking zones and other areas as required.
<b>9E: Parking is managed to balance convenience against reduced car reliance</b>		
<b>9E.1</b>	Enhance parking opportunities for residents through the Resident Parking Scheme.	Continue to roll out the replacement of the 'street based' scheme with an 'area based' scheme.

### Indicators

- Proportion of accessible pathways in Randwick City (pram ramps etc) as a percentage of total footpaths.
- Sustainable transport rates.
- Number of new bicycle facilities and increase in length of bike network in the City.
- Number of collisions involving bicycles, vehicles, pedestrians.





# Looking after the environment

## Our outcome

- A healthy environment

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**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 Savings Action Plan

The NSW Government requires most metropolitan Councils to prepare and implement energy saving projects and report on outcomes through a comprehensive Energy Savings Action Plan (ESAP). Through this plan we have built on Council's energy saving initiatives to reduce our use of electricity, gas and fuels for energy purposes, and to increase the efficiency of energy consumed across the Council's operations.

Projects undertaken so far include installing sensor lights in all office areas, the installation of 73 kilowatts of solar panels across 7 Council buildings including a 36 kilowatt system on the Storey Street Works Depot. In the previous financial year, we completed major energy audits of Council sites to establish which sites should form the main focus for future energy efficiency projects. These will be delivered, monitored and reported through a new Energy and Greenhouse Management Plan. Support and education programs continue to support energy conservation for our schools and local householders.

### Water Savings Action Plan

The NSW Government has corresponding requirements for most metropolitan Councils to prepare and implement major water saving projects and report on their outcomes through a comprehensive Water Savings Action Plan (WSAP).

Council's delivery of water savings has gone well beyond details set out in our previous WSAP due to major investments and commitment to increasing access to non-potable water sources where possible for Council operations. This includes the treatment, storage and re-use of wastewater, stormwater, borewater and rainwater at different sites.

By the end of 2012–13 Council is likely to have increased our use of non-potable water to approximately 450 million litres of water per annum for uses that include irrigation of playing fields, vehicle washdown areas and toilet flushing. Support and education programs continue to support water conservation for our schools, local householders and businesses.

Key approaches include improving recycling, reducing litter and illegal dumping of waste, avoiding the generation of waste and increased use of renewable and recovered materials. Council will be investigating a range of alternative waste technologies to assist in the delivery of these major outcomes ahead of the 2014 deadline.

As part of a more integrated approach this Plan will be combined with the Energy Saving Action Plan to form the Energy and Greenhouse Management Plan. This new plan will assist in prioritising future projects capable of generating ongoing energy savings and greenhouse gas reductions for Council.

### Waste Management Strategy

NSW Councils are required to work in partnership with their local communities to deliver sustainable waste management outcomes and recover waste to achieve a 66 percent diversion of rubbish being disposed at landfill by 2014.

## Outcome 10: A healthy environment

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

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### Actions for Outcome 10

4 year Delivery Program (2009–13)		1 year Operational Plan actions (2012–13)
<b>10A: The council is a leader in fostering environmentally sustainable practices</b>		
10A.1	Inform and engage all sections of the Randwick community to improve environmental sustainability outcomes through the Sustaining our City program.	Create and influence sustainability behavioural changes across householders, schools and staff of Council and Randwick City through education programs, events and activities.
<b>10B: Environmental risks and impacts are strategically managed</b>		
10B.1	Implement environmental strategies and a program of remediation of contaminated Council / public land.	Upgrade of Chifley Sports Reserve, with remediation and redevelopment for installation of baseball fields, new playing surfaces, new paths, sports field lighting, two car parks, exercise stations and landscaping.
10B.2	Implement the recommendations contained in the NSW Government's <i>Floodplain Development Manual</i> .	Conduct a Floodplain Risk Management Study and prepare plans for Centennial Park catchment, Maroubra Bay catchment and Coogee Bay Catchment.
10B.3	Oversee the development and implementation of the Council's <i>Climate Change Adaptation and Mitigation Plan</i> .	Integrate Climate Change responses across Council's operational, planning and corporate delivery frameworks.
<b>10C: Land use planning and management enhances and protects biodiversity and natural heritage</b>		
10C.1	Implement biodiversity conservation practices.	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.
<b>10D: Sustainable alternative waste technologies and environmentally sound collection systems are identified and implemented</b>		
10D.1	Implement ecologically sustainable Alternative Waste Technology as detailed in the <i>Waste Management Strategy</i> .	Investigate options for Alternative Waste Treatment technology.
10D.2	Enhance waste collection services.	Provide a high level of garbage and recycling collection services to the community.  Review, identify and remedy waste collection service deficiencies.

### 10E: Our community is encouraged to implement waste minimisation strategies

10E.1	Continue implementation of the Ecological Footprint project with Waverley and Woollahra Councils.	Develop, deliver and report on outcomes related to resource conservation and sustainability behavioural change in relation to the 3-Council Ecological Footprint project between Randwick, Waverley and Woollahra Councils.
10E.2	Review, improve and implement waste education programs.	Create and influence waste avoidance and recycling behavioural changes across Council and Randwick City through community and Council education programs.  Investigate, implement and review strategic waste actions to minimise waste going to landfill.
<b>10F: A total water cycle management approach including water conservation, reuse and water quality improvements is adopted</b>		
10F.1	Implement projects to improve water quality outcomes and reduce water consumption.	Implement relevant adopted recommendations from water quality studies at Frenchmans Bay, Yarra Bay and Malabar Beach.  Conserve water across Council and Randwick City through initiatives to encourage and facilitate water conservation at our parks and open spaces, across community sectors and within Council building and key sites.  Increase stormwater, rainwater and wastewater harvesting opportunities within Randwick City.
<b>10G: Greenhouse gas emissions are reduced</b>		
10G.1	Implement projects from the <i>Energy and Greenhouse Action Plan</i> to reduce greenhouse gas emissions.	Reduce energy consumption and greenhouse gas emissions across Council and Randwick City.

### Indicators

- Level of satisfaction with environmental sustainability education programs.
- Management of environmental risks.
- Water and energy consumed by the Council.
- Water and energy consumed by the community.
- Net tonnes of greenhouse gas emissions from the Council's operations.
- Net tonnes of greenhouse gas emissions from the community.
- Water quality at local beaches.
- Area of noxious weeds treated.
- Amount of waste going to landfill.
- Area treated by the bush regeneration and revegetation program.

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# Our budget 2012–13

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## Our budget 2012–13

	<b>TOTAL</b>
Employment Costs	49,316,627
Materials & Contracts	29,520,788
Interest Expense	1,000
Depreciation	21,280,007
Other Operating Expenses	13,059,985
<b>TOTAL EXPENSES</b>	<b>113,178,407</b>
Rates	(62,846,052)
Annual Charges	(26,991,993)
User Charges & Fees	(12,297,011)
Interest Income	(2,254,540)
Other Operating Income	(7,169,690)
Operating Grants & Contributions	(5,891,002)
Capital Grants & Contributions	(3,148,007)
<b>TOTAL REVENUE</b>	<b>(120,598,295)</b>
<b>NET OPERATING DEFICIT/(SURPLUS)</b>	<b>(7,419,888)</b>
<b>Capital Additions</b>	
Capital Expenditure	31,189,687
Sale of Assets	(1,632,756)
<b>NET CAPITAL ADDITIONS</b>	<b>29,556,931</b>
<b>Movements In Reserve Funds (Net)</b>	
s94A Reserve Funds	(1,238,195)
Externally Restricted Reserve Funds	647,944
Internally Restricted Reserve Funds	(274,622)
<b>NET MOVEMENTS IN RESERVE FUNDS</b>	<b>(864,873)</b>
Depreciation Expense (non cash)	(21,280,007)
<b>NET COST EXCLUDING DEPRECIATION (MOVEMENT IN WORKING CAPITAL)</b>	<b>(7,837)</b>

Note: For more information refer to Randwick City Council Budget 2012–13

# Revenue policy 2012–13

## 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 Category
- Business Category
- Farmland Category
- Mining Category.

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 2012–13, the business rate is approximately 3.3 times the residential rate.

### Rate pegging

The NSW Government introduced rate pegging in 1987. Rate pegging limits the amount by which the Council can increase its rate revenue from one year to the next. The amount of the rate peg was previously set by the Minister for Local Government but from 2011–12 has been set by the Independent Pricing and Regulatory Tribunal (IPART).

Randwick Council is not subject to the rate peg this rating year due to the approved special variation that is currently in place which includes funding for the Buildings for our Community program.

### 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 2009. The 2009 valuations were used for the 2010–11 and 2011–12 rating years and will be used again for this 2012–13 rating year.

### Variations to rate revenue

The estimates of rate revenue for 2012–13 comply with the relevant provisions of the Local Government Act (NSW) 1993, the Local Government Regulations (NSW) and the Division of Local Government's 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 \$250.00.

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 2009, the Council made representations to the Minister for Local Government to fund an increase in the prescribed pensioner rates concession from \$250.00 to \$350.00 per annum. The Minister's response was that the Council can make additional pensioner concessions but would need to fully fund any additional amount. There is no additional rebate proposed for 2012–13.

Randwick Council has approximately 5,285 properties that receive a pensioner concession on their rates. Pensioner concessions are expected to total \$1.32 million in 2012–13. The 55 per cent pensioner subsidy received from the NSW Government will amount to approximately \$726,000.

Approximately 9.1 per cent of residential rateable properties will receive pensioner concessions in 2012–13.

### 2012–13 Rates income

The total proposed increase in rates in 2012–13 is 6.28 per cent in accordance with our special variation approved by the Minister in June 2010.

The following table provides a summary of the rates structure that will apply in 2012–13. It shows the number of rateable properties within each of the rating categories, categorised 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 estimated rate revenue for 2012–13.

Rate description	Rate (¢ in \$)	No. of properties	Rate revenue
Residential – ad val	0.193290	22,509	\$31,705,484
Residential – min	\$653.27	25,464	\$16,635,037
Business – ad val	0.637410	1,401	\$11,809,419
Business – min	\$1052.72	624	\$657,434
Environmental – ad val	0.015558	49,998	\$3,489,227
<b>TOTAL</b>			<b>\$64,296,601</b>

**Randwick Council has approximately 5,285 properties that receive a pensioner concession on their rates. Pensioner concessions are expected to total \$1.32 million in 2012–13.**

### Interest charge 2012–13

In accordance with s566(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 applicable interest rate for 2012–13 is 10 per cent. The interest rate in 2011–12 was 11 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

In 2004 the Minister for Local Government approved a 6.00 per cent special increase to general income to fund an Environmental Levy that would provide environmental programs over a five year period. In 2009 the Minister approved an extension to the Environmental Levy for a further five years in addition to the normal take-up of the rate pegging variation. This decision was based on Randwick Council's strong commitment to sustainability and the limited opportunities to fund the environmental program from the operational budget without a reduction in the level of service and program delivery. The 2012–13 rating year is the fourth year of the current special increase to fund the Environmental Levy.

Details on the expenditure under this program are on page 64.

#### Buildings for our Community program

In 2010 the Council received permission from the Minister for Local Government to apply a special levy on its rates to fund the Buildings for our Community program. Funds raised by this levy are to be used to renovate community facilities and amenities and to build new facilities where needed. The levy is a cumulative increase of 2.69 per cent each year for three years, incorporated into the Ordinary Rate. The 2012–13 rating year is the third and final year of the Buildings for our Community levy.

Details on the expenditure under this program are page 68.

#### Domestic Waste Management Charge

The Council levies a Domestic Waste Management Charge under Section 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 Local Government Act limits revenue from the domestic waste management charge to reasonable costs which are required to provide the service.

The charge for 2012–13 per assessment is \$465.11. Estimated gross yield is \$26,439,281 for 2012–13.

The following table compares domestic waste management charges (per assessment) over recent years.

Charge	Domestic waste management
2008–09	\$351.60
2009–10	\$391.00
2010–11	\$410.00
2011–12	\$429.30
2012–13	\$465.11

The increased domestic waste management charge will provide for existing services, the implementation of the Carbon Tax; the increase in charges for tipping to landfill; the ongoing operation of the Perry Street Recycling Centre and the continuation of Council's Contaminated Site Remediation Program.

#### 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. It is the same in 2012–13 as for 2011–12.

- 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 350m<sup>2</sup> or part thereof by which the parcel of land exceeds 350m<sup>2</sup>.

Estimated gross yield of the stormwater service management charge is \$1,127,225 for 2012–13.

Details on the expenditure under this program are at page 77.

#### Section charges on rails, pipes, cables and poles

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

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.

#### Other structures

The 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 the City of Randwick. The charge will be based on the revenue benefit derived from these structures.

The level of cost recovery has been categorised as follows:

- Minimal cost recovery
- Partial cost recovery
- Full cost recovery
- Full cost plus overheads
- Nil cost recovery
- 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 widespread 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.

## Randwick City Council is debt free.

### No new external borrowings are proposed in 2012–13.

- '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.

#### Borrowings

Randwick City Council is debt free.

No new external borrowings are proposed in 2012–13.

#### Activities of a commercial or business nature

Randwick 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 daycare centre for children
- management of the Council's property portfolio
- operating a swimming pool complex
- 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 including rental subsidies and access to Council-owned buildings in excess of \$1.7 million. The Council has adopted a policy framework to promote accountability, transparency and fairness in the provision of monetary grants and subsidies. Our focus in 2012–13 will be on reviewing the guidelines for our grants programs to ensure that each set of program criteria meets the grant's stated objectives.

#### Community Partnerships Funding Program

The Council worked in consultation with community representatives to develop the Community Partnerships Funding Program which provides the following support:

- Community Partnership grants are awarded to not-for-profit organisations that deliver support programs or services to improve the health and wellbeing of disadvantaged residents.
- Cultural and Community grants are awarded to not-for-profit organisations or community groups to develop projects or activities that encourage community participation or contribute to a vibrant cultural and community life in Randwick City.

#### Community Partnership grants

Applicants may seek funding to carry out projects or programs that run for a maximum of three years. They may apply for an amount not exceeding \$60,000 per application over three years or \$20,000 per year, tied to conditions. Community organisations receiving grants over a three-year period will not be eligible to reapply until the term of their funded project expires. About \$143,000 will be available for allocation to new applicants in the 2012–13 financial year.

#### Cultural and Community Grants Program

Each year this program, with an annual budget of about \$90,000, provides funds to not-for-profit community organisations and groups wishing to hold activities or events aimed at promoting community participation and celebrating our City's cultural and creative life. Two funding rounds are held each year, in March and in September. All funding recipients have to comply with the program's acquittal requirements.

#### Affordable rental housing subsidies

Through the local planning process, the Council has successfully negotiated for fifteen affordable units to be transferred to the Council's ownership when developments are completed. The Council has so far received ownership of nine dwellings and these have been tenanted in accordance with our Affordable Rental Housing Program. Under the program, the Council subsidises each tenant's rent by at least 25 per cent of the median market price.

#### Trade waste subsidies

A number of non-profit community groups receive fully subsidised trade waste services. In 2012–13 a subsidy will again be provided. This is a recurrent program and applications are not required.

#### Donations for surf life saving services

In 2012–13 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.

#### Subsidised rentals

The Council reviewed the Grants, Donations and Subsidies Policy and adopted it in November 2006. As part of the preparation of the policy the Council consulted extensively with its community based tenants to develop an equitable, transparent and accountable process for determining the level of subsidies to community groups.

The policy provides the 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. A copy of the policy is available on the Council's website.

In 2012–13, the 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 and subsidies.



## Asset Replacement Program

The Asset Replacement Program is outlined in the table below.

### Sale of assets

The 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.

Council has been briefed, subject to a proposal and consultation with the community, that consideration will be given to the sale of 127–129 Boyce Road Maroubra and expressions of interest sought for the development of the site at 37–39R Baird Avenue, Matraville.

The proceeds from the sale or lease of any real property discussed above in the forthcoming year have not been incorporated into the 2012–13 Budget or the Council's Long Term Financial Plan.

### Asset Replacement Program – replacement cycle

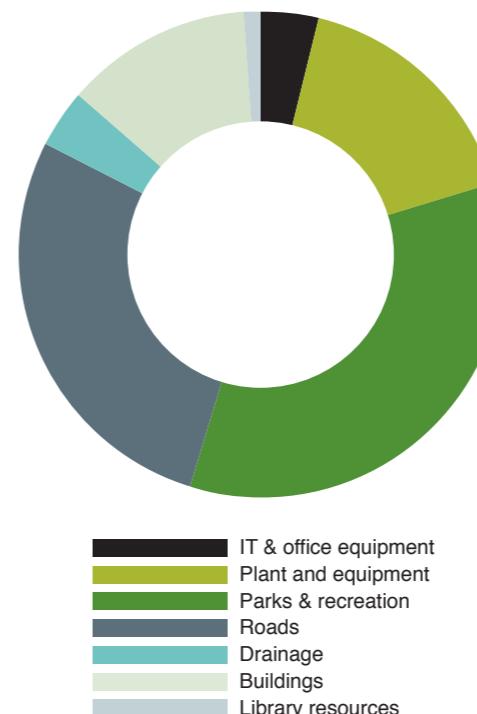
Asset	Replacement cycle
Passenger fleet	Replaced at 60,000 kilometres or three years
Truck fleet	Replaced every 7 years
Garbage compactor	Replaced every 5 years
Road sweepers	Replaced every 5 years
Footpath sweepers	Replaced every 2 years
Water tanker	Replaced every 10 years
Minor plant	Replaced when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

### 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 Council has a Capital Works Program that lists in detail the location, timing and costs of each component (refer to the Draft 2012–13 Capital Works Program). The Capital Works Program includes projects relating to kerb and guttering, traffic facilities, disabled access, footpaths, drainage, bicycle facilities, vehicular access, buildings and recreation facilities.

### Capital Expenditure 2012–13

Asset type	Total
Parks & recreation	10,726,659
Roads	8,656,707
Buildings	3,877,506
Drainage	1,194,366
Plant and equipment	5,111,449
IT & Office equipment	1,245,000
Library resources	378,000
<b>Total Capital Expenditure</b>	<b>\$31,189,687</b>



### Major capital projects 2012–13

The following table outlines key projects in the 2012–13 Capital Works Program.

<b>Parks and Recreation Capital Works</b>	<b>\$10,726,659</b>
- Des Renford Leisure Centre Construction	
- Heffron Park Plan of Management Works	
- Continuation of the coastal walkway	
- Albi Smith Park Playground Upgrade	
- Boulevard Reserve Playground Upgrade	
- Fitzpatrick Park Playground Upgrade	
- Renovation of Maroubra Beach Lights	
- Continuation of the Tree Planting Program	
<b>Roads Capital Works</b>	<b>\$8,656,707</b>
- Road Rehabilitation Program	
- Footpath Construction Program	
- Continuing implementation of Bicycle Plan	
- Specialised Health and Education Centre Precinct Works	
- Randwick Town Centre Footpath Works	
- Continuation of the Lane Program	
<b>Buildings Capital Works</b>	<b>\$3,877,506</b>
- Chifley Sports Reserve Amenities	
- Nagle Park Dressing Room and Amenities	
- Coral Sea Park Amenities and Change Rooms	
- Pioneers Park Amenities Building – Bottom Field	
- Maroubra Senior Citizens Centre Upgrade	
- Five Child Care Centre Facilities Upgrades	
<b>Drainage Capital Works</b>	<b>\$1,194,336</b>
- Duke Street Stage 1	
- Snape Park Stage 1	
- Irvine Street Drainage System Repairs	

**It is critical that we protect and enhance our natural resources for current and future generations to enjoy.**

### Sustaining our City program

Randwick City Council's key environmental initiative is our Sustaining our City program. The program was initially approved by the Minister for Local Government in 2004 for five years and, following a very successful five year program, approval was extended in 2009 for the program to continue for a further five years.

The Sustaining our City program is based around five major activity areas that reflect the community's key areas of concern including:

- coastal protection
- resource consumption, particularly focussing on conserving water, reducing energy consumption, and avoiding waste
- tackling greenhouse, with a focus on sustainable transportation such as cycling and walking
- protecting biodiversity
- community participation.

Council has a strong commitment to sustainability reflecting the high level of concern and interest the community has for environmental issues and the pressures faced by Randwick City's natural environment that include significant coastal and marine areas and areas of open space. Council also realises it has a leadership role and responsibility to the broader community and local government sector in leading by example.

Over the years, Council's sustainability efforts have been recognised through a number of prestigious awards and external grants. These grants have added extra value to the environmental levy and boosted the environmental improvements and initiatives being carried out across different areas of the City. The community is increasingly concerned about the pressures on natural resources, particularly water and energy, and of greenhouse gas emissions as well as the biodiversity and management of our open spaces. Randwick Council is responding with measures to conserve the resources it has stewardship over, including ways to reduce the Council's and the community's 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. It is critical that we protect and enhance our natural resources for current and future generations to enjoy.

Ongoing projects include upgrading and replacing sections of our Coastal Walkway; major water conservation initiatives that are 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. The Council also conducts 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 proposed 2009–14 Sustaining our City program and shows the key projects that will be funded under each of its five areas. The Year 4 column correlates with 2012–13.



Sustaining our City program 2009–14

Project area	Description	YR 1 \$ 2009-10	YR 2 \$ 2010-11	YR 3 \$ 2011-12	YR 4 \$ 2012-13	YR 5 \$ 2013-14	TOTAL \$
<b>COASTAL</b>							
Coastal Walkway	La Perouse Loop + Interpretation Signage + Other Coastal Walkway Locations	801,276	894,900	883,213	838,380	862,396	4,280,165
<b>Sub total (Coastal)</b>		<b>801,276</b>	<b>894,900</b>	<b>883,213</b>	<b>838,380</b>	<b>862,396</b>	<b>4,280,165</b>
Comments: Continue investigation and implementation of coastal walkway improvements and upgrades between Lurline Bay, Malabar Headland and Botany Bay National Park.							
<b>CONSERVING RESOURCES</b>							
Water Conservation	Stormwater Harvesting Upgrades	400,638	400,638	133,546	456,272	-	1,391,093
	Aquifer Re-Charge	66,773	0	173,610	-	-	240,383
	Sewer Mining	66,773	133,546	86,137	213,673	534,184	1,034,313
	Business Water Audits	0	0	46,741	-	-	46,741
	Rainwater Tanks in Schools	0	0	20,032	20,032	-	40,064
Energy Conservation	Energy Efficiency Programs – Council Sites	26,709	160,255	66,773	160,255	358,851	772,844
	Energy Efficiency Programs – Ratepayers	80,128	80,128	80,128	80,128	80,128	400,638
	Wind Turbine Demonstration Projects	53,418	53,418	80,128	80,128	80,128	347,219
	LG Emissions Trading Scheme	53,418	26,709	26,709	26,709	26,709	160,255
<b>Sub total (Conserving resources)</b>		<b>747,857</b>	<b>854,694</b>	<b>713,803</b>	<b>1,037,196</b>	<b>1,079,999</b>	<b>4,433,550</b>
Comments: Water conservation – Improvements to water re-use and replacement of potable water sources via stormwater harvesting, treatment and re-use of wastewater, and changeover to more efficient water devices and infrastructure. Energy conservation – Continue implementing energy saving and energy efficiency measures across Council buildings and sites as set out in our new Energy and Greenhouse Management Plan.							
<b>TACKLING GREENHOUSE</b>							
Sustainable Transport	Cycling Facilities & Support	200,319	173,520	267,092	240,383	357,553	1,238,867
	Walking Facilities & Support	0	40,064	40,064	40,064	40,064	160,255
	Biodiesel Trial	120,191	0	0	-	-	120,191
	Workplace Travel Access Plan	20,032	13,355	13,355	13,355	13,355	73,450
<b>Sub total (Tackling greenhouse)</b>		<b>340,542</b>	<b>226,939</b>	<b>320,510</b>	<b>293,801</b>	<b>410,971</b>	<b>1,592,763</b>
Comments: Support programmed implementation of Bicycle Plan priorities and initiatives to support wider sustainable transportation options for the Randwick community especially cycling and walking.							

Project area	Description	YR 1 \$ 2009-10	YR 2 \$ 2010-11	YR 3 \$ 2011-12	YR 4 \$ 2012-13	YR 5 \$ 2013-14	TOTAL \$
<b>BIODIVERSITY</b>							
Biodiversity Strategy Implementation	Green Corridors Program	160,255	126,869	299,841	160,255	186,964	934,184
	Community Gardens	93,482	80,128	53,418	80,128	53,418	360,574
	Community Biodiversity Monitoring	26,709	13,355	0	13,355	13,355	66,773
	Native Animals and Plants Monitoring	26,709	0	37,393	26,709	26,709	117,520
	Street Trees and Parks Planting	0	66,773	53,418	66,773	-	186,964
	Demonstration Native Garden Project	26,709	46,741	66,773	93,482	53,418	287,124
<b>Sub total (Biodiversity)</b>		<b>333,865</b>	<b>333,865</b>	<b>510,844</b>	<b>440,702</b>	<b>333,865</b>	<b>1,953,140</b>
Comments: Support increased opportunities for community to participate in 'green' corridor planting, including community gardens, school food and native gardens and increases in understanding and protecting native plant and animal habitats.							
<b>COMMUNITY EDUCATION</b>							
Community Education	Summer Activities Program	26,709	53,418	40,064	53,418	53,418	227,028
	Living Smart Workshops	66,773	53,418	53,418	53,418	53,418	280,446
	Eco Living Fair	93,482	66,773	66,773	80,128	80,127	387,283
	City/Country Schools Exchange	20,282	26,709	6,677	20,032	20,032	93,732
	Eco Heroes	13,355	20,032	13,355	13,355	20,032	80,128
	Sustainability Resources Collection	6,677	6,677	8,013	8,013	8,013	37,393
	Schools Programs (Grants)	100,159	106,837	106,837	106,837	113,514	534,184
<b>Sub total (Community education)</b>		<b>327,437</b>	<b>333,865</b>	<b>295,136</b>	<b>335,200</b>	<b>348,555</b>	<b>1,640,194</b>
Comments: Continue programs to support community take-up and participation in sustainability initiatives in their homes, schools and workplaces, particularly focussed around community centres and facilities, including Council's sustainability education 'hub' at Randwick Community Centre and Barrett House Sustainability Demonstration project.							
<b>EMPLOYEE COSTS &amp; ADMINISTRATION</b>							
<b>Sub total (Employee costs and administration)</b>		<b>368,311</b>	<b>345,710</b>	<b>459,366</b>	<b>539,911</b>	<b>546,988</b>	<b>2,260,286</b>
Comments: Enhance reporting and accountability of environmental outcomes generated by Council's wider programs and sustainability initiatives.							
<b>TOTAL COSTS</b>		<b>2,919,288</b>	<b>2,989,972</b>	<b>3,182,873</b>	<b>3,485,190</b>	<b>3,582,774</b>	<b>16,160,098</b>

## **Buildings for our Community program**

In June 2010 Randwick City Council's Buildings for our Community program was approved by the Minister for Local Government for a three year s508A 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. Within this program we will construct new buildings and amenities as identified by the community. We will also be able to upgrade existing buildings and ensure their use into the future.

The levy is a cumulative increase of 2.69 per cent each year for three years, incorporated into the Ordinary Rate, and will remain in the rate base thereafter.

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.

**Coogee Surf Life Saving Club.**



In the financial year 2011–12, the Council commenced/completed work on numerous Projects under the Buildings for our Community Program including:

- Maroubra Surf Life Saving Club: extensive remedial works were undertaken to the surf club building, including repairs to the reinforced concrete slabs and structural columns. New balustrading to the first floor balcony and other minor internal and external building improvements were also included in the scope of works. The project was completed in February 2012.
- SOS Preschool: a new awning and external walkway was built at the SOS Preschool to allow weather protection for the children and their parents. The project was completed in February 2012.
- Des Renford Aquatic Centre: the existing Des Renford Aquatic Centre is to be upgraded and extended with a new community fitness centre

and gym; a purpose built crèche; new reception and administration areas; and refurbishment of existing amenities, café and landscaping.

The extensive public consultation at concept stage informed the final design, which gained Development Approval in January 2012 via an independent planning assessment process. Construction of the project is anticipated to commence in mid 2012.

● Baker Park toilets: a new toilet block is planned for Baker Park, Coogee, adjacent to the existing tennis courts. This will benefit the users of the Park, in particular the local primary school children who enjoy the park facilities. Following the public consultation process, the project was submitted for Development Approval via an independent planning assessment process in December 2011, with construction commencing in May 2012.

In the financial year 2012–13, the Council will commence work on a further twelve projects under the Buildings for our Community program including:

- the amenities buildings at Nagle Park and the lower field of Pioneer's Park. Works including refurbishment of fittings and upgraded lighting
- the amenities building at Coral Sea Park which will undergo a major refurbishment, with updated fittings and fixtures throughout
- the existing building at Chifley Sports Reserve which will be refurbished and reconfigured to suit the new playing fields proposed for the park
- a new amenities and clubhouse building planned for Heffron Park Central East for the use of the cycle clubs and seasonal sports field users
- the upgrade of five childcare facilities – KU Childcare Randwick, Peter Pan Kindergarten, Moverly Children's Centre, Rainbow St Childcare Centre and Duffy's Corner Occasional Childcare
- a new kitchen and bathroom upgrade and improvement to the front facade of Maroubra Senior Citizen's Centre, and
- the replacement of the external cladding of Clovelly Beach Inspectors' Office.

Other works completed since the commencement of the Buildings for our Community program in 2010 now include:

- Coogee Surf Life Saving Club upgrade
- Clovelly Surf Life Saving Club upgrade
- South Maroubra Surf Life Saving Club upgrade
- New amenities building at the top field of Pioneer's Park, Malabar.

<b>Buildings for our Community program</b>	<b>Total cost 2010–17</b>
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
<b>TOTAL</b>	<b>\$40,709,000</b>

Buildings for our Community program 2012–17 (Years 3–7)

**Year 3: 2012–13 Building program forecast**

FULL PROJECT COSTS \$ '000									
Building	Category	Project	Suburb	TOTAL PROJECT	Building Levy	Grants	s94A	Council Reserves	
Nagle Park Dressing Room /Amenities	Amenities	Upgrade change rooms, shower areas, ventilation, graffiti prevention systems and security lighting.	Maroubra	\$175	\$175	-	-	-	
Indoor Multi Purpose Fitness Facility at Des Renford Aquatic Centre	DRAC	Upgrade the Des Renford Aquatic Centre and build a new indoor fitness studio, multi-purpose room and creche (approx 350m <sup>2</sup> ) to provide more health and fitness related programs for swim squads, fitness groups and other users. These improved facilities will generate additional income to improve the Centre's financial sustainability and help it become self sufficient. Funding Year 2 of 2.	Maroubra	\$5,063	\$583	-	\$500	\$3,980	
Chifley Sports Reserve Amenities	Amenities	Construct a new multi-use amenities block and community facilities – including change rooms, toilets, club house, kiosk and viewing area. Council has recently taken over management of this reserve and is improving the amenities to facilitate use of fields.	Chifley	\$1,012	\$1,012	-	-	-	
Coral Sea Amenities / Changeroom	Amenities	Upgrade the male and female change rooms, shower areas, toilets, kiosk, storage and security lighting.	Maroubra	\$350	\$350	-	-	-	
Pioneers Park Amenities Buildings	Amenities	Construct new amenity building with toilets, showers and change rooms on the top field.  Upgrade/reconstruct the bottom field change rooms, shower areas, toilets, kiosk and security lighting.	Malabar	\$252	\$752	-	-	(\$500)	

FULL PROJECT COSTS \$ '000									
Building	Category	Project	Suburb	TOTAL PROJECT	Building Levy	Grants	s94A	Council Reserves	
Heffron Park Central Eastern Clubhouse and Amenities Building	Amenities	Construct large amenities building serving park users with toilets and multiple sporting groups with showers/toilets, change rooms, viewing areas, meeting rooms, storage and a kiosk. Each amenity block serves approx one third of Heffron Park or 15 hectare and over 40 sporting groups use the park.	Maroubra	\$650	\$700	-	(\$50)	-	
Clovelly Beach Office Inspectors Office	Office	Upgrade the office, kitchen, shower/ toilets and access controls.	Clovelly	\$58	\$58	-	-	-	
KU Childcare Centre	Childcare	Upgrade the toilets, veranda, storage areas and undertake internal/external painting.	Randwick	\$146	\$146	-	-	-	
Peter Pan Kindergarten	Childcare	Upgrade the kitchen, toilets, veranda and carryout internal/external painting.	Phillip Bay	\$146	\$146	-	-	-	
Moverly Children's Centre	Childcare	Upgrade the kitchen, toilets and staff area and undertake internal/external painting.	Coogee	\$175	\$175	-	-	-	
Maroubra Senior Citizens Centre	Senior Citizens	Upgrade the kitchen, toilets and auditorium and undertake internal/external painting.	Maroubra	\$146	\$146	-	-	-	
Rainbow Street Childcare Centre	Childcare	Upgrade the toilets, nappy change area, kitchen and shade structure and undertake internal/external painting.	Randwick	\$146	\$146	-	-	-	
Duffy's Corner Occasional Childcare	Childcare	Undertake minor upgrade to kitchen and toilets, internal and external painting and replace the playground fence.	Maroubra	\$146	\$146	-	-	-	
<b>TOTAL</b>				<b>\$8,465</b>	<b>\$4,535</b>	<b>-</b>	<b>\$458</b>	<b>\$3,472</b>	

**Year 4: 2013–14 Building program forecast**

				FULL PROJECT COSTS \$ '000					
	Building	Category	Project	Suburb	TOTAL PROJECT	Building Levy	Grants	s94A	Council Reserves
72	Coogee Senior Citizens' Centre	Senior Citizens Centre	Demolish and rebuild a single level building with an expansion of 2 metres to the northern side to accommodate the Council's operational needs with shared usage by police when required and facilities to meet the requirements of existing and new users such as precinct committee, seniors, preschool, play groups and similar non alcohol related community activities.	Coogee	\$1,039	\$414	-	\$625	-
	Heffron Park Central Western Clubhouse and Amenities Building	Amenities	Construct large amenities building serving park users with toilets and multiple sporting groups with showers/toilets, change rooms, viewing areas, meeting rooms, storage and a kiosk. Each amenity block serves approx one third of Heffron Park or 15 hectare and over 40 sporting groups use the park.	Maroubra	\$700	\$700	-	-	-
	Popplewell Park – Childcare Centre	Childcare	Construct a new childcare facility (approx. 350m <sup>2</sup> .)	Coogee	\$850	\$350	-	\$500	-
	Plant Nursery Greenhouse	Nursery	Demolish the existing structure and construct a new nursery greenhouse.	Kensington	\$257	\$257	-	-	-
	Clovelly Childcare Centre Inc	Childcare	Upgrade the kitchen and toilets and undertake internal and external painting.	Clovelly	\$146	\$146	-	-	-
	South Maroubra Surf Club Toilets	Amenities	Upgrade the male and female toilet areas and install new security lighting.	Maroubra	\$350	\$350	-	-	-
	Cromwell Park Toilets	Amenities	Upgrade the male and female toilet areas and install new security lighting and graffiti prevention systems.	Malabar	\$117	\$117	-	-	-
	Little Bay Toilets	Amenities	Upgrade the toilet facilities and install new security lighting.	Little Bay	\$233	\$233	-	-	-
	Randwick Town Hall	Town Hall	Extensive heritage renovation to re-establish the internal integrity of this historic building.	Randwick	\$1,283	\$583	-	-	\$700

				FULL PROJECT COSTS \$ '000					
	Building	Category	Project	Suburb	TOTAL PROJECT	Building Levy	Grants	s94A	Council Reserves
73	Heffron Park Football Field No.1 Amenities (Matto/South West Rugby League Precinct)	Amenities	Upgrade the change rooms, shower areas, toilets and kiosk and install security lighting.	Maroubra	\$117	\$117	-	-	-
	Mahon Pool toilets, showers and changerooms	Amenities	Demolish the existing building and construct new toilet and shower facilities.	Maroubra	\$1,050	\$1,050	-	-	-
	James Bundock Fountain	Heritage Monument	Restore, clean and repoint the fountain.	Clovelly	\$29	\$29	-	-	-
	Plant Nursery Storage Shed	Nursery	Upgrade the shed to maximise storage space.	Kingsford	\$70	\$70	-	-	-
	Plant Nursery, Shadehouse	Nursery	Redesign and construct to optimise shade use.	Kingsford	\$35	\$35	-	-	-
	Randwick Cemetery Toilets and Storage	Cemetery	Demolish the existing building and construct storage and toilet facilities.	Randwick	\$117	\$117	-	-	-
	Latham Park Jeff Sayle Pavilion	Amenities	Complete the upgrade to the meeting room, change rooms, shower areas, toilets and kiosk and install security lighting.	Maroubra	\$292	\$292	-	-	-
	<b>TOTAL</b>				<b>\$6,684</b>	<b>\$4,859</b>	<b>\$1,125</b>	<b>\$700</b>	

**Year 5: 2014–15 Building program forecast**

				FULL PROJECT COSTS \$ '000					
	Building	Category	Project	Suburb	TOTAL PROJECT	Building Levy	Grants	s94A	Council Reserves
	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 (approx. 300m <sup>2</sup> .)	Matraville	\$1,050	\$1,050	-	-	-
	Kensington Community Centre	Community Centre	Construct a new centre with an auditorium, offices, meeting rooms, kitchen facility and toilets.	Kensington	\$700	\$700	-	-	-
	Snape Park Dressing Shed	Amenities	Upgrade the change rooms, shower areas and toilets and improve security lighting.	Maroubra	\$198	\$198	-	-	-
	Coogee Bus Shelter/ Kiosk Showers and Toilets	Amenities	Upgrade the change rooms, shower areas, toilets and kiosks and install security lighting.	Coogee	\$493	\$493	-	-	-

**Year 6: 2015–16 Building program forecast**

				FULL PROJECT COSTS \$ '000					
	Building	Category	Project	Suburb	TOTAL PROJECT	Building Levy	Grants	s94A	Council Reserves
74	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	-	-	-
	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 Bay Bicentennial Park Toilets	Amenities	Upgrade the change rooms, shower areas, toilets and kiosk and improve the security lighting.	La Perouse	\$175	\$175	-	-	-
	Yarra Oval Amenities	Amenities	Upgrade the male and female toilet areas and install new security lighting.	La Perouse	\$175	\$175	-	-	-
	Heffron Park Southern Clubhouse and Amenities Building	Amenities	Construct large amenities building serving park users with toilets and multiple sporting groups with showers/toilets, change rooms, viewing areas, meeting rooms, storage and a kiosk. Each amenity block serves approx one third of Heffron Park or 15 hectare and over 40 sporting groups use the park.	Maroubra	\$700	\$700	-	-	-
	Clovelly Senior Centre	Senior Citizens Centre	Complete upgrade to kitchen, toilets, main room, storage room and carryout internal painting.	Clovelly	\$583	\$583	-	-	-
	Cromwell Park Beach Inspectors Watch Tower	Life Guard Room	External repairs to steel structure.	Malabar	\$23	\$23	-	-	-
	Burnie Park Hall	Community Hall	Upgrade male and female toilets, install insulation to underside of roof and install air conditioning.	Clovelly	\$82	\$82	-	-	-
	Chifley Sports Reserve Amenities	Amenities	Construct amenities and a skate facility.	Chifley	\$817	\$817	-	-	-
	<b>TOTAL</b>				<b>\$5,270</b>	<b>\$5,270</b>			

				FULL PROJECT COSTS \$ '000					
	Building	Category	Project	Suburb	TOTAL PROJECT	Building Levy	Grants	s94A	Council Reserves
75	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	-	-	-
	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	-	-	-
	Kingsford Town Centre Toilets	Amenities	Construct new male and female toilet amenities (approx. 60m <sup>2</sup> .)	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. Further funds will be available in future budget years as per the Heffron Park Financial Plan.	Maroubra	\$1,683	\$583	\$100	\$1,000	-
	Maroubra Beach Community Centre	Community Centre	Construct a new building consisting of auditorium, offices, meeting rooms, kitchen facility and toilets (approx. 500m <sup>2</sup> ).	Maroubra	\$1,954	\$1,954	-	-	-
	<b>TOTAL</b>				<b>\$6,333</b>	<b>\$5,133</b>	<b>\$100</b>	<b>\$1,100</b>	

Year 7: 2016–17 Building program forecast

Building	Category	Project	Suburb	FULL PROJECT COSTS \$ '000				
				TOTAL PROJECT	Building Levy	Grants	s94A	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 (approx. 150m <sup>2</sup> ).	La Perouse	\$583	\$583	-	-	-
Bunnerong Gymnastics Centre	Sports Centre	Provide funding towards the demolition of the existing structure and construction of a new building. Further funds will be available in future budget years as per the Heffron Park Financial Plan.	Maroubra	\$1,583	\$583	-	\$1,000	-
Southern Suburbs Youth Facility	Multi Purpose Centre	Construct a new building of approximately 600m <sup>2</sup> 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	-	-	-
Wlyies 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	-	-	-
<b>TOTAL</b>				<b>\$6,693</b>	<b>\$5,693</b>	<b>\$1,000</b>		

### 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.

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 reserve 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 are not managed by the Council.

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.

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 chemicals. Programs to reduce the litter loads and/or total amount of stormwater will significantly contribute to cleaner water.

- Flood mitigation. There are a number of areas across Randwick City where even in times of relatively normal rainfall there are incidents ranging from nuisance flooding to above floor flooding resulting in property damage.

- Better maintained drainage system. Much of the Randwick area was settled in the late nineteenth and early twentieth centuries and consequently a high proportion of the drainage system is old and reaching the end of its useful life. Much of the system will require maintenance or renewal in the near future.

- Improved water conservation. Stormwater harvesting and reuse schemes can provide an alternate source of water for supply for irrigation and other non-potable water uses.

- Improved knowledge. Currently Randwick Council has limited information on the condition of its drainage assets. An accurate inventory of Council's stormwater assets is vital to provide relevant data to perform flood studies and be effective in programming and prioritising capital drainage works.

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

The annual Drainage Works Program includes funds from council revenue and the stormwater management service charge.

The following table details the 2012–13 Drainage Capital Works Program

<b>Description</b>	<b>SOURCE OF FUNDING \$</b>		
	<b>Stormwater Levy</b>	<b>General Revenue</b>	<b>Total Cost</b>
Data collection/CCTV	30,000	-	30,000
202 Clovelly Road – pipe repair and relining	100,000	-	100,000
Duke Street Stage 1	465,000	-	465,000
Flood Study/Floodplain Management		150,000	150,000
Snape Park – Stage 1		80,000	80,000
West Kensington blockage protection works		50,000	50,000
Irvine Street – repairs to drainage system	168,000	32,000	200,000
Hannan St Upgrade (No 24)	80,000	-	80,000
88–112 Coogee Bay Road	39,366	-	39,366
Sub-totals capital works	882,366	312,000	1,194,366
Per cent of total expenditure	74%	26%	
Maintenance on works completed in previous years with Stormwater Management Service Charge	83,828		83,828
Overheads	157806	1361	159167
<b>TOTAL</b>	<b>1,124,001</b>	<b>313,361</b>	<b>1,437,361</b>

## 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 physical and social framework for the development and use of a local area, based on the translation of broad strategic planning principles and objectives into detailed area specific guidelines.

**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.

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