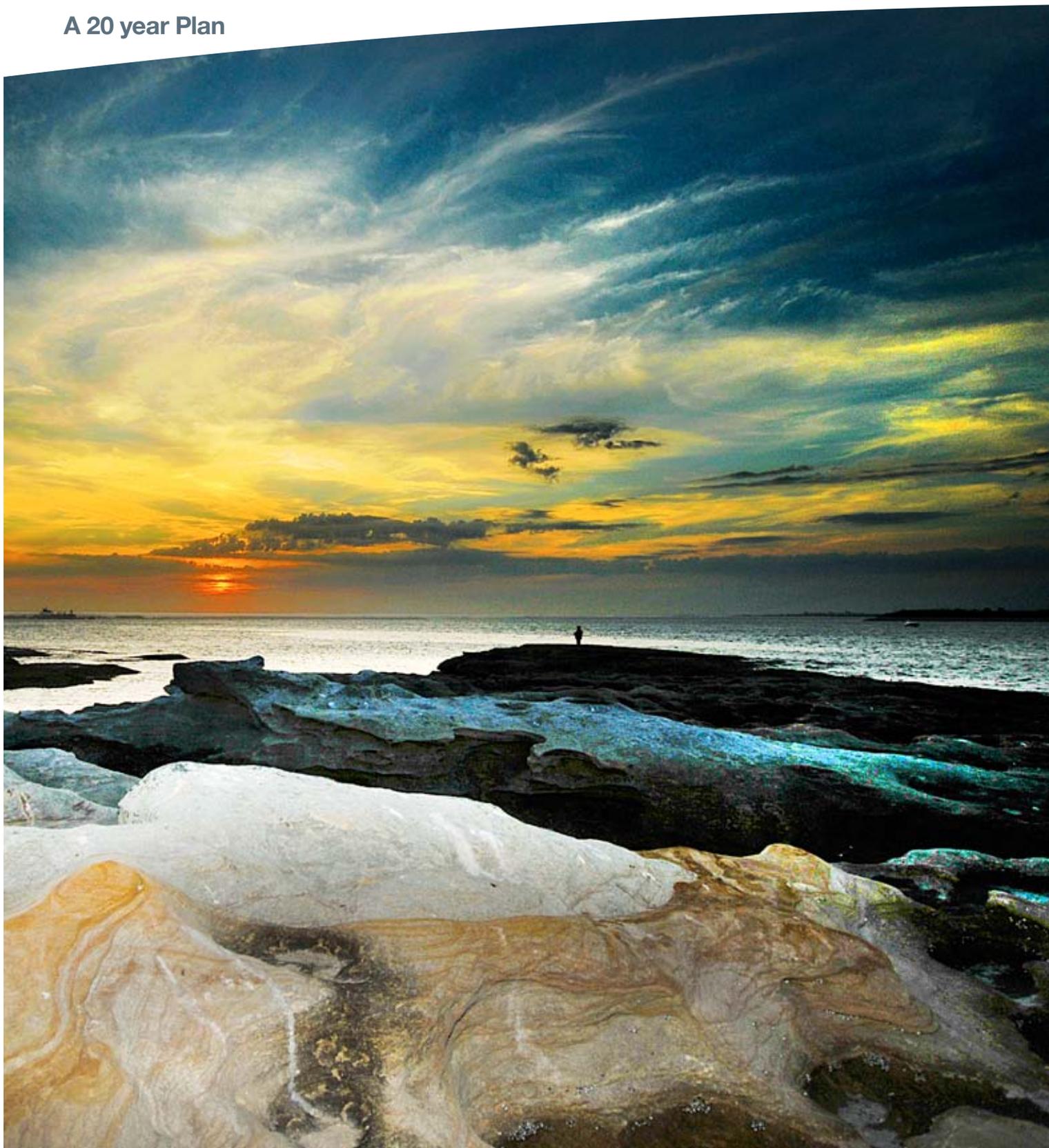


The Randwick City Plan



A 20 year Plan



The Randwick City Plan themes

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Our city and surrounds

- Regional context
- Randwick City
- Centennial Park, Heffron Park and National Park
- Port and port-related land
- Commercial centre
- Adjacent recreation facilities
- Adjacent major centres

0 300m 1.2km

Mayor's message

Our City Plan, first developed in 2006 in close consultation with the community, is a 20-year guide for planning for our City's future.

This updated Plan reflects the achievements we have made according to the directions outlined in the Plan, and demonstrates that we are on track and delivering on the priorities we identified with the community.

By aligning our four-year Delivery Program with the updated City Plan this clearly outlines how our projects and activities fit within the broader vision for the future of our City.

I would like to thank all members of our community for their input and interest, as well as my fellow Randwick City councillors for their continued enthusiasm and willingness to work together and make Randwick City an even more wonderful place to live and work.

Councillor Tony Bowen
Mayor



General Manager's message

The Randwick City Plan provides the long-term vision and directions for a practical approach to planning for the future of our City.

It outlines how Council will continue to work with our community to ensure our City's bright future – for our City, our people, our environment, and our economy.

This revised Plan, reflects the opinions and changing needs of our community, and provides an update on our ambition to achieve our objectives.

The strong partnerships and networks within our community allow us to continue to build on and work towards the needs and aspirations of our community.

Ray Brownlee
General Manager



Introduction



About Randwick City

Our history

At the time of the first encounters with Europeans, Aboriginal people of different clan groups were living in the area now included in the Botany Bay National Park.

The Randwick area is also important in the history of Australia's European settlement. Captain James Cook landed at Botany Bay in April 1770. When the First Fleet arrived in 1788, Captain Arthur Phillip landed at Yarra Bay before moving on to Port Jackson. One week later an expedition led by the French explorer, La Perouse, arrived in Botany Bay and set up camp for six weeks in the area which now bears his name.

White settlement was sparse in the area for many years, owing to the poor soil and swamps. However, in 1838 Coogee was pronounced a township, and in 1855 the new village of Long Bay was established. In 1859 the Randwick Municipality was proclaimed and the first council elections held making it one of the oldest local government areas in Australia. Randwick municipality grew rapidly after the tramline was built in 1880.

Randwick hosted two nationally significant celebrations: the Centenary of Australia in 1888, and Federation of Australia in 1901, both of which were held in Centennial Park. After each of the two World Wars Randwick municipality continued to grow rapidly until the 1970s, with population growth only returning to the levels of that time by the year 2000. Randwick was proclaimed a city in 1990 and is a highly desirable place to live, work, visit and study.

Aboriginal people have lived on the land on which Randwick City stands for tens of thousands of years.

Randwick City is a diverse community made up of many cultural groups and a significant Aboriginal and Torres Strait Islander population. More than one third of our residents were born overseas, coming from more than 100 countries and speaking more than 60 different languages. Our City is subject to many local, regional, national and international influences. The Randwick City Plan aims to direct these influences and manage environmental, social and economic change across our City during the next 20 years for the benefit of our community.

The Randwick City Plan celebrates our rich history and bright future. Our rich history has formed who we are, and by establishing a vision for the future and working together, we will create a bright future.

This plan reflects our community's long term aspirations and needs, and outlines the clear directions we will take to shape our city's future. The success of this plan lies with the strong working partnerships Council creates with our community and key organisations.



Our local area

Randwick City has an area of 37.4 square kilometres (3742 hectares), and contains the suburbs of Chifley, Clovelly, Coogee, Kensington, Kingsford, La Perouse, Little Bay, Malabar, Maroubra, Matraville, South Coogee, Phillip Bay and Randwick.

Our City has extensive parkland and open space areas including Centennial Park, Malabar Headland, Heffron Park and Botany Bay National Park that provide opportunities for recreation, relaxation and community interaction. These large areas of open space provide a habitat for more than 500 species of indigenous plants and 250 species of terrestrial native vertebrate animals, including several remnant communities of threatened flora and fauna species.

Randwick City has a strong artistic and cultural, educational, health and recreation focus with considerable education and medical facilities, including schools, University of NSW, Randwick hospitals complex, National Institute of Dramatic Arts (NIDA) and Randwick TAFE College.

Randwick City is also host to regionally significant recreational facilities, including Randwick Racecourse, a number of golf courses, coastal inlets and surf beaches. These facilities and our proximity to the Sydney Central Business District(CBD), Sydney Airport and Port Botany strengthen Randwick's relationship with Sydney's economy.

Randwick City is located in the eastern suburbs of the Sydney metropolitan area. To the north it is bounded by Centennial Park, its eastern boundary is the Pacific Ocean, and its southern boundary is Botany Bay. The western boundary is generally defined by the line of open space largely occupied by golf courses that were developed over low lying land that is known historically as the Lachlan Swamp and Botany wetlands

.....

Randwick's 29 kilometres of coastline is one of its great natural assets. The coastal environment strongly influences the area's character and functions, with uses ranging from tourist destinations, beachside residences and open spaces to industrial developments and port facilities.

About the plan

The Randwick City Plan is a 20-year strategic plan reflecting our community's vision and long term goals for the health and well being of our people, our economy and the natural and built environment.

The plan is the community's plan. It is prepared by Council through engagement and collaboration with residents and ratepayers, local community groups and businesses, other levels of government and major institutions within the City.

The plan is an update of The Randwick City Plan that was first adopted by Council in 2006 and revised in 2009. It is based on the extensive research, input from the ongoing and well thought out community engagement processes that are in place and reflects the changes in community expectations as captured through biennial community surveys. It is also based on Council's knowledge of our community and the local area. It reflects NSW 2021, the ten year State Plan, the Metropolitan Plan for Sydney 2036 and other key relevant State and regional plans and integrates with key Council documents such as the new Local Environmental Plan (LEP).

The Randwick City Plan is an overarching document underpinned by a suite of medium term plans and the Resourcing Strategy that explains how we will meet our obligations now and in the future, taking into account our workforce, our finances and our assets. The Resourcing Strategy enables us to deliver our services to the community in a cohesive and sustainable way and includes:

- a long term financial plan
- an asset management strategy and
- a workforce plan

Our four year Delivery Program is formed within The Randwick City Plan and outlines our directions within each theme. The annual Operational Plan details what we will do to achieve the goals outlined in the Randwick City Plan. We produce publicly available quarterly reports on our progress.

The outcomes and directions in The Randwick City Plan direct any specific strategies we develop or review, such as our crime prevention and cultural plans. The actions outlined in our one year Operational Plan and the four year Delivery Program are also prepared in line with these outcomes and directions.

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.

Measuring success

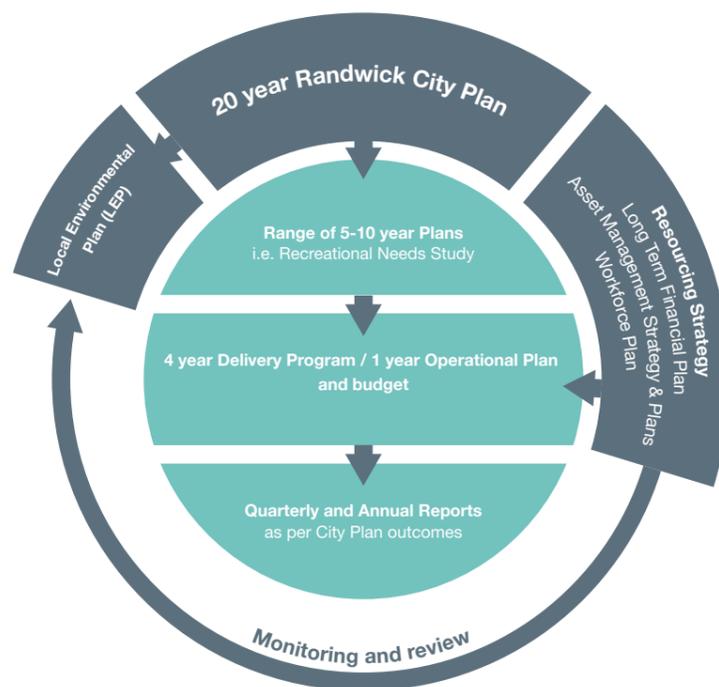
We are committed to implementing the plan and reporting its progress to the community.

We have determined some key performance indicators that will effectively monitor the impact of the strategies and our success in achieving the outcomes. Through the analysis of data collected over time, we can see our progress towards achieving the outcomes in the Plan. Indicators for each outcome are detailed in the City Plan and annual Operational Plans and include measures such as:

- community satisfaction ratings
- economic indicators such as employment trends
- participation in cultural activities
- housing diversity and affordability
- ecological footprint calculations
- transport usage modes

The indicators provide quantifiable data and the biennial community satisfaction survey gauges the level of community satisfaction with Council services and progress. We use this to identify where priorities could or should be assigned to particular programs in the future.

The diagram below captures the overall integrated planning process.



We report on the implementation of the Delivery Program and Operational Plan through our Annual Report. Within each four-year electoral cycle we undertake a major review to measure the Plan's progress and consider the changes in the community's priorities, demographic information, technological advances and ongoing studies and modify the planning documents accordingly. This review includes a report from the outgoing council on the implementation and effectiveness of the City Plan in achieving its outcomes during the past four years.

The Randwick City Plan reflects the community's aspirations for the future including the wider and more complex aspirations over which Council has little or no control. We will take the lead role in implementing the plan, but other levels of government will be required to fulfil their obligations in respect to issues beyond the scope of local government. Randwick Council will provide leadership by acting as an advocate for the community and by building effective relationships with other levels of government and service providers.

The Randwick City Plan also addresses issues across the social, environmental, economic and civic leadership (governance) spheres of community life and is based on the social justice principles of equity, access, participation and rights.

Strong partnerships, whether made through formal arrangements such as Memoranda of Understanding or less formal agreements, are crucial to the successful implementation of the strategies outlined in the City Plan.

The Randwick City Plan belongs to all Randwick City residents and relies on everyone in the community working together to make it happen.

Engaging with the community

The Randwick City Plan reflects the priorities and aspirations of the community, as required by the Integrated Planning and Reporting framework. It is based on the results of a well thought out community engagement strategy.

Randwick Council's strong commitment to 'an informed and engaged community' is reflected in our Community Consultation Principles and Consultation Planning Guide. The Planning Guide, an evolving document, has expanded to incorporate interactive websites dedicated to particular project consultations and the use of social media, including Twitter and Facebook. The application of these varied, innovative and effective consultation mechanisms has fostered a culture where the community is continuously engaged and this has contributed substantially to the review of the Randwick City Plan.

The consultation for the 2006 Randwick City Plan was extensive and included community reference groups, focus groups, public seminars, workshops, writing and art competitions for local students, a travelling program that visited shopping centres, beaches and local parks as well as surveys, fact sheets and displays at libraries and community centres.

The consultation and engagement strategy for the 2012 City Plan review has kept the same community intent by using additional input, feedback, community contributions and information gathered since 2006 through:

- community satisfaction survey undertaken in 2012
- the 'Your say Randwick' interactive websites
- social media including Twitter and Facebook
- Precinct Committees
- economic development forums
- consultative and advisory committees
- consultation around preparation of Council's Local Environmental Plan (LEP 2012)
- consultation on our annual Operational Plan and delivery program

Community engagement

The extensive community consultation undertaken by council in recent years shaped the Draft Randwick City Plan. During the public exhibition phase the Plan received a lot of interest, and the submissions received reflect the high level of awareness from stakeholders regarding the Plan as well as the significant opportunities provided for input into the planning process.

A range of mediums were used to advertise the public exhibition period including newspaper advertising, banners, posters and a dedicated Your Say Randwick consultation site.

Submissions that were received were considered by relevant Council staff and a response was provided. The strengthening of the representation of Malabar Headland as National Park in our maps, is an example of the community's input enhancing the quality of the Plan.

Engaging with the community

Community survey

Every two years we undertake a community satisfaction survey to obtain residents' views on Council services and facilities. The survey gathers information on what residents see as the most important priorities for the next three years.

The 2012 survey which involved telephoning 1,000 residents showed that residents have a high satisfaction with the performance of Council. This result is consistent with the 2010 results. The survey indicates that residents are happy with the quality of the local services and facilities provided by Council.

The 2012 community satisfaction survey revealed:

- development, traffic management, congestion and parking are the highest priority issues facing Randwick in the next three years
- priority services for improvement include:
 - maintaining local roads
 - traffic management
 - availability of car parking in commercial centres
 - maintaining footpaths
 - long term planning for the City
 - how Council plans for and assesses development
- Council needs to continue to focus on informing and collaborating with the community, and experimenting with ways to optimise the traditional approaches to embrace innovation opportunities

Results of the community satisfaction survey are reported to Council and used to inform our programs, policies and services.

The 2012 survey which involved telephoning 1,000 residents showed that residents have a high satisfaction with the performance of Council. This result is consistent with the 2010 results.

The survey data in the following table illustrates the overall progress during a six year period and show we are achieving The Randwick City Plan. The results of the last four Community Satisfaction Surveys have been summarised into categories, with both the Satisfaction (High %) (those people

that were either satisfied or very satisfied) and the Mean (the average rating across five levels of satisfaction) displayed in the table. The Council has set target mean scores for the future, expressed as a percentage based on the five level satisfaction scoring system.

Theme	2006 Satisfaction (High %)	2006 Mean	2008 Satisfaction (High %)	2008 Mean	2010 Satisfaction (High %)	2010 Mean	2012 Satisfaction (High %)	2012 Mean	2012-13 Mean target	2025 Mean target
Overall satisfaction and customer service	59.40%	3.47	67.17%	3.70	67.33%	3.74	68.33%	3.75		
Responsible Management	59.40%	3.47	67.17%	3.70	67.33%	3.74	68.33%	3.75		
Agreement with specific statements	n/a	n/a	86.00%	4.13	87.50%	4.12	87.00%	4.24		
Overall quality of life rating	n/a	n/a	96.00%	4.34	94.00%	4.30	95.00%	4.34		
A Sense of Community	n/a	n/a	91.00%	4.24	90.75%	4.21	91.00%	4.29		
Sport, recreation and culture	58.98%	3.67	71.40%	3.86	71.00%	3.88	73.38%	3.97		
Caring for the community	34.95%	3.17	49.85%	3.45	55.50%	3.54	56.00%	3.61		
Urban and economic development	37.80%	3.17	43.40%	3.27	41.00%	3.02	43.50%	3.33		
Strategic planning	21.20%	2.85	36.20%	3.12	29.00%	3.10	33.00%	3.13		
Places for People	38.23%	3.21	50.21%	3.43	49.13%	3.38	51.47%	3.51		
Caring for the community	35.80%	3.15	48.60%	3.40	54.50%	3.51	55.00%	3.53		
Urban and economic development	27.10%	2.92	34.73%	3.06	32.67%	3.28	35.33%	3.08		
Public place waste services	42.45%	3.23	52.65%	3.49	54.25%	3.53	59.75%	3.61		
Council's regulatory services	n/a	n/a	56.90%	3.60	53.00%	3.52	56.00%	3.60		
Strategic planning	21.20%	2.85	36.20%	3.12	29.00%	3.10	33.00%	3.13		
A Prospering City	31.64%	3.03	45.82%	3.34	44.68%	3.39	47.82%	3.39		
Transport, roads and drainage	20.30%	2.61	28.03%	2.87	29.67%	2.91	32.33%	2.92		
Urban and economic development	32.20%	3.08	35.70%	3.17	39.00%	3.26	43.00%	3.32		
Strategic planning	21.20%	2.85	36.20%	3.12	29.00%	3.10	33.00%	3.13		
Moving Around	24.57%	2.85	33.31%	3.05	32.56%	3.09	36.11%	3.12		
Caring for our environment	40.33%	3.23	52.37%	3.50	58.00%	3.62	58.33%	3.65		
Looking after our Environment	40.33%	3.23	52.37%	3.50	58.00%	3.62	58.33%	3.65		
RANDWICK CITY PLAN	38.83%	3.16	56.65%	3.54	57.07%	3.57	58.84%	3.62		
Mean percentage		63.2%		70.8%		71.4%		72.3%	70.00%	85.00%

Engaging with the community

Community survey

Your Say Randwick

Your Say Randwick (www.yoursayrandwick.com.au) is a special website for residents and ratepayers to let us know what they think of proposed projects and plans. It gives residents the opportunity to participate in the decisions that affect their lives and their environment. The online discussions and feedback give residents and ratepayers opportunities to discuss issues, share ideas and give feedback on issues critical to the City Plan. Special Your Say Randwick websites are developed for selected consultations including:

- open space
- waste survey
- light rail
- Maroubra Beach Commercial Centre
- traffic management
- flood studies
- draft comprehensive Local Environmental Plan 2012

Comprehensive Local Environmental Plan (LEP) preparation

The comprehensive LEP preparation and exhibition was supported by an extensive consultation process undertaken from 2010 to 2012. Key elements of this process included:

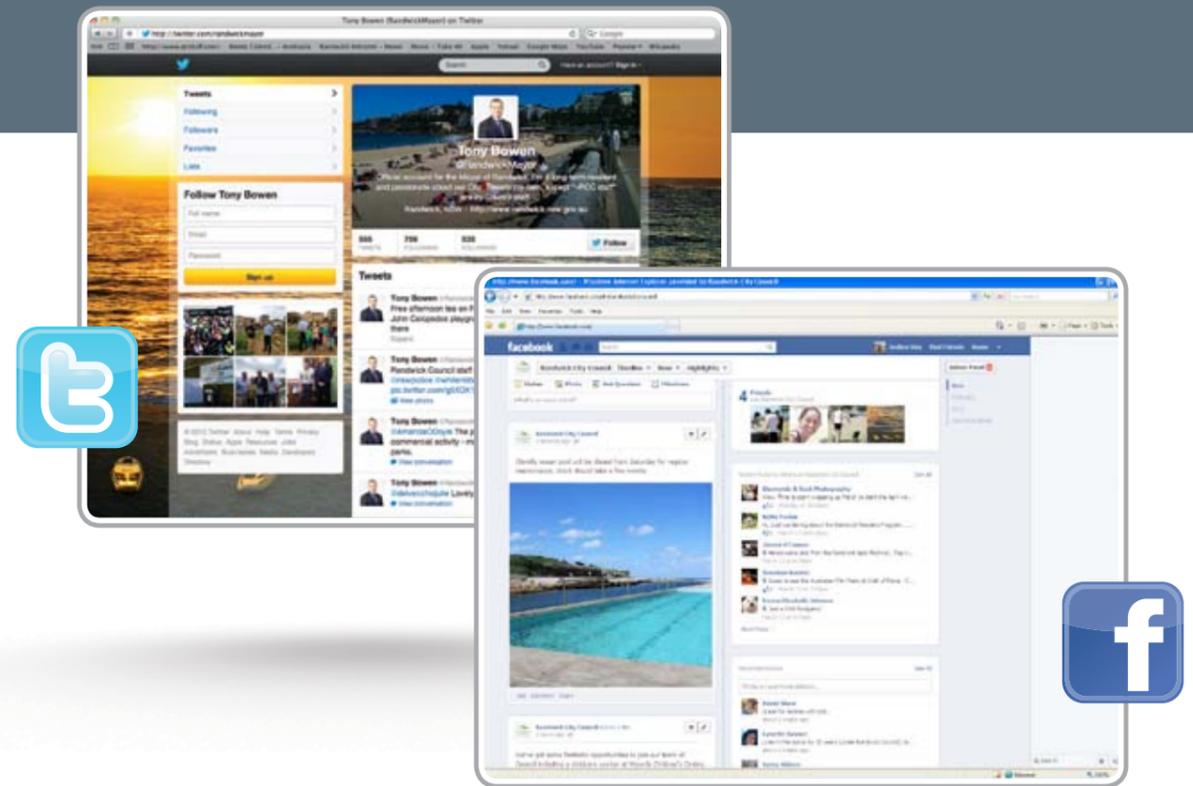
- public exhibition of six land use discussion papers and the draft LEP
- a dedicated web page (3,585 site visits)
- notification to all 55,000 households in the City
- regular advertising and communication
- five open days and two public hearings
- presentations to committees and advisory groups
- provision of summary documents and quarterly updates

Precinct, Business and Advisory Committees

Randwick Council has a number of established advisory and consultative committees which provide specialist advice on a range of areas. The following committees are consulted on a regular basis on a range of plans that drive the implementation of the City Plan. The committees include:

- Aboriginal Consultative
- Multicultural
- Road Safety
- Sports
- Cultural
- Older Persons'
- Randwick Access
- Greening Randwick

Residents and property owners make regular contributions to Council's decision making through one of the 12 local precinct groups in the City of Randwick.



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
- www.twitter.com/randwickmayor
- www.youtube.com/randwickcouncil

Demographics

Randwick Council uses information about the composition of our population and projections to plan services to meet the needs of our community. Knowing the ages and geographical location of our children, for instance, helps us plan the best locations and type of play equipment for our children's playgrounds. Analysing the nature of our multicultural community has enabled us to identify our five key non-English speaking communities (Greek, Chinese, Indonesian, Russian and Spanish) and produce information on

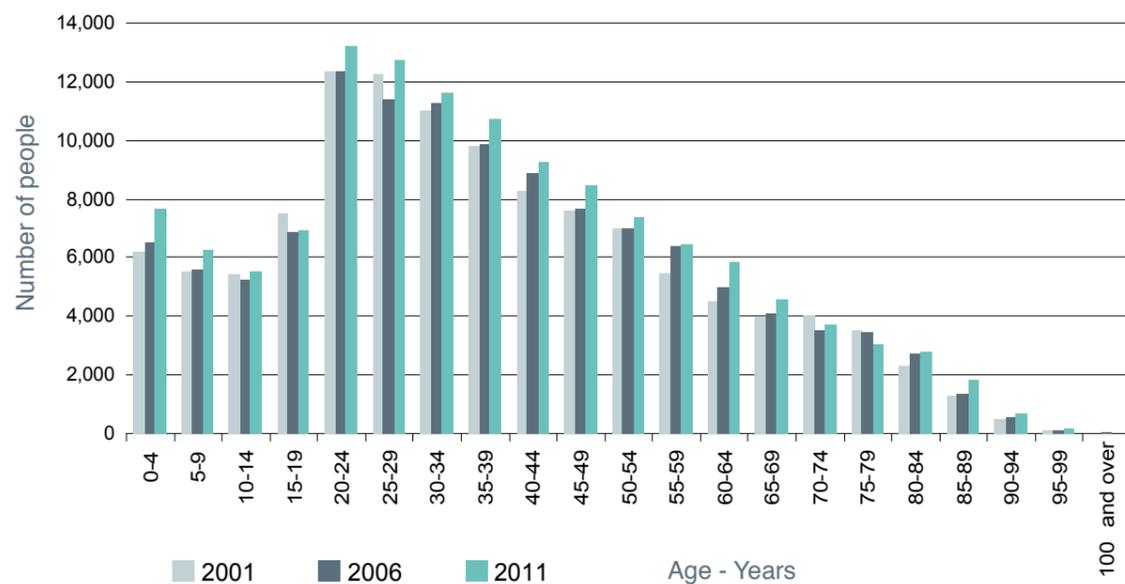
our website in these languages. The prominence of Chinese languages (Mandarin and Cantonese) led us to consult the local Chinese community in developing Chinese language sections in our libraries.

The following graph represents a steady growth of 7.6% in total population between 2006 and 2011.

This growth rate is comparable with the growth of the Sydney Metropolitan Region.

“We use demographic information to help us identify suitable locations for playgrounds in our parks. It also tells us information about the composition of our multicultural community so that we can produce information on our website in relevant languages”

Randwick Population 2001 vs 2006 vs 2011



Our community is made up of diverse groups from a wide range of cultural backgrounds, age groups and household composition. Individuals often belong to a number of different groups. We have significant Chinese, Greek and Indonesian communities. More than 30 per cent of our residents speak a language other than English at home.

At the 2011 census, our population compared to the Sydney Metropolitan Region had:

Population

- a slightly younger population (median age 35 years vs 36 years)
- a larger proportion of the 18-24 age group (13.1% vs 9.5%) and 25-34 age group (18.9% vs 15.4%)
- a lower proportion of people in younger age groups (0 to 17 years) (17.6% vs 22.9%)
- a smaller proportion of young children

Ageing population

- a slightly higher proportion of persons aged 75 years and over (6.7% vs 6.1%); and it is projected that our community's aged population will only slightly increase to 7.2% by 2021

Education

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

Cultural background

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

Economy

- higher median weekly family income (\$2,066 vs \$1,683)
- higher median weekly personal income (\$718 vs \$619)
- fewer cars per household (1.2 vs 1.5)
- a slightly lower unemployment rate of (5.5% vs 5.7%)
- a slightly lower proportion of people either working or looking for work (60.9% vs 61.7%)

Housing

- a higher proportion of people renting (42.9% vs 31.6%)
- a higher proportion of people living in social housing (7.5% vs 5.2%)
- higher median weekly rents (\$440 vs \$351)
- higher median weekly mortgage payments (\$2,600 vs \$2,167)
- a higher mean price for dwellings (\$838,000 vs \$621,000†)
- a larger proportion of people living alone (13% vs 8.4%)

Internet

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

†NSW Housing Sales tables June 2012 Quarter

For more information about Randwick City's demographic characteristics, please refer to the demographic profile on our website: www.randwick.nsw.gov.au

Counting the population

The Australian Bureau of Statistics (ABS) produces 'Estimated Resident Population' (ERP) numbers that are updated annually to take into account births, deaths, and migration.

Randwick Council uses the Census figures for forward planning, and ERP figures for service delivery.

According to the ABS, at 30 June 2011 the **Estimated Resident Population of Randwick City was 137,757. Planning NSW projects the resident population will increase to 141,100 by 2021.**

State and regional influences

As required by the Integrated Planning and Reporting framework guidelines many of the outcome statements and strategies in this Plan are aligned very closely with the main objectives of the NSW 2021 State Plan and other relevant state and regional plans.

One of the five key strategies in the NSW 2021 Plan is to 'strengthen our local environment and communities. Using this strategy, the State Government and local councils will work towards giving communities increased control and decision making on issues relating to the natural and built environment.

We are working with the NSW Government towards achieving the relevant priorities of the NSW 2021 State Plan and its associated plans including the State Infrastructure Strategy and the NSW Long term Transport Master Plan. The Sydney Metropolitan Plan which is currently being updated to align with the priorities and timeframe of the NSW 2021 classifies us as part of the East subregion, and provides us with frameworks for planning as well as creating targets for the provision of jobs and housing in our area.

The City Plan aligns with the Destination 2036 guidelines demonstrating our understanding of the crucial role local government plays in delivering better outcomes for our community. The City Plan outlines how we will ensure the highest standard of civic leadership to attract and retain high quality councillors and staff to serve and lead our community.

- Actions from the Destination 2036 action plan are in the City Plan including:
- efficient and effective service delivery
- quality governance
- financial sustainability
- appropriate structures
- strong relationships

We work with our neighbouring councils within the Southern Sydney Regional Organisation of Councils (SSROC) to deal with common issues, particularly those that cross boundaries. Key issues include planning, transport, environment, sustainability, procurement and waste management.

Other agencies, such as the Sydney Metropolitan Catchment Management Authority (SMCMA), also affect our planning and direction. The SMCMA is working with other agencies, including councils, for natural resource management of the Sydney catchment to establish NSW targets for biodiversity, water, land and community wellbeing.



Light rail – Partnering with other organisations to lobby State Government

We have entered into a Rail Transport Infrastructure Memorandum of Understanding to advocate for rail transport with the University of NSW, Prince of Wales Hospitals Complex, Australian Turf Club, (Royal Randwick Racecourse), Centennial / Moore Park Trust, the City of Sydney and Sydney Cricket Ground Trust. We have also been instrumental in the formation of a partnership group consisting of the Council, Australian Turf Club and UNSW to investigate and confirm the feasibility of a light rail service to Randwick/ Kensington from the City of Sydney. Council is now part of a round-table working group, working with the NSW Government and other key stakeholders to expand light rail in Sydney.

Guiding principles

This City Plan is based on sound principles.

Principles of social justice

Our plan is based on the principles of social justice as outlined in the Department of Local Government's Social Justice Framework 2008–2012:

- there is equity in the distribution of resources
- rights are recognised and promoted
- people have fairer access to the economic resources and services essential to meet their basic needs and to improve their quality of life
- people have better opportunities for genuine participation and consultation about decisions affecting their lives.

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

Principles for Sustainable Cities

Devised within the United Nations Environment Program (UNEP), the principles assist cities in achieving sustainable development. These provide a sound way forward and closely align with our own themes and outcomes.

The overarching vision for these principles is to "Create an environmentally healthy, vibrant and sustainable city where people respect one another and nature, to the benefit of all."

The principles are:

1. Provide a long-term vision based on: sustainability; intergenerational, social, economic and political equity; and each city's individuality.
2. Achieve long-term economic and social security.
3. Recognise the intrinsic value of biodiversity and natural ecosystems, and protect and restore them.
4. Enable communities to minimise their ecological footprint.
5. Build on characteristics of ecosystems in the development and nurturing of healthy and sustainable cities.
6. Recognise and build on the distinctive characteristics of cities, including their human and cultural values, history and natural systems.
7. Empower people and foster participation.
8. Expand and enable cooperative networks to work towards a common, sustainable future.
9. Promote sustainable production and consumption, through appropriate use of environmentally sound technologies and effective demand management.
10. Enable continual improvement, based on accountability, transparency and good governance.

Responsible management

Responsible management

A snap shot

Responsible management is about achieving excellence through leadership, innovation and sustainability in all areas under our control. As a values-based organisation, we respect our community and demonstrate strong and effective civic leadership.

We are achieving sustainability in our finances through our long-term financial strategy. This places us in a very sound position to continue to deliver core services and programs that meet our high service standard levels as well as maintaining and developing our community's assets. How we act as guardians of the community's assets is detailed in the theme 'Places for people'.

Our internal systems of governance and administration fall under the theme of 'Responsible management'. We are systematically reviewing and testing our plans and strategies to ensure accountability, transparency and civic leadership. Some aspects of civic leadership around democratic governance, particularly community engagement, are included in the theme 'A sense of community'.

Our staff are essential to the success of the organisation and we focus on attracting, retaining and developing the best staff and building both organisational and individual capability. Central to responsible management is the development of a workplace culture that values and encourages ethical behaviours and safe working practices.

We demonstrate leadership both within our own boundaries and within the wider region. We regularly provide submissions and contribute to the development of a range of state-wide plans. We are active in the Southern Sydney Regional Organisation of Councils (SSROC), which covers a resident base of nearly one million people in the south-eastern area of Sydney. SSROC provides a forum for councils to deal with the issues that they have in common, particularly those that cross council boundaries, and for making joint submissions to the relevant government authorities on matters that affect local government.

Responsible management underpins all of Randwick City Council's activities. It is about the integrity we apply to our financial management and governance and the way we value our staff. It is about leadership and sustainability and is the platform through which we deliver the other themes in this plan.



Key issues

A sustainable long-term vision:

Providing sustainability through financial, organisational, environmental, social and planning strategies

Working sustainably means that we are meeting present needs while taking into account future needs or costs. We believe that it is implicit in the role of government at any level to consider the generations to come, as well as the needs of the current population. For this reason we aim for sustainability in all of our strategies. In partnership with our community we will work towards achieving the long term vision for the City of Randwick as outlined in this plan.

Our early adoption of the Business Excellence Framework provided a systematic and structured approach to develop and improve our management and leadership systems. Our organisational environment is flexible, responsive to change and willing to engage in self assessment and ongoing review. With this strong focus on continuous improvement we will continue to review our systems, procedures, policies and practices and concentrate on getting the basics right for the community.

The 20-year Long-term Financial Plan is updated twice a year on the adoption of the budget and the completion of the annual Financial Reports. The Long-Term Financial Plan draws on information contained within our Operational Plan, current budget and several short, medium and long-term costed plans. These plans are updated annually and include the Information Technology Strategic Plan, Plant Replacement Strategy, Property Development Strategy and the Domestic Waste Strategy.

Our planning includes a comprehensive Local Environmental Plan (LEP). There is more information about this in the theme 'Places for people'.



We implement best practice through innovative programs like the Futurist Forum.

The General Managers of Randwick City Council and Sutherland Shire Council established The Futurist Forum in 2011. This innovative forum brings key staff from the two councils together to look at the past social, technical, economical, environmental and political factors that influence our communities and explore global trends.

Leading futurist and trend spotter Tim Longhurst facilitated the inaugural forum. During the past year this Futurist Forum has regularly met to apply his futurist toolkit to our local government environment and a number of innovative initiatives have been explored and implemented.

Focus on our customers:

Providing quality customer service

Our Customer Service Charter states our commitment to "ensure that our customers and stakeholders receive efficient, responsive and friendly service".

We have in place a Customer Service Request System that ensures we operate to established service standards in responding to customer requests and carrying out maintenance on assets such as roads, footpaths and public spaces.

In 2012 Randwick Council set out to improve its delivery of customer services and provide the capability for any resident, business owner or visitor to engage with Council without the need to come into a Council office if they choose. A new GIS and Online Services department was established to provide the required technological resources and infrastructure. We will provide a customer-focused web site with improved online services, GIS mapping services; and use emerging social technologies such as apps and social media to continue engaging local residents and providing opportunities for input into our decision making processes.

We undertake regular surveys about projects, events or processes to gauge whether we are meeting the needs of the community.

Using technology to improve customer service and efficiency

We have installed tablet computers in council trucks to more efficiently allocate jobs while our crews are on the road. This means requests from customers can be actioned in real time to our crews on the road. The tablets use special programs and GPS technology enabling supervisors to allocate jobs to the most relevant and closest vehicle, track the progress of the work and follow up on any problems. Our crews can easily view work tasks assigned to them, check vehicle information and perform safety checklists for operating machinery. The innovative technology is called IMOWS or Integrated Management Of Works System .

It has streamlined the allocation of maintenance works providing for the efficient management of council assets and real productivity gains. Work is completed more quickly and more accurately with all the paper work processes eliminated.

Key issues

Good governance with demonstrated accountability and transparency:

Applying high standards of ethics and integrity throughout all our activities

A strong approach to continuous improvement is achieved through the review of key processes (using the Division of Local Government's *Promoting Better Practice Checklist*), organisational risk review profiling and external peer reviews. These major activities are undertaken on a four-yearly cycle and provide the basis for a suite of improvements such as the internal communications and customer service project that included the re-development of Council's intranet site.

The reviews continue to reflect that we are delivering services to our community at a standard exceeding many other council areas, that key systems and processes are operating effectively and that we are clearly demonstrating good governance and ethical conduct.

We have implemented a number of initiatives to maintain our position as an industry leader in the performance of our systems and processes. The ongoing reviews by our Internal Auditor has strengthened governance and management across the organisation and has led to the development of an online risk management function which is monitored by external insurers to ensure maximum effectiveness.

Council's Internal Audit Committee, consisting of the Mayor and three external specialists, continues to oversee the strategic direction of Councils Risk Management and Internal Audit functions. A Procurement Committee, with both internal and external membership reviews Councils purchasing policy, procedures and systems on an ongoing basis to ensure optimum transparency and accountability on spending ratepayers money.

Council's Corporate Obligations Package detailing our employees obligations such as delegations, conflict of interest and Customer Service Charter is provided to all new employees. These obligations are reinforced through annual corporate training activities.

Values at Work - a good governance initiative

In 2010 Council's Internal Audit and Business Planning Coordinator, received an ICAC (Independent Commission Against Corruption) scholarship to undertake an Anti-Corruption Executive Program at the Australian National University. As a result an interactive training module, Values at Work was developed to prevent fraud and corruption, encouraging staff to look at Council's 'values' system and consider how it applies to their day-to-day work. Staff were invited to make a short film on what the Council's values mean to them as individuals. This initiative was a first for the public sector and was promoted widely by ICAC and shared with rural and metropolitan councils.

A key document, Probity in Randwick City Council provides an insight on Council's probity measures in place for all staff and we are held as best practice for the local government sector.

Democratic governance:

Ensuring that we support councillors within a democratic governance framework

Councillors are the elected representatives of the community and it is our role to both support and work with them in the implementation of the Council's plans and strategies by providing reports, advice and information. A councillor's civic leadership role includes their involvement in the development and implementation of this City Plan.

We further support the governance framework by the efficient and effective running of council and committee meetings for the benefit of councillors and the community. An online training program on relevant legislation, policy and council operations is available for prospective and new councillors to maximise their effectiveness as an elected representative of the community.

Council has an online system that instantly delivers all relevant Council related plans, policies, procedures and information to the councillors. This system is constantly updated with the latest available information so that both councillors and the community are kept informed of developments in matters of community interest and civic importance.

We have a strong commitment to community engagement and participation, including support of a range of specific advisory groups, precinct groups and chambers of commerce. Our community engagement practices are outlined in the theme 'A sense of community'.

Regular briefings are provided for the councillors on critical matters and major programs to ensure that they are fully informed and have all the resources required to help them make decisions.

Key issues

Attract, retain and develop a high performing workforce:

Developing and supporting a culture of staff excellence

We value our staff and acknowledge that they are essential to the success of the organisation. Our human resources Workforce Plan, provides a strategic framework for developing our workforce so that it is multi-skilled, flexible and able to work with constantly evolving equipment, information and communication technologies.

At the individual level we focus on developing the skills, knowledge and motivation of all staff members. At the organisational level we are building capability by focusing on recruitment, selection, learning and professional development, career development, performance management and workforce planning. We aim to achieve a reputation as a workplace of choice that attracts, develops and retains quality staff.

In keeping with our leadership in principles of social justice, we are committed to equal opportunity in employment. We aim to foster a culture that values and responds to the cultural and linguistic diversity of our staff, providing a workplace that is based on equity and merit and free from discrimination and harassment. To achieve this aim we have policies and procedures in place to ensure that we protect the rights of individuals and promote ethical behaviour.

All new staff complete training on equal employment opportunity and anti-discrimination issues within their first week at Council. We have a strong focus on providing a safe workplace and encouraging best practice safe working habits.



Our corporate values illustrate how we wish to conduct ourselves as an organisation and shows how we wish to engage with our customers and the community.

Our corporate values ICARE are made of five key values:

Integrity: Ensuring transparency and honesty in all our activities.

Customer focus: Delivering prompt, courteous and helpful service and being responsive to people's changing needs.

Accountability: Accepting our responsibility for the provision of quality services and information which meet agreed standards.

Respect: Treating everyone with courtesy, dignity and fairness regardless of our own feelings about the person or the issue.

Excellence: Being recognised for providing services, programs and information which consistently meet and exceed standards through the use of best known practices and innovation.

Outcomes

The outcome that most relates to this theme is leadership in sustainability.

OUTCOME 1: Leadership in sustainability

We will demonstrate leadership and achieve a sustainable future through applying best practice financial, administrative, environmental, social and planning strategies and rigorous internal systems of governance. Through our staff we will build a strong platform for productivity, customer focus and achievement and fulfil our responsibilities to the whole community.

Directions	Four year delivery program actions (2013-17)
<p>1a. Council has a long-term vision based on sustainability.</p>	<ul style="list-style-type: none"> Implement the Integrated Planning and Reporting framework including the Randwick City Plan, medium term plans and the Resourcing Strategy across the four year cycle. Ensure sound long term financial strategies underpin the Council's asset management policies and strategic vision. Review and incorporate the financial strategies, underpinning all short and medium term plans into the long term financial plan.
<p>1b. Council is a leader in the delivery of social, financial and operational activities.</p>	<ul style="list-style-type: none"> Demonstrate best practice and leadership in local government. Contribute to protecting the Council's reputation and enhancing its positive public image. Maintain a high performing workforce that is responsive to the needs of the organisation. Provide good governance and administrative support for the Council and organisation. Effectively and efficiently manage financial operations, systems and information. Be recognised as providing quality internal and external customer service and call centre services. Continue to improve and implement business process systems and information technology infrastructure. Provide a safe and healthy environment for staff, contractors and the community. Support the community and organisation through the improvement and expansion of online systems and GIS mapping.
<p>1c. Continuous improvement in service delivery based on accountability, transparency and good governance.</p>	<ul style="list-style-type: none"> Apply the four-year Continuous Improvement Strategy within the organisation. Implement a systematic and structured approach to obtaining feedback from customers and managing existing data and information. Proactively manage enterprise risks within Council's integrated risk management system.

Our measures for this theme are:

RM01	Percentage of required annual maintenance expenditure on public works actually expended	RM10	Number of public liability claims settled
RM02	Debt servicing costs as a percentage of total revenue	RM11	Percentage of Service Requests completed within Service Level Agreement targets
RM03	Percentage of the target balance for the employee leave entitlements reserve actually held in reserve	RM12	Percentage of phone calls answered within 30 seconds
RM04	Operating surplus ratio	RM13	Percentage of Customer Service Centre enquiries managed at the first point of contact
RM05	Unrestricted Current Ratio excluding internal and external restrictions (Working Capital Ratio)	RM14	Percentage of written correspondence actioned within deadline
RM06	Percentage of rates revenue outstanding at year end	RM15	Overall community satisfaction with the Council
RM07	Percentage return on investment portfolio less UBSA Bank Bill Index	RM16	The amount of cost shifting by other levels of government to the Council as a percentage of total revenue (before capital contributions)
RM08	Percentage of staff assessed as proficient and above in annual performance review		
RM09	Percentage of workforce incurring a lost time workers compensation claim		

A sense of community



The theme 'A sense of community' encompasses our social planning and communications responsibilities. It outlines how we will support our community, and encourage a sense of community by:

- creating the opportunities and means for people to participate in community life and engage in our decision-making
- focusing on addressing the needs and wellbeing of the people in our community

- celebrating our cultural diversity and encouraging harmony
- providing community and cultural facilities and activities
- advocating and developing partnerships between the Council, our community and community service providers
- providing access to information and referral to community services and facilities.

A sense of community

A snap shot

This theme describes our aim to create a feeling of inclusiveness, wellbeing and involvement so that people feel that they belong and are an integral part of our community. Council wants to encourage a more inclusive and cohesive community where individuals are able to participate and be actively involved in community life.

We see the Council's role as providing the opportunity for people to interact with others by fostering the Randwick City community as a whole and supporting the smaller distinct communities that exist throughout our City. We want people to be able to identify with and have pride in our City.

We promote a sense of community and a feeling of pride in the locality by providing and maintaining facilities and parks and by running community festivals, events and cultural programs. The improvements that we make to commercial centres foster a distinct City character. We provide venues where resident groups can meet for activities, and make sure our community can participate in the Council's decision-making.

Randwick City is home to a range of facilities and recreational and natural features that all contribute significantly to our City's cultural and community development. Our City has multi-purpose community centres at Randwick, Maroubra, Malabar and Little Bay; we have senior citizens' centres at Coogee and Maroubra, while the Des Renford Leisure Centre is a significant regional facility.

Council also works closely with the institutions that are located within our City to enable them to deliver a high level of service to our residents. Educational, cultural and medical facilities that are important both locally and regionally include the University of NSW, the Randwick hospitals complex, the National Institute of Dramatic Arts (NIDA) and Randwick TAFE.

Other features that benefit our community include the beaches, rock pools, bushland, open space, Centennial Parklands, Heffron Park, Coastal Walkway, golf courses, Botany National Park and Royal Randwick Racecourse.

While most of Randwick City experiences high levels of advantage relative to other areas of Sydney, we have some communities experiencing high levels of social and economic disadvantage. We are committed to making sure they have equitable access to services and facilities that support their needs.

Although many of the issues that impact on the overall wellbeing of Randwick City residents are not within our direct control or authority to resolve, we will, where appropriate, advocate on behalf of our residents. To this end our social planning policy document An Inclusive Randwick sets our policy and approach.

An Inclusive Randwick City is the Council's 10 year strategic plan to enhance opportunities for people living within Randwick City to participate and be actively involved in community life. It is aimed primarily at those who experience social exclusion and disadvantage. The plan is part of a suite of social community related strategies directed at addressing the social issues identified in our City. The plan describes the work we will do in collaboration with local service providers, government agencies and community members during the next 10 years.

What our community tells us

Every two years we commission an independent body to conduct a community satisfaction survey. We use the survey to understand how the community is faring, how it perceives Council is performing and the key issues and services. The survey results influence our planning and budget allocations.

The 2012 community satisfaction survey was conducted with 1000 residents and told us that:

- 67 per cent of the residents are very satisfied or satisfied with the performance of Council
- 97 per cent of people agreed that Randwick City is a good place to live
- 84 per cent preferred to shop in their local neighbourhood, and
- 77 per cent felt they were part of their local community.

This clearly demonstrates the residents of Randwick City have a strong attachment to their community and local area. The fact that the majority of residents do feel part of their community confirms that we are achieving our commitment to building a 'sense of community'.



Key issues

A range of community services:

Providing assistance to service providers to meet the needs of our community

Our primary role in community service provision is to support specific agencies and organisations to deliver support services. These services are generally funded by the Commonwealth and State Governments as part of their responsibilities for community services. We work with community service providers to create and/or promote programs, services, activities and events that enhance employment, social inclusion, address existing housing issues, health issues, improve quality of life and enhance life opportunities. We also focus on ensuring the community is well informed about the existence of services that they can access from these community service providers.

We manage the Moverly Children's Centre and lease six other facilities to community-based organisations for child care. Our libraries provide a focal point for community activities, programs and events aimed at addressing social isolation, particularly for senior citizens and people from culturally and linguistically diverse backgrounds. We also provide children and youth vacation programs as well as holiday activity programs for the whole family.

We provide more than \$1.1 million worth of rental subsidies to community organisations every year through the Community Facilities Management Policy. Service providers using Council-owned buildings at a substantially reduced rent include baby health and childcare centres, kindergartens, youth services, and family day care. We also subsidise the rent for a number of community services within our city. The subsidies include capital maintenance of the buildings, insurance and waiver of rates.

Further subsidies in the form of reduced or free hall hire are given to not-for-profit groups that operate for the benefit of local residents, such as seniors groups, various health services, church groups, playgroups, neighbourhood centre services, multicultural groups and precinct committees.

Meeting the needs of our community:

Challenging social disadvantage

Lexington Place is in the centre of the largest public housing estate in Randwick City. To encourage participation in cultural and social activities we developed the Lexington Place Busking Competition for local residents to come together to create entertaining acts, have fun, make friends and to showcase hidden talents to an appreciative audience in an enjoyable setting. In 2010 24 competitors displayed their talents in singing, rap, and dance. Following this initial success the competition has now become an annual event.

Key issues

Our annual grants program is designed to support social welfare services and to encourage community development and growth.

Our Community Partnerships Funding Program provides annual financial assistance to community-based social service providers to deliver support programs or services to improve the health and wellbeing of disadvantaged residents. Applicants may seek funding to carry out projects or programs up to a maximum of three years. An amount not exceeding \$60,000 per application over three years or \$20,000 per year may be applied for, tied to conditions.

A key Council strategy to address the needs of our disadvantaged or vulnerable residents is to facilitate a wide range of community services, events and programs through the subsidies and grants programs. Council applies an equitable, transparent and accountable framework for determining and allocating Council grants and subsidies to individuals, community groups and not-for-profit organisations. This support for the community includes rental subsidies to community organisations and service providers including baby health and childcare centres, children, youth and aged services, seniors groups and sporting and volunteer groups.

The NSW Government also provides local councils with grant funding to carry out a range of programs for the local community. The Community Builders Program is focused on strengthening communities, encouraging resilience and building their capacity. It is used to support programs and activities for the La Perouse community, multicultural and youth groups.

The Cultural Community Grants Program supports creative arts and cultural activities to encourage community participation and involvement. Applications are offered twice a year totalling \$105,000 per annum.

The Home and Community Care (HACC) program, a partnership with the Federal and NSW governments, is administered by the NSW Department of Families and Community Services through its Ageing Disability and Home Care Division and is funded by three levels of government. Randwick Council provides a Home Maintenance and Modification Service for people with disabilities and their carers and frail older people. This service provides low-cost small to medium home repairs and modification services, such as the installation of safety ramps and support rails in the bathroom, changing light globes and widening doorways. On average Council undertakes approximately 1,400 services per year.



Strong partnerships to meet community needs:

Working to keep service provision relevant to the community

In addition to providing financial assistance to community service agencies through our grants programs we also run an important referral service for residents requiring support services from other agencies.

Our community wants the Council to take on a stronger advocacy role with other community service providers. As a result we have actively built on our existing partnerships and forged new interagency partnerships. Part of our advocacy lies in maintaining a good understanding of the community's needs and representing those needs to our community service partners. We are committed to these working partnerships to strengthen and better support our communities. Memoranda of Understanding, such as those we have with Housing NSW provide us with structures to better help our community.

We work in partnership to support these community social welfare support services by participating in specific events and through our community grants programs. We also support them by providing material from demographic data and community surveys that monitors needs and trends.

Advisory committees for a number of identified groups (such as youth, access, Aboriginal, multicultural and older persons) bring together community members, Council staff members and other service providers so that we can remain informed about the community's needs. We use this information, along with demographic and other planning information, to provide or advocate for new services or to expand existing services.

Randwick City has a wealth of health, education, cultural and community facilities. Within the City there are many schools, the University of NSW, TAFE, NIDA, four major hospitals and associated research and related services, and government and non-government services such as public housing, aged housing, nursing homes and childcare. While we generally have no direct role in provision of these essential education and health facilities and services, we use planning and other means to facilitate and advocate for their suitable location and continuation in our City. Broad planning controls in our Local Environmental Plan (LEP 2012) and specific Development Control Plans (DCPs) guide their location, development and design over time.

We ensure that the public domain meets the needs of residents, visitors and workers, through capital works such as safe roads and footpaths, and through our high standards of cleaning and maintenance that add to Randwick City's appeal as a place to locate essential facilities and services.

Engaging the community and strengthening links between services and schools: Connect for Youth

Connect for Youth is an annual forum facilitated by Council where high school welfare teams and youth related community organisations come together to discuss issues, share information about the available services and initiatives and provide opportunities to develop meaningful and ongoing connections. The aim of the forum is to support young people who are experiencing difficulties.

In 2012, schools and youth services from the city and the eastern suburbs met to discuss the potential of a referral system that would bring together a team of highly experienced frontline youth and education professionals to provide support, information and options to help young people on a case by case basis. This simple voluntary referral system has the potential to streamline and simplify an otherwise complicated support system making it easier and more productive for everyone concerned. The information collected and ideas developed have been transformed into a toolkit for local schools and services.

Key issues

The provision of community facilities:

Providing multipurpose community facilities and opportunities for recreation to meet our community's diverse needs

Community facilities incorporates the buildings, recreation facilities, equipment and services provided for our community.

We have developed a Community Facilities Plan to focus on ensuring our centres are in accessible locations.

The multipurpose Prince Henry Centre at Little Bay, enables Council to support and encourage a range of cultural and community activities. The Randwick Community Centre located in the Environment Park has had an internal and external sustainability retrofit and while generally providing facilities for multipurpose uses it is also a hub for environmental sustainability education and is the venue for one of our signature events, the Eco-Living Fair.

We remain committed to our community facilities having barrier free access so that people who are less mobile can move freely into and around buildings.

We have three libraries that provide the community with a range of community services and programs. All three libraries feature customised leisure areas and meeting spaces. For more information on our libraries please refer to 'Places for people'.

We provide for our community's recreation needs through a range of facilities such as sports grounds, parks, walking tracks, cycleways, beaches, ocean pools, an aquatic centre and playgrounds. Our residents want to participate in both unstructured outdoor recreation activities as well as organised physical activities. Parks and reserves are places where not only can people play an organised sport but also participate in social events and exercise.



Support for cultural activities:

Respecting our cultural diversity

Art and culture play a key role in creating a sense of community. We provide support and encourage creative initiatives to stimulate growth in arts and culture. This will be accomplished by implementing our cultural plan –A Cultural Randwick City. Our signature annual events include The Spot Festival, Coogee Carols, the New Year's Eve fireworks (Coogee Sparkles) and the Australia Day Celebration and Citizenship Ceremony.

We conduct and support events and festivals that celebrate our many cultures; we seek to expand opportunities for creative expression, including the annual youth Filthy Art Festival, that incorporates the Reduce, Reuse, Recycle message into temporary pavement and graffiti art, the biennial Lionel Bowen Young Writers Award and the Youth Film Festival; and we encourage permanent and temporary displays of public art with activities such as our annual Women's Art competition. Randwick City has a strong sporting culture. In recognition of this and acknowledging the sporting contribution, every year Council celebrates the achievements of our youth through our sporting awards.

We see the diversity of cultures within our community as an important part of the City's vibrancy and success. To make our activities socially inclusive we use a range of languages in our communications.

Our cultural plan recognises the importance of our heritage and public art. We continue to implement a program of conservation and maintenance works for the City's monuments and sculptures and look at opportunity for art instillation.



Key issues

Community engagement and communication:

Ensuring there is collaboration between the community and the Council

Council's award-winning community engagement practices ensure that programs, projects and policies are developed in consultation with the community for the benefit of the community. Our consultation policy, Community Consultation Principles and Consultation Planning Guide, ensures consultation is conducted by all sections of the Council in a consistent manner.

The consultation policy expresses our commitment to working with the community, and recognises the value of inclusion for a truly democratic outcome. It states: "the community has insights, skills, knowledge and experience which are valued by the Council. This community resource can be used to improve the Council's outcomes. Effective community consultation enhances democratic processes, good decision making and good management." The development of our actions depends on collaboration between the community, the councillors and the staff of the Council.

Our community engagement processes use a range of forums and methods, depending on the project. The preparation and implementation of a communication strategy is an integral part of all our major projects. Information meetings, precinct groups, surveys, direct mail and emails, social media,

information leaflets, workshops, on-site meetings, feedback forms and public exhibition are all used to gather and disseminate information.

On a regular basis we seek feedback from our 12 precinct committees and eight chambers of commerce and distribute all major plans to them for comment. Precinct meetings are resident forums, supported by the Council, that give community members a chance to meet and discuss issues relating to their area. They are open to everyone living within the precinct's boundaries. Chambers of commerce are organised by local business proprietors.

We are committed to ensuring our residents are informed about how we spend their money. We develop targeted communication plans for specific events and projects to ensure prompt and timely notification.

Our website and iPhone app/mobile website provide residents with access to a range of important Council services and information. Council also provides key information to local residents through social media sites such as Twitter, Facebook and Youtube.

We continue to use tried and tested communication methods such as direct mail outs and flyers as well as our flagship Randwick Community News printed four times a year and distributed to all 55,000 households.

This is complemented by a weekly Randwick eNews bulletin providing local residents with weekly updates on Council activities in an easily accessible form.



Using technology to communicate with residents and share information

A unique smartphone app has changed the way residents and ratepayers interact with Randwick Council. The free application, accessible for all types of smartphones, is user friendly and provides customised data based on the user's address. You can also share content through social media and receive notifications.

Its launch reflected Council's commitment to giving residents options about how they receive information and how they interact with Council. Many residents are time poor and the app makes interacting with Council easy and available 24/7. The 2012 community survey indicated that smartphone ownership across the city was high (64%) and Council already receives in excess of 80,000 visits a year to our website from mobile devices.

myRANDWICK features include:

- notifications for new nearby Development Applications (DAs)
- reminders for bin night, DAs and events
- daily beach condition reports and photos
- local news and events based on each suburb
- live details for the user's next garbage, recycling and green waste collection
- interactive maps of suburbs showing parks, pools, libraries and facilities etc
- ability to comment on a DA
- ability to book a free cleanup
- ability to report problems for Council to fix
- contact details for Council, Councillors and local precincts

Access to information:

Providing information about the Council and other agencies

We are committed to engaging with the community to ensure that their interests are being met, and also to ensure the transparency and accountability of our actions. Our communication role is about providing information on Council meetings and events; it is also about making facilities and services available and ensuring this information reaches the people it is intended for. Information is provided in plain English, in key community languages, in an accessible format, and at locations accessible to all.

We will also continue to use our various means of communication to provide information about other agencies so the community has access to a full range of services. We provide access to a Sydney-wide Community Information Directory via our website. This directory covers topics from accommodation to volunteering and can be set to show the services within any of the suburbs in Randwick City. Printed directories based on this directory can be viewed by the public at our libraries and at the Council's administration building.

Please see An Inclusive Randwick City and A Cultural Randwick City for further information on this theme.

You can also view an up-to-date demographic profile on our website: www.randwick.nsw.gov.au

Demonstrating Council's commitment to an informed and engaged community

Randwick Council's strong commitment to 'an informed and engaged community' is reflected in its Community Consultation Principles and Consultation Planning Guide. The Planning guide is an evolving document and has expanded to incorporate interactive websites (www.yoursayrandwick.com.au) dedicated to particular project consultations and the use of social media, including Twitter and Facebook.

The guide states that consultations carried out by the Council:

- develop out of a strong customer focus and a respect for the community that the Council serves
- make community the focus
- acknowledge the community's right to be advocates for what they want or need
- include an awareness and understanding by staff of how the Council's actions impact on the community
- involve honest and straightforward dealing with the community
- provide accurate and timely information to the community
- include a clear explanation of the Council's decisions and actions at all stages of the consultation process
- incorporate actively listening to and acknowledging of other points of view
- respect individual and cultural differences at all times.

Staff can use the guide to assess the impact that a proposal has on the City, using a four-tiered structure:

- City-wide higher level
- Local higher level
- City-wide lower level
- Local lower level.

The guide then sets out the consultation techniques that match the level of impact. These techniques range from pamphlets and letterbox drops to notices in the local paper, liaison with community groups, public exhibition and special focus group sessions.

Key issues

Outcomes

The outcomes that most relate to 'A sense of community' are 'A vibrant and diverse community' and 'An informed and engaged community'.

OUTCOME 2: A vibrant and diverse community

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

Directions	Four year delivery program actions (2013-17)
2a: Meet the needs of our diverse community and provide equitable access to social services and infrastructure.	<ul style="list-style-type: none"> Maintain a current understanding of our community's needs and up to date information to support planning and program development. Provide high levels of accessibility to our community facilities, services and infrastructure. Support the different groups in the community to improve access to services and recreational activities. Implement programs from the crime prevention and safety plan (A Safer Randwick City). Provide improved opportunities for local Aboriginal and Torres Strait Islander people to access support services including employment, family support and recreational activities. Implement the social inclusion plan (An Inclusive Randwick) to reduce disadvantage and address gaps in service provision. Implement grants programs in accordance with the Council's guidelines to enhance services that meet community needs.
2b: Strong partnerships between the council, community groups and government agencies.	<ul style="list-style-type: none"> Provide support for resident precinct committees, local chambers of commerce and combined service clubs. Participate in external groups that provide support and services for the local community. Implement joint projects with community groups and government agencies to achieve improved service coordination and value for money outcomes.
2c: New and upgraded community facilities that are multipurpose and in accessible locations.	<ul style="list-style-type: none"> Progressively update plans of management, in accordance with an established priority list, focusing on sustainable design and multi-use facilities. Implement the Community Facilities Plan as per identified priorities.
2d: Our cultural diversity is appreciated and respected.	<ul style="list-style-type: none"> Implement A Cultural Randwick City. Deliver and/or sponsor a range of cultural programs to promote a sense of community.

OUTCOME 3: An informed and engaged community

Our community will participate in shaping our City.

Directions	Four year delivery program actions (2013-17)
3a. Effective communication methods and technology are used to share information and provide services.	<ul style="list-style-type: none"> Provide information to the community on the Council's services and activities using effective communications methods. Ensure that the Council's website provides an accessible and usable interface between the Council and the community. Implement technological solutions that support the development of services and resources and meet the needs of the community.
3b. The Council actively promotes the community services offered by other agencies.	<ul style="list-style-type: none"> Continue to maintain community information programs.
3c. The community has increased opportunities to participate in decision making processes.	<ul style="list-style-type: none"> Develop opportunities for community input into the Council's decision-making processes.

Our measures for this theme are:

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

Places for people



The theme 'Places for people' describes how our natural and built environment will be sustained to enhance the way people can live, work, shop, meet and spend leisure time within our City. Our focus in creating 'Places for people' is to:

- provide and maintain quality public spaces
- care for our natural, built and cultural heritage
- encourage diverse, adaptable and affordable housing
- encourage design excellence and sustainability across all development
- ensure the long-term viability of commercial centres
- manage development opportunities and challenges
- enhance recreation and leisure facilities
- enhance open space areas
- ensure the health and safety needs of our community are being met

Places for people

A snap shot

Our natural and built environments continually change as our needs, lifestyles and technology change. It is important that the planning, design and maintenance of buildings and spaces results in attractive, usable and enjoyable places for people. It is also important that we maintain our City's heritage as it keeps us connected with our past and our communities retain a sense of identity, pride and history.

Development has occurred in phases, initially in the north, then spreading south. The highest densities are in the north of our City around Randwick, Kensington and Kingsford, along transport routes and in the commercial centres. Anzac Parade is a key feature that traverses the length of our City.

It is expected that our steady but relatively low population growth rate will continue during the next 20 years. Housing is our dominant land use and our City has a wide mix of houses, apartment buildings and semi-detached dwellings from many different eras. We have a high proportion of multi-unit (townhouses and apartments) dwellings compared to the rest of Sydney (44.5% compared with 20.7%), but we also provide a high level of open space for our residents, 9 hectares per 1000 persons, which is well above the recognised standard of 2.83 hectares per 1000 persons.

For future residential growth our challenges will be:

- As an integral part of the Sydney metropolitan region we must contribute reasonably to its future growth and housing demand. The State Government's Metropolitan Plan sets targets for increases in housing and employment in each sub region.
- Achieving sustainable and high quality design for all dwellings.
- Maintaining housing affordability in the face of rising property prices.
- Meeting the needs of our diverse population,
- Balancing a demand for larger dwellings with environmental sustainability.
- Managing pressures on existing open space and the need to provide for more users.
- Managing and implementing planning and development reforms introduced by State and Federal governments.

In considering these challenges we are focusing on diversity, adaptability and affordability of dwellings. In maintaining our public spaces, we look for opportunities for social interaction and equity of access for all residents.

We need to continually plan for the preferred locations of new housing and will focus on areas that are accessible to good public transport, employment, shops and services, such as commercial centres and the specialised centre precinct around the University of NSW and Randwick hospitals complex. We recognise that some areas are under pressure and need a careful balance between development and conservation values. Planning for all areas will continue to recognise the importance of improved public transport infrastructure and services.

Increasing visitor numbers combined with our large number of multi-unit housing has seen our public spaces and recreation areas become increasingly popular. Nearly 30 per cent of the land in Randwick City is designated for some form of open space, including parks, reserves, beaches and recreation areas, such as Randwick Racecourse, Heffron Park and golf courses. It is essential that our public spaces and recreation areas are inviting, well designed, multi-purpose, safe, attractive and easily maintained.

Our significant natural environmental features include Botany Bay National Park, Malabar Headland and Centennial Park, all of which are of heritage significance and contain significant flora and fauna populations and wetlands. The City has 159 parks and reserves as well as several golf courses; aquatic reserves located at Magic Point, Cape Banks, Long Bay and around Clovelly and Gordon's Bay; and beaches and rock pools located along our 29 kilometre coastline.

We also provide a number of purpose-built facilities for recreation and leisure such as the Maroubra Skate Park, the Des Renford Leisure Centre, and three libraries.

As one of Sydney's oldest local government areas, Randwick City has a built environment that reflects a rich and diverse history. We have 459 heritage items and 20 heritage conservation areas.

Key issues

Better design and environmental sustainability across all development:

Improving the environmental performance of buildings and spaces, and achieving high quality urban design

We will continue to encourage design excellence and environmental sustainability across all development in our City. To do this we will focus on holistic planning, where emphasis is placed on the relationship between our community, our public spaces and our buildings and continue to promote improved design through means such as expert design review panels and design awards.

We will showcase state of the art design by undertaking sustainable upgrades of Council facilities.

Development opportunities and challenges:

Managing the demands of development and infrastructure as a result of existing and future population growth, and growth in visitor numbers

In accommodating a continued yet low growth we will promote the distinct character of our City and our different neighbourhoods. A balanced approach is needed recognising that some areas, such as our heritage conservation areas and our northern coastal area, are less suitable for future growth. Land uses will be integrated with sustainable transport to achieve an effective and liveable City. To achieve these directions we have recently completed, in partnership with our community, a comprehensive review of the Randwick Local Environmental Plan (2012).

Our Local Environmental Plan (LEP) is the main planning instrument for our City. The comprehensive review of our current LEP, brings it in line with the State Government's standard LEP template and legislative changes to meet the future needs of our City and the Sydney metropolitan area.

The revision responds to State government strategies, including the dwelling and employment targets contained in the Metropolitan and Subregional Strategies, and planning reforms such as new State policies that fast-track minor complying development and overrides local council plans. The LEP also responds to the key directions of the City Plan. The LEP will be accompanied by a comprehensive Development Control Plan (DCP), which sets out more detailed guidance on specific types of development.

We will retain a diversity of building types within our City. Densities and renewal opportunities will be focused along key public transport routes such as Anzac Parade, in and around commercial centres, and around key areas of activity and employment. In the short term, limited opportunities exist to extend the City's development densities given the current transport and traffic conditions. We are continuing to work on the development potential and pressures of the Specialised Centre precinct around the University of NSW and Randwick hospitals complex in consultation with key stakeholders. In addition to their separate education and health services these institutions are closely linked through health education and medical research. It is important to encourage a mix of service uses as well as residential development around this precinct to support the ongoing employment growth and operations of these key organisations within our City.

The general vision for specific geographic areas within Randwick City is further explored in the section 'Our City—a closer look'.

Section 94 of the Environmental Planning and Assessment Act 1979 provides a system for requiring contributions when a development takes place. These contributions are levied by councils on new developments to ensure that growing and changing communities have adequate public infrastructure and services. Development contributions can be used to help provide for parks, local road improvements, commercial centre improvements, community centres and other services.

Randwick City Council has developed a Section 94A Plan and a Planning Agreements Policy for the application of these contributions in the Randwick area. We will regularly review and update the plan and policy in line with State planning reforms and requirements.

Planning and development reforms at the local government level are being proposed by both State and Federal governments. These reforms will provide challenges to Council in regard to environmental considerations and design in the local community.



Key issues

Community safety, health and wellbeing:

Community's safety and helping to provide for its health and wellbeing

One of our key actions in this area has been to prepare and implement a crime prevention and community safety plan. The plan, A Safer Randwick City, was adopted by the Council in 2008 and is now used to prioritise the projects we carry out to promote community safety. It relies strongly on our partnerships with NSW Police and other government agencies. Council operates at the community level to ensure we are well informed of local emerging issues and positioned to facilitate community and inter-agency dialogue.

Council also plays a complementary role to the State government in protecting our community's health and wellbeing. We carry out a range of activities that contribute to our community's physical, social and mental wellbeing. We enforce food safety regulations; monitor the operations of food premises, cooling towers, hairdressers and skin penetration premises; maintain our many sporting and recreation grounds; encourage vibrant commercial centres and provide cycling and walking tracks. Our coastal walkway, parks and open spaces promote and facilitate physical activities and general wellbeing.

We will work in partnership with the South Eastern Sydney Local Health District and its priorities to encompass them in our planning for community health and wellbeing.

Our Recreation Needs Study analyses the use of open space for passive and active recreation. This information helps us to provide local residents with facilities for individual and team sports, playgrounds, dog exercise, cycling and walking. Residents can also maintain a healthy lifestyle at our various beaches and ocean pools. The Des Renford Leisure Centre has a number of pools and fitness programs.

Our staff respond to environmental spillages and human sensory issues, such as noise and odours that can have a significant impact on public health. Advocacy on behalf of residents with local health service providers and provision of home maintenance for those needing improved access are also important functions carried out by Council.

Council supports community programs through grants and subsidies. Our Community Partnerships Funding Program supports not-for-profit organisations that deliver support programs or services to improve the health and wellbeing of disadvantaged residents. We will continue to support local programs that meet specific needs, such as the Kooloora Playgroups for carers and toddlers (twice weekly) breakfast program.

Diverse, adaptable and affordable housing:

Facilitating a diverse and affordable range of housing to meet our housing needs

Having access to appropriate and affordable housing is one of the most important factors in developing sustainable local communities. Affordable housing is especially important for at-risk low income groups. Many areas in our City have undergone redevelopment, older dwellings have been replaced with new or refurbished housing and property values and rents have increased. This increase may have resulted in a reduction in affordability particularly for workers on low and middle incomes.

The provision of affordable housing plays a vital role in maintaining sustainable communities and a stable labour force, particularly for people employed in key service roles, such as nurses and teachers. The decline in housing affordability has meant that workers have to commute longer distances to work, placing significant strains on families and the environment with increased vehicle movements and demand for public transport infrastructure.

Council is involved in facilitating a range of initiatives designed to retain and encourage affordable housing in Randwick City. Our Affordable Housing Strategy is designed to keep a mix of dwellings in our City and provide accommodation for key service workers. Through the local planning process and planning agreement policies, we negotiate for ownership of affordable units on completion of housing developments. These units are then tenanted according to our Affordable Rental Housing program. Tenants pay anywhere between 60-75% of the market rent or up to 30% of their income as applicable.

We will maintain the diversity of our housing types by working with the State government and community housing agencies, promoting affordable and varied housing for all income groups and lifestyles. A Memorandum of Understanding between Council and Housing NSW enables us to work together on a range of issues.

For future development, we will continue to encourage adaptability and accessibility by emphasising retrofitting and improving the amenity and environmental performance of existing buildings.

Affordable housing development at Maroubra

In 2012 an eight unit affordable housing development in Minneapolis Crescent, Maroubra was opened. This \$3.375 million project is an example of a successful partnership between Randwick City Council, State and Federal governments and a not for profit housing organisation, Community Housing Limited (CHL).

Randwick City Council initiated this joint affordable housing project by supplying the land and further contributed to the construction. The Federal and NSW governments are also providing ongoing funding support over the next 10 years under the National Rental Affordability Scheme to ensure that the units remain affordable to low and moderate income earners.

This affordable housing development provides a way for essential low to middle income workers to remain close to the central Sydney area. All the Minneapolis Crescent units have been tenanted with a diverse mix of tenants who were shortlisted after a thorough screening test.

Key issues

Celebrate our cultural, built and Aboriginal and Torres Strait Islander heritage:

Valuing, protecting and celebrating our heritage

Our heritage consists of the culture, places and objects that we have inherited from the past and want to pass on to future generations. It defines us as a community, who we are and where we have come from. There are many ways in which we value our heritage, from celebrating the many cultures that have created Randwick City's communities to working with volunteer bushcare groups to preserving our natural environment. We will continue to include recognition, protection and celebration of our City's built and cultural heritage throughout our activities.

There has been a continuous and profound connection to the land among members of the Aboriginal community of La Perouse with evidence of their long occupation apparent in the living sites, middens and artwork located across Randwick City.

Council will continue to liaise with relevant Aboriginal and Torres Strait Islander groups on the social and cultural importance of the locations of all large redevelopment sites and undeveloped areas, and to conduct archaeological investigations.

Activities that express these commitments include being involved with the local community in organising annual NAIDOC Week and Reconciliation Day activities. Randwick Council instigated the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum and continues to be an active member of this group. The forum's purpose is to develop policies and strategies at the regional level which will stimulate local government commitment to Aboriginal and Torres Strait Islander communities. The forum also coordinates the annual Pauline McLeod Reconciliation Awards. Representatives from Botany, Randwick, Sydney, Waverley and Woollahra Councils, as well as members from local Indigenous communities and their organisations, work together through the forum.

We will continue to research and document areas of our heritage that have not yet been fully investigated, and use relevant technologies to make heritage materials and resources available to all. In late 2009 a history of Randwick was published to mark Council's 150th anniversary.

For our built heritage, we will continue to seek solutions that balance heritage conservation with the use of buildings at a modern day standard. To help owners of heritage items and buildings in heritage conservation areas to maintain and upgrade their properties we will investigate and develop appropriate conservation guidelines in addition to providing expert heritage advice.

Randwick Council's **Reconciliation Statement** outlines ways in which, as a community, we can build on progress towards reconciliation. Two vital clauses from this statement express our commitment to celebrating and valuing our Aboriginal and Torres Strait Islander heritage, these being:

"Council acknowledges and recognises the rights of people of Aboriginal and Torres Strait Islander descent to live according to their own beliefs, values and customs, and the vital importance that these communities contribute, to strengthening and enriching the heritage of all Australians.

Council commits to developing and promoting, as appropriate, Aboriginal and Torres Strait Islander communities' involvement in events and celebrations of significance, which respect the dignity and protocols of their local communities."

Provide and maintain quality public spaces:

Maximising the identity, amenity and useability of neighbourhoods

We are committed to maintaining and enhancing Randwick City's public spaces and streets and focusing on delivering quality, well designed spaces that are inviting, functional, safe, attractive and well maintained. We will seek to create new recreational areas as opportunities arise, and ensure multiple activities are catered for.

Randwick City currently offers residents and visitors a range of parks and open spaces both in size (Pocket parks through to regional parks) and in diversity (from bushland reserves to coastal parks to neighbourhood parks with playgrounds and district parks with sporting fields). It also includes significant areas of national park (Botany Bay National Park in La Perouse and existing park within Malabar Headland), and private open space, primarily golf and bowling clubs and part of Malabar Headland. There are also small but important areas of environmentally sensitive land across our City with the largest parcel being Randwick Environment Park.

The coastal reserves and Coastal Walkway provide high quality passive recreation opportunities for residents and visitors, while pocket parks and neighbourhood parks offer opportunities for local communities to engage in a range of activities.

Maintenance of public spaces is one of Council's highest priorities. Resident feedback, through our 2012 community satisfaction survey, indicates increased satisfaction with the levels of cleanliness of our beaches, streets, commercial centres and other public areas, together with increased satisfaction with the attractiveness of our commercial centres, beaches, coastal open spaces and the Coastal Walkway and parks and gardens. This reflects increased effectiveness in the application of our resources for these activities.

The spectacular Coastal Walkway follows our coastline from Clovelly Beach to Maroubra Beach and will eventually run all the way to Botany Bay following an extension made at La Perouse last year. Timber boardwalks create a raised walkway through some of the delicate areas of vegetation. Much of the walkway is wheelchair accessible with a ramp at Clovelly Beach providing wheelchair access to the water.

Randwick Bush Regeneration Volunteers provide much of the labour required to regenerate the coastal heath vegetation.

We will continue to upgrade and extend the Coastal Walkway, and advocate that Malabar Headland be returned to the community to expand the amount of land available for public use and enable the continuation of the Coastal Walkway through this impressive area. In 2011, 18 hectares of the headland were handed over to the National Parks and Wildlife Service and Council rezoned the land to protect it for this purpose. We are working with National Parks to progress their required Plan of Management for community access and use.

Key issues

The Recreation Needs Study - providing and maintaining quality public spaces

Randwick Council's Recreation Needs Study, adopted by the Council in 2008, relates most closely to outcome 5, 'Excellence in recreation and lifestyle opportunities'. Its analysis of existing open space and the ways in which spaces are used is also important for outcome 6, 'A liveable city', and outcome 10, 'A healthy environment'.

Council has gained a better understanding of the current use of open space and sporting facilities in our City by residents and visitors, and the impact that changing needs may have on the future provision of these amenities as a result of the Study. The study provides Council and the community with a framework for recreation policy development, strategic recreation planning, and the effective development of recreation facilities.

The amount of land dedicated to open space, parkland and sporting and recreation facilities in Randwick City is well above that of comparable local government areas across inner metropolitan Sydney. Its importance is reflected in our expenditure per capita, which is among the highest of all NSW councils. (Department of Local Government, Comparative information on NSW Local Government Councils 2010-11)

Using current demographics and population projections, the study found that while current satisfaction levels with open space are high, there are already significant pressures on our sporting fields and an undersupply of fields for some sports, according to industry benchmarks. These pressures are expected to continue and increase over time. In all planning, we consider options for multiple uses for parks and sports fields. Our commitment to the health and wellbeing of our community means that we aim to provide and maintain accessible and diverse open space and recreation facilities and services throughout our City.

While our inner city environment makes it difficult to significantly increase the provision of open space, we recently increased our open space from 1,118 hectares to 1,164 hectares. As a result of a detailed inventory review of all open spaces, as part of the comprehensive LEP process, an additional 46 hectares of open space/environment zoned land has been formally recognised in the relevant recreation land use zones. Other solutions lie in creating strategies that increase the diversity, quality and accessibility of what already exists.

Open space in Randwick City is classified into eight categories: regional parks, district parks, neighbourhood parks, pocket parks, beach and coastal reserves, civic parks and places, remnant bushland areas, and roadside reserves. We have generic plans of management for each type of open space to guide development and care. We also develop plans of management for significant parks such as Heffron Park and Chifley Park.

Provide and maintain quality public facilities:

Making sure that high quality resources and facilities are available to our community

Council provides and maintains a broad range of public facilities, such as the Des Renford Leisure Centre, sporting fields, libraries, community centres and playgrounds. We also provide subsidies for the use of facilities by groups such as surf clubs and fishing clubs.

Randwick Council provides three libraries for residents:

- Bowen Library and Community Centre in Maroubra Junction
- Margaret Martin Library in the Royal Randwick Shopping Centre
- Malabar Community Library in Matraville.

The libraries are well stocked with traditional printed books, DVDs, magazines and newspapers both in English and the five other most commonly used languages in the community. They also provide a growing number of eAudio books and eBooks and online resources and services that can be accessed from our website. There is a local history and genealogy section, as well as exhibition area at Bowen Library. All libraries provide free PCs and WIFI for library members.

The Margaret Martin Library, formerly the Randwick Branch Library, was refurbished in 2009 and renamed in 2012 in honour of the first and only female Mayor of Randwick, Margaret Martin. The Malabar Community Library recently opened the Malabar Outdoor Library, where people can read, relax and use the free WIFI. The Bowen Library has an ongoing program of refurbishment, improving its layout and facilities each year.

The libraries are also the venue for a wide range of activities and events, from book clubs to play readings. There are special activities for various sections of our community, such as parents and babies, children, students and seniors, as well as conversation classes in the major local community languages other than English.

The provision of community facilities is also discussed in a 'Sense of community.'

Buildings for our Community program

The 2012-13 financial year is the third year of the Buildings for our Community program that will be finalised in 2017. In 2010 the 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 our community with improved and additional facilities that contribute to public amenity and the wellbeing of our residents and visitors.

We are committed to keeping our community involved in the program through ongoing engagement with the implementation and consultation on each major project. The community is regularly kept up to date on the progress of the program.

Within this program we are constructing new buildings and amenities as identified by the community and upgrading existing buildings. 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.

Major works completed since the commencement of the Buildings for our Community program include upgrades to all local Surf Life Saving Clubs, a new amenities building at Pioneer's Park and an upgrade of five childcare centres.

During 2012-13 Council is upgrading the Des Renford Leisure Centre in Maroubra with a new sustainable and specially designed building to complement and enhance the existing swimming pools and outdoor areas. It will include a community fitness centre and gym, a purpose built crèche, reception and administration areas and refurbishment of existing amenities, café and landscaping. The extensive public consultation at concept stage informed the final design and the construction of the building commenced in 2012. The Aquatic Centre was opened in 1963 and this upgrade will bring it up to modern standards.

Some of the other projects planned in the next four years include:

- construction, refurbishment and/or renewal of amenities buildings at sports fields, parks, commercial centres and beaches
- upgrading Senior Citizen's centres
- a new indoor sports centre
- new and refurbished community centres

Buildings for our Community program Total cost 2010-17

Description	Amount
Building Levy (2.69% for 3 years)	\$29,890,000
Grants	\$780,000
Section 94	\$5,225,000
Council Reserves and General Revenue	\$4,814,000
TOTAL	\$40,709,000

Key issues

Manage our assets and infrastructure for optimum service:

Ensuring that public infrastructure and assets are maintained efficiently and effectively

Council owns and operates more than \$1 billion worth of assets. Our Strategic Asset Management (SAM) system allows the most efficient allocation of resources to keep these assets operating at an optimal level. Asset management seeks to identify, maintain and monitor our infrastructure assets in such a way that the whole community benefits and intergenerational equity is ensured.

Randwick Council's public assets include 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. This will allow our City's infrastructure to remain viable even as its various components age, ensuring residents continue to enjoy the amenities that contribute to modern urban life. It also allows for maintenance and replacement costs to be factored into our financial planning. Lifecycle costing is used to account for each asset, covering the costs of creation, maintenance, refurbishment and disposal.

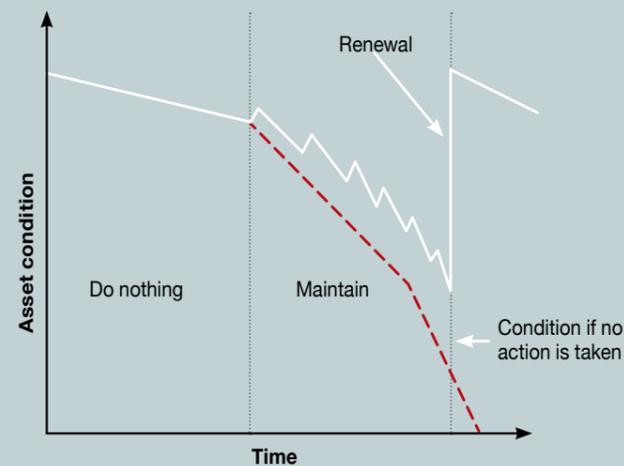
GIS (Geographical Information System) mapping is linked to the asset management system as a visual reporting tool. This assists us in the efficient monitoring and maintenance of our assets, and in responding to problems.

Maintaining roads in Randwick City

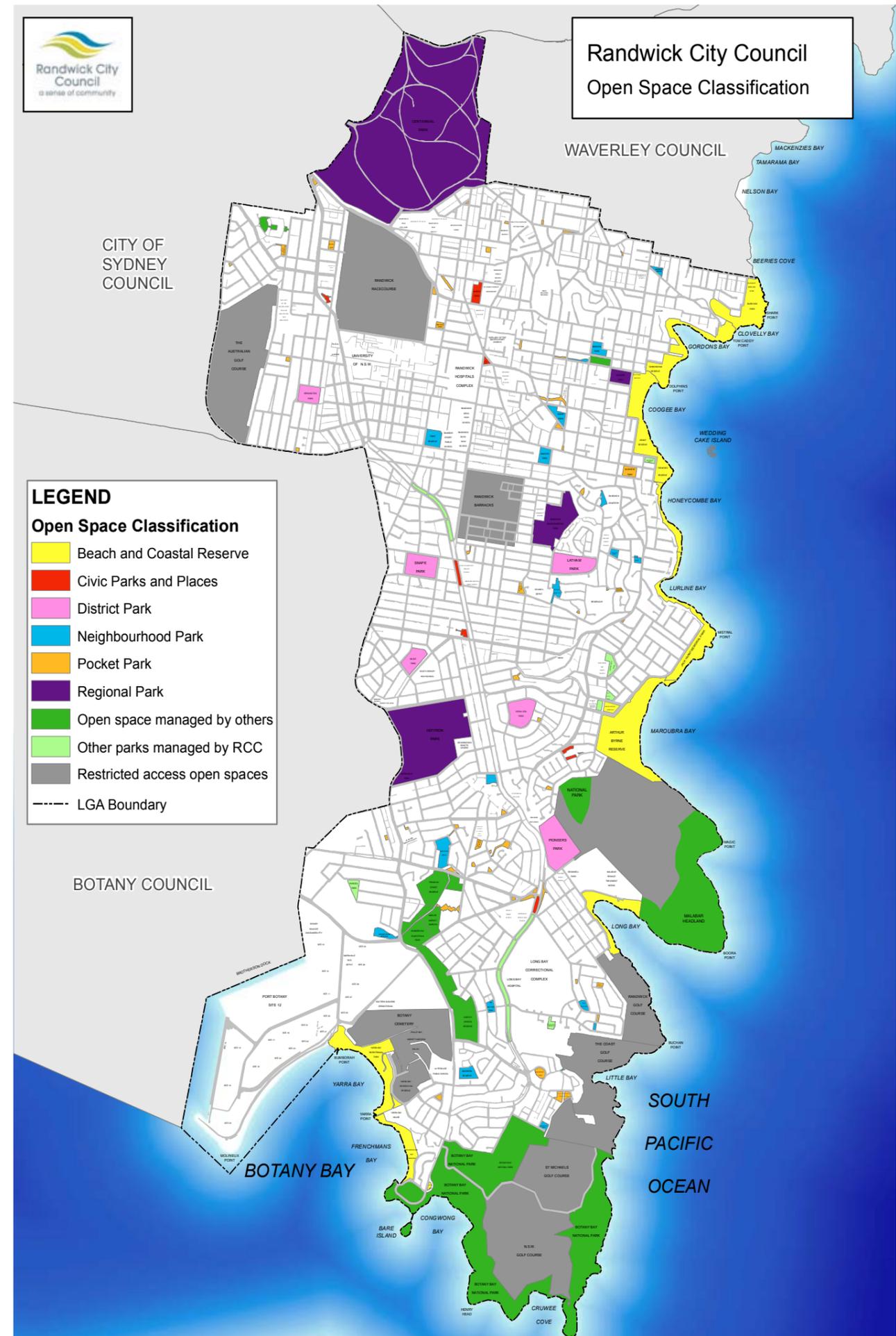
There are three road classifications in Randwick City Council: State roads (20.8 kilometres) maintained by the State government; regional roads (26.4 kilometres) maintained jointly by State government and Council; and local roads (271.1 kilometres) maintained by Council. Three kilometres of road are owned by other government bodies (Housing NSW, Sydney Ports Authority, and Department of Lands).

Council applies a Road Pavement Asset management system that maintains asset data, analyses the data and develops programs for capital works and planned maintenance. It is important that roads are maintained without excessive deterioration, as the cost of maintenance is much lower than the cost of rehabilitation.

The condition of the roads is continuously monitored, with information collected on 20 per cent of the network every year, meaning that there is a full survey of the entire network every five years.



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



Key issues

Long-term viability of commercial centres:

Enhancing public spaces and places in which people can live, work, shop, meet and spend leisure time

Our commercial centres are an essential part of our City's attraction, and we will promote each centre to maintain and enhance its distinct qualities. To ensure the centres retain their vitality, we will continue to encourage a variety of uses in the centres. We will continue a strong working relationship with our City's chambers of commerce to ensure our commercial centres remain inviting and commercially viable. In achieving these directions, we will improve the way our commercial centres 'feel', and also their pedestrian and cycling access.



Outcomes

The outcomes that most relate to this theme are:

- excellence in urban design and development
- excellence in recreation and lifestyle opportunities
- a liveable city
- heritage that is protected and celebrated.

OUTCOME 4: Excellence in urban design and development

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

Directions	Four year delivery program actions (2013-17)
4a. Improved design and sustainability across all development	<ul style="list-style-type: none"> • Require a high standard of design quality in new development • Promote and recognise design excellence and sustainability through events or other activities
4b. New and existing development is managed by a robust framework	<ul style="list-style-type: none"> • Develop and implement effective processes and strategies to manage the impact of new and existing development

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

5a: Maximise opportunities for residents and visitors to enjoy both active and passive open space uses	<ul style="list-style-type: none"> • Progressively update open space plans of management, in accordance with an established priority list and the Recreation Needs Study, focusing on active and passive recreation opportunities • Continue work towards creating a continuous Coastal Walkway from Clovelly to Botany Bay as detailed in the Recreation Needs Study
5b: Facilitate a range of sporting and leisure activities	<ul style="list-style-type: none"> • Introduce and maintain a diverse range of programs to increase attendances at Des Renford Leisure Centre from year to year • Implement open space plans of management with a focus on multi-uses such as the Heffron Park Plan of Management
5c: Create new open space as opportunities arise	<ul style="list-style-type: none"> • Advocate the return of the remaining Commonwealth land at Malabar Headland to community open space • Consider opportunities for public open spaces and connecting paths in any major renewal of other sites or localities
5d: Library programs, resources and facilities provide innovative and inspirational opportunities for education and leisure	<ul style="list-style-type: none"> • Improve and develop existing and new library facilities, services and resources ensuring their ongoing relevance to the community

OUTCOME 6: A liveable city

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

<p>6a: Our public infrastructure and assets are planned, managed and funded to meet the community expectations and defined levels of service</p>	<ul style="list-style-type: none"> • Implement the strategic infrastructure and asset management (SAM) system to deliver intergenerational equity and meet Council's obligations as the custodian of our community's assets • Conduct programmed infrastructure and asset maintenance management in accordance with adopted service levels • Implement and complete all works in the Buildings for our Community program • Complete the construction of the Des Renford Leisure Centre
<p>6b: Our centres, beaches, streets and other public places are safe, inviting, clean and support a recognisable image of our City</p>	<ul style="list-style-type: none"> • Conduct public place cleaning in accordance with adopted service levels
<p>6c: The safety of our community is paramount and is acknowledged and supported through proactive policies, programs and strategies.</p>	<ul style="list-style-type: none"> • Implement actions identified in the Council's crime prevention and community safety plan (A Safer Randwick City) to reduce anti-social behaviour and foster a safer city • Educate the public on surf and water safety • Implement effective regulatory and compliance services and programs to maximise public health and safety in Randwick City • Implement the Road Safety Action Plan • Conduct minor reactive maintenance management in accordance with adopted service levels
<p>6d: A strategic land use framework provides for our lifestyle changes and for a continuing, yet low rate of growth across our City</p>	<ul style="list-style-type: none"> • Complete and implement the strategic land use framework (the comprehensive LEP and DCP) • Continually monitor and update the strategic land use framework for continual improvement • Ensure equitable and timely implementation of the s94A Contributions Plan and work program to enhance public infrastructure and services
<p>6e: Enhance housing diversity, accessibility and adaptability to support our diverse community.</p>	<ul style="list-style-type: none"> • Provide for enhanced adaptability and accessibility of housing • Implement Council's Affordable Housing Strategy and Action Plan to facilitate new and retain existing affordable housing
<p>6f: Foster distinct neighbourhoods with commercial centres that meet the needs of our community as places to work, shop, live and socialise.</p>	<ul style="list-style-type: none"> • Undertake an ongoing program of comprehensive Commercial Centre reviews

OUTCOME 7: Heritage that is protected and celebrated

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

<p>7a: Our heritage is recognised, protected and celebrated.</p>	<ul style="list-style-type: none"> • Local and cultural history is recognised, known, preserved and celebrated (through events, media, etc) • Prepare and implement management and maintenance plans for heritage properties owned by Council • Implement, monitor and review our City's heritage planning provisions to ensure suitable conservation and adaptive re-use
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Our measures for this theme are:

PFP01	Satisfaction with how the Council plans and assesses development
PFP02	Average development assessment processing time (days)
PFP03	Hectares of open space per 1,000 people
PFP04	Level of satisfaction with recreation and lifestyle opportunities
PFP05	Average Des Renford Leisure Centre swim school enrolments per term per year
PFP06	Number of Des Renford Leisure Centre admissions
PFP07	Library membership as a percentage of the population
PFP08	Weighted average overall condition of public infrastructure (Scale 1 = Excellent / 5 = Very Poor)
PFP09	Satisfaction with maintenance of roads and footpaths
PFP10	Number of anti-social behaviour incidents in the LGA
PFP11	Satisfaction with community safety
PFP12	Number of surf rescues
PFP13	Satisfaction with cleanliness of Randwick City
PFP14	Percentage of waste service requests completed within target days
PFP15	Level of affordability of housing - Median weekly rent divided by median weekly household income
PFP16	Satisfaction with protection of heritage buildings and items
PFP17	Number of heritage items and areas listed



A prospering City

The theme 'A prospering City' encompasses our support for our local economy in the context of regional, national and international trends. Our focus in creating 'A prospering City' is to:

- facilitate economic development and maintain the diversity of our local economic base, including maintaining our existing commercial and industrial land

- improve and promote our commercial centres
- improve accessibility to and around our key economic activity centres
- manage tourism and its impacts so that visitors to our City are more environmentally and socially responsible.

A prospering City

A snap shot

Randwick City's economy is part of a complex and diverse network of activities that extends well beyond our boundaries. In the State Government's Metropolitan Plan we are placed within the East subregion, where our key major economic influences are the Sydney CBD, Port Botany, the University of NSW and Randwick Hospitals complex, and the airport. The State government 25-year planning targets to 2031 are for approximately 5,900 new jobs in Randwick City. Our aim is to achieve this without compromising our existing quality of life.

The University of NSW and the Randwick Hospitals complex are identified in the Metropolitan Plan as a Health and Education Specialised Centre. This recognises their vital role in generating benefits for the economy and employment throughout the local area, as well as the metropolitan region and beyond.

There are also other important employers and economic activities within our City including Council, numerous schools, Randwick TAFE, Royal Randwick Racecourse, our industrial areas and the Long Bay Correctional Complex. Our commercial centres cater to a more locally-oriented economy and society, as well as being supported by a well-established tourism industry. This employment and service provision has significant benefits for our local community.

We support local economic development by promoting local activities and the use of local businesses, and lobbying for improved transport links. We also assist local economic development through policies that provide for public health and safety, affordable housing and environmental sustainability.

Our commercial centres are typically local or neighbourhood centres built along main streets. In recent decades, these centres have developed to include a mix of housing, retail and commercial uses together with leisure opportunities. This mix of uses improves accessibility, supports public transport use, encourages walking and cycling and provides meeting places.

These centres are important community 'hubs' but face strong competition from nearby larger centres. To ensure our centres retain their viability and vitality, we need to support and build on their existing attractions, specialities and uniqueness. Promotional activities such as festivals and events help to foster vibrant centres. We will strengthen our centres by ensuring public spaces are well designed and well maintained and by advocating access to efficient public transport.

Our industry is centred around Matraville and Port Botany. The Metropolitan Plan identifies Port Botany and environs as a specialised centre as this area plays an important role in the broader metropolitan economy. The adjacent industrial lands are generally light industry and a significant proportion of these industries service the port or the airport functions.

Randwick Council takes a pro-active role in encouraging local and regional economic development. We provide this leadership through high quality strategic planning, sound infrastructure, good governance and key partnerships.

Key issues

Our local economy:

Providing a strategic approach to economic development

Our Economic Development Strategy analyses our City's local economy as well as its regional context and national and international influences. With this sound basis, we have identified and can build on our City's economic strengths.

By supporting our City's economic diversity and increasing our understanding of its economic context, we will help Randwick City to prosper. We have reviewed our planning controls to support our centres and support the Health and Education Specialised Centre precinct located around the University of NSW and the Randwick hospitals complex. We will work with the State Government on the planning strategies for the surrounding regions so that we contribute and support the strategy in the best interests of our City.

Effective partnerships:

Creating effective partnerships with a variety of organisations that influence our economic development

Successful economic development models are built around true partnerships between government, business, local and major institutions. Randwick City Council's Economic Development Strategy is grounded on the principle of working in partnership with the business and general community and these partnerships are viewed as important drivers to accomplish better outcomes.

Effective partnerships help Council to better manage the regional influences on our City's local economy. We will build on our relationships with existing organisations and develop new partnerships with key organisations. We will maintain our participation in joint projects and information sharing with neighbouring councils, continue to strengthen our partnership with our City's chambers of commerce and other business entities and continue the business leaders' forum for key employers in our City.

We will implement the precinct plan for the Health and Education Specialised Centre complex. We will continue to work with the Sydney Ports Corporation to retain employment opportunities, and to minimise the environmental impacts of its operations and any expansion. We will also work with utility providers to enhance local infrastructure over time.

Effective partnerships - Business and Economic Leadership Forums

In 2009 Randwick Council initiated bi-annual Economic Leadership Forums for the City's economic stakeholders. The forums support a strong local economy through the sharing of information on regional, national and international economic trends and the development of effective business partnerships. The forums aim to give the business community a strategic voice on economic development within our City.

Each Economic Leadership Forum is theme based with an independent key note speaker and regular updates from Council staff on Council economic initiatives and information. Each forum accommodates approximately 70 invited guests from the business community providing them the opportunity to discuss ideas and initiatives and raise any significant issues that are impacting on business activity with Council officers who attend.

The leadership forum held in June 2012 was themed "The Digital Economy" in response to the announcement that installations for high speed broad band will begin in Kingsford and Kensington in 2013. Past topics have included resilient local economies, sustainability in business, Australian economy post GFC and the European economic crisis and implications for the Australian economy.

The Randwick City Economic Leadership Forums have been very well received with representatives from over 120 individual Randwick City businesses and community organisations attending since the inaugural forum in August 2009. Past invitees and regular attendees include State and Federal Members, senior representatives from the Ports Authority, UNSW, Australian Turf Club, Centennial Parklands and Prince of Wales Hospital, as well as stakeholder representatives from the major businesses, local business chambers and precincts, school principals and small business owners.

Commercial centres and small businesses:

Identifying ways to strengthen our local and neighbourhood centres and to promote small businesses throughout our City

Our commercial centres offer a very different service to the larger regional shopping centres and we positively promote this difference. We will continue to develop programs that support and promote our centres to help them serve our local community and support our City's economic growth. We are working with our City's chambers of commerce and local communities to identify and develop each commercial centre's character and unique identity and support the 'shop locally' program. We are continuing to prepare a public domain improvement strategy for centres as part of an overall public domain strategy for Randwick City.

This coordinated approach for each commercial centre involves planning and design reviews, public domain improvements and encouraging businesses to market themselves and/or plan events to market their centre. We facilitate joint events and sponsorship of events to support and promote each local centre's unique qualities. We will continue to hold our biennial business awards to recognise and encourage innovation in our local businesses.

Public domain improvement strategy

Developing a specific commercial centre action plan every two years. The commercial centre strategies are developed in partnership with and through interactive communications with the local chamber of commerce and the local precinct committees, and with input from and consultation with local economic stakeholders. In 2010 Matraville was the first commercial centre strategy to be undertaken and the Kingsford strategy is currently under development. Each commercial centre strategy contains:

- Economic overview and audit
- Analysis of the viability and the trends in the commercial centre and the identification of its economic strengths and opportunities
- Action plan with public domain improvements to create an individual sense of place and reflect the local character and themes
- Realistic, achievable, innovative and cost effective recommendations for short, medium and long term actions and strategies developed to promote and enhance sustainable economic activity.
- The interactive development process of the commercial centre strategies facilitates enduring partnerships between Council and the local chambers, local businesses and economic stakeholders.

Promoting opportunities to do business - free Wi-Fi internet access

Council is providing free targeted Wi-Fi internet access around businesses in areas where seating facilities exist (cafe precincts etc) with the aim of attracting customers and providing a service to operators of home based businesses, visitors and local residents. The provision of free internet access will enable people to use their mobile technology to communicate for both business and personal reasons while using the services of a local cafe. This will directly benefit the local businesses by encouraging more customers to stay longer and will increase the vibrancy of the area.

Key issues

Tourism and recreation:

Providing a strategic approach to tourism that recognises the significant contribution tourism can make to employment and the ongoing prosperity of Randwick City, while being sensitive to environmental and social issues

Tourism plays an important role in the prosperity of Randwick City. This area has long been a prime destination for the people of Sydney for its beauty and seaside attractions. Randwick City Tourism Inc chose the name 'The Sports Coast' to highlight the wonderful array of outdoor recreation activities available across Randwick City, from thoroughbred horse racing and team sports of all varieties, to bushwalking, bicycling, sailing, surfing and scuba diving.

A significant proportion of the people employed in Randwick City today provide services for visitors from other Sydney suburbs, other parts of Australia or overseas.

The Coastal Walkway is a spectacular walk that follows our coastline from Clovelly Beach to Maroubra Beach and will eventually run all the way to Botany Bay. Our continued development of the Coastal Walkway provides a world class facility for tourists and residents alike.

Council works with businesses and organisations operating in this field to ensure that tourism is sensitive to the physical and social environment. We apply the findings and recommendations of our plan A Safer Randwick City in relation to public health and safety to ensure businesses operate responsibly and safely, the cleanliness of our City is maintained, and that overall environmental considerations and residential amenity are a priority.

Transport and access:

Transport choice, convenience and ease of access determine how people travel to and around an area. Transport can influence where a business locates and how it grows

Transport and accessibility are factors that significantly influence our City's economy. We will focus on promoting public transport, walking and cycling for access to our commercial centres and other local destinations.

Many people who live and work within Randwick City travel to and from work via public transport. Effective and convenient public transport is also an environmentally sound way for visitors to travel to and from our City and its key destinations. We will advocate for public transport use as a way to support our local economy and provide links to key locations throughout the Sydney metropolitan area. We will continue to work with key local institutions such as UNSW, Australian Turf Club and the Randwick hospitals complex to advocate with the State government for mass transport in the form of light rail to Randwick. We will also continue to work with neighbouring local councils and regional organisations to advocate for other public transport improvements and better links to key employment areas.

We are creating high quality pedestrian and cycle links to and between commercial centres and key locations such as beaches, schools, the university and the hospitals. We prioritise the development of cycleways according to the Randwick Bicycle Plan.

Outcomes

The outcome that most relates to 'A Prospering City' is 'A strong local economy'.

OUTCOME 8: A strong local economy

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

Directions	Four year delivery program actions (2013-17)
8a. Vibrant business, commercial, and industrial sectors that provide ongoing and diverse employment opportunities and serve the community	<ul style="list-style-type: none"> Implement the adopted recommendations of the Economic Development Strategy in relation to vibrant business, commercial and industrial sectors Implement a range of strategies to support the development of vibrant commercial centres Review and update the Economic Development Strategy
8b. Support and strengthen the Hospital and University precinct's provision of specialised education and health services and employment growth	<ul style="list-style-type: none"> Implement plans and strategies that strengthen the Hospital and University precinct's education, health and medical research functions
8c. Develop and strengthen effective partnerships with key locally based organisations	<ul style="list-style-type: none"> Implement the adopted recommendations of the Economic Development Strategy in relation to partnerships with locally based organisations Consider online opportunities to enhance communication partnerships on economic development
8d. Tourism's role in the local economy is acknowledged	<ul style="list-style-type: none"> Implement the adopted recommendations of the Economic Development Strategy in relation to tourism

Our measures for this theme are:

- PROS01 Difference between the unemployment percentage in the Randwick LGA compared to the Sydney Statistical Division
- PROS02 Satisfaction with vitality of commercial centres
- PROS03 Satisfaction with attractiveness of commercial centres
- PROS04 Satisfaction with commercial centre cleaning
- PROS05 Number of surveyed residents that reported they are spending the same or more at shops within Randwick City than 12 months ago
- PROS06 Number of surveyed residents that stated they prefer to shop in their local neighbourhood
- PROS07 Number of people employed (FTE) in the Education and Health Specialised Area - increase capacity by 2,300 jobs to 12,100 jobs by 2031 as per the NSW Government's East Sydney Subregional Strategy (equivalent to 10,423 jobs on 30 June 2012 based on a straight trend in growth)
- PROS08 Number of international visitors spending at least one night in the top Randwick City visitation sites (Coogee, Clovelly, Kensington and Kingsford)
- PROS09 Continued investment in the maintenance and development of the Coastal Walk from Clovelly to Botany Bay

Moving around



The theme 'Moving around' covers how we get from place to place and how we support movement in, around and to our City especially in relation to:

- integrating transport and land uses
- sustainable transport options
- ease of movement for pedestrians and cyclists
- traffic management
- car parking provision and management.



Moving around

A snap shot

The ability to move around plays a key role in our quality of life, the choices we make about where we live and how liveable our communities are. The range of available transport has a major impact on the way we move around.

Our transport network has shaped the way our City developed and remains an important part of its character and experience. Residences and commercial facilities were originally developed along our main transport routes, especially the former tram routes located along Anzac Parade and Alison and Belmore Roads. After the Second World War, increased car ownership helped development to disperse and it spread to the City's southern suburbs.

Once the tramlines were removed in 1961, our public transport system became entirely bus based, and private vehicles and buses now share the streets. The readily available public transport and road linkages to the Sydney CBD have resulted in relatively high urban densities in Randwick City's northern suburbs. The shape of our City has played a large part in embedding private car use as a predominant mode of transport. However, compared to the level of car ownership throughout Sydney, a larger proportion of our households do not own a car. We will endeavour to support and facilitate public transport use and encourage walking and cycling as alternative transport options. The Randwick Bicycle Plan details the series of cycleways that will create a network throughout our City.

Our community members make journeys to and from home, work or school, shopping based trips, and leisure based trips. The transport choices that are available and the transport mode that is chosen depends on the purpose of the trip, the destination and the distance between places. The overall number of trips can be reduced by enhancing services such as shops and schools in residential areas. Our planning recognises that such concentration and integration of land uses has significant benefits for our City. Planning for our commercial centres also ensures that they are accessible for all pedestrians, including those people that are less mobile, allowing them to move around freely.

Traffic and parking decisions are also important in protecting residential amenity. Our partnership with NSW Police and Roads and Maritime Services (RMS) in the Randwick Traffic Committee ensures traffic issues can be dealt with swiftly and effectively.

Key issues

Sustainable transport choices and accessibility:

Showing leadership in sustainable vehicle use and promoting accessibility to public transport, walking and cycling for residents, workers and visitors

The most significant transport objective for our City is to reduce reliance on private motor vehicles. We will work with the community to assist people in making sustainable transport choices such as walking, cycling or using public transport over the next 20 years. (See sections below)

Within our Local Action Plan for Greenhouse Gas Reduction an analysis of the source of greenhouse gases showed that 14 per cent of Council's emissions were from its fleet of vehicles, and 38 per cent of emissions within the community were caused by transport. This made transport the main source of community emissions.

In line with our reduction goals we are continuing to investigate fuel options and offset programs for our entire fleet.

One of the opportunities for minimising vehicle use within the community is the facilitation of car sharing schemes in consultation with the providers and through the Traffic Committee process. These schemes provide easy access to a range of vehicles without the expense of owning or maintaining the vehicle. This encourages people to consider whether they need a private vehicle for every trip, or if they could use some other mode of transport.

Public transport and infrastructure:

Advocating for improvements to the public transport network

Our public transport system is currently entirely bus-based. Council does not have control over the operation of buses that lies with the State government. Bus network coverage in some areas can be limited, especially very early in the morning, late evenings and on weekends. We will advocate for this issue to be addressed to offer our residents and visitors a more convenient bus service and will continue to work with bus operators and the RMS to improve reliability and journey times by expanding on bus priority options.

We will continue to advocate for the provision of high capacity and integrated local public transport improvements including light, metro or standard rail as well as high capacity bus options to service the Randwick area.

Encouraging walking and cycling:

Promoting walking and cycling as viable transport options for some trips

Council will work towards providing a network of safe and convenient walking paths and cycleways linking major land uses and recreation opportunities. We are creating cycleways within Randwick City linking key destinations both within and beyond our area. Where required, we consult with our neighbouring councils to ensure route continuity.

The Randwick Bicycle Plan has already resulted in many kilometres of cycling infrastructure. We will continue to roll out the routes detailed in the plan with a focus on linking key residential centres with identified destinations such as recreational, educational and retail facilities, as well as linking directly to neighbouring councils' routes.

Our strategic asset management plan for footpaths aims to maintain and expand the footpath network so that walking is safer and more convenient. We have approximately 400 kilometres of paved footpaths throughout our City which we will maintain through an asset register, maintenance management system, regular condition assessment and defined levels of service.

We will identify opportunities for improvements through the preparation and implementation of pedestrian and mobility plans for our commercial centres. Our planning controls will require facilities for walkers and cyclists to encourage these transport modes. This includes bike parking options and shower facilities.

The theme 'Places for people' sets out our system for footpath and road maintenance.

Randwick Bicycle Plan - providing a network of cycleways

Council first developed its Bicycle Plan in 1998, to establish a comprehensive network of cycleways. The plan was updated in 2006 and again in 2011 to ensure it has a focus on identifying a network of routes that:

- link key destinations within our City, such as commercial centres, beaches and the university
- connect with linkages in adjoining council areas to facilitate access to further destinations
- can link to large sites currently being developed
- provide cycling infrastructure aimed at the whole community
- meet current cycleway standards and guidelines.

The plan establishes a practical program of works to be implemented.

Community members including representatives from Waverley Council, the University of NSW and BIKEast, a local user group, as well as other cyclists contributed to the update of the Bicycle Plan. Priorities for the routes were developed in consultation with BIKEast.

Annual data collected over recent years shows the success of daily use of the Anzac Parade cycleway. This is illustrated in the following graph.

Average daily cycle counts



Key issues

Road safety:

Working to reduce the number and severity of crashes through the Community Road Safety Program

The Community Road Safety Program is designed to address poor road safety behaviour within Randwick City. The program is partially funded by RMS.

An approved Road Safety Action Plan is developed each year, with the aim of reducing the casualties and crashes on our roads by informing and educating the community about road safety issues and influencing driver and pedestrian behaviour. The annual Road Safety Action Plan targets areas of highest concern based on an analysis of the crash statistics of the area. High priority areas of the Road Safety Action Plan include:

- safety of pedestrians
- speeding on local streets
- drink driving alternative transport options
- school safe initiatives, and
- child restraint checking program.

In addition to the behavioural campaigns detailed above, Council reviews annually the locations where the highest numbers of motor vehicle crashes occur. Remedial treatments are proposed and funding is sought through regular RMS programs.

Traffic management:

Managing the impacts of traffic

With a delegation of powers from Roads and Maritimes Services (RMS) Council implements traffic and parking controls on local streets through the Traffic Committee process.

We investigate traffic management options aimed at improving the amenity of residential streets, including the possibility of introducing lower speed limits through RMS programs.

Although RMS manages all of the arterial roads and all of the traffic signals within NSW, we regularly liaise with RMS for any improvements to their assets.

We adopt traffic management measures with minimal disruption to local traffic, to support improvements to the arterial roads system. This reduces the volume of traffic using the local streets, thereby protecting residential amenity.

Road closures for events and maintenance is managed to ensure the safety of pedestrians and drivers and to minimise disruption on the local network.

Management of car parking:

Balance is required between the sustainable transport objectives and the implementation of appropriate controls for public and private parking

In residential areas we continue, where possible, to provide a measure of priority for residents' vehicles through the resident parking scheme while continuing to work on reducing reliance on the car. To achieve this, we maintain public parking requirements within commercial centres while encouraging the use of other modes of transport. We focus on protecting residential amenity in our management of traffic and parking within our City.

Integrated transport and land uses:

Recognising and supporting the relationship that exists between transport and land uses

Council's planning will influence future land use patterns. The revision of our Local Environment Plan worked towards better integration of transport and land uses. We aim to minimise the need for private travel by encouraging development around our City's key transport routes, commercial centres and key employment areas (such as the University- Hospitals precinct). Also, the provision of transport alternatives such as car share and bicycle parking within individual development sites will assist in minimising the use of the private car.

Public domain strategies, commercial centre reviews and funding from the Section 94a Plan will be used to progressively enhance public facilities, including access to transport throughout our City.

The State government has identified the CBD to Airport corridor as a critical transport corridor. We work with the relevant authorities to balance local and wider economic development with the needs of our residents.

The theme 'Places for people' also discusses land use and development.



Key issues

Community transport:

Assisting residents and community groups to have access to community transport

Community transport provides an important service to many groups and individuals to access shops and services, as well as for recreation and employment.

We explore innovative and cost effective community transport based on the success and popularity of Council's existing community bus service. Considerations of accessibility for these residents involve both distance to services and gaining physical access to the service.

Currently, we give community groups access to a community bus and driver for social outings for a nominal fee. This bus is also used to transport library members to and from our library services.

We support the Randwick / Waverley Community Transport Service to provide additional transport options to people who have difficulty with mobility and moving around our City. We have supported a pilot program, which complements the existing community transport program by offering a designated transport route from La Perouse to Randwick, for older people capable of walking to designated 'pick-up' points.

Freight:

Managing freight transport to assist the economy

Road traffic to and from Port Botany is essential to maintain the economy in NSW and beyond. However, this traffic can have an impact upon our residents.

We will advocate for road and freight rail improvements to regional transport associated with the use of Port Botany.

Outcomes

The outcome that most relates to 'Moving around' is 'Integrated and accessible transport'.

OUTCOME 9: Integrated and accessible transport

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

Directions	Four year delivery program actions (2013-17)
9a: A network of safe and convenient walking paths and cycle ways linking major land uses and recreation opportunities	<ul style="list-style-type: none"> Review, improve and implement facilities for cyclists as detailed within the Randwick Bicycle Plan Continue to use the footpath program to improve and develop facilities for people who are walking and identify opportunities for pedestrian improvements through the preparation and implementation of pedestrian and mobility plans for our commercial centres
9b: The community is informed, educated and encouraged to use sustainable transport	<ul style="list-style-type: none"> Implement Council's Energy Savings Plan and Local Greenhouse Action Plan to reduce reliance on private motor vehicles Continue to show leadership in this area with Council's vehicle and transport choices
9c: Advocate and /or plan for integrated local and regional transport improvements, including high capacity transport such as light/standard rail	<ul style="list-style-type: none"> Continue to advocate for a rail system to service Randwick City Work closely with the State government as planning and implementation of rail systems evolve
9d: Residential amenity is protected by appropriate traffic management	<ul style="list-style-type: none"> Implement traffic control strategies to protect residential amenity Implement regulatory parking patrol and enforcement programs, to ensure appropriate enforcement of the NSW Road Rules
9e: Parking is managed to balance convenience against reduce car reliance	<ul style="list-style-type: none"> Enhance parking opportunities for residents through appropriate management of the Resident Parking Scheme Develop a strategic approach to the overall management of parking—especially within our commercial centres

Our measures for this theme are:

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

Looking after our environment

Looking after our environment

A snap shot

Randwick City's physical and natural environment has a range of magnificent features, from dramatic sandstone geological formations, significant flora and fauna populations, wetlands, open beaches and aquatic reserves. We have nine beaches spread along 29 kilometres of coastline and 243 hectares of remnant bushland.

Council and the community have a joint responsibility to conserve and maintain these unique features of our City, not just for the benefit of humans, but for the part it plays in keeping our planet healthy. Our responsibility extends to fostering the continued existence of our local biodiversity, taking into account the genetic, species and ecosystem diversity. The educational, recreational and research opportunities afforded by our local biodiversity, its heritage value and the impetus it provides for our local economy are all important factors that we consider in developing our programs, policies and strategies.

While we work closely with regional organisations and State and Federal governments to maintain a healthy environment now and into the future, our focus is on our local area. Our programs, policies and strategies aim to influence sustainable behaviour throughout our City. They include practical solutions such as reducing the over-use of water, energy and other natural resources, achieving greater resource recovery by minimising the amount of waste sent to landfill and revegetating our parks and streets as well as improving biodiversity values in our bushland areas.

Natural resource management needs to be coordinated to safeguard and protect our water, biodiversity, coastal areas, land capability and community access to and the use of these resources. Our natural resources are constantly under pressure from the impact of residents and visitors, changes in land use as well as climate change and pollution. Council, the community and other levels of government have to manage these pressures effectively to ensure the natural and physical environment remains healthy into the long term.

The theme 'Looking after our environment' responds to pressures facing our natural and built environment now and into the future. We aim to improve the way we conserve our resources and the natural systems that provide us with the high quality of life we all enjoy. We aim to further minimise waste, water and energy use and pollution and to encourage the community to take similar steps where they can.

The progress that governments and the community have made in achieving the current level of clean air, high quality drinking water and marine water quality and the extent of parks and open spaces along our cliff tops, coastal and inland areas must be appreciated. It has taken a concerted effort over a long period of time to deliver these positive environmental outcomes and the work associated with this theme aims to build upon these important results.

Key issues

Leadership in environmental sustainability:

Randwick City Council is a leader in creating a more environmentally sustainable city through its own actions and by increasing community participation and involvement in sustainability practices. We intend to build on our successes and previous programs by enhancing community partnerships and planning for and managing environmental risks and their potential impacts.

The community is concerned for and supports the continued health and resilience of our local and wider environment. Our policies and programs aim to assist the community develop more sustainable lifestyles that take into consideration our environment. Community members who adopt sustainability practices and achieve reductions in energy and water use and lower levels of greenhouse gas emissions, help shape and protect our environmental assets, while contributing to the quality of our lifestyle and the character of our City.

A key direction for the Council over the long term City Plan is to minimise our City's use of non-renewable resources and consequently the overall impact we have on our environment. The way we live, move around and interact with our environment will be significantly enhanced through sustainable design practices, community programs and our own activities. In assessing the way our environment is managed we will apply ecologically sustainable principles.

We are committed to making Council-owned sites, infrastructure and assets energy and water efficient, while promoting sustainable development on private property through our development controls and policies. We will encourage and support residents to be less reliant on cars, to shop locally, and to walk or cycle for a range of recreational and commuter purposes.

We will build on our partnerships with government agencies and other stakeholders that also manage and influence the conservation and protection of our natural and built environment. Our focus will be on achieving the best possible results for our community and the environment.

On a more individual level, we will deliver a wide

range of sustainable education activities and opportunities for residents to live more sustainably around their home, school or workplace. We will aim to continue and expand our environmental and sustainability efforts through Council's proactive Sustaining our City program.

By continuing to place an emphasis on risk management we will develop our ability to manage change and adapt to the environmental challenges that face our City. In this regard, important immediate actions lie in planning for climate change with our community and key stakeholders. This planning will look at adaptation and mitigation and assess the risks and our possible responses.

Our precautionary approach to the management of environmental risks includes reviewing flood risks, coastal inundation and potential impacts of natural disasters, as well as the remediation and improved management of contaminated Council / public land. We will develop plans of management for each remediation area so that the community understands and can participate in the process.

We are preparing flood studies within catchment areas. These studies contribute to strategic planning aimed at managing existing, future and continuing flood problems. Community consultation is an important part of each floodplain management study to gauge community acceptance and contribute to increased understanding of various options, including development controls, flood mitigation works and warning systems.

The primary objective of the flood plain management policy is to reduce the impact of flooding and flood liability on individual owners and occupiers of flood prone property and to reduce private and public losses resulting from floods utilising ecologically positive methods wherever possible.

Randwick City area consists of 10 major catchments. Flood management plans will be prepared for each of these and it is expected that all studies will be completed by 2022 although the timeframe is dependent on funding availability, particularly State grant funding.

Local biodiversity and natural heritage:

Managing our local native species of aquatic and terrestrial flora and fauna, especially threatened species and remnant bushland

Biodiversity takes into account the variety of all life forms, the different plants, animals and micro-organisms, the genes they contain and the ecosystems they have formed. It is essential to protect biodiversity as it ensures the continuation of natural processes that protect life on our planet.

Our emphasis on maintaining biodiversity and recognising our natural heritage is in identifying, protecting, conserving and enhancing our native species of terrestrial and marine flora and fauna and their habitats. We will work to prevent the loss of our remnant bushland areas and to bring wildlife back to our City on both public and private land. We promote the area's local biodiversity by increasing community understanding and involvement in our conservation programs. We also work hard to protect local bushland for flora and fauna conservation and nationally significant flora and fauna populations on Malabar Headland.

Our street trees are also an important part of the open space landscape particularly in the coastal areas of our City where there are significant stands of Indigenous vegetation. Street trees provide habitats for fauna such as birds and wildlife and create corridors for their movement. Good management of our street trees is essential for the protection and enhancement of wildlife habitats.

Federal, State and local governments are working in partnership with businesses and the community on natural resource management (NRM). State-wide NRM targets encompass community education and participation, biodiversity, water quality, coastal issues and land management.

Council's planning takes direction from the Local Government and Shires Association guidelines Integrating NRM into corporate planning and reporting (Volume 1) and Integrating NRM into land-use planning (Volume 2), and the Sydney Metropolitan Catchment Management Authority's Catchment Action Plan.

The Sydney Metro Catchment Management Authority and Office of Environment and Heritage have guidelines for the management of four items found in Randwick City currently listed under the Threatened Species Conservation Act. They include the Eastern Suburbs Banksia Scrub, Acacia Terminalis native wattle shrub, the Grey Headed Flying Fox and the Green and Golden Bell Frog. The Threatened Species Conservation Act is considered in our strategic planning and assessment of development applications.

Key issues

Waste management:

Reducing waste generation and facilitating resource recovery from waste

Council is responsible for the collection and disposal of waste generated by households and in public areas. We collect domestic garbage, as well as recycling and green waste. Our frequency of service for public areas takes account of the season and the popularity of the area.

Our Waste Management Strategy and Action Plan sets out how we will reduce the amount of waste generated and the amount of waste going to landfill and its potential impact on the environment. We will investigate opportunities for improved resource recovery and implementation of environmentally sound collection methods. We will strive to divert at least 66 per cent of our waste from landfills by 2014, and following maximum resource recovery only treated residual waste will be sent to landfill by 2020. We will be relying on high levels of community participation and awareness of waste avoidance, recycling and resource recovery strategies to reach these targets. Waste generation is affected by individual choices, and our community can help to reduce the waste by taking some simple and straightforward actions in relation to consumption and re-use of resources.

Water management:

Managing the local water cycle, encompassing marine, freshwater and ground water systems and our beaches

Water management within our City means increasing water conservation and efficiency both by increasing water re-use and by improving water use in new and retrofitted development. It also involves making efforts to improve the quality of freshwater and marine water and improving our understanding and management of flooding and groundwater. We will implement many of these initiatives through our Sustaining our City program, including the installation of a range of water treatment devices to enable re-use and recycling of stormwater and other wastewater.

In the longer term, we will investigate and develop 'total water cycle management' strategies for our key catchments with a focus on water harvesting and water re-use opportunities.

Our major water saving initiatives to date already save up to 350 million litres of water annually and include:

- a major water treatment and re-use system at the Des Renford Leisure Centre, providing up to 90 per cent of the centre's water needs and potentially saving about 15 million litres of town water annually
- an underground stormwater recycling system at Council's Community Nursery provides more than two million litres of treated stormwater, meeting more than 60 per cent of their water requirements
- borewater and stormwater treatment and re-use has been installed at more than eight of our most popular recreational parks and reserves providing up to 95 per cent of water requirements
- major rainwater re-use to offset water used in our air conditioning at Council's main administration building
- water sensitive urban design projects capturing, re-using and filtering stormwater running into Botany Bay
- wastewater recycling and reuse system and rainwater tanks at Council Depot saves more than one million litres of water annually and meets 80 per cent of the depot's water requirements. This reuse system also saves Council money by reducing sludge disposal cost from plant and equipment washing facility.

Total water cycle management refers to the sustainable management of the flow of water between the atmosphere, land and water. It includes water in both natural and urban environments including stormwater, sewage and water supply.

Energy conservation and greenhouse gas emissions:

Increasing energy conservation and efficiency, improving local air quality and reducing greenhouse gas emissions from Council, our community, businesses and transport

Energy conservation and efficiency not only contributes to reduced greenhouse gas emissions but also saves money and is a more efficient way of using our natural resources.

We demonstrate leadership by reducing our energy consumption as a consequence saving money for ratepayers and by encouraging individuals to reduce their own use of energy and emissions of greenhouse gases and air pollutants. We will actively promote and adopt the use of renewable energy where we can.

As part of the implementation of the Cities for Climate Protection program, we have undertaken energy and water audits of our highest energy consuming buildings and operations. These audits are now being utilised to identify priority actions and investments we can make to be more efficient and save on our energy and water usage. Previous plans are being consolidated into a new Energy and Greenhouse Action Plan and investigation will continue into the best opportunities for us to expand our renewable energy projects, potentially considering opportunities that may include solar, wind and wave power into the future.

Council as a leader in environmental sustainability - the 3 Council Ecological Footprint project

Australia's ecological footprint is one of the highest in the world being around three times the global average. Current estimates show that if the world's population used resources at the same rate as the Australian average, we would need the equivalent of three to four planets of resources each year.

A person's ecological footprint represents the amount of land and resources they consume to satisfy their lifestyle. It takes into consideration:

- how they live at home
- how they travel
- where their food comes from
- the goods and services they buy
- the waste they generate.

Randwick City Council works closely with Waverley and Woollahra Councils to help reduce its ecological footprint, that is, the over-use of natural resources, across the eastern suburbs in homes, schools and by the councils themselves. Each of the councils has undertaken substantial sustainability planning processes involving extensive community engagement and consultation to identify both individual and joint projects. These projects continue to be coordinated across the three areas with the emphasis on energy, water and waste reduction projects. This project was originally assisted by the NSW government through its Environmental Trust.

Outcomes

The outcome that most relates to 'Looking after our environment' is 'A healthy environment'.

OUTCOME 10: A healthy environment

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

Directions	Four year delivery program actions (2013-17)
10a: Council's programs and partnerships foster sustainable behavioural changes and outcomes	<ul style="list-style-type: none"> Develop, implement and review programs aimed at improving sustainability outcomes for residents, schools, businesses and staff Expand external partnerships supporting Council's sustainability initiatives e.g. UNSW and business Continue the development, implementation and review of the 3-Council collaboration project with Waverley and Woollahra Councils to reduce resource consumption across the 3 local government areas Investigate and implement incentives aimed at increasing the level of participation of businesses, schools and residents in resource conservation programs
10b: Policies and programs are developed and implemented in response to environmental risks and their potential impacts	<ul style="list-style-type: none"> Develop and implement a long term sustainability framework for Randwick Develop and implement environmental strategies for remediation of contaminated Council / public land Implement recommendations contained in the NSW Government's Floodplain Development Manual and relevant flood studies carried out for Randwick Administer and implement Council's Tree Preservation Orders and review process and formally incorporate environmental risk and assessment Administer and coordinate the Council's Climate Change Adaptation and Mitigation Plan
10c: Bushland, open spaces and biodiversity are protected and enhanced for future generations	<ul style="list-style-type: none"> Implement and monitor Randwick's regulatory responsibilities especially in relation to the enhancement of our native and indigenous flora and fauna Implement annual tree planting programs ensuring that species comply with Council's Street Tree Master Plan
10d: Waste is managed sustainably to ensure highest level of resource recovery	<ul style="list-style-type: none"> Develop and implement Council's Resource Recovery Strategy to minimise the level of waste going to landfill Implement and review actions identified in Council's Litter and Illegal Dumping Management Plan Develop and implement community engagement programs on waste and recycling
10e: A total water cycle management approach including water conservation, re-use and water quality improvements is adopted.	<ul style="list-style-type: none"> Develop and implement projects to improve water conservation and efficiency across Council and the Community Contribute to projects and studies aimed at improving water quality of our marine and coastal areas
10f: Energy conservation and efficiency programs are implemented.	<ul style="list-style-type: none"> Develop and implement projects to improve energy conservation and efficiency across Council and the Community Investigate and implement renewable energy projects across Randwick City

Our measures for this theme are:

- LAOE01 Mains water consumed by the Council's operations per day on average - 20% reduction by 2012 from the 2005 baseline of 540 kL per day
- LAOE02 Net tonnes of greenhouse emissions from the Council's operation - 20% reduction by 2012 from the 1998-99 baseline of 13,680 tonnes - per annum
- LAOE03 Energy (electricity and gas) consumed by the Council's top 10 consuming sites per annum - 20% reduction by 2012 from the 2005-06 baseline of 18,712.6 GJ
- LAOE04 Household residential mains water consumption in Randwick City - per household per year
- LAOE05 Electricity consumed by residential properties in the Randwick City LGA - per household per year
- LAOE06 Solar energy generation exported to back to the Ausgrid network from small power systems within Randwick City - per annum (MWh)
- LAOE07 Air Quality Index measured in the grounds of the Randwick Army Barracks - Number of days the index exceeded the NSW Department of Environment and Heritage healthy index range of 0-66 per annum
- LAOE08 Water quality of beaches - percentage of beaches with a swimming suitability grade of good to very good
- LAOE09 Amount of residential waste diverted from landfill - target of at least 66% by 2014
- LAOE10 Percentage of surveyed residents with a high degree of concern about the environment
- LAOE11 Biodiversity - percentage of open space land zoned for environmental protection



Our finances a closer look

The forward estimates have been derived from the 2013-23 Long Term Financial Plan (LTFP). The LTFP, along with the Asset Management Strategy and Workforce Plan, underpins the Council's Delivery Program and City Plan outlining how these will be resourced in the future. The forward estimates relate to LTFP Model 3. LTFP Model 3 is based on setting an Integrated Planning Rate of 3.59% per

annum. The Asset Management Strategy and associated plans and the Workforce Plan are also based on Model 3.

The projected financial result over the next 10 years indicates the Council will continue to generate operating surpluses with strong growth in capital expenditure. Refer to the LTFP for further information.

2013 - 2017

Forward Estimates

	1	2	3	4
Budget Summary	Draft Budget	Projections		
For The Year Ended 30 June	2013-14	2014-15	2015-16	2016-17
	\$(‘000)	\$(‘000)	\$(‘000)	\$(‘000)
Revenue from Continuing Operations				
Rates & Annual Charges	93,824	97,998	101,924	105,541
User Charges & Fees	16,436	18,237	18,995	19,736
Interest Income	1,482	1,812	1,988	2,272
Other Operating Income	4,837	5,030	5,231	5,435
Operating Grants & Contributions	6,113	6,247	6,384	6,526
Total Revenue from Continuing Operations	122,692	129,324	134,522	139,510
Expenses from Continuing Operations				
Employee Costs	51,943	54,749	57,165	59,053
Materials & Contracts	31,831	34,131	35,494	36,584
Finance/Interest Expenses	1	1	1	1
Depreciation	23,378	23,587	23,877	24,313
Other Expenses	12,978	13,477	13,977	15,089
Total Expenses from Continuing Operations	120,131	125,945	130,514	135,040
Operating Surplus/(Deficit) Before Capital Revenues	2,561	3,379	4,008	4,470
Capital Revenue				
Capital Grants, Subsidies & Contributions	3,338	3,369	3,501	3,750
Total Capital Revenue	3,338	3,369	3,501	3,750
Operating Surplus/(Deficit) After Capital Revenues	5,899	6,748	7,509	8,220
Capital Additions				
Furniture & Fittings	80	-	20	20
Office & IT Equipment	1,340	2,322	1,303	1,463
Plant Equipment	2,655	3,378	7,265	2,062
Library Resources	392	406	421	437
Roads, Bridges & Footpaths	8,679	9,802	9,199	10,987
Drainage	1,723	1,756	1,789	1,823
Parks	8,023	7,944	6,789	8,378
Buildings	5,960	6,192	6,416	7,134
Heritage Collections	47	93	50	102
Total Capital Additions	28,900	31,894	33,253	32,406
Asset Sales				
Disposal of Non Current Assets:				
Plant & Equipment	1,171	1,385	2,571	881
Total Asset Sales	1,171	1,385	2,571	881
Net Capital Additions	27,728	30,509	30,682	31,525
Movement in Reserve funds (net)				
External Restricted Reserve Funds	(124)	(727)	547	(914)
Internal Restricted Reserve Funds	1,673	553	156	1,922
Net Movements in Reserves - To/(From)	1,549	(174)	704	1,008
Depreciation Expenses (Contra)	23,378	23,587	23,877	24,313
Net - Surplus/(Deficit)	-	-	-	-

Our city a closer look

In this section, we take a closer look at our City, including the key natural, historical, built and cultural features of each of the following areas. We also identify the key priorities for each part of our City.

Northern gateway



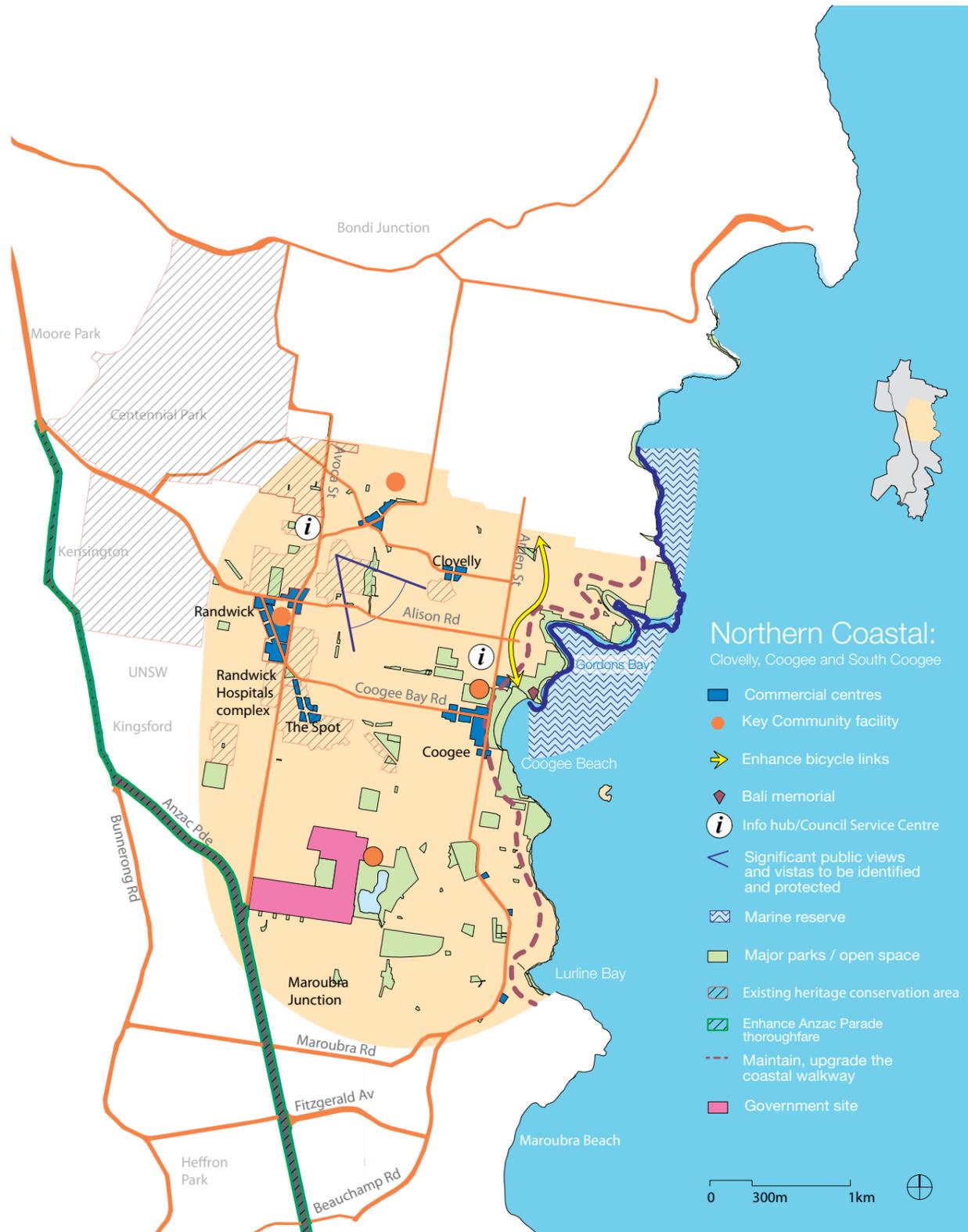
Key features

- The oldest built areas of our City
- As part of the former Lachlan Swamps, the area is generally low lying and flat, with the Kensington ridge a key landmark, rising towards an eastern plateau at the Randwick and The Spot commercial centres
- A busy part of our City, with a concentration of destinations requiring lengthy trips by visitors, including Centennial Park and Randwick Racecourse, the National Institute of Dramatic Arts (NIDA), Randwick TAFE, the University of NSW and the Randwick Hospitals Complex
- The commercial centres along Anzac Parade, Kensington and Kingsford provide for mixed use development. Infill development is expected to continue and will be a focus of these highly accessible centres
- Randwick commercial centre has an art deco character, as does The Spot, which is continuing to reinforce its identity as an attractive dining/ entertainment destination
- Anzac Parade dissects the area and while its dominance as a thoroughfare will remain, better integration with land uses will enhance the area's amenity
- Housing west of Anzac Parade is mainly low density, and should remain so, however there are opportunities for increased densities east of Anzac Parade in and around the university and hospital precinct
- Council will work with the Department of Defence on its future site needs at the Randwick Barracks and adjacent redevelopment areas
- This area has a high number of young people, including many students, in and around the commercial centres, university and hospitals. Affordable housing is an issue.
- Area includes Council administration centre, a branch library in Randwick, Barrett House (sustainability/ heritage focus) and the Community Centre and Randwick Environmental Park at the Bundock Street redevelopment area.
- Randwick Junction is an important transport interchange.

Key priorities

- Advocate for public transport infrastructure upgrades (e.g. light/standard/metro rail) and bike/pedestrian links
- Implement the UNSW/hospital precinct plan which recognises and supports its growth and service role for the community, and the potential housing opportunities which include affordable housing; this must be accompanied by public transport improvements
- Enhance the public domain of the series of commercial centres along the Anzac Parade thoroughfare
- Review Kingsford commercial centre planning and design controls to optimise commercial and residential opportunities and enhance the attraction of the centre
- Consider all the transition areas around the Kingsford commercial centre for multi unit development in the future but only with clear State government commitment to public transport improvements and infrastructure

Northern Coastal



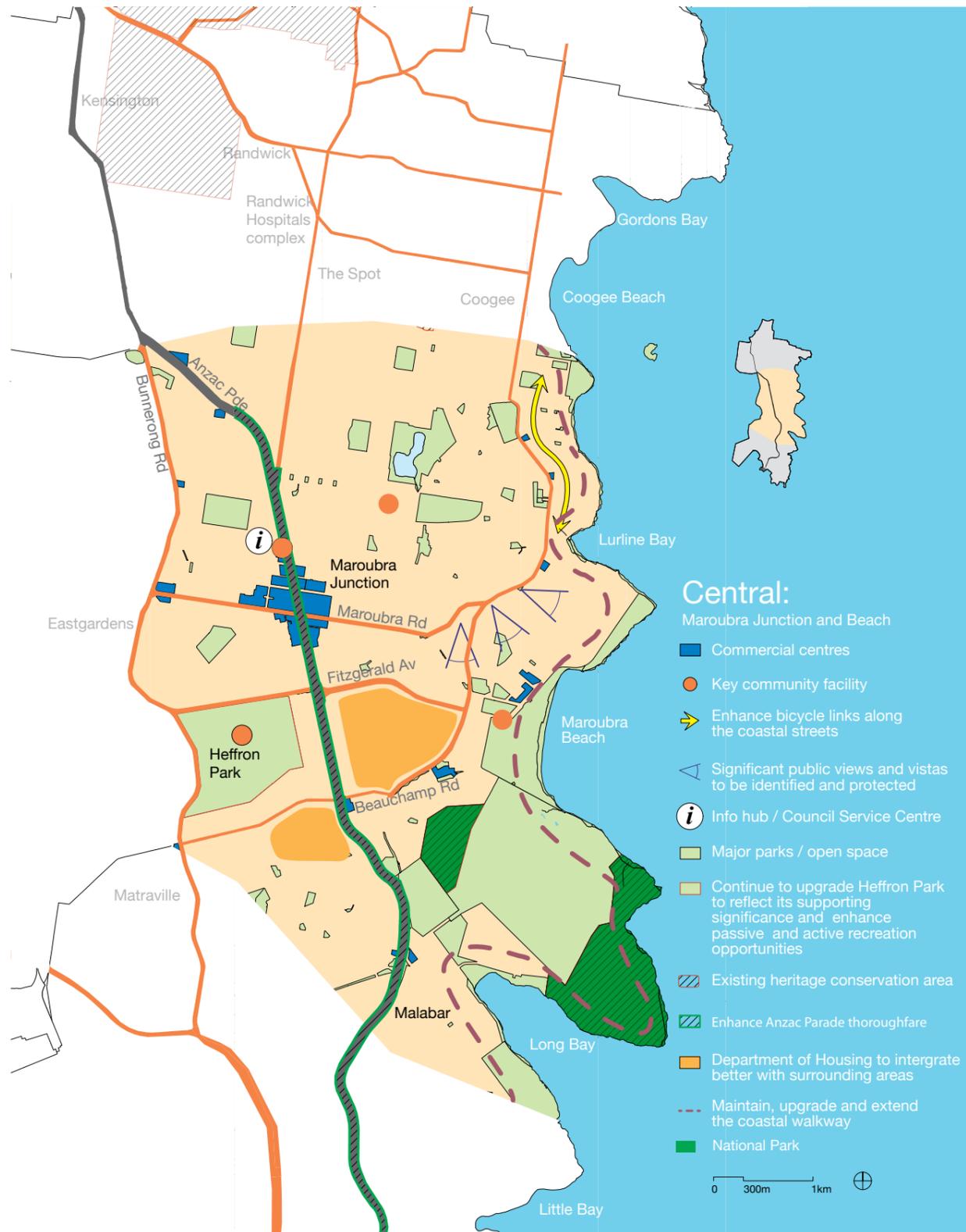
Key features

- A coastal basin, with steep slopes leading to the coastal strip of beaches and headlands
- A beach resort history, with large hotels reflecting a bygone era of seaside holidays for Sydneysiders. It is still a popular holiday and tourist destination
- Key growth periods were during the 1920s and 1940s, with many art deco flats; and the 1960s and 1970s with red brick walk up flats
- The coastal foreshore has an almost continuous Coastal Walkway, and calm beaches in small bays
- Outdoor dining is popular in the commercial centres
- Coogee Beach is a public transport interchange point. Advocacy for its continued improvement will help manage the growing popularity of the area, and help moderate the demand for parking
- The area is predominantly residential, with a mix of densities and styles. While pressures for further development will continue, future infill development will be mostly contained to the current heights and scale of the area
- Work with Housing NSW to better upgrade and integrate public housing with surrounds

Key priorities

- Manage the pressures of increasing visitors while being sensitive to environmental and social issues
- Identify and protect key public views and vistas
- Limit the scale of development along the coast by minimising change to current controls

Central



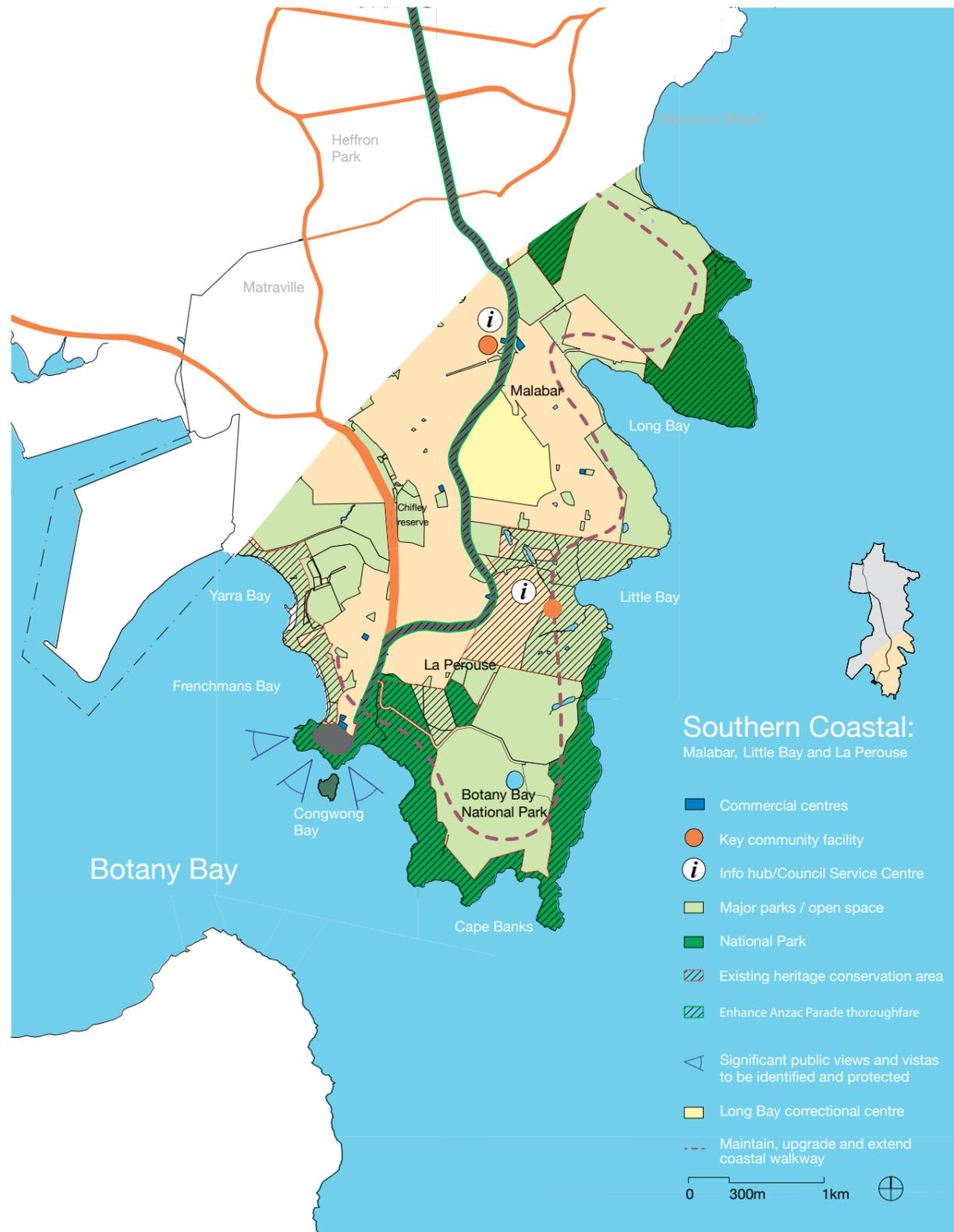
Key features

- Maroubra Junction is our City's major commercial centre. It contains a range of convenience shopping, take-away and dining facilities, and provides a hub for community facilities, including Council's main library, Bowen Library and Community Centre which has a multi-purpose focus
- Maroubra Junction faces strong competition from nearby Eastgardens and Southpoint shopping centres
- The area is generally low lying and flat, with west-facing slopes to the east and poor soils presenting challenges for vegetation
- Maroubra and South Maroubra have the main surf beaches in this area. The skate park and children's playground have enhanced Maroubra's regional popularity
- Malabar Headland dominates the coastline and Council is continuing to advocate for its retention as community open space and national park
- The area has a mix of residential dwellings and densities, primarily built from the 1950s onwards. Greater focus is needed on the integration and upgrade of large public housing estates in the area. Council and Housing NSW are continuing to liaise on this key issue.
- Like Coogee, Maroubra Beach is a bus interchange point, and ways of encouraging more public transport, cycling and walking as alternatives to the car need to be explored and implemented
- Maroubra Junction has substantial infill development potential. The transition areas around the commercial centre may be considered for multi unit development in future, but only with clear State government commitment to significant public transport improvements and infrastructure

Key priorities

- Upgrade Heffron Park to enhance its sporting and other recreational opportunities
- Work with Housing NSW on upgrades/improvements to its land holdings
- Scale of development along the coast to retain key public views and vistas
- Enhance the public domain of the commercial centres along the Anzac Parade thoroughfare

Southern Coastal



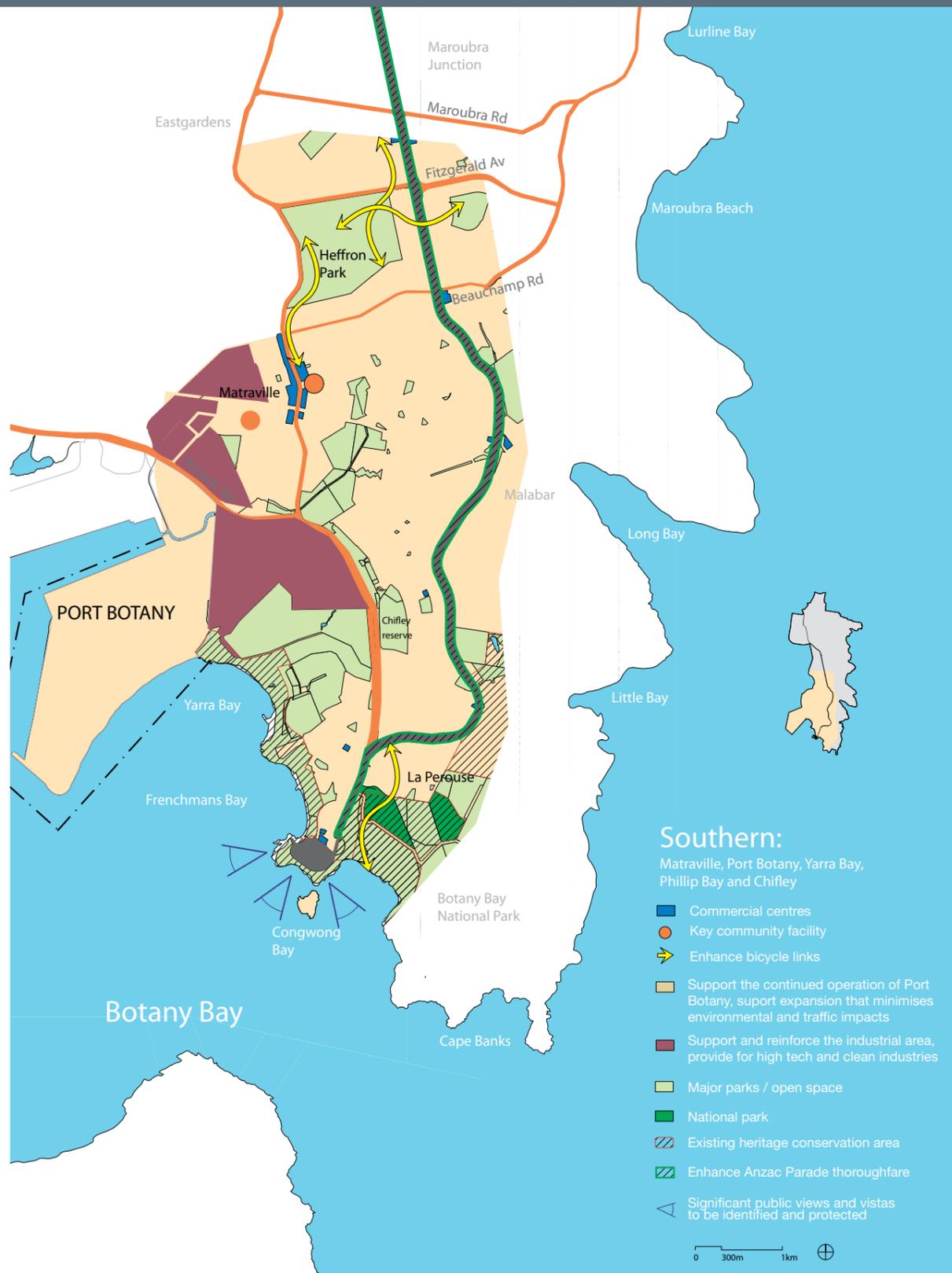
Key features

- Coastal slopes, headlands and small pocket beaches
- Anzac Parade terminates at historic La Perouse
- Key Aboriginal significance historically and currently as home to local Aboriginal communities
- Significant areas of national park along the coast and provides northern entry to Botany Bay
- Golf courses dominate the foreshore and while it will be challenging, extension of the Coastal Walkway will be sought through this area
- Continue to improve the active and passive open spaces
- Long Bay Correctional Complex is an ongoing significant land use
- The area is predominantly residential, with a mix of houses and apartments primarily from the 1950s and 1960s, and public housing estates
- The redevelopment of the Prince Henry Hospital site provides enhanced community facilities, including a multi-purpose centre with a focus on cultural facilities and an information hub for our City. A small neighbourhood centre will encourage the integration of new and existing community members
- As the most distant part of our City from the Sydney CBD, higher dwelling densities will generally not be sought in the residential areas. The existing housing mix will remain, unless in conjunction with substantial public transport improvements. Redevelopment of larger sites, such as public housing particularly along or close to key transport routes (Anzac Parade and Bunnerong Road) will provide a mix of densities and housing choice
- Chifley Reserve is to be remediated and developed as a new and enhanced regional park for sports and complementary recreational uses

Key priorities

- Enhance and extend the Coastal Walkway
- Community facility provision and cultural focus
- Seek the return of the remainder of the Malabar Headland for community open space
- Seek a community facility with a focus on youth
- Implement the plan of management to upgrade Chifley Sports Reserve to enhance its sporting and other recreational uses

Southern



Key features

- A low lying area with gently rolling hills providing views to both the Sydney CBD and Botany Bay
- Strong links to Randwick City's major sporting and recreation parks, Heffron Park and Chifley Reserve
- Matraville is a small local commercial centre with a strong community link. The planning controls focus on enhancing its long-term viability as a local 'urban village' for convenience shopping. It also has niche attraction potential, such as outdoor dining or recreation related retail. Council and the Chamber of Commerce are continuing to implement measures for revitalisation
- The area predominantly accommodates families and older people. There are strong links to the port for local employment. The industrial area will continue to be supported, recognising its role as an employment area and its contribution to local economic diversity.
- The Port dominates the bay's foreshore. Expansion plans approved by the State government are nearing completion (in the adjacent Botany LGA). Council will work to ensure the impacts on Randwick City residents are minimised, particularly noise and traffic.
- This area has a mix of housing including public housing and many single dwelling houses. Apart from the infill development opportunities in the commercial centre, the lower density character of the area will generally be retained.
- New community facilities will be investigated for Matraville at the commercial centre and nearby parks such as Heffron Park and Chifley Reserve.

Key priorities

- Advocate the Port's activities and expansion to minimise its impacts on residents
- Implement the plan of management for Heffron Park's long-term future, with quality facilities



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