

2012-17

END OF TERM REPORT



Anna on the Cover

In 2006 the launch of the first Randwick City Plan was accompanied with the release of the DVD 'Anna's Story'.

Anna's story is told through each of the themes in the 20-year Randwick City Plan. It shows how these themes establish clear directions for us to shape our City's future.

The DVD reflects how our rich history and long term vision for Randwick City make it a great place for Anna to grow up and prosper.

'Anna's story' was born in 2006, effectively making Anna eleven years old at the time of this End of Term Report. The Report is a snap-shot of all that we have achieved during the Council term and our commitment to a bright future for Anna.

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Mayor's message

It is my pleasure to present the 2012-17 End of Term report for Randwick City Council.



This term of Council has been productive and eventful. It's been my honour to be Mayor for the past two years at a time of great change and opportunity in local government.

Up until recently it looked very likely this would be the final End of Term Report for Randwick City Council. Our Council has been subject to a NSW Government merger proposal for almost two years and the term of our Council was extended from four to five years to see out this process.

On 27 July 2017, the NSW Premier called off the proposed merger – one of five outstanding mergers across the state - meaning Randwick Council which has stood for 158 years will continue to stand independent.

This decision is warmly welcomed. Council's position has consistently been that we'd prefer to stand alone. Randwick Council is one of the largest and most financially viable in the state. If anybody has a case to stand alone, it's us.

Throughout this merger period our staff continued to provide the same high quality services and facilities to our residents as we always have. We built some great new projects, opened playgrounds and parks, upgraded buildings and built new roads and footpaths.

At the same time we commenced work to prepare ourselves should the merger proceed so that we could protect our staff and our community and offer continued and uninterrupted services. This work was essential and we've learnt much from it that can be taken forward and used in the future.

I am enormously proud of the leadership and focus shown by our Councillors and staff during this 2012-17 term.

Our Council is debt free, financially strong and follows a disciplined and systematic budgeting and planning process which means we spend within our means and ratepayers get value for their rates.

We've continued to invest in new and upgraded facilities for local residents. These include: a new all-abilities playground at Chifley, four new outdoor gyms, a kids' educational bike track at Heffron Park, a new community centre in Kensington, a large skate park at Chifley, a major upgrade to the Coogee Senior Citizens Centre, upgraded playgrounds at Coogee, Randwick, Malabar and Kensington and upgraded amenities buildings across the city, including a major facility about to be opened at Coogee Beach.

Part of Malabar Headland was declared National Park in early 2017, providing the first public access to this area in over 100 years. This marks an historic milestone for the community and delivers a long-held Council objective.

I would like to thank my fellow Councillors who served as Mayor during this term – Councillor Ted Seng, Councillor Scott Nash and Councillor Tony Bowen. All of them served with distinction and pride and worked to make Randwick City an even better place to live.

Cr Noel D'Souza
Mayor of Randwick

General Manager's message



Randwick Council has gone from strength to strength during this term of Council under the leadership and guidance of Councillors and hard work and dedication of our staff.

This End of Term report highlights Randwick Council's successful continued implementation of our 20-year vision contained within the City Plan and our disciplined delivery approach.

The City Plan demonstrates Council's commitment to best practice in our own governance, and to providing leadership in environmental and social sustainability.

The plan was prepared in collaboration with the community and is underpinned by a suite of strategies and plans.

During this term Council developed and introduced a new Leadership Capability Framework which provides ongoing development of leadership capability and reinforces our commitment to supporting and developing our staff.

In 2013 we won the NSW state titles of the Local Government Management Challenge and went on to compete in the Australasian titles.

We've continued to focus on developing and enriching our staff through a series of programs, benefits and activities. Randwick Council remains one of the state's leading Councils and in 2014 Council was awarded for its efforts receiving an Australian Business Award for Employer of Choice.

Customer satisfaction with the services provided by our staff remains high. The community's overall satisfaction with Council rose from 92 per cent to 95 per cent in our 2014 Customer Satisfaction Survey which is amongst the highest

result of any similarly tested council in the state.

Council's long-held vision for improved public transport in Randwick City is now becoming a reality with the State Government constructing light rail to Randwick and Kingsford.

Council has been working with Transport for NSW to improve the design where possible and ensure that the best outcome is realised for residents, businesses and visitors.

We've continued to improve services and transactions for ratepayers wherever possible. In 2013 we implemented electronic lodgement of Development Applications and we implemented the myRandwick app where amongst other things, people can search, track and comment on applications near them.

We now offer more payment online options for Council services and have introduced a new queue management system in our Customer Service to reduce wait times for customers.

The achievements of this Council over the past five years are significant and are testament to the dedication of our Councillors and staff. I'd like to thank the staff for their professionalism and commitment during a time of uncertainty - they are the essence of our organisation and I'm proud to lead such a capable team.

Ray Brownlee PSM
General Manager

Councillors

The elected Councillors represent our community and communicate information on Council issues, policy and decisions.

During the 2012-17 Council term the roles of Mayor and Deputy Mayor were undertaken by a number of different Councillors.

CrYear	Mayor	Deputy Mayor
2016-17	Cr Noel D'Souza	Cr Brendan Roberts
2015-16	Cr Noel D'Souza	Cr Greg Moore
2014-15	Cr Ted Seng	Cr Anthony Andrews
2013-14	Cr Scott Nash	Cr Anthony Andrews
2012-13	Cr Tony Bowen	Cr Noel D'Souza

Comments from each Council Mayor

COUNCILLOR NOEL D'SOUZA MAYOR 2015-16

Mayor Noel D'Souza's term as Mayor oversaw preparations for a potential merger with Waverley and Woollahra Councils. Staff worked hard behind the scenes to ensure that if the merger had proceeded, staff and residents would be protected and services would continue uninterrupted. Council also commenced the light rail support plan which involved creating more car parking and activating public places to support residents and businesses affected by light rail construction. A new all-abilities playground and large skate park was opened at Chifley, and Council developed and released a vision to guide future development in the Kensington and Kingsford town centres informed by the K2K Urban Design Competition.



The full Mayoral Minute No.MM34/16 can be found on Council's website

COUNCILLOR TED SENG MAYOR 2014-15

Mayor Ted Seng successfully opposed the NSW Government's proposal to create a global council with seven other councils including City of Sydney. Council opposed merging, but submitted an alternative merger proposal which stopped the global city and provided an eastern suburbs merger alternative. Council consulted widely on this important issue conducting our largest ever community consultation program involving more than 8,000 people. Council successfully negotiated to have the proposed light rail route modified to move the Randwick terminal from High Cross Park to High Street saving the park and its historic monument. In the summer Council opened Australia's first free Beach Library on the world renowned Coogee Beach and we hosted the first Night Noodle Markets in Kingsford.



The full Mayoral Minute No. MM55/15 can be found on Council's website

COUNCILLOR SCOTT NASH MAYOR 2013-14

Mayor Scott Nash officially opened the upgraded Des Renford Leisure Centre at Maroubra which included a new gym and crèche. With the NSW Governor Marie Bashir and NSW Premier Mike Baird, Mayor Nash officially unveiled the National Fallen Lifesavers Memorial at Coogee Beach - a partnership with the Coogee Surf Life Saving Club. Council signed a development agreement with Transport for NSW (TfNSW) regarding the construction of light rail in Randwick City and developed a comprehensive light rail support package. Council's website was revamped and online services for customers were improved. With IPART and community approval, the 'Sustaining Our City' program levy was continued for a further five years.



The full Mayoral Minute No. MM81/14 can be found on Council's website

COUNCILLOR TONY BOWEN MAYOR 2012-13

Mayor Tony Bowen oversaw the implementation of the new Randwick City comprehensive Development Control Plan (DCP) and during his time as Mayor, Council received the top 'very strong' report for our 2013 Infrastructure Audit Report. Council's recycling recovery rate was improved through the signing of an agreement for alternative waste treatment facility processing, an Expert Reference Panel of University of NSW (UNSW) specialist scientists was formed to advise Council on environmental and sustainability issues, and the Mayoral Career Start Scholarship Program was launched. Council undertook a comprehensive rock fishing survey in Randwick City to inform development of an educational strategy following an increasing number of fatalities. This approach was later applauded during a Coronial investigation and recommended for adoption by other coastal councils.



The full Mayoral Minute No. MM77/13 can be found on Council's website

NORTH WARD



Cr Neilson

Cr Smith

Cr Shurey

SOUTH WARD



Cr D'Souza

Cr Belleli

Cr Garcia

Councillors Representing the Community

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

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

- be an active and contributing member of the governing body,
- make considered and well informed decisions as a member of the governing body,
- participate in the development of the integrated planning and reporting framework,
- represent the collective interests of residents, ratepayers and the local community,
- facilitate communication between the local community and the governing body,
- uphold and represent accurately the policies and decisions of the governing body, and
- make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor.

Council meetings and decision-making

Ordinary Council meetings are held once a month and we have a range of committees that meet regularly. Residents are welcome to attend these meetings. The dates of the meetings are published on our website and in the Southern Courier (if timeframes permit). Extraordinary Council Meetings are called at short notice from time to time to deal with particular issues.

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

Council and Committee Meeting Business Papers are available for Councillors at least a week prior to meetings in soft copy on iPads. This ensures the Councillors have easily accessible

EAST WARD



Cr Roberts Cr Matson Cr Bowen

WEST WARD



Cr Stavrinou Cr Nash Cr Moore

CENTRAL WARD



Cr Stevenson Cr Seng Cr Andrews

information necessary to make informed decisions.

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

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



North Ward

Cr Kathy Neilson
(ALP) First elected in 2012

Cr Kiel Smith
(Lib) First elected in 2008

Cr Lindsay Shurey
(Greens) First elected in 2012

South Ward

Cr Noel D'Souza – Mayor
(Ind) First elected in 2012

Cr Robert Belleli
(Lib) First elected in 2004

Cr Pat Garcia
(ALP) First elected in 2012

East Ward

Cr Brendan Roberts – Deputy Mayor (Lib) First elected in 2012

Cr Murray Matson
(Greens) First elected in 1995

Cr Tony Bowen
(ALP) First elected in 2008

West Ward

Cr Harry Stavrinou
(Lib) First elected in 2012

Cr Scott Nash
(Lib) First elected in 2004

Cr Greg Moore
(ALP) First elected in 2012

Central Ward

Cr Geoff Stevenson
(ALP) First elected in 2008

Cr Ted Seng
(Lib) First elected in 1995

Cr Anthony Andrews
(Ind) First elected in 2000



Eco-living Fair

Achieving the objectives of the 20-year Randwick City Plan

Delivering the 20-year Randwick City Plan

The End of Term Report 2012-17 narrates how we are implementing the 20-year Randwick City Plan with our partners, and how our achievements and actions are benefiting our community.

The Randwick City Plan is a 20-year vision document, reflecting the Randwick community's long-term goals for the health and wellbeing of its people, its economy and the natural and built environment. The City Plan also demonstrates the Council's commitment to best practice in its own governance, and to providing leadership in environmental and social sustainability. The Plan was prepared by Council through engagement and collaboration with the community, other levels of government and major institutions within the City. This plan is underpinned by a suite of medium term plans and the Resourcing Strategy which takes into account our workforce, our finances and our assets that enable us to deliver our services to the community. It was launched in 2006 and updated in 2009 and again in 2012.

The consultation process for the City Plan resulted in identifying six themes:

- Responsible management
- A sense of community
- Places for people
- A prospering City
- Moving around, and
- Looking after our environment.

We use these themes for our planning as a means of anchoring our activities to the community's stated needs.

The resulting actions are outlined in a four-year Delivery Program and detailed in a corresponding aligned annual Operational Plan.

How we meet our long term planning goals



We measure the effectiveness of the delivery of these plans through performance indicators, including service level agreements, to provide accountability in our operations.

Progress against actions is measured and reported in quarterly and annual reports to the Council and the community. A summary table at the end of this Report details the actions taken towards completing the Delivery Program aligned with the current term of the Councillors.

Biennial Community Satisfaction Survey

Council commissions an independent body to conduct Community Satisfaction Surveys for Council. This is a telephone survey conducted with 1000 Randwick City residents representing the demographic spread of the City. Questions asked in the survey range from satisfaction with specific areas of the Council’s responsibility, such as sporting fields and community events, to more general questions like resident’s perception of their quality of life. We use the Community Satisfaction Survey to understand how the community is faring, and how it perceives our performance on its behalf. It plays an important role in our planning and budget allocations.

We also undertake a regular Community Satisfaction Survey to gauge the community's satisfaction with the range of services that Council provides as well as what residents see as Council’s most important priorities. The information provided by the Survey is a useful tool in the management and allocation of resources and in reviewing progress relative to the City Plan.

Council uses the results of the Community Satisfaction Survey to measure the progress of the City Plan. Each survey question is associated with one of the six themes and using the satisfaction level percentages, Council is then able to produce meaningful measures and targets. The process enables Council to see what we are doing well and where we need to improve in relation to the Randwick City Plan.

Randwick City Plan theme measures

Theme	2012 Satisfaction (High %)	2012 Mean	2014 Satisfaction (High %)	2014 Mean
Overall satisfaction	92.00%	3.65	95.00%	3.80
Responsible management	92.00%	3.65	95.00%	3.80
Agreement with specific statements	97.00%	4.24	96.50%	4.31
Overall quality of life rating	98.00%	4.34	100.00%	4.47
A sense of community	97.50%	4.29	98.25%	4.39
Sport, recreation and culture	93.33%	3.94	96.50%	4.07
Caring for the community	89.00%	3.61	91.00%	3.72
Urban and economic development	82.00%	3.33	83.50%	3.69
Strategic planning	78.00%	3.13	80.00%	4.11
Places for people	85.58%	3.50	87.75%	3.90
Community Safety	87.00%	3.53	93.00%	3.77
Urban and economic development	75.33%	3.08	76.33%	3.34
Strategic planning	78.00%	3.13	80.00%	4.11
A prospering City	80.11%	3.25	83.11%	3.74
Transport, roads and drainage	66.00%	2.92	70.33%	3.04
Urban and economic development	86.00%	3.32	83.00%	3.31
Strategic planning	78.00%	3.13	80.00%	4.11
Moving around	76.67%	3.12	77.78%	3.49
Caring for our environment	89.33%	3.65	88.33%	3.68
Looking after our Environment	89.33%	3.65	88.33%	3.68
Randwick City Plan	86.87%	3.58	88.37%	3.83

This data illustrates the overall progress trend and how each year Council is achieving results which place it on the path to not only achieving its targets but also fulfilling the outcomes of the Randwick City Plan.

The satisfaction targets for 2013 and 2015 were met across all themes.

The graph below shows satisfaction with Council has remained consistently high since 2008.

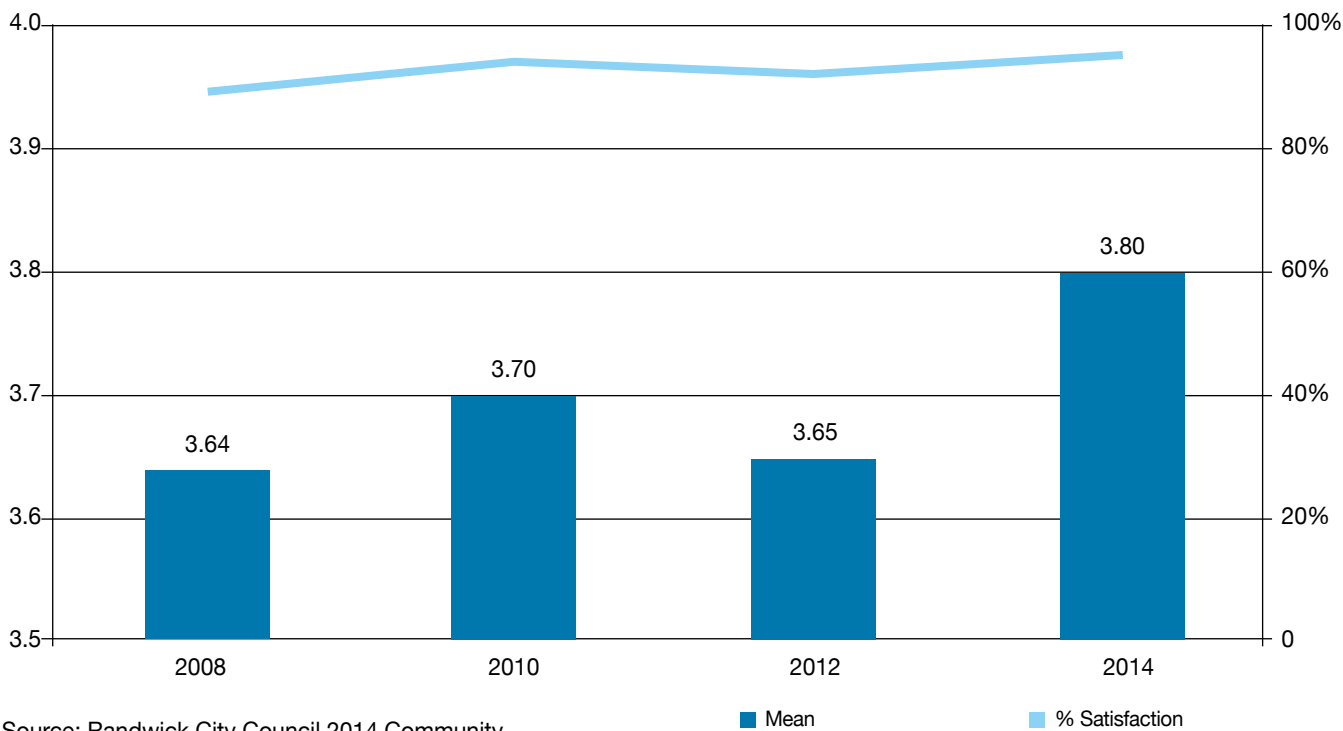
In line with current industry trend, the measure of satisfaction is calculated using a unipolar scale of 1 to 5 and includes the top 3 preferences. This measure captures those responding who are very satisfied, satisfied and somewhat satisfied with the performance of Council.

State of the city report

Council will publish a State of the City Report in November 2017 which will detail the latest Census information; a state of the environment snapshot; and a detailed analysis of key performance data and trends relative to achieving the outcomes of the 20-year Randwick City Plan. The State of the City Report will inform the review of the City Plan which will include the preparation of the Delivery Program 2018-21.

Comparative Overall Satisfaction 2008-2014

Top 3 Box and Means



Source: Randwick City Council 2014 Community Survey, Micromex Research



Malabar Headland

Responsible management

Our outcome

– Leadership in sustainability

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 the Randwick City Plan.

Our responsible management is demonstrated by our achieving leadership in business excellence, innovation and sustainability and the integrity of our civic leadership.

Business excellence

Council has implemented a Business Excellence Framework which creates an organisational environment that drives continuous improvement in our processes, service delivery and programs.

We gain valuable insight from our regular Community Satisfaction Survey which provides us with the opportunity to seek feedback from the community about our performance. This independent survey is a key tool for us to monitor trends and identify business improvements. In addition to helping us assess our performance over time, the results help us evaluate the effectiveness of business improvements we have implemented while indicating practices for review. As the survey identifies changes in community priorities, it helps us plan for future services and facilities.

Our most recent Community Survey showed satisfaction with the Council remains at consistently high levels. This survey, conducted in 2014, indicated 95 per cent of residents were satisfied with Council's overall performance compared to the previous survey in 2012 when a satisfaction rating of 92 per cent was achieved.

In early 2013 Council voluntarily undertook an organisation wide

Promoting Better Practice review of its processes and then implemented the recommendations from the review. One of the review mechanisms used was the Office of Local Government's checklist against best practice. Council achieved an overall governance rating of 96 per cent, which is outstanding.

To learn more about our process and business efficiency, Council participated in an innovative business insight survey with other NSW councils, tracking information about our operations over a three year period. Our participation has led us to new ways of thinking about how we undertake our business and how some of our processes and information gathering might be enhanced.

In 2014 we restructured our information and communications function and created a new role of Chief Information Officer to oversee a new focus for enhancing the Council's technology systems and business applications. Since then we have undertaken wide ranging reviews and implemented significant technological change to enhance our business, help us work more effectively and provide more opportunity for online delivery of services.

Leadership

During a period of significant developments in the local government sector, and while considering options for our future, our focus has continued to be to deliver planned projects and services and to protect our staff and community. Randwick City Council remains in a strong financial position and free of debt.

During the period we developed and introduced a new Leadership Capability Framework, underpinned by the Business Excellence Framework. This framework supports the ongoing development of leadership capability, and reinforces our commitment to supporting and developing our staff to maximise their potential and longer-term career development.

In 2013 and 2014 we entered a team of potential emerging leaders in the Local Government Management Challenge, meeting with great success. Our team won the 2013 NSW competition and went on to compete in the Australasian finals. A list of individual achievements of our staff, recognised in awards, can be viewed on page 49.

To gain insight on the engagement of our staff and satisfaction with Council as an employer, we undertook a third Aon Hewitt Employer of Choice Survey.

In the 2014 survey the strong engagement score of 76 per cent placed Randwick City Council in the top quartile of high performing organisations.

We continued to improve in a number of key areas including offering work/life balance and providing the relevant support required for our staff to succeed, including the introduction of Health and Wellbeing Days for staff.

Acknowledging the success of our strategies, in 2014 Council was awarded the Australian Business Award for Employer of Choice.

Looking to the future

During the term there was a strong focus on the State Government's Fit for the Future program. The Fit for the Future program required councils to demonstrate that they have sufficient 'scale and capacity' to be sustainable into the future.

In late 2014, the NSW Government invited local councils to make a submission to show their preparedness for the challenges that might lie ahead. While Council's preference has always been to remain as a stand-alone council, Randwick made a joint submission proposing a merger with neighbouring Waverley Council in June 2015. Our submission to the NSW Government was made only after thorough analysis of the options and extensive consultation with our community.

From December 2014 to March 2015 Randwick City Council undertook its most comprehensive community consultation program ever to engage the community about the State Government's Fit for the Future plans and to obtain the community's view.

More than 8,000 people had their say through reply-paid surveys, online surveys, focus groups and information stalls. Two letters and information packs, and a reply-paid survey were posted to 65,000 households, including all residential households and non-resident ratepayers.

After careful consideration, Council resolved that despite being debt free, financially strong and meeting all Fit for the Future financial asset and efficiency benchmarks (if we had just \$1 dollar of debt), it could not meet the Government's requirements for standing alone and therefore Council resolved to submit a merger proposal with Waverley Council.

While acknowledging our sound financial position and strong leadership, and pronouncing the Randwick/Waverley merger proposal as fit for the future, the NSW Government announced in December 2015 their proposal to merge our council with Waverley and Woollahra Councils.

Since then, and after further consideration, the NSW Government announced in July 2017 that it would not be proceeding with a proposed merger of Randwick City Council.

During the potential merger preparation stage which spanned much of the term of this council, our focus has been to ensure our staff and the community continued to be protected and that the community be provided with even more services and projects. At the same time we have been getting on with the business of good governance, implementing balanced budgets, remaining debt free and providing record capital works spending.

Good governance with demonstrated accountability and transparency

Over the period, measures implemented to further strengthen our high level of governance across the organisation, included:

- Procurement Activity Planning including the introduction of a fully electronic tender process, fully rotating supply panels and the consolidation of multiple business unit participation into one tender process.
- Development of an Information Management (IM) Strategic Plan which complements our extensive IM Procedure Manual, Archives Plan, Records Management Policy, Business Continuity Plan and TRIM Business Rules already in place.
- Enhancement of our customer service request system to strengthen our ability to deal with customer requests more quickly. These enhancements include in-field staff to electronically log service requests at the point of customer contact.
- Undertaking a general update to Council's Code of Meeting Practice, Councillors' Expenses and Facilities Policy and the Code of Conduct.
- Updating Council's Disclosure of Interest Returns; Delegations; Internal Reporting System; Councillor Access to Information and Staff Interaction Policy; Gifts and Benefits Policy; Purchasing and Tendering Policies; and Records Management Policy.
- Updating Complaint Handling Policy and Procedures in accordance with the latest Australian Standards for Complaints Management.
- Upgrading and consolidating CCTV and security systems.

- Ongoing reviews by Internal Audit.
- Conducting meetings of the Internal Audit Committee, consisting of three external specialists and the Mayor. The committee provides independent assurance and assistance to Council on areas including risk management, control, legislative compliance and external accountability responsibilities.

Innovation

We have a strong commitment to continuous improvement as well as being flexible and responsive to change. We are consistently identifying opportunities to engage staff more meaningfully, deliver improved services to our community and contribute to the development of the local government sector.

Over the period we continued our award winning, four-day program of interactive, fast paced and novel workshops and presentations, called All Stops to Randwick, for all staff. Each year the training delivered is tailored towards strategic objectives and has focused on wellbeing, change management, corporate obligations, personal resilience, integrated planning, and personal safety.

Our innovations have had a strong focus on online services and improving the customer experience.

We continued to develop innovative ways for our customers to access information and submit requests online. Our enhanced online services now offer customers the ability to do business with us without the need to visit our Customer Service Centre.

We participated with the Department of Planning as an early participant in the Electronic Housing Code initiative which assists in streamlining the DA information process. Council's planning

controls have been made online in searchable format, which allows for online identification of the planning rules applying to a particular property and development type.

Commencing 2013, Council introduced a new system for the electronic lodgment and processing of Development Applications (DA) and since then, over 300 applications have been lodged this way. The enhanced DA lodgment and tracking system provides greater flexibility to the community and applicants to lodge, check the status, view and enquire about application documentation - all online. Through this online process, Council has the ability to inform applicants of the outcome of applications and provide planning documentation electronically.

Council has also introduced various options for the electronic service delivery of rate notices. Ratepayers wishing to receive their rate notice electronically can now do so through Australia Post Digital Mailbox, BPAYView or FormsPort.

Other new online services offered to customers include applying for membership at the Des Renford Leisure Centre, lifetime registration of pets and booking tickets for many events hosted by Council.

We also implemented technological advancements at our Customer Service Centre, introducing a queue management system to provide more tailored and efficient service and a customer service centre kiosk touch screen, which allows customers to access online services and the Department of Planning's electronic housing code in a self-service mode. We also provided customers with greater flexibility in payment methods, including PayPass.

To further increase our effectiveness and improve services for our

customers, we rolled out a new wireless network at Des Renford Leisure Centre, at the Randwick Administration Centre and the Randwick Town Hall, and launched a new remote working system for staff.

In recognition of our application of improved technology, in 2013 Council won the Engineering Excellence Award in New or Improved Techniques for our innovative Integrated Management of Works System (IMoWS). The IMoWS system uses tablet computers, GPS tracking equipment and specialised software to streamline the allocation of maintenance works, providing for real efficiency and productivity gains. Work is completed more quickly and more accurately with all the paper work processes eliminated.

Our revamped Council web site was awarded the RH Dougherty Award in the Reporting to your Community category. We launched our new website with upgraded sub-sites for Randwick City Library and the Des Renford Leisure Centre in August 2015.

Sustainability

Financial sustainability is at the core of good governance. Randwick Council's financial management is programmed and disciplined according to our Long Term Financial Plan (LTFP). In addition, by fostering partnerships with other relevant organisations, we maximise the combined benefit of resources to our community.

The LTFP was updated as part of the Resourcing Strategy in 2012 and adopted by Council in February 2013.

Following the adoption of its LTFP, Council requested T-Corp to undertake a review of our financial sustainability rating (FSR) and outlook in April 2014. As a result of that review, T-Corp rated Randwick City Council as having a

sound FSR with an outlook for the next three years of positive.

The LTFP was reviewed again as part of our application to IPART for a five year continuation of the environmental levy and that review later adopted by Council in February 2015. The continuation of the environmental levy ensures continued support for environmental initiatives such as the Coastal Walkway, energy and water saving initiatives, and the staging of our annual Eco-living Fair.

Following the review of the LTFP, Council's external auditors, Hill Rogers Spencer Steer, undertook an independent audit and issued Council with an Assurance Report providing an extra layer of confidence for our community.

Council continually monitors its financial position and provides quarterly and annual reviews to the Council. Our financial strategy is formally reviewed at least three times during the year: during the development of the annual Budget, the auditing of Council's Financial Statements and update of the Long Term Financial Plan.

Council's financial performance remained sound throughout the 2012-17 Council term. We remain debt free and are one of the few long term financially sustainable councils in NSW. Our operating surplus has increased from \$11.8 million in 2012-13 to \$12.4 million in 2016-17.

We have continued to deliver services of a high standard while delivering record spending on capital works. Our \$34.8 million, seven-year Buildings for our Community program continued over the period during which time over 35 projects were completed. Under this program Council has identified 65 new and existing buildings to

construct or upgrade to standard and meet community expectations, thus ensuring the long term sustainability of our stock of community buildings. See section Places for people for further details on projects completed during the 2012-17 period.

Our assets are well maintained. In December 2014, Randwick City Council was the first council in NSW to have its Special Schedule 7 asset condition report audited without qualification, demonstrating a high standard of financial infrastructure asset management.

We have since received a successive unqualified audit report in August 2015 and continue to be one of only a handful of NSW councils to have had this report independently audited.


Our most recent Special Schedule 7 (for 2016-17) shows 79.2 per cent of our assets are rated as either good or excellent in terms of their condition.

Key partnerships

Fundamental to our success as an organisation and our commitment to responsible management is the viable partnerships we form with key stakeholders such as government and non-government agencies. These partnerships expand our understanding of the community's needs, allow us to assist other local organisations and provide opportunities to contribute to significant projects and initiatives that benefit the broader community. We provide more information on our key partnerships on page 47 of this report.



Maroubra Beach



Dunningham Reserve, Coogee

A sense of community

To foster a sense of community we will support people to participate in community life and the ongoing development of a vibrant and diverse community. We will create opportunities to engage our community in our decision-making and keep our community informed.

A sense of community describes Council's aim to create a feeling of inclusiveness, wellbeing and involvement for our diverse community groups and organisations. By communicating and consulting appropriately, clearly and fully, we make opportunities for our community to participate in the decisions that affect them.

We promote this sense of community by running community festivals, events and cultural programs catering to the different age groups. We also try to ensure that those in our community who experience social and economic disadvantage have equitable access to services and facilities that support their needs.

Our success in supporting a sense of community is demonstrated by the high attendance figures at the community events organised by Council and the high level of community engagement in Council's communications and consultations.

In our most recent community satisfaction survey 83 per cent of Randwick City residents said they feel part of the community.

A vibrant and diverse community

As part of our planning process, we have developed and adopted medium term plans to encourage the development of a vibrant and diverse community.

Our social inclusion plan "An inclusive Randwick City" was adopted in 2010 to support the programs that enhance opportunities for community participation and involvement.

Our cultural plan, "A Cultural Randwick City", adopted in 2008, provides a strategic framework for guiding our City's cultural activities and funding opportunities for cultural development.

Our crime prevention and community safety plan "A Safer Randwick City", ensures that our initiatives respond to identified crime prevention and community safety issues within our City. The plan was developed in partnership with residents, community representatives and the NSW Police.

Our partnership with the NSW Police extends to Council's participation in the Sydney's White Ribbon Walk with the number of participants growing annually. Council has participated in this annual event since it began in 2011.

We partner with health agencies and peak organisations to increase community awareness on a range of health and wellbeing issues, covering topics such as drug and alcohol abuse, Alzheimer's, dementia, suicide prevention and understanding depression, and living independently

for longer. And to assist our disadvantaged and older residents to live independently within their homes and communities, Council offers a Home Maintenance and Modification Service (HMMS). Over the term Council completed more than 11,000 jobs under the HMMS.

We recognise the diversity in our community through special events such as the raising of the Rainbow Flag for Mardi Gras at the Town Hall to show support for the gay, lesbian, bisexual, transgender and intersex community and the staging of the Koojay Corroboree at Coogee.

Held for the first time in 2015 during Reconciliation Week, the Corroboree features the traditional lighting of fire, performances by traditional and contemporary Aboriginal dancers and speeches, followed by a bush tucker BBQ lunch.

A vibrant community need places to meet and engage

We have planned and provided significant new and improved facilities over the last five years, with a network of community centres for people to meet and activities and events to be held.

In September 2015 the new Coogee Eastward Senior Citizens Centre was officially opened following a \$1.2 million redevelopment. The upgrade included an accessible ramp, new roof, kitchen facilities and environmentally sustainable features - all opening up to overlook a new terrace. On the old bowling club site we began

construction on the new Kensington Community Centre. The new centre which opened in mid-2017 includes two rooms for hire, onsite parking, half basketball court, additional landscaping and footpath works.

The staged refurbishment of the Bowen Library in Maroubra has been completed, providing a better space and access for visitors to attend the 1,900 events, courses and classes held each year. Improvements to the Library included a contemporary colour pallet and design, featuring modern furniture and light fittings, two additional study rooms, a new lounge area for reading and relaxing, patron focused service desks, new group work spaces, additional study desks, and a centralised printing and photocopying hub.

Following its half million dollar renovation, the library has been officially renamed the Lionel Bowen Library.

Our libraries continue to be a hub for community interaction with school holiday activities popular with both primary and secondary school aged children and preschool activities strongly patronised. As a new initiative, most library activities and events can now be pre-booked, online.

To improve the accessibility of services offered through our Libraries, Kindle Fires and iPad Minis are now available for loan and we have introduced a wide range of downloadable ebooks and audiobooks. We have made web printing available for residents to send their printing remotely from their homes for collection later from the library.

In 2013 a highlight for our community was the visit to the Lionel Bowen Library by Their Royal Highnesses

Crown Princess Mary and Crown Prince Frederick of Denmark. Their Highnesses' visit was part of a tour promoting The Alannah and Madeleine Foundation which aims to protect children from bullying and violence.

For the first time we took the Library on tour, hosting a Story Time Trail, with sessions being delivered at Coogee Beach, Kensington Park, Maroubra Beach, Des Renford Leisure Centre and La Perouse. We also hosted Library After Dark for the first time, reading stories under torch light.

Over the 2014-15 summer, Council ran a Beach Library at Coogee, believed to be the first in Australia. Its opening drew widespread national and metro media coverage and was strongly patronised by beachgoers. Over the course of three months, over 5,000 books and magazines were borrowed from the Beach Library and 200 children attended three Beach Storytime sessions.

Cultural arts program

Council's Cultural Arts Program, established in 2010, provides arts and cultural activities to involve, engage, and entertain a growing number of the community. The Twilight Concerts have been at the heart of this program for six years, bringing quality performances to local venues at a family friendly time and price.

For the first time Council partnered with Arts Queensland to bring music quintet Topology, and one of Australia's most distinguished choirs, The Australian Voices, to Randwick Town Hall.

In September 2015 we installed a night time NOX exhibition by UNSW fine arts students for the first time. The Randwick Community Centre and Environment Park provided a unique natural outdoor setting for viewing the gallery of illuminated art during the week-long exhibition. In addition to the environmental focus of the materials and topics covered, each art piece was required to be lit by renewable or energy saving lights, giving residents a never before chance to see the Environment Park at its night time best. The gallery was complemented by live music, roving fire twirlers and LED hula hoopers, with participants able to dine under the stars from the many food stalls available.

In addition Council hosted a number of public exhibitions at the Lionel Bowen Library.

Events to suit everyone

The sign of a vibrant community is one with a wide range of community events responding to the differing needs in the community.

We have a diverse program of popular annual community events as well as events tailored to particular occasions and to the needs of particular sections of the community.

Our signature annual events include Coogee Sparkles New Year's Eve fireworks, the Australia Day Celebration and Citizenship Ceremony and Eco-living Fair while our regular multicultural events and other high profile events include the International Women's Day Art Competition, the Anzac Day Dawn Service on Coogee Beach and the

Youth week Filthy Festival. In 2017 we held our tenth annual The Spot Food and Film Festival featuring free kids activities, cultural performances on the Harmony Day stage, tarot readings and a much-loved pizza eating competition.

During the term we added three new events to our annual calendar launching the inaugural Beach Breaks Carnival, the Kingsford Night Noodle Markets and the Earth Hour Twilight Picnic and Food Market.

The inaugural Beach Breaks Carnival was held for the first time in 2013 at the Maroubra Surfing Walk of Fame. This event, since held annually, highlights and celebrates Australia's surfing culture and its connection with Maroubra Beach. Maroubra Beach is the first beach in NSW to be declared a National Surfing Reserve.

The Kingsford Night Noodle Markets were first held in 2015 and despite the wet weather were a huge success. Again in December 2016 Meeks Street was transformed into an outdoor dining venue for this colourful event offering the community a taste of the amazing and varied cuisine that is available at Kingsford.

We extended our annual Dine by Candelight campaign with local cafes and restaurants to include an Earth Hour Twilight Picnic and Food Market. Our inaugural Picnic was held to mark the 10th anniversary of the global phenomenon of Earth Hour in the beautiful surrounds of Randwick Environment Park.

An informed and engaged community

We are committed to ensuring Council's projects, policies and events are effectively communicated to Randwick City residents and ratepayers in a variety of convenient and effective ways. We have a number of regular communication channels from print advertising and newsletters to smartphone apps and social media to make sure residents know what we're doing and can have their say. We also produce a number of targeted communication strategies for major construction projects and festivals.

In early 2013, we completed our first online Communications Survey to better understand how local residents receive information about Council; the responses indicated that people like to receive their information in a variety of ways, with social and electronic media forming a part of that mix.

Council's myRANDWICK smart phone app was officially launched in July 2012, and since then we have made further enhancements. Through the app users are provided with up to date information on events and popular facilities, Development Applications in their area, garbage collection days, community consultations and daily beach reports which can be viewed via beach cams. Residents and visitors can even report problems for Council to address using the app.

Since its inception, more than 7,600 people have downloaded the myRANDWICK app.

Council has continued to enhance our social media presence, with topical, relevant posts on Facebook and tweets on the Mayor's Twitter account. These posts and tweets have enhanced the dissemination of information and

engagement with the community about Council's programs and events. For example, the Council's social media platform during the Sydney storm in June 2016 provided timely and relevant engagement and information. Our Facebook post on the storm reached over 94,000 and attracted 1,600 likes, 493 comments and 271 shares.

Currently Council has 24,691 followers on Facebook and Twitter.

Expanding our social media reach, new social media platforms and apps have been introduced for the Des Renford Leisure Centre and the Library. Randwick City Library launched two social media platforms - Pinterest and Facebook - to allow direct conversation with the community, gather feedback and tailor programs and services to meet the needs of its patrons. The Pinterest site won the Social Media category in the 2014 NSW Public Libraries Association Marketing Awards.

We continue to produce quarterly issues of the Randwick Community News which we distribute to all 55,000 homes in the City. In 2016 we revamped our community news, creating a glossy magazine and renamed it Scene. The Scene community newsletter complements our weekly eNews bulletin which has grown in popularity from around 8,000 subscribers five years ago to almost 21,000.

In 2008 we adopted a set of Community Consultation Principles and a Consultation Planning Guide, which provided the basis for planning community consultation and engagement on key projects and planning matters for our City. The Principles and Guide were updated in 2013 to incorporate the Council's increasing use of social media. Since 2013 Council has conducted 85 consultations of which the most

significant was in response to the NSW Government's Fit for the Future program.

In addition to our annual Operational Plan consultations, other major consultations have included Maroubra Beach Town Centre Development Control Plan, Maroubra Bay Flood Study, the reintroduction of Light Rail to Randwick, Coastal Walkway extension, Chifley Reserve all ability playground, Chifley Reserve Skate Park, Coogee Bowling Club proposal, the Banners Turf War, the Community Light Rail Support Plan Committee, the S94A and DCP update, management of Kensington Park, Alcohol Free Zones and the Newmarket Green (Inglis site) Development Control Plan amendments.

The high standard of our consultations on the Heffron Pedal Park received the 2014 Government Communications Australia Awards for Excellence in the Best Communications/Engagement category.

In mid-2014 Council relaunched our website with a new look and structure to make it easier for residents and businesses to find information, request services and pay bills online.

Around 3 million visitors go to our website each year looking for Council information, development applications, events, news, online forms, rubbish and recycling details and much more.

The upgrade followed extensive consultation and testing with residents through online surveys and focus groups to develop a website that is easy to use, informative, interactive, and celebrates living in Randwick

City. Our new website provides local information such as daily lifeguard reports, beach cams, events and news and offers options for booking and paying for services online. Through our new website we introduced an interactive mapping service which allows residents to search, by location, for information on Councillors, council facilities, waste collection schedules, precinct meetings and capital works underway.

The Council website www.randwick.nsw.gov.au currently receives around 250,000 pageviews a month while the Library and Des Renford Leisure Centre sub sites receive 51,000 and 28,000 hits respectively. In 2011 Council launched a dedicated Multilingual website, where 20 pages of core Council information, plus all brochures, are translated into the top five languages in the community, namely Chinese, Spanish, Russian, Greek and Indonesian.

A helping hand

Some of the activities we offer would not be possible without the generosity of our many volunteers. Community volunteers help us to provide highly popular English conversation classes and early literacy classes in Russian, Japanese and French. To assist those interested in learning another language, and with the help of our volunteers, the Library recently increased its program to include Babies Love Books in French and Language Storytime sessions in Spanish and Japanese.

Our volunteers are also active in our Bushcare group and assist in history tours in our suburbs. Council has produced a Volunteering Opportunities brochure to inform on volunteering opportunities available in the community.

Not only does our community show a strong volunteering spirit, we are also willing to support a good cause. Over 500 members of our community got behind the Victor Chang Charity in an attempt to beat the Guinness World Record for the Largest Thong Race. Participants raced a one kilometre course around the Des Renford Leisure Centre wearing a pair of thongs. While we are yet to beat the world record, our community raised the largest ever fundraising amount for this renowned charity in the attempt.

We also support community organised events and programs. Over the past five years Council has allocated around \$10.5 million in donations and grants to support local community organisations, not for profit organisations, cultural activities and events and our local surf clubs across our city.





Randwick City Council

Coogee Beach

Places for people

We are responsible custodians of our natural, built and cultural heritage sustaining our natural and built environment so our residents can live, work, shop, meet and spend leisure time within our City. We provide quality public spaces and value excellence in urban design and development. We provide excellent recreation and lifestyle opportunities, creating a liveable City where our heritage is protected and celebrated.

A liveable city

Our Local Environment Plan (LEP) and Development Control Plan (DCP) are the main planning instruments for the development of our City. After extensive consultation the Comprehensive Local Environmental Plan (LEP) was gazetted and became effective in February 2013. The Comprehensive Development Control Plan (DCP) was publicly exhibited, endorsed by Council in May 2013 and formally commenced in June 2013. The updated DCP incorporates new design and Ecologically Sustainable Development controls and guidance for achieving quality and sustainable design in new developments.

In 2016 Council commenced a strategic planning review of the Kensington and Kingsford commercial centres, which included an international urban design competition to seek creative ideas for a future vision for the centres from the best planning and urban design minds. We also completed drafting the Randwick Junction Town Centre Issues Paper.

In 2015 Council adopted a new section 94A Development Contributions Plan. The new contributions plan contains a revised Schedule of Works providing for new capital works projects including: measures identified in the CBD and South East Light Rail Support Plan, undergrounding of overhead power lines in Kingsford commercial centre, and upgrades to the La Perouse Museum and Randwick Literary Institute.

Excellence in urban design and development

Council held its biennial Randwick Urban Design Awards in 2013 and 2015. These awards encourage and recognise excellence and innovation, acknowledge outstanding architects and designers, and celebrate design that enhances the character of the local area. Awards were offered across residential, commercial, landscape, urban projects, and heritage and adaptive reuse categories. To accompany the 2015 awards, Council produced a book celebrating the previous ten years of Urban Design Awards.

In 2013 and again in 2016 and in conjunction with the Australian Institute of Architects Architecture on Show talk series, Council hosted free public seminars on architecture; landscape architecture; and urban design. The talks generated a high level of interest, engagement and discussion between the audience and guest speakers on design.

Over the period Council processed over 4,200 DAs and an increasing number of them are being processed electronically. The proportion of DAs lodged electronically has increased from 1 per cent of all DAs in 2012-13 to 15 per cent in 2016-17.

We established a Design Excellence Panel with Waverley Council which will carry on the work of the previous joint Randwick/Waverley Design Review Panel.

Providing quality public spaces

With the commencement of construction of the light rail, Council has had a focus in its planning to maximise opportunities for revitalising places along the route, particularly the corridor from Kensington to Kingsford. An international design competition was held to seek creative ideas for a vision for these centres and plans are being developed for a temporary plaza in Meeks Street in Kingsford.

Council has continued to work with the State Government in its planning for the light rail project and was successful in advocating for the community to have the proposed Randwick terminus relocated from High Cross Park and retaining this significant open space.

We continued the upgrade of the Randwick commercial centre installing new footpath paving and kerbs, new street furniture and tree planting. Our town centre upgrade works beautified the town centres as well as making them pleasant, safe and inviting for our residents.

Excellence in recreation and lifestyle opportunities

We provide world class places for our residents and visitors with high quality parks and open spaces, bushland reserves, coastal parks, neighbourhood parks with playgrounds and regional and district parks with sporting fields. Nearly 30 per cent of land in Randwick City is designated for some form of open space including parks, reserves, beaches and recreational areas. Ongoing planning and upgrades ensure that these open spaces give our local community excellent lifestyle and recreation opportunities.

Over the period we maintained record spending on our capital works, including ongoing redevelopment of Heffron Park. This large 44 hectare crown reserve in Maroubra is the major sporting and recreational park in Randwick City and is a significant regional asset. Our Heffron Park Plan of Management and Concept Plan guides the park design and development.

Over the period we continued with the second stage of the redevelopment of the park which included construction of the Children's Pedal Park, picnic facilities, the car park in Jersey Road, and upgraded lighting across eight sport fields in the north western corner and around the netball courts.

We constructed several amenity buildings in the park, in the south west section, the western part of the park and in the central east section, providing new canteens, toilets, change rooms, and storage as well as a new community meeting room.

To provide all weather access for playing sport we constructed new synthetic sports fields at Heffron Park.

This FIFA accredited facility is suitable to a range of sports and can handle any type of boot or shoe. We also constructed a synthetic sports field at Latham Park in South Coogee.

We completed the extension of the Des Renford Aquatic Centre, broadening services to include the new gym and fitness classes in addition to the Centre's swim school classes. To reflect the wider range of facilities, the centre was renamed the Des Renford Leisure Centre at its official opening in October 2013. Currently overall attendances at the Des Renford Leisure Centre are the highest they have been since the facility opened its doors in the 1963, with over 925,000 visits in the 2016/17 financial year. Our Learn to Swim program achieved over 5,000 enrolments in February 2017, making it the largest swim school in NSW and possibly Australia.

During the period work commenced to transform the 7.7 hectare former tip site at Chifley into a regional sporting park laid out under the Chifley Reserve Plan of Management adopted in 2010. The park was completed in 2015 and work included remediation, stormwater harvesting, new car parks, lights, playing fields, pathways, exercise stations, irrigation, drainage and landscaping. Chifley Reserve also features a state of the art skate park.

With the objective to construct a continuous walkway from Coogee to La Perouse, we continued to extend the Coastal Walkway with new sections through Jack Vanny Memorial Park from the carpark to Bond Street in Maroubra, and connecting the South Maroubra Surf Lifesaving Club with the Skate Park. Council continued to work with the representatives of various golf clubs with the aim of establishing a

route for the coastal walkway through the southern section of the City.

Council continued to advocate for the return of the Malabar Headland for public access and we are pleased that in January 2016 the transfer of the eastern lot of Malabar Headland from Commonwealth to the New South Wales was finalised, allowing public access to this part of headland for the first time in 150 years. The area was subsequently declared Malabar Headland National Park becoming the newest national park in NSW.

Along the western side of the headland Council worked in partnership with New South Wales Parks and Wildlife Service to develop plans for the construction of a one kilometre walking track to link with the existing Coastal walkway. Construction of the walkway commenced in mid-2017.

We further encourage our residents and visitors to enjoy the outdoors with the opening of four new outdoor gyms. The most recently installed gyms are at Chifley Reserve and Kensington Park. Each of our outdoor gyms have been purpose built with the Chifley Reserve consisting of a 1.5km circuit of five separate stations designed for isometric exercise (strength training) and our other gyms designed for low-impact exercise in beautiful settings.

Our capital works included new playground equipment at Frank Doyle Park featuring an outdoor table tennis table, and a flying fox at Alby Smith Memorial Reserve. The playgroup equipment at Ocean View Reserve in Maroubra was upgraded and we constructed an all abilities playground at Chifley.

In our parks and at our beaches we upgraded a number of existing amenities such as those in Cromwell Park and Coral Sea Park at Maroubra. The upgrades included new change rooms, toilets, canteen and storage. Construction on new amenities built into the lower promenade at Coogee Beach has neared completion.

We keep our City clean and safe

Our concern for safety of our community when participating in recreational pursuits was demonstrated in Council installing bright red shock signs, warning fishermen of the dangers of rock fishing along our scenic but sometimes deadly coastline. The signs display a tally of deaths at rock fishing black spots with key warning messages translated in Korean, Vietnamese and Chinese.

We also upgraded CCTV systems at the Moverly Childcare Centre, the Prince Henry Centre, the Malabar Library and the Randwick Community Centre to help improve public safety.

We want to keep our city clean, safe and inviting. Over the Council term we received 191,072 service requests, varying from waste services to animal problems. In 2016-17 alone, our compliance team carried out over 750 inspections on food premises, responded to more than 900 environmental health and building related customer requests, and undertook 500 building inspections.

Council also completed Floodplain Risk management plans for several key catchments to identify and plan mitigation measures to minimise the impact of localised flooding. Plans were prepared by the Council for the Coogee Bay, Maroubra Bay and Kensington-Centennial Park catchments.

Maintaining our assets

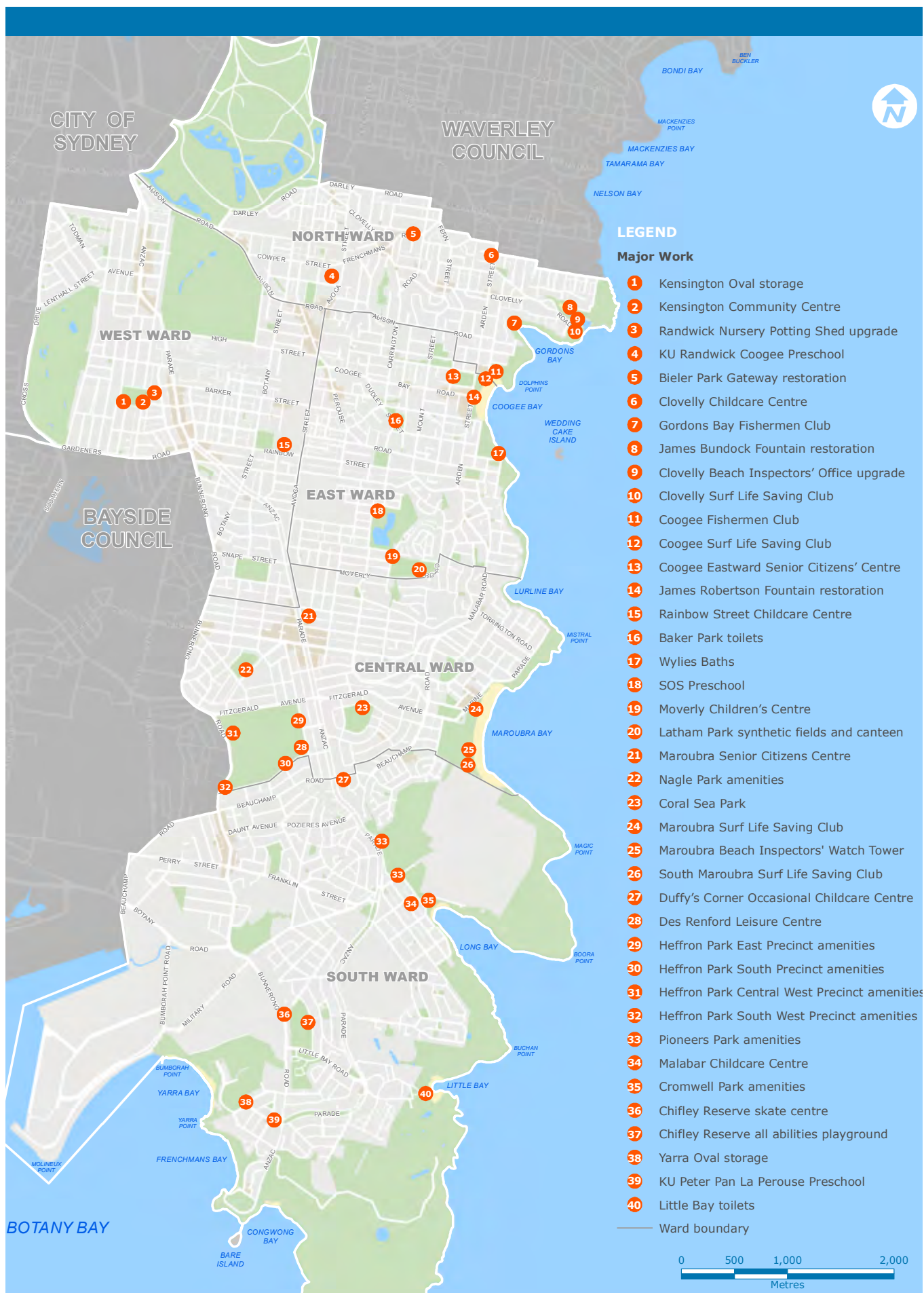
The Council owns and operates more than \$1.48 billion worth of assets, including footpaths, roads, drainage parks, buildings and equipment. Our Asset Management Strategy analyses our existing assets, allows us to properly plan necessary maintenance, and makes projections for replacement as necessary.

In 2010 the Minister for Local Government approved a three-year special variation to General Revenue to provide funding for a seven-year Buildings for our Community program.

To date we have completed 35 projects under the program including significant new facilities such as the expansion of the Des Renford Leisure Centre to modernising existing facilities to give them new purpose and longevity such as the upgrade to the Eastward Senior Citizens Centre.

A full list of projects completed under Buildings for our Community program is displayed on the following map.

Major Works



In addition Council undertakes reactive maintenance in response to unplanned events such as the massive storm which struck in June 2016. That storm caused significant damage to the City, particularly along our coastline at Coogee. We moved quickly over the weekend of the storm and in the following days, deploying dozens of our staff to clean up our beaches, buildings and parks.

Using large earth moving equipment, tons of sand displaced by the waves and wind was pushed from the Coogee promenade back onto the beach, and hazards were removed and made safe.

The following graph shows the significant level of funding allocated to maintaining major infrastructure assets from 1 July 2012 to 30 June 2017. Over the 5 year period our expenditure on infrastructure has been greater than the value of maintenance required to ensure our assets are maintained to a standard to meet our community's expectations.

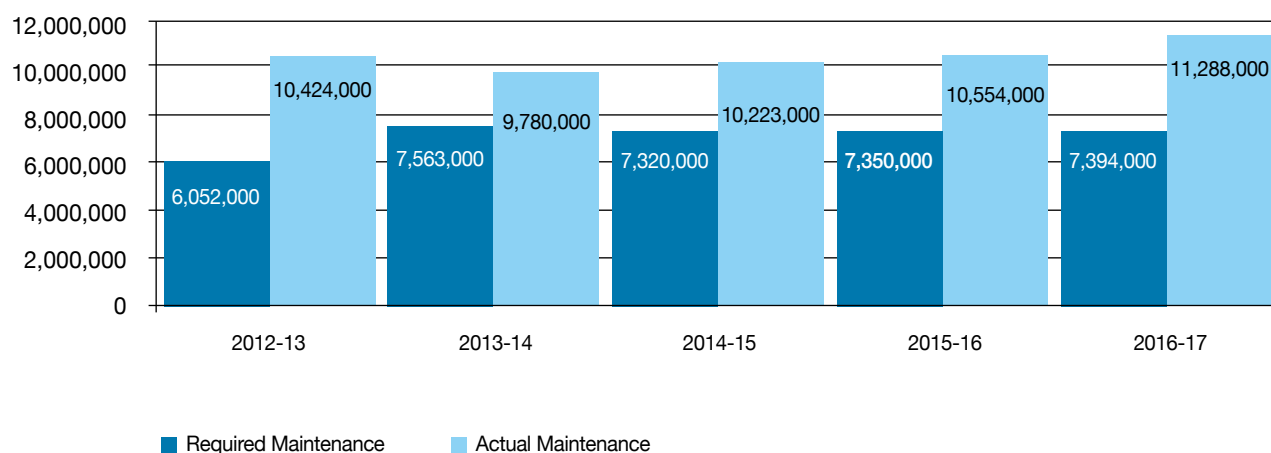
Roads and footpaths

Council's roads comprise about 20 per cent of our City's land area. There are 20.8 kilometres of state road, 26.3 kilometres of regional road and 271.1 kilometres of local road in Randwick City. Certain roads are also owned by other government bodies such as the Sydney Ports Authority. We also maintain over one million square metres of footpaths.

During the period 2013-2017 we repaired 3,807 potholes, resurfaced over 26 kilometres of roads and built and maintained 28 kilometres of footpaths.

All the roads and footpaths Council constructed are shown in the maps on the following pages.

Infrastructure Asset Expenditure



Road Construction and Reconstruction Program



Footpath Construction and Reconstruction Program





The Spot, Randwick

A prospering City

We aim to facilitate economic development through building partnerships between businesses and local institutions; facilitating local investment, town centre development, promoting resident support of local business; improving the public domain and finding a balance between tourism and the needs of the local residents.

A strong local economy

With our close proximity to the Sydney CBD and significant regional institutions including the Sydney Airport, Botany Bay Port, the UNSW and Randwick Hospitals complex, the Randwick City economy is one of the largest in metropolitan Sydney.

Over the term our population has grown by almost 6 per cent in part drawn by our recreational lifestyle and open space facilities. Our aim is to encourage a vibrant local economy without compromising our quality of life.

The activities undertaken in this theme stem largely from our Economic Development Strategy, adopted in 2009 as a framework to support and promote economic development across all aspects of the local economy. The strategy analyses our City's local economy and identifies the economic strengths and challenges, focusing on our strategic employment assets; local businesses; links to the wider business community; geographic location; tourism, culture and recreation; transport; and governance system.

The University of NSW and the Randwick Hospitals Complex are at the core of our local economy and are identified in the NSW Government's 2014 Metropolitan Strategy as a strategic centre for employment and retail activity.¹

We continued to work to strengthen this specialised precinct as a centre of excellence for education, health and medical research employment.

Together with the community and key stakeholders we are working on coordinating the relationship between the university and hospital campuses with the adjoining commercial centres, integrating the Sydney CBD and South East Light Rail, and providing input to planning and development initiatives.

As part of that planning, in June 2016 Council initiated the K2K Urban Design Competition, to assist in generating a comprehensive planning strategy for the Kensington and Kingsford commercial centres and ensuring their vitality and economic prosperity.

Council began a comprehensive local business study in order to gain a better understanding of the dynamics of the local economy and to benchmark and track changes within local business within Randwick City.

To assist local businesses, Council expanded its online services to include a link to the economy.id profile for Randwick City. This interactive economic statistical program provides easy access to a wide range of economic information and data specific to our City, to help businesses in their planning and operations. The Randwick City economy.id profile may be accessed here: <http://economy.id.com.au/randwick>.

This information complements the Randwick City Economic and Demographic Profile which was adopted by Council in 2011. This Economic and Demographic Profile was the first comprehensive coverage and analysis of key economic, business and social indicators

in Randwick City. The document contains accurate demographic and current economic statistical data in an easy to read and understand format that can be used by businesses for planning, investment and decision making.

We continue to work closely with the local Chambers of Commerce and promote local businesses through a number of initiatives. During the term Council hosted a Shop Local Stall at our Eco-living Fair which featured business information provided by the members of the local chambers of commerce, and we facilitated the Office of the Small Business Commissioner's Small Biz Bus in Kingsford and Randwick Junction.

All eligible food related businesses in the Kingsford Town Centre were given the opportunity to trial footpath dining for a 12 month fee-free period, demonstrating Council's commitment to promoting programs that support local businesses and encourage economic activity in local centres. Currently there are 150 licenses for outdoor dining throughout the City.

Council has also been active in supporting local restaurants and cafes through promoting businesses who have achieved a star rating through the NSW Government's Scores on Doors Campaign.

Council has developed an online interactive map of the local food businesses participating in this program for diners to check out the safety and hygiene rating of food businesses in the City.

¹ A Plan for Growing Sydney, NSW Department of Planning and Environment, December 2014.

Council has run the Win Dinner on Us Competition offering residents the chance to win a \$50 voucher to spend at local restaurants and has widely promoted local businesses participating in the annual Earth Hour Dine Out by Candlelight event.

Since 2009 Council has hosted Business and Economic Leadership Forums to help support a strong local economy by sharing current economic information and developing strong business partnerships. These forums are designed to bring together eminent presenters to discuss topical issues of business and economic interest such as technology, Indigenous economic development and tourism.

Celebrating local businesses

Every two years Council hosts the Randwick City Business Excellence Awards as voted by the community. The awards recognise and celebrate outstanding local businesses dedicated to delivering exceptional products and services. The awards, held in 2013 and 2015, had strong business and community support and attracted around 20,000 votes on both occasions. 2017 award winners will be announced in November.

We keep our City clean and looking inviting

Randwick City has a magnificent coastline. Each day we rake and also manually clean our main beaches (Clovelly, Maroubra, Coogee and Malabar). Council takes a whole of catchment approach to collecting litter and gross pollutant traps have

been installed at specific locations to protect our beaches and bays from pollution, and other general litter.

We have installed litter bins in commercial centres and open spaces throughout the City. In our commercial centres the litter bins are collected twice daily.

We changed our graffiti management work practices and our teams now travel throughout the City seven days a week detecting, investigating and removing graffiti, often well before it is seen by the public. Reflecting our proactive detection and removal of graffiti, service requests to remove graffiti have fallen significantly from around 700 to 200 a year.

To keep our commercial centres vibrant and attractive we:

- continued the Randwick commercial centre upgrade with new footpath paving, new kerbing and new street furniture in both Belmore Road and Alison Road
- installed new footpath paving and street furniture along Anzac Parade and Maroubra Road at Maroubra Junction
- completed the design of the streetscape upgrade for Coogee Bay Road between Arden Street and Brook Street, and the upgrade of Arden Street between the Coogee Bay Hotel and Alfreda Street
- began developing concept plans for street plazas at Meeks Street, Kingsford and Waratah Street, Randwick.

Affordable Housing

Council continues to be involved in facilitating initiatives to retain and encourage provision of affordable housing in Randwick City. Council's affordable rental housing program is designed to assist low to moderate income earners, working in key local services such as childcare, hospitals, police, and education institutions, who are unable to rent locally without succumbing to housing stress.

At the end of the 2016-17 financial year Council has 20 affordable housing units, and continues to be involved in facilitating initiatives to retain and encourage affordable housing in Randwick City.

Heritage that is protected and celebrated

As one of the oldest Councils in NSW, celebrating and protecting our heritage is important to us. The Randwick LEP lists 16 heritage landscape elements, 479 heritage items, 20 heritage conservation areas and 20 archaeological sites for preservation.

During the term we marked the rich history of our City and residents, building a memorial for Fallen Lifesavers at Coogee and commemorating the Boer War with a plaque at High Cross Park cenotaph.

We celebrated History Week by running Art Deco walks around the suburbs of Randwick and Coogee and we regularly host heritage events and exhibitions at the Lionel Bowen Library.

We conducted the Art Deco Exhibition and a display on Toys through Time as well as an exhibition showcasing the Randwick Petersham Cricket Club. We hosted local history lectures about John Cann and the 1959 Coogee Ferris Wheel.

Council carried out conservation work on the Kingsford Smith Mosaics in Kingsford, the Horse Trough in Kingsford, the Phillip Monument in Phillip Bay, the Tekapo Anchor at Maroubra, the James Robertson fountain at Coogee, the Bieler Park gateway at Randwick, the James Bundock fountain at Clovelly and to Council's heritage listed retaining wall in Cooper Street, Maroubra. We restored the headstone for former mayor John McDougall at Randwick General Cemetery.

The Proud of Our Elders mural in Randwick was repainted and the Captain Cook Statue at Randwick was cleaned, restoring both to their former glory.

We also began renovation of the Randwick Town Hall to re-establish the integrity of the historic building and facilitate its adaptive re-use. Remedial works for the Caretaker's Cottage at Wylies Baths were also undertaken.





Heffron Pedal Park

Moving around

The accessibility of our City reflects how we move around. A focus on integrated and accessible transport allows for improved transport and encouraging the use of sustainable transport options.

We improve accessibility within and through the City with a network of cycleways and improved footpaths, and balance the needs of all road users through our traffic management and parking strategies.

Integrated and accessible transport

One of the key recent developments in Randwick City has been the reintroduction of Light Rail. In 2013-14, Infrastructure NSW announced a \$500 million extension of Sydney's light rail network from Central to the Moore Park precinct and University of NSW. Council has worked in partnership with TfNSW, the University of NSW, the Australian Turf Club, the South Eastern Area Health Network, Centennial Park / Moore Park Trust, the Sydney Cricket Ground and Sports Ground Trust and the City of Sydney to ensure that the best outcome is realised for light rail in Randwick.

Construction of the light rail commenced in Randwick City in early 2016 with the light rail service due to commence in 2019, providing alternative mass transport of passengers to significant destinations in our City such as the Hospitals Complex, the University and key shopping centres.

Throughout the planning stage and as construction has been underway, Council has kept our community informed of this State Government project, advising of project amendments, changes to bus routing and advocating for the re-siting of the High Cross Termini.

Encouraging increased pedestrian and cycling movements

Aligned with the reintroduction of light rail, Council has planned for improved integration with our cycleway network and bike facilities, and maximised parking opportunities around the light rail route. We have closely examined pedestrian and bike linkages to the proposed light rail stations and

termini and undertaken a review of the priority order for the implementation of bike routes throughout the City to ensure we develop cycle ways to maximise opportunities to integrate with the light rail service. In addition we have constructed a shared bike path network within Heffron Park at Maroubra and a separated path in Day Avenue, Randwick between Anzac Parade and Doncaster Avenue.

To encourage cycling, we conduct regular bicycle maintenance and bicycle proficiency courses for the community, we host Bike Week events at the Eco-living Fair and we continue to produce and distribute high quality, informative walking and cycle maps. We distribute thousands of these maps free of charge from various outlets such as bike shops, the University of NSW, community centres and our Customer Service Centre.

Substantial work on the construction and maintenance of footpaths and roads was undertaken during the term to improve cycling and pedestrian access around the City. These works include:

- the upgrade to numerous bus stops to improve mobility and access
- construction of a roundabout at the intersection of Clovelly Road and Flood Street in Clovelly
- construction of a pedestrian refuge at the intersection of Clovelly Road and Mundarrh Street in Clovelly
- construction of a pedestrian refuge on Rainbow Street near Botany Street in Kingsford
- construction of entry treatments for seven streets off Gardeners Road in Kingsford
- a pedestrian amenity upgrade in Howard Street near Lee Street, Randwick
- construction of a refuge island in Elphinstone Road in South Coogee
- extending the refuge island and kerbing in Anzac Parade between Bilga Crescent and Kenny Avenue in Malabar
- constructing a median island to control truck movements in Perry and McCauley Streets in Matraville
- reducing the width of Moverly Road at the school crossing to

the Maroubra Junction Public and International French Schools, east of Ian Street, Maroubra to calm traffic

- constructing a pedestrian refuge in Roma Avenue in Kensington intersecting Cottenham Avenue
- introducing angle parking in William Street in Randwick to increase parking places
- constructing a roundabout at Welsh Avenue and Paine Street in Maroubra
- adjusting the intersection of Kemmis Street and Clovelly Road in Randwick to make it safer for pedestrians
- installing a pedestrian refuge island in Cowper Street in Randwick, between Wentworth and Cook Streets.

Pedestrian and parking safety

Council partners with NSW Roads and Maritime Services to deliver road and pedestrian safety programs such as Slow Down in My Street, Hold Me Close, Keep Me Safe and Look out before you step out. As a new initiative to address high pedestrian casualty rates in the 60 year and over age range, Council gave five walking safely presentations to senior pedestrians through the Stepping On program in partnership with the South Eastern Sydney Local Health District.

We continue to work closely with car share providers to make access to car share vehicles easier, and reducing the reliance on private vehicles. There are currently almost 5,100 car share members using 94 community share vehicles in Randwick. In a recent survey, 60 per cent of local car share members said that they would have to buy an additional car and park it on our City's streets, if they were unable to use the local car share vehicle.

To enhance opportunity for high demand parking spots and encourage safe parking behaviour, Council's Rangers undertake patrols of our City. Over the term, 21,317 parking related customer requests were investigated and actioned.



Bare Island, La Perouse

Looking after our environment

Randwick City's physical and natural environment has a range of magnificent features, and through our actions our aim is to look after our environment now and into the future. We aim to maintain and improve our marine and terrestrial biodiversity and our other natural resources. We aim to minimise our greenhouse gas emissions, pollution, waste, water and energy use and encourage the community to take similar steps where they can.

Our natural environment in Randwick City has a range of magnificent features, including dramatic sandstone geological formations, beautiful beaches, significant flora and fauna populations, wetlands and aquatic reserves. We look after our environment through the demonstration of leadership, and working with our community.

Sustaining our City

For more than a decade Council has contributed towards environmental protection and sustainability across the whole community through our Sustaining our City initiative. This initiative is funded by a special environmental levy, which provides well over \$3 million a year for spending on specific environmental and sustainability initiatives.

In 2014 Council gained community, Council and the Independent Pricing and Regulatory Tribunal (IPART) approval to extend the levy for a further five years.

Before applying to continue the levy, Council ran an extensive community engagement program including a survey posted to every ratepayer, a dedicated website inviting feedback, community workshops and information on social media. Almost 7,000 ratepayers completed the survey with the results showing a majority of residents in support.

At the community workshops where Randwick City Council staff explained the projects and programs funded by the levy, 75 per cent of residents attending supported continuing the levy to provide for better environmental outcomes for the community.

Stormwater harvesting projects at Yarra Bay and Coogee and provision of public amenities using reed bed irrigation (composting) at the Randwick Community Centre are amongst the major initiatives funded and supported through Council's environmental levy program over the term. We offer a wide range of educational programs for the community to learn about protecting our environment and conserving resources such as the popular Marine and Coastal Discovery program now available three times per year and sustainable living courses held free for residents twice a year.

During the term we constructed a purpose built Sustainable Education Centre at the Randwick Community Centre to deliver hands-on sustainability education in addition to our sustainability demonstration project at Barrett House located in Randwick. The Barrett House sustainability demonstration project provides residents of the eastern suburbs with practical sustainable solutions on display for saving water, energy and waste around the home at affordable prices. Programs at Barrett

House are delivered through our ongoing 3-Council collaboration with neighbouring Waverley and Woollahra Councils.

We also work in partnership with community groups and local schools to promote sustainability through initiatives such as funding school vegetable gardens and Bicycle repairs and recycling at our La Perouse reCYCLES bike repair project with the Guriwal Aboriginal Corporation. An additional program to support bike racks in schools was also implemented.

Our dedication to protecting the environment and conserving resources has been rewarded for a second time with Randwick winning the coveted Local Sustainability Award in 2013. This Local Government Excellence in the Environment Award recognised Randwick's Sustaining our City initiative.

Improving our marine and terrestrial biodiversity

Council's Bushcare program involves bushland staff working closely with volunteers and specialist contractors to protect and maintain important areas of native vegetation. Biodiversity conservation and monitoring is undertaken to ensure the continuation of local flora and fauna species for future generations.

Council's bushland team are responsible for maintaining reserves containing the endangered ecological community, Eastern Suburbs Banksia Scrub and the endangered *Acacia terminalis* subspecies *terminalis* and other locally rare species. Signalling their importance, Council's new 2012 LEP now includes maps of all endangered ecological plant communities and species, including the Eastern Suburbs Banksia Scrub (ESBS) and *Acacia terminalis* (sunshine wattle).

Over the past five years, our volunteer Bushcare group has contributed around 7,600 hours of their time in addition to 70,300 hours of contractors' time, primarily in weed control and bush regeneration work. More than 10,200 new native plants were planted out across these sites.

Council also contributed to the greening of our City by planting around 51,000 trees and shrubs in Council parks and reserves and an additional 2,500 street trees throughout the City. Many of these were sourced from the 80,000 plants we propagate in Council's Nursery each year.

Additionally, Council's Our Native Haven project supports the extension of habitat planting and areas to conserve native flora and fauna across public and private land areas including participating schools. As part of this program, Council established a native habitat trail at the Randwick Environmental Park for self-guided walks and exploration. The native habitat trail has been designed, complete with a frog pond, tree hollows for native animal nesting, native bee hives, bird baths and native plantings, to provide a haven for animals and flora.

Minimising our greenhouse gas emissions, pollution, waste, water and energy use

We continue to work towards minimising our greenhouse gas emissions through sustainable energy production and initiatives to reduce our energy consumption. Those initiatives include our participation in the SSROC's Street Lighting Improvement Program. Through this program, street lights are being progressively changed over to LED lights by Ausgrid on our main roads. The energy consumption of these new 29 watt LED streetlights achieve up to 70 per cent energy savings from the conventional street lighting they replace. Not only will the LED lighting be more energy efficient, it will also cost less over the life of the light compared to existing street lights.

In June 2014 we began to use a new road resurfacing process using Warm Mix asphalt. Whilst providing the same quality of road surface, this new technology has helped us reduce our greenhouse gas emissions by approximately 327 tonnes of CO₂-e. This quantity of CO₂ is equivalent to emissions generated by a passenger vehicle travelling 1,777,175 km.

During the period we installed an additional 30 kilowatts of solar panels on our Prince Henry Centre at Little Bay which has increased our generation of renewable energy on Council and community buildings to just over 200 kilowatts.

Council now saves potable water supplies of around 300 million litres each year across our buildings, parks and playing fields through substantial investment in and construction of treatment and harvesting systems involving the re-use of stormwater, borewater, other wastewater and rainwater.

Major stormwater harvesting projects completed during the term include works at:

- Dunningham Reserve, saving 27 million litres of potable water annually
- Bardon Park in Coogee saving 5 million litres of potable water annually
- Chifley Sports Reserve
- Yarra Bay
- Clovelly Beach, constructing a pump well
- Dunningham Reserve, new stormwater fed irrigation system and
- A waste water treatment plant at the council's depot in Maroubra.

Managing our waste and encouraging recycling

Our efforts to reduce the amount of waste we produce and increase the amount of waste material recycled and reused relies on high levels of community participation and awareness of waste avoidance, recycling and resource recovery strategies.

During this term we have introduced some innovative programs to encourage waste diversion including mattress recycling, drop-off facilities for recycling electronic waste including televisions and computers, and a trial of food waste collection and processing from around 5,000 multi-unit dwellings.

Since the trial began in October 2013, 136 tonnes of food waste has been collected for composting and conversion into organic material and bio-energy.

Council has also established an electronic (e-waste) collection service and provides drop-off recycling for polystyrene packaging, thin plastics and plastic bags at Council's Perry Street Recycling Centre. Council's e-waste collection service resulted in approximately 655 tonnes diverted from landfill while our thin plastics and plastic bag collection has resulted in more than 5 million bags and plastic items recycled. During the year 13 tonnes of polystyrene has been recycled and just under 17,500 mattresses have been picked up for recycling in our kerbside collections.

We have reduced greenhouse gas emissions by approximately 800 tonnes which is equivalent to removing around 136 passenger vehicles off the road for a year or 75 homes using clean energy for a year.

Water quality

Council continues its efforts to maintain and improve water quality at our beaches through capturing pollutants through GPTs and treatment systems in place in our coastal parks and reserves.

We have gross pollutant traps (GPTs) installed on our key stormwater drainage lines to collect litter before it enters our waterways. Over the period, we collected almost 1,200 tonnes of litter from our GPTs.

At Malabar Beach water quality has improved following installation of a leachate cut-off drain at the northern end of the beach by the Commonwealth Government and additional work on the southern boundary. Locals will also be pleased to see the unsightly 24 metre stormwater pipe finally gone, buried under native plants and sandstone boulders blended in with the natural landscape.



Signing the Sustainability Agreement with UNSW

The partnerships
needed to achieve
the objectives of the
20-year Randwick
City Plan.

One of the roles of local government is to create viable partnerships with other organisations to encourage mutual understanding of local needs and contribute to projects that benefit the wider community.

Since Randwick Council adopted the Randwick City Plan in 2006 Council has developed a number of significant partnerships. Some of these have been strengthened through a formal memorandum of understanding; others are less formal. Council seeks out partnership opportunities that can benefit our community and regularly assesses the effectiveness of individual partnerships.

Partnership with other organisations

Key Randwick City Council partnerships include:

- Membership and participation in the **Southern Sydney Regional Organisation of Councils** (SSROC), an association of 11 municipal and city councils.
- **Light Rail partnerships.** The initial Rail Transport Infrastructure Memorandum of Understanding between the UNSW, Prince of Wales Hospital, Australian Turf Club (Royal Randwick Racecourse), Centennial Park/Moore Park Trust, the City of Sydney and the Sydney Cricket Ground Trust, has successfully advocated for the return of light rail.
Once the project was announced, Randwick City Council negotiated a Development Agreement with TfNSW to define our respective obligations and priorities.
- **Sister city relationships** both within Australia and internationally to promote mutual understanding and friendship to benefit our communities with:

– the City of Albi in France; the Greek Island of Castellorizo; the City of Hangzhou in China and the Randwick Parish Council in Gloucestershire, United Kingdom. These agreements facilitate cultural understanding, including technical staff visits and forums for shared experience and information; and – Narrabri and Temora Shire Councils. These active relationships involve shared leadership development, staff exchanges, provision of emergency equipment and the exchange of corporate information.

- A Memorandum of Understanding, with the **Australian Centre of Excellence for Local Government (ACELG)**, signed by Council in 2012. In a first for local government, Council staff can get credit towards a postgraduate certificate in Local Government Leadership at the University of Technology by completing select internal learning and development courses at Council along with additional agreed assessment criteria.
- The **Sustainability Agreement with UNSW**, whereby the University has agreed to provide Council with access to research into sustainability and related programs, while Council works to provide practical application of the research. An extension of this Agreement resulted in the formation of a UNSW Expert Reference Group with specialist experts from eight different faculties, schools and centres meeting twice a year to brief Councillors and staff across eastern suburbs councils, on international and national trends and research into sustainability related topics and issues.
- A partnership with **Housing NSW** aimed at delivering improved social and physical outcomes for residents living in and around public housing precincts in Randwick City.
- Community partnerships with the **Sydney Roosters** and **South Sydney Rugby League Football Clubs**, **Souths Cares**, **Randwick Rugby Club**, the **Benevolent Society**, **Kooloora Community Centre** and **Youth Off The Streets** to assist disadvantaged youth and junior rugby league clubs in our area and to support our community volunteers.
- **The Eastern Beaches Crime Prevention** partnership between Randwick City Council, Eastern Beaches Local Area Command Police, Department of Premier and Cabinet, Department of Housing, Attorney General's Department, State Transit Authority, UNSW, Roads and Maritime Services and the Office of Liquor Gaming and Racing.
- **3-Council Sustainability** partnership (Randwick, Waverley and Woollahra) to collaborate on common sustainability issues (water, energy and waste) and alignment of strategic sustainability outcomes for the 3 councils.
- **Design Excellence Panel** partnership with Waverley Council for the promotion and application of excellence in urban design.



Council awards

Throughout the 2012-17 Council term we maintained our strong position as a leader in local government and continued to pursue excellence. Through the effective partnership between Council and the community, we have received awards for projects across a wide range of Council activities and programs.

AREAS OF ACHIEVEMENT INCLUDE:

Council 2017 Greater Sydney Planning Awards

- Great Plan Award – Winner: Randwick City Council K2K Urban Design Competition

2016 Institute of Public Works Engineering Australia NSW (iPWeA) Engineering Excellence Award

- New or Improved Techniques Award – Highly Commended: Randwick City Council Special Schedule 7 Audit

2016 Keep NSW Beautiful Blue Star Sustainability Awards

- Overall Metropolitan Sustainability Award – Winner
- Habitat and Wildlife Guardianship Award – Winner: Randwick City Council Honey and Native Bee Apiary Trail
- Going Green Education Award – Winner: Randwick City Council Marine and Coastal Discovery Program
- Waste Less, Recycle More Award – Winner
- Hey Tosser! Litter Action Award – Highly Commended: Love This Scene, Let's Keep It Clean: Coogee Beach anti-litter campaign

2015 The Betty Awards

- Best Council Asbestos Awareness Month Campaigner (NSW Metropolitan Council) – Highly Commended: Randwick City Council Asbestos Awareness Month Campaign

2015 Australian Organic Recyclers Association

- Outstanding local government initiative in organics collection/processing or marketing – Highly Commended: Randwick City Council Multi Unit Dwelling Organics Collection Trial

2015 NSW Public Libraries Association Marketing Awards

- Programs category – Winner: Randwick City Council A Migrant's Story: Mementos
- Events category – Winner: Randwick City Council Coogee Beach Library
- Social Media category – Winner: Randwick City Council Facebook page

2015 Statewide Mutual Risk Management Excellence Awards

- Commended: Randwick City Council's Integrated Management of Works System

2015 RH Dougherty Awards

- Reporting to your community (population more than 100,000) – Winner: Randwick City Council Website
- Innovation in Special Events Award – Highly commended: Coogee Beach Library

2015 Local Government Aboriginal Network

- Council Partnership – Winner: Randwick City Council and Father Chris Riley's Youth-Off-The-Streets Outreach Program

2015 United Nations Association of Australia: World Environment Day (National) Awards

- Excellence in Sustainable Water Management Award – Finalist: Chifley playing fields stormwater harvesting and re-use project
- Best Specific Local Government initiative – Finalist: Randwick City Council Food Waste trial

2015 Government Communications Australia Awards for Excellence

- Best marketing and public relations campaign – Winner: Coogee Beach Library
- Best social marketing campaign – Finalist: #turfwar

- Best digital media – Finalist: Randwick Council website

2014 Sydney Water Sustainable Water Award

- Clean Beaches – Winner: Coogee Beach Foreshore Water Management project

2014 Keep Australia Beautiful Council (NSW) Clean Beaches Award

- Safety and Services Award – Highly commended for Clovelly Ocean Pool Operational Safety

2014 NSW Public Libraries Association Marketing Awards

- Social Media – Winner: Randwick City Library Pinterest web site
- Social Media – Highly Commended: Randwick City Library Exhibitions program

2014 Australian Property Institute NSW Excellence in Property Awards

- Preston Rowe Paterson Local Government Award – Finalist: Des Renford Leisure Centre upgrade

2014 ALIA Children's and Youth Services Group Awards

- Bess Thomas Award – Highly Commended: Randwick City Library Spark! Science Clubs Program

2014 Australian Waste and Recycling Expo Awards

- Council Innovation – Finalist: Randwick City Council Recycling Centre for drop off and recycling service

2014 Institute of Public Works Engineering Australasia Awards

- The Complete Multi-Disciplinary Project Management Award – Winner: Des Renford Leisure Centre
- Workplace Health and Safety Award – Winner: Clovelly Pool Pump Automation
- Three Rs – Recovering, Recycling and Reuse Award – Highly Commended: Coogee Foreshore Stormwater Harvesting System

2014 Australian HR Awards

- VEDA Group Employer of Choice (Public Sector and NFP) – Finalist: Randwick City Council

2014 Australian Business Award

- Employer of Choice – Winner: Randwick City Council

2014 Government Communications Australia Awards for Excellence

- Best Communications/Engagement – Finalist: Heffron Pedal Park
- Best Social Marketing Campaign – Finalist: Battle of the Beaches

Keep Australia Beautiful NSW Sydney Water Sustainable Award

- Water conservation – Highly Commended: Yarra Bay Stormwater Harvesting System

2013 Building Inclusive Communities Awards

- Highly Commended: A Migrant's Story

2013 Local Government NSW Environmental Excellence Award

- Overall Sustainable Councils award for NSW – Winner: Randwick City Council

2013 NSW Keep Australia Beautiful – Sustainable Cities Award

- Overall Sustainable Council Award – Highly Commended: Randwick City Council

2013 Banksia Foundation Sustainability Awards

- Local Government Sustainability Award – Finalist: 3-Council Ecological Footprint
- Business and Not-for-Profits – In Collaboration Award – Finalist: Green Money Recycling Rewards partnership

2013 Local Government Excellence in the Environment Awards

- Local Sustainability – Overall Winner: Sustaining Our City initiative

- Resource Recovery – Overall Winner: Enhance Resource Recovery in Housing NSW Properties Project
- Organics Recovery – Overall Winner: The Compost Revolution

2013 National Awards for Local Government

- Asset and Financial Management – Commended: Buildings for our Community Program

2013 Australian Human Resources Institute

- Rob Goffee Award for Talent Management – Winner: Leadership Development Program Workplace Relations – Finalist: Workforce Plan

2013 Australian Event Awards

- Best Achievement in Sustainability – Finalist: Randwick City Council Eco-living Fair

2013 RH Dougherty Award

- Excellence in Communication – Winner: Light Rail to Randwick
- Excellence in Communication – Highly Commended: Earth Hour Dine by Candlelight

2013 Keep Australia Beautiful NSW Sustainable Cities Award

- Overall Sustainable Council Award – High Highly Commended

2013 Engineering Excellence Award

- New or Improved Techniques – Winner: Integrated Management of Works System

2013 Local Government Managers Association Management Challenge

- New South Wales State Final – Winner

2013 IPWEA NSW Engineering Excellence Award

- the Three R's (Recovering, Recycling and Reusing) – Highly Commended: Yarra Bay Storm Water Harvesting

STAFF ACHIEVEMENTS:

Our commitment to Responsible management is demonstrated by our dedicated team that work diligently to perform for our community. Recognition of the dedication and professionalism of our people extends to the individual achievements of Council staff. In 2015 our General Manager, Ray Brownlee, was awarded the NSW Public Service Medal for outstanding public service. Our Director of City Planning, Sima Truvert was highly commended for the Metropolitan Council Senior Staff Member Award for Women by the Minister for Local Government.

Other staff recognised by awards include:

2016 Australian Accounting Awards Winner – Rising Star of the Year Award (Manager Corporate and Financial Planning, Mitchel Woods)

2015 IPWEA Engineering Excellence Awards Winner – Public Works Leader of the Year (Manager Infrastructure Services, George Bounassif)

2015 NSW Food Authority Food Surveillance (City) Champion Award Winners – (Randwick City Council Environmental Health Team)

2015 Blue Star Sustainability (Environmental Achievement) Awards Highly Commended (Manager Sustainability, Peter Maganov)

2014 Local Government Excellence in the Environment Awards Highly commended – Louise Petchell Award for Individual Sustainability (Manager Sustainability, Peter Maganov)

2014 Australian HR Awards Finalist – Holding Redlich Australian HR Manager of the Year (Manager Organisational Staff Services, Josh Keech)

2014 Australian Institute of Building Surveyors Winner – Professional Service Award (Manager Health, Building & Regulatory Services, Roman Wereszczynski)

2013 LGMA NSW Management Excellence Awards Finalist – Next Gen – Emerging Leader of the Year (Coordinator Integrated Planning and Reporting, Renee Saville)

2012-2017 Delivery Program

Delivery Program	Action taken	% of stated actions complete
Responsible management		
Outcome 1. Leadership in sustainability		
1a. Council has long-term vision based on sustainability		
1a.1	<p>Implement the Integrated Planning and Reporting framework including the Randwick City Plan, medium term plans and the Resourcing Strategy across the four year cycle</p> <ul style="list-style-type: none"> Reviewed the 20-year Randwick City Plan in 2012 Reviewed and updated Resourcing Strategy Implemented City Plan actions to meet the outcomes and directions. Actions are reported to Councillors on a quarterly basis Met statutory planning and reporting requirements and provided extensive opportunities for community input 	100%
1a.2	<p>Ensure sound long term financial strategies underpin the Council's asset management policies and strategic vision</p> <ul style="list-style-type: none"> Reviewed and updated the Long Term Financial Plan in 2012 as part of the Resourcing Strategy review Reviewed and updated the Long Term Financial Plan in 2014 for the Environment Levy Special Variation Application Long Term Financial Plan reviewed by, and received unqualified assurance report, by Council's external auditors Maintained record capital works expenditure while remaining debt free Met all the Fit for the Future financial, asset and efficiency benchmarks, with the exception of the debt service ratio. However if we had just \$1 of debt Council would meet this ratio too 	100%
1a.3	<p>Review and incorporate the financial strategies, underpinning all short and medium term plans into the Long Term Financial Plan</p> <ul style="list-style-type: none"> Reviewed Financial Strategies at least three times annually Reviewed and updated 10-year (medium term) plans to support the City Plan, addressing corporate, social, economic and environmental matters Implemented Council's 10-year Long Term Financial Plan incorporating the financial plans for the short and medium term plans such as the Domestic Waste Strategy, Plant Replacement Program, IT Strategy, Asset Management Plans and the s94A Plan Further increased the cash level of the Employee Leave Entitlements reserve from 41% to 43% to better manage the financial impact of an ageing workforce Budgeted for five surpluses during the council term and achieved five operating surpluses 	100%

1b. Council is a leader in the delivery of social, financial and operational activities

1b.1	Demonstrate best practice and leadership in local government	<ul style="list-style-type: none"> • Biennial Community Satisfaction Survey was conducted in 2012 and 2014. Results analysed to inform service level standards and future planning • Implemented Promoting Better Practice Review actions • Regularly consulted by the Office of Local Government for input and participated in industry improvement working groups, such as the development of key performance indicators • Randwick and Waverley Councils lodged a joint merger proposal with IPART, in response to the NSW Government's Fit for the Future program • Implemented the directions of relevant medium term plans whereby a range of social, educational, cultural, recreational, sporting and environmental activities were programmed each year • Supported Council's 12 precinct committees with expert advice on key issues and management support • Continued to deliver learning and development programs such as 'All Stops to Randwick', 'ICARE about Learning' and 'Corporate Leadership Cup' 	100%
1b.2	Contribute to protecting the Council's reputation and enhancing its positive public image	<ul style="list-style-type: none"> • Monitored media and public comment and published information on Council's actions • Responded to media enquiries in a timely manner • Worked towards our communication objectives of informing and engaging the community • Produced high quality designed publications in Randwick Council branding 	100%
1b.3	Maintain a high performing workforce that is responsive to the needs of the organisation	<ul style="list-style-type: none"> • Reviewed and updated Resourcing Strategy - Workforce Plan and implemented actions • Provided expanded and tailored learning and development services • Memorandum of Understanding with University of Technology Sydney providing recognition for Council's Learning and Development courses • Continued sponsorship of Corporate Leadership Cup program and participated in the Local Government Management Challenges • Continued progression towards becoming an employer of choice by participating in third employer of choice survey (2014) indicating staff engagement in top quartile of high performing organisations • Issued fortnightly Staff News to keep all staff informed and communicate key messages • Inaugural Transition to Retirement seminar presented • Held annual International Women's Day event for staff each year • Had productive relationships with industrial stakeholders • Resolved internal grievances at a local level 	100%

1b.4	Provide good governance and administrative support for the Council and organisation	<ul style="list-style-type: none"> • Implemented Council's Code of Conduct • Implemented best practice governance systems as demonstrated by: <ul style="list-style-type: none"> – Council owned properties managed in accordance with legislative requirements. – Provided Council and Committee business papers on Council's website and on Councillors' dashboard app – Ongoing monitoring and auditing of internal purchasing procedures with legislative requirements • Statutory requirements met ensuring transparency and accountability in the management of all tenders and contracts <ul style="list-style-type: none"> – Reviewed and updated Council's Access to Information Policy – Statutory requirements met relating to provision of access to information – Completed Corruption Risk Management Planning process – Electronic document registration increased from 920,000 in previous current Council term to nearly 3 million 	100%
1b.5	Effectively and efficiently manage financial operations, systems and information	<ul style="list-style-type: none"> • Being consistently amongst the first councils in NSW to have their Annual Financial Statements completed, audited and lodged with the Office of Local Government • Increased investment portfolio from \$53.8 million as at 30 June 2012 to \$69.9 million as at 30 June 2017 • Kept outstanding rates and charges to an average of 2.39% for past five years, well inside the industry target of 5.0% for metropolitan councils • Investment Policy reviewed and adopted in 2016 • Assessed rates currently on 2016 base date valuations which will be used for 2017/18 • Achieved best ever result for outstanding rates of 2.11% in 2013/14 • Consistently outperformed the bank bill index benchmark for our return on investments 	100%
1b.6	Be recognised as providing quality internal and external customer service and call centre services	<ul style="list-style-type: none"> • Completed requests within the service level agreement timeframes • Received more than 125,000 calls annually through the call centre • Received 191,072 service requests varying from waste services to animal problems during the Council term, a 5% increase on the previous term • Introduced Customer Service Centre Kiosk touch screen, allowing customers to access online services and the Department of Planning's Electronic Housing Code in a self-service mode • Introduced ticket queuing system in customer service centre • Council's website and MyRandwick App updated customer service information eg Waste Collection dates 	100%
1b.7	Continue to improve and implement business process systems and information infrastructure	<ul style="list-style-type: none"> • Implemented upgrade to computer network and new telephone system • Relocated infrastructure to different locations to enhance business continuity capabilities and provide greater resilience to major events • Focus on upgrading corporate technology applications • Implemented (IMoWs) mobility solution in Council's service fleet vehicles utilising I pads for in field application • Improved online tools for in field application such as online swimming pool and health inspection reporting • Upgrading of Standard Operating Environment from Windows XP to Windows 7 and Office 2010 • Implemented new wireless network at DRLC 	100%

1b.8	Provide a safe and healthy environment for staff, contractors and the community	<ul style="list-style-type: none"> • Introduced Health and Wellbeing days and salary sacrificed gym membership for staff • Continued 'Lifestyle lunches' and 'Be Fit' program • Continued immunisation program • Held Workplace, Health and Safety and Wellbeing services and education at annual 'All Stops to Randwick' • Reviewed and implemented Council's Business Continuity Plan • Mental Health First Aid course offered to all staff through Learning and Development program • Lowered premium costs through effective risk minimisation and return to work programs • Improved monitoring of public safety through CCTV system integrations at Moverly Childcare Centre, Prince Henry Centre, Malabar Library and Community Centre 	100%
1b.9	Support the community and organisation through the improvement and expansion of online systems and GIS mapping	<ul style="list-style-type: none"> • Updated myRandwick app made available for iPad and Android • Launched development application (DA) e-lodgment service • Made live beachcam views available on the Randwick City website • Increased number of online application forms and reports • Introduced online eventbrite booking system for public 	100%

1c. Continuous improvement in service delivery based on accountability, transparency and good governance

1c.1	Apply the four-year Continuous Improvement Strategy within the organisation	<ul style="list-style-type: none"> • Implemented the Local Government Reform Program – Promoting Best Practice 'self-assessment' Review • Implemented the annual Internal Audit Plan • Continually assessed and improved the organisation's performance using the best practice approach of the Australian Business Excellence Framework • Conducted fraud prevention training for all staff during 'All Stops to Randwick' • Reviewed and tested the Crisis Management (disaster recovery) Plan and Business Continuity Plan • Undertook annual Managers Workshop 	100%
1c.2	Implement a systematic and structured approach to obtaining feedback from customers and managing existing data and information	<ul style="list-style-type: none"> • Conducted the external customer satisfaction and event evaluation research in 2012 and 2014 • Held annual consultation with precincts on Operational Plan and Budget • Conducted other surveys to monitor and assess service satisfaction such as for library events and DA processing 	100%
1c.3	Proactively manage enterprise risks within Council's integrated risk management system	<ul style="list-style-type: none"> • Reviewed Crisis Management and Business Continuity plans • Training in crisis management and business continuity planning undertaken • Emergency evacuation procedures and practices tested and reviewed 	100%

Outcome 2. A vibrant and diverse community

2a: Meet the needs of our diverse community and provide equitable access to social services and infrastructure

2a.1	Maintain a current understanding of our community's needs and up to date information to support planning and program development	<ul style="list-style-type: none"> Consulted with local youth and partnered inter-agencies to develop and deliver youth culture policy and strategy Partnered with inter agencies to develop strategies to meet community needs Analysed relevant ABS data on housing, population and employment, used by various sections in Council to develop policies and strategies Used demographic information to underpin research and strategic planning, including the Fit for the Future submission 	100%
2a.2	Provide high levels of accessibility to the council's community facilities and infrastructure	<ul style="list-style-type: none"> All designs meet with Australian accessible standards Constructed all abilities playground at Chifley Upgraded Coogee Eastward Senior Citizen's Centre featuring accessible ramp Constructed Seniors Outdoor Gym at Maroubra Beach Constructed outdoor classroom at the Randwick Community Centre Upgraded Margaret Martin Library 	100%
2a.3	Support the different groups in the community to improve access to services and recreational activities	<ul style="list-style-type: none"> Delivered targeted services and activities from different locations such as parenting workshops Delivered information in five most commonly spoken community languages on the website (Chinese, Spanish, Russian, Indonesian and Greek) Delivered activities in languages other than English Facilitated volunteering opportunities through Local Volunteer Expo Delivered quality educational programs and care to children aged 0-5 years through Moverly Children's Centre 	100%
2a.4	Implement programs from the crime prevention and safety plan (A Safer Randwick City)	<ul style="list-style-type: none"> Delivered drug and alcohol harm minimisation education Delivered health and wellbeing education, partnering with other agencies Implemented programs through NSW Police in the Eastern Beaches Crime Prevention partnership 	100%
2a.5	Provide improved opportunities for local Aboriginal and Torres Strait Islander people to access support services including employment, family support and recreational activities	<ul style="list-style-type: none"> Assisted service providers and local indigenous communities in project coordination and delivery of support programs Coordinated projects and programs implemented by Eastern Region Local Government Aboriginal and Torres Strait Islander Forum Council celebrated NAIDOC Week through separate events, including Koojay Corroboree Supported NSW Department of Aboriginal Affairs to present the Eastern Coastal Job Compacts Expo for young Aboriginal school leavers in 2013 Hosted Roundtable discussion 'Our Kids Our Way' hearing the voices of Aboriginal people Continue to provide ongoing support for the Kooloorra Community Centre 	100%

2a.6	Implement the social inclusion plan (An Inclusive Randwick) to reduce disadvantage and address gaps in service provision	<ul style="list-style-type: none"> Implemented Council's social inclusion strategy and action plan "An Inclusive Randwick City" delivering programs and activities, often in partnership, with a focus on access, seniors, youth, people with disability, domestic-violence prevention, mental health and suicide prevention and carers 	100%
2a.7	Implement grants programs in accordance with the Council's guidelines to enhance services that meet community needs	<ul style="list-style-type: none"> Administered Council's annual Community Partnership and Cultural Grants Programs Provided administration for the clubs grants program with the distribution of over \$2 million to local community groups Had 75 successful applications over the Council term through the Community Partnership and Cultural Grants Programs 	100%

2b: Strong partnerships between the council, community groups and government agencies

2b.1	Provide support for resident precinct committees, local chambers of commerce and combined service clubs	<ul style="list-style-type: none"> Supported precinct meetings and quarterly combined meetings with a dedicated officer providing accurate and timely advice and information, printing and advertising Actively sought input from precincts relating to the development of the Annual Operational Plan Inviting representatives from local Chambers of Commerce and Business Associations to all Council supported Economic Development events and functions Supported local Chambers of Commerce, Business Associations and Randwick City Tourism Inc through dedicated officer providing timely economic and statistical information and attending meetings 	100%
2b.2	Participate in external groups that provide support and services for the local community	<ul style="list-style-type: none"> Convened and participated with a network of service providers, to share knowledge of social issues Develop joint projects avoiding service duplication such as an effective educational project about the drug, ICE with Community Drug Action Team Assisted Inner and Eastern Sydney Migrant Interagency in provision of services to people from multicultural backgrounds 	100%
2b.3	Implement joint projects with community groups and government agencies to achieve improved service coordination and value for money outcomes	<ul style="list-style-type: none"> Partnered and supported inter-agencies and local community service providers to deliver targeted services in particular to disadvantaged youth and seniors Assisted local service providers in project coordination and capacity building activities targeting disadvantaged residents eg Youth Off The Street outreach project in Lexington Place Participated in and acted as the secretariat for the Randwick Traffic Committee 	100%

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

2c.1	Progressively update plans of management, in accordance with an established priority list, focusing on sustainable design and multi-use facilities	<ul style="list-style-type: none"> Prepared the Plan of Management for Randwick Community Centre and adopted by Council (Nov 2013) Partnered with National Park and Wildlife Services to develop A Preservation Needs Assessment and lease agreement for the La Perouse Museum Completed draft of the Randwick Junction Town Centre Issues Paper June 2016 	100%
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2c.2	Implement the Community Facilities Plan as per identified priorities	<ul style="list-style-type: none"> Improved the utilisation of multi-purpose centres and community halls Developed a range of programs and activities at community centres Opened new community centre at Kensington Implemented the subsidised rental policy for use of Council's facilities, granting over \$6.1 million worth of rental subsidies 	100%
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2d: Our cultural diversity is appreciated and respected

2d.1	Implement A Cultural Randwick City	<ul style="list-style-type: none"> Implemented Randwick City's cultural plan with a range of activities and events designed to celebrate and embrace our diversity Developed and implemented Public Art Strategy by completing infrastructure projects with a built in public art component e.g. bicycle racks and paving design Continued an affordable monthly twilight concert program Installed bronze sculpture celebrating the wrapping of Little Bay by American artist Christo Repainted Proud of our Elders Mural in Randwick Conducted annual International Women's Day Art prize competition Expanded range of events to include NOX night sculpture walk 	100%
2d.2	Deliver and/or sponsor a range of cultural programs to promote a sense of community	<ul style="list-style-type: none"> Implemented the Council's annual calendar of events e.g. The Spot Food and Film Festival and Coogee Christmas Carols Expanded annual calendar of events to include new events e.g. Kingsford Night Noodle Markets Conducted a new campaign called "I Am Local" which celebrates living in Randwick City Extended and relocated the ANZAC Day Dawn Service to Coogee to commemorate the 100th year anniversary of WW1, attended by over 20,000 people Held ceremony to commemorate the tenth anniversary of the Bali Bombings 	100%

Outcome 3. An informed and engaged community

3a: Effective communication methods and technology are used to share information and provide services

3a.1	Provide information to the community on the Council's services and activities using effective communications methods	<ul style="list-style-type: none"> • Undertook a Communications Survey (2012) to inform how people preferred to receive information and implemented new and innovative ways of effectively communicating with local residents and the wider community • Launched Randwick Library and Des Renford Leisure Centre (DRLC) Facebook pages • Produced communication and consultation plans to advise the community of services and activities • Published and distributed four newsletters per year for the local community • Revamped community newsletter as A4 size glossy magazine renamed 'Scene' • Managed Council's banner poles as an outdoor communication medium • Advertised public notices, community and official events in local newspapers • Monitored and applied corporate communications and visual design standards to Council's communication materials, products and website • Provided on-line community consultation platforms 	100%
3a.2	Ensure that the Council's website provides an accessible and usable interface between the Council and the community	<ul style="list-style-type: none"> • Redesigned and relaunched Council's website including new Library and DRLC sub-sites • Introduced interactive mapping feature on website • Maintained content, structure and architecture to ensure effective functionality and usability • Translated essential web content into the top five community languages relevant to Randwick 	100%
3a.3	Implement technological solutions that support the development of services and resources and meet the needs of the community	<ul style="list-style-type: none"> • Enhanced social media applications to facilitate interaction with Randwick community. Twitter reach is well above industry average • Introduced eNotices form to website enabling property owners to request to receive Rates Notices electronically • Introduced SMS alerts for scheduled household clean-up service • Expanded wireless hotspots at Libraries and Des Renford Leisure Centre 	100%

3b: The Council actively promotes the community services offered by other agencies

3b.1	Continue to maintain community information programs	<ul style="list-style-type: none"> • Provided the community with access to information through a range of resources, programs and formats as appropriate to identified target groups • Provided Information Referral Service to residents in need of advice about accessing support services and child care services • Used electronic noticeboards to provide community information at Council facilities 	100%
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3c: The community has increased opportunities to participate in decision making processes

3c.1	Develop opportunities for community input into the Council's decision-making processes	<ul style="list-style-type: none"> Implemented the Randwick City Council Community Consultation Principles and Consultation Planning Guide Developed and supported effective consultation plans to support Council projects Implemented "Your Say Randwick" website for forum style feedback during surveys, exhibition of plans and documents Supported and resourced precincts and chambers of commerce 	100%
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Outcome 4. Excellence in urban design and development

4a: Improved design and sustainability across all development

4a.1	Require a high standard of design quality in new development	<ul style="list-style-type: none"> Established new Design Excellence Panel to operate in conjunction with Waverley Council and facilitate regional planning Joint Randwick/Waverley Design Review Panel input obtained on draft DCP Achieved sustainability best practice standards in all new Council buildings/structures and ensured all buildings that are being renovated or have had alterations incorporated sustainability principles 	100%
4a.2	Promote and recognise design excellence and sustainability through events or other activities	<ul style="list-style-type: none"> Held the biennial Randwick City Design Awards in 2013 and 2015, to highlight the quality design results being achieved throughout the City and achieved design excellence in major sites Council produced a book celebrating the previous ten years of Urban Design Awards in 2015 Held an international design competition for a new strategic vision for Kensington and Kingsford town centres and strategy to respond to the impacts of light rail along Anzac Parade 	100%

4b: New and existing development is managed by a robust framework

4b.1	Develop and implement effective processes and strategies to manage the impact of new and existing development	<ul style="list-style-type: none"> Promoted and provided an effective and efficient building certification service Implemented the Council's regulatory building, development control and fire safety functions Determined around 4,200 development applications in an efficient and effective manner, during the Council term Reviewed DA assessment procedure to reflect best practice Results to independent survey of customers' satisfaction with Council's DA processing service indicate a consistently high level of service provided Met DA processing targets Commenced implementation of ICON DA tracking system 	100%
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Outcome 5. Excellence in recreation and lifestyle opportunities

5a: Maximise opportunities for residents and visitors to enjoy both active and passive open space uses

5a.1	Progressively update open space plans of management, in accordance with an established priority list and the Recreation Needs Study, focusing on active and passive recreation opportunities	<ul style="list-style-type: none">Plan of Management for the Randwick Environment Park adoptedDraft Planning Strategy and Planning Proposal for Kensington to Kingsford town centres submitted to Department of Planning and Environment for Gateway Determination in January 2017	100%
5a.2	Continue work towards creating a continuous Coastal Walkway from Clovelly to Botany Bay as detailed in the Recreation Needs Study	<ul style="list-style-type: none">Received approval to extend and construct walkway through the National Park at the western end of Malabar HeadlandAchieved agreement to construct walkway through the Coast Golf ClubContinued stakeholder management to provide for further extension of walkway at the southern end of the City	100%

5b: Facilitate a range of sporting and leisure activities

5b.1	Introduce and maintain a diverse range of programs to increase attendances at Des Renford Leisure Centre from year to year	<ul style="list-style-type: none">Des Renford Aquatic Centre expanded in 2013 to include new gym facility and increased services such as fitness classesRenamed Des Renford Leisure CentreIn 2017 achieved highest ever Learn to Swim enrolments and Gym membership base since openingProvided and expanded community programs in line with industry trends such as weight loss program and school holiday children's' painting workshop	100%
5b.2	Implement open space plans of management with a focus on multi-uses such as the Heffron Park Plan of Management	<ul style="list-style-type: none">Implemented Heffron Park Plan of Management including completion of Children's Pedal Park Education Facility and new synthetic playing fieldsImplemented Kensington Park Plan of ManagementConstructed new synthetic playing fields at Latham ParkConstructed all abilities playground at Chifley ReserveUpdated playgrounds throughout the City including Albi Smith Memorial Park, Ocean View Reserve, Frank DoyleUpgraded Baker Park Tennis CourtsDelivered the Sports Field Program, including renovation and irrigation programsConstructed outdoor gyms at Frenchmans Bay, Burrows Park, Chifley Reserve and Kensington Park	100%

5c: Create new open space as opportunities arise

5c.1	Advocate the return of the remaining Commonwealth land at Malabar Headland to community open space	<ul style="list-style-type: none"> Coordinated the intergovernmental working group to achieve return of eastern lot of Malabar Headland to community open space with the land transferred to the NSW National Parks and Wildlife Service in 2016 	100%
5c.2	Consider opportunities for public open spaces and connecting paths in any major renewal of other sites or localities	<ul style="list-style-type: none"> Made submission on the Environmental Impact Statement for the light rail project including recommendations for public domain improvements within and around the proposed light rail corridor Adopted Urban Design Guidelines for light rail and negotiated with TfNSW for re-siting and design of the Randwick Terminus Developed concept designs for proposed public domain improvements at Waratah Ave, Randwick and Meeks Street, Kingsford, including creation of a plaza in Meeks Street Liaised with the Department of Planning and Environment to achieve provision for 5,000 sq metres of public open space in the Inglis Newmarket Development Control Plan Liaised with Hospitals Complex and TfNSW to improve pedestrian access, visual amenity and siting of the Randwick Light Rail Terminus and substation at the Kingsford light rail terminus 	100%

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

5d.1	Improve and develop existing and new library facilities, services and resources ensuring their ongoing relevance to the community	<ul style="list-style-type: none"> Completed upgrade of Bowen Library, marked by renaming the facility Lionel Bowen Library Opened an outdoor library attached to the Malabar Library Provided additional equipment for library customers to meet changing technologies and customer needs such as upgraded free WiFi, new computers and mobile device chargers Ensured the acquisition of new resources that reflect trends and meet user expectations determined through collection use analysis, customer feedback, and the Collection Development Policy such as ebooks Developed and implemented a marketing plan and calendar of events, building social capital and social inclusion within the community 	100%
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Outcome 6. A liveable City

6a: Our public infrastructure and assets are planned, managed and funded to meet the community expectations and defined levels of service

6a.1	Implement the strategic infrastructure and asset management (SAM) system to deliver intergenerational equity and meet Council's obligations as the custodian of our community's assets	<ul style="list-style-type: none"> Maintained and updated data in Asset Management System Implemented the building capital works program Completed scheduled road upgrades within agreed times by investing over \$41 million over the past five years Implemented the footpath construction and rehabilitation program Implemented Open Space Asset Team Projects to the value of almost \$42 million Implemented the Drainage Program incorporating the stormwater management service charge Invested over \$5 million in drainage upgrades and repairs 	100%
6a.2	Conduct programmed infrastructure and asset maintenance management in accordance with adopted service levels	<ul style="list-style-type: none"> Maintained road reserves (road pavements, footpaths, kerbs and gutters, drainage) Resurfaced and repaired pavement to 26 km of roads and lanes Maintained open space areas (parks, gardens, sports fields, cemeteries) Introduced new maintenance schedule for parks increasing productivity by reducing travel times Maintained Council-owned buildings and structures (administrative buildings, works depot, street furniture, boardwalks) Implemented reduction in graffiti incidence and prompt removal of graffiti Invested over \$52 million on the maintenance of public infrastructure over the last five years 	100%
6a.3	Implement and complete all works in the Buildings for our Community Program	<ul style="list-style-type: none"> Implemented years 4 to 7 of the \$34.8 million Buildings for our Community Program including construction of new Coogee Eastward Senior Citizens Centre 	100%
6a.4	Complete the construction of the Des Renford Leisure Centre	<ul style="list-style-type: none"> DRLC project completed in 2013. The project included: additional second level with new gym, new fitness facility, new café facilities, new crèche, refurbished amenities and car park upgrade 	100%

6b: Our centres, beaches, streets and other public places are safe, inviting, clean and support a recognisable image of our City

6b.1	Conduct public place cleaning in accordance with adopted service levels	<ul style="list-style-type: none"> Cleaned beaches daily, mechanically and manually Cleaned commercial centres daily, mechanically and manually 	100%
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6c: The safety of our community is paramount and is acknowledged and supported through proactive policies, programs and strategies

6c.1	Implement actions identified in the Council's crime prevention and community safety plan (A Safer Randwick City) to reduce anti-social behaviour and foster a safer city	<ul style="list-style-type: none"> Implemented safety and crime prevention strategy (A Safer Randwick City) Implemented strategies for licensed premises, alcohol related anti-social behaviour and crime prevention, through the Crime Prevention Partnership; the Eastern Beaches Liquor Accord and Liquor Licence application assessments Produced information about crime prevention and safety initiatives such as emergency and temporary accommodation for those at risk of being made homeless Implemented CCTV policy in selected locations in consultation with the NSW Police Undertook compliance investigations where relevant e.g. compliance with the Boarding Houses Act 2012 	100%
6c.2	Educate the public on surf and water safety	<ul style="list-style-type: none"> Delivered the Surf and Water Safety education program to over 20 schools each year. Adopted and implemented Swimming Pools Inspection Program Provided pool safety information on website 	100%
6c.3	Implement effective regulatory and compliance services and programs to maximise public health and safety in Randwick City	<ul style="list-style-type: none"> Implemented Food Safety Program for all food businesses within Randwick City and participated in the NSW Food Authority's Scores on Doors Program Conducted 5,809 inspections on food premises carried out during the Council term Implemented regulatory and enforcement strategies under various legislation (including the Companion Animals Act 1998, Environmental Planning and Assessment Act 1979 and Road Rules) Implemented a compliance assessment program for identified developments including late night trading premises Maintained bacterial and chemical parameters at DRLC to ensure compliance with Health Department guidelines for pool recycled water quality with all water tests producing excellent water quality results 	100%
6c.4	Implement the Road Safety Action Plan	<ul style="list-style-type: none"> Developed and received Council endorsement for Road Safety Action plan Developed and implemented projects for the key issues identified, including speeding, pedestrians and drink driving implemented the RMS Child Safety Seat Inspection program with increasing redemption rate Monitored crash statistics and used to inform program of traffic calming upgrades 	100%
6c.5	Conduct minor reactive maintenance management in accordance with adopted service levels	<ul style="list-style-type: none"> Performed reactive maintenance within agreed timeframes to community requests for road reserves, open space and Council- owned buildings Responded to repair damage caused by major storm events in 2016 	100%

6d: A strategic land use framework provides for our lifestyle changes and for a continuing, yet low rate of growth across our city

6d.1	Complete and implement the strategic land use framework (the comprehensive LEP and DCP)	<ul style="list-style-type: none"> The 2012 LEP gazetted on 15 February 2013 and implemented Comprehensive DCP exhibited and endorsed by Council in May and commenced in June 2013 Comprehensive DCP introduces new design guidance to encourage and require quality design in all new development 	100%
6d.2	Continually monitor and update the strategic land use framework for continual improvement	<ul style="list-style-type: none"> Advocated for Randwick City in monitoring, and commenting on State Government planning developments such as making submissions on the NSW Government Planning Reforms (White Paper), draft Metropolitan Strategy 2031, draft Central District Plan, Urban Activation Precincts and various State Environmental Planning policies Online ICON Plan browse/enquiry system implemented to improve access and use of planning information Developed 3D models of the Randwick Junction, Kensington and Kingsford commercial centres 	100%
6d.3	Ensure equitable and timely implementation of the S94A Contributions Plan and work program to enhance infrastructure and facilities	<ul style="list-style-type: none"> Completed review of S94A Contributions Plan and adopted new in 2015 Generated \$17.8 million through the S94A plan over the past 5 years to support the capital works budget New Section 94A Plan adopted which identifies funding for light rail support measures including public space creation and improvements 	100%

6e: Enhance housing diversity, accessibility and adaptability to support our diverse community

6e.1	Provide for enhanced adaptability and accessibility of housing	<ul style="list-style-type: none"> Provided assistance to seniors and disabled to enable independent living through the Home Maintenance and Modification Service (HMMS) Implemented Commonwealth and State government new service agreement relating to the Home Maintenance and Modification Service 	100%
6e.2	Implement Council's Affordable Housing Strategy and Action Plan to facilitate new and retain existing affordable housing	<ul style="list-style-type: none"> Completed affordable housing project at Little Bay to increase stock of affordable rental units for local key workers to 20 dwellings under this program Implemented affordable housing principles in the 2012 comprehensive LEP, requiring applicants to consider and provide for housing affordability in new development proposals Implemented requirements for housing mix and diversity, via development assessment, to achieve affordable housing options in new developments Exhibited and adopted amendments to Randwick 2013 DCP 2013 to include 5% affordable housing in Newmarket Green (Inglis site) Made submission to Greater Sydney Commission and the NSW Government on the need to deliver affordable housing as part of the district planning process Proposed delivery of 200 affordable dwellings in new affordable housing contributions scheme Advocated for strengthened affordable housing initiatives in NSW Government's draft Central District Plan 	100%

6f: Foster distinct neighbourhoods with commercial centres that meet the needs of our community as places to work, shop, live and socialise

6f.1	Undertake an ongoing program of comprehensive commercial centre reviews	<ul style="list-style-type: none"> Developed design concept for the intersection of Belmore Road/High Street/Avoca Street to incorporate Council's preferred Randwick Junction light rail terminus Undertook Randwick Junction Town Centre Strategy and Public Domain study including community engagement Held K2K urban design competition 	100%
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Outcome 7. Heritage that is protected and celebrated

7a: Our heritage is recognised, protected and celebrated

7a.1	Local and cultural history is recognised, known, preserved and celebrated (through events, media, etc)	<ul style="list-style-type: none"> Developed and made accessible heritage documents/resources through ongoing acquisition and adoption of relevant technologies Promoted services and collections through a range of public programs, exhibitions and partnerships that enhance community understanding and appreciation of heritage 	100%
7a.2	Prepare and implement management and maintenance plans for heritage properties owned by Council	<ul style="list-style-type: none"> Upgraded major local monuments, fountains, landmarks and a mural and funding sought to manage/maintain heritage monuments/murals owned by Council including James Bundock fountain, Tekapo Anchor and the Kingsford Smith Mosaics 	100%
7a.3	Implement, monitor and review our City's heritage planning provisions to ensure suitable conservation and adaptive re-use	<ul style="list-style-type: none"> Supported heritage conservation and recognition by new controls and listings in the comprehensive LEP Reviewed relevant DAs for heritage significance The Kingsford Town Centre Heritage Review was incorporated into the draft Planning Strategy for Kensington and Kingsford Town Centres 	100%

Outcome 8. A strong local economy

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8a: Vibrant business, commercial and industrial sectors that provide ongoing and diverse employment opportunities and serve the community

8a.1	Implement the adopted recommendations of the Economic Development Strategy in relation to vibrant business, commercial and industrial sectors	<ul style="list-style-type: none"> Implemented the Economic Development Strategy actions focusing on centres and small businesses Held 7 Randwick Business and Economic Leadership Forums as significant networking and learning opportunities for business Began implementing a centre specific plan in conjunction with the local Chamber of Commerce and community for Matraville town centre Incorporated the 'Shop Local Policy' into processes for purchasing and tenders within Council 	100%
8a.2	Implement a range of strategies to support the development of vibrant commercial centres	<ul style="list-style-type: none"> Completed streetscape documentation for the Coogee Bay Road commercial centre upgrade Continued the Randwick commercial centre upgrade Began developing concept plans for street plazas at Meeks Street, Kingsford and Waratah Street, Randwick Conducted Kingsford Noodle Markets to promote local food businesses 	100%
8a.3	Review and update the Economic Development Strategy	<ul style="list-style-type: none"> Continued developing a centre specific plan for Kingsford town centre, completing audit of all businesses Business audit for Kensington town centres completed 	100%

8b: Support and strengthen the Hospital and University precinct's provision of specialised education and health services and employment growth

8b.1	Implement plans and strategies that strengthen the Hospital and University precincts' education, health and medical research functions	<ul style="list-style-type: none"> Established University Hospital Reference Group (Council, the University of NSW and NSW Health) to liaise on issues such as precinct master-planning, development and public domain matters including master plan for the University Campus Continued partnership with TfNSW, UNSW and Randwick Hospitals Complex to provide best outcomes for community and improved public transport service to the Specialised Centre from reintroduction of light rail 	100%
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8c: Develop and strengthen effective partnerships with key locally based organisations

8c.1	Implement the adopted recommendations of the Economic Development Strategy in relation to partnerships with locally based organisations	<ul style="list-style-type: none"> The Randwick City Economic and Demographic Profile was updated in April 2013 with release of 2011 census data Provided supported to and partnered local Chambers of Commerce in initiatives to invigorate local businesses such Shop Local Stall at the Eco-living Fair Held events and other initiatives to promote local businesses such as The Win Dinner on Us competition Held biennial Business Awards 	100%
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8c.2	Consider online opportunities to enhance communication partnerships on economic development	<ul style="list-style-type: none"> Offered free online business skills workshops with BEC for those wanting information on online tools Made economy.id online economic data and statistics for both Randwick City and Eastern Suburbs available on the Randwick City Council website 	100%
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8d: Tourism's role in the local economy is acknowledged

8d.1	Implement the adopted recommendations of the Economic Development Strategy in relation to tourism	<ul style="list-style-type: none"> Provided information on Council's website, in brochure and at events about tourism and recreation within Randwick City Provided administrative support to Randwick City Tourism meetings 	100%
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Moving around

Outcome 9. Integrated and accessible transport

9a: A network of safe and convenient walking paths and cycle ways linking major land uses and recreation opportunities

9a.1	Review, improve and implement facilities for cyclists as detailed within the Randwick Bicycle Plan	<ul style="list-style-type: none"> Investigated and undertook design work for 8,400 metres of planned bike routes Implemented engineering work for scheduled bike routes and signage Consulted with community including online survey to inform development of construction priority list approved by Council Prioritised planning for and design of cycle facilities at light rail termini and cycleways connecting with light rail Produced and distributed high quality cycling and walking maps 	100%
9a.2	Continue to use the footpath program to improve and develop facilities for people who are walking and identify opportunities for pedestrian improvements through the preparation and implementation of pedestrian and mobility plans for our commercial centres	<ul style="list-style-type: none"> Constructed over 20 kms of new footpaths Consulted with Access Advisory Committee to develop improved network of pathways Prioritised planning for and design of pathways connecting with light rail 	100%

9b: The community is informed, educated and encouraged to use sustainable transport

9b.1	Implement Council's Energy Savings Plan and Local Greenhouse Action Plan to reduce reliance on private motor vehicles	<ul style="list-style-type: none"> Council continued to work with the traffic committee and car share providers to implement car-share program Implemented incentives and information programs for residents to increase use of walking, public transport and cycling networks Prepared and distributed information for residents on accessibility options in Randwick City Improved the community's knowledge on accessible community transport options 	100%
9b.2	Continue to show leadership in this area with Council's vehicle and transport choices	<ul style="list-style-type: none"> Provided public transport options as an alternative to council fleet Purchased two electric bikes for staff use, expanding bicycle fleet Maintained electric vehicle in fleet Have 2 electric vehicle charging points for council fleet and reserved parking spaces for electric vehicles at 5 public sites Offered hybrid vehicle amongst selection of fleet vehicles 	100%

9c: Advocate and/or plan for integrated local and regional transport improvements, including high capacity transport such as light/standard rail

9c.1	Continue to advocate for a rail system to service Randwick City	<ul style="list-style-type: none"> Continued to work with TfNSW during the construction of light rail to provide best outcomes for community and improved public transport service 	100%
9c.2	Work closely with the State government as planning and implementation of rail systems evolve	<ul style="list-style-type: none"> Adopted Randwick City Council Light Rail Urban Design Guidelines Provided comment on design plans for public domain, landscape, trackworks, civil and utilities works relating to the State Government's Light Rail Project Advocated for and was successful in re-situating Randwick Junction rail termini Developed and implemented concept designs for streetscape improvement and parking reconfiguration opportunities for side streets along the light rail alignment 	100%

9d: Residential amenity is protected by appropriate traffic management

9d.1	Implement traffic control strategies to protect residential amenity	<ul style="list-style-type: none"> Investigated road safety matters relating to traffic and transport issues raised by the community through the Traffic Committee and other processes Implemented traffic calming and control measures including new roundabouts Consulted with the Local Police Area Command regarding enforcement of speeding offences 	100%
9d.2	Implement regulatory parking patrol and enforcement programs to ensure appropriate enforcement of the NSW Road Rules	<ul style="list-style-type: none"> Monitored parking around school zones, shopping centres, resident parking zones and other areas and enforced parking controls 	100%

9e: Parking is managed to balance convenience against reduced car reliance

9e.1	Enhance parking opportunities for residents through appropriate management of the Resident Parking Scheme	<ul style="list-style-type: none"> Continued to roll out the replacement of the 'street based' scheme with an 'area based' scheme Established a program of consultation with residents in those areas dealing with significant parking pressures 	100%
9e.2	Develop a strategic approach to the overall management of parking—especially within our commercial centres	<ul style="list-style-type: none"> Worked with TfNSW regarding a parking strategy in association with the light rail project, including angle parking in side streets adjacent to route 	100%

Outcome 10. A healthy environment

10a: Council's programs and partnerships foster sustainable behavioural changes and outcomes

10a.1	Develop, implement and review programs aimed at improving sustainability outcomes for residents, schools, businesses and staff	<ul style="list-style-type: none"> Implemented community gardens including food and native gardens in schools Held free sustainable living and garden composting workshops on a regular seasonal basis Integrated sustainability principles into corporate procurement processes and policy Provided practical demonstration of sustainability practices at Barrett House and Randwick Sustainability Centre Influenced sustainable behavioural change in business, educational and community sectors of Randwick City through education programs, sustainability events and campaigns and partnerships such as the annual Eco-Living Fair, Eco Heroes Club for children at libraries and Best Green Innovation 	100%
10a.2	Expand external partnerships supporting Council's sustainability initiatives e.g. UNSW and business	<ul style="list-style-type: none"> Renewed Sustainability Agreement with UNSW Partnered local businesses in water audit service resulting in significant water savings for participating businesses The Comprehensive 'Think, Act, Save' community education campaign continued building on activities with NSW TAFE, UNSW and Peace, Justice, Ecology Centre CMI NSW Held Earth Hour Twilight Picnic and Food Market with support from the World Wide Fund for Nature and Randwick Public School Farmers Markets 	100%
10a.3	Continue the development, implementation and review of the 3-Council collaboration project with Waverley and Woollahra Councils to reduce resource consumption across the 3 local government areas	<ul style="list-style-type: none"> Continue to collaborate with Waverley and Woollahra Councils on common sustainability issues (water, energy and waste) Implemented the Ecological Footprint Project to increase community awareness of sustainability Implemented the Compost Revolution program providing residents with discounted compost bin or worm farm Conducted audit of waste bins (BinTRIM program) to gain information on waste behaviour and implemented targeted recycling education Launch of Council's "Best Gift" initiative ('green' Christmas gift ideas) launched with 3 Mayors at Barrett House Continued to offer regular educational programs and practical demonstration of sustainability practices at Barrett House 	100%
10a.4	Investigate and implement incentives aimed at increasing the level of participation of businesses, schools and residents in resource conservation programs	<ul style="list-style-type: none"> Implemented incentives such as resident Food Waste Challenge encouraging sustainable behaviour and providing sustainability education Held workshops, for visiting students and at schools for students on wide range of sustainability educational matters 	100%

10b: Policies and programs are developed and implemented in response to environmental risks and their potential impacts

10b.1	Develop and implement a long term sustainability framework for Randwick	<ul style="list-style-type: none"> Received IPART approval for continuation of Environmental Levy for a further five years (2014-19) providing \$20 million to fund range of sustainability initiatives Implemented Environmental Levy projects according to projects and budget timeframes Used the Environment Levy to invest almost \$16.6 million in environmental sustainability initiatives through the award winning Sustaining our City Program 	100%
10b.2	Develop and implement environmental strategies for remediation of contaminated Council/public land	<ul style="list-style-type: none"> Remediated Chifley Reserve Ongoing remediation of Heffron Park 	100%
10b.3	Implement recommendations contained in the NSW Government's Floodplain Development Manual and relevant flood studies carried out for Randwick	<ul style="list-style-type: none"> Conducted floodplain risk management studies and prepared plans Implemented recommendations contained in the NSW Government's Floodplain Development Manual and relevant flood studies for Randwick Completed flood study for Kensington-Centennial Park catchment in 2013 Adopted Coogee Bay Floodplain Risk Management Study and Plan in December 2016 Adopted Maroubra Bay Floodplain Risk Management Study and Plan in February 2017 Commenced Flood Study for the Birds Gully and Upper Bunnerong Creek Catchment 	100%
10b.4	Administer and implement Council's Tree Preservation Orders and review process and formally incorporate environmental risk and assessment	<ul style="list-style-type: none"> Assessed and determined Tree Preservation Order applications achieving targets 	100%
10b.5	Administer and coordinate Council's Climate Change Adaption and Mitigation Plan	<ul style="list-style-type: none"> Climate Change Adaptation Roadmap reviewed Incorporated priority actions of the Climate Change Adaptation and Mitigation Plan into all of Council's relevant policies Carried out energy saving and greenhouse reduction projects Randwick City highlighted in case study in Australian Centre of Excellence for Local Government's 'Guidance Manual' for embedding climate change risk into local government 	100%

10c: Bushland, open spaces and biodiversity are protected and enhanced for future generations

10c.1	Implement and monitor Randwick's regulatory responsibilities especially in relation to the enhancement of our native and indigenous flora and fauna	<ul style="list-style-type: none"> Controlled noxious and environmental weeds and pest animals Implemented the bush regeneration and revegetation program including development of green corridors within the City Maintained a database of terrestrial native animals and plants Integrated the Biodiversity Strategy outcomes in the review of the comprehensive LEP/DCP 	100%
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10c.2	Implement annual tree planting programs ensuring that species comply with Council's Street Tree Master Plan	<ul style="list-style-type: none"> Supported the Native Haven program such as through providing plants to schools Planted 2,500 street trees throughout the City Planted around 51,000 trees and shrubs in Council parks and reserves Planted than 10,200 new native plants in bushland reserves Worked closely with Bushland Group of around 50 volunteers Propagated around 80,000 plants in Council's Nursery each year 	100%
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10d: Waste is managed sustainably to ensure highest level of resource recovery

10d.1	Develop and implement Council's Resource Recovery Strategy to minimise the level of waste going to landfill	<ul style="list-style-type: none"> Investigated, implemented and reviewed strategic waste actions to minimise waste going to landfill Researched and identified appropriate waste processing technologies Implemented programs to reduce organic waste going to landfill, reduce energy consumption, create community support initiatives and improve regional understanding and actions to conserve our resources Used Alternative Waste Treatment technologies and resource recovery initiatives to reduce waste going to landfill putting us among the top 10 Sydney councils after being ranked 34 out of 38 councils in 2011 Diverted approximately 171,000 tonnes of waste from landfill 	100%
10d.2	Implement and review actions identified in Council's Litter and Illegal Dumping Management Plan	<ul style="list-style-type: none"> Rolled out mobility job allocation system (IMOWS) all waste vehicles to improve service Provided a high level of garbage and recycling service to the community Partnered with Regional Illegal Dumping squad which targets illegal dumping 	100%
10d.3	Develop and implement community engagement programs on waste and recycling	<ul style="list-style-type: none"> Introduced permanent service for drop off of Electronic waste at Perry Street Recycling Centre Expanded service for recycling at Perry Street Recycling Centre to polystyrene, soft plastics and more Began Mattress recycling service Held comprehensive anti-beach-litter campaigns Developed and implemented recycling contamination and waste management plans Increased community awareness of sustainable waste management through education and information programs Reduced illegal dumping and improved litter management through increased community awareness Conducted food waste trial participated by 5,000 multi-unit dwellings 	100%

10e: A total water cycle management approach including water conservation, re-use and water quality improvements is adopted

10e.1	Develop and implement projects to improve water conservation and efficiency across Council and the community	<ul style="list-style-type: none"> Continued to increase stormwater, rainwater and wastewater harvesting opportunities within Randwick City Implemented programs, incentives and measures to assist households, schools and businesses reduce water consumption across Randwick City Monitored and continued to implement water saving projects across Council operations such as automation of water treatment plant at Des Renford Leisure Centre Construction of reedbed irrigation toilet for public use at rear of Randwick Community Centre Through sustainability initiatives, currently saving approximately 300 million litres of water per annum 	100%
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10e.2	Contribute to projects and studies aimed at improving water quality of our marine and coastal areas	<ul style="list-style-type: none"> • Beach water quality improved through Council stormwater harvesting and re-use treatment and cleaning systems in place in coastal parks and reserves • Completed joint Sydney Water, Randwick City Council and NSW EPA funded outfall diversion project at Malabar Beach • Worked with Commonwealth Government to implement leachate management works and improve water quality at Malabar Beach • Worked with Beachwatch to monitor and report on water quality at the City's beaches • Completed water quality analysis and testing project at Frenchmans and Yarra Bays • Installation of gross pollutant traps to capture pollution before it enters the ocean 	100%
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10f: Energy conservation and efficiency programs are implemented.

10f.1	Develop and implement project improve energy conservation and efficiencies to across Council and the Community	<ul style="list-style-type: none"> • Implemented energy efficient programs at Council-owned sites such as Voltage Optimisation Technology (VoT) installed at the Administration Building and Bowen Library • Reduced energy consumption across Council and Randwick City through Energy and Greenhouse Management Plan and Renewable Energy Master Plan priorities • Reduced greenhouse gas emissions by approximately 800 tonnes 	100%
10f.2	Investigate and implement renewable energy projects across Randwick City	<ul style="list-style-type: none"> • Oversaw the installation of energy saving measures across the City, saving approximately 100,000 kilowatt hours per year • Increased number of solar panels installations to 13 council and community buildings including Prince Henry Centre and Lionel Bowen Library • Installation of major solar hotwater system at Des Renford Leisure Centre with funding from Local Government Energy Efficiency grants program 	100%

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