
State of our City Report

2017-21



Randwick City Council
a sense of community





Contents

Mayor’s message	2
General Manager’s message	3
Our Councillors	4
Our Leadership Team	8
Our City	10
About this Report	12
Part 1. Achievements in Implementing the City Plan (2017-2021)	16
Theme 1: Responsible management	18
Theme 2: A sense of community	26
Theme 3: Places for people	38
Theme 4: A prospering City	54
Theme 5: Moving around	58
Theme 6: Looking after our environment	64
Part 2. Our Partnerships	72
Part 3. Our Awards	78
Appendix 1 – Randwick City Plan Indicators (2017-2021)	
Appendix 2 – Community Satisfaction Survey (2021)	



Mayor's Message

Looking back, Council has had many great achievements over the past four years. As a Council and as Councillors, we have worked hard to provide our community with what we think serves them best. We keep them at the forefront of our mind when making decisions – not always simple, when our community is as diverse as ours – but challenging and invigorating all the same.

As a group we were able to usher in a host of new initiatives, programs and policies that supported and championed all sections of our community. We supported marriage equality, introduced affordable housing for victims of domestic violence and were the first council to introduce a Family & Domestic Violence Policy for our staff.

We opened the Malabar Headland Western Walking Track, which made green space available to the community seven days a week, created cycleways to encourage safer active transport, banned single-use plastics at Council events and functions, installed permanent wheelchair matting at Malabar Beach, opened the \$6M Heffron Park Tennis Centre in Maroubra, launched the first Council-run, on-street electric vehicle charging stations, supported the continued growth of the Blak Markets and initiated plans to reinvigorate the La Perouse Museum.

We were one of the first metropolitan councils in Sydney to introduce the FOGO food waste collection service, the uptake of which has been very encouraging. In the first three months of service, we saw more than 1000 tonnes of food and garden waste collected each month, a 26% reduction of waste in red lid bins being sent to landfill and a low contamination rate of just 1.5%, indicating that residents were able to make the change to FOGO with relative ease.

We built our 14th stormwater system at Maroubra, saving up to 40 million litres of potable water every year, painted a rainbow on the steps of Coogee Beach to support the Sydney Gay and Lesbian Mardi Gras and commenced construction on the \$58M Heffron Centre.

We have continued to work not just on behalf of our community, but alongside it too, campaigning against the proposals for a cruise ship terminal at Yarra Bay, an incinerator stack to be built in Matraville and high-rise apartments to be built at Little Bay.

It was an honour to be able to listen to our residents and local businesses when they told us of their struggles during the pandemic and to find ways to serve them in ways we hadn't needed to in the past. Whether through offering financial support and relief, preparing food hampers, opening up spaces to allow exercise and recreation, activating town centres in COVID-safe ways to lift community spirits, we were able to provide for our community.

We introduced a \$48.6M infrastructure program aimed at stimulating the economy.

Even during the most challenging of lockdowns, our parks, open spaces and beaches were kept clean, footpaths and roads were maintained, playgrounds built or improved, beach users kept safe and childcare services were available for those who needed it.

Randwick Council has long been a strong, financially stable and forward-thinking council. It is thanks to these attributes that Council was able to be the leader our residents needed us to be, and I have no doubt that we will continue this trajectory now and into the future.

Cr Dylan Parker
Mayor of Randwick

General Manager's Message

Over the past four years, Randwick City Council has delivered an ambitious program of works, services, programs, and initiatives to ensure Randwick City is a good place to live. And, that's how our community feels, with 97% of recent survey respondents agreeing that it is.

We have reviewed our forward direction and in consultation with you, our community, developed a number of key informing strategies to guide the coming 10 years. This includes our Integrated Transport Strategy, Arts and Culture Strategy, Open Space and Recreation Strategy, Environment Strategy, Housing Strategy and soon to be released Economic Strategy and Inclusive Randwick Strategy. Objectives have been set including targets for greenhouse gas emissions, increased recycling, increasing opportunities to participate in the arts, increasing active transport, reducing road casualties and ensuring open space within walking distance of our homes.

We were able to withstand the financial shock experienced as a result of the COVID-19 pandemic through our fiscal strength and sustainability. Not only were we able to withstand the shock, but we were



also able to continue with an ambitious capital works program and provide a much-needed community and business support package. Our financial performance ratio continues to exceed benchmark at an average of 5.09% over the four-year period. This ensures our assets are renewed in a timely manner, with an average asset renewal ratio of 103% over the period.

Our services and service levels have continued to evolve, including the introduction of FOGO (Food Organics and Garden Organics) waste collection and disposal, encouraging active transport in and around our City with the opening of pop-up cycleways and pop-up pedal parks, enhanced programs and exhibitions delivered through La Perouse Museum, the introduction of a third space in our library, and new smart technology at our beaches assisting people with information and sunscreen! 94% of residents surveyed recorded satisfaction with Council services when measured as a whole. This is a great achievement, and one we don't take for granted. We will continually look for ways to better service our community – that's our culture.

Our staff are committed, and goal focused with a great sense of purpose and dedication to achieving year after year. It is through a strong organisational culture and engagement that we are able to perform at our best. Our commitment to learning and development has ensured that we evolve with the community around us. This learning culture has been demonstrated as we adapted our services within the pandemic environment, with much of our business as usual turned on its head, we found new ways to connect and serve.

I congratulate the Mayor and Councillors for the direction they have taken Randwick City over the past four years and the support and leadership they have provided the community. Council continues to create a liveable City that can adapt to a changing landscape and continue to meet the needs of our residents into the future.

Therese Manns
General Manager



Councillor Lindsay Shurey 2017-2018

Councillor Lindsay Shurey championed inclusivity, sustainability, art and culture and worked to create safer spaces for the cycling community in our City.

In a first for NSW local government, a proportion of the Council's affordable rental housing portfolio was made available specifically for women and children exiting emergency refuges. Council also provided financial assistance to a local domestic violence support agency, and ensured staff members experiencing family and domestic violence had access to extra leave, additional support and flexible work options as part of a new Family & Domestic Violence Policy.

Council threw its support behind marriage equality by formally backing the yes vote and flying rainbow banners on Randwick Town Hall.

The Malabar Headland Western Walking Track was opened, plans for the Kingsford to Centennial Park cycleway were advanced, a ban on single use plastic was introduced, digital and smart cities policies were introduced to make Council services more efficient, construction commenced on a major upgrade to Coogee Bay Road, plans to improve the La Perouse Museum were started and the Tube Unit Initiative (TUI) rescue tubes were installed at several Randwick Council beaches.



Councillor Kathy Neilson 2018-2019

As Randwick's first female Labor Mayor, Councillor Kathy Neilson's term had a focus on the defining themes of connection, unity and community strength. She supported groups and organisations whose passion for community health care, refugees, heritage, arts, the environment, emergency services, social justice and sports ensured that our City was inclusive, diverse and welcoming. In particular she connected these groups with grants and funding programs that allowed them to continue their work.

A long-time tennis fan, Cr Neilson opened the \$6M Heffron Park Tennis Centre in Maroubra, installed permanent wheelchair matting at Malabar Beach, opposed the demolition of the Sydney Football Stadium, fought to protect Yarra Bay from a proposed cruise ship terminal, launched the first Council-run, on-street electric vehicle charging stations, supported the continued growth of the Blak Markets, introduced affordable housing for victims of domestic violence, supported the Uluru Statement of the Heart and opened the new amenities block at Mahon Pool.

Councillor Neilson also showed her support for the future of planning, by establishing the Sima Truuvert Planning Scholarship for student planners, which honours one of Council's most highly regarded urban planners.



Councillor Danny Said 2019-2021

Councillor Danny Said's one-year term as Mayor was extended to two years when the 2020 local government elections were postponed as a result of COVID-19 pandemic. Councillor Said offered support and leadership to the community during this unusual time. Council budgets and operational plans for 2020 and 2021 focussed on helping residents and businesses recover from the stresses of the pandemic.

Major achievements included the introduction of FOGO, Council's food organics and garden organics collection service, and the commencement of construction on the \$58M Heffron Centre, a new community sporting facility in Maroubra's Heffron Park.

The fight to protect Yarra Bay from a proposed cruise ship terminal was maintained as was Council's opposition to the proposed incinerator stack at Matraville. The Coogee Bay Road Shared Village was implemented, a rainbow was painted at Coogee Beach in support of Mardi Gras, the upgraded Coogee Surf Lifesaving Club was opened, and pop-up pedal parks were provided at Chifley and Clovelly in winter months. A new temporary cycleway was installed on High Street, Randwick, outdoor gyms were built in Coogee and Malabar, and the 14th stormwater harvesting system was completed in Maroubra, saving up to 40 million litres of potable water every year.

Our Councillors

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

Due to COVID-19 delaying the ordinary local government elections until 4 December 2021, the current Councillors are serving a longer four-year term (September 2017 to December 2021).

Mayors (2017-21)

During the 2017-21 Council term the roles of Mayor and Deputy Mayor were undertaken by the following Councillors.

YEAR	MAYOR	DEPUTY MAYOR
2017-18	Cr Lindsay Shurey	Cr Alexandra Luxford
2018-19	Cr Kathy Neilson	Cr Danny Said
2019-20	Cr Danny Said	Cr Philipa Veitch
2020-21	Cr Danny Said	Cr Philipa Veitch

On 30 September 2021, Councillor Dylan Parker and Councillor Lindsay Shurey were elected to serve as Mayor and Deputy Mayor of Randwick City. They will serve for the remainder of the extended Council term.

Councillors 2017-2021

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:

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

The elections, originally due to be held in September 2020, were delayed due to COVID-19 and further delayed in September 2021.

Therefore, the current Councillors are serving a longer four-year term (September 2017 to December 2021).

Council meetings and decision-making

Ordinary Council Meetings are held once a month, generally on the 4th Tuesday of the month with the dates of the meetings listed on our website.

Extraordinary Council Meetings are called at short notice from time to time to address particular issues. The dates of these meetings are also published on our website.

In a normal year, Council meetings are held in the Council Chambers at 30 Frances Street in Randwick, and residents are welcome to attend. However, COVID-19 has forced us to change the format of meetings to comply with relevant health orders and ensure the safety of everyone involved.

In April and May 2020, Council live broadcasted its meetings via Teams. In June 2020, Council meetings returned but were held at the Prince Henry Centre where there was more room to socially distance. Since then, we have adjusted our meeting format to suit the changing levels of restrictions, with June 2020 to May 2021 being held in person at either the Prince Henry Centre or Council Chambers with appropriate social distancing. June to September 2021 meetings have been held online. People wishing to address the Council on matters are still able to do so, either through the online meeting or in person depending on the prevailing circumstances.

To provide greater community access, live audio broadcasting of Council meetings via Council's website commenced in July 2020.

Business Papers and Minutes for Council meetings are available on our website.

WEST WARD



Cr Alexandra Luxford
Labor
First elected in 2017



Cr Harry Stavrinos
Liberal
First elected in 2012



Cr Philipa Veitch
Greens
First elected in 2017

CENTRAL WARD



Cr Anthony Andrews
Independent
First elected in 2000



Cr Dylan Parker
Mayor
Labor
First elected in 2017



Cr Ted Seng
Liberal
First elected in 1995

NORTH WARD



Cr Christie Hamilton
Liberal
First elected in 2017



Cr Kathy Neilson
Labor
First elected in 2012



Cr Lindsay Shurey
Deputy Mayor
Greens
First elected in 2012

EAST WARD



Cr Tony Bowen
Labor
First elected in 2008



Cr Murray Matson
Greens
First elected in 1995



Cr Brendan Roberts
Liberal
First elected in 2012

SOUTH WARD



Cr Carlos Da Rocha
Independent
First elected in 2017



Cr Noel D'Souza
Independent
First elected in 2012



Cr Danny Said
Labor
First elected in 2017



Our Leadership Team

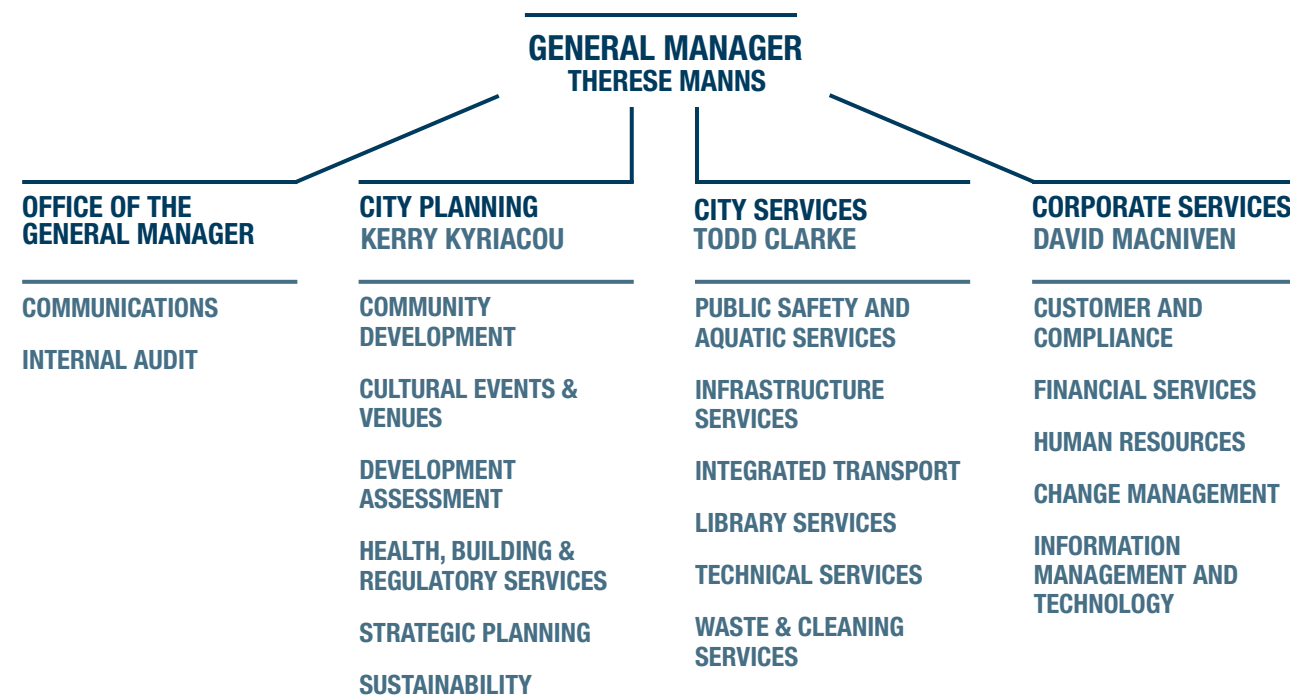
Randwick City Council is managed by its General Manager and the Directors of three divisions: City Services, City Planning and Corporate Services.

In November 2018, Therese Manns replaced Ray Brownlee as General Manager.

In early 2019 Sima Truuvert, our well respected and

long servicing Director of City Planning, passed away. She was much loved by the staff and Mayors and Councillors of Randwick and known and admired by many in the community.

In 2018-19, we welcomed Kerry Kyriacou, Todd Clarke and David MacNiven as our new Directors.



Our City

Randwick City is on the land of the Bidjigal and Gadigal people, and has a rich and unique Aboriginal cultural history, with La Perouse being the only area in Sydney where the local Aboriginal community have had an unbroken connection to the land.

Our Geography

Our local government area covers 37.42 square kilometres (3,742 hectares) and includes the 13 suburbs of Chifley, Clovelly, Coogee, Kensington, Kingsford, La Perouse, Little Bay, Malabar, Maroubra, Matraville, Philip Bay, Randwick and South Coogee. It is located in the eastern suburbs of Sydney, bounded to the north by Waverley Council, to the east by the Pacific Ocean, to the south by Botany Bay and to the west by the City of Sydney and Bayside Councils.

Our Regional Facilities

Our City is known for its extensive parkland and open space areas including Centennial Park, Heffron Park, Kamay Botany Bay National Park, as well as our 29 kilometres of coastline with the magnificent Coastal Walkway linking ten beaches and eight ocean pools.

We have excellent education and medical facilities including the University of NSW (UNSW) and the

Randwick Hospitals Complex. We are also home to some other major employment facilities such as Port Botany. These facilities, and our location close to the Sydney Central Business District and Sydney Airport, help make Randwick an important contributor to the broader economy of Sydney.

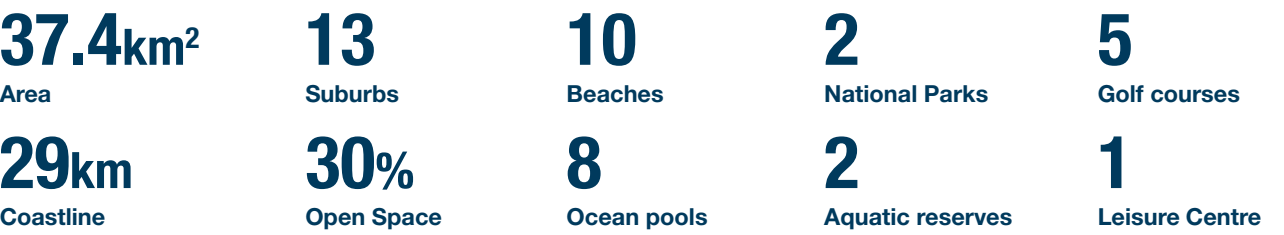
Our community

At the time of the 2016 census, there were approximately 148,922 people (Estimated Resident Population/ERP) living in Randwick City. As of 30 June 2020, the ERP had increased to approximately 156,619¹. Population characteristics differ significantly across the Randwick City area, with higher cultural diversity, higher density living and a higher proportion of students living in the north of the LGA, including in Kensington, Kingsford and Randwick.

While the Randwick City population has relatively low levels of disadvantage and is highly educated with a high median household weekly income, there are pockets of disadvantage across the LGA, including low-income households, people living in social housing and boarding houses and people living with disability and carers.

1. Australian Bureau of Statistics, 2019-20, Regional Population Growth, Australia, Estimated Resident Population (30 March 2021)

OUR GEOGRAPHY



REGIONAL FACILITIES

Coastal Walkway UNSW Randwick Hospitals Complex	Sydney Ports NIDA Randwick TAFE Randwick Racecourse	Heffron Park Centennial Parklands Kamay Botany Bay National Park	Malabar Headland National Park
----------------------------------------------------------	-----------------------------------------------------------------	------------------------------------------------------------------------------	-----------------------------------



About this report

This ‘State of our City Report’ is provided in accordance with Section 428(2) of the Local Government Act which states:

‘The annual report in the year in which an ordinary election of councillors is to be held must also report as to the council’s achievements in implementing the community strategic plan over the previous 4 years.’

Therefore, this report, which outlines council’s achievements in implementing the community strategic plan over the previous 4 years, forms part of the 2020-21 Annual Report.

The community strategic plan (Randwick City Council’s is called the ‘City Plan’) is a long-term vision

document, reflecting the Randwick community’s priorities and long-term goals for the health and wellbeing of its people, its economy and the natural and built environment. It also demonstrates the Council’s commitment to best practice in its own governance.

It was prepared by council through engagement and collaboration with the community, other levels of government and major institutions within the City.

The City Plan was first launched in 2006 and subsequently updated in 2009, 2012 and 2018 to reflect legislative changes, address changing needs; and incorporate the new delivery program for each elected Council.

It contains six themes with ten clear outcomes:

How we deliver the City Plan outcomes

Council’s plans, strategies and programs do not exist in isolation and are all connected to deliver community outcomes.

Whilst not all outcomes in the City Plan can be delivered by council alone, our Delivery Program and Operational Plan detail the principal activities that will be undertaken by the council to work towards achieving the outcomes of the City Plan with the resources available under the Resourcing Strategy.

Delivery Program

The delivery program is a statement of commitment to the community from each newly elected Council detailing what council will do towards achieving the goals of the Community Strategic Plan (City Plan) during their term of office. Our 2018-2022* Delivery Program is included in the current City Plan.

* The original 2018-2021 Delivery Program was extended due to the 2020 elections being postponed until 2021.

Operational Plan & Budget

Each year, an annual Operational Plan & Budget is created for the upcoming financial year to detail the individual projects and activities that will be undertaken by council to achieve the commitments made in the Delivery Program.

Resourcing Strategy

The aspirations and specific outcomes of the City Plan cannot be achieved without sufficient resources. Therefore, the City Plan is underpinned by a Resourcing Strategy which considers the workforce, finances and assets that enable us to deliver our services to the community. Both the Delivery Program and annual Operational Plan & Budget are developed with full consideration given to the resources available.

THEME	OUTCOME
1. Responsible management	Outcome 1: Leadership in sustainability
2. A sense of community	Outcome 2: A vibrant and diverse community Outcome 3: An informed and engaged community
3. Places for people	Outcome 4: Excellence in urban design and development Outcome 5: Excellence in recreation and lifestyle opportunities Outcome 6: A liveable City Outcome 7: Heritage that is protected and celebrated
4. A prospering City	Outcome 8: A strong local economy
5. Moving around	Outcome 9: Integrated and accessible transport
6. Looking after our environment	Outcome 10: A healthy environment

This report outlines Council’s achievements in delivering these 10 outcomes over the 2017-2021 term.



How we measure progress

The aim of the State of our City Report is to provide an update to the Randwick community on how effective the City Plan has been in delivering the desired outcomes. We do this by considering:

1. Key achievements and progress in implementing our delivery program

Section 1 of this report provides an overview of our key achievements in implementing our 4-year delivery program under each of the six City Plan themes.

2. Performance against the Randwick City Plan Indicators

A range of indicators have been developed to measure our progress towards delivering the outcomes of the City Plan. These indicators were selected to monitor and evaluate the effectiveness of actions taken by Council, other organisations and the community across the Randwick LGA. Each indicator is measured using data collected by Council, government and/or community-based agencies.

Section 1 of this report includes a quantitative assessment of progress through the relevant indicators.



3. Results from the Community Satisfaction Survey

The Community Satisfaction Survey is used 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 useful in reviewing progress relative to the City Plan.

Key information gathered through the survey is reported through the City Plan Indicators in Section 1 of this report.

Unless stated otherwise, all statistics in this report are provided for the period of 1 July 2017 to 30 June 2021.



Part 1. Achievements in implementing the City Plan 2017-2021



This part is divided into the six City Plan themes:

Theme 1. Responsible management

Theme 2. A sense of community

Theme 3. Places for people

Theme 4. A prospering City

Theme 5. Moving around

Theme 6. Looking after our environment

For each theme, a summary of key achievements over the past four years is provided together with an assessment of performance using the relevant Randwick City Plan Indicators.

Key achievements

Each year, Council prepares an annual Operational Plan and Budget that details the specific actions that Council will take to implement our 4 year delivery program and work towards achieving the outcomes of The City Plan.

Council provides regular updates to the community on our progress in completing these actions through quarterly progress reports. We also outline our achievements in our annual reports.

The intention of the State of our City Report is to provide a focussed and high-level overview of our key achievements over the past 4 years and show how they have contributed to delivering the outcomes of the City Plan. Therefore, this report does not replicate all the information in the quarterly and annual reports. For a comprehensive list of actions and achievements, please refer to our annual and quarterly reports that were published over the term.

Randwick City Plan Indicators

The Randwick City Plan Indicators Model (the Model) was developed in 2010 to monitor and evaluate the state of our City in terms of the themes and directions set by the community in the Randwick City Plan.

The Model measures the outcomes of the actions taken by the Council, as well as other organisations and the community. It also measures the impact of factors such as changes in the environment and economy.

A total of 65 indicators are used in this report to provide an indication of progress over the previous 4 years. The source of data for these indicators is wide and varied, ranging from Council statistics through to Census information and data supplied by other government agencies. Each measure has been populated using the most recent data available.

The following notation has been used to provide a visual indicator of performance against each measure:

- Result met target (or improved from the baseline if there is no numerical target)
- Result did not meet the target but has improved from the baseline
- Result did not meet the target & has not changed from the baseline
- Result did not meet the target & is worse than the baseline

Council's level of control or influence over the indicators

While the Council takes the lead role in the implementation of the City Plan, it does not have the ability to control all aspects of the desired outcome.

A colour code has been assigned to each indicator to differentiate the level of control or influence that Council has over the outcome:

Control	Measures that are under the direct control of the Council
Influence	Measures that the Council does not control but can influence
Concern	Measures that the Council neither controls nor is likely to influence, but that are of interest to the community

Theme 1: Responsible management

Outcome 1: Leadership in sustainability



Outcome 1: Leadership in sustainability

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

Key achievements 2017-21

We have maintained financial stability

After the 2017 elections, we updated our Long Term Financial Plan in conjunction with development of our 2018-2021 Delivery Program. The plan underwent a minor alignment in February 2019 ahead of the special variation application to continue the Environmental Levy, and we are now in the process of a comprehensive update.

Our Long Term Financial Plan includes two special variation approvals from the Independent Pricing and Regulatory Tribunal:

- **Our Community Our Future**

This special rate variation is a 3-year permanent increase that was approved in 2018. It allows for provision of major projects of a size and scope not previously undertaken, while maintaining our existing service levels.

- **Environmental Levy**

This levy is a special variation that has been funding our 'Sustaining our City' initiative for the past 17 years. It is a temporary rate increase that was approved for a further 5 years in 2019.

Some of the key financial achievements and initiatives from the 4 year term are detailed below:

- In March 2020, at the beginning of the COVID-19 pandemic, Council adopted the first of two significant relief packages for the community. The first package provided \$2.3M in support measures including a 6-month waiver of interest on rates and waivers of many Council fees, all aimed at easing the financial impact of the pandemic on residents, community groups and local businesses. The second package

was adopted in July 2021, providing at least \$659k in further financial support for ratepayers, community groups and local business.

- An additional pensioner rebate of \$75 was introduced in 2017-18 to offset the impact of the Our Community Our Future special variation for pensioners. In 2018-19, a further \$25 rebate was added for the continued Environmental Levy, bringing the additional council rebate up to \$100 each year.
- Randwick City Council was the first metropolitan Council to submit finalised Financial Statements to the Office of Local Government for 2019-20.
- Council's investment portfolio provided stability during the term and withstood recent uncertainty. In a climate of record low rates of return, Council's investment portfolio has continued to provide a return above benchmark. With careful monitoring of cashflow, a high level of liquidity has been maintained through the pandemic, ensuring Council's ongoing ability to pay staff, and suppliers, while continuing to deliver capital projects.
- Four year forward budgeting was introduced to capture anticipated future trends for revenue streams and expenditure levels.
- Full statutory compliance was consistently achieved throughout the term, with all submission deadlines met for critical outputs such as the production of the annual Operational Plan & Budget and the annual Financial Statements.

Ongoing sound financial management has allowed Council to finish the 4 year term in a strong financial position, despite the unprecedented impacts of COVID-19. As detailed in the key financial results table below, all financial performance measures were met, except for the buildings and infrastructure renewals ratio in 2019-20. This was primarily due to COVID-19 impacting works and reducing our asset renewal rate.



INDICATOR		2020-21	2019-20	2018-19	2017-18
Operating performance ratio This ratio measures Council's achievement of containing operating expenditure within operating revenue	Greater than or equal to break even	4.49% ✓	4.16%	5.51%	6.2%
Own source revenue This ratio measures the degree of reliance on external funding sources.	Greater than 60%	90.31% ✓	83.72%	90.24%	91.15%
Unrestricted current ratio To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.	Greater than or equal to 1.5:1	3.98x ✓	4.04x	4.06x	3.63x
Debt service ratio This ratio measures the availability of operating cash to service debt including interest, principal and lease payments. NB: Randwick Council had no external borrowings in 2020-21	Greater than 2 x (Times)	6,059.67x ✓	5,786.17x	0.00x	0.00x
Rates, annual charges, interest & extra charges outstanding percentage To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.	Less than 5.00%	3.80% ✓	4.84%	3.15%	2.41%
Cash expense cover ratio Indicates the number of months Council can continue paying for its immediate expenses without additional cash inflows.	Greater than or equal to 3 months	5.65mths ✓	4.67 mths	3.33 mths	3.02 mths
Building, infrastructure & other structures renewal ratio This ratio is used to assess the rate at which assets are being renewed against the rate at which they are depreciating. Includes Buildings, Roads, Drainage and Open Space assets.	Greater than or equal to 100%	122.44% ✓	66.09%	106.33%	119.65%
Infrastructure backlog ratio This ratio shows what proportion the backlog is against the total value of Council's infrastructure.	Less than 2%	0.48% ✓	0.50%	0.51%	0.65%
Asset maintenance ratio This ratio compares the actual versus required annual asset maintenance.	Greater than 100%	192.57% ✓	174.22%	172.14%	159.94%
Cost to bring assets to Agreed Level of Service A snapshot of the proportion of outstanding renewal works compared to the total suite of assets that Council has under its care and stewardship.	New ratio, none set	0.31% ✓	0.31%	0.32%	0.39%

We have provided a high level of customer service



94.7%
Written correspondence actioned in 15 days or less



77.5%
Phone calls answered within 30 seconds



93.4%
Customer service requests completed within the service level agreements



4,963
Access to information requests processed



493
Media releases issued to inform our community



69
Formal GIPA applications processed



471,102
Telephone enquiries responded to

The above figures are for the four year period (1 July 2017- 30 June 2021)

Customer service is a core value for Randwick employees and over the term there has been a focus on being more responsive and improving the delivery and quality of information and services.

Some key initiatives included:

- We changed our waste service arrangements so that Randwick City residents now have more flexibility to book free clean-up services when needed. The changes see scheduled clean-ups reduced to once a year and on-call clean-ups increased to five per year.
- We introduced Snap Send Solve to give our community a more timely and convenient option for reporting issues.

- We improved our online payment systems and made them more user-friendly.
- We equipped and trained call-centre staff to transition easily between the office and home. This has enabled continuity of customer service throughout the pandemic.
- We implemented call-routing to more effectively manage incoming calls.

We also successfully transitioned to use of the NSW Planning Portal for online lodgement of all Development Applications.



We have provided innovative technology solutions to meet customer and business needs

In the past four years, we have invested in technology to deliver better service to the community and drive internal efficiencies. Some of the significant initiatives included:

- Expansion of the public wifi network to include coverage of Coogee, Clovelly, Maroubra and Malabar Beaches, all major community halls, and the Coogee Bay Road precinct.
- Expansion of CCTV infrastructure at Little Bay, Mahon Pool, Coogee Beach South, Frenchmans Bay, La Perouse Museum, La Perouse East and Malabar Beach. The network now provides coverage of most of our beaches from staffed lifeguard stations.
- Deployment of technology solutions to facilitate work from home arrangements and the movement of meetings and events online (when required due to the pandemic) including laptops, network connections, collaboration software and mobile phones.
- Establishment of two new datacentres with new server equipment in remote locations from Council premises to provide continued reliable operation of critical Council IT systems and mitigate business continuity risks.
- Upgrade of the audio-visual equipment in the Council Chambers and introduction of audio livestreaming for Council meetings.
- Implementation of a new integrated management leisure centre system at DRLC, including point of sale solutions, membership management and iPads for Swim School staff for pool side enrolment and assessment.

- Delivery of new library solutions including new self-checkout kiosks, public PC and meeting room reservation system, print accounting system and new training facilities.

We also completed two projects through the Australian Government's Smarter Cities and Suburbs program:

• Smart Beaches

The Smart Beaches Project at Coogee Beach included a range of initiatives to improve the overall experience for people visiting the beach.

- Digital signage was installed to provide beach-goers with information about UV levels, beach conditions and public transport updates.



- Free, contactless smart lockers were installed as part of a partnership with Yellowbox – a local startup founded by local University of UNSW students.
- Two smart bus stops were provided on Arden Street to provide real time bus information.
- Pilot of four different types of public place bin sensors was conducted.

• Smart Parking

The Integrated Smart Parking Project used smart technologies to better manage public parking in high-demand areas and reduce congestion associated with drivers looking for a place to park.

- Cameras and in-ground sensors were installed in the public carparks at Coogee Beach, and information on availability is now displayed to motorists through LED smart signs and

the PayStay app. Parking meters were also upgraded to allow flexible payment through the PayStay app.

- In-ground parking sensors have also been installed in parts of Kingsford and Kensington, with information on availability displayed to motorists through LED smart signs.

We have a high performing and engaged workforce

- In 2021 our 'Breaking Waves' Management Challenge team were announced as the NSW champions.
- In the 2018 to 2020 annual performance reviews, 99% of staff were assessed as being proficient or above.
- In 2019-20, 30 of our frontline operational leaders completed a six week "Courageous Conversations" development program to develop their capability in holding difficult conversations, confidence in providing feedback, and skills in peer problem solving.
- In 2021 we developed a new system for measuring performance that focuses on developmental conversations and goals for the coming year.

We have provided good governance with demonstrated accountability, transparency and probity

- In 2018, we established the Randwick Development Assessment Panel (now known as the Randwick Local Planning Panel). The panel is mandatory under the Environmental Planning and Assessment Act 1979 and is comprised of three independent experts and a community member. The purpose of the Panel is to determine development applications on behalf of Council and provide advice on other planning matters, including planning proposals.
- In 2019, we employed in-house legal counsel to improve access to legal advice and reduce legal costs in City Planning.
- In 2018-19 we undertook a complete review of our delegations and implemented a new suite of delegations. Our delegations are now managed and maintained via the Delegations Module in RelianSys. The new system provides for electronic approval of delegations and improved reporting functionality.
- In 2019-20, we developed a Governance Framework and associated Government Management Plan. These documents provide staff with a better understanding of the legal, regulatory and organisational drivers of Council, as well as the reasons behind why Council has its various governance controls in place.



- In 2020, our Audit, Risk and Improvement Committee (ARIC) was established to improve oversight of our overall governance framework (including financial management, enterprise risk management, external and internal audit, legislative compliance, integrated planning and reporting, and performance management).

We have demonstrated our commitment to continuous improvement

Over the term, Council developed a new approach for planning & performance management. The methodology introduces two new elements into Council's planning framework:

Informing Strategies

Seven informing strategies are being developed to identify the long-term aspirations of the community in seven key areas (Housing, Environment, Integrated Transport, Open Space and Recreation, Arts and Culture, Economic Development and Social Inclusion). These strategies include key outcomes and objectives, as well as strategic

approaches that detail how the outcomes will be achieved. The strategies will form the basis for our new Community Strategic Plan.

Throughout the term, five of the informing strategies have been completed through research and extensive community consultation (Housing, Environment, Integrated Transport, Open Space and Recreation, Arts and Culture). Studies to inform the Economic Development and Inclusive Randwick Strategies have also been undertaken.

Business Unit Planning

Business Unit Planning involves defining the functions, processes and activities for each business unit, together with accountabilities, risks, resourcing requirements, governance controls, outputs, benefits and performance measures. The plans provide clarity and focus for both staff and the organisation in linking day-to-day efforts with achieving the outcomes of the Community Strategic Plan.

Over the term, Council mapped out the functions, processes and activities for the entire organisation.



Summary of performance against the City Plan Indicators for Outcome 1

Responsible Management Indicators				Results						
	MEASURE	TARGET VALUE	TARGET	YEAR 0 BASELINE (2016-17)	YEAR 1 (2017-18)	YEAR 2 (2018-19)	YEAR 3 (2019-20)	YEAR 4 (2020-21)		
RM01	Percentage of required annual maintenance expenditure on public works actually expended	100%	Increase	155%	160%	172%	174%	193%	●	
RM02	Debt servicing costs as a percentage of total revenue	0%	Decrease	0.00%	0.00%	0.00%	0.00%	0.00%	●	
RM03	Percentage of the target balance for the employee leave entitlements reserve actually held in reserve	100%	Increase	101%	110%	99%	97%	94%	● ⁴	
RM04	Operating surplus ratio	1.00	Increase	1.17 ¹	1.16	1.13	1.22	1.02	●	
RM05	Unrestricted Current Ratio excluding internal and external restrictions (Working Capital Ratio)	1.00	Increase	1.17	1.67	3.4	3.28	3.68	●	
RM06	Percentage of rates revenue outstanding at year end	4%	Decrease	2.84%	2.41%	3.15%	4.84%	3.80%	●	
RM07	Percentage return on investment portfolio less AusBond Bank Bill Index	0.01%	Increase	0.92%	0.91%	0.85%	1.08%	1.05%	●	
RM08	Percentage of staff assessed as proficient and above in annual performance review	98%	Increase	99.42%	99.04%	98.46%	99.46%	N/A ³	●	
RM09	Lost Time Incident Frequency Rate	0.00%	Decrease	10.45%	8.08%	13.93%	10.65%	10.19%	●	
RM10	Number of public liability claims settled		Decrease	5	14	8	5	4	●	
RM11	Percentage of Service Requests completed within Service Level Agreement targets	85%	Increase	95%	96%	95%	92.40%	90%	●	
RM12	Percentage of phone calls answered within 30 seconds	80%	Increase	77%	77%	84%	80%	69%	● ⁵	
RM13	Percentage of written correspondence actioned within deadline	80%	Increase	95%	95%	95%	95%	93%	●	
RM14	Overall community satisfaction with the Council	65%	Increase	95% ²	-	-	-	94%	●	
RM15	The amount of cost shifting by other levels of government to the Council as a percentage of total revenue (before capital contributions)		Decrease	7.60% ¹	6.70%	6.40%	6.80%	6.70%	●	

Notes:
1. Baseline updated
2. Baseline taken from 2014 Micromex Community Satisfaction Survey
3. This information was not captured in 2019-20 as a new method of 'goal based' performance appraisal was adopted.
4. An audit of annual leave entitlements was completed to identify annual leave balances in excess of 280 hours on 7th May 2021. Actions are now underway to implement strategies for reducing excess annual leave balances.
5. Initial problems associated with FOGO and the new bin roll out in early 2021 significantly increased the volume of calls received by the call centre. This temporarily impacted the wait time for incoming calls. In July 2021 we returned to exceeding targets with more than 88% of calls being answered within 30 seconds.

Key
Level of control over the outcome:

Control	Measures that are under the direct control of the Council
Influence	Measures that the Council does not control but can influence
Concern	Measures that the Council neither controls nor is likely to influence, but that are of interest to the community

Visual indicator of performance:

- Result met target (or improved from the baseline if no target value)
- Result did not meet the target but has improved from baseline
- Result did not meet the target & has not changed from baseline
- Result did not meet the target & is worse than the baseline

Theme 2: A sense of community

**Outcome 2: A vibrant and
diverse community**

**Outcome 3: An informed
and engaged community**

Outcome 2: A vibrant and diverse community

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

Key achievements 2017-21

We provided a coordinated response to COVID

Randwick Council, like every organisation in Australia, has been impacted by the coronavirus pandemic and it has changed the way we function as a Council.

Our priority was and continues to be the safety and wellbeing of our staff and community.

In 2020 we took a coordinated approach in response to COVID-19, which included an immediate, emergency response to community needs and a proactive recovery response. Our 2020-21 Budget and Operational Plan included a \$52M package of initiatives and projects designed to create more than 3,000 jobs and support residents and local businesses as they recovered from COVID-19.

For six months in 2020 during the pandemic, Council also worked with Viral Kindness, a volunteer group that packed and delivered packs of market-fresh fruit and vegetables, donated by Harris Farm Markets, to those in our community who needed the support.

We met the needs of our diverse community



6,836

Jobs completed
under the Home
Maintenance and
Modification Service



45

Citizenship ceremonies
conducted and
3,482 new citizens
welcomed



\$9,581,590

Granted through donations and
subsidies to individuals, community
groups and non-profit organisations



23,790

Meals delivered to
vulnerable residents



1,441

Surf rescues
performed



>500,000

People attended community
events, programs & activities

The above figures are for the four year period (1 July 2017- 30 June 2021)

Over this term, we delivered and partnered on many projects and activities to meet the needs of our diverse community:

- We supported our local indigenous community through a range of activities and initiatives including: The Annual Mullet Run at Yarra Bay, Aboriginal Art Exhibition, NAIDOC Fashion Parade, Pauline McLeod Awards for Reconciliation, Black 'Ghost' Digger for Anzac, Aboriginal Youth Mental Health Forum, My Name is Gulpilil, and Eora Elders Olympics. We also supported the not-for-profit group First Hand Solutions Aboriginal Corporation to grow the popular Blak Markets. The market is held quarterly on Bare Island, La Perouse and provides economic development opportunities to local Aboriginal people by creating the means to sell original and affordable Aboriginal artworks, handicrafts, homewares and jewellery.
- We established a place-based hub in partnership with South Eastern Sydney Local Health District, Department of Communities and Justice, Primary Health Network and The Deli to provide community service in the public housing district. The hub addresses the inequity in service access for disadvantaged and marginalised community members.
- We partnered with key community services and peak organisations to shine a light on less visible disability and to celebrate diversity and inclusion in the community. Initiatives included specialist programming such as the Silent Tears and Through my Eye's photographic art exhibitions, a series of in-person and online webinars, the Buried in Treasure program for people living with complex

and problematic hoarding disorder, and the Management of Hoarding and Squalor Training for frontline workers.

- We partnered with health agencies and peak organisations to support community needs and raise awareness on a range of health and wellbeing issues such as elder abuse, dementia, depression and anxiety, pain and medication (for older people), suicide prevention, healing grief and loss, advance care planning and falls prevention. We also partnered to deliver wellbeing programs such as the Green Gym Conservation Volunteers program, Art 4 Connection and Mindfulness Photography.
- We celebrated and supported seniors, carers and local volunteers through annual events such as our Seniors' Week and Carers' Week celebrations. Events included Back to Prince Henry, a range of heritage and twilight tours, expo's, film screenings, health and wellbeing seminars, intergenerational activities, cultural walks, multicultural concerts and online events.
- We provided a diverse range of literary, lifelong learning and social connection programs through the library, with 853 programs specifically targeted towards a culturally and linguistically diverse audience.
- We supported our kids and youth through a range of kid's clubs, school holiday programs, and targeted activities such as the Ride the HSC wave lecture series. We also partnered with youth services to deliver Youth Week activities, including the successful East Block Party in 2021. This event was attended by approximately 1,000 local youths and families.



Randwick Disability Inclusion Action Plan

Over the term, we also demonstrated our commitment to disability, access and inclusion through the Randwick Disability Inclusion Action Plan for 2017-2021. In 2018 we installed a 60m long beach mat over the sand at Malabar Beach to provide easier access to the water for wheelchair users. Malabar Beach was the first beach in Sydney to have permanent wheelchair access. In 2019 funding was secured for the installation of playground equipment for children with all abilities, and in 2020 funding was obtained to install a 30 metre beach mat on Frenchman's Bay Beach and to make further access improvements to the surrounding area.

Community Investment Program

To further support our diverse community, we developed a new strategic framework for community funding and investment called the 'Community Investment Program'. The new framework was launched in 2020 and enhances Council's ability to capture the benefits and impact of community initiatives, report on achievements and provide more diverse and flexible opportunities for the community to seek support. It responds to current needs and directs funds to projects, events or activities that encourage connection, participation and social inclusion.

We provided great community events

Over the 4 year period, more than 350,000 people attended community events.

Our signature annual events have included: Australia Day celebration and citizenship ceremony; Anzac Day Dawn Service at Coogee Beach; Beach Breaks Carnival at Maroubra Beach; The Spot Festival; Eco Living Expo; the biennial NOX Night Sculpture Walk; The Step Out Speak Out Walk; Coogee Carols; and Coogee Sparkles New Year's Eve fireworks.

We also held many other smaller events designed to celebrate and embrace our diversity such as the Koojay Corroboree celebrating National Reconciliation Week with the La Perouse Local Aboriginal Land Council, the Kingsford Noodle Markets, Rainbow Flag Raising (and the Coogee Rainbow in 2021), The Spot Festival Harmony Stage, Bastille Day celebrations at La Perouse, Multicultural March and Lunar New Year events at the library.

Since 2019, the Randwick Library has also been hosting the annual Australian Poetry Slam Heat. This event is a live literary performance program where the audience is the judge. Performing writers are given a microphone, a live audience, and just two minutes to capture the crowd. The event attracts cross generational participants from a wide range of cultural backgrounds.



In addition to these regular events, we held a wide range of memorable one-off events over the term to celebrate specific occasions such as:

- **Queens Baton Relay and Rediscover La Perouse celebration**

As part of the Commonwealth Games 2018, a baton with a message from the Queen made its way through all of the Commonwealth countries, stopping at significant sites. La Perouse was chosen as a Queen's Baton celebration site whereby a number of Baton Bearers carried the baton from Little Bay to La Perouse. A community celebration was held (Rediscover La Perouse) as part of the baton arrival. The event celebrated the local Aboriginal history through entertainment and workshops. Casey Donovan performed against the beautiful backdrop of La Perouse and Yarra Bay.

- **Greek Independence Day celebrations**

Blue and white street banners adorned Randwick City's town centres, a civic reception was held, and the Greek flag flew proudly at Randwick Town Hall in March 2021 to mark the 200th anniversary of Greek Independence.

- **An Evening with John Kaldor — Christo and Jeanne-Claude's Wrapped Coast 50th Anniversary**

At this event in 2019, John shared insights and reflections from his first public art project: Wrapped Coast – One Million Square Feet, Little Bay, Sydney, 1969.

- **Launch of the Sydney Biennale**

In 2019 Council hosted the launch of the 2020 Sydney Biennale. The launch included the announcement of the full list of artists, creatives and collective who would be participating in the 22nd Biennale of Sydney (2020), titled NIRIN. The launch also included performance works and was proudly held in Little Bay on the land of the Bidjigal and Gadigal people.

- **SES 60th Anniversary**

In 2019, to commemorate 60 years of the Randwick State Emergency Services, Council hosted a Civic Reception for members of the Randwick SES to thank them for their service and congratulate them for the milestone anniversary.

Due to the COVID-19 Pandemic, Council was unable to hold many of its usual large scale community celebrations in 2020 and 2021. Instead, smaller, more local activations were held. These included pop-up artworks, Lion dance for Chinese New Year, music for St Patrick's Day and Aboriginal programming at La Perouse Museum. Christmas in 2020 was celebrated differently to previous years with the Christmas cheer being spread across the City through the installation of decorations, a pop-up music program, wrapped trees and COVID-safe photo opportunities.

Council also endorsed a food truck activation branded Eat, Drink, Play, to promote local food trucks and offer something new and different for community participation whilst complying with COVID restrictions.



We provided an engaging 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.

Some of the highlights from our cultural arts program over the term have included:

- **Twilight Concerts**

The Twilight Concerts have been at the heart of this program for twelve years, bringing quality performances to local venues at a family friendly time and price. Some of the most popular concerts were Mucho Mambo Latin Orchestra, Gregg Arthur and John Morrison's Swing City Big Band, the Lurline Chamber Orchestra performing Vivaldi's Four Seasons and Le Chat Noir Cabaret at the Museum.

- **Nox Night Sculpture Walk**

The Nox Night Cinema was part of the ever-popular Nox Night Sculpture Walk in 2021 and for the second time showcased the work of UNSW film students and animation students. The audience enjoyed free popcorn whilst watching the films and animations which were screened in continuous rotation each night.

- **International Women's Day Art Prize**

The International Women's Day Art Prize has been held annually for almost twenty years at the Randwick Community Centre. Each year over 100 quality entries are received and exhibited over a week at the Community Centre. The best art works are installed in the Lionel Bowen Library Gallery for an additional 8 to 12 weeks. During COVID closures, The Women's Art Prize 2020 entries were exhibited in Council's Online Art Gallery.

- **La Perouse Museum programming**

The Museum has delivered an incredible schedule of public programs that included an array of artists and creatives including weaving classes from Deidre Martin and Aunty Maxine Ryan, cultural tours and stories by Dean Kelly and Kadoo First Contact Tours. The Museum also hosted school holiday events and crafts sessions. The Friends of Laperouse Museum delivered tours on the life of Lapérouse.

Council staff are now reviewing all cultural programming for the next year to be responsive to the new COVID environment and to accommodate physical distancing and capacity restrictions. Smaller performances, public art and other opportunities are being planned to pop up in parks, venues and unexpected places.



Exhibitions

The La Perouse Museum also hosted a range of dynamic and diverse temporary exhibitions such as Happy Valley: La Perouse in the Depression, Max Dupain and La Perouse: The Caltex Story, and Shell It: Boomalli at La Perouse. Each looked at the history of this important suburb from many different angles, and featured loans from the Museum of Arts and Applied Sciences, State Library NSW, the famous Boomalli Aboriginal Art co-op, and from the local La Perouse Aboriginal community.

In 2020, the Museum launched a highly successful virtual tour of the temporary exhibition space. This allowed ongoing virtual access to the Museum during periods of forced closure due to COVID.

Over the term, the library also hosted a diverse range of exhibitions to delight and inform the community in the gallery space at the Lionel Bowen Library. These exhibitions supported our local arts community and covered some key moments in our local history. Some of the exhibitions held during the term included:

- **Pop into Randwick** which explored the musical history connections between Randwick City and some iconic performers and venues on the Australian music scene.
- **Christo and Jeanne-Claude's Wrapped Coast 50th Anniversary Exhibition** which featured professional photographs, local oral histories and documentary footage taken at the time of the installation at Little Bay in 1969.

- **Cities of Tomorrow** which had a goal to inform young people of the need for sustainable infrastructure and get them thinking about their own global footprint.
- **Words of Wisdom** which celebrated the knowledge, experience and life stories of seniors in Randwick City.
- **Silent Tears** which was a multimedia exhibition by artists with a disability. It revealed the lived experience of women with disability who are subjected to violence and women who have acquired disability as a result of violence.
- **Create! Art Class** which showcased the work produced by the library art class.
- **Dawn and Dusk 2** which was a collection of photographs of Sydney's Eastern Beaches from local photographers Erin Webster and Glenn Albert.

Arts and Culture Informing Strategy

In 2020-21 Council's Arts and Culture Informing Strategy was developed. This strategy, which is based on research and community needs, sets out clear outcomes and objectives for the next 10 years together with strategic approaches detailing how the outcomes will be delivered. The outcomes of the strategy are: 'A creative and culturally rich city, that is innovative, inclusive and recognised nationally'; and where 'everyone can develop, express and enjoy creativity throughout their life'.

We provided quality community facilities



69,772

Visitors to the
La Perouse Museum



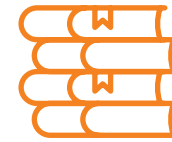
3,028,441

Admissions to the
Des Renford Leisure Centre



932

Events held at the
Prince Henry Centre



1,931,258

Visitors to the Libraries



143,050

Hours of sport played on
our sports fields by over 145
different sporting organisations

The above figures are for the four year period (1 July 2017- 30 June 2021).



Our three libraries continued to be a hub for cross generational and multicultural community interaction, education and entertainment. Over the term, the library acquired approximately 80,000 new collection items and hosted more than 5,900 events, programs and activities that catered for a broad range of interests and backgrounds.

The most popular programs included our Local History talks, Author talks, Babies Love Books, and Bop 2 Books.

In addition to the literary and educational programs provided by the library, a range of recreational activities were also offered to promote lifelong learning and community connections. These included activities such as Create! Art Class, Bridge, Mah-

Jong, Seaside Singers, creative writing workshops, Tai Chi, Ukulele for Beginners, Line Dancing for Beginners, and Friday Night Movie Night Socials.

Some of the new initiatives implemented at the library over the term included:

- Launch the new Randwick City Library outreach truck, Spark, in partnership with Waverley and Woollahra libraries. This new resource was launched in 2019 and enables the three neighbouring library services to meet the community in an outdoor setting. Spark in the Park was initiated in March 2021 and is a regular outdoor monthly story and rhyme time for children aged 0-5yrs and their parents/carers at the Randwick Community Centre.

- Addition of online and hybrid (online and in person) event capabilities enabling community connection regardless of mobility issues.
- New self-check kiosks and introduction of cardless memberships.
- Multiple new literary, lifelong learning and social connection programs including the introduction of Table Tennis Tournaments.

In 2017, we added to our great range of community-based facilities through the provision of a new community centre adjacent to Kensington Park Oval.

In 2020, the Des Renford Leisure Centre (DRLC) introduced a number of successful online programs to support the community's health and wellbeing during periods of closure due to COVID-19. Programs included online Facebook Live classes, a library of recorded exercise routines on the DRLC YouTube channel, and access to other 'fitness on demand' online options.



Outcome 3: An informed and engaged community

Our community will participate in shaping our City.

Key achievements 2017-21

We involved the community in decision-making



120

Community consultations completed



221

Precinct meetings held



21,984

Engaged users on Your Say Randwick website*

*number of direct engagement actions, eg lodged a submission, did a survey, completed a poll etc

The above figures are for the four year period (1 July 2017- 30 June 2021)





Over the term we developed a new Community Participation Plan and implemented a set of community consultation programs designed to involve the community in Council’s decisions and ultimately help us make better decisions.

A main component of Council’s engagement program is our online platform Your Say Randwick which provides a number of online tools designed to make it easier for residents to have their say.

Our online engagement is in addition to face to face consultation techniques such as precinct committees, advisory committees, focus groups, pop up stalls and direct correspondence via letters and flyers.

Precinct Committees

There are 10 community precincts in the Randwick LGA, with 7 currently active precinct committees. The Committees are resident-run groups open for all residents and property owners to attend to discuss local issues. The Committees hold regular meetings, supported by Council, where residents identify their priorities, and voice their views. Each year we provide the precinct committees with an opportunity to help us develop our Annual Budget and Operational Plan by suggesting upgrades and improvement projects that would benefit the community.

Advisory Committees

Over the term, Council’s advisory committees have also provided strategic and practical advice to help guide Council’s decision-making. Our advisory committees include:

- Aboriginal Consultative Committee;
- Older Persons and Access Advisory Committee;
- Arts and Cultural Advisory Committee;
- Australia Day Committee;
- Business Awards Committee;
- Community Affairs Committee;
- Cycleway & Bike Facilities Committee;
- Digital Strategy Committee;
- Environment Committee;
- Greening Randwick Committee;
- Cultural Diversity & Equity Advisory Committee;
- Protecting Public Places Committee;
- Randwick City Night Time Economy Advisory Committee;
- Road Safety Steering Committee;
- Sports Committee;
- Youth Advisory Committee;
- La Perouse Museum & Headland Trust Committee; and
- Floodplain Management Committees.

In 2020 and 2021 the majority of community engagement activities, including precinct and advisory committee meetings, were held online due to COVID restrictions. Council’s community precinct system embraced online meetings and saw participation numbers increase due to the ease of online access and the opportunity it provided to connect with others during periods of lockdown.

Summary of performance against the City Plan Indicators for Outcomes 2 & 3

Sense of Community Indicators		Results							
	MEASURE ¹	TARGET VALUE	TARGET	YEAR 0 BASELINE (2016-17)	YEAR 1 (2017-18)	YEAR 2 (2018-19)	YEAR 3 (2019-20)	YEAR 4 (2020-21)	
SOC01	Level of satisfaction with community centres and halls	65%	Increase	73% ²	-	-	-	74%	●
SOC02	Number of people that attended Council events		Increase	110,325	156,200	152,780	75,310	50,000	● ³
SOC03	Level of satisfaction with the Council's provision of information to residents about activities, services and community services	65%	Increase	73% ²	-	-	-	76%	●
SOC04	Level of satisfaction with community consultation	65%	Increase	65% ²	-	-	-	67%	●
SOC05	Number of hits on the Randwick City Council Website		Increase	2,998,815	3,300,302	3,414,839	3,985,488	4,574,474	●
SOC06	Number of people following the Randwick City Council Facebook page and Twitter Account		Increase	24,691	28,946	32,111	41,328	47,157	●
SOC08	Percentage of surveyed residents that stated they feel part of their local community	65%	Increase	83% ²	-	-	-	76%	●
SOC09	Percentage of the community that rate their quality of life as good or better	65%	Increase	98% ²	-	-	-	90%	●

- Notes:**
1. SOC07 (Number of hits searches on LINC'S (Community Services) webpage) has been deleted as the webpage was discontinued.
 2. Baseline taken from 2014 Micromex Community Satisfaction Survey. The baseline measure for SOC08 was adjusted to align with reporting methodology used in 2021 Community Satisfaction Survey.
 3. Many events could not be held in 2020 & 2021 due to COVID. Smaller activations attracting smaller crowds and online content was produced instead. In late 2019, some major events could not proceed as planned due to the NSW bushfires.

Key

Level of control over the outcome:

- Control Measures that are under the direct control of the Council
- Influence Measures that the Council does not control but can influence
- Concern Measures that the Council neither controls nor is likely to influence, but that are of interest to the community

Visual indicator of performance:

- Result met target (or improved from the baseline if no target value)
- Result did not meet the target but has improved from baseline
- Result did not meet the target & has not changed from baseline
- Result did not meet the target & is worse than the baseline

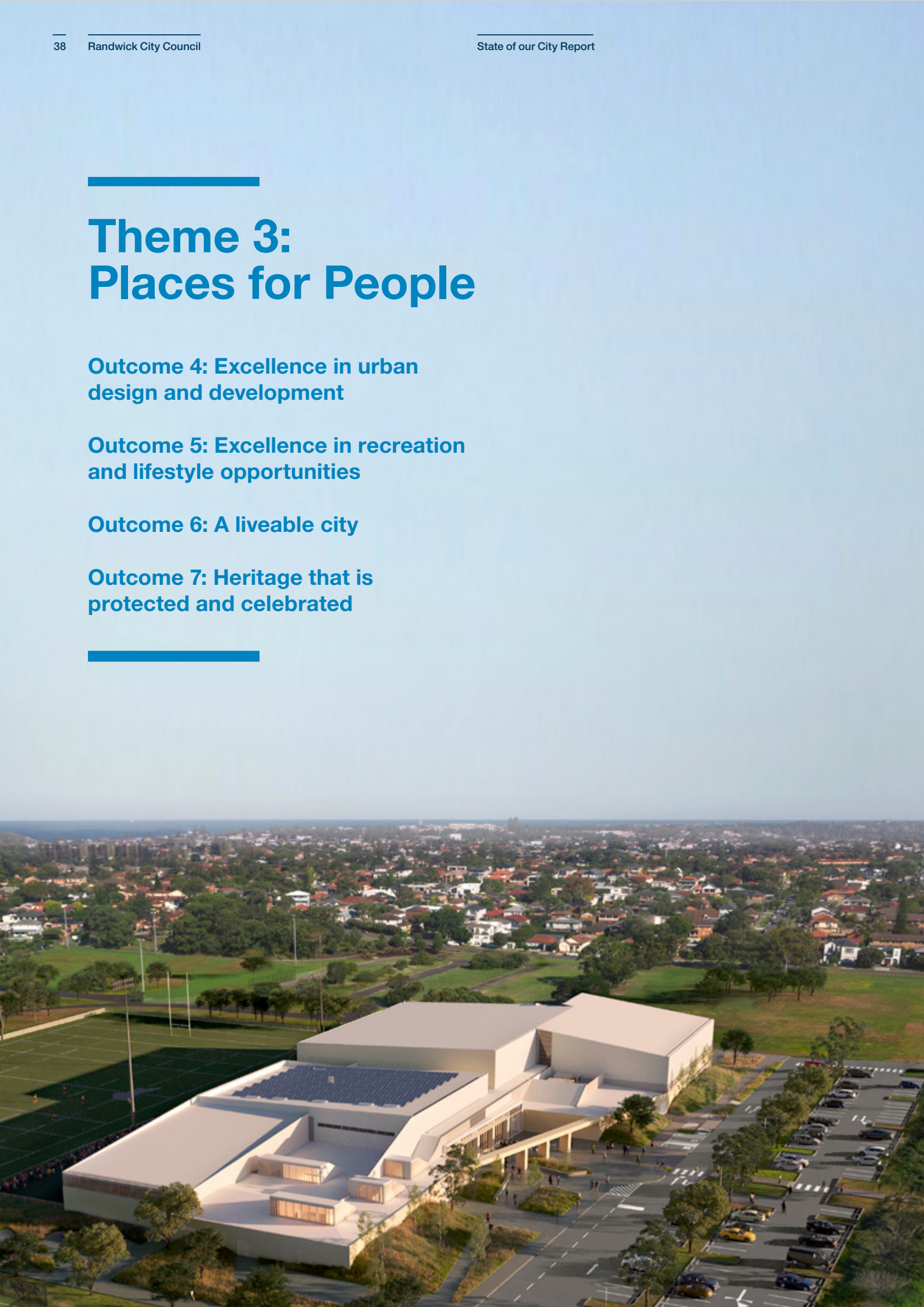
Theme 3: Places for People

Outcome 4: Excellence in urban design and development

Outcome 5: Excellence in recreation and lifestyle opportunities

Outcome 6: A liveable city

Outcome 7: Heritage that is protected and celebrated



Outcome 4: Excellence in urban design and development

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

Key achievements 2017-21

We promoted design excellence

Local Strategic Planning Statement and Housing Strategy

In 2020 Council adopted our Local Strategic Planning Statement (LSPS) and Housing Strategy (HS). These contain planning priorities which promote design excellence. The LSPS and HS are supported by a Local Character Study that guides design and sustainability outcomes in accordance with existing character areas in Randwick City and their desired future characters.

Architecture Talks

Between 2017 and 2019, we delivered a series of Architecture on Show Talks in partnership with the Australian Institute of Architects. The talks were aimed at creating a better understanding of the value of good design and facilitated dialogue between architects, designers, and members of the public. The topics included Renovating Heritage Properties, Kensington Park Community Centre and Landscape Design, and the UNSW Campus and Biomedical Precinct. These talks were filmed and are available on Council’s website.

Architecture and Urban Design Awards

In 2017 and 2020 we also facilitated our Architecture and Urban Design Awards. These Awards recognise excellence and inspire better building design by promoting community awareness and acknowledging the architects and designers involved in enhancing Randwick City’s built environment. The awards process and ceremony presentation were successfully undertaken electronically in 2020 due to COVID restrictions.

Development Assessment

Over the four year period, we processed a total of 2,785 development applications. All applications were evaluated in accordance with the matters for consideration detailed in section 4.15 of the Environmental Planning and Assessment Act.

Outcome 5: Excellence in recreation and lifestyle opportunities

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

Key achievements 2017-21

We invested in quality open public spaces, buildings and facilities

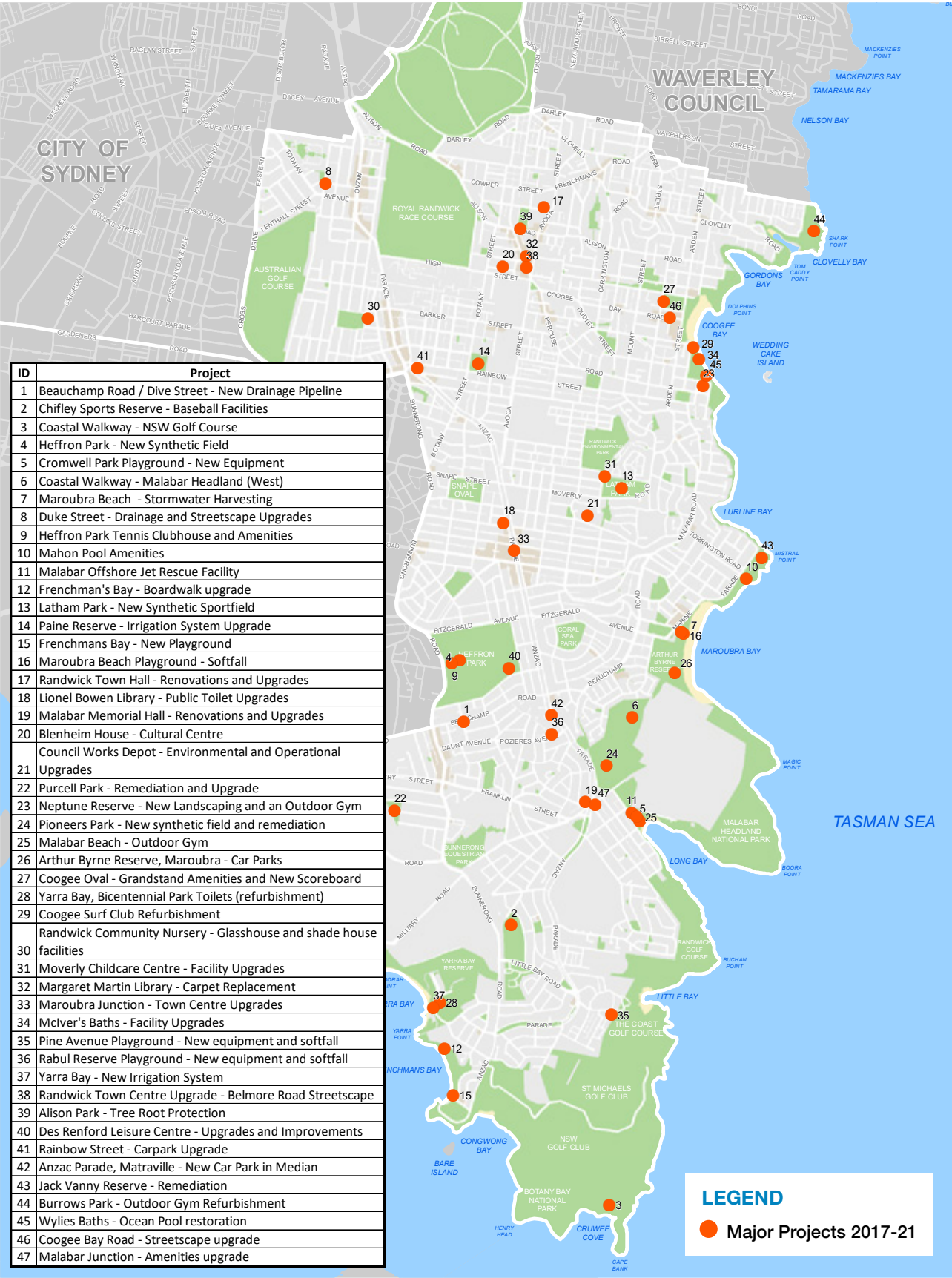
Over the past 4 years Council has delivered multiple new and upgraded community facilities. Some of the key projects included:

Heffron Centre

Over the term, Council has managed the design and approval phase of the new \$58M Heffron Centre. The new sports centre will be built in Maroubra’s Heffron Park replacing the existing run-down 1940s buildings which currently house an Indoor Sports Centre and Gymnastics Centre. When opened, it will include a new indoor multi-purpose sports centre, a new dedicated gymnastics centre and South Sydney Rabbitohs community and high-performance centre. In August 2021, Randwick Council appointed a builder and centre operator, and construction of the new sporting complex will commence in September 2021. The Heffron Centre is anticipated for completion in late 2022.



Major Capital Works Projects 2017-21



Pioneers Park NRL Sports Field Development (2020-21)

Pioneers Park is a popular sporting venue in Malabar. The fields are divided into the upper park and lower park. The upper park is used for AFL and cricket, while the lower park is primarily used for rugby league. Council has delivered a major redevelopment of the lower fields to create a new synthetic playing field and new natural grass surface field. The synthetic field is an all-weather playing surface and will result in more opportunity for community groups to take advantage of this facility throughout the seasons, with less cancellations needed due to wet weather. The new synthetic field also has reduced maintenance costs.

Coogee Oval Grandstand Restoration (2020-21)

Coogee Oval sporting ground has longstanding cultural and historical links to sports and recreation in the area. It is a much-loved venue for first class sport. Home to the Randwick Rugby Union Club in winter and Randwick Petersham Cricket Club in summer, sports-enthusiasts from across our city and the wider city of Sydney visit the oval to enjoy sport both as spectators and players. The oldest building within the Coogee Oval boundary is the grandstand, constructed in 1924. The restoration project of the grandstand and amenities block has been delivered to ensure it continues to function as a first-class sporting facility.



Coogee Surf Lifesaving Club Refurbishment (2020-21)

The newly refurbished Coogee Surf Lifesaving Club, located at the southern end of Coogee Beach, was officially re-opened on 13 December 2020. The iconic building now boasts accessible facilities and internal lift, a flexible events and venue space for community events and functions, new windows to the north and east, a balcony on the east side and a new sea wall to protect the building during future weather events. The \$4.4M improvements were funded by Randwick City Council and NSW State Government grants. The project has won numerous local and international awards.





Malabar Junction Amenities (2020-21)

Malabar Junction's old amenities block, located on the corner of Anzac Parade and Franklin Street, received a refreshing upgrade. A good example of "asset reuse", the toilet block structure was retained but the interior has been redone and includes new female, male, ambulant and accessible toilets. The roof was raised and replaced to improve ventilation and natural light. The works were part of Council's COVID-19 support program to stimulate the local economy and create jobs. Landscaping included new paths to provide improved access to the upgraded building as well as plants and shrubbery to increase green space in the area.

Yarra Bay – Bicentennial Park Amenities (2020-21)

The old building located within Yarra Bay Bicentennial Park, was a dark and unwelcoming amenities block, which had become the subject of much anti-social behaviour. The internal layout was completely re-figured to significantly increase the number of amenities for the popular park, nearby beach and sports grounds. The new design also accommodates a modern stormwater treatment plant for the surrounding area, an upgraded beach hire facility and a staff room for Council workers. The new roof includes a large high-level louvred skylight which provides light and ventilation for all occupants.

Kingsford and Matraville Carparks (2020-21)

Randwick Council has upgraded the Rainbow Street Carpark to hold 250 car spaces. This should make it easier for residents and visitors to attend the shops and restaurants in Kingsford. In addition, and as part of our commitment to improving facilities and services for residents, we have also built a new carpark on the median strip opposite St Spyridon College, Matraville. The project included new trees, landscaping and footpath works as well as the addition of car spaces.

Wylie's Baths Ocean Pool restoration (2020-21)

The tidal pool, built in 1907 by Henry Wylie, was where Wilhelmina Wylie, Henry's daughter, and Sarah Durack trained to swim. They went on to become the first Australian Olympic female swimming champions. Alteration and repairs of Wylie's Baths were undertaken several times to maintain and preserve the site, given the harshness of the sea environment. In 2003, the state recognised Wylie's Baths as a heritage site.

Upgrades to the Wylie's Baths Rock Pool in Coogee were completed in 2020-21. Work done on the public pool took over 100 days, but the effort and improvements were worth the wait. New valves (vital to the pool's maintenance) were installed, and the existing stairs were replaced with compliant concrete stairs. Several other much-needed repairs were also undertaken.



Des Renford 25mtr Competition Pool Refurbishment (2020-21)

The Des Renford Leisure Centre 25 metre indoor Competition Pool is now up to FINA competition swimming standards. The project included structural remediation works, followed by demolition of the pool lining and installation of new waterproofing systems. A new specialised tiling system and pool fixtures were installed to ensure FINA certification could be achieved.

Frenchman's Beach Playground (2020-21)

The newly upgraded playground at Frenchman's Bay was officially opened to the public in August 2020. The construction, which began earlier in 2020 after thorough consultation with the local community, has resulted in a bright, spacious, fenced-in playground with plenty of places to jump, climb, slide, swing and spin. Plus, the wooden boat and watchtower are ideal for imaginary play.

Outdoor Gyms at Neptune Reserve, Burrows Park and Malabar Beach (2020-21)

Construction on the new Malabar outdoor gym was completed in 2021. The request for the gym was first proposed by the Malabar Precinct and supported by Council in early 2019 following positive feedback about outdoor gyms located in other parts of Randwick City.

The Neptune Park outdoor gym in Coogee was opened to the public in February 2021 providing a free and healthy exercise opportunity along the popular Coastal Walkway. Located in Neptune Park on the corner of Neptune Street and Wolseley Road, the gym provides a variety of exercise equipment to suit people of all ages and abilities. 3,000 low-lying native shrubs have been planted in the surrounding park creating a natural habitat to attract native birds and insects.

The popular gym in Burrows Park, Clovelly was closed in December 2019 when it was found that rust had caused extensive damage to the previous equipment and needed to be replaced. The old outdoor gym has been replaced with a larger gym which incorporates new pieces of corrosion resistant gym equipment and new Softfall made from recycled material.

The new gyms provide a range of equipment such as a leg press, aerobic cycle, chest press, elliptical trainer, pull up bar, parallel bars, sit up bench and body rings. The equipment has been specifically chosen to suit people of all ages and fitness levels.



Purcell Park Stormwater and Remediation Project (2020-21)

Randwick City Council has completed the Purcell Park Stormwater and Remediation Project, including construction of irrigation supply lines through Purcell Park, from Long Dam in Matraville. Additionally, asbestos contaminated areas have been safely remediated (capped and turfed). The objective of the project was to deliver a high-quality stormwater harvesting and irrigation facility to the park. This included filtration units, pumps, treatment shed and an automatic irrigation system. Additionally, the park has been landscaped, resurfaced with soil amendments and new turf, and trees have a mulched surround to bring a vibrant look to the newly irrigated park.



Coogee Bay Road Streetscape Upgrade (2018-20)

Work to underground power, widen footpaths and plant more street trees on Coogee Bay Road commenced in 2018. As part of the upgrade, overhead powerlines and poles were removed and put underground. The work also involved the installation of impact-rated bollards and street furniture as part of Council's commitment to creating resilience in our community and protecting public places from the threat of terrorism. This urban streetscape improvement also supported local street activations.

Mahon Pool Amenities (2018-19)

The Mahon Pool Amenities building is located on the edge of a spectacular rock shelf overlooking the ocean and Mahon Pool. The old building itself was a dilapidated 1960's red-brick box, which had no relationship with its context and was visually intrusive. The new \$2.1M amenities building responds to the rock landform and recedes into the cliffside landscape. It includes new male and female toilets and change rooms, accessible toilets, showers and a small clubhouse for the Maroubra Seals Winter Swim Club.

Malabar Offshore Surf Rescue Facility (2018-19)

Surf Rescue 30 (Randwick District Offshore Rescue Boat) is a surf lifesaving rescue group, crewed by surf lifesavers. The Randwick District Offshore Rescue Boat has been in operation since 1969 when a group of visionary volunteer surf lifesavers recognised

the need for a specialist craft to operate beyond the traditional patrolled beaches of Malabar, South Maroubra, Maroubra, Coogee and Clovelly. The new Malabar Offshore Surf Rescue Facility provides a base for rescue boats and is home to the Randwick District Offshore Rescue Boat operations.

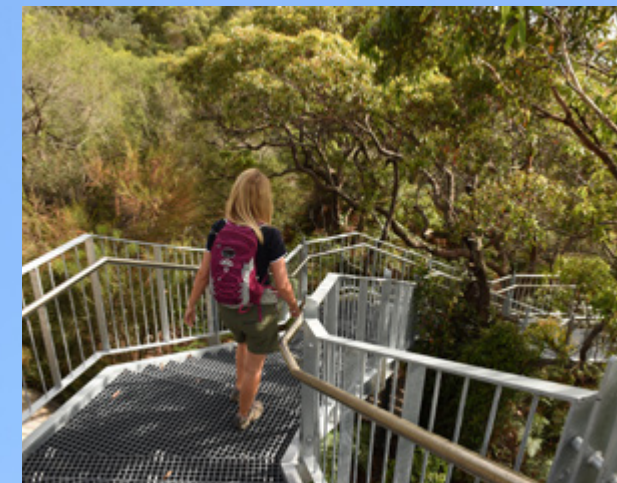
Heffron Park Tennis Facility (2017-19)

The \$6M Heffron Park Tennis Centre in Maroubra's Heffron Park was officially opened in August 2019. The new Randwick Council facility located on Bunnerong Road includes an acrylic surface show court, nine synthetic and turf courts and a clubhouse with kiosk and changing facilities. The show courts are also completely wheelchair accessible.



NSW Golf Course Coastal Walkway (2017-19)

This new stretch of the coastal walkway allows walkers a safe and dedicated link between existing tracks in Botany Bay National Park through the picturesque greens of the NSW Golf Course. The project was undertaken as part of council's long-term vision of creating a continuous coastal walkway from Clovelly to Botany Bay. The walkway incorporates elevated mesh boardwalks built over wetland and coastal vegetation, and provides sweeping views up and down the coastline. Indigenous plants, sandstone boulders and timber sleepers have also been used to ensure the path blends into the natural character of the site.

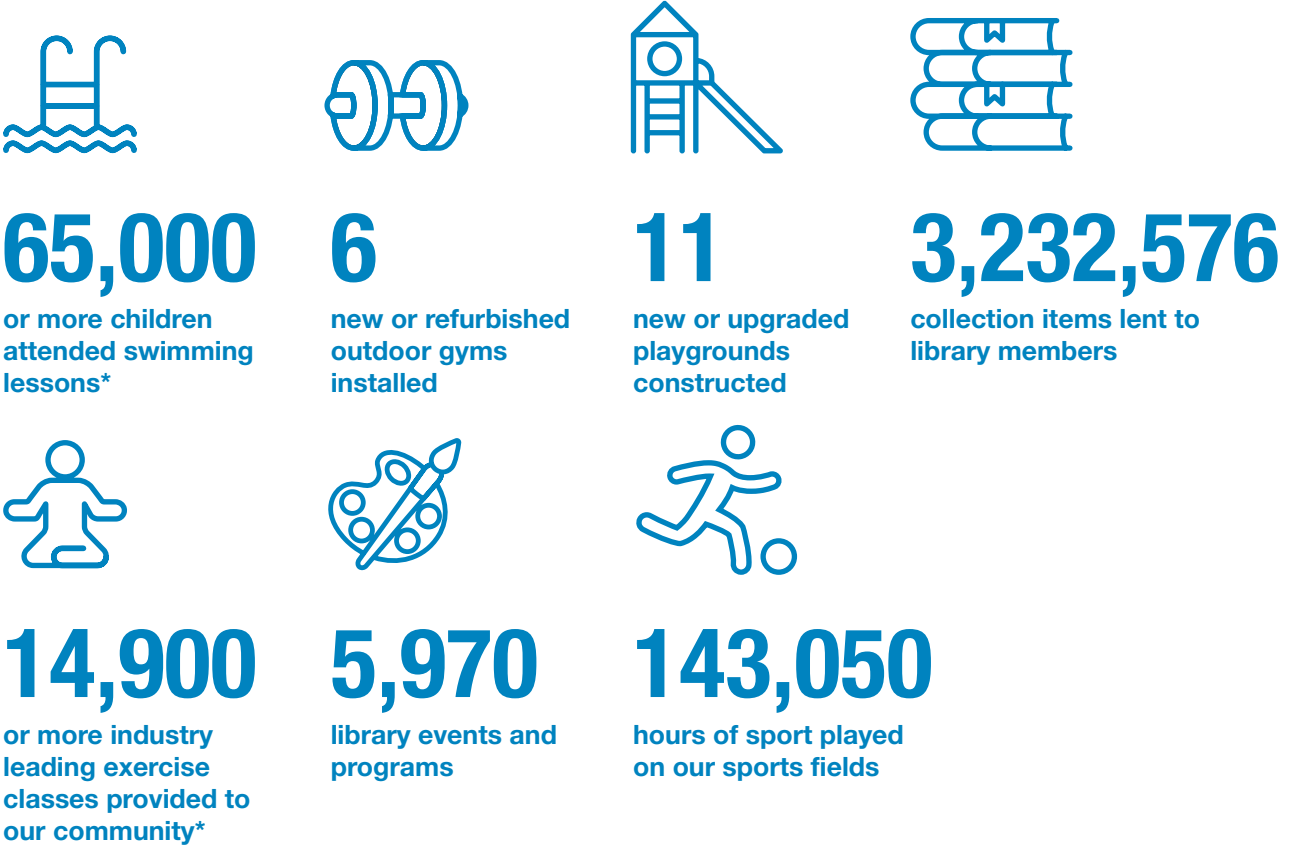


Malabar Headland Western Walking Track (2017-19)

This project delivered a new 1.15km walking track connecting south Maroubra Beach with Malabar Beach. The Malabar Headland Western Walking Track now provides unfettered access through previously inaccessible bushland and is located in an area of the headland not impacted by the Anzac Rifle Range. The headland is the last remaining tract of native bushland that exists in Sydney between the harbour and Botany Bay, and includes dramatic sandstone cliffs and places to watch for whales.



We facilitated a range of educational, sporting and leisure activities



* Service provided through Des Renford Leisure Centre

The above figures are for the four year period (1 July 2017- 30 June 2021)

Open Space and Recreation strategy

In 2020, a comprehensive Open Space and Recreation study was undertaken to establish the current supply of open space and recreation facilities across the LGA and identify both current and future needs. In 2021 this study was used to develop our Open Space and Recreation Strategy. The strategy sets out clear outcomes and objectives for the next 10 years together with strategic approaches detailing how the outcomes will be delivered.



Outcome 6: A liveable city

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

Key achievements 2017-21

We updated our strategic land use framework

In 2020 Council adopted the Local Strategic Planning Statement (LSPS) and a Housing Strategy in line with State Government regulation. These provide clear direction on how Randwick will meet the needs of our growing community.

Following adoption of the LSPS, Council then endorsed the Comprehensive Planning Proposal in 2021 and it was subsequently submitted to the Department of Planning, Industry and Environment (DPIE) for exhibition.

In addition to these significant achievements, we also:

- Developed the Kingsford and Kensington (K2K) Planning Proposal and associated Development Control Plan (DCP) controls. The K2K Proposal provides for greater dwelling numbers, and business and jobs growth, along with affordable housing and community infrastructure contributions to support future growth and change.

- Finalised two new infrastructure schemes for the K2K corridor. These included the s7.12 Plan which levies contributions from developers towards the provision of infrastructure required to meet the demands of development and population growth; and a Community Infrastructure Contribution Scheme based on the uplift approved on a development site, to help deliver specific community infrastructure in Kensington and Kingsford town centres.
- Finalised the K2K Affordable Housing Scheme which requires new development to contribute affordable housing units to meet the housing needs of residents with a lower socio-economic status.
- Prepared the Night Time Economy Study which identifies challenges, barriers and approaches to activating and diversifying Randwick City’s night time economy to encourage wider community participation.
- Assessed and reported the rezoning proposal for the Meriton site at Little Bay and made submissions/representations to the Sydney Eastern Planning Panel which led to its rejection in June 2021.
- Delivered a Green Infrastructure Symposium which brought together industry experts to discuss and debate various ways of increasing the amount of green infrastructure within our cities.



We maintained our public assets and kept our city clean.



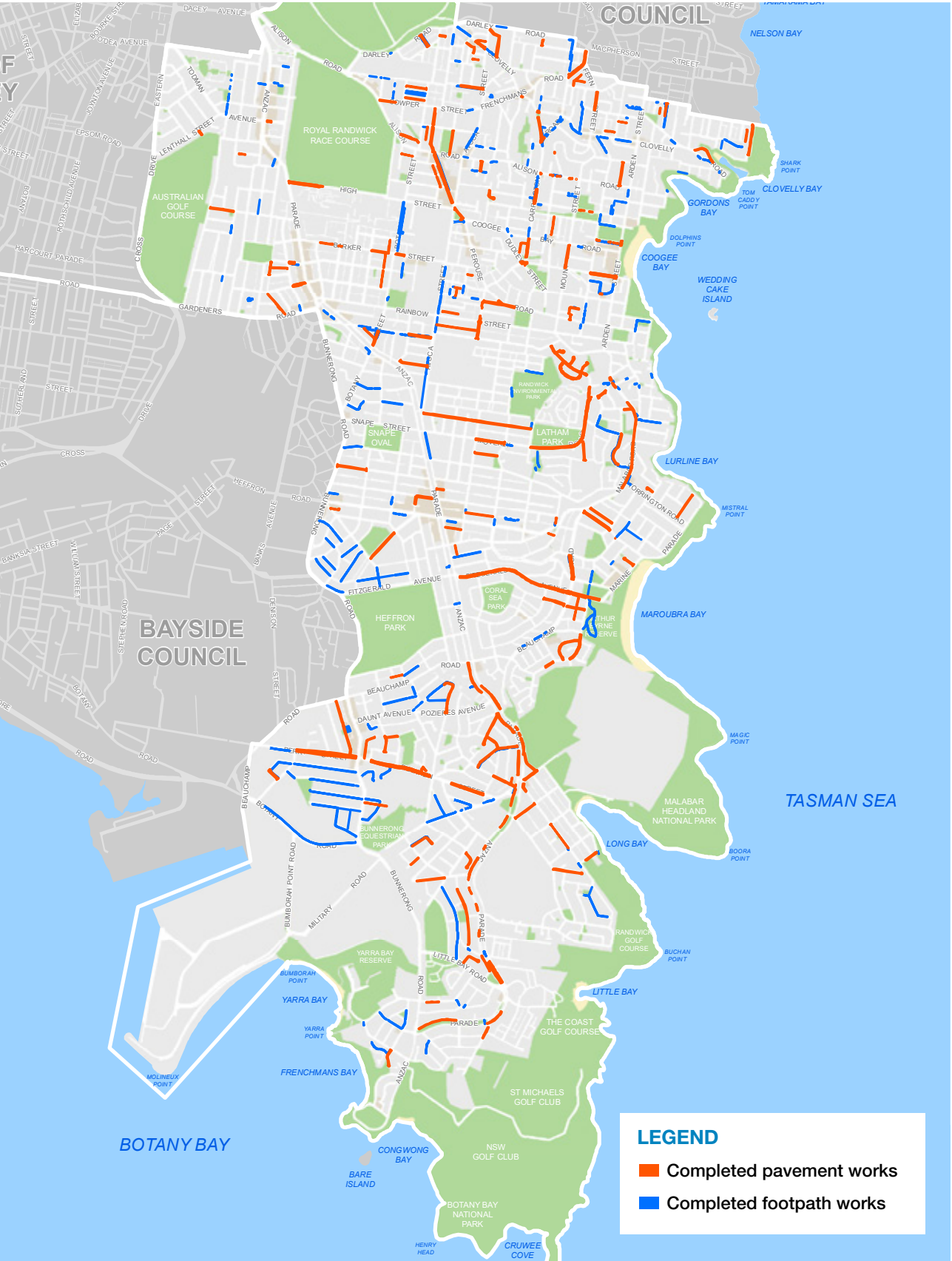
The above figures are for the four year period (1 July 2017- 30 June 2021)

In 2019 we installed several smart compacting bins along Coogee Bay Road and at the La Perouse Loop.

In response to the COVID-19 pandemic, we increased the frequency of cleaning and sanitisation of highly used public toilets, and our street cleaning teams increased the amount of steam cleaning of pathways within shopping precincts.



Completed Footpath and Pavement Works 2017-21





Outcome 7: Heritage that is protected and celebrated

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

Key achievements 2017-21

We have preserved and celebrated our heritage

Heritage conservation

Over the term we commissioned and managed 3 heritage studies for the Randwick Junction town centre, the Kingsford town centre and a city-wide heritage study identifying potential new heritage items and extensions to conservation areas.

Council listed 3 new heritage items within the proposed Edgecumbe Estate heritage conservation area. We also prepared a number of Interim Heritage Orders to protect items under threat of demolition.

A study of the heritage significance of Anzac Parade from Moore Park to La Perouse was commissioned in 2020 and a consultation strategy is being finalised.

Over the 4-year period the library migrated 5443 assets from the Randwick Photo Gallery into Portfolio, 2878 of which have been made accessible to the public via the library's online catalogue and Trove.

La Perouse Museum

We undertook remediation works at the La Perouse Museum and celebrated our heritage through a number of public programs and events such as Dean Kelly and Guriwal the Whale talk, Kadoo Tours, Weaving workshops and exhibition 'Shell It' as a partnership with Boomali Gallery. The Friends of Laperouse Musuem also programmed talks and facilitated visits from French dignitaries. Bastille Day celebrations were held to honour the French National Day.

History talks and events

We hosted monthly historical lectures at the Lionel Bowen Library in partnership with the Randwick and District Historical Society, as well as Ancestry.com training courses in partnership with Cape Banks Family History Society Inc.

In 2020 we also began an additional stream of history lectures which were held at Margaret Martin Library. When COVID restrictions hit in March 2020 and the library was forced to close to the public, we successfully migrated these lectures to the online environment. The lectures are recorded and put on the Council's YouTube page so that they may be enjoyed by anyone at any time. Thousands of viewers have taken advantage of these recordings, with the online format allowing us to reach beyond the traditional library audience.

The Local Legends podcast series was also launched by the library in July 2020. The series explores the history of Randwick City through the recollections of locals who know and love the area.

For History Week 2019, Council's local studies team undertook the ambitious task of curating the "Christo and Jean-Claude Wrapped Coast 50th Anniversary" exhibition, which displayed over 50 assets, including images, films, oral histories, and sections of the rope and fabric that was used in the installation. Penelope Seidler AM opened the exhibition at the Lionel Bowen Library and John Kaldor AOM presented a talk at the Prince Henry Centre. The exhibition and supporting events received lots of positive feedback.

Some other memorable events included:

- John Cann speaking about his new book "The Last Snake Man" for History Week 2018.
- In April 2019 the Hon. Bob Carr discussed his memoir "Run for your life" and his early life growing up in Matraville and Maroubra.
- The launch of the Eurimbla Precinct's book "Remembering Eurimbla" in April 2021 was a milestone achievement. This was the culmination of a two-year research and publication collaboration with this local group.

Over the term we also celebrated our Aboriginal Heritage through annual events and activities such as NAIDOC week celebrations, and supporting Aboriginal services to deliver culturally appropriate events such as the Indigenous Community Links Football Cup, Souths Cares and Seniors Bush Tucker walks.



Summary of performance against the City Plan Indicators for Outcomes 4, 5, 6 & 7

Places for People Indicators			Results						
MEASURE		TARGET VALUE	TARGET	YEAR 0 BASELINE (2016-17)	YEAR 1 (2017-18)	YEAR 2 (2018-19)	YEAR 3 (2019-20)	YEAR 4 (2020-21)	
PFP01	Satisfaction with how the Council plans and assesses development	65%	Increase	58% ¹	-	-	-	60%	●
PFP02	Net average development assessment processing time (days)	40 days	Decrease	34 days	34 days	40 days	61 days	57 days	● ³
PFP03	Hectares of open space per 1,000 people	2.43	Increase	7.57 ²	7.48	7.41	7.36	Not available	●
PFP04	Level of satisfaction with recreation and lifestyle opportunities	65%	Increase	77% ¹	-	-	-	81%	●
PFP05	Average Des Renford Leisure Centre swim school enrolments per term per year	3,200	Increase	4,806	4,772	4,618	3,256	3,694	●
PFP06	Number of Des Renford Leisure Centre admissions		Increase	938,294	985,640	987,800	575,408	479,593	● ⁴
PFP07	Library membership as a percentage of the population	25%	Increase	35%	37%	36%	35%	29%	● ⁵
PFP08	Infrastructure backlog ratio	2	Decrease	0.66 ²	0.65	0.51	0.5	0.48	●
PFP09	Satisfaction with maintenance of roads and footpaths	65%	Increase	63% ¹	-	-	-	67%	●
PFP10	Number of anti-social behaviour incidents in the LGA (results are for calendar years)		Decrease	2,540	2,443	2,554	2,477	1,991	●
PFP11	Satisfaction with community safety	65%	Increase	75% ¹	-	-	-	79%	●

Places for People Indicators			Results						
MEASURE		TARGET VALUE	TARGET	YEAR 0 BASELINE (2016-17)	YEAR 1 (2017-18)	YEAR 2 (2018-19)	YEAR 3 (2019-20)	YEAR 4 (2020-21)	
PFP12	Number of surf rescues		Decrease	325	316	401	306	418	● ⁶
PFP13	Satisfaction with cleanliness of Randwick City	65%	Increase	73% ¹	-	-	-	75%	●
PFP14	Percentage of waste service requests completed within target days	85%	Increase	97%	97%	94%	97%	95%	●
PFP15	Level of affordability of housing Median weekly rent divided by median weekly household income	29.9%	Decrease	32.6%	29.9%	28.9%	28.1%	25.5%	●
PFP16	Satisfaction with protection of heritage buildings and items	65%	Increase	71% ¹	-	-	-	73%	●
PFP17	Number of heritage items and areas listed		No decline	510 ²	510	511	517	517	●

Notes:

1. Baseline taken from 2014 Micromex Community Satisfaction Survey.

2. Baseline updated.

3. Increase in average processing time is largely due to staff shortages, introduction of RLPP in 2018, and the high number of court appeals.

4. Significant reduction in admissions in 2019-20 and 2020-21 due to COVID closures and restrictions.

5. Library membership numbers dropped in 2020-21 due to cleaning up of the patron database after abolition of fines. Inactive library members' records with outstanding fines were deleted from the system.

6. Whilst beach education and preventative measures are always applied on the beaches, there are influences outside the control of our lifeguards that effect the number of surf rescues required each year. These factors include beach conditions as well as the number and experience of beach users. In 2020-21, COVID increased the number of people coming to the beaches, with many not being experienced beach goers.

Key

Level of control over the outcome:

Control Measures that are under the direct control of the Council

Influence Measures that the Council does not control but can influence

Concern Measures that the Council neither controls nor is likely to influence, but that are of interest to the community

Visual indicator of performance:

● Result met target (or improved from the baseline if no target value)

● Result did not meet the target but has improved from baseline

● Result did not meet the target & has not changed from baseline

● Result did not meet the target & is worse than the baseline



Theme 4: A Prospering City

Outcome 8: A strong local economy

Outcome 8: A strong local economy

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

Key achievements 2017-21

We developed strategies to support vibrant commercial centres

In 2019-2020, Council developed a Night Time Economy study containing specific opportunities and actions to strengthen and diversify the City's night life, cultural and performing arts sectors.

In 2019 Council commissioned an Economic Development study. The study provides economic and employment research, analysis and strategic advice about Randwick City including economic drivers, emerging trends and future demand for employment floor space. The study was updated in 2021 to consider the economic impacts of COVID-19 and will be used to develop our new economic development strategy later in 2021.

Over the term Council also developed, exhibited and endorsed the Planning Proposal and Development Control Plan for Kingsford and Kensington (K2K) town centres. The planning controls include provisions to ensure the ongoing viability and vibrancy of these commercial centres.

Council also developed the Randwick Junction Town Centre Strategy. This strategy includes public domain and new planning provisions to protect local heritage significance and encourage commercial floor space, leverage opportunities to stimulate economic growth, and support the Health and Education Precinct.



We collaborated with the Health and Education Precinct partners

In 2017-18, the Randwick Collaboration Area program was established to address complex city-making issues through better coordination and collaboration. The Randwick Collaboration Area is based around the Health and Education Precinct which is strategically located between the Sydney Central Business District and Sydney Airport. The partners in the program are Prince of Wales Hospital, UNSW, Royal Randwick Racecourse and Council, with oversight and direction provided by the Greater Sydney Commission.

Over the term we have worked with our collaboration area partners to prepare a Place Strategy to identify the vision and shared objectives for the area, appointed a project director to progress and report on the Place Strategy outcomes, created joint local transport initiatives guided by the Local Transport Working Group, initiated a collaborative net zero emissions strategy and integrated the Place Strategy vision with Council's Local Strategic Planning Statement (LSPS).

We built effective partnerships and supported locally based organisations

In 2017-18 and 2018-19, Council held Economic Business Forums to facilitate information sharing and maintain positive relationships with businesses and economic stakeholders of Randwick City. Each forum was theme based and provided expert, current and relevant economic opinions to the attendees as well as opportunity to discuss ideas/issues impacting local business activity.





Following the arrival of COVID-19 in 2020, Council established a new Economic Development and Placemaking Team which is focussed on working with local business to support resilience and plan for local economic recovery.

A range of initiatives were implemented to support our businesses through the pandemic. These included direct financial support such as rental subsidies for Council tenants, and waiving of Council fees for business development applications, footway dining, food inspections and outdoor fitness providers. Targeted projects were also implemented to promote business activity. These included initiatives such as:

- The Coogee Bay Road Shared Village project to address social distancing regulations. This project involved providing more space on Coogee Bay Road for business and community use.
- Hosting our signature Spot Festival through a virtual marketplace to provide opportunities for local businesses.
- Town centre activations such as music pop-ups which provided opportunities for local musicians

and performers to perform locally and also offered something to improve the outdoor dining experience at local restaurants and cafes.

- Christmas activations which included pop-up music programs in town centres, tree wraps, photo opportunities, Christmas window displays, local Christmas Lights Competition, Giant Advent Calendar and online content. These activations brought Christmas cheer to a spread of different areas and encouraged people to shop and spend time dining outside.
- Chinese New Year activations in Kingsford including Lion Dance, DJ and craft activities to celebrate Lunar New Year and encourage people to visit local restaurants.
- New artwork installations in Southern Cross Close in Kingsford and a pop-up flower stall over 4 weekends.
- Local Food Truck initiative, branded 'Eat Drink Play', to offer local residents using outdoor spaces an opportunity to purchase from local food truck businesses.



Summary of performance against the City Plan Indicators for Outcome 8

Responsible Management Indicators		Results						
MEASURE ¹	TARGET VALUE	TARGET	YEAR 0 BASELINE (2016-17)	YEAR 1 (2017-18)	YEAR 2 (2018-19)	YEAR 3 (2019-20)	YEAR 4 (2020-21)	
PROS01 Difference between the unemployment percentage in the Randwick LGA compared to the Sydney Statistical Division.	0%	Decrease	-1.20% ²	-1.40%	0.30%	-0.60%	-0.40% ⁴	●
PROS02 Satisfaction with vitality of commercial centres.	65%	Increase	66% ³	-	-	-	70%	●
PROS03 Satisfaction with attractiveness of commercial centres.	65%	Increase	65% ³	-	-	-	67%	●
PROS04 Satisfaction with commercial centre cleaning.	65%	Increase	75% ³	-	-	-	76%	●
PROS05 Number of surveyed residents that reported they are spending the same or more time at shops within Randwick City than 12 months ago.	70%	Increase	91% ³	-	-	-	73%	●
PROS06 Number of surveyed residents that stated they prefer to shop in their local neighbourhood.	78%	Increase	91% ³	-	-	-	89%	●
PROS08 Number of international visitors spending at least one night in Randwick City.		Maintain current capacity	113,094 ²	119,480	117,195	79,040	Not available	● ⁵
PROS09 Continued investment in the maintenance and development of the Coastal Walk from Clovelly to Botany Bay.	\$900,000	Increase	\$344,210	\$1,913,653	\$2,768,672	\$495,049	\$61,676	● ⁶

Notes

1. PROS07 (Number of people employed (FTE) in the Health and Education Strategic Centre) has been deleted as the most recent data available is from 2016.
2. Baseline updated.
3. Baseline taken from 2014 Micromex Community Satisfaction Survey. The baseline measure for PROS06 was adjusted to align with reporting methodology used in 2021 Community Satisfaction Survey.
4. Latest unemployment figure available at time of producing report was 31 March 2021.
5. There was a reduction in international visitors due to COVID.
6. Whilst investment in 2019-20 & 2020-21 was lower than the target, the average over the previous four years was \$1,309,763 per year which exceeds the target.

Key

Level of control over the outcome:

- Control Measures that are under the direct control of the Council
- Influence Measures that the Council does not control but can influence
- Concern Measures that the Council neither controls nor is likely to influence, but that are of interest to the community

Visual indicator of performance:

- Result met target (or improved from the baseline if no target value)
- Result did not meet the target but has improved from baseline
- Result did not meet the target & has not changed from baseline
- Result did not meet the target & is worse than the baseline

Theme 5: Moving around

Outcome 9: Integrated and accessible transport

Outcome 9: Integrated and accessible transport

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

Key achievements 2017-21

We have better public transport connections

Construction of the light rail link from the CBD to Randwick and Kingsford began in October 2015. In December 2019, the project officially opened with trams operating on the L2 Randwick Line. Four months later in April 2020, the L3 Kingsford Line opened and began operating. Over the full project duration, Council has worked closely with Transport for NSW to manage the construction impacts and to achieve the best outcomes for our residents and businesses.

We have improved our network of walking paths and cycleways

The Cycleways and Bicycles Facilities Advisory Committee was established in 2017 to: enhance communication and consultation with the bike riding community, help advance a regional cycle strategy, and support the implementation of the planned and funded cycleways throughout our City.

Over the past four years we have:

- Completed designs for the Kingsford to Centennial Park and Kingsford to South Coogee cycleways.
- Hosted bike week events & bicycle courses for the community.

- Constructed 10.8 km of new footpaths and associated kerb ramps.
- Renewed 7.2km of existing footpaths.
- Constructed the coastal walkway through the NSW Golf Course near Cape Banks.
- Constructed more than 20 new traffic facilities to address road safety issues and to better manage traffic. Some of the projects have included:
 - raising of pedestrian crossing at more than 10 locations including the intersection of Clovelly Road and Fern Street; Howard Street near Lee Street; and Bowral Street;
 - reducing the speed limit at The Spot to 40km/h (using signage and kerb nibs);
 - installing 4 pedestrian refuges, and
 - squaring up two intersections to improve pedestrian safety.

Subsequent to the arrival of COVID-19 in 2020, we delivered a pop-up cycleway in High Street to alleviate pressure on the road & public transport network and to make it easier for people to choose a safe active travel option. We also introduced temporary pedal parks in sections of the Clovelly Beach and Chifley Sports Reserve car parks over winter. The pedal parks provided a safe and accessible space for local families to use for outdoor recreation such as bike riding, scooter riding and skate boarding.

Council's successful application, under the Federal Stimulus Road Safety Program School Zones



project, resulted in the awarding of a \$4.375M grant to Randwick Council. This funding will improve pedestrian safety at 29 locations near local schools. The project involves upgrading pedestrian crossings to raised 'wombat' crossings, installing pedestrian refuge islands and the installation of signalised intersections at a known collision blackspot location on Anzac Parade. Roll out of these projects commenced in 2021.

We have promoted sustainable transport options

In 2019 we established an Eastern Suburbs Public Electric Vehicle Charging Station Network through our 3-Council collaboration work with Waverley and Woollahra councils. This network includes a total of 11 dedicated electric vehicle charging spaces, 4 of which are located in Randwick. In 2020-21 there were 2,482 charging sessions across the network which equated to an increase of 380% on the previous financial year. Environmental school grant funding was also provided for 2 dedicated charging spaces in the public carpark adjacent to The Ritz cinema at The Spot.

In 2020, Council adopted a new Motor Vehicle Selection & Replacement Policy which has an objective of minimising CO2 emissions, whilst still



ensuring vehicles are fit for purpose. Our fleet of vehicles now includes 18 hybrids (with 21 others on back order). Council's private electric vehicle charging network for its fleet vehicles now includes 2 dedicated charging spaces, one at the Administration Building and one at the Prince Henry Centre.

In early 2021, our fleet of e-bikes was increased from four to six. These e-bikes are available for staff to use for site inspections and travel between sites.

We have improved the management of parking

Over the term we have constructed three new public carparks:

- A new overflow carpark was constructed at South Maroubra Beach.
- The former market site and 'rough surfaced' old carpark at the Anzac Parade 'nineways' location was upgraded with increased space, new surface, sensor activated lighting and well marked parking bays.
- A new carpark was created in the centre of Anzac Parade, north of Pozieres Avenue, to meet the local parking demands and to improve access for school children pick up and drop off.

We have also undertaken more than ten community surveys regarding the Resident Parking Scheme, and responded to feedback by:

- modifying some existing resident parking arrangements,
- introducing resident parking to some new areas, and
- where most respondents voted 'No', not introducing resident parking in some areas.

More than 40 additional car share spaces were created within the Council area over the past 4 years. These additional spaces assist in meeting the demand from the 7,000+ Randwick car share members.

Smart parking project

In 2020-21, the Integrated Smart Parking system at Coogee Beach and around the Kensington and Kingsford Town Centres was completed. This intuitive system incorporates the use of cameras and in-ground sensors to live monitor the availability of parking spaces in certain areas and then display this information to motorists.

The information allows Council to better manage public parking in high-demand areas and reduces congestion associated with drivers looking for a place to park.



As part of the project, the existing parking meters in the Coogee Oval and Coogee Beach car parks were upgraded with additional and more convenient payment options, including payment by phone.

We have planned to meet future transport needs







In 2020 we commissioned an Integrated Transport Study to understand transport needs across the city. The study included community surveys and extensive research as well as analysis of best practice transport management. The information collected through the study was used to develop an Integrated Transport Strategy.

The strategy provides clear outcomes and objectives for Integrated Transport in Randwick over the next 10 years, together with strategic approaches outlining how we will deliver the outcomes. The outcomes are:

- A transport network where sustainable transport options are the preferred choice for people
- A safe, efficient and sustainable road network which balances the needs of movement and place to ensure roads are used for their intended purpose
- A parking system which caters to the needs of residents, freight delivery, visitors and workers



Summary of performance against the City Plan Indicators for Outcome 9

Responsible Management Indicators			Results						
	MEASURE ¹	TARGET VALUE	TARGET	YEAR 0 BASELINE (2016-17)	YEAR 1 (2017-18)	YEAR 2 (2018-19)	YEAR 3 (2019-20)	YEAR 4 (2020-21)	
MOV03	Community satisfaction with the construction of cycleways.	65%	Increase	57% ²	-	-	-	63%	
MOV04	Community satisfaction with the availability of car parking in commercial centres in the Randwick City area.	65%	Increase	55% ²	-	-	-	58%	
MOV05	Number of vehicles per household.		Decrease	1.39	1.37	1.48	1.53	Not available	 ⁴
MOV06	Percentage of trips where mode of traveller was not a vehicle driver.		Increase	56%	66%	69%	69%	Not available	
MOV07	Number of motor vehicle crashes per annum.		Decrease	317 ³	291	270	254	Not available	
MOV08	Number of pedestrian crashes per annum as a percentage of total population.		Decrease	0.01%	0.02%	0.02%	0.02%	Not available	 ⁵

Notes

1. MOV01 (Number of bicycle crashes per annum as a percentage of total cyclists) and MOV02 (Average daily number of cyclists counted on the Anzac Parade cycle route) were deleted as data on total cyclists was not available.

2. Baseline taken from 2014 Micromex Community Satisfaction Survey

3. Baseline updated.

4. The number of vehicles per household in the Randwick LGA has increased slightly from the 2016-17 baseline. However, significant investment in improving pedestrian and cyclist facilities was made over the term and implementation of our recently adopted Integrated Transport Strategy should see reliance on private vehicle transport decline in future years.

5. Whilst many traffic facilities have been constructed over the term to improve safety on our roads, and multiple road safety education programs have been conducted, there are influences outside Council's control that effect the number of pedestrian crashes each year. These factors include weather conditions, as well as driver and pedestrian volume, experience and behaviour.

Key

Level of control over the outcome:

Control Measures that are under the direct control of the Council

Influence Measures that the Council does not control but can influence

Concern Measures that the Council neither controls nor is likely to influence, but that are of interest to the community

Visual indicator of performance:

● Result met target (or improved from the baseline if no target value)

● Result did not meet the target but has improved from baseline

● Result did not meet the target & has not changed from baseline

● Result did not meet the target & is worse than the baseline



Theme 6: Looking after our environment

Outcome 10: A healthy environment



Outcome 10: A healthy environment

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

Key achievements 2017-21

We fostered sustainable behavioural changes and outcomes

Over the past four years, Council has delivered more than 500 courses, workshops, events and activities aimed at delivering sustainability outcomes through Council's Sustaining our City initiative.

Some of the highlights have included:

PermaBee

Our PermaBee environmental volunteer program was held on a weekly basis at our sustainability education 'hub' located at the Randwick Community Centre. Morning sessions were dedicated to 'hands-on' learning across the environmental features at the 'hub' with afternoons progressing to weekly workshops. In 2020-21, these workshops were offered online to comply with COVID restrictions and also to cater for residents further afield or unable to attend in person. In 2017 and 2018, our PermaBee volunteers supported additional 'Green Gym' volunteers managed by Conservation Volunteers Australia.

Eco-living Event

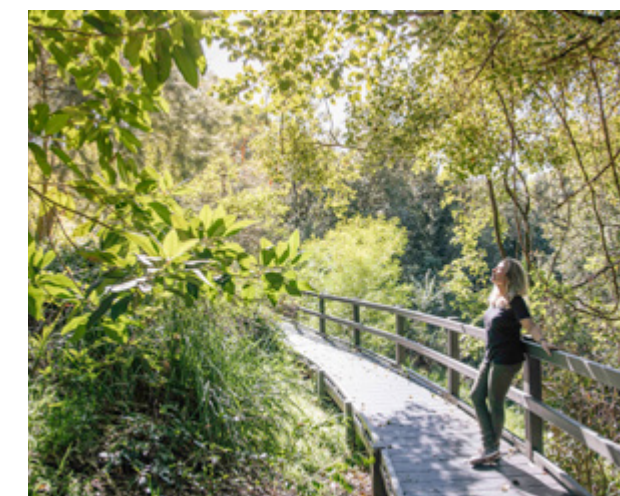
Council's annual Eco Living event is our flagship environmental festival that has been running for more than a decade. It typically attracts more than 10,000 attendees each year to workshops, presentations, and entertainment for the whole family. During lockdown, Eco Living was organised as an online event for the community.

Best Gift in the World sustainable Christmas markets

Over the term our Eco-Living events were augmented by the Best Gift in the World sustainable Christmas markets, supporting messages of re-use and less waste over the Christmas seasons.

Marine and Coastal Discovery Program

Our very popular Marine and Coastal Discovery Program continued to be held in summer, autumn and spring over the term. The program brought specialist marine educators and biologists to guide, walk, and show young and old residents and beach visitors, our marine and coastal areas. The discovery program aims to increase coastal and marine understanding and conservation across our 29 kilometres of coastline, marine waters, clifftops, beaches, dune systems and rock platforms. In 2020, COVID restrictions interrupted the regular delivery of our Marine and Coastal Discovery Program. A smaller online program was organised in Autumn 2020 and the Spring 2020 program was cancelled.





In 2020, Randwick's first Environment Strategy was approved and adopted by Council. The strategy includes 4 key outcomes, 5 overarching principles, 6 objectives and 33 specific strategic approaches to be actioned by 2030. The outcomes for the strategy are:

- Restore and protect the diversity of ecosystems.
- A community more knowledgeable, proactive and responsive to Climate Change impacts.
- Our limited natural resources are protected and conserved.
- Coastal and marine environments are protected and conserved.

Partnerships and collaborations

In May 2019, Randwick was the fifteenth Council across Australia to declare a Climate Emergency and has since joined the Climate Emergency Australia network to assist in the integration of this declaration across our key policies, plans and programs. A year earlier Randwick signed on to the Cities Power Partnership with the Climate Council of Australia. Randwick also participated actively in the development and implementation of the Resilient Sydney Strategy over the same timeframe.

3-Council Collaboration

In 2019, our 3-Council environmental collaboration with Waverley and Woollahra Councils facilitated the installation of public electric vehicle (EV) charging stations across the eastern suburbs. This network (known as the 'Eastern Suburbs Public Electric Vehicle Charging Station Network') provides 11 dedicated electric vehicle charging spaces, 4 of which are located in the Randwick LGA. Over the term Council also funded two dedicated public EV

charging spaces in the public carpark adjacent to The Ritz cinema at The Spot.

In addition to the EV charging station network, the 3-Council collaboration has also facilitated and supported solar panel installations on the rooftops of more than 90% of schools across the eastern suburbs. In 2020, the success of Solar my School resulted in the commencement of Solar my Club, supporting rooftop solar installations across sporting and community organisations in Randwick City.

A separate partnership is underway between Randwick, Waverley and Woollahra that supports skills development, advocacy and projects by local environmental community groups. Over the term, this partnership has provided training, workshops and grants to build the skills and confidence of environmental groups working across the eastern suburbs.

The Eastern Suburbs Sustainability Schools Network (ESSSN) also brought together teachers, parents and their school communities to share, learn from and support the range of sustainability education programs and initiatives across the school sector of the 3 local government areas.

UNSW

Our continuing sustainability agreement with UNSW aims to build on the partnering opportunities that have been ongoing for more than a decade. Over the term, we provided UNSW students practical projects to work on across Randwick and received access to 'state of the art' research and application of sustainability solutions underway at the university.

Oz Harvest

Council's commitment to UN sustainable development goals (SDGs) also enabled us to support and partner with not-for-profit organisations including Oz Harvest to support disadvantaged communities across the Sydney metropolitan region in their 'Eat, Shop, Chop' initiative.

Schools

Each year, Council provides environmental grants to schools for them to carry out local projects including food and habitat gardens, installation of beehives, and other biodiversity, energy and water conservation and waste initiatives.



Precinct Collaboration

A new industry-wide Precinct Collaboration commenced in 2020 involving larger energy consuming organisations comprising hospitals, NSW Health infrastructure, Royal Randwick Racecourse (ATC), UNSW, Council and various government agencies. Through environment consultants, and with the support of the Greater Sydney Commission, this collaboration group has developed a strategy for zero emissions by 2030. The first stage has been completed with the strategic framework including project opportunities for stage 2 implementation.

Council's sustainability initiatives, collaborations and partnerships have gained National and State wide recognition through award programs conducted by LGNSW, Banksia Foundation, Local Government Professionals, Cities Power Partnerships, Sustainable Cities and Greater Sydney Commission. Our 3

Council Regional Environment Program partnership has also been recognised in NSW Green Globe and National Environment awards. Randwick's Best Gift sustainable Christmas market was recognised for sustainability in the prestigious Australian Business Awards and Australian Events Awards.

We have managed environmental risks

Over the 4 year period:

- 3 Flood studies and 1 Floodplain Risk Management Plan were completed
- Asbestos removal and subsequent landscaping works were undertaken in Jack Vanny Reserve, Maroubra.
- The Purcell Park Remediation Project was completed.
- Ongoing monitoring of rehabilitated sites was undertaken at the following locations: Yarra Bay, Yarra Oval, Pioneers Park, Frenchmans Bay.
- Clovelly Childcare Centre playground asbestos remediation was undertaken in 2020.
- A detailed site investigation, human health risk assessment and independent site audit for Little Bay beach was commenced in 2020-2021.
- Asbestos contamination at the informal South Maroubra Beach overflow carpark was successfully managed through a 'cap and contain' strategy. The solution involved constructing a fully sealed carpark over the informal parking area. Works were completed in late 2020.



We protected our bushland, open spaces and biodiversity

Extensive weed control and revegetation has been carried out over the 4 year period by both contractors (64,401 hours), and volunteers (7,286 hours). All of our bushland sites have received bush regeneration treatments.

In December 2020, Council was successful in receiving funding to plant more trees through the NSW Department of Planning, Industry and Environment’s (DPIE) Greening our City program. In the first four months of planting events, an additional 400 trees and 3000 shrubs, grasses and groundcovers have been planted.

We managed our waste to ensure the highest level of resource recovery

In 2018, Council instituted its own single-use plastics policy banning these items from across Council operations and six months later extended this ban to Council organised or supported events held across the City.

In 2021, Council introduced a new way for residents to recycle food scraps with their garden waste. Called FOGO (food organics, garden organics) it allows us to divert food waste from landfill, reduce greenhouse gas emissions and create compost that can be used in farms, parks and sports fields. In June 2021, the NSW Government announced FOGO would be made mandatory for all Councils by 2030.

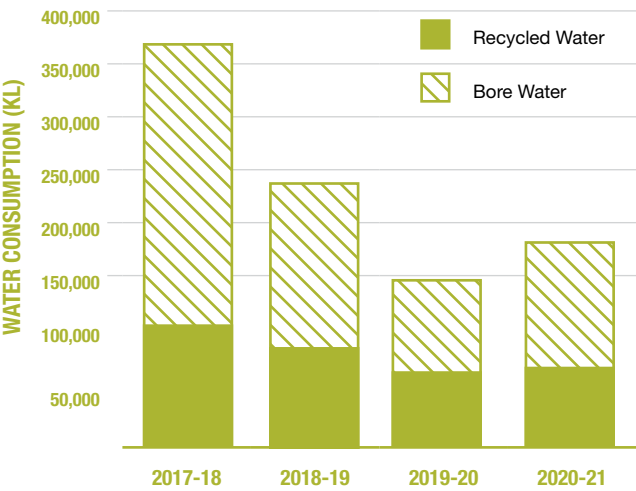
Over the four year period 128,706 tonnes of household waste was processed at an Alternative Waste Treatment (AWT) facility with 41,512 tonnes recovered.

In March 2021, Council entered into its largest ever single contract with Cleanaway to provide waste, recycling and FOGO bin collections for the next decade. As part of the contract, new bins were delivered to all households and 19 new trucks are providing about 80,000 bin services a week across all waste types.

We implemented water conservation initiatives

By using treated bore and stormwater as alternative sources of water, Council saved in the order of 1 million litres of water over the 4-year period which would otherwise have been sourced from mains water (potable water).

Council's bore and recycled water consumption (2017-2021)



Annual potable water Savings: 2017-21

YEAR	RECYCLED WATER, KL	BORE WATER, KL	TOTAL WATER SAVINGS	TOTAL COST SAVINGS
2017-18	112,247	261,305	373,552	\$747,104
2018-19	93,047	150,440	243,487	\$486,974
2019-20	69,099	86,000	155,099	\$327,259
2020-21	75,579	113,150	188,729	\$449,175

In 2017, Council completed connection of the new Coogee promenade toilet facilities with treated stormwater from the Coogee beach stormwater harvesting system.

In 2020, Council finished construction of our 14th stormwater harvesting system at Maroubra Beach. This system is our largest yet, comprising 2 x 1 million litre underground storage tanks. The system is expected to save up to 40 million litres of potable water every year. To increase community understanding of stormwater re-use, Council also installed an outdoor ‘learning’ classroom enabling people of all ages to engage with a dedicated ‘teach and play’ area providing a living simulation of the Maroubra Beach stormwater harvesting system.

An added benefit to the new Maroubra Beach stormwater harvesting system is its high level of treatment prior to distribution which will contribute substantially to reducing beach water pollution.

We implemented energy conservation and efficiency programs

Zero Emissions Roadmap

Over 2019, Council prepared its own 100% Renewables and Zero Emissions Roadmap, covering all Council sites and operations and providing a way forward to meet the zero-emissions resolution adopted by Council earlier in 2018.

Solar installations

New rooftop solar installations have been completed at Malabar Library, Randwick Literary Institute, Coogee Senior Citizens and the Coogee Oval amenities. Council has also provided support for solar on South Maroubra and Coogee Lifesaving Clubs and Wylie’s Baths. Solar storage batteries have been installed at Prince Henry and Randwick Community Centres. The solar storage battery at Prince Henry Centre has increased the site’s use of solar power from 30% to more than 80%.



In 2020, Council completed its first Solar for Rentals agreement enabling tenants at the Randwick Community Centre to benefit from rooftop solar that will reduce their annual energy bills even while paying off their solar installation costs.

Hybrid and electric vehicles

Our fleet of vehicles now includes 18 hybrids (with 21 others on back order).

Over the term, one additional electric vehicle and 6 electric bicycles were purchased for use across Council. A fully electric Polaris Ranger was also secured to service our beach areas.

Energy efficient lighting

Over 2019 and 2020, more than 2,300 lights in Council buildings were upgraded to LED energy efficient lights saving Council and its ratepayers in the order of \$140,000 per annum.

Council also entered into an agreement with Ausgrid to replace older technology street lighting with LED streetlights. These upgrades have resulted in around 3,500 streetlights on non-main roads being changed over to LED energy-saving technology.

Renewable energy purchase program

From July 1, 2019, Council has purchased 20% of its operational electricity requirements from the Moree Solar Farm and is currently in negotiation for 100% of Council's electricity to be purchased from renewable energy.

Sustainability Rebates

In November 2020, Council launched its Sustainability Rebates program to assist home, apartment and business owners across Randwick to implement energy and water saving initiatives such as rooftop solar, battery storage, rainwater tanks, insulation, efficient lighting and more. As of June 30 2021, the Sustainability Rebates program had facilitated 167 installations of rooftop solar and 16 solar batteries across the community, saving a total of 1,368 kW and 139 kWh respectively. With a total of more than 260 rebates provided for energy and water saving measures, each dollar of Council rebate has leveraged more than \$10 of community investment in new and additional energy and water conservation initiatives across Randwick homes and businesses.

Early in 2021, a specific range of rebated offerings were made to public housing residents supported by Sydney Alliance, Australian Energy Foundation and NSW Housing.



Summary of performance against the City Plan Indicators for Outcome 10

Responsible Management Indicators		Results							
	MEASURE ¹	TARGET VALUE	TARGET	YEAR 0 BASELINE (2016-17)	YEAR 1 (2017-18)	YEAR 2 (2018-19)	YEAR 3 (2019-20)	YEAR 4 (2020-21)	
LA0E01	Mains water consumed by the Council's operations per day on average	600 kL	Decrease	536 kL	476 kL	571 kL	531 kL	323 kL	●
LA0E02	Net tonnes of greenhouse emissions from the Council's operation	15,000 ton	Decrease	16,925 ton ¹	14,385 ton	14,573 ton	10,370 ton	9,980 ton	●
LA0E03	Energy (electricity and gas) consumed by the Council's top 10 consuming sites per annum	27,000 GJ	Decrease	26,632 GJ	26,694 GJ	25,510 GJ	20,122 GJ	20,153 GJ	●
LA0E04	Household residential mains water consumption in Randwick City – per household per year		Decrease	182 kL ²	187 kL	178 kL	166 kL	Not available	●
LA0E05	Electricity consumed by residential properties in the Randwick City LGA – per household per year		Decrease	4,816 kWh	4,647 kWh	4,620 kWh	4,613 kWh	Not available	●
LA0E06	Solar energy generation exported back to the Ausgrid network from small power systems within Randwick City – per annum (MWh)		Increase	3,999 MWh	4,287 MWh	5,444 MWh	6,933 MWh	Not available	●
LA0E07	Air Quality Index measured in the grounds of the Randwick Army Barracks – Number of days the index exceeded the NSW Department of Environment and Heritage healthy index range of 0-66 per annum (measures are for calendar years)	11 days	Decrease	16 days	19 days	18 days	182 days	Not available	● ³
LA0E08	Water quality of beaches – percentage of beaches with a swimming suitability grade of good to very good	100%	Increase	82%	91%	91%	91%	91%	●
LA0E09	Amount of residential waste diverted from landfill – 75 per cent of municipal solid waste diversion by 2022	72%	Increase	58%	62%	60%	47%	52%	● ⁴
LA0E10	Percentage of surveyed residents with a high degree of concern about the environment	70%	Increase	82%	83%	-	-	86%	●
LA0E11	Biodiversity – percentage of open space land zoned for environmental protection		No decline	3.50%	-	-	-	3.58%	●

Notes

- Baseline adjusted to include the Climate Active reporting methodology.
- Baseline updated to reflect residential consumption only.
- The NSW Bushfires adversely impacted air quality in 2019-20.
- Late 2018, NSW EPA revoked the Mixed Waste Organics Output (MWO) Exemption Order, meaning that the MWO recovered at the Alternative Waste Treatment facility could no longer be used as compost for land application and was disposed of in landfill. This had a significant impact on our waste diversion rate. In addition, clean-up waste processing was affected due to Malaysia rejecting processed material for recycling.

Key

Level of control over the outcome:

- Control** Measures that are under the direct control of the Council
- Influence** Measures that the Council does not control but can influence
- Concern** Measures that the Council neither controls nor is likely to influence, but that are of interest to the community

Visual indicator of performance:

- Result met target (or improved from the baseline if no target value)
- Result did not meet the target but has improved from baseline
- Result did not meet the target & has not changed from baseline
- Result did not meet the target & is worse than the baseline

Part 2. Our Partnerships



Council has developed a number of significant partnerships to encourage mutual understanding of local needs and achieve results that benefit the wider community.

Some of our key partnerships are detailed below:

3-Council Regional Environment Program	<p>The 3-Council Regional Environment Program (Randwick, Waverley and Woollahra) has been responsible for overlapping regional environmental cooperation and collaboration across the eastern suburbs.</p> <p>Some of the successful programs delivered through the partnership include:</p> <ul style="list-style-type: none">- Compost Revolution (which is now licensed to more than 10 local Councils in NSW and Victoria)- Solar my Schools- Solar my Club- Public electric vehicle charging infrastructure.
ARCUNSW	<p>This partnership seeks to support international students.</p>
Australian Maritime Museums Council (via Australian National Maritime Museum)	<p>La Perouse Museum staff are members of this organisation and receive advice on managing museums with maritime themes.</p>
Cape Banks Family History Society Inc. (CBFHS)	<p>CBFHS hold their monthly meetings in the Vonnie Young Auditorium at Lionel Bowen Library and the Library partners with the CBFHS to deliver quarterly Ancestry.com training workshops. The Partnership also delivers ongoing research collaborations and publication projects such as the Randwick Soldier Project.</p>
Collaborating for Impact (C4I) with community organisations across eastern suburbs	<p>This collaboration between Randwick, Waverley and Woollahra Councils supports environmental community organisations, with the goal of increasing their membership and capacity.</p>
Coogee Randwick Clovelly RSL	<p>Each year Council partners with the Coogee Randwick Clovelly RSL to present their Anzac Day Dawn Service at Goldstein Reserve. In 2021 council also assisted in the facilitation of their first veterans march from the Coogee Diggers to Goldstein Reserve. Volunteers from the Coogee Surf Life Saving Club, No 324 (City of Randwick) Squadron, and students of Champagnat Catholic College Pagewood and Marcellin College Randwick also support the Anzac events.</p>
Eastern Beaches Police Area Command	<p>The Council's events team works in partnership with the Eastern Beaches Police Area Command on a number of community events which require police support, as well as some events which are presented formally in partnership with the Eastern Beaches Police Area Command. These include the Rotary Club of Maroubra Police Awards and Step Out Speak Out which is a community event to raise awareness about domestic violence.</p>
Eastern Suburbs Sustainable Schools Network (ESSSN)	<p>This ESSSN supports early learning centres and schools in the Eastern Suburbs to implement real life sustainability learning. The Network is coordinated by Waverley, Woollahra and Randwick Councils.</p>

Firsthand Solutions Aboriginal Corporation	Council has a formal Memorandum of Understanding to deliver employment and business support for indigenous start-ups through the Blak Markets.
French Consulate	The French Consulate, based in Sydney, has a long association with the La Perouse Museum and with Bastille Day at La Perouse. The Consulate coordinates naval and diplomatic visits to La Perouse, specifically to the Laperouse Monument, and makes an annual contribution to Council for the maintenance of both historic French sites on the La Perouse Headland.
Friends of Laperouse Museum Inc. (FOLPM)	FOLPM is a voluntary organisation that evolved from the original voluntary group that helped establish the Museum in 1988. They promote the story of the French explorer Laperouse, run public events around the French theme, and support the Museum's French-based activities. A Memorandum of Understanding was created between the FOLPM and Council in 2018.
Housing NSW	This partnership seeks to deliver improved social and physical outcomes for residents living in and around public housing precincts in Randwick City.
Kooloorra Community Centre	Council provides financial support to deliver vacation care and youth programs.
La Perouse Local Aboriginal Land Council Inc. (LPLALC)	The Chairperson of the LPLALC sits on the La Perouse Museum and Headland Trust and is the Museum's primary conduit for consultation with the local Aboriginal community. They also provide the services of Elders for Welcome to Country ceremonies.
Lycee Condorcet	The Lycee is the largest French school in Australia with over 1300 students and is based in Randwick. There is a recent biennial agreement (2021) between the Museum and the Lycee to run education programs and a modest exhibition of the students' work.
NSW Food Authority	This partnership provides for the implementation of a comprehensive food safety and inspection program for food businesses within the LGA.
Oz Harvest	Council has partnered with Oz Harvest to deliver food security programs.



Randwick and District Historical Society (RDHS)	<p>Randwick City Library has partnered with the RDHS to deliver monthly history lectures held at Lionel Bowen Library.</p> <p>The RDHS's rooms are located on Level 2 of the Lionel Bowen Library and the Library assists in the operation of the historical society.</p> <p>A Memorandum of Understanding between Randwick City Library and RDHS has been drafted. This will outline key responsibilities of the two stakeholders.</p>
Randwick City Business Chambers	Council liaises with Business Chambers in Randwick to share information and assist with their events and activities.
Randwick Collaboration Area program	<p>The Randwick Collaboration Area program was established to address complex city-making issues through better coordination and collaboration.</p> <p>The area is based on the Health and Education Precinct which is strategically located between the Sydney Central Business District and Sydney Airport. The partners in the program are Prince of Wales Hospital, UNSW, Royal Randwick Racecourse, Council, and relevant Government agencies including Department of Planning, Industry & Environment, Sydney Water, and Transport for NSW. Oversight and direction were provided by the Greater Sydney Commission up until June 30, 2021.</p> <p>The Randwick Collaboration Area Place Strategy was collectively designed by the Randwick Collaboration Area Stakeholder Group between July 2017 and August 2018 and approved by the Greater Sydney Commission in September 2018. It identifies a vision and shared objectives for the area and sets out priorities and actions to realise this vision.</p> <p>A tangible project from the partnership has been the Randwick Collaboration Area strategy for zero emissions by 2030.</p>
Resilient Sydney initiative	This partnership is hosted by City of Sydney Council and is a collaboration of Sydney metropolitan councils with key organisations and communities. The strategy sets the direction needed for Sydneysiders to cope, adapt, and thrive in the face of increasing global uncertainty and local shocks and stresses.
Sister City relationships	Our Sister City relationships both within Australia (Narrabri and Temora Shire Councils) and internationally (City of Albi in France; Greek Island of Castellorizo; City of Hangzhou in China and the Randwick Parish Council in Gloucestershire, United Kingdom) seek to promote mutual understanding and friendship to benefit our communities.
South East Sydney Local Health District & NSW Department of Communities and Justice	<p>Council has a formal Memorandum of Understanding with South East Sydney Local Health District, NSW Department of Communities and Justice and a local service provider to establish and maintain a multipurpose Community Hub at Lexington Place, Maroubra.</p> <p>Established in 2018, the Hub@Lexo offers community health and wellbeing programs through pop-up clinics, community garden, social activities and service referral and support. The partnership has been co-produced with community members and continues to evolve to address local needs.</p>
Southern Sydney Regional Organisation of Councils (SSROC)	SSROC is an association of 11 municipal and city councils. It provides a forum through which member councils can interact, exchange ideas, and work collaboratively to solve regional issues and contribute to the future sustainability of the region.

Surfing New South Wales	In 2017 it was resolved that RCC would contribute to the Surfing NSW Havaianas NSW Grommet State Titles at Maroubra via sponsorship and in-kind support from the Council's donation budget. Further to this, the events team partner with Surfing NSW each year to hold a civic ceremony for the induction of the Surfing Walk of Fame, and a large signature community event called Beach Breaks at Maroubra beach promenade.
Sydney Coastal Councils Group Inc.	The Sydney Coastal Councils Group Inc. is a collaborative regional organisation that advances sustainable management of Sydney's urban coastal and estuarine environment. It currently comprises 9 member councils with a total coastline of almost 600 kilometres.
Sydney Roosters and South Sydney Rugby League Football Clubs, Souths Cares, Randwick Rugby Club	Through these community partnerships we seek to assist disadvantaged youth and junior rugby league clubs in our area.
Sydney Water and Department of Planning, Industry and Environment	This is an ongoing collaboration to improve the Coogee Beach water quality.
Sydney's Gay and Lesbian Mardi Gras	This long-standing informal partnership commenced in 2015 and is celebrated each year at the commencement of Sydney's Gay and Lesbian Mardi Gras by raising a rainbow flag at Randwick Town Hall. In 2021, this partnership was developed further with the installation of the Coogee Mardi Gras Rainbow Walkway, a 50-metre temporary installation on the beach promenade.
Transport for NSW	This collaboration is focussed on delivery of the Sydney Light Rail.
University of Technology Sydney (UTS) Centre for Local Government	This partnership enables Council staff who participate in the LG Professionals NSW Management Challenge to complete the short course 'Team Building and Leadership' as credit towards the Postgraduate Certificate in Local Government Leadership qualification.
UNSW and Juvenilia Press	This partnership delivers the Lionel Bowen Young Writers' Awards (held every two years).
UNSW Art & Design	Every two years, Council partners with the UNSW Art and Design faculty to deliver NOX: Night Sculpture Walk. This is a large community event held at the Randwick Community Centre and Randwick Environment Park.
UNSW Crime Prevention Partnership	This partnership, between Randwick City Council, Eastern Beaches Police Area Command and UNSW, seeks to reduce crime on and about the UNSW campus.
UNSW Sustainability Agreement	Through this agreement, the University provides Council with access to sustainability research and related programs, and in return Council seeks to provide practical applications of the research.



Part 3. Our Awards

Throughout the 2017-2021 Council term we maintained our strong position as a leader in local government and continued to pursue excellence.

This section highlights some of the key awards we received in recognition of collaborative achievements.

2020-21

1. Randwick Precinct Collaboration Area Zero Emissions Strategy

Randwick City Council

Commendation

[Place-based Collaboration](#)

Greater Sydney Commission -

Greater Sydney Planning Awards 2021

2. Maroubra's two million litre stormwater re-use system

Randwick City Council

Commendation

[Development Supported by Infrastructure](#)

Greater Sydney Commission -

Greater Sydney Planning Awards 2021



3. Best Gift Sustainable Christmas Market Randwick

Randwick City Council

Highly commended

[Local Economic Contribution](#)

Local Government Professionals NSW -

Local Government Excellence Awards 2020

4. Eastern Suburbs Electric Vehicle Public Charging Network

Randwick, Waverley and Woollahra Councils

Winner

[Innovative Leadership and Management](#)

Local Government Professionals NSW –

Local Government Excellence Awards 2020

5. Spread kindness, not germs campaign

Randwick City Council

Finalist

[Multi-Channel Campaign](#)

Adobe Creativity Government Awards 2020



6. Best Gift Sustainable Christmas Market

Randwick City Council

Winner

[Business Sustainability](#)

Australian Business Awards 2020

7. Randwick Council's Best Gift in the World Sustainable Christmas Market at Coogee Beach

Randwick City Council

Highly Commended

[Innovation in Special Events \(Division C\)](#)

Local Government NSW –

RH Dougherty Awards 2020



8. Best Gift Sustainable Christmas Market

Randwick City Council

Commendation

[Great sustainability initiative](#)

Greater Sydney Commission –

Greater Sydney Planning Awards 2020

9. Best Gift Market

Randwick City Council

Commendation

[Coates Hire Best Community Event](#)

Australian Event Awards 2020

10. Randwick's Best Gift Sustainable Christmas market (and campaign)

Randwick City Council

Winner

[Sustainable Projects](#)

Keep Australia Beautiful –

Sustainable Cities Awards 2020

11. Implementing Randwick's 100% Renewables and Zero Emissions Roadmap for Council and its Community

Randwick City Council

Joint Winner

[Response to Climate Change](#)

Keep Australia Beautiful –

Sustainable Cities Awards 2020

12. Coogee Smart Beach

Randwick City Council

Finalist

[Local Government](#)

ITNews – ITNews Benchmark Awards 2020-21

13. Individual award (heritage specialist)

Lorraine Simpson

Winner

[Cathy Donnelly Memorial Award 2021](#)

National Trust of Australia – Heritage Awards 2021

14. Leadership development

Randwick City Council

State Winner

[Australasian Management Challenge](#)

Local Government Professionals NSW –

Local Government Excellence Awards 2021

15. Maroubra Stormwater Harvesting and Outdoor Living Classroom Project

Randwick City Council

Winner

[Environmental Leadership](#)

Local Government Professionals NSW –

Local Government Excellence Awards 2021



2019-20

16. Solar my School

Waverley, Woollahra and Randwick Councils

Winner

[Environmental Leadership and Sustainability](#)

Local Government Professionals Australia –

National Federation Awards 2019

17. Eco Living Expo

Randwick City Council

Winner

[Innovation in Special Events \(Division C\)](#)

Local Government NSW – RH Dougherty Awards 2019

18. ICARE Values

Randwick City Council

Joint Highly Commended

[Culture Change Innovation and Excellence Award \(Division C\)](#)

Local Government NSW – Planning Awards 2019

19. 3-Council public Electric Vehicle charging network

Waverley, Woollahra and Randwick Councils

Winner

[Sustainable Infrastructure – Division C](#)

Local Government NSW –

Excellence in the Environment Awards 2019

20. End beach pollution website

Randwick City Council

Finalist Nominee

[Websites – Government & Civil Innovation 2020](#)

The Webby Awards 2020

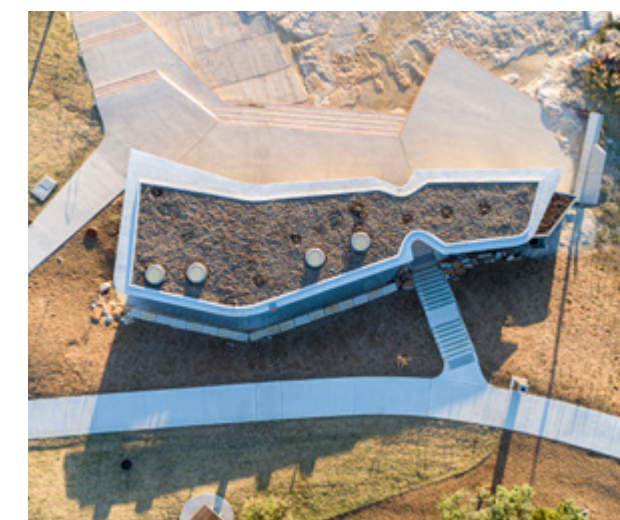
21. Mahon Pool Amenities and Maroubra Seals Swimming Clubhouse

Randwick City Council and Sue Barnsley Design

Award of Excellence

[Small projects](#)

NSW Landscape Architecture Awards 2020



22. Solar My School

Waverley, Woollahra and Randwick Councils

Winner

[Renewable Energy Award](#)

Keep Australia Beautiful –

2019 Sustainable Cities Awards

23. Solar My School

Waverley, Woollahra and Randwick Councils

Joint Winner

[Public Sector leadership award](#)

NSW Department of Planning, Industry and Environment –
Green Globe Awards 2019

24. Solar My School

Waverley, Woollahra and Randwick Councils

Finalist

[Innovation Award](#)

NSW Department of Planning, Industry and Environment –
Green Globe Awards 2019

25. Solar My School

Waverley, Woollahra and Randwick Councils

Finalist

[Climate change leadership award](#)

NSW Department of Planning, Industry and Environment –
Green Globe Awards 2019

2018-19

26. Sustaining our City

Randwick City Council

Winner

[Great Sustainability Initiative](#)

Greater Sydney Commission –
Greater Sydney Planning Awards 2019

27. Datacentre Transformation Project

Randwick Council

Highly commended

[Innovative Leadership and Management](#)

Local Government Professionals NSW –
Local Government Excellence Awards 2019

28. Randwick Council and UNSW's Household Swimming Pool Efficiency and Rebate Trial

Randwick Council

Highly commended

[Special Project Initiative](#)

Local Government Professionals NSW –
Local Government Excellence Awards 2019

29. Randwick's Environmental Levy, Getting Sustainability Done in Randwick

Randwick Council

Highly commended

[Environmental Leadership and Sustainability](#)

Local Government Professionals NSW –
Local Government Excellence Awards 2019

30. Solar My School

Waverley, Woollahra and Randwick Councils

Highly commended

[Community Partnerships and Collaboration \(population over 60,000\)](#)

Local Government Professionals NSW –
Local Government Excellence Awards 2019

31. Solar My School

Waverley, Woollahra and Randwick Councils

Winner

[Environmental Leadership and Sustainability](#)

Local Government Professionals NSW –
Local Government Excellence Awards 2019

32. Individual award

Therese Manns

Highly commended

[General Manager/Senior Staff Member \(Metropolitan Council\)](#)

Office of Local Government –
Ministers' Awards for Women in Local Government



33. NOX sculpture exhibition

Randwick Council

Highly Commended

[Excellence in Creative Communities](#)

Local Government Professionals NSW –
Local Government Excellence Awards 2018

34. Randwick's Best Gift in the World Christmas Campaign and Markets

Randwick Council

Winner

[Innovation in Special Events](#)

Local Government NSW –
RH Dougherty Awards 2018



35. Rock fishing education and safety

Randwick Council

Winner

[Excellence in Communication](#)

Local Government NSW –
RH Dougherty Awards 2018

36. Randwick eNews

Randwick Council

Winner

[Reporting to your Community](#)

Local Government NSW –
RH Dougherty Awards 2018

37. Solar my School

Waverley, Woollahra and Randwick Councils

Winner

[Renewable Energy Achievement](#)

Climate Council Australia –
Cities Power Partnership Awards 2018

38. Individual Sustainability award

Peter Maganov

Winner

[Louise Petchell Memorial Award for Individual Sustainability](#)

Local Government NSW –
Excellence in the Environment Awards 2018

39. Solar my School

Waverley, Woollahra and Randwick Councils

Winner

[Climate Change Action \(Division C and Overall Category Awards\)](#)

Local Government NSW –
Excellence in the Environment Awards 2018

2017-18

40. Kingsford/Kensington Town Centre Planning Review

Randwick City Council and Conybeare Morrison

Winner

[Best Planning ideas \(Small Project\)](#)

Planning Institute of Australia (NSW Division) – Awards for Planning Excellence 2017

41. K2K Urban Design

Randwick City Council, JMdesign, Hill Thalys Architecture & Urban Projects, and Bennet & Trimble Architects

Winner

[Urban Design](#)

NSW Landscape Architecture Awards 2017

42. K2K Urban Design Competition – Kensington and Kingsford Town Centres

Randwick City Council

Winner

[Great Plan](#)

Greater Sydney Commission –
Greater Sydney Planning Awards 2017

43. Chifley Sports Reserve

Randwick City Council

Winner

[Multi-disciplinary Project Management](#)

Institute of Public Works Engineering Australia (IPWEA) –
Engineering Excellence Awards 2017

44. Online Lodgement of Development Applications

Randwick City Council

Winner

[Innovation in Development Assessment](#)

Planning Institute of Australia (NSW Division) –
Awards for Planning Excellence 2017



1300 722 542
council@randwick.nsw.gov.au
randwick.nsw.gov.au

Randwick City Council
30 Frances Street
Randwick NSW 2031

