2017-18

DRAFT Operational Plan

DELIVERY PROGRAM

Randwick City Council
a sense of community

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Cover photo: Heffron Park, Maroubra

Mayor's message

I take great pride in presenting you with Randwick City Council's Operational Plan and Budget for the 2017-18 financial year.

It sets out the plans, goals and activities for the year to come and, as a whole, paints an exciting picture of a vibrant community going from strength to strength.

Our organisation is continuing to provide high quality services and great new facilities as we await a final decision on a pending merger with Waverley and Woollahra councils. We're getting on with the job of serving the community.

This coming year we will invest $32.7m in capital expenditure pursuing our vision of creating a sense of community.

We have started planning for the proposed 'Heffron Centre' which will include:

- South Sydney Rabbitohs training facilities, headquarters and community outreach program Souths Cares;
- gymnastics centre;
- indoor sports court suitable for basketball, volleyball, badminton, netball and footsal: and
- public café.

We have started construction on a new walking track through the newly opened Malabar Headland National Park, which is due to be completed by December 2017. This Western Walking Track will offer unparalleled views over the cliffs and ocean and return access to the headland for the first time in 100 years.

We also have plans to extend the Coastal Walkway through the NSW Golf Course, which will link the eastern and western portions of the Botany Bay National Park.

Artist's impression of proposed Heffron Park Tennis and Netball Court upgrade

At La Perouse in the south of the City we will upgrade the playground at Frenchmans Reserve providing a modern and fun playground for local families and visitors to this popular area.

The State Government will continue construction of light rail through Randwick, Kingsford and Kensington. Council is managing ongoing parking matters that arise from the construction to minimise the impact on residents.

Of course, underpinning all of this exciting new work, is the commitment and dedication of our elected Councillors and experienced staff. Both groups work together to realise our vision of creating a sense of community. I am incredibly honoured to lead such a team.

Cr Noel D'Souza
Mayor of Randwick

We continue to provide high quality services and great new facilities.

General Manager's message

The Randwick City Council Operational Plan and Budget outlines our activities for the coming financial year, 2017-18.

For more than a decade, Randwick City Council has carried out significant capital works projects that bring benefit to the community without borrowing funds. We remain debt-free. Through responsible financial governance this year we will spend $32.7m on capital works while continuing to deliver the high level of service you have come to expect.

The breakdown of expenditure on capital works includes:

- $8.5m on parks and recreation such as new archery range at Latham Park
- $13.1m on roads and new kerb and guttering
- $5.8m on buildings such as new tennis court amenities at Heffron Park
- $1.2m on drainage.

Our focus this coming year will be on improving parks, roads, buildings and drainage, while also maintaining high levels of service in areas like beach cleaning, streetscape maintenance and cleaning.

Specifically, ongoing improvements to our parks, playgrounds and sporting facilities will increase from $7.5m to $8.6m, which includes $1m on improving the stormwater harvesting systems at Maroubra Beach.

We have increased capital spending on roads – which includes new road surfacing, pathways and cycleways – from $11.0m to $13.1m. Our major planned projects include creating new urban plazas in Meeks Street in Kingsford and in Waratah Street in Randwick.

East Ward Senior Citizens' Centre, Coogee

These projects reflect part of the work the Council continues to do to create a liveable city that meets the needs of our diverse population now and into the future. The dedication of our staff enables us to achieve this vision. Their engagement and enthusiasm is seen in the many services and projects we deliver to you and I am proud of what they do.

This year we will spend $32.7m on capital works while remaining debt-free.

Ray Brownlee PSM
General Manager

Budget summary 2017-18

For every $100 Randwick City Council spends:

$24
Major works and construction

$5
Maintaining roads, footpaths and drains

$4
State government charges

$22
Waste management

$6
Public safety

$2
Engineering and traffic

$15
Parks, recreation and culture

$4
Our beaches

$3
Environmental sustainability

$9
Library and community services

$4
Planning and development

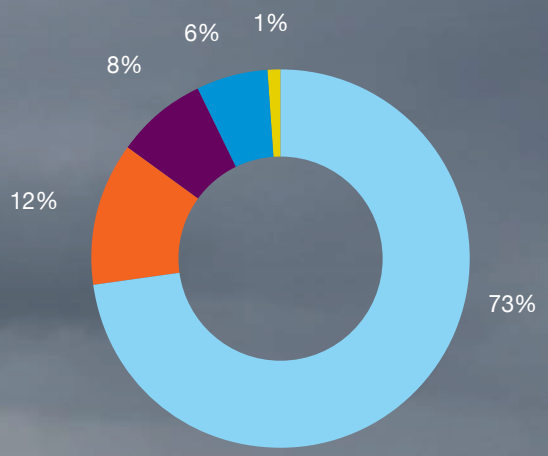
$2
Governance

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

For details of our 2017-18 Budget see page 65.

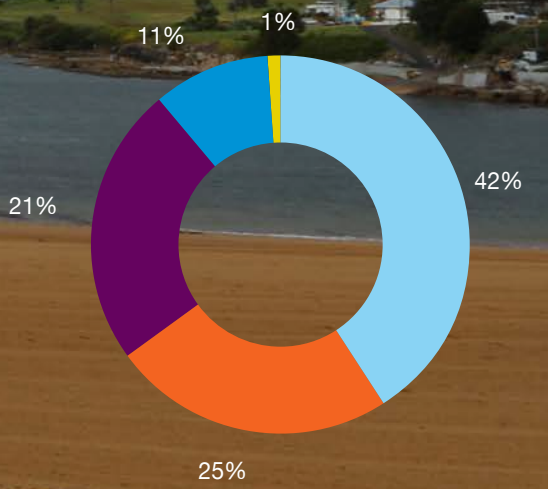
Source of funds

Revenue type	Amount ($)
Rates and annual charges	108,227,480
User fees and charges	17,946,681
Grants and contributions	11,550,250
Other revenues	8,542,325
Interest	1,805,827
Total	**148,072,563**



Application of funds

Expenditure type	Amount ($)
Employee costs	62,033,903
Materials and contracts	36,664,885
Net capital expenditures	31,391,230
Other operating expenses	15,885,980
Net savings for future years	2,084,278
Total	**148,060,276**



About this Plan

This Operational Plan sets out Randwick City Council's planned activities for 2017-18. These activities all stem from our fixed Delivery Program, which is the mechanism for delivering our 20-year Randwick City Plan. This Operational Plan is the fifth annual plan within the current Delivery Program which has been extended in line with the longer local government election cycle for councils subject to a merger proposal.

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

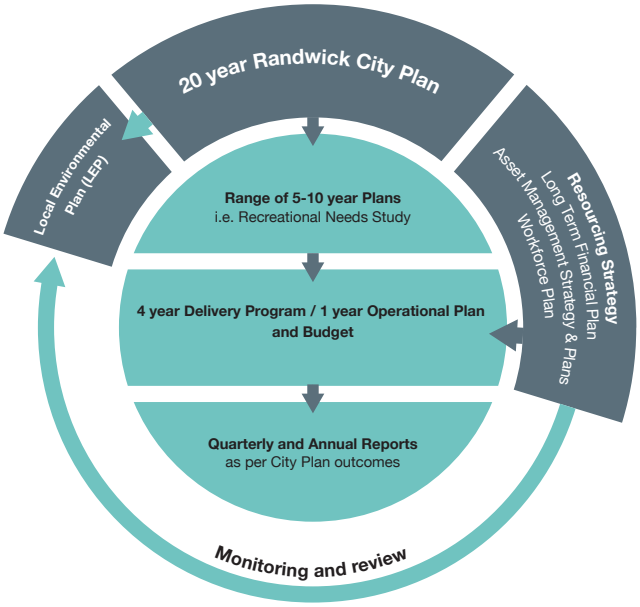
This Plan can be read in conjunction with our detailed 2017-18 Budget document, which includes full details of our Capital Works Program. The 2017-18 Budget is available on our website or in printed format at our libraries and administration centre.

Developing our plans

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

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

Our planning is also influenced by regional considerations and wider state, national and global influences. We work with relevant departments and agencies of the State and Federal Governments and neighbouring councils on our shared responsibilities. Within the Southern Sydney Regional Organisation of Councils (SSROC) we deal with common issues, particularly those that cross boundaries, such as planning, environment, transport, sustainability, procurement and waste management.



Accountability

All the actions outlined in the Delivery Program and Operational Plan are integrated throughout our internal business processes including departmental plans, project plans, service standards and individual work plans.

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

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

Chifley Skate Park, Chifley

How to contact us

We have a commitment to providing high customer service standards, as set out in our Customer Service Charter.

You may contact us:

- At our Administration Centre: 30 Frances Street, Randwick NSW 2031 between 8:30am to 5:00pm Monday to Friday
- By phone **02 9093 6000** or **1300 722 542**
- By SMS **0400 722 542**
- By fax **02 9319 1510**
- By email **council@randwick.nsw.gov.au**
- Through our website **www.randwick.nsw.gov.au**. Our website hosts a range of community information, from park and sports field availability to online development application lodging; the Council's meeting minutes, plans and reports; and access to a wide range of library services. There is a feedback form on the website for comments, compliments, requests and suggestions for improvement
- Through local precincts who hold monthly meetings to discuss local issues. The Council works closely with precincts to address areas of concern. Precinct contact details can be found on our website
- Through special consultation Your Say Randwick web pages.

Additional ways to connect with Randwick City Council include:
- Mayor's Twitter page
- Council's Twitter page
- Council's Facebook page
- The myRANDWICK app for iPhone and Android.

How we will contact you

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

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

Australia Day, Coogee Beach

About Randwick City and the Council

Information about the composition of our population and projections into the future are essential for us to plan services that meet the needs of the entire community.

Randwick City

The Randwick area

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

Our City 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. Randwick City's natural coastline stretches for 29 kilometres from Clovelly in the north to Botany Bay in the south, with ten beaches and bays, eight ocean pools, extensive foreshore areas and a number of rocky headlands.

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

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

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

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

The Eastern Suburbs Coastal Walkway winds along most of the City's eastern border, linking Coogee and Maroubra and providing spectacular views along its route.

Our community

Information about the composition of our population and projections into the future are essential for us to plan services that meet the needs of the entire community.

In this section all data is derived from the Census, unless stated otherwise.

Population

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

Since the Census, it is estimated that Randwick City's population has increased by an average 1.2%[1] annually and reached an estimated 147,408[2] in June 2016.

The census tells us that we have a slightly younger population than Greater Sydney with our median age of 35 years vs 36 years. In Randwick City the greatest number of residents are those aged between 20 and 24 years (10%) followed closely by those aged between 25 and 29 years (9.9%).

1. Source: NSW Planning and Environment, NSW State and Local Government Area Household and Implied Dwelling projections (as at June 2016)
2. Source: Australian Bureau of Statistics, Regional Population Growth, Australia, cat: 3218.0, March 2016

With multiple higher education institutions located within our City including UNSW, NIDA and Sydney TAFE Randwick College, Randwick has a significantly higher post school student population in the 18 to 24 age group living amongst us (13.1%) than Greater Sydney (9.5%).

We also have a slightly higher proportion of those aged 75 years and over living in Randwick City (6.7%) compared to the rest of Sydney (6.1%). It is projected that our community's aged population will increase by around 2.3 per cent annually until 2031.

Education

Again reflecting our proximity to several key higher educational institutions (Universities of Technology, Sydney and NSW) the proportion of our residents attending university (10.9%) is more than double that of Greater Sydney (5.2%).

Just over 65 per cent of us have completed year 12 or the equivalent, while 27.9% have a Bachelor or higher university qualification. That compares with 57.0% and 19.5% respectively for the Greater Sydney area.

Cultural Background

We are a diverse community with 38.5% of our residents born overseas and mostly in United Kingdom (6,744), China (5,829), New Zealand (2,790), Indonesia (2,619), Malaysia (1,902), and Ireland (1,896). More of us were born overseas than for Greater Sydney (34.2%). 65% of us has at least one parent born overseas and 30 per cent speak a language other than English. 1.4% of our residents identify as Aboriginal or Torres Strait Islander and 2.4% of our residents live in state-provided housing.

Housing

There are around 63,300[1] dwellings in Randwick City with approximately 3,553 residents per square km. 70.2% of our dwellings are medium or high density, mainly in our northern suburbs. In comparison, 40% of dwellings in Greater Sydney are medium or high density. In Randwick City single dwellings are more common in the southern suburbs.

Economy

There were 77,806[2] employed Randwick City residents in the year ending June 2015. Our unemployment rate of 3.97%[3] is lower than both Greater Sydney (4.86%) and NSW (5.00%).

26.3% of the Randwick City workforce earn a high income ($1,500 per week or more), though 13.6% earn a low income (less than $400 per week).

There were 56,949[4] jobs located in Randwick City in the year ending June 2015.

While 23,410 workers travel into our City each day to work, 24.9 per cent of those who live in Randwick also work in Randwick City.

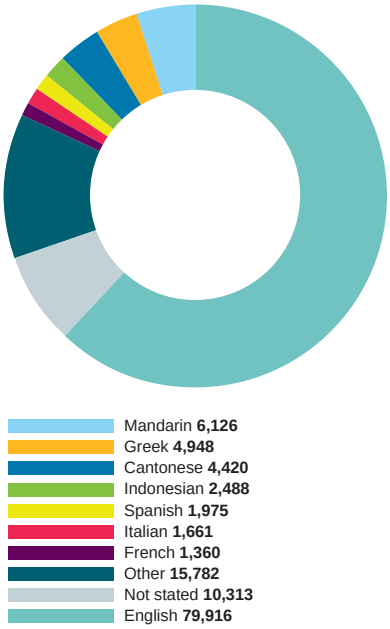
Furthermore those residents who work outside Randwick City do not travel far with 72.1 per cent of us travelling to surrounding Botany, Waverley, Woollahra or the City of Sydney to work.

We also have a strong tendency to shop in our local suburban centres although there are no major commercial centres in Randwick City.

At the end of June 2015, Randwick City's GRP[5] was estimated at $8.01 billion, up 1.0% from a year earlier with education and training the most productive industry, generating an estimated $1,324 million; followed closely by health care and social assistance, generating an estimated $1,116 million.

The health care and social assistance industry is also Randwick City's largest employer, generating 12,719 local jobs (in 2014-15) followed closely by the education and training industry (11,784 local jobs).

Languages spoken at home
(number of persons)



1. Source: NSW Planning and Environment, NSW State and Local Government Area Household and Implied Dwelling projections, 2016

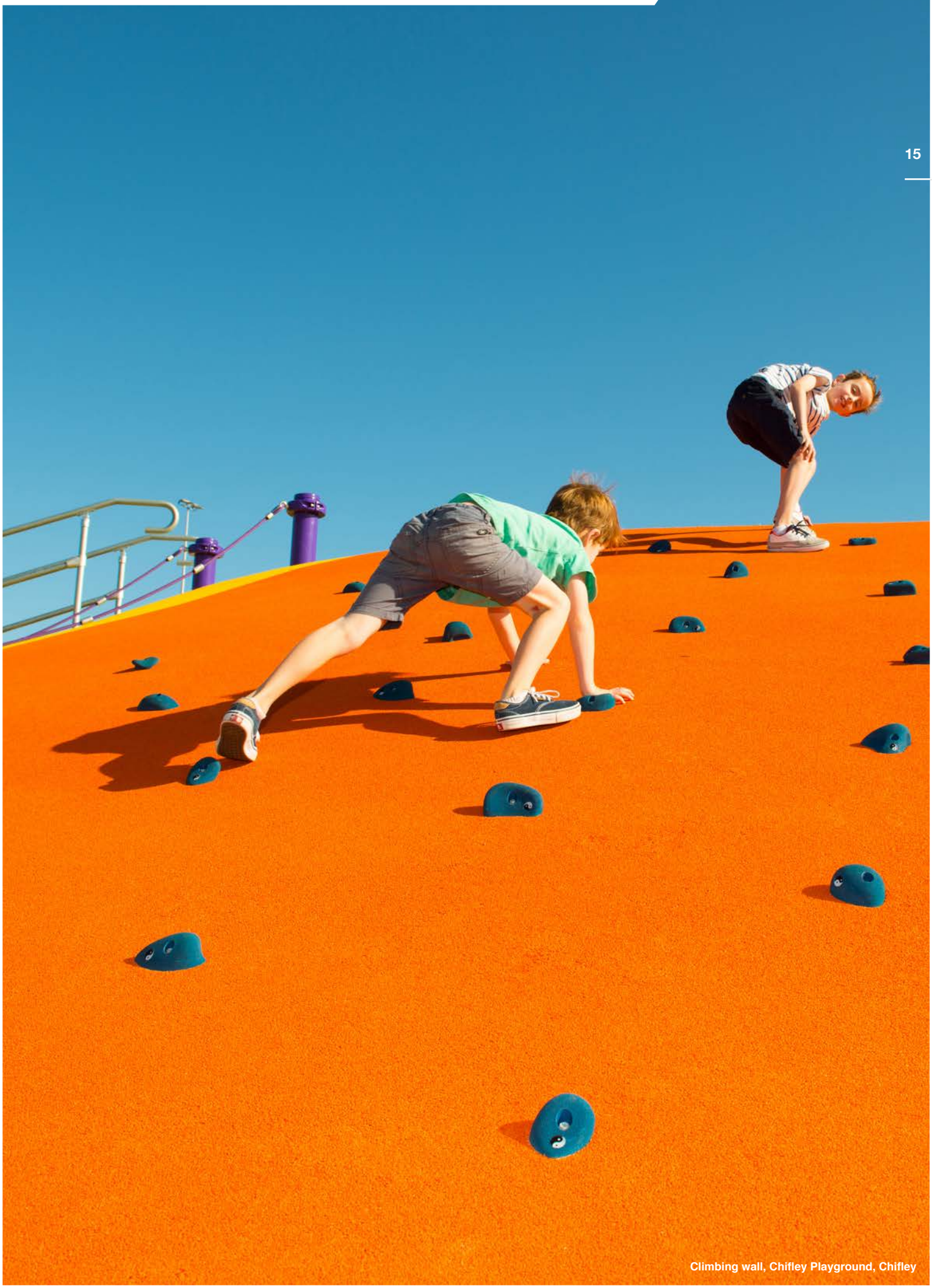
2. Source: National Institute of Economic and Industry Research (NIEIR), 2015

3. Source Australian Government Department of Employment (as at September 2016)

4. Source: National Institute of Economic and Industry Research (NIEIR), 2016

5. Source: National Institute of Economic and Industry Research (NIEIR), 2016

The ABS will release information on Randwick City from the 2016 Census in June 2017.



Climbing wall, Chifley Playground, Chifley

NORTH WARD

Cr Neilson Cr Smith Cr Shurey

SOUTH WARD

Cr D'Souza Cr Belleli Cr Garcia

The Mayor and Councillors

The City of Randwick is divided into five wards – north, south, east, west and central. There are 15 elected representatives with three Councillors representing each ward.

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

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

Council makes provision for Councillors to attend relevant conferences and participate in ongoing professional development programs. This is complemented by an online tool, developed by Council, through which Councillors can keep up to date with changes in legislation.

Council meetings and decision-making

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

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

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

EAST WARD

Cr Roberts Cr Matson Cr Bowen

WEST WARD

Cr Stavrinos Cr Nash Cr Moore

CENTRAL WARD

Cr Stevenson Cr Seng Cr Andrews

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

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

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

North Ward

Cr Kathy Neilson
(ALP) First elected in 2012

Cr Kiel Smith
(Lib) First elected in 2008

Cr Lindsay Shurey
(Greens) First elected in 2012

South Ward

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

Cr Robert Belleli
(Lib) First elected in 2004

Cr Pat Garcia
(ALP) First elected in 2012

East Ward

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

Cr Murray Matson
(Greens) First elected in 1995

Cr Tony Bowen
(ALP) First elected in 2008

West Ward

Cr Harry Stavrinos
(Lib) First elected in 2012

Cr Scott Nash
(Lib) First elected in 2004

Cr Greg Moore
(ALP) First elected in 2012

Central Ward

Cr Geoff Stevenson
(ALP) First elected in 2008

Cr Ted Seng
(Lib) First elected in 1995

Cr Anthony Andrews
(Ind) First elected in 2000

Community engagement

We work hard to ensure our local community and residents have the opportunity to participate in the decisions that affect their lives and their environment.

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

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

We support a community based precinct system which is open for local residents to attend and voice their views. Precinct meetings provide opportunities for residents to become involved in decisions that affect their area. Representatives of precincts meet quarterly with the Council's General Manager to discuss issues of significance. Precincts help us develop our Budget and Operational Plan each year by suggesting upgrades and improvement projects that would benefit the community. Information about meeting times and venues can be found on our website.

As a leader in local government community engagement practice, we are a corporate member of the International Association of Public Participation, and work closely with the Association in developing consultation professional practice, as well as working closely with other metropolitan councils in supporting and developing precinct systems.

We also host regular meetings with representatives from the combined Chambers of Commerce, Randwick City Tourism and the Service Clubs in Randwick City.

Partnership with other organisations

One of the roles of local government is to create viable partnerships with other organisations to encourage mutual understanding of local needs and contribute to projects that benefit the wider community. Partnerships are formed in a number of ways ranging from memoranda of understanding, to less formal working agreements.

Key Randwick City Council partnerships include:

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

  – the City of Albi in France; the Greek Island of Castellorizo; the City of Hangzhou in China and the Randwick Parish Council in Gloucestershire, United Kingdom. These agreements facilitate cultural understanding, including technical staff visits and forums for shared experience and information; and
  – Narrabri and Temora Shire Councils. These active relationships involve shared leadership development, staff exchanges, provision of emergency equipment and the exchange of corporate information.
- A Memorandum of Understanding, with the **Australian Centre of Excellence for Local Government (ACELG),** signed by Council in 2012. In a first for local government, Council staff can get credit towards a postgraduate certificate in Local Government Leadership at the University of Technology by completing select internal learning and development courses at Council along with additional agreed assessment criteria.
- The **Sustainability Agreement with UNSW**, whereby the University have agreed to provide Council with access to research into sustainability and related programs, while Council works to provide practical application of the research. An extension of this Agreement resulted in the formation of a UNSW Expert Reference Group with specialist experts from eight different faculties, schools and centres meeting twice a year to brief Councillors and staff across eastern suburbs councils, on international and national trends and research into sustainability related topics and issues.
- A partnership with **Housing NSW** aimed at delivering improved social and physical outcomes for residents living in and around public housing precincts in Randwick City.
- Community partnerships with the **Sydney Roosters** and **South Sydney Rugby League Football Clubs, Souths Cares, Randwick**

Rugby Club, the Benevolent Society, Kooloora Community Centre and **Youth Off The Streets** to assist disadvantaged youth and junior rugby league clubs in our area and to support our community volunteers.

- **The Eastern Beaches Crime Prevention** partnership between Randwick City Council, Eastern Beaches Local Area Command Police, Department of Premier and Cabinet, Department of Housing, Attorney General's Department, State Transit Authority, UNSW, Roads and Maritime Services and the Office of Liquor Gaming and Racing.
- **3-Council Sustainability** partnership (Randwick, Waverley and Woollahra) to collaborate on common sustainability issues (water, energy and waste) and alignment of strategic sustainability outcomes for the 3 councils.
- **Design Excellence Panel** partnership with Waverley Council for the promotion and application of excellence in urban design.

Our guiding principles

The Charter of Council

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

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

Our vision and mission

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

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

Access and equity

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

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

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

We also recognise and celebrate our diverse community by providing activities such as 'Harmony Day' and a range of multicultural events.

Our organisation

Organisational structure

Randwick City Council's structure consists of the Office of the General Manager and three divisions: City Services, City Planning, and Governance and Financial Services.

The Office of the General Manager also oversees the Chief Information Officer and those departments that report to the Chief Information Officer.

General Manager

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

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

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

Outdoor gym, Maroubra

Management team

Office of the General Manager

General Manager: Ray Brownlee

Department	Manager
Communications	Joshua Hay
Corporate Improvement	Anne Warner
Business Performance Projects	Caroline Foley

Chief Information Officer: Graham Curley

Department	Manager
Technology Systems	Anthony Collis
Business Systems	Helen Cram
Spatial Systems	Karen Lasky

City Services

Director: Jorde Frangoples

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

City Planning

Director: Sima Truuvert

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

Governance and Financial Services

Director: Jeff Smith

Department	Manager
Administrative Services	David Kelly
Financial Operations	Greg Byrne
Corporate and Financial Planning	Mitchel Woods
Organisational Staff Services	Lee Angell (Acting)

Our values

The ICARE Values underpin the culture that drives management and staff in pursuing the Council's outcomes and in sustaining high levels of organisational performance.

The ICARE Values are:

- Integrity
- Customer focus
- Accountability
- Respect
- Excellence.

Equal Employment Opportunity

We aim to foster a culture that values and responds to the cultural and linguistic diversity of our staff and provide a workplace based on equity and merit that is free from discrimination in all employment areas.

To achieve this we have policies and procedures in place which ensure the absence of direct, systemic and indirect discrimination on the grounds of sex; age; transgender; homosexuality; marital status; pregnancy; carers' responsibilities; transgender status; race, ethnic or ethno-religious background, descent or nationality; and/or disability; political affiliation, views or beliefs and HIV/AIDS status.

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

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

Work Health and Safety

Randwick City Council is committed to providing a healthy and safe workplace for all employees, contractors and members of the public who make use of the Council's services and facilities. We do this through a consultative and co-operative approach to ensure that the responsibilities for Work Health and Safety (WHS) are defined and well understood by all workers and that we maintain a culture that supports safety initiatives.

Council's Workplace Health, Safety, Risk and Welfare Strategy 2013-17 is set out in the Workforce Plan. The purpose of this strategy is to increase awareness and commitment to Health, Safety and the Environment within the Council's workforce and partners. The aim is to minimise harm through a culture that ensures the safety of our workforce and partners.

We continue to look at ways to enhance our system to achieve excellence in Health, Safety and the Environment.

In keeping with Randwick City Council's proactive approach to legislative changes, we have updated our Workplace Health and Safety Management (WHSM) system. This system provides the Council's management and workers with a tool to manage and improve WHS, systematically control risk and ultimately lead to a reduction in workplace injury and illness.

Water Safety Expo, Coogee Beach

Key activities

The Randwick City Plan is our 20-year strategic plan that reflects our community's vision and long term goals for the health and well-being of our residents, our economy and the natural and built environment. The City Plan also demonstrates Randwick City Council's commitment to best practice in its own governance, and to providing leadership in environmental and social sustainability.

The Plan was developed during an extensive period of research and community consultation, and launched in 2006. The City Plan was updated in 2009 and reviewed in 2012. This review also encompassed the development of the current Delivery Program. We placed the updated Plan on public exhibition for community comment, and Council adopted the updated Plan in early 2013. The Plan reflects the values and changing needs of our community and provides an update on how we will achieve our objectives.

During the initial consultation process for the City Plan, six themes were developed with ten clear outcomes. We use these themes and outcomes for our planning, as a means of anchoring our activities to the community's stated needs.

Heffron Park 39

Buildings for our Community Program 44

Theme 1: Responsible management

Outcome 1: Leadership in sustainability

Theme 2: A sense of community

Outcome 2: A vibrant and diverse community
Outcome 3: An informed and engaged community

Theme 3: Places for people

Outcome 4: Excellence in urban design and development
Outcome 5: Excellence in recreation and lifestyle opportunities
Outcome 6: A liveable City
Outcome 7: Heritage that is protected and celebrated

Theme 4: A prospering City

Outcome 8: A strong local economy

Theme 5: Moving around

Outcome 9: Integrated and accessible transport

Theme 6: Looking after our environment

Outcome 10: A healthy environment

Prince Henry Centre, Little Bay

Responsible management

Our outcome

– Leadership in sustainability

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

Related plans

The overarching Resourcing Strategy includes three interlinked resourcing plans: the Workforce Plan, the Asset Management Strategy and the Long Term Financial Plan. The goal of the Resourcing Strategy is to support the organisation by delivering resources that achieve the outcomes in our City Plan and the four-year Delivery Program.

Workforce Plan 2013–23

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

Long Term Financial Plan

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

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

Business Excellence Framework (BEF)

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

Outcome 1: Leadership in sustainability

We will demonstrate leadership by continuously improving the sustainability and rigour of our internal systems of governance, including financial and administrative management, as well as the sustainability of our facilities and activities for the benefit (including environmental and social) of the whole community.

Actions for Outcome 1

	4-Year Delivery Program	1-Year Operational Plan actions (2017-18)
1a: Council has a long term vision based on sustainability.		
1a.1	Implement the Integrated Planning and Reporting Framework including the Randwick City Plan, medium term plans and the Resourcing Strategy across the four year cycle.	Promote the Council's planning and reporting to the community and provide opportunities for input.
1a.2	Ensure sound long term financial strategies underpin the Council's asset management policies and strategic vision.	Coordinate and update the Council's 10-year Long Term Financial Plan (twice yearly).
1a.3	Review and incorporate the financial strategies, underpinning all short and medium term plans into the Long Term Financial Plan.	Manage, monitor and review the Council's financial performance and position on a continual basis.
1b: Council is a leader in the delivery of social, financial and operational activities.		
1b.1	Demonstrate best practice and leadership in local government.	Embed the ICARE corporate values (integrity, customer focus, accountability, respect, excellence) through a range of activities.
		Develop leadership capability.
		Align attraction and retention to culture and values.
		Establish initiatives in-line with the NSW Local Government Reform Program.
1b.2	Contribute to protecting the Council's reputation and enhancing its positive public image.	Effectively use media and online communities to promote and protect Council by monitoring, responding and providing an effective media enquiries and response process.
		Proactively promote the Council's achievements, programs, policies and projects.
1b.3	Maintain a high performing workforce that is responsive to the needs of the organisation.	Develop knowledge, skills and capability through the delivery of the Learning and Development Strategy.
		Lead employee engagement and wellbeing.
		Inspire and enable a high performance culture.

4-Year Delivery Program		1-Year Operational Plan actions (2017-18)
1b.4	Provide good governance and administrative support for the Council and organisation.	Ensure the effective and efficient administration of Council and Committee Meetings for the benefit of Councillors and the community.
		Ensure compliance with the Government Information (Public Access) Act 2009 and assist the community in obtaining access to appropriate Council information/documents.
		Maintain transparency and accountability in the purchasing of goods and services and ensure compliance with purchasing procedures.
		Manage the Council's property portfolio.
		Manage the Council's insurance program.
		Ensure timely response to community requests for information through optimum performance of the Council's Electronic Document Management System (HPRM).
		Ensure timely and cost effective access to all information and optimal usage of storage space through the implementation of an effective archive system.
1b.5	Effectively and efficiently manage financial operations, systems and information.	Ensure all Financial Operation's processes and procedures are timely and accurate to provide both internal and external customers with high service levels for rating, debtors, accounts payable, payroll, investments, cash management and fleet management.
		Ensure the accurate levy, and collection of rates and charges, and provide appropriate payment options.
		Maximise returns of the Council's investment portfolio while minimising risk.
		Provide timely financial information, advice and reports to the community, the Council, senior management and staff.
1b.6	Be recognised as providing quality internal and external customer service and call centre services.	Monitor response times to customer service requests.
1b.7		Provide continued improvement, support, and implementation of business applications and processes and business systems.
		Provide the necessary information technology infrastructure and support to meet the Council's corporate objectives.
		Provide technology support services to the organisation.
		Provide continued improvement, support, and implementation of intranet and collaboration tools, to support internal business processes.
		Provide database integrity checks and reports, business intelligence systems and develop integration of business systems.
		Provide up-to-date database of name and address details in the Name and Address Register to ensure accurate and efficient communication.
1b.8	Provide a safe and healthy environment for staff, contractors and the community.	Manage the Council's Workers Compensation Insurance Program.
		Implement the WHS Management System and complete an audit against the relevant legislation.
		Deliver the Workplace Health and Safety Strategy.

4-Year Delivery Program		1-Year Operational Plan actions (2017-18)
1b.9	Support the community and organisation through the improvement and expansion of online systems and GIS mapping.	Produce accurate and high quality cartographic maps. Ensure map and data integrity by cross referencing maps with other data sources, such as property and assets data.
		Delivery of online maps including interactive maps and the provision and support of mobile field collection systems.
		Expand the 3D model of the LGA.
		Provide and maintain GIS infrastructure to support the mapping operations.

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

1c.1	Apply the four-year Continuous Improvement Strategy within the organisation.	Build the capacity of the organisation to implement the Business Excellence Framework through training workshops and process reviews.
		Implement the 2017-18 Internal Audit Plan.
		Track and test preparedness for Crisis Management Plans and Business Continuity Plan.
1c.2	Implement a systematic and structured approach to obtaining feedback from customers and managing existing data and information.	Analyse information from the 2016 Census and other data, including community surveys.
1c.3	Proactively manage enterprise risks within Council's integrated risk management system.	Effectively manage Enterprise Risks.

Our measures for this outcome include:

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

New Year's Eve fireworks, Coogee

NAIDOC Cup Event, Yarra Bay

A sense of community

Our outcomes

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

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

Related plans

An Inclusive Randwick City

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

In 2017-18 we will work with our key community service providers to identify and implement projects to assist residents in need of social or welfare services. Our staff will collaborate with service providers and government agencies to attend to service gaps in a cost effective manner.

A Cultural Randwick City

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

Council holds a variety of cultural events such as an International Women's Day Art Prize, the monthly Twilight Concert Series and South Maroubra Art and Photography Exhibition.

These programs will continue into 2017-18, with the Randwick Town Hall as the key focal point for the Twilight Concert Series.

Appreciation of the arts will be fostered through Randwick City Library's art classes for adults and monthly meetings of the Next Chapter Art Appreciation Group as well as hosting a best-of exhibition of the Women's Art Prize at the dedicated gallery space at the Lionel Bowen Library.

In addition the Library will continue to run an annual program of cultural events, including monthly author talks and writing workshops as well as book clubs aimed at adults, teens and children. Randwick City Library will also act as a satellite venue for the annual Sydney Writers' Festival.

The popular Summer Reading Club for children and the Teen Summer Reading Challenge will continue to be held this year to encourage reading in school aged children.

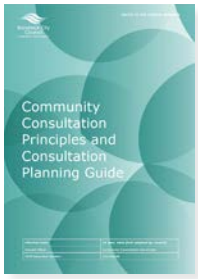
Digital literacy across all ages will be a focus across the 2017-18 year, with additional investment in eBooks and online literacy resources, increased staff training and additional marketing and communications around Randwick City Library's online collection.

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

Community Consultation Principles and Consultation Planning Guide

Council adopted the Community Consultation Principles and Consultation Planning Guide in 2008 to guide and direct community consultations. This policy is based on international best practice principles and was developed after extensive community consultations.

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



We further develop our consultation practices through the Your Say Randwick website, giving our residents additional opportunity to join in community conversations on our projects and plans. Council recognises that local residents have a right to be involved in decisions that affect where they live and also that input from residents results in better decision making.

The policy was updated in February 2013 to incorporate Council's social media.

Grants, Donations and Subsidies Policy

Council adopted the Grants, Donations and Subsidies Policy in November 2006. The policy provides Council with a framework for determining and allocating Council grants, donations and subsidies with clear priorities to achieve the Randwick City Plan outcome of a vibrant and diverse community.

In 2017-18, Council will continue to focus on implementing policies and practices to provide for an equitable, transparent and accountable framework for determining and allocating its grants, donations and subsidies.

Outcome 2: A vibrant and diverse community

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

Actions for Outcome 2

4-Year Delivery Program		1-Year Operational Plan actions (2017-18)
2a: Meet the needs of our diverse community and provide equitable access to social services and infrastructure.		
2a.1	Maintain a current understanding of our community's needs and up to date information to support planning and program development.	Provide demographic information to support Council in its operations and planning functions.
		Participate in local social services agency meetings to share information, and identify emerging needs and partnership opportunities across target groups.
		Continue to implement the subsidised rental policy for use of the Council's facilities.
2a.2	Provide high levels of accessibility to the Council's community facilities and infrastructure.	Deliver quality educational and care programs at Moverly Children's Centre in accordance with all regulatory and legislative requirements.
		Ensure that a range of user groups (hirers and class attendees) have fair and equitable access to our three major multi-purpose centres (Prince Henry Centre, Randwick Community Centre and the Randwick Literary Institute).
2a.3	Support the different groups in the community to improve access to services and recreational activities.	Ensure currency of content on Council's website that is translated into five languages most widely used other than English, (Chinese, Greek, Indonesian, Spanish and Russian) in Randwick City.
		Maintain and develop partnerships with external organisations which support diverse communities, such as the culturally and linguistically diverse (CALD).
		Ensure Library CALD collections reflect demographics and community need in Randwick City.
		Provide a range of programs and activities for a diverse community, such as the CALD.
2a.4	Implement programs from the crime prevention and safety plan (A Safer Randwick City).	Monitor and maintain infrastructure, at risk of vandalism, within Randwick City.
		Liaise with NSW Police and other Agencies for the provision of Coogee CCTV footage, licensed premises and crime prevention.
2a.5	Provide improved opportunities for local Aboriginal and Torres Strait Islander people to access support services including employment, family support and recreational activities.	Continue to maintain an outreach office at Yarra Bay House and partner with local service providers to deliver planned activities to Indigenous communities in need.
2a.6	Implement the social inclusion plan (An Inclusive Randwick) to reduce disadvantage and address gaps in service provision.	Implement a program of planned activities, intervention projects and capacity building workshops designed to address the unmet needs of our residents such as parenting workshops, NDIS and mental health information sessions.
2a.7	Implement grants programs in accordance with the Council's guidelines to enhance services that meet community needs.	Administer the Council's annual Community Partnership Funding Program, Cultural and Community Grants Programs, and Randwick ClubGrants NSW on behalf of participating clubs.

	4-Year Delivery Program	1-Year Operational Plan actions (2017-18)
2b: Strong partnerships between the Council, community groups and government agencies.		
2b.1	Provide support for resident precinct committees, local chambers of commerce and combined service clubs.	Continue to support precinct meetings and quarterly combined meetings with information, responses to resolutions, printing and advertising. Continue to host combined Chambers of Commerce meetings.
2b.2	Participate in external groups that provide support and services for the local community.	Implement actions contained in the Council's Community Plans such as the Disability Inclusion Plan.
2b.3	Implement joint projects with community groups and government agencies to achieve improved service coordination and value for money outcomes.	Participate in the establishment of a community hub and foodbank in partnership with government agencies and local services.
2c: New and upgraded community facilities that are multi-purpose and in accessible locations.		
2c.1	Progressively update plans of management, in accordance with an established priority list, focusing on sustainable design and multi-use facilities.	Prepare a Business Plan for the La Perouse Museum.
2c.2	Implement the Community Facilities Plan as per identified priorities.	No specific action is planned under this program in this year of the Delivery Program.
2d: Our cultural diversity is appreciated and respected.		
2d.1	Implement A Cultural Randwick City.	Implement cultural events catering to a diverse range of audiences and age groups, such as the Twilight Concert Program.
		Implement Council's calendar of events, such as The Spot Festival and Coogee Christmas Carols.
2d.2	Deliver and/or sponsor a range of cultural programs to promote a sense of community.	Sponsor and support community events as required by Council's resolutions.

Outcome 3: An informed and engaged community

Our community will participate in shaping our City.

Actions for Outcome 3

4-Year Delivery Program		1-Year Operational Plan actions (2017-18)
3a: Effective communication methods and technology are used to share information and provide services.		
3a.1	Provide information to the community on the Council's services and activities using effective communications methods.	Monitor and apply corporate communications and visual design standards to the Council's communications materials, products and website.
		Advise on and/or produce effective and targeted communications plans and products for the Council and its services and activities.
		Produce regular print and electronic newsletters to inform and engage the community about Council activities, events and projects.
		Produce high quality graphics to support and enhance Council's business.
		Manage and effectively use Council's banner poles as an outdoor communication medium.
3a.2	Ensure that the Council's website provides an accessible and usable interface between the Council and the community.	Maintain and enhance the Council website to provide suitable and accessible content.
		Ensure that the Library subsite and social media channels provide timely, engaging and relevant information.
3a.3	Implement technological solutions that support the development of services and resources and meet the needs of the community.	Continue improvement and expansion of the external web site content and provision of online services to our community, via the website and mobile applications.
		Ensure optimal enterprise functionality to improve online access to information, services and resources.
		Continue to provide innovative hardware, software and web solutions to library customers and staff.
		Implement and support IT infrastructure, and security support services, to support the organisation's technological needs.
		Develop tools for improved accessibility for community participation in development application process.

4-Year Delivery Program		1-Year Operational Plan actions (2017-18)
3b: The Council actively promotes the community services offered by other agencies.		
3b.1	Continue to maintain community information programs.	Through the Library, provide the community with lifelong learning opportunities to increase technological literacy, physical and mental health and social integration.
3c: The community has increased opportunities to participate in decision-making processes.		
3c.1	Develop opportunities for community input into the Council's decision-making processes.	Develop and support effective consultation plans to support the Council's projects.
		Use social media to further opportunities for the community to be part of the decision-making process and to connect with Council and other residents about Randwick City's projects, events and activities.

Our measures for this outcome include:

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

Maroubra Beach, Maroubra

Heffron Park

Heffron Park is located at Bunnerong Road in Maroubra. Covering 44 acres, Heffron Park is one of the most significant regional parks in eastern Sydney. In addition to the playground and purpose built children's pedal park, Heffron has numerous sporting fields catering for a range of team sports, outdoor recreation courts, club houses, public toilets, a criterium cycling track, and undulating open space linked by walking trails. Within the park, the Des Renford Leisure Centre offers the largest range of aquatic programs in the region as well as a fully equipped gym and fitness classes.

The site is progressively being upgraded in keeping with the implementation of the Heffron Park Management Plan. Heffron Park's transformation is continuing with upgrades underway on a number of new facilities in the Maroubra park.

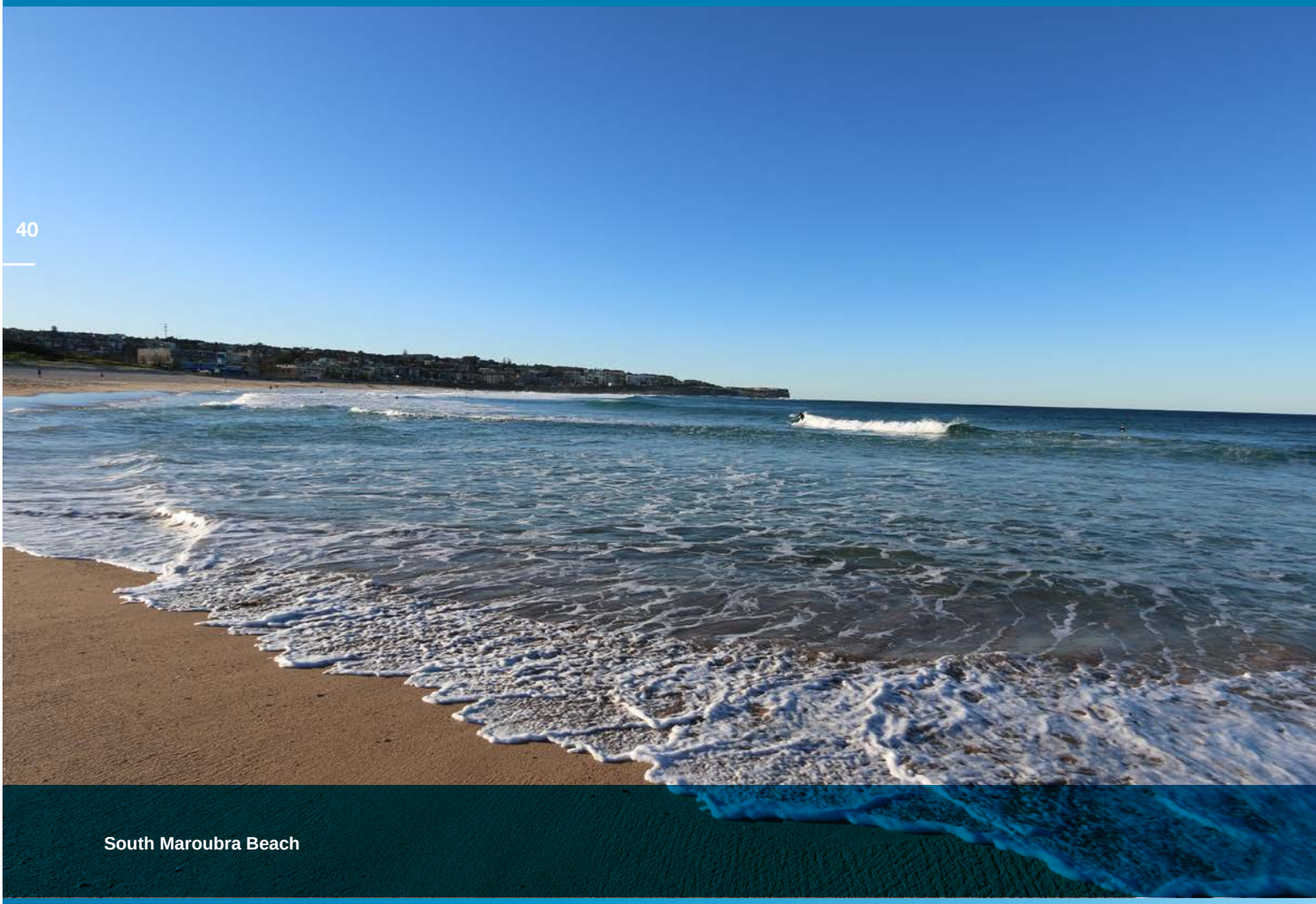
Used by a wide variety of local sporting clubs and thousands of local residents, the following projects are under construction and due for completion in 2017 including:

- replacement of the existing natural turf junior netball courts with hard-surface asphalt with one court dedicated to facilitate a multi-purpose line-marked basketball and netball court;
- a new amenities building adjacent to the Heffron Pedal Park off Jersey Road, complete with changerooms, toilets, a canteen and community room; and
- a spectator seating wall alongside the newly constructed synthetic playing fields.

Significant work has already been completed at Heffron Park as part of the $34 million Randwick City Council Heffron Park Masterplan, with works to date including:

- a new gym and fitness centre at the Des Renford Leisure Centre;
- new FIFA and World Rugby Union accredited synthetic playing fields;
- a new building at the end of the criterium track for cycling clubs and sporting fields;
- upgrades to two existing amenities buildings in the west of the park for the adjacent sporting fields;
- additional parking for the Des Renford Leisure Centre, the netball courts, the playing field and the synthetic playing field;
- the Heffron Pedal Park;
- a new kids' playground; and
- shared cycleways.

One of the main projects scheduled for the 2017-18 financial year under the Buildings for our Community Program is the Heffron Centre which incorporates a new multi-purpose facility and gymnastics facility. Preliminary planning works are underway to guide and inform the overall scope and direction of the project. For more detail on Council's Buildings for our Community Program refer page 76.



South Maroubra Beach

Places for people

Our outcomes

– Excellence in urban design and development
– Excellence in recreation and lifestyle opportunities
– A liveable City
– Heritage that is protected and celebrated

The theme 'Places for people' describes how we care for our natural, built and cultural heritage and meet the needs of our local and wider community. It recognises that our residents not only live in this City, but they work, shop, socialise and spend leisure time within their local area. It also expresses the way we value our City's heritage, and how we work to maintain its character while managing its progress and growth.

Related plans

Comprehensive LEP/DCP

Our Local Environment Plan (LEP) and Development Control Plan (DCP) are key instruments for the planning and development of our City. The Randwick LEP 2012 is consistent with the directions set out in our 20-year Randwick City Plan and became effective in February 2013 after a two staged review and consultation process. The first stage was a series of discussion papers over 2010 and 2011 followed by statutory consultations in 2012.

The Randwick DCP contains detailed planning and design guidelines for new development and supports the statutory planning controls of the Randwick LEP. The DCP came into effect on 14 June 2013 replacing 35 separate DCPs and policies. It was updated based on planning best practice, legislative changes and community feedback.

A Safer Randwick City

A Safer Randwick City is our crime prevention and community safety

plan. It summarises the major crime and safety issues within our City and the priorities identified in consultation with NSW Police. In 2016, the Council conducted a review of its Action Plan progress. As of 2016, 83% of identified projects and activities were either completed or progressed. Priority actions to be undertaken in 2017-18 include: CCTV network surveillance, monitoring premises for compliance with Late Trading regulations, and working with the local Community Drug Action Team (CDAT) to deliver harm minimisation projects to residents and vulnerable community groups.

Asset Management Strategy

Randwick City Council owns and operates more than $1.6 billion worth of assets,

including footpaths, roads, drainage, parks, buildings and equipment. Our Asset Management Strategy 2013-23 analyses our existing assets, allows us to properly plan necessary maintenance, and makes projections for replacement as necessary. From this strategy we have developed asset management plans for each major category of asset. We are continuing with our plan to implement an Asset Management System to assist with analysis and project funding requirements.

Recreation Needs Study

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

Through the ongoing remediation and redevelopment of the Heffron Park site, we are creating open space for a range of recreational and sporting activities.

In 2017-18, we will commence construction of the new tennis facilities at Heffron Park. We will also continue the planning for a new indoor sports centre and gymnastics centre.

Our planning for a continuous coastal walkway is ongoing.

In 2016-17, we began construction of the section of coastal walkway through the western portion of the Malabar Headland.This section will be completed by December 2017. It will provide access through the new Malabar Headland National Park and spectacular views up and down the coast.

In 2017-18, we will commence construction of a short section of coastal walkway through the NSW Golf Course to link the eastern and western portions of the Botany Bay National Park.

Section 94A Development Contributions Plan

The Randwick s94A Plan authorises the Council to impose, as a condition of consent, a fixed levy based on the cost of development, when a development consent or complying development certificate is issued. Funds collected under the s94A framework are used to provide for additional or improved public facilities to meet expected demands arising from new development.

The Plan's Schedule of Works identifies ongoing and new projects for the next 10 years, such as the Coastal Walkway and implementing the plan of management at Heffron Park.

Affordable Housing Strategy

Randwick City Council's Affordable Housing Strategy and Action Plan was developed to ensure that we can maintain a mix of socio-economic groups within the City. The Affordable Housing Strategy provides a framework for responding to housing need for those households on low to moderate incomes who are facing housing stress. The affordable housing principles are also reflected in the aims of the comprehensive LEP. Council continues to seek opportunities to increase the supply of affordable housing within the City.

Outcome 4: Excellence in urban design and development

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

Actions for Outcome 4

	4-Year Delivery Program	1-Year Operational Plan actions (2017-18)
4a: Improved design and sustainability across all development.		
4a.1	Require a high standard of design quality in new development.	Review development and urban design standards in relation to Light Rail.
		Finalise and exhibit the urban design strategy and planning proposal for Kensington and Kingsford Town Centres.
		Develop Development Control Plan (DCP) controls for Kensington to Kingsford.
		Ensure development assessment process implements high urban design standards in every development.
4a.2	Promote and recognise design excellence and sustainability through events or other activities.	Conduct Urban Design Awards and hold the 2017 Architecture Talks.
4b: New and existing development is managed by a robust framework.		
4b.1	Develop and implement effective processes and strategies to manage the impact of new and existing development.	Determine DAs efficiently and in accordance with the provisions of the LEP and DCP.
		Provide opportunities to reduce assessment times and improve community engagement by promoting neighbour consultation in the design phase.

Outcome 5: Excellence in recreation and lifestyle opportunities

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

Actions for Outcome 5

	4-Year Delivery Program	1-Year Operational Plan actions (2017-18)
5a: Maximise opportunities for residents and visitors to enjoy both active and passive open space uses.		
5a.1	Progressively update open space plans of management, in accordance with an established priority list and the Recreation Needs Study, focusing on active and passive recreation opportunities.	No specific action is planned under this program in this year of the Delivery Program.
5a.2	Continue work towards creating a continuous Coastal Walkway from Clovelly to Botany Bay as detailed in the Recreation Needs Study.	Construct the Coastal Walkway through the NSW Golf Course.

	4-Year Delivery Program	1-Year Operational Plan actions (2017-18)
5b: Facilitate a range of sporting and leisure activities.		
5b.1	Introduce and maintain a diverse range of programs to increase attendances at Des Renford Leisure Centre (DRLC) from year to year.	Continue to provide and expand community programs at Des Renford Leisure Centre in line with industry trends.
5b.2	Implement open space plans of management with a focus on multi-uses such as the Heffron Park Plan of Management.	Design and construct a new playground at Frenchmans Reserve.
5c: Create new open space as opportunities arise.		
5c.1	Advocate the return of the remaining Commonwealth land at Malabar Headland to community open space.	Negotiate with Commonwealth and State Government agencies for community access to the Malabar Headland.
5c.2	Consider opportunities for public open spaces connecting paths in any major renewal of other sites or localities.	Consider public space and access opportunities in conjunction with the Light Rail Project.
5d: Library programs, resources and facilities provide innovative and inspirational opportunities for education and leisure.		
5d.1	Improve and develop existing and new library facilities, services and resources ensuring their ongoing relevance to the community.	Undertake a targeted satisfaction survey of library resources, services and facilities.
		Ensure the acquisition of new resources, including digital resources, reflects community trends and meets user expectations.
		Develop a new integrated, community focused marketing plan that reflects community needs, interests and demands.
		Continue to provide exciting and innovative programs and services for children and families.
		Support literacy and numeracy in the community for school aged children through our Launch into Learning collection.
		Continue to develop and deliver programs to support lifelong learning, digital and social inclusion for seniors to enhance their technological skills and function in a modern society.
		Through the Library, extend the program of community outreach events and activities.

In 2010, Randwick City Council's Buildings for our Community Program was approved by the Minister for Local Government for a three-year s.508A Special Variation to General Revenue, to provide funding for a seven-year building capital upgrade and replacement program. It is part of a long-term strategy to provide the community with improved and additional facilities that contribute to public amenity and the well-being of our residents and visitors.

In the initial seven years of this program, over 35 projects have been completed. For a full list of completed projects please refer to page 81.

Last year, we started construction on a new community centre at Kensington on the site of the former Kensington Bowling Club. The upgraded space will include two new community rooms for hire, onsite parking, a half basketball court, as well as additional landscaping and footpath works and an outdoor gym within Kensington Park. Following the closure of the bowling club in 2013, Council undertook extensive planning and community consultation work to develop the concept which will give the building and surrounding grounds new life.

In the year ahead, one of the more prominent projects to be undertaken will be the construction of the new Mahon Pool toilets and other amenities. Mahon Pool is an ocean pool located just north or Maroubra Beach located in Jack Vanny Reserve along the Eastern Suburbs Coastal Walkway. The existing buildings on the site date from the 1950s and 1970s and provide male and female toilets, change rooms and winter swim club facilities and storage. Due to their age and exposed location, the buildings are degraded and in need of replacement. The buildings do not meet current building codes and are not meeting the needs of the community.

Following extensive community consultation in recent years with residents, pool users and local community groups, Council plans to demolish the existing buildings and construct a new building containing male and female toilets, change rooms, accessible toilets, showers and parents' room. An additional small building will be built for the winter swim club. The two new buildings will be set back further from the cliff edge than the existing building and will be nestled into the landscape to reduce the visual impact. Extensive planting will complement the building and paths will connect it with the existing Coastal Walkway to Maroubra Beach.

See page 80 for a detailed update on the Buildings for our Community Program.

Buildings for our Community Program

Artist's impression of proposed new amenities, Mahon Pool, Maroubra

Kensington Community Centre

Outcome 6: A liveable City

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

Actions for Outcome 6

4-Year Delivery Program		1-Year Operational Plan actions (2017-18)
6a: Our public infrastructure and assets are planned, managed and funded to meet the community expectations and defined levels of service.		
6a.1	Implement the strategic infrastructure and asset management (SAM) system to deliver intergenerational equity and meet Council's obligations as the custodian of our community's assets.	Implement an Asset Management System for Council's infrastructure assets.
6a.2	Conduct programmed infrastructure and asset maintenance management in accordance with adopted service levels.	Maintain drainage infrastructure (kerb and gutter, drainage pits and gross pollutant traps).
		Maintain open space areas (parks, sports fields, gardens, streetscapes and cemeteries).
		Maintain building facilities (amenity buildings, community centers, boardwalks and park furniture).
		Maintain road pavement infrastructure (pot holes and large surface repairs), line markings and signage infrastructure.
		Maintain footpaths, such as rectifying uneven surfaces.
		Implement the Footpath Construction and Renewal Program, including access kerb ramps, as part of the Capital Works Program.
		Implement the Road Rehabilitation Program as part of the Capital Works Program.
		Implement the Building Capital Maintenance Program.
		Implement the Drainage Program incorporating the Stormwater Management Service Charge as part of the Capital Works Program.
6a.3	Implement and complete all works in the Buildings for our Community Program.	Plan and construct projects listed in the Buildings for our Community Program, for example planning for Indoor Sports Centre at Heffron Park.

4-Year Delivery Program		1-Year Operational Plan actions (2017-18)
6b: Our centres, beaches, streets and other public places are safe, inviting, clean and support a recognisable image of our City.		
6b.1	Conduct public place cleaning in accordance with adopted service levels.	Ensure business centres, public places and beaches are cleaned.
6c: The safety of our community is paramount and is acknowledged and supported through proactive policies, programs and strategies.		
6c.1	Implement actions identified in the Council's crime prevention and community safety plan (A Safer Randwick City) to reduce anti-social behaviour and foster a safer city.	Implement harm prevention/intervention projects in partnership with lead agencies or support services to address domestic violence and drug and alcohol issues.
		Implement the Safety by Design Provisions of the DCP in the assessment of applications.
		Refer DAs to the Police in accordance with protocol.
		Participate in crime prevention and community safety programs such as the Eastern Suburbs Liquor Accord and Crime Prevention Partnership.
6c.2	Educate the public on surf and water safety.	Deliver the Surf and Water Safety education program to 20 schools.
6c.3	Implement effective regulatory and compliance services and programs to maximise public health and safety in Randwick City.	Implement effective building regulation and compliance strategies.
		Implement effective building certification and fire safety programs and activities.
		Implement effective food safety and other environmental health programs and activities.
		Maintain bacterial and chemical parameters at Des Renford Leisure Centre to ensure compliance with NSW Health guidelines for pool and recycled water quality.
6c.4	Implement the Road Safety Action Plan.	Develop and implement road safety behavioural projects (eg. pedestrian safety, speeding motorists, drink driving).
6d: A strategic land use framework provides for our lifestyle changes and for a continuing, yet low rate of growth across our City.		
6d.1	Complete and implement the strategic land use framework (the comprehensive LEP and DCP).	No specific action is planned under this program in this year of the Delivery Program.
6d.2	Continually monitor and update the strategic land use framework for continual improvement.	Prepare a city-wide draft strategy as required by the District Plan.
		Investigate ePlanning opportunities in response to changes in Council's web platform.
		Respond to legislative reforms, policy amendments, major proposals and proposals outside the LGA.
6d.3	Ensure equitable and timely implementation of the s.94A Contributions Plan and work program to enhance infrastructure and facilities.	Prepare new s.94A Development Contributions Plans for Kensington to Kingsford.

4-Year Delivery Program		1-Year Operational Plan actions (2017-18)
6e: Enhance housing diversity, accessibility and adaptability to support our diverse community.		
6e.1	Provide for enhanced adaptability and accessability of housing.	Implement Council's Home Maintenance and Modification Program in accordance with service agreements.
6e.2	Implement Council's Affordable Housing Strategy and Action Plan to facilitate new and retain existing affordable housing.	Oversee the Affordable Rental Housing Program to ensure all statutory requirements are met and the dwellings tenanted in accordance with the Council's Affordable Rental Housing Procedures.
		Investigate further affordable housing opportunities as a part of the planning framework including District Planning process and major strategic developments and potential LEP amendment.
6f: Undertake an ongoing program of comprehensive commercial centre reviews.		
6f.1	Undertake an ongoing program of comprehensive commercial centre reviews.	Finalise town centre strategy for Randwick Junction and respond to the Light Rail Project.

Chifley Playground, Chifley

Outcome 7: Heritage that is protected and celebrated

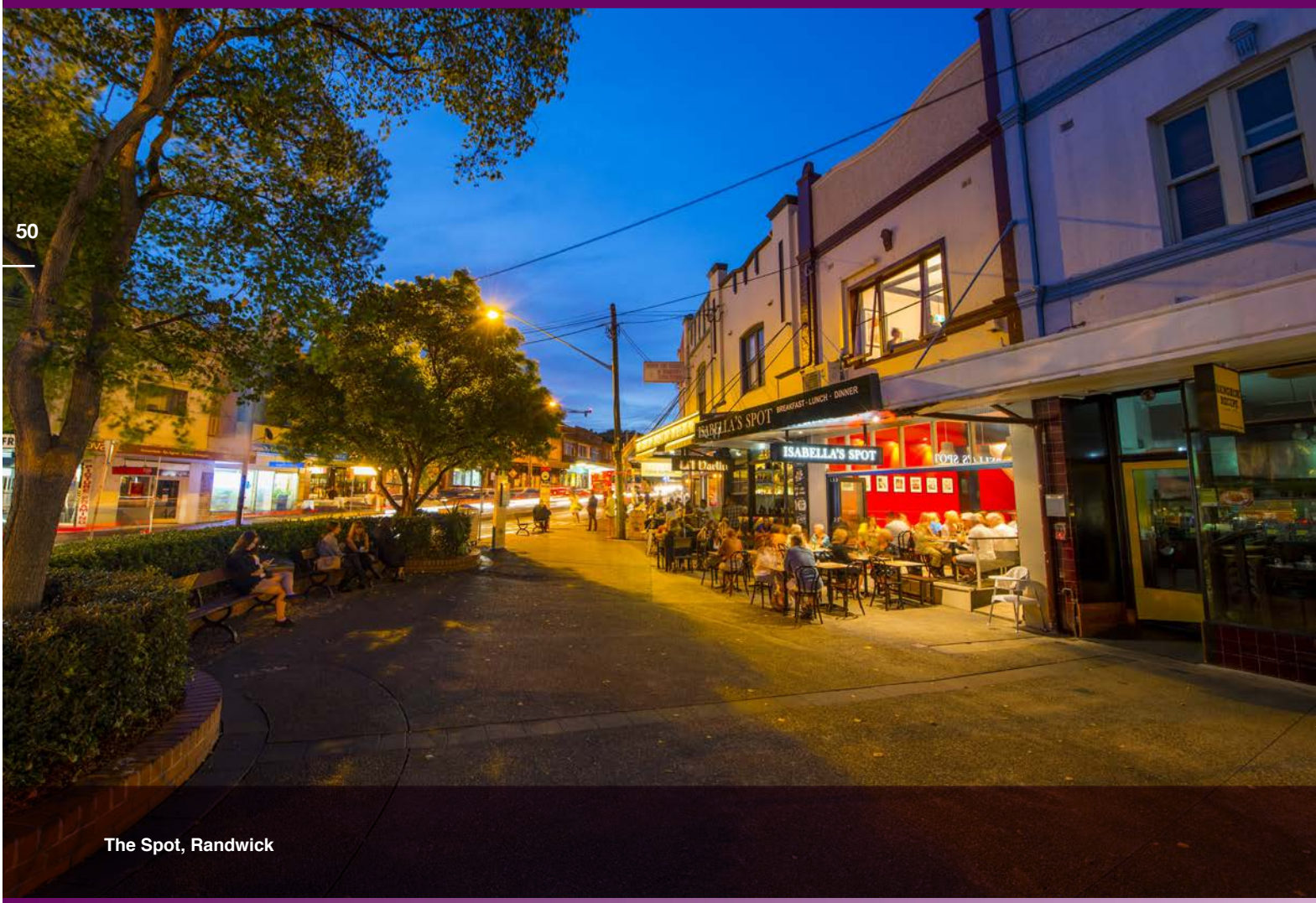
Our natural, Indigenous, built and cultural heritage will be recognised and conserved.

Actions for Outcome 7

4-Year Delivery Program		1-Year Operational Plan actions (2017-18)
7a: Our heritage is recognised, protected and celebrated		
7a.1	Local and cultural history is recognised, known, preserved and celebrated (through events, media, etc.)	Promote local and cultural services and collections through a range of public programs, exhibitions and partnerships that enhance community interpretations of heritage.
		Develop and make accessible heritage documents and resources through the implementation of Portfolio (Digital Asset Management System).
7a.2	Prepare and implement management and maintenance plans for heritage properties owned by the Council.	Manage Council heritage monuments, murals and properties.
7a.3	Implement, monitor and review our City's heritage planning provisions to ensure suitable conservation and adaptive re-use.	Provide heritage advice on State significant and local developments.
		Proactively manage and promote the City's urban heritage.
		Undertake necessary LEP amendments.

Our measures for this outcome include:

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



The Spot, Randwick

A prospering City

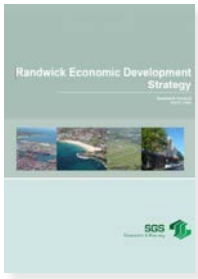
Our outcome

– A strong local economy

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

Related plan

Economic Development Strategy



The Randwick Economic Development Strategy (2009) is designed to strengthen the local economy and to support business by providing a positive framework and direction to guide and help promote sustainable economic development. The Strategy centers on further improving the current solid foundations for success and creating economic opportunities for individuals and businesses by identifying Randwick City's economic strengths and addressing its challenges.

The Strategy provides practical actions with implementation timelines as well as cross functional economic initiatives for Council to support the local economy within the context of regional, national and international economic trends.

Essential to the success of the Randwick Economic Development Strategy is ongoing engagement, effective partnerships and collaborative relationships with local businesses, Chambers of Commerce, government and non-government organisations, industry stakeholders and local service providers.

Volleyball, Coogee Beach

Outcome 8: A strong local economy

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

Actions for Outcome 8

	4-Year Delivery Program	1-Year Operational Plan actions (2017-18)
8a. Vibrant business, commercial and industrial sectors that provide ongoing and diverse employment opportunities and serve the community.		
8a.1	Implement the adopted recommendations of the Economic Development Strategy in relation to vibrant business, commercial and industrial sectors.	Focus on building existing local strengths and capabilities in City-wide business, commercial and industrial sectors by understanding the existing retail/commercial/industrial dynamic and monitoring change.
8a.2	Implement a range of strategies to support the development of vibrant commercial centres.	Implement initiatives to enhance visitor experience in town centres, such as pop up festive activities and local business promotions.
8a.3	Review and update the Economic Development Strategy.	No specific action is planned under this program in this year of the Delivery Program.
8b: Support and strengthen the Hospital and University precinct's provision of specialised education and health services and employment growth.		
8b.1	Implement plans and strategies that strengthen the Hospital and University precincts' education, health and medical research functions.	Participate in the master-planning process with Health NSW for the Randwick Hospital Complex and with UNSW for the University precinct.

	4-Year Delivery Program	1-Year Operational Plan actions (2017-18)
8c: Develop and strengthen effective partnerships with key locally based organisations.		
8c.1	Implement the adopted recommendations of the Economic Development Strategy in relation to partnerships with locally based organisations.	Establish and maintain rewarding partnerships with the local Chambers of Commerce and Business Associations and locally based institutions such as the UNSW, TAFE and Randwick Hospital Complex.
8c.2	Consider online opportunities to enhance communication partnerships on economic development.	Promote Council's online economic information tools to local businesses.
8d: Tourism's role in the local economy is acknowledged.		
8d.1	Implement the adopted recommendations of the Economic Development Strategy in relation to tourism.	Work with Randwick City Tourism and relevant industry bodies to identify opportunities and inform on matters relating to visitation in the region.

Our measures for this outcome include:

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

Criterium cycling track, Heffron Park, Maroubra

Moving around

Our outcome

– Integrated and accessible transport

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

Related plans

The Randwick Bicycle Plan

The Randwick Bicycle Plan sets out the proposed routes for a cycleway network throughout the City. The aim of the Plan is to create links for people riding bicycles between key destinations, such as commercial centres, beaches, the UNSW and the City of Sydney, and connecting with other sustainable transport modes, such as light rail.

The plan outlines a process of staged implementation and establishes priorities for the work. In 2015, the Council reviewed the priority order for the implementation of bike routes. This was to ensure that we develop bike routes to each of the proposed light rail termini and to other light rail stops. Public consultation on the review of the priority routes was undertaken. The result was a modified bike route priority list.

Road Safety Action Plan

The Road Safety Action Plan targets key road safety issues in the community. It aims to reduce the number and severity of crashes on our roads by reminding the community of important road safety messages which are most relevant to Randwick. The intention is to improve the behaviour of all people who use our roads, paths and bicycle facilities.

Randwick City Council has a Community Road Safety officer, partly funded by Roads and Maritime Services (RMS), who works with the community and a variety of stakeholders, such as the NSW Police, RMS and local schools, to implement the Plan.

The Road Safety Action Plan for 2016-17 will focus on:

- pedestrian safety
- local street speeding issues
- child restraint safety – 0 to 8 year olds
- rider safety
- safety around schools
- workshops for supervisors of learner drivers,

as well as support for RMS state-wide campaigns.

Light Rail Support Plan

With the introduction of light rail, Council recognised the need for a support plan to achieve the best possible outcomes and ensure the project is seamlessly integrated with the surrounding community.

This Plan is centred on the following elements:

Place Making – creation and improvement of public domain areas in the vicinity of the light rail alignment. This year the focus will be on creating new plazas at Meeks Street in Kingsford and Waratah Street in Randwick. Along Anzac Parade Council will be under grounding power and installing new smart poles. The smart poles are designed to include new street lighting and space for flying banners.

Parking – Council has completed the reconfiguration of parking on some side streets adjacent to the light rail route, to maximise parking spaces and compensate for the loss of onstreet parking along Anzac Parade, Alison Road and High Street.

Kingsford Interchange Parking – the Plan allows for the purchase of land in Kingsford for the provision of integrated public parking spaces.

Cycleways – to promote and provide interconnecting sustainable transport modes, the Plan allows for new east/west cycle ways that connect to the light rail stops. This includes the installation of lockers at the Randwick Interchange.

Traffic Calming – the Plan allows for traffic calming works in the areas of Kingsford/Kensington and Randwick to minimise the impact of the changed traffic arrangements brought about by the re-introduction of light rail.

Initiatives of this Plan will be rolled out over time in line with the construction of the light rail which began construction in January 2016 and is scheduled for completion in 2019.

Outcome 9: Integrated and accessible transport

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

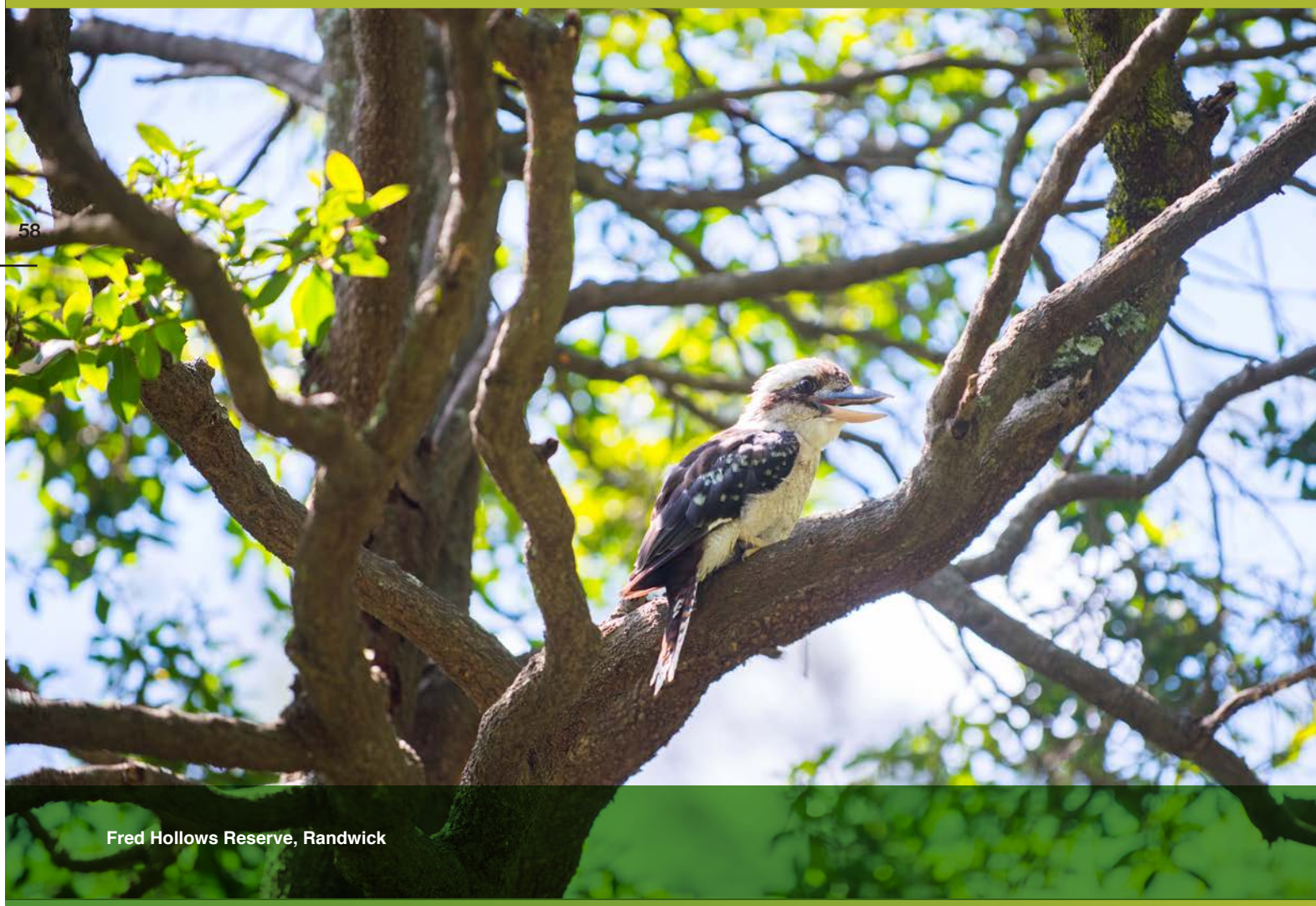
Actions for Outcome 9

	4-Year Delivery Program	1-Year Operational Plan actions (2017-18)
9a: A network of safe and convenient walking paths and cycle ways linking major land uses and recreation opportunities		
9a.1	Review, improve and implement facilities for cyclists as detailed within the Randwick Bicycle Plan.	Implement Randwick Bike Plan.
9a.2	Continue to use the footpath program to improve and develop facilities for people who are walking and identify opportunities for pedestrian improvements through the preparation and implementation of pedestrian and mobility plans for our commercial centres.	Plan for safe pedestrian accessibility throughout the footpath network.
9b: The community is informed, educated and encouraged to use sustainable transport		
9b.1	Implement Council's Energy Savings Plan and Local Greenhouse Action Plan to reduce reliance on private motor vehicles.	Plan for safe, accessible and attractive pathways and encourage increased use of walking, public transport and cycling networks.
9b.2	Continue to show leadership in this area with Council's vehicle and transport choices.	Monitor fuel usage and CO_2 emissions from the Council's fleet of vehicles.
9c: Advocate and/or plan for integrated local and regional transport improvements, including high capacity transport such as light/standard rail.		
9c.1	Work closely with the State Government as planning and implementation of rail systems evolve.	Continue to work with the State Government on the implementation of light rail.

4-Year Delivery Program		1-Year Operational Plan actions (2017-18)
9d: Residential amenity is protected by appropriate traffic management.		
9d.1	Implement traffic control strategies to protect residential amenity.	Investigate and address road safety matters and traffic and transport issues.
9d.2	Implement regulatory parking patrol and enforcement programs to ensure appropriate enforcement of the NSW Road Rules.	Implement operational programs to monitor and enforce relevant road rules in designated locations e.g. school zones, shopping precincts, residential parking areas and recreational areas.
9e: Parking is managed to balance convenience against reduce car reliance.		
9e.1	Enhance parking opportunities for residents through appropriate management of the Resident Parking Scheme.	Manage the 'area based' Residential Parking Scheme.
9e.2	Develop a strategic approach to the overall management of parking–especially within our commercial centres.	Continue the development of a Parking Management Strategy for our commercial centres.

Our measures for this outcome include:

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



Fred Hollows Reserve, Randwick

Looking after our environment

Our outcome

– A healthy environment

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

Related plans

Energy and Greenhouse Management Plan

Council prioritises its energy saving and renewable energy projects based on its Energy and Greenhouse Management Plan; Renewable Energy Master Plan; and Climate Change Adaptation Roadmap.

Each of these strategies outline our approach to delivering greater energy efficiency and conservation; rolling out renewable energy initiatives across the City; and working to increase the level of community understanding and response to Climate Change

Initiatives prioritised within these strategies are funded via Randwick's Environmental Levy.

We will continue to investigate opportunities to support incentives to facilitate changes across our community related to energy use and greenhouse emissions reflecting updated energy saving targets to be considered by Council.

Water Management Plan

Council has continued its long term investment in stormwater, wastewater, borewater and rainwater storage, treatment and harvesting systems which now covers around two dozen of Council buildings, community parks and facilities. Total water savings continue to be in the order of 500 million litres of potable water saved depending on the prevailing seasonal fluctuations in temperature and rainfall.

A major investment in water savings projects stretching from North to South Maroubra is currently under investigation for the remaining years of the current five-year Environmental Levy Program.

Water Management Strategy

Council continues toward a 75 per cent reduction target set by the NSW Government for waste disposed at landfill by 2020.

Key programs continue to tackle 'reverse' contamination – that is the extent of organic waste material and recyclables being placed in household red-lid rubbish bins, currently comprising around 60 to 70 per cent of material placed in the bin. These programs provide opportunities for Council to assist residents to recycle correctly and place their organic materials into green-lid bins, into household compost systems and/or into specially coloured organic food waste bins in participating units and apartments across Randwick.

Council's strategic directions for improved waste management and increased resource recovery continue through our litter and illegal waste management strategy, recycling contamination management strategy and our overarching waste management strategy.

Outcome 10: A healthy environment

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

Actions for Outcome 10

	4-Year Delivery Program	1-Year Operational Plan actions (2017-18)
10a: Council's programs and partnerships foster sustainable behavioural changes and outcomes.		
10a.1	Develop, implement and review programs aimed at improving sustainability outcomes for residents, schools, businesses and staff.	Deliver sustainability courses, workshops and events for the Randwick community and review outcomes.
10a.2	Expand external partnerships supporting Council's sustainability initiatives e.g. UNSW and business.	Achieve sustainability outcomes with external partners, such as local businesses and funding programs.
10a.3	Continue the development, implementation and review of the 3-Council collaboration project with Waverley and Woollahra Councils to reduce resource consumption across the 3 local government areas.	Participate in initiatives and programs conducted as part of the 3-Council collaboration to reduce resource consumption across the eastern suburbs.
10a.4	Investigate and implement incentives aimed at increasing the level of participation of businesses, schools and residents in resource conservation programs.	Provide grants and other incentives for food and native gardens to local community including schools and residents.
10b: Policies and programs are developed and implemented in response to environmental risks and their potential impacts.		
10b.1	Develop and implement a long term sustainability framework for Randwick.	Integrate strategic sustainability principles in the Community Strategic Plan.
10b.2	Develop and implement environmental strategies for remediation of contaminated Council/public land.	No specific action is planned under this program in this year of the Delivery Program.
10b.3	Implement recommendations contained in the NSW Government's Floodplain Development Manual and relevant flood studies carried out for Randwick.	Finalise floodplain risk management studies and plans for Maroubra Bay Catchment and Birds Gully Catchment.

	4-Year Delivery Program	1-Year Operational Plan actions (2017-18)
10b.4	Administer and implement Council's Tree Preservation Orders and review process and formally incorporate environmental risk and assessment.	Process tree pruning/removal applications incorporating relevant environmental risk assessments.
10b.5	Administer and coordinate Council's Climate Change Adaption and Mitigation Plan.	Undertake education program to inform on climate change impacts such as heatwave conditions.
10c: Bushland, open spaces and biodiversity are protected and enhanced for future generations.		
10c.1	Implement and monitor Randwick's regulatory responsibilities especially in relation to the enhancement of our native and indigenous flora and fauna.	Implement the Bush Regeneration and Revegetation Program including threatened species management and development of green corridors.
		Implement the Noxious Weeds Act and provide advice on managing pest animals.
10c.2	Implement annual tree planting programs ensuring that species comply with Council's Street Tree Master Plan.	Implement ongoing Annual Street Tree Planting Program, Community Street Tree Planting project, National Tree Day and Trees for Mum projects.
10d: Waste is managed sustainably to ensure highest level of resource recovery.		
10d.1	Develop and implement Council's Resource Recovery Strategy to minimise the level of waste going to landfill.	Implement Council's Waste Management Strategy.
		Ensure efficient treatment of waste through use of sustainable waste technologies.
10d.2	Implement and review actions identified in Council's Litter and Illegal Dumping Management Plan.	Prioritise and implement projects to reduce illegal dumping and littering across Randwick.
10d.3	Develop and implement community engagement programs on waste and recycling.	Deliver waste education programs and community engagement programs for the Randwick community.

	4-Year Delivery Program	1-Year Operational Plan actions (2017-18)
10e: A total water cycle management approach including water conservation, re-use and water quality improvements is adopted.		
10e.1	Develop and implement projects to improve water conservation and efficiency across Council and the community.	Implement water conservation in the operation of Council's amenities.
		Increase stormwater, rainwater and wastewater harvesting opportunities within Randwick City.
		Connect Council irrigation assets to the web managed irrinet system.
10f: Energy conservation and efficiency programs are implemented.		
10f.1	Develop and implement projects to improve energy conservation and efficiency across Council and the Community.	Implement energy saving and efficiency projects across the City.
10f.2	Investigate and implement renewable energy projects across Randwick City.	Prepare strategic priorities for expanding renewable energy across the City.

Our measures for this outcome include:

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

Earth Hour Randwick Environmental Park, Randwick

Coogee Beach, North End

Our Budget 2017-18

Our Budget 2017-18

	TOTAL ($)
Employment costs	62,033,903
Materials and contracts	36,664,885
Depreciation	23,528,982
Other operating expenses	15,885,980
TOTAL EXPENSES	**138,113,750**
Rates	75,077,298
Annual charges	33,150,182
User fees and charges	17,946,681
Interest income	1,805,827
Other operating income	8,542,325
Operating grants and contributions	6,463,755
Capital grants and contributions	5,086,495
TOTAL REVENUE	**148,072,563**
NET OPERATING DEFICIT (SURPLUS)	**(9,958,813)**
Add back Non-Cash Items	(23,528,982)
Funds Available for Capital Items	(33,487,795)
Capital Additions	
Capital expenditure	32,711,801
Sale of assets	(1,320,571)
NET CAPITAL ADDITIONS	**31,391,230**
Movements in Reserve Funds (Net)	
s.94A reserve funds	86,115
Externally restricted reserve funds	1,092,261
Internally restricted reserve funds	905,902
NET MOVEMENTS IN RESERVE FUNDS	**2,084,278**
NET COST EXCLUDING DEPRECIATION (MOVEMENT IN WORKING CAPITAL)	**(12,287)**

Note: For more information refer to the full Randwick City Council Budget 2017-18

Revenue policy 2017-18

Rating structure

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

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

- Residential
- Business
- Farmland
- Mining.

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

- Residential – includes any rateable parcel of land valued as one assessment and the dominant use is for residential accommodation, or if vacant land, is zoned or otherwise designated for use for residential purposes under an environmental planning instrument or is rural residential land.
- Business – is rateable land that cannot be classified as farmland, residential or mining. Land that is categorised as business is levied at the business rate. For 2017-18, the business rate is approximately 3.7 times the residential rate.

Valuations

Rates are calculated on the land valuation of a property, multiplied by a 'rate in the dollar'. The land value is determined by the NSW Valuer General who issues a Notice of Valuation at least every four years. The Valuation of Land Act requires the Council to assess rates using the most recent values provided.

A re-valuation of Randwick City took place in 2016. The 2016 valuations will be used for the 2017-18 rating year.

The previous re-valuation for Randwick City occurred in 2015 in accordance with the normal valuation cycle for Randwick. The current 2016 re-valuation is an exception to the cycle with the Valuer General this year obliged to provide a new land value for every land owner in NSW, in preparation for the introduction of the NSW Government's Fire and Emergency Services Levy (FESL).

Fire and Emergency Services Levy

The Fire and Emergency Services Levy (FESL) will contribute funds to NSW Fire and Rescue, the NSW Rural Fire Service and the State Emergency Service (SES) – funding activities and services to protect the community from fire, flood, storms and other natural disasters.

From 1 July 2017 the Emergency Services Levy will no longer be collected by insurance companies as part of insurance premiums, and will instead be levied and collected by all councils on behalf of the NSW Government.

The FESL will be based on land classifications and land values. Property owners will be notified of their land classification for the FESL in April 2017.

The FESL will be clearly shown on rates notices in July 2017, and a rebate will apply to the FESL for eligible pensioners.

As the FESL is State Government levy, the Council's role will be to act as the state's agent in levying and collecting the levy. All levies paid by ratepayers will be forwarded to the State Government.

Rate pegging

The NSW Government introduced rate pegging in 1987. Rate pegging limits the amount by which the Council can increase its rate revenue from one year to the next. The amount of the rate peg was previously set by the Minister for Local Government but from 2011-12 has been set by the IPART using a Local Government Cost Index and Productivity Factor. All councils are subject to the annual rate peg unless otherwise covered by a 'Special Variation'.

Rates will increase by 1.5 per cent in 2017-18 in line with IPART's determination of the rate peg for 2017-18.

Rating path

Due to the pending merger of Randwick, Waverley and Woollahra Councils, Randwick City Council was ineligible to apply to replace the current special variation that will end on 30 June 2017. Randwick City Council's Long Term Financial Plan assumes a rating path which includes special variations every four years to fund the implementation of the corresponding Delivery Program.

Variations to rate revenue

The estimates of rate revenue for 2017-18 comply with the relevant provisions of the Local Government (General) Regulation 2005, NSW Local Government Act 1993 and the Division of Local Government Council Rating and Revenue Raising Manual.

Variations will occur throughout the budget year between the estimated rate revenue and the actual income received. Reasons for these variations include:

- Properties being withheld from rating, pending revised valuation particulars from the NSW Valuer General. This occurs when properties are subdivided and new valuation particulars are requested for the newly created lots. This usually results in an increase in the valuation base for the following year.
- Properties being rated for previous years upon receipt of new valuation particulars. There is a time delay associated with requesting new valuation particulars. This may result in some properties not being rated for a particular year until subsequent rating periods. This artificially inflates the rating revenue received for the year in which the rates are actually levied.
- Previously non-rateable properties becoming rateable during the year.

Pensioner rebates

Holders of a Pensioner Concession Card who own and occupy a rateable property are eligible for a pensioner concession. The Local Government Act provides for a pension rebate of up to 50 per cent of the aggregated ordinary rates and domestic waste management service charges, to a maximum of $250.

Under the State's existing mandatory Pensioner Concession Scheme, the State Government reimburses the Council 55 per cent (up to $137.50 per property) of the pensioner concession. The Council funds the remaining 45 per cent (up to $112.50 per property).

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

Randwick City Council has approximately 4,800 properties that receive a pensioner concession on their rates. Pensioner concessions are expected to total $1.2 million in 2017-18. The 55 per cent pensioner subsidy received from the NSW Government will amount to approximately $660,000.

Approximately 9.3 per cent of residential rateable properties will receive pensioner concessions in 2017-18.

Rates income 2017-18

The table below provides a summary of the rates structure that will apply in 2017-18. It shows the number of rateable properties within each of the rating categories, listed according to those to be rated at the minimum amount, the rate in the dollar applicable to the category, the ad valorem Environmental Levy and the total estimated rate revenue for 2017-18.

2017-18 Rates Structure

Rate description	Rate (¢ in $)	No. of properties	Rate revenue ($)
Residential – ad valorem	0.125160	22,842	$37,122,274
Residential – minimum	$763.53	26,864	$20,511,470
Business – ad valorem	0.467000	1,421	$13,909,317
Business – minimum	$1,230.40	658	$809,603
Environmental – ad valorem	0.010307	51,785	$4,150,632
TOTAL			**$76,503,296**

Interest charge 2017-18

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

For 2017-18, the Minister for Local Government is yet to determine the maximum rate of interest payable on overdue rates and charges which a council can apply. The interest rate in 2016-17 was 8.0 per cent per annum. Randwick City Council will apply the maximum rate in 2017-18.

Sundry debts greater than 90 days may incur interest charges at the same rate which is applicable to overdue rates and charges.

Levies and charges

Sustaining our City Environmental Levy

Randwick City Council has had an Environmental Levy in place for the past thirteen years. The levy funds the Sustaining our City Program.

The levy was originally introduced in July 2004 for five years, calculated at 6 per cent of the Council's overall rates income. Since then, the levy has been extended twice at the same rate, for consecutive five year periods, in July 2009 and June 2014. Approval for the extension of the levy was given by IPART and followed extensive community engagement.

Details of expenditure under the Sustaining our City Environmental Levy are at page 74.

Domestic Waste Management Charge

The Council levies a Domestic Waste Management Charge under s.496 of the Local Government Act 1993. This charge will apply uniformly to each separate residential occupancy of rateable land (including those properties where an ex-gratia payment is applicable), for which the service is available.

For residential premises with shared facilities (shared bathroom and kitchen) one charge will apply per 10 beds. For all other residential premises with self-contained units (non-shared bathroom and/or kitchen) one charge will apply per unit.

The Council will exercise discretion from time to time in regard to s.496 and may vary the charge and/or service in evaluation of the individual circumstances and demands of a given property.

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

The charge for 2017-18 per assessment is $554. The estimated gross yield is $32,239,476 for 2017-18. This is an increase of $11 or 2.03 per cent from the 2016-17 charge of $543. An upgrade service is offered at the charge of $266.60.

The Domestic Waste Management Charge provides for existing services; charges for tipping to landfill; the ongoing operation of the Perry Street Recycling Centre; the continuation of Council's Contaminated Site Remediation Program; and Council's commitment to alternate waste technologies in an effort to increase the amount of rubbish diverted from landfill. Council can only set domestic waste charges at a level that will cover the costs to provide these services.

Stormwater Management Service Charge

In 2008, Randwick City Council introduced a Stormwater Management Service Charge to establish a sustainable funding source for providing improved stormwater management across Randwick City.

The Stormwater Management Service Charge appears as a separate charge on the rate notices. The charge is determined by the type of property.

- Residential property: $25 per annum (approximately 48 cents per week).
- Residential strata property: $12.50 per annum (approximately 24 cents per week).
- Business property: $25 per annum plus an additional $25 for each 350m² or part thereof by which the parcel of land exceeds 350m².
- Business strata property: calculated as per a business property and apportioned by unit entitlement for business strata lot with a minimum charge of $5.
- Company title properties: calculated in accordance with the rating category of the land and then apportioned according to the number of shares held by each shareholder.

For 2017-18 the estimated gross yield of the Stormwater Service Management Charge is $1,128,286.

Details on the expenditure under this program are at page 80.

Section charges on rails, pipes, cables and poles

Randwick City Council will charge any person or business for the time that they are in possession, occupation or enjoyment of a rail, pipe, wire, pole, cable, tunnel or structure laid, erected, suspended, constructed or placed on, under or over a public place as defined for the purposes of the Local Government Act 1993 (referred to as 'structures'). The proposed charges are to be based on the nature and extent of the benefit enjoyed by the person concerned. AGL and other gas and oil companies possess, occupy or enjoy structures located on, under or over public land in Randwick City. The Council will make a charge based on the revenue benefit derived from these structures by AGL and other oil and gas companies.

Street advertisers

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

Other structures

Council will charge any people, businesses or organisations (which are currently not licence holders) that possess, occupy or enjoy structures located on, under or over public land in Randwick City. The charge will be based on the revenue benefit derived from these structures.

Trade waste subsidies

A number of non-profit community groups receive fully subsidised trade waste services. In 2017-18 a subsidy will again be provided. This is a recurrent program and applications are not required.

Pricing policy for goods and services

All of Randwick City Council's fees and charges that are not subject to statutory control are reviewed on an annual basis prior to finalisation of the Council's annual operating budget. However, in special circumstances, fees and charges can be reviewed and approved by the Council in accordance with the Local Government Act and Regulations.

In accordance with s.612 of the Local Government Act 1993, the Council will give at least 28 days public notice of changes of fees and charges already adopted within the Operational Plan.

The predominant consideration in reviewing these fees and charges shall be full/true cost recovery or market price on a fee for service ('user pays') basis. However, this principle will only be applied where the cost of the service provision can be accurately determined and the end user can be easily identified.

The various methods of pricing which have been implemented by the Council are detailed below. Pricing methods range from partial cost recovery through to the recovery of an amount greater than the full/true cost of providing the service.

The level of cost recovery has been categorised as follows:

- Partial cost recovery
- Full cost recovery
- Market competitive
- Regulated and prescribed
- Conditions of grant funding.

Full cost recovery, partial cost recovery, and minimal cost recovery are all categories that have been assessed on the basis of the level of public good which is derived from the service and the level of benefit attributable to the receiver of the service.

The level of pricing refers to situations where less than the full cost or reference pricing is recovered from the price charged for the service. It therefore implies the existence of subsidisation from other sources of revenue. Situations where less than the full cost pricing is involved include:

- Where benefits from the provision of a service accrue to the community as a whole, as well as the individual users as a short term approach to stimulate demand for a service where charging prices at full price may result in wide spread evasion where the service is targeted to a specific category of the community or users.

The Council will give at least 28 days public notice of changes of fees and charges

- Full cost recovery plus overheads (often referred to as Rate of Return Pricing) refers to recovering all the direct and indirect costs involved in providing a service through the price charged for that service. If costs are not met, the service has to be subsidised from other sources of revenue. Full cost recovery would also include a component for opportunity cost of capital tied up in providing the service.
- Regulated and prescribed prices are set by State and Federal Government legislation. In the event of legislation for a new or amended statutory/regulatory fee being introduced subsequent to the adoption or printing of this document, the Council has the right to apply these new charges without further notice.
- Conditions of grant funding is a category of pricing which restricts the level of fees that can be recovered for the service. Grant funding provided by the State and Federal Governments frequently establishes fee structures for services where the Council is the sponsor organisation.

For details on Council's applicable fees and charges, refer to Council's separate Fees and Charges 2017-18 document which is available on our website.

Borrowings

Randwick City Council is debt free. No new external borrowings are proposed in 2017-18.

Activities of a commercial or business nature

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

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

Grants, donations and subsidies

Randwick City Council supports community organisations by providing a range of grants, donations and subsidies, totaling around $2 million.

These may be in the form of rental subsidies and access to Council-owned buildings. Council has adopted a policy framework to ensure that its decisions are consistent, and based on principles of accountability, transparency and fairness. Our focus in 2017-18 will be to ensure that all grant applications continue to meet grant assessment criteria and the stated objectives of the Randwick City Plan.

Council manages three grants programs. These are:

Community Partnerships Grants Program

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

Applicants may apply for an amount not exceeding $20,000 per year, up to a maximum of three years, tied to conditions and acquittal requirements. Community organisations receiving grants will not be eligible to reapply until the term of their funding project expires. Approximately $160,000 is available for funding continuing projects and new applicants in the 2017-18 financial year.

Cultural and Community Grants Program

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

Approximately $110,000 is available for allocation, tied to conditions and acquittal requirements, across two funding rounds per financial year, in September and March.

Randwick NSW ClubGRANTS

In addition Randwick City Council assists with the administration of the Randwick NSW ClubGRANTS Scheme on behalf of local clubs. This scheme is a state-wide program that encourages local clubs with gaming machine profits over $1 million to contribute towards the provision of front-line projects, programs and services that assist disadvantaged groups and residents.

The amount that is available for allocation varies from year to year. In 2016, just over $450,000 was allocated to not-for-profit organisations and charities.

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

Affordable rental housing subsidies

In total, Randwick City Council now owns a total of 20 units allocated to its Affordable Rental Housing Program.

Five years ago, the Council partnered with community housing provider, Community Housing Limited (CHL), to build eight units in South Maroubra for affordable rental housing purposes. The Council owns four units within this development, which are managed by CHL and leased to eligible tenants in accordance with Council's affordable rental housing program procedures.

Through the local planning process, Council has negotiated with developers of large residential developments to transfer a further sixteen units to its ownership for affordable rental housing purposes.

Not- for-profit community housing provider, St George Community Housing, has been engaged by Council to undertake all tenant and property management functions on its behalf, for these units.

Through its affordable rental housing program, the Council subsidises each tenant's weekly rent by at least 25 per cent of the median rent levels for Randwick City.

Trade waste subsidies

A number of non-profit community groups receive fully subsidised trade waste services. In 2017-18 a subsidy will again be provided. This is a recurrent program and applications are not required.

Donations for surf life saving services

In 2017-18, a total of $150,000 will be allocated to support surf life saving services. Each of the following groups will receive a donation of $30,000:

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

Sale of assets

Randwick City Council sells plant and equipment at auction at the end of the asset's operational life. The proceeds from the sale of these assets contribute to their replacement.

The sale or lease of any real property is not anticipated in the forthcoming year and therefore has not been incorporated into the 2017-18 Budget or the Council's Long Term Financial Plan.

Asset Replacement Program

Council's approach to how we manage our Infrastructure Assets' life cycle is explained in our Asset Management Strategy and Plans. The Strategy and associated plans are available on our website here: http://www.randwick.nsw.gov.au/about-council/policies-plans-and-forms/plans-and-reports.

The replacement program for Operational Assets is outlined in the table below.

Operational Asset Replacement Program – replacement cycle

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

Capital Works Program

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

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

Randwick City Council has a Capital Works Program that lists in detail, the location, timing and costs of each component (refer to 2017-18 Budget). The Capital Works Program includes projects relating to road pavements, footpaths, open space (parks and reserves), kerb and guttering, traffic facilities, accessibility, drainage, bicycle facilities, buildings and recreational facilities.

Asset type	Total ($)
Parks and Recreation	8,552,000
Roads	13,116,495
Buildings	5,750,000
Drainage	1,225,000
Plant and equipment	3,402,025
IT and office equipment	245,000
Library resources	421,281
TOTAL	**32,711,801**

Major capital projects 2017-18

The following table outlines key projects in the 2017-18 Capital Works Program.

Parks and Recreation Capital Works	**$8,552,000**
• Heffron Park Plan of Management works	
• Latham Park – Archery facilities	
• Kensington Oval – Sight Screen	
• Stormwater Harvesting projects	

Road Capital Works	**$13,116,495**
• Light Rail Support Plan	
• Road Rehabilitation Program	
• Footpath construction	
• Cycling facilities	
• Retaining Wall Program	

Buildings Capital Works	**$ 5,750,000**
• Planning for Heffron Centre	
• Heffron Park Indoor Multi-Purpose facility	
• Heffron Park Netball Centre	
• Heffron Park Tennis Clubhouse and amenities	

Drainage Capital Works	**$ 1,225,000**
• Hannan Street & Boyce Road, Maroubra – drainage system upgrade	
• Stewart Street, Randwick – drainage system upgrade	
• Upper Dolphin Street, Kingsford – drainage system upgrade	
• CCTV data collection	

Sustaining our City Program

Increasing understanding of the implications of Climate Change and responding to the over consumption of our natural resources continues to reinforce the soundness of Council's and the community's continuing approval and support of our Environmental Levy Program.

Randwick's successful approach takes in five key areas of activity and investment from its environmental levy and additional resources. These activity areas include:

- protecting our coastal and marine environment
- conserving resources, particularly focusing on water and energy consumption, and reducing the amount of waste going to landfill
- tackling greenhouse gas emissions, with a focus on sustainable transportation such as cycling, walking and public transport
- protecting our biodiversity that provides the natural ecosystem services we rely on for clean air, clean water and clean soil
- community engagement and participation in a range of environmental sustainability opportunities for change, such as school and community food gardens and keeping bees and chickens.

Randwick City Council Recycling Centre, Matraville

The table on the following pages outlines the details of activities to be delivered through the environmental program over the period of the current levy.

Sustaining our City Program 2014–19

Project area	Description	YR 1 $ 2014-15	YR 2 $ 2015-16	YR 3 $ 2016-17	YR 4 $ 2017-18	YR 5 $ 2018-19	*TOTAL $
COASTAL PROTECTION							
Coastal Walkway	Upgrade/construct southern sections	965,800	1,188,300	1,298,779	658,100	684,600	**4,795,579**
Water quality improvement	Remove upstream street litter	113,600	0	0	0	337,000	**113,600**
	Design and install information signage	12,900	0	0	0	18,000	**12,900**
	Upgrade and install Gross Pollutant Traps	168,100	0	0	0	423,000	**168,100**
Sub Total (Coastal Protection)		**1,260,400**	**1,188,300**	**1,298,779**	**658,100**	**1,462,600**	**5,090,179**
CONSERVING RESOURCES							
Water conservation	Water efficiency amenity upgrades	449,000	264,300	81,174	0	8,800	**803,274**
	Stormwater Harvesting	0	204,400	324,695	1,670,165	850,488	**3,827,748**
	Community Water Efficiency Program	13,200	16,900	16,235	0	0	**46,335**
Energy Conservation	Solar panel installations – various	336,200	205,900	178,582	148,100	151,900	**1,020,682**
	Install energy saving measures – Council Administration Building	149,500	117,100	64,939	0	0	**331,539**
	Install energy savings measures – Randwick City Libraries	112,100	0	0	0	0	**112,100**
	Install energy saving measures – other Council sites	92,100	256,700	332,812	255,000	281,400	**1,218,012**
Sub Total (Conserving Resources)		**1,152,100**	**1,065,300**	**998,437**	**2,073,265**	**1,292,588**	**7,359,690**
TACKLING GREENHOUSE							
Sustainable Transportation	Upgrade/install/ improve cycling and walking facilities	467,000	478,000	405,868	329,100	338,212	**2,018,180**
	Provide cycling and walking information	45,600	45,000	48,704	0	0	**139,304**
	Bicycle Re-use and Recycling Program	48,300	47,700	56,822	24,700	25,300	**202,822**
	3-Council Resource Conservation Program	0	223,800	194,817	197,400	202,300	**818,317**
Sub Total (Tackling Greenhouse)		**560,900**	**794,500**	**706,211**	**551,200**	**565,812**	**3,178,623**

Project area	Description	YR 1 $ 2014-15	YR 2 $ 2015-16	YR 3 $ 2016-17	YR 4 $ 2017-18	YR 5 $ 2018-19	*TOTAL $
BIODIVERSITY							
Biodiversity Strategy Implementation	Upgrade native habitat and plantings	121,700	118,400	251,638	197,400	202,300	**891,438**
	Support new community gardens	64,400	65,300	68,186	32,900	33,700	**264,486**
	Fred Hollows Boardwalk Refurbishment	0	75,000	0	0	0	**75,000**
	Flora and fauna monitoring	48,300	49,100	51,951	19,700	20,200	**189,251**
	Street trees and parks planting	64,400	85,300	99,032	148,100	151,900	**548,732**
	Establish Demonstration Native Garden – Randwick Community Centre	32,200	32,500	95,803	8,200	8,400	**177,103**
Sub Total (Biodiversity)		**331,000**	**425,600**	**566,610**	**406,300**	**416,500**	**2,146,010**
COMMUNITY ENGAGEMENT							
Community Education	Marine and Coastal Discovery Programs	70,400	60,000	76,303	49,400	50,700	**306,803**
	Community sustainability workshops	90,400	92,100	64,939	67,500	69,200	**384,139**
	Sustainability Open Days and events	11,000	11,100	11,364	11,500	11,800	**56,764**
	Barrett House Sustainability Project	0	0	68,186	32,900	55,200	**156,286**
	Eco-living Fair	93,900	88,600	142,866	148,100	153,100	**626,566**
School Programs	City/Country Sustainability school visits	13,864	20,203	14,611	14,800	15,100	**78,578**
	Initiatives in partnership with UNSW	0	21,000	19,482	19,700	20,200	**80,382**
	Eco Heroes environmental club	16,381	16,618	14,611	9,900	10,200	**67,710**
	Sustainability resources at Libraries	12,286	12,365	11,364	8,200	8,400	**52,615**
	Sustainability education excursions/visits	133,569	134,314	92,537	98,700	101,200	**560,320**
Sub Total (Community Engagement)		**441,800**	**456,300**	**516,263**	**460,700**	**495,100**	**2,370,163**
TOTAL COSTS		**3,746,200**	**3,930,000**	**4,086,300**	**4,149,565**	**4,232,600**	**20,144,665**

** amounts include associated internal project costs*

Buildings for our Community Program

In 2010, Randwick City Council's Buildings for our Community Program was approved by the Minister for Local Government for a three year s.508A Special Variation to General Revenue to provide funding for a seven-year capital, upgrade and replacement building program. While the initial seven year implementation period has now been reached, Council will continue the Building for our Community Program as part of a long-term strategy to provide the community with improved and additional facilities that contribute to public amenity and well-being of our residents and visitors.

Under the Program we have delivered new buildings and amenities which we have identified are needed by the community, as well as upgrading existing buildings to ensure their use into the future.

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

In the financial year 2016-17, the Council commenced or completed work on numerous projects under the Buildings for our Community Program including:

Kensington Community Centre

In early 2016 construction commenced on the new community centre at the former Kensington Bowling Club site. The scope of works include refurbishment of the existing building that will have two separate halls with associated outdoor terraces, kitchen facilities and amenities, as well as landscaping, an informal half basketball court and car parking. The design for the Centre was informed through extensive community consultation, which drew significant interest from the public during the public exhibition period in 2014.

Chifley Reserve Amenities Buildings

In 2016, construction was completed on new amenity facilities in Chifley Reserve as part of the overall transformation of the park. The buildings have been designed to accommodate public toilets, change rooms, storage areas, canteen facilities and a community meeting room. The park provides sporting fields, a playground, passive recreation areas and a skate park facility.

Coogee Beach Toilets and Amenities

In 2016 Council commenced construction on new toilets and associated amenities along the lower promenade at Coogee Beach. The proposal includes new men's, women's and accessible toilets, showers and change rooms, family change area, new lifeguard facilities, kiosk and storage for the Surf Life Saving Club. The facility is being built semi-underground into the Coogee Promenade thereby not removing any public space.

Council received feedback from the community about the need for more toilets and amenities at Coogee Beach, particularly during the busy summer months. The new toilets will more than double the capacity of available amenities near the beach.

It is anticipated the project will be completed by late 2017.

Randwick Town Hall upgrade

The Randwick Town Hall is a place of high local heritage significance and where a wide range of civic, community and political events have been held over the past 133 years. To ensure viable, continued use and retained significance for the building while meeting ongoing community needs and expectations, Council has developed plans ranging from conservation to remedial and upgrade works.

The proposed works will be staged with the first part currently underway. This includes new interior finishes, re-roofing of the main hall and Frances Street wing and a new lift to meet accessibility standards. This stage of the project is anticipated to be completed in the middle of 2017.

Mahon Pool Amenities

Council is planning new amenities to replace the old building facilities in Jack Vanny Reserve, Maroubra. The existing buildings are reaching the end of their useable life, are inadequate, lack disability access and sit too close to the rock shelf and cliff for safety. The new facility proposes new male, female and accessible toilets, change rooms, and facilities for the local winter swim club. Landscape works will enhance the building design and accessible footpaths will link the facility to the adjacent car park and Coastal Walkway.

After extensive public community consultation in 2015, Council plans to commence construction in 2017.

Heffron Park amenities (southern precinct)

Three amenity building facilities have already been constructed in HeffronPark under the Buildings for our Community Program. A new building is currently being constructed within the southern precinct of the park and includes a new canteen, toilets, change rooms, a community meeting room and storage. Located close to sporting fields, the cycle track, children's bicycle track and playground, the facility will cater for a diverse range of park users.

The project is expected to be completed by the middle of 2017.

Little Bay Toilets

Improved amenities are planned for this popular little beach, with an additional toilet, new shower and general maintenance to the existing facility. The alterations and additions will cater for the growing visitor numbers at Little Bay Beach and will enhance the experience and comfort of beach users.

The construction works are planned to commence around the middle of 2017.

Coogee and Gordons Bay Fishermen's clubs and Wylie's Baths Caretaker's Cottage

In 2016, Council completed remedial and structural repair works to the Wylie's Baths Caretaker's Cottage at Coogee, as well as to the fishermen's clubs located at Gordons Bay and the northern end of Coogee Beach.

Yarra Oval storage

Planning is underway to provide a new storage facility for the park at Yarra Oval, Phillip Bay. The project is expected to be completed in early 2017.

Kensington Oval Grandstand

Council has started general upgrade and remedial works to the grandstand facility, which will be completed by the middle of 2017.

Malabar Childcare Centre

In February 2017 Council completed refurbishment of the centre which included painting and re-tiling the kitchen.

2017-18 Projects

The main project scheduled for the 2017-18 financial year in the Buildings for our Community Program is the Heffron Park Indoor Sports Centre. This project incorporates a new indoor multi-purpose facility and gymnastics facility, with preliminary planning works underway to guide and inform the overall scope and direction of the project.

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

- Coogee Surf Life Saving Club upgrade
- Clovelly Surf Life Saving Club upgrade
- South Maroubra Surf Life Saving Club upgrade
- Pioneer's Park, Malabar top field – new amenities building
- Pioneers Park, Malabar lower field – amenities building upgrade
- Maroubra Surf Life Saving Club upgrade
- SOS Preschool, Randwick – walkway and awning
- Baker Park, Coogee toilets
- Clovelly Beach Inspectors' office upgrade
- Duffy's corner Occasional Childcare Centre, Maroubra
- Rainbow Street Childcare Centre, Randwick
- KU Peter Pan La Perouse Preschool, Phillip Bay
- KU Randwick Coogee Preschool, Randwick
- Moverly Children's Centre, Coogee
- Nagle Park, Maroubra amenities building
- Maroubra Senior Citizens Centre
- Clovelly Childcare Centre (stage 1 works)
- James Bundock Fountain Coogee – restoration
- Latham Park, Maroubra – amenities canteen upgrade
- Cromwell Park, Malabar – toilet upgrade
- Des Renford Leisure Centre, Maroubra – extension
- James Robertson fountain, Coogee – restoration
- Bieler Park gateway, Randwick – restoration
- Randwick Nursery potting shed – upgrade
- Coral Sea Park, Maroubra – amenities upgrade
- Heffron Park, Maroubra – new amenities east precinct
- Heffron Park, Maroubra – upgrade amenities south west precinct
- Heffron Park, Maroubra – upgraded amenities central west precinct
- Kensington Oval, Kengington – improved storage
- Cromwell Park, Maroubra Beach – Inspectors watch tower upgrade
- Cromwell Park, Maroubra – toilet and amenities upgrade
- Clovelly Childcare and Community Centre – master planning
- Coogee East Ward Senior Citizen's Centre – upgrade
- Coogee and Gordons Bay Fishermen's Clubs – remedial repair
- Malabar Childcare Centre, Malabar – general upgrade.

North Coogee

The initial Buildings for our Community Program spanned over a seven year period from 2010-2017. Council is continuing its Buildings for our Community Program beyond 2017. Projects in the continuing Buildings for our Community Program include:

Buildings for our Community Program continuation

Building	Category	Project	Suburb
Popplewell Park – Childcare Centre	Childcare	Construct a new childcare facility.	Coogee
South Maroubra Surf Club Toilets	Amenities	Upgrade the male and female toilet areas and install new security lighting.	Maroubra
Randwick Cemetery Toilets and Storage	Cemetery	Demolish the existing building and construct storage and toilet facilities.	Randwick
Matraville Youth and Cultural Hall	Community Hall	Demolish the existing building and construct a new facility consisting of an auditorium, offices, meeting rooms, kitchen facility and toilets.	Matraville
Snape Park Dressing Shed	Amenities	Upgrade the change rooms, shower areas and toilets and improve security lighting.	Maroubra
Malabar Junction Amenities	Amenities	Upgrade the male and female toilet areas on Anzac Parade and install new security lighting.	Malabar
Yarra Bay Bicentennial Park Toilets	Amenities	Upgrade the change rooms, shower areas, toilets and kiosk and improve the security lighting.	La Perouse
Clovelly Senior Centre	Senior Citizens Centre	Complete upgrade to kitchen, toilets, main room, storage room and carry out internal painting.	Clovelly
Burnie Park Hall	Community Hall	Upgrade male and female toilets, install insulation to underside of roof and install air conditioning.	Clovelly
Malabar Memorial Hall (previously listed as South Matraville Hall at Malabar Library)	Community Hall	Upgrade main hall, male and female toilets, kitchen facility, roof and main entrance and install security lighting.	Matraville
Kingsford Town Centre Toilets	Amenities	Construct new male and female toilet amenities.	Kingsford
Coogee Oval Grandstand	Grandstand	Upgrade the top floor change rooms, toilets and cricket club room.	Coogee
Matraville Shopping Centre	Amentities	Install new male and female toilets.	Matraville
Maroubra Beach Community Centre	Community Centre	Construct a new building including of auditorium, offices, meeting rooms, kitchen facility and toilets.	Matraville
Southern Suburbs Youth Facility	Multi-purpose centre	Construct a new building that includes a large open space, offices, meeting rooms, kitchen facilities and toilets.	Within South Ward
La Perouse Toilets	Amenities	Demolish and construct a new male and female toilet amenity building.	La Perouse
Heffron Park Indoor Sports Centre	Multi-purpose facility including gymnastics	Construct new building for multi-purpose use including gymnastics	Maroubra

Stormwater Management Service Charge

In 2008, we introduced a Stormwater Management Service Charge to establish a sustainable funding source for providing improved stormwater management across Randwick City.

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

The benefits of effective stormwater management include:

- **Cleaner water at our beaches.** Randwick City is a densely settled area and large volumes of stormwater flow into our coastal waterways with substantial loads of litter, sediment and, traces of chemical pollutants. Programs to reduce the litter loads and/or total amount of stormwater will significantly contribute to cleaner waterways.
- **Flood mitigation.** There are a number of areas across Randwick City where moderate rainfall causes nuisance flooding and heavy rainfall greater impact.
- **Better maintained drainage system.** Much of the Randwick area was settled in the nineteenth and early twentieth centuries and consequently a high proportion of the drainage system is reaching the end of its useful life. At this stage of an asset's life, there is a need for increased maintenance and we need to commence planning for renewal.
- **Improved water conservation.** Stormwater harvesting and reuse schemes can provide an alternate source of water for supply, irrigation and other non-potable water uses.
- **Improved knowledge.** Managing drainage assets requires knowledge about the physical capacity and the condition. Better understanding of the condition of our stormwater assets is vital for effective programming and prioritising of maintenance and capital drainage works.

Randwick City's Drainage Network

The stormwater drainage network is in place to collect and direct stormwater away from the property it services along known paths to a natural or constructed outlet. Traditionally in Randwick, stormwater infrastructure has been constructed to direct water away as quickly as possible to the Pacific Ocean or Botany Bay. This paradigm is changing though as stormwater is now being seen as an important water resource.

Randwick's stormwater drainage network consists of 261 kilometres of drainage conduits and approximately 10,000 pits across an area of 3,655 hectares. The Council maintains all the drainage system within local and regional road reserves areas, public land and other land including Council property with the exception of land owned by other public authorities such as Housing NSW. There are also 16.55 kilometres of Sydney Water drainage pipes and channels that run within the Randwick area that we do not manage.

Drainage Works Program

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

Many of our projects within the Drainage Works Program are complex projects that may be planned and constructed across more than one financial year. Current projects that were commenced in a previous capital works program include:

- Perry Street, Matraville. The drainage system in Perry Street is being upgraded. Last year we undertook modelling of the catchment to allow the development of design options. Work to be undertaken during the 2017-18 financial year will involve construction of a new major pipeline and pits.
- Hayward Street, Kingsford. The drainage system in Hayward Street is being upgraded. Following the completion of a draft design, on site investigations were undertaken and the design finalised. The construction commenced in late 2016-17 and will be completed in early 2017-18.
- 250 Beauchamp Road, Matraville. The first stage of this project, comprising a new pipeline and pits along Dive Street, has been completed. Work on the final stage which commenced in early 2017, will include a new pipeline and pits along Beauchamp Road and Poulet Street. The project is expected to be completed in mid 2017.
- 96 Cottenham Avenue, Kensington. This project required approval from Sydney Water to construct a new pipeline that connects to the Sydney Water trunk drainage line running underneath Kensington Oval. Work commenced in March 2017 and is expected to be completed early in the 2017-18 financial year.

The following table details the 2017-18 Drainage Capital Works Program.

2017-18 Drainage Capital Works Program

	SOURCE OF FUNDING ($)		
Description	**Total Cost**	**Stormwater Levy**	**General Revenue**
Data collection/CCTV	87,000	–	87,000
Hannan Street and Boyce Road, Maroubra – Drainage system upgrade	500,000	500,000	–
Stewart Street, Randwick – Drainage system upgrade	70,000	–	70,000
Upper Dolphin Street, Randwick – Drainage system upgrade	66,000	–	66,000
Stormwater Relining – various sites	365,000	365,000	–
Minor drainage improvement program	131,869	42,869	89,000
Total 2017-18 Drainage Capital Works Program	**1,219,869**	**907,869**	**312,000**

Definitions

- Benchmark councils: the group of similar councils (size and coastal location) against which Randwick compares its performance for the purpose of improvement.
- Biodiversity: the variety of all life forms: the different plants, animals and micro-organisms, the genes they contain and the ecosystems they form.
- Medium density: includes all semi-detached, row, terrace, townhouses and villa units, plus flats and apartments in blocks of 1 or 2 storeys, and flats attached to houses.
- High density: includes flats and apartments in 3 storey and larger blocks.
- Infrastructure: the basic facilities, services and installations needed for the functioning of a community or society, such as transport networks, drainage and sewerage.
- Local Environmental Plan (LEP): a detailed planning instrument which provides a comprehensive landuse framework for the development and use of a local area, based on the translation of broad strategic planning principles and objectives into different land use zones.
- Local Government Act: Refers to the Local Government Act of NSW 1993.
- Randwick City Beaches include: Clovelly, Coogee, Congwong, Frenchmans Bay, Gordons Bay, Little Bay, Little Congwong, Malabar, Maroubra and Yarra Bay.
- Randwick City Ocean Pools include: The Geoff James Pool (Clovelly), Giles Baths (Coogee), Ivor Rowe Rockpool (South Coogee), Mahon Pool (Maroubra), Malabar Pool (Malabar), McIvers Baths (Coogee), Ross Jones Memorial Pool (Coogee) and Wylies Baths (Coogee).
- Social housing: includes those living in State and Territory housing, and co-operative/community/church group housing.
- Sustainable: outcomes that can continue to be achieved now and in the long term.
- Sustainable Development: development that meets the needs of the present generation without compromising the capacity of future generations to meet their needs.
- Greater Sydney: Includes local government areas – Ashfield, Auburn, Bankstown, Blacktown, Blue Mountains, Botany Bay, Burwood, Camden, Campbelltown, Canterbury, City of Canada Bay, City of Sydney, Fairfield, Gosford, Hawkesbury, The Hills Shire, Holroyd, Hornsby, Lane Cove, Leichhardt, Liverpool, Manly, Marrickville, Mosman, North Sydney, Parramatta, Penrith, Pittwater, Randwick, Rockdale, Ryde, Strathfield, Sutherland, Warringah, Waverley, Willoughby, Wollondilly, Woollahra and Wyong.

SAMURAI
RANDWICK CITY COUNCIL
LIFEGUARD

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