A sense of community

COMMUNITY STRATEGIC PLAN 2025-35

Randwick City Council
a sense of community

REVISED
March 2025

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Aboriginal and Torres Strait Islander statement

Randwick City Council acknowledges the Traditional Owners of the lands that include the Randwick City LGA, the Gadigal and Bidjigal people of the Eora Nation, and we acknowledge the living and continuing culture of the Traditional Custodians of this place.

We recognise that the Traditional Owners have occupied and cared for this Country over countless generations and that it was never ceded. We celebrate their ongoing contribution to the life of this area.

Randwick City has a rich and unique Aboriginal cultural history, with the Aboriginal community of La Perouse having an unbroken connection to the land.

We recognise and celebrate the spiritual and cultural connection Aboriginal and Torres Strait Islander people have with the land, which long pre-dates European settlement and continues today.

Building on our Statement of Recognition and commitment to Reconciliation, Council wishes to support the vision and plans of the local Aboriginal and Torres Strait Islander community in order to close the gap on disadvantage, build stronger local and regional economies and support culturally rich and healthy communities.

Mayor's Message

Thank you for taking an interest in Randwick Council's Community Strategic Plan (CSP), which sets out our community's vision, goals and aspirations for the coming ten years.

The Community Strategic Plan was created in 2022 and has been reviewed in 2025 following the council elections.

Information about the local area, our community and the current environment has been updated with the latest figures and research, and our community outcomes and objectives have remained the same.

The creation of this plan has been led by Council through engagement with residents, businesses, local and government agencies and community groups, in order to understand the diverse wants, needs and hopes of residents and visitors to our area.

Over the coming pages you'll come to understand our vision for Randwick City, as well as our priorities, and how we plan to achieve them.

If you have provided Council with feedback on any of our informing strategies, which provide the framework of our CSP, then you have had an impact on our City's future. These informing strategies include Environment, Arts & Culture, Housing, Integrated Transport, Open Space and Recreation, Inclusive Randwick, and Economic Development, and they have all been presented to the community over the past three years.

These strategies have helped us to identify key challenges and issues that most need our attention, and set a vision for a strong, inclusive Randwick City. Some of these goals include responding to climate change, providing quality, accessible open spaces, creating conditions for strong economic development, providing a safe and resilient community and developing a transport network that caters to a variety of people, modes and journey types.

Our CSP outlines where we are now, emphasises where we want to be and, most importantly, articulates how we intend to get there.

I want to thank all community members who have participated in our consultations as well as staff and stakeholders for their involvement in helping to shape the next 10 years. I look forward to working together in order to bring these plans to fruition.

Cr Dylan Parker
Mayor of Randwick

Executive summary

The Community Strategic Plan (CSP) is prepared by Council, but it is not Council's plan. It belongs to the community. It identifies the community's main priorities and aspirations for the future and details how these outcomes will be achieved.

From 2020-22, we undertook research and consulted broadly to identify key challenges and opportunities and determine the main priorities and aspirations of the people who work and live in Randwick.

Together we have a vision that focuses on protecting and enhancing our unique coastal environment, continuing our strong sense of community and ensuring the ongoing sustainability of our natural and built environment.

This 10-year plan details how we will work together with our community, government and non-government partners to become:

A community more knowledgeable, proactive and responsive to climate change impacts; that restores and protects the biodiversity of ecosystems; and that protects and conserves our limited natural resources and our coastal and marine environment.

A creative and culturally rich city that is innovative, inclusive and recognised nationally; and where everyone can develop, express and enjoy creativity throughout their life.

A city with diverse and affordable housing that responds to local needs, provides sustainable housing growth, and has excellent built form that recognises local character.

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

A city with open space that grows and changes with the community; where everyone has the opportunity to participate in sport and recreation; and where the community is healthy and active.

A resilient city where people are engaged, informed, connected and feel a sense of community and belonging; where people can access social support and amenities whatever their ability and wherever they live; and that is dedicated to the individual and collective health, wellbeing and safety of the community.

A city with a 24-hour economy that includes diverse night time activities and experiences; empowers businesses to start, grow and thrive through a collaborative business culture; has diverse, active places for businesses, including vibrant town and neighbourhood centres; and attracts people from around Australia and the world to do business, work and visit.

Our vision

At the heart of the Community Strategic Plan is the community's vision for Randwick City.

The vision for the Randwick LGA by 2035 focuses on three key areas – our unique **coastal** environment, our strong sense of **community** and the **sustainability** of our natural and built environment.

Coastal

Randwick City's beautiful beaches, bays, ocean pools and coastline will be protected and enhanced to continue their important role in the social, mental and physical health of the Randwick City community.

Access to our coastline will be enhanced with a continuous Coastal Walkway, our beaches will be clean and safe and we'll support our community to share and benefit from our beautiful natural resources.

Community

Our strong sense of community will continue. Our culturally diverse community will be supported with opportunities to connect and engage with each other through quality shared public spaces as well as through well-designed private housing with high quality urban amenity.

A diverse range of social infrastructure will meet the social and cultural needs of our community, fostering greater connectedness and well-being.

We'll support improved public transport and a City that is easy to walk and cycle and connected with adjoining LGAs.

Sustainable

We'll focus on our natural environment and open spaces by protecting and increasing native habitat and providing enhanced access for physical recreation. We will support our community to transition to net zero emissions and reduce pollution and waste. Our urban environment will be adaptable and resilient to climate change through increased tree canopy and sustainable development. Our Council operations will be sustainable and carbon neutral.

Our distinctive village vibe and strong local businesses will be supported and enhanced to create lively town centres and capitalise on emerging work opportunities in knowledge-based industries.

FACILITIES

Coastal Walkway
UNSW
Randwick Hospitals Complex
Sydney Ports
Randwick TAFE
Randwick Racecourse
Centennial Parklands
NIDA
Kamay Botany Bay National Park
Malabar Headland National Park
Heffron Park
Des Renford Leisure Centre
Heffron Centre of Excellence

3 Libraries
91 Parks
15 Community centres
59 Playgrounds
5 Golf courses
16 Sports fields

OUR COMMUNITY

141,840[1] Estimated resident population (30 June 2023)
37yrs[2] Median age (2021)
1.8%[2] Aboriginal & Torres Strait Islanders (2021)
59,765[2] Private dwellings (2021)
170,115[3] Forecasted population 2041
3,790[1] Persons per square km (2023)
40%[2] Born overseas (2021)
2.36[2] Average household size (persons per dwelling) (2021)

OUR ECONOMY

$10.00b[4] Gross regional product (June 2023)
56,908[4] Local jobs (June 2023)
5.1%[4] Unemployment rate (March 2024)
13,711[5] Businesses (June 2022)
8%[2] Attending university (2021)
$2,311[2] Median weekly household income (2021)
75,693[4] Employed residents (June 2022)
43%[2] University qualified (Bachelor or higher) (2021)
45%[2] Households renting (2021)

OUR GEOGRAPHY

37.4km² Area
13 Suburbs
10 Beaches
2 National Parks
29km Coastline
33.7% Open Space
8 Ocean pools
2 Aquatic reserves

SOURCES

1. Randwick Profile.id - Randwick City Council Community Profile (ABS ERP 2023)
2. Randwick Profile.id - Randwick City Council Community Profile (2021 Census, Australian Bureau of Statistics).
3. NSW Department of Planning, Industry and Environment, Population, Household and Implied Dwelling Projections by LGA.
4. Randwick Economy.id – Randwick City Council Economic Profile (National Institute of Economic and Industry Research (NIEIR).
5. Australian Bureau of Statistics 8165.0 Counts of Australian Businesses June 2018 to June 2022.

About Randwick

The Randwick local government area covers 37.42 square kilometres and includes the 13 suburbs of Chifley, Clovelly, Coogee, Kensington, Kingsford, La Perouse, Little Bay, Malabar, Maroubra, Matraville, Phillip Bay, Randwick and South Coogee.

As of 30 June 2023, our estimated resident population was approximately 141,840[1].

Overall, the Randwick City population has relatively low levels of disadvantage, is highly educated, and has a high median household weekly income. However, there are pockets of disadvantage across the LGA.

1. Data by Region, Australian Bureau of Statistics, Region summary: Randwick.

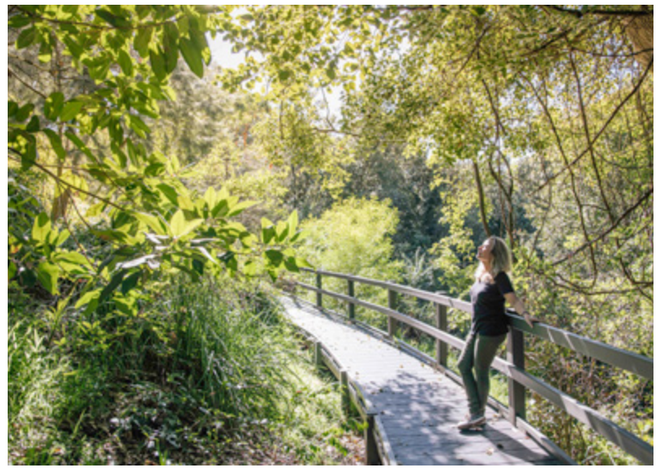
Natural and built assets

Randwick City is on the land of the Bidjigal and Gadigal people, and has a rich and unique Aboriginal cultural history, with the Aboriginal community of La Perouse having an unbroken connection to the land.

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

We have a range of quality sporting facilities, three libraries and a museum at La Perouse.

We have nationally recognised education and medical facilities including the University of NSW (UNSW) and the Randwick Hospitals Complex. We are also home to the Randwick Racecourse and some other major employment facilities such as Port Botany. These facilities, and our location close to the Sydney Central Business District and Sydney Airport, help make Randwick an important contributor to the broader economy of Sydney.



Part 1. About this plan

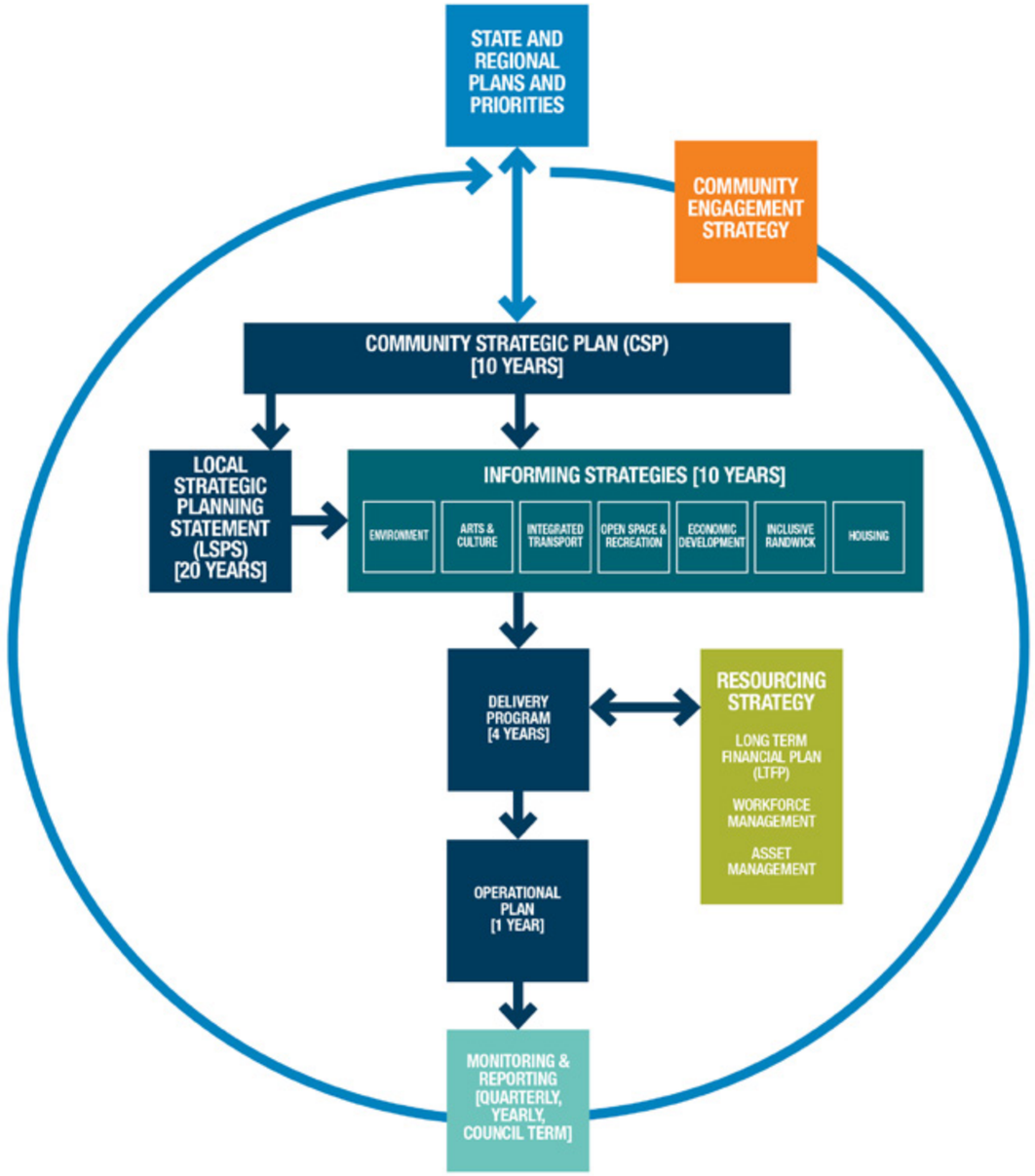
We worked with our community and key stakeholders to develop a plan that delivers our community's vision. We considered state and regional priorities, as well as key partnerships and created guiding principles to help underpin the plan.

1.1. Making our vision a reality

Our approach to Integrated Planning and Reporting (IP&R) is based on the principles for local government as set out in Chapter 3 of the Local Government Act, and the legislated IP&R framework for NSW.

This integrated approach to strategic and operational planning, including resourcing, community engagement, monitoring and reporting, ensures everything we do is helping to build a strong, healthy, prosperous and resilient community.

The following diagram shows how Randwick City plans to ensure we are working towards achieving the community's goals.



Planning

The Community Strategic Plan (CSP) is our 10-year plan that sits at the top of Council's integrated planning and reporting framework. It incorporates state and regional planning priorities and sets the direction for all Council's activities.

Sitting in the middle of the framework is our suite of seven Informing Strategies. These strategies link the high-level outcomes of the Community Strategic plan with Council's day-to-day operations. They are the result of three years of research and consultation with the community. Each strategy includes outcomes, objectives, strategic approaches and principles.

The Community Strategic Plan is reviewed after each council election, and minor updated have been made to reflect the most recent data and insights regarding the community, environment, economic conditions and trends, and other relevant factors.

The outcomes provide a comprehensive picture of the Community's aspirations for the future across all seven areas, and the objectives provide clear measurable ways of achieving these outcomes. Together they provide the basis for this community strategic plan.

The strategic approaches detail what Council will do to work towards achieving the outcomes and objectives over the next 10 years. These were used to develop Council's 4-year delivery program and annual operational plan. Thereby ensuring that Council's actions are directly aligned with achieving our Community's aspirations.

Resourcing

The Resourcing Strategy details how Council will provide the resources required to perform its functions, including implementing the strategic approaches, while maintaining the long-term sustainability of the organisation. Our Resourcing Strategy considers our workforce, our finances, our technology and our assets.

Monitoring and Reporting

Regular feedback on Council's progress in delivering the community's aspirations is delivered to the community through quarterly progress reports and Annual Reports.

These reports focus on Council's implementation of the Delivery Program and Operational Plan. In the year of each ordinary Council election, the Annual Report also contains the State of our City Report, which assesses progress with respect to the implementation and effectiveness of the Community Strategic Plan.

Council is committed to transparency and accountability. Part 3 of this plan includes clear performance indicators so Council and the community can track and determine whether the outcomes of the Community Strategic Plan are being achieved.

1.2 Community engagement

This Community Strategic Plan has been developed based upon extensive engagement with our local community over a two year period.

Our engagement activities are guided by the best practice International Association for Public Participation (IAP2) model and designed to ensure the knowledge and experience of our community is used to develop a plan that makes living in Randwick City the best it can be.

How community engagement shaped this plan

Engaging with the Randwick City community

More than 15,000 people have been consulted on the various informing strategies and associated consultations that have been incorporated into this plan.

This has included online engagement throughout the COVID affected years as well as online and where possible in-person workshops and focus groups.

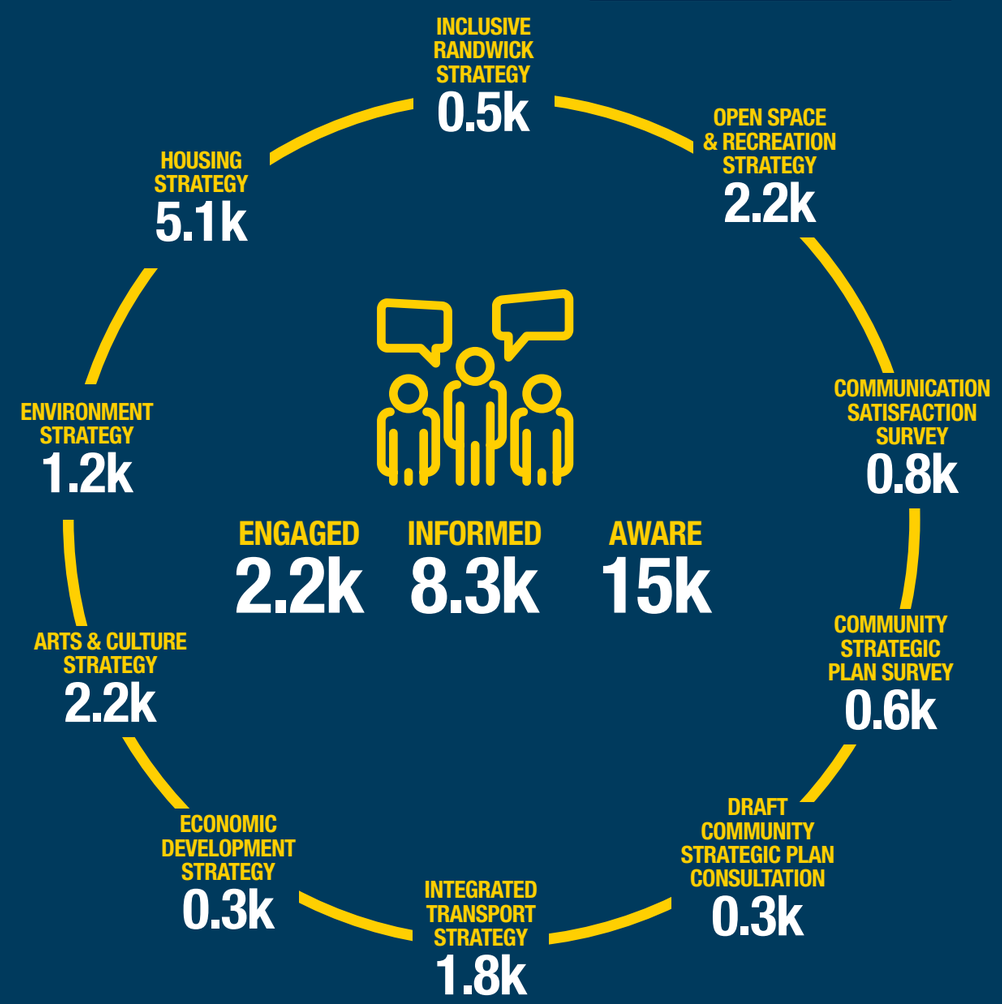
Council has used a wide range of channels including social media, email, outdoor advertising and a letter mailout to every household in Randwick City to help develop the strategy.

ENGAGED: Directly contributed to engagement activity, e.g completed a survey or attended a workshop

INFORMED: Undertook at least one online activity

AWARE: Visited a Your Say Randwick community consultation website*

*AWARE also includes engaged participants



Graphic: Numbers of people involved in online engagement activities on the Your Say Randwick website 2019-2022.

Community Strategic Plan visioning consultation

Randwick City residents responded through an online survey on the Your Say Randwick website and told us what they love about the Randwick LGA, what needs to change and where they see Randwick City 10 years from now. The survey opened on 10 December 2021 and closed 24 January 2022.

The responses have been used to shape and inform the directions of the Community Strategic Plan.

As this exercise was undertaken in early 2022, the results are applicable to this review of the Community Strategic Plan.

169 SURVEY RESPONDENTS

42% aged under 40

32% aged over 61

46% identify as female

63% respondents from Coogee, Randwick or Maroubra

97% respondents from Randwick City

41% live in an apartment

How would you describe Randwick City?

People were asked to choose three words they feel best describes Randwck City.

Beach
Coastal
Communal
Friendly
Clean
Diverse
Green
Heritage
Beauty
Safe
Crowded
Parks
Relaxed
Nature
Inclusive
Cars
Busy
Shops
Up
Living
Convenient
Overdeveloped
Needs
Vibrant
Environmental
Trees
Traffic
Family
Outdoor
Village
Potential
Ocean
Space
Fun
Coast
Residential
Overcrowded
Expensive
Progress
Pretty
Sustainable
Boring
Seaside
Engaging
Nimbys
Tired
Surf
Feel
Tatty
Conscious
Culture
Care
Local
Open
Side
Action
Leafy
Cafes
Malls
Walk
Beachy
Seas
Ok
East
Earth
Home
Forward
Labor
Self
Good
Dirty
Flora
Bright
Cars
Fitness
Coogee
Over
Happy
Work
Pleasant
Close
Bliss
Easy
Dingy
Enjoyable
Isolated
Accessible
Scenic
Drenched
Green
Nice
Cosy
Rich
Breezy
Classic
Infrastructure
Lifestyle
Dated
Orientated
Complacent
Lucky
Cinema
Waste
Great
Positive
Inclusive
Rises
Location
Top
Built
Roads
Walk
Over
Coogee
Happy
Work
Parks
Centred
Response
Multicultural
Nature
Roads
Trees
Affordable
Stay
Up
Busy
Shops
Earth
Sun
Ok
East
Seas
Varied
Priviliged
Privilege
City
Relaxed
Close
Pleasant
Uni
Easy
Enjoyable
Isolated
Bliss
Pretty
Aggressive
Seaside
Rapidly
Attractive
Proud
Subservient
Amicable
Engaging
Plenty
Boring
Urban
Buildings
Cosy
Opinions
Progress
Good
Pragmatic
Housing
Expensive
Scenic
Accessible
Crowded
Easy
Dingy
Enjoyable
Isolated
Bliss
Close
Pleasant
Relaxed
Centred
Response
Nature
Roads
Multicultural
Inclusive
Rises
Location
Top
Built
Roads
Walk
Over
Coogee
Happy
Work
Parks

What people love about the Randwick LGA

Source: Randwick City Council's Your Say Randwick Community Strategic Plan survey Dec 2021 – Jan 2022. Question: "What do you love about the Randwick City LGA?"

Overwhelmingly, the most mentioned things people love about Randwick City are the beaches and coast and open space. Seventy-one percent of survey respondents mentioned beaches or coastline as something they love while 40 per cent mentioned open spaces, parks and the natural environment.

It's clear Randwick City's beautiful beaches, bays, ocean pools and the walking tracks and parks that connect them are highly valued by the community and a major reason many choose to live here.

People also mentioned Randwick City's variety of open spaces including sports fields, parks, National Parks and natural bushland areas as things they love about the area.

The third most mentioned feature of the Randwick City LGA is its convenient location. People like the ease of access to the City, airport, hospitals, universities and larger shopping precincts.

People commented on the strong sense of community and village-like feel of some of Randwick City's town centres.

People also liked the relative low-rise nature of many parts of Randwick City, public transport, quality cafes, restaurants and shops and the family friendly feel to the area.

Some also commended Council on its high level of services and commitment to sustainability through innovative programs like FOGO.

What needs to change in the Randwick City LGA?

1 IMPROVED TOWN CENTRES AND STREETSCAPES

One in four people said they want to see clean, safe town centres and shopping strips that are easy to access and have a diverse range of quality retail shops, cafes and restaurants. People specifically mentioned Matraville, Randwick, Kensington and Kingsford main streets as needing updating. Some lamented the loss of the pedestrianised area at Coogee. Some mentioned the need to update and improve footpaths.

2 QUALITY DEVELOPMENT

People value Randwick City's village and community feel and current housing types and want to see fewer high rise and 'over development'. New development should be sympathetic to the environment and well designed with a high level of amenity.

3 MORE GREENERY

People want to see more trees planted in parks and on streets, more bushland, increased open space and better maintenance of existing greenery. People mentioned the benefits of trees in beautifying an area, and cooling the environment.

4 BETTER PUBLIC TRANSPORT

People want to see more transport options and better connections on existing services. Some mentioned the reduced frequency of buses.

5 TRAFFIC AND PARKING MANAGEMENT

People are concerned about the increasing traffic in the area from new development and visitors. People want to more easily be able to access shops and facilities in the area and want Council to better manage parking particularly at popular areas like beaches.

6 A WALKABLE AND RIDABLE CITY

People want to see more safe cycleways and improved pedestrian connections to make it easy to walk and ride a bicycle in Randwick City.

7 IMPROVED OUTDOOR RECREATION

People value the existing outdoor parks and reserves in Randwick City and want to see these spaces continue to serve the needs of local residents. Some mentioned more space for exercising dogs while others mentioned the need for outdoor recreation opportunities for teenagers.

Source: The top seven themes identified from Randwick City Council's Your Say Randwick Community Strategic Plan survey Dec 2021 – Jan 2022. Question: "What needs to change in the Randwick City LGA?"

10 years from now

Survey respondents were asked to imagine what they hope to see for Randwick City 10 years from now.

Maintain the good hospital and university precinct recognising the value of education, diversity, new ideas/ research.
Anne-Maree, Coogee

Better transport, more cafes, good restaurants, bars.
Karolina, Coogee

More trees on the horizon than telegraph poles.
Penny, Matraville

Sustainable, family houses- not high rises. Duplexes that are not company title.
Kell, Malabar

The cleanest beaches, the cleanest parks, the smoothest roads and footpaths, the lowest rates in NSW.
Ben, Kingsford

Clean beaches community that cares and loves.
Lea, Malabar

Fewer high-rise apartments and better affordable housing.
Rob, Maroubra

More community feeling, more green areas, no traffic congestion, easy to get around for all.
Helen, Randwick

Indigenous culture and knowledge embedded in urban design and its dominance on public arts and events.
Edna, Coogee

A greener environment.
Jennifer, South Coogee

Carefully planned future development that is not excessive.
Michael, Maroubra

More green, more pedestrian friendly, outdoor cafes, sculptures, vibrant walks.
Avril, South Coogee

Less red tape free parking for residents.
Jacqui, Coogee

A balance between business investment and community need without overdevelopment, or development for development sake.
Deb, Coogee

Looking after all the open space, keeping that space, not building on it. Michael, Coogee

Better funded public high school.
Ani, Randwick

Less development and more buses returned. More infrastructure to cope with the increased development.
David, Maroubra

Less car use and increased cycling to make the city quieter and healthier.
Jran, Maroubra

Heavy rail underground to cater for increased high-density housing.
Gary, Matraville

More inclusion for people with disabilities.
Di, Kingsford

A green safe place for my grandkids.
Terry, Maroubra

Trams to La Perouse, more greenery, trees along the roads and better public transport.
Magnolia, Phillip Bay

Source: Randwick City Council's Your Say Randwick Community Strategic Plan survey Dec 2021 – Jan 2022. Question: "If you imagine Randwick City 10 years from now, what do you hope to see?"

1.3 Partnerships

While Council plays a significant role in delivering many of the outcomes of the CSP, we cannot do it alone. Achieving our community's aspirations is only possible if we work together with a range of partners across the community, business, and government.

The following list details some of our key partners in delivery.

Part 2 of this plan details the key groups involved in delivering each of the outcomes.

COMMUNITY	LOCAL GOVERNMENT COLLABORATIONS	STATE GOVERNMENT	PRIVATE SECTOR AND NON-GOVERNMENTAL ORGANISATIONS
Residents Visitors Workers Volunteers Community groups School groups Sporting groups Precinct groups Chamber of Commerce	3-Council Sustainability partnership with Waverley and Woollahra Southern Sydney Regional Organisation of Councils	NSW Government departments (including associated agencies and organisations): Department of Primary Industries and Regional Development Department of Creative Industries, Tourism, Hospitality and Sport NSW Treasury Ministry of Health Department of Education Department of Communities and Justice Transport for NSW Department of Customer Service Department of Planning and Environment Sydney Water State Library of NSW	Local businesses and associations Social service providers Major institutions such as NIDA and UNSW Randwick collaboration area partners La Perouse Local Aboriginal Land Council Arts and cultural organisations Port Authority of NSW Ausgrid Car Share Providers Centennial Park Trust

1.4 Guiding principles

Our Community Strategic Plan (CSP) is underpinned by the principles of social justice and sustainable development.

Principles of social justice

The NSW Integrated Planning and Reporting Guidelines identify the importance of considering the four interrelated social justice principles of equity, access, participation and rights in Council decision making. This CSP is based on these principles and ensures:

1. There is fairness in decision making, prioritisation and allocating resources, particularly for those in need.
2. All people have fair access to services, resources and opportunities to improve their quality of life.
3. Everyone has the maximum opportunity to genuinely participate in decisions affecting their lives.
4. Equal rights are established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

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

Principles for sustainable development

Sustainable development is commonly defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Sustainable development applies to all aspects of how we work and underpins everything we do at Council.

The United Nations (UN) has developed 17 goals to assist cities in achieving sustainable development. These goals address the global challenges we face including poverty, inequality, climate change, environmental degradation, peace and justice.

While the UN sustainable development goals extend beyond the boundaries of our City, we have applied those that are relevant to help shape our priorities as we strive to achieve the best outcomes for our local and global community.

How we applied these guiding principles

Each of our informing strategies include principles that underpin the outcomes, objectives and strategic approaches of that strategy. These principles take the guiding principles of social justice and sustainable development and apply them to the specific strategy area.

The following table details the specific principles that are sitting behind each of the seven strategies that form the basis of this community strategic plan.

INFORMING STRATEGY	PRINCIPLE	DESCRIPTION
Environment	Sustainable	Improve the natural and urban environment by ensuring new developments and economic and social initiatives enhance the local ecology and aim to reduce and mitigate the impacts of climate change.
	Equitable	Our natural environment is maintained, protected and nurtured to best meet the needs of the present and future generations.
	Inform	A community and Council that is informed and aware of the value of the natural environment and the impact of everyday activities.
	Partner	Work collaboratively with the community and other organisations, especially our Traditional Owners and Aboriginal communities.
	Conserve	Improve and protect Randwick City's biodiversity, native habitat and natural assets.
Arts and culture	Dynamism	Support innovative and exciting arts and cultural programming that stimulates creativity and is always evolving.
	Partnership/ Collaboration	Establish mutually beneficial relationships by working collectively with our community, and other organisations and funding bodies towards arts and cultural enrichment.
	Inclusive	Produce and support arts and cultural programming that is: accessible to all (First Nations, multicultural and disabled communities); fair in its representation; and open minded.
	Engaging	Establish creative relationships and encourage a sense of belonging through connection to a shared heritage, and diverse and meaningful experiences.
Housing	Accessible	Concentrate growth in accessible locations in and around centres and within walking distance of shops, employment, public transport, facilities and services.
	Diverse	Enhance housing choice and diversity in our lower density residential areas including small lot housing, semi-detached, town houses, adaptable and seniors housing.
	Integrated	Concentrate growth in and around planned renewal or infrastructure projects, to better reflect built environment changes (e.g. Randwick Heath and Education Precinct).
	Liveable	Focus growth around areas of high amenity and recreational value.
	Distinctive	Recognise and preserve our special character areas and values.
	Affordable	Increase affordable rental housing and social housing.
	Sustainable	Balanced approach to growth across the City.
Integrated Transport	Safe	A transport network designed to prioritise safety for everyone, particularly vulnerable road users.
	Sustainable	A transport network that enables people to easily choose active and public transport options more often.
	Inclusive	A transport network that caters to a variety of people, modes and journey types.
	Collaborative	A transport network enhanced by working with partners and the community.
	Healthy and balanced	A transport network that improves the resilience of Randwick City by enabling people to choose healthier options such as walking and cycling, and by balancing the needs of all modes.

INFORMING STRATEGY	PRINCIPLE	DESCRIPTION
Open Space and Recreation	Equitable	Consideration is given to all ages, abilities and passive/active open space needs.
	Safe	Everyone feels safe using public space at all times of the day.
	Healthy	Providing open space that promotes and supports a healthy lifestyle.
	Local Character	Open space that makes the community proud of where they live and play.
	Sustainable	Open space that meets the needs of current generations without compromising the ability of future generations to meet their own needs.
Inclusion	Recognition	Recognise our city is on unceded Bidjigal and Gadigal land and acknowledge Aboriginal and Torres Strait Islander people.
	Diversity	Recognise and respect the unique cultures, identities and interests of our community and welcome all.
	Equity	Aim for equitable access to community services for all.
	Collaboration	Welcome all to participate and share responsibility in shaping our community and city.
	Advocacy	Support, defend and speak on behalf of causes and needs within our community.
Economic Development	Sustainable	Strive to create local employment opportunities of all skill levels, empower local businesses of all sizes for a sustainable and fair economy which enables community prosperity. We will also support businesses to transition their operations to being carbon neutral and prepared to respond to the impacts of climate change.
	Collaborative	Work together with business, state government and the community to seek new and better ways to ensure business thrives. This includes connecting people with each other and the resources they need and providing opportunities for people to increase their skills and access meaningful work.
	Diversity	Celebrate the diversity in our people and places. This means enhancing the diversity of places we have for business including retail, commercial and industrial use as well as supporting the diversity of activities which will attract residents, workers and visitors.
	Vibrant	The places where we shop, dine and connect with others need to feel safe, welcoming and vibrant so that we visit often and stay longer – day and night. We will focus on improving the public spaces in our town and neighbourhood centres. It also means creating experiences in our town centres which foster our community's connection with each other and local places.

1.5 Opportunities and challenges

A number of key opportunities and challenges for Randwick City have been identified through research, community consultation and the detailed studies that underpin each of the seven informing strategies. This 10-year plan seeks to address the challenges facing our community, protect and enhance our unique coastal environment, ensure the ongoing sustainability of our natural and built environment, and grow our sense of community.

These opportunities and challenges remain sound for the local areas in the next Council term 2025-29.

OPPORTUNITIES

Coastline and beaches [1,2]

Rich cultural identity and First Nations history [2,3]

Diverse ecosystems [1]

Centennial Park [1,2]

National Parks [1]

Regional sporting facilities [1]

Coastal walkway [1]

Randwick Health and Innovation Precinct [2]

Proximity to the CBD and Sydney Airport [2]

La Perouse Museum [3]

Key sites (Blenheim House, Newmarket Stables and Randwick Literary Institute) [3]

Library network [3,4]

Light rail [2,5]

State and Federal government Infrastructure Investment opportunities [2,5]

Rejuvenating town centres [6]

CHALLENGES

Housing affordability [2,4,7]

Climate change [8]

Resource consumption [8]

Cultural barriers [4]

Competing interest groups [1,5]

Funding/Resources [3,4,5]

Impact of Covid [2,4]

Availability of land [1]

Housing diversity [7]

Housing stress [4,7]

Social inequality [4]

Social isolation [4]

Distribution of services and events across LGA [2,4]

Traffic and parking congestion [6,8]

Public transport (particularly in the south) [4,5,6]

Supporting growth with high quality amenity [6,7]

Source key:

1. Randwick City Open Space and Recreation Needs Study, Cred Consulting, December 2020
2. Randwick Economic Study Update, SGS Economics and Planning, August 2021
3. Randwick City Council Arts and Culture Study, Studio TCS, November 2019
4. Randwick Social Study, Elton Consulting, August 2021
5. Randwick Integrated Transport Study, February 2021, GTA Consultants (NSW)
6. YourSay Randwick Community Strategic Plan Consultation survey, December 2021 to January 2021
7. Randwick City Council Housing Strategy, 2019
8. Randwick City Council 'Who Cares about the Environment' Survey, IRIS Research, May 2021

1.6 State and Regional Priorities

The NSW Government State Plan also known as NSW 2021 is a 10 year strategic plan that outlines the NSW Government's priorities and goals for the economy, services, infrastructure, government accountability and quality of life. Council's are required to have regard to the State Plan and strategic plans when developing and implementing plans for their areas.

Council's suite of informing strategies provides a number of strategic approaches that align with to the above priorities.

Some examples include:

- Council's Environment Strategy has identified strategic approaches that will respond to climate change, protect biodiversity, conserve resources and protect our coastal environment. It includes a specific target to achieve a canopy cover of 40% in line with the Premier's long-term commitment to bring average canopy coverage to 40% across Greater Sydney.
- Our Open Space and Recreation strategy is focussed on providing new and improved quality and accessible open spaces and recreational opportunities that will meet the needs of our community.
- Our Inclusive Randwick Strategy also aligns with the state priorities with approaches that support and develop a connected, cohesive, safe and resilient community where all people feel they belong, can participate and thrive.

Overall, the CSP through a wide range of outcomes and objectives has a strong synergy with the State goals that seek to rebuild the economy, provide quality services, renovate infrastructure, restore government accountability, and strengthen our local environment and communities.

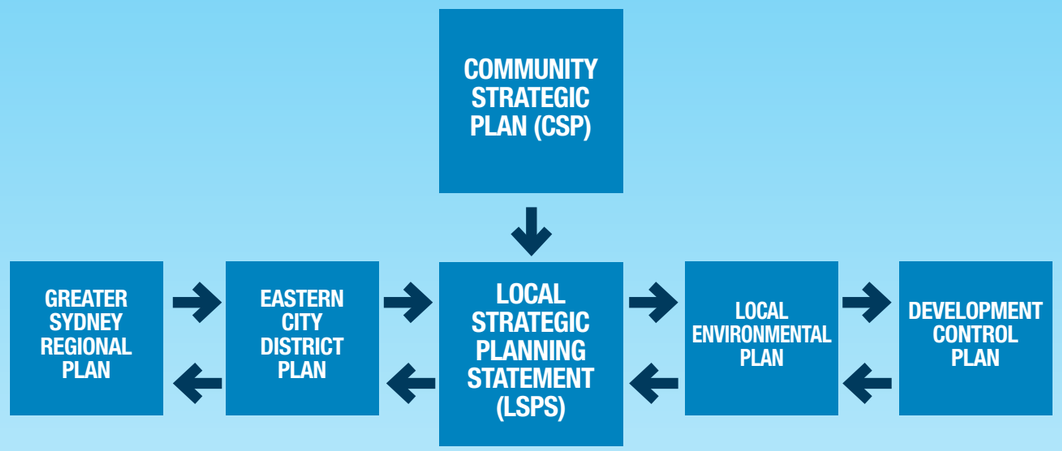
The table in Section 2.2 notes specific links between the state priorities and the CSP outcomes.

Regional and District Plans

While the CSP sits at the top of Council's planning framework, it is informed by other plans and strategies.

Outcomes and objectives that relate to land use planning, heritage conservation, urban design and transport infrastructure are directly aligned with regional and district plans. This ensures that Council's integrated planning is not only focussed on delivering the vision for our local community but is also aligned with the regional vision of making Greater Sydney more productive, liveable and sustainable for future generations.

The diagram on the next page shows how our Community Strategic Plan is connected to Regional and District planning:



The Greater Sydney Region Plan (A Metropolis of Three Cities) sets a 40-year vision (to 2056) and establishes a 20-year plan to manage growth and change for Greater Sydney in the context of social, economic and environmental matters.

The Eastern City District Plan is a 20-year plan that contains planning priorities and actions for implementing the Greater Sydney Region Plan at a district level. It is a bridge between regional and local planning.

Our Local Strategic Planning Statement gives effect to the planning priorities of the Eastern City District Plan by implementing key relevant directions and actions at the local level. These directions are then carried through into the Community Strategic Plan.

The following table details where the CSP has incorporated the relevant LSPS directions.

LSPS DIRECTION		CSP STRATEGY*						
		ENVIRONMENT	ARTS & CULTURE	HOUSING	INTEGRATED TRANSPORT	OPEN SPACE & RECREATION	INCLUSION	ECONOMIC DEVELOPMENT
LIVEABILITY	**Housing the city** Giving people housing choices			X			X	
	A city of great places Designing places for people		X	X		X		X
	A city for people Celebrating diversity and putting people at the heart of planning		X	X	X	X	X	X
PRODUCTIVITY	**A well connected city** Designing a more accessible and walkable city			X	X			
	Jobs and skills for the city Creating the conditions for a stronger economy	X	X	X	X	X		X
SUSTAINABILITY	**A city in its landscape** Valuing green spaces and landscape	X		X	X	X		
	An efficient city Using resources wisely	X		X				
	A resilient city Adapting to a changing world	X				X		
INFRASTRUCTURE & COLLABORATION	**A city supported by infrastructure** Infrastructure supporting new developments			X	X			
	A collaborative city Working together to grow a greater Sydney	X		X	X	X	X	X

*'x' indicates strategies that are aligned with the LSPS direction and incorporate relevant LSPS actions where appropriate

Other State and Regional Plans

In addition to the above, our Community Strategic Plan was prepared with consideration given to:

- Future Transport 2056 (Transport for NSW, 2018): This Strategy sets the 40-year vision, directions and principles for customer mobility in NSW, which will guide state government transport investment over the longer term.
- South East Sydney Transport Strategy (Transport for NSW, 2020): This Strategy articulates Future Transport 2056 at a regional level and sets out the medium and long term integrated transport and land use plan for South East Sydney from 2026 to 2056.
- NSW Infrastructure Strategy 2018-2038 (Infrastructure NSW, 2018): This strategy sets out the government's infrastructure priorities for the next 20 years, and combined with the Future Transport Strategy 2056, the Greater Sydney Region Plan and the Regional Development Framework, brings together infrastructure investment and land-use planning for our cities and regions.
- Road Safety Strategy 2012-21 (Transport for NSW, 2012): This strategy established the directions for road safety in NSW and outlines 'Working Towards Vision Zero' as a key part of the strategy to reduce the likelihood of crashes and the severity of those that occur.
- NSW Net Zero Plan Stage 1: 2020–2030 (Department of Planning, Industry and Environment, 2020): This plan provides the foundation for NSW's action on climate change and goal to reach net zero emissions by 2050. It outlines the NSW Government's plan to protect our future by growing the economy, creating jobs and reducing emissions over the next decade.
- NSW Waste and Sustainable Materials Strategy 2041 Stage 1 plan: 2021–2027 (Department of Planning, Industry and Environment, 2021): This plan focuses on the environmental benefits and economic opportunities in how we manage our waste.
- NSW Plastics Action Plan (Department of Planning, Industry and Environment, June 2021): This plan outlines a comprehensive suite of actions to help meet the targets in the NSW Waste and Sustainable Materials Strategy 2041. The actions address plastic at all points of the plastics lifecycle, from production and consumption to disposal and recycling.
- Greater Sydney District Sport Infrastructure Plan (NSW Office of Sport)*: This plan provides a strong foundation for future facility provision and participation in sport and active recreation.

*Final Plan had not been released when this CSP was prepared

1.7 The structure of our CSP

To allow in-depth consideration of the full range of opportunities and challenges facing our community, we have researched, consulted and prepared seven separate Informing Strategies over the past 3 years. These strategies address the following key areas:

- Environment
- Arts and Culture
- Housing
- Integrated Transport
- Open Space and Recreation
- Inclusion
- Economic Development

These seven strategies have now been combined to provide a CSP that details the community's aspirations across all areas, together with an integrated plan for delivery.

Our CSP is structured around answering the following key questions:

- Where are we now?
- Where do we want to be in 10 years' time?
- How will we get there?
- How will we know we have arrived?

Where are we now?

Section 2.1 provides a snapshot of where we are now in each of the seven key areas. The information contained in section 2.1 has been gathered primarily from studies that underpin each of the strategies.

Where do we want to be in 10 years' time and how will we get there?

Section 2.2 details where we want to be (outcomes) in each of the seven areas and how we will get there (objectives). This section also nominates key partners involved in delivery and quadruple bottom line considerations.

How will we know we have arrived?

Section 2.3 provides qualitative and quantitative performance indicators to measure progress in delivering the outcomes.

Part 2. Our 10-year plan

In each of the seven key strategy areas (Environment, Arts and Culture, Housing, Integrated Transport, Open Space and Recreation, Inclusion and Economic Development) we look at where we are now, where we what to be in 10 years, how we will get there and how we will know when we have arrived.

2.1 Where are we now?

These indicators have been updated in line with the Performance Indicators presented in the State of our City Report (2021-24) published in Nov 2024.

ARTS AND CULTURE

22,633
visitors to the La Perouse Museum (2023-24)

239,900
people attended Council's arts and cultural programmes, events and venues (2023-24)

80
places available for people to participate in art and culture in the LGA (2019)[5]

90%
of residents are satisfied* with Council's festivals and events (2023)[4]

ECONOMIC DEVELOPMENT

$9.98
billion Gross Regional Product (2023)[12]

56,908
local jobs (June 2023)[12]

13,704
businesses (June 2023)[13]

77,171
employed residents (June 2023)[12]

90%
of residents prefer to shop in their local neighbourhood (2023)[4]

29.2%
of residents live and work in Randwick City (2021)[6]

5.3%
unemployment rate (June 2024)[14]

2.4%
of the total NSW visitor expenditure is in Randwick LGA (2024)[15]

85%
of residents are satisfied* with the vitality of town centres (2023)[4]

ENVIRONMENT

16.1%
canopy cover (2022-23)[1]

66kL
average mains water consumption per capita (2022-23)[1]

193.6m^3
of material captured in our Gross Pollutant Traps (2020-21)[2]

96%
of residents are satisfied* with Council's coastal open spaces and coastal walkway (2023)[4]

945,600
tonnes of annual greenhouse gas emissions (2022-23)[1]

(These emissions are 100% offset through the accredited Climate Active Program)

45%
of waste diverted from landfill (2020-21)[2]

96%
of Randwick's beaches graded "Good" or "Very Good" in the Beachwatch water quality program (2023-24)[3]

85%
of residents are satisfied* with water and energy saving measures (2023)[4]

INCLUSIVE RANDWICK (INCLUDING HOUSING)

27.8%
of residents speak a language other than English at home (2021)[6]

17.8%
of residents are aged 60 years or over (2016)[6]

4.1%
of residents have a disability that requires carer assistance (2021)[6]

83%
of residents are satisfied* with Council's community consultation (2023)[4]

282.3
domestic assault incidents per 100,000 population (2023-24)[11]

74.9
Personal Wellbeing index score for Randwick (2021)[10]

24,974
residents participated in social programs/services provided in partnership with Council for our marginalised communities (2023-24)

90%
of residents rate their quality of life at good or better (2023)[4]

59,765
private dwellings (2021)[6]

54,160
households (2016)[6] (One household equates to one |occupied dwelling)

45%
households renting (2021)[6]

68%
of residents are satisfied* with how Council plans for and assesses development (2023)[4]

54%
of residents surveyed feel their social needs are being met (2021)[10]

90%
of residents are satisfied* with the protection of heritage buildings and items (2023)[4]

INTEGRATED TRANSPORT

24%
of all trips are undertaken by active transport modes (walking plus other) (2019-20)[7]

15.4%
of households do not own a car (2021)[6]

220
casualties from crashes on the road network in 2023[8]

98%
of residents are satisfied* with maintenance of local roads (2023)[4]

58%
of all trips are undertaken by private vehicle (2019-20)[7]

9,302
charging sessions across the Eastern Suburbs Public Electric Vehicle Charging Station Network in the Randwick LGA (2023-24)

73%
of residents are satisfied* with the construction of cycleways (2023)[4]

OPEN SPACE & RECREATION

29km
coastline

2
National Parks

10
beaches and bays

94%
of residents are satisfied* with Council's parks (2023)[4]

9,018,550
estimated visits to our beaches (2020-21)

38
full-sized sportsfields[9]

53
outdoor courts[9]

97%
of residents are satisfied* with Council's beaches (2021)[4]

16
dog off-leash areas (2024)[9]

5
golf courses[9]

3
community gardens on public land [9]

2
skate parks[9]

8
ocean pools

10
outdoor fitness stations (2024)[9]

40.9m²
of open space per person* (2016)[9]

(includes council managed open space, Centennial Parklands and National Parks)

*includes survey respondents who are somewhat satisfied, satisfied or very satisfied

Source key:

1. Resilient Sydney Platform
2. 2017-21 State of the Environment Report
3. 'State of the beaches 2023-24', DPIE
4. 2023 Community satisfaction survey, Micromex Research
5. Randwick City Council Arts and Culture Study, Studio TCS, November 2019
6. Randwick Profile.id, Material compiled and presented by .id (informed decisions), home.id.com.au, 2021 Census, Australian Bureau of Statistics
7. TfNSW Household Travel Survey (2019-2020)
8. Centre for Road Safety, TfNSW
9. Randwick City Open Space and Recreation Needs Study, Cred Consulting, December 2020
10. Randwick Social Study, Elton Consulting, August 2021
11. NSW Bureau of Crime Statistics and Research (year ending 30 September 2021)
12. Randwick Economy.id – Randwick City Council Economic Profile (National Institute of Economic and Industry Research (NIEIR).
13. Australian Bureau of Statistics 8165.0 Counts of Australian Businesses June 2017 to June 2021
14. The Labour Market Information Portal SALM September Quarter 2021
15. Randwick Economic Study Update, SGS Economics & Planning, August 2021

2.2 Where do we want to be in 10 years' time and how will we get there?

STRATEGY	WHERE DO WE WANT TO BE IN 10 YEARS?	KEY QUADRUPLE BOTTOM LINE CONSIDERATIONS			
	OUTCOME	SOCIAL	ENVIRONMENT	ECONOMIC	CIVIC LEADERSHIP
ENVIRONMENT	A city with diverse ecosystems that are restored and protected ▪		X		X
	A community more knowledgeable, proactive and responsive to climate change impacts ▪		X		X
	A city that protects and conserves our limited natural resources		X		X
	A city with coastal and marine environments that are protected and conserved	X	X		X
ARTS & CULTURE	A creative and culturally rich city that is innovative, inclusive and recognised nationally	X		X	X
	A city where everyone can develop, express and enjoy creativity throughout their life	X		X	X
HOUSING	A city with diverse and affordable housing that responds to local needs ▪	X			X
	A city with sustainable housing growth	X			X
	A city with excellent built form that recognises local character	X	X		X
INTEGRATED TRANSPORT	A city with a transport network where sustainable transport options are the preferred choice for people		X		X
	A city with a safe, efficient and sustainable road network that balances the needs of movement and place to ensure roads are used for their intended purpose	X			X
	A city with a parking system that caters to the needs of residents, freight delivery, visitors and workers	X			X

HOW WILL WE GET THERE?	KEY PARTNERS IN DELIVERY				
OBJECTIVES	RANDWICK CITY COUNCIL	COMMUNITY	LOCAL GOVERNMENT COLLABORATION	STATE GOVERNMENT	PRIVATE SECTOR AND NON GOVERNMENT ORGANISATIONS
Increase by at least 60% the number of native and indigenous plantings across Randwick City by 2030 from a 2018 baseline.	X	X		X	X
Achieve a 60% reduction in greenhouse gas emissions (CO2-equivalent) across Randwick City by 2030 from a 2018 baseline, while acknowledging the significance and importance of aspiring to a 100% greenhouse gas emissions reduction target for the same timeframe.	X	X	X	X	X
Increase residential recycling to 70% across Randwick City and divert 75% waste from landfill by 2025, from a 2017 baseline.	X	X		X	X
Reduce the consumption of energy and water across Randwick City per capita by 30% by 2030, from a 2017 baseline.	X	X	X	X	X
100% of Randwick's beaches achieve a "Good" or "Very Good" result as monitored and reported in the NSW Government's Beachwatch water quality program.	X	X	X	X	X
Ensure community satisfaction* of the coastal experience is retained above 80% in surveys conducted from 2020 onwards.	X	X	X	X	
Establish a strong cultural identity for the Randwick LGA that is inclusive of our diverse communities and recognises the contribution of First Nations people by 2031.	X	X		X	X
Increase the number of places by 20% that are available for people to participate in art and culture by 2031, using the 2019 cultural mapping baseline.	X	X		X	X
Increase attendance at Council's arts and cultural programmes, events and venues by 10% by 2031, from a 2018-19 baseline.	X	X			
Increase the percentage of all households that are either social or dedicated affordable housing to a minimum of 10% by 2040.	X			X	X
Increase the proportion of medium density housing supply by 3% by 2028 from a 2016 baseline of 27.9%.	X				X
Provide 4,300 new dwellings in 2021-2026, with 40% located in and around town centres.	X			X	X
100% of development applications approved from 2025 onwards are consistent with the desired future character of the local area and consider design excellence.	X	X		X	X
Increase the active transport mode share to 35% by 2031, from a 2018-19 baseline of 26%.	X	X	X	X	X
Reduce the proportion of private vehicle trips from the 2018-19 baseline of 58% to 45% by 2031.	X	X	X	X	X
Achieve an ownership rate of over 5000 electric or hybrid vehicles by 2031.	X	X	X	X	X
Achieve a 50% reduction in casualties on the road network from a 2018 baseline of 269 incidents by 2031.	X	X		X	
Effectively manage parking to achieve a maximum 85% peak occupancy for time limited parking.	X	X		X	X

2.2 Where do we want to be in 10 years' time and how will we get there?

STRATEGY	WHERE DO WE WANT TO BE IN 10 YEARS?	KEY QUADRUPLE BOTTOM LINE CONSIDERATIONS			
	OUTCOME	SOCIAL	ENVIRONMENT	ECONOMIC	CIVIC LEADERSHIP
OPEN SPACE AND RECREATION	A city with open space that grows and changes with the community ▪	X	X		X
	A community that is healthy and active ▪	X	X		X
	A community where everyone has the opportunity to participate in sport and recreation ▪	X			X
SOCIAL INCLUSION	A resilient city where people are engaged, informed, connected and feel a sense of community and belonging ▪	X			X
	A city where people can access social support and amenities whatever their ability and wherever they live ▪	X			X
	A city dedicated to the individual and collective health, wellbeing and safety of the community ▪	X			X
ECONOMIC DEVELOPMENT	A city that empowers businesses to start, grow and thrive through a collaborative business culture	X		X	X
	A city with a 24-hour economy including diverse night time activities and experiences	X		X	X
	A city with diverse, active places for businesses, including vibrant town and neighbourhood centres	X		X	X
	A city that attracts people from around Australia and the world to do business, work and visit	X	X	X	X

▪addresses State Priorities

HOW WILL WE GET THERE?	KEY PARTNERS IN DELIVERY				
OBJECTIVES	RANDWICK CITY COUNCIL	COMMUNITY	LOCAL GOVERNMENT COLLABORATION	STATE GOVERNMENT	PRIVATE SECTOR AND NON GOVERNMENT ORGANISATIONS
Every home in Randwick City will have open space of 1000m2 within 800m by 2031.	X			X	X
Maintain a community satisfaction* rating for coastal open spaces, coastal walkway, playgrounds and parks of 97%.	X	X	X	X	X
75% or above satisfaction with new open space and recreation facilities within 2 years of implementation.	X	X	X	X	X
The percentage of residents who feel a part of their community will remain above the metro benchmark through to 2031.	X	X			X
Increase the percentage of residents who are satisfied* with the information they receive and community consultation conducted by Council by 2031 from the 2021 baseline.	X	X		X	X
Increase by 10% the number of people who feel their social needs are being met by 2031 from the 2021 baseline.	X	X		X	X
Increase participation in social programs/services provided in partnership with Council for our marginalised communities by 2026 from the 2021 baseline.	X	X	X	X	X
An overall stabilisation and improvement in safety, health and wellbeing indicators.	X	X		X	X
Increase the number of businesses by 20% by 2032.	X			X	X
Increase by 20% the number of businesses that are members of a local network, chamber or association by 2032.	X				X
Increase the number of businesses that are carbon neutral by 2032.	X	X	X	X	X
Increase night time spending by 7% by 2032. Note: night time is defined as 6pm - 6am	X	X		X	X
Ensure 86% or more of our community are satisfied* with the vitality of town centres by 2032.	X	X		X	X
Support the creation of an additional 9,200 jobs in the Randwick Collaboration Area by 2036.	X			X	X
Increase Randwick City's visitor spend to 2.5% of NSW total visitor spend by 2032.	X	X	X	X	X

* includes somewhat satisfied, satisfied and very satisfied

2.3 How will we know we have arrived?

The following table details the key **qualitative** and **quantitative** performance indicators that will be used to track progress and determine whether the outcomes of the community strategic plan are being achieved.

As detailed in section 1.3, Council plays a significant role in delivering many of the outcomes of the CSP, however we cannot do it alone. Achieving our community's aspirations is only possible if we work together with a range of partners across the community, business, and government.

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

- Control — Measures that are under the direct control of the Council.
- Influence — Measures that the Council does not control but can influence. Council will collaborate with key partners to deliver these items.
- Influence — Measures that the Council neither controls nor is likely to significantly influence, but that are of interest to the community.

STRATEGY	OUTCOME	PERFORMANCE INDICATOR	TARGET TREND	TARGET VALUE		BASELINE		
				VALUE	YEAR	VALUE	YEAR	SOURCE
ENVIRONMENT	A city with diverse ecosystems that are restored and protected	Percentage of residents satisfied* with protection of natural bushland	↑	–	–	92%	2021	2
		Percentage of residents satisfied* with tree preservation	↑	–	–	85%	2021	2
	A community more knowledgeable, proactive and responsive to climate change impacts	Percentage of canopy cover	↑	40%	2040	14%	2019	1
		Greenhouse gas emissions (CO2-equivalent) per year	↓	416,714 tonnes	2030	1,041,786 tonnes	2018-19	1
		Percentage of households that have solar panels installed	↑	–	–	10%	2018	3
		Percentage of residents satisfied* with environmental awareness and education	↑	–	–	86%	2021	2
	A city that protects and conserves our limited natural resources	Percentage of waste diverted from landfill	↑	75%	2025	52%	2020-21	
		Mains water consumption per capita per year	↓	52 kL	2030	74 kL	2017-18	1
		Energy consumption per capita per year	↓	7,806 MJ	2030	11,152 MJ	2017-18	1
		Percentage of residents satisfied* with water and energy saving measures	↑	–	–	87%	2021	2
	A city with coastal and marine environments that are protected and conserved	Percentage of Randwick's beaches graded "Good" or "Very Good" in the Beachwatch water quality program each year	↑	100%	2023 onwards	91%	2020-21	4
		Percentage of residents satisfied* with Council's coastal open spaces and coastal walkway	↑	>80%	2023 onwards	98%	2021	2
ARTS & CULTURE	A creative and culturally rich city that is innovative, inclusive and recognised nationally	Number of Council programs, activities and initiatives that preserve and tell the stories of the cultural heritage of the city	↑	13 activities	2031	12 activities	2019	
		Number of opportunities for outdoor performance and festival programming, street art and mural installations	↑	5 opportunities	2031	4 opportunities	2019	
	A city where everyone can develop, express and enjoy creativity throughout their life	Number of new Council venues and/or open space areas available for people to participate in the creative arts	↑	10	2031	–	–	
		Number of places available for people to participate in art and culture in the LGA	↑	96 places	2031	80 places	2019	5
		Attendance at Council's arts and cultural programmes, events and venues	↑	244,643 people	2031	222,403 people	2018-19	
		Number of small (< 600 people) Council managed community cultural events	↑	14 events	2025	12 events	2019	
		Percentage of residents satisfied* with Council's festivals and events	↑	–	–	86%	2021	2
		Number of visitors to the La Perouse Museum	↑	24,812 visitors	2027	20,677 visitors	2020-21	

STRATEGY	OUTCOME	PERFORMANCE INDICATOR	TARGET TREND	TARGET VALUE		BASELINE		
				VALUE	YEAR	VALUE	YEAR	SOURCE
HOUSING	A city with diverse and affordable housing that responds to local needs	Percentage of all households that are either social or dedicated affordable housing	↑	10%	2040	6.45%	2016	6
		Percentage of housing supply that is medium density	↑	30.9%	2028	27.9%	2016	7
	A city with sustainable housing growth	Number of new dwellings constructed	↑	4300 dwellings	2026	–	–	
	A city with excellent built form that recognises local character	Percentage of residents satisfied* with how Council plans for and assesses development	↑	–	–	73%	2021	2
		Percentage of residents satisfied* with the protection of heritage buildings and items	↑	–	–	87%	2021	2
INTEGRATED TRANSPORT	A city with a transport network where sustainable transport options are the preferred choice for people	Active transport mode share	↑	35%	2031	26%	2018-19	8
		Private vehicle mode share	↓	45%	2031	58%	2018-19	8
		Kilometres of new cycle way constructed	↑	30km	2031	–	–	
		Percentage of residents satisfied* with maintenance of footpaths	↑	–	–	81%	2021	2
		Percentage of residents satisfied* with the construction of cycleways	↑	–	–	70%	2021	2
		Number of charging sessions across the Eastern Suburbs Public Electric Vehicle Charging Station Network in the Randwick LGA (per year)	↑	–	–	1,221 sessions	2020-21	
		Number of residents owning an electric or hybrid vehicle	↑	5000 residents	2031	–	–	
	A city with a safe, efficient and sustainable road network that balances the needs of movement and place to ensure roads are used for their intended purpose	Number of casualties on the road network	↓	135 incidents	2031	269 incidents	2018	9
		Percentage of residents satisfied* with traffic management in the Randwick LGA	↑	–	–	71%	2021	2
		Percentage of residents satisfied* with maintenance of local roads	↑	–	–	81%	2021	2
	A city with a parking system that caters to the needs of residents, freight delivery, visitors and workers	Peak occupancy for time limited parking	↓	85%	2023 onwards	–	–	
		Percentage of residents satisfied* with the availability of car parking in town centres	↑	–	–	65%	2021	2
OPEN SPACE AND RECREATION	A city with open space that grows and changes with the community	Percentage of homes in Randwick City that have open space of 1000m2 within 800m		100%	–	100%	2021	
	A community that is healthy and active	Number of beaches, ocean pools and reserves with access for mobility impaired persons	↑	–	–	Baseline to be determined from audit (2022-23)	–	
		Percentage of residents satisfied* with Council's playgrounds	↑	–	–	94%	2021	2
		Percentage of residents satisfied* with Council's parks	↑	–	–	96%	2021	2
		Percentage of residents satisfied* with Council's beaches	↑	–	–	100%	2021	2
		Percentage of residents satisfied* with Council's coastal open spaces and coastal walkway	↑	–	–	98%	2021	2
		Percentage of residents satisfied* with Council's ovals and sporting facilities	↑	–	–	96%	2021	2
		Percentage of residents satisfied* with Council's ocean pools	↑	–	–	97%	2021	2
		Percentage of residents satisfied* with the Des Renford Leisure Centre	↑	–	–	97%	2021	2
	A community where everyone has the opportunity to participate in sport and recreation.	Satisfaction with new open space and recreation facilities within 2 years of implementation.	↑	≥75%	2023 onwards	–	–	
		Number of Bushcare and Parkcare volunteer hours	↑	–	–	2,717 hours	2021-22	

STRATEGY	OUTCOME	PERFORMANCE INDICATOR	TARGET TREND	TARGET VALUE		BASELINE		
				VALUE	YEAR	VALUE	YEAR	SOURCE
SOCIAL INCLUSION	A resilient city where people are engaged, informed, connected and feel a sense of community and belonging	Percentage of residents who feel a part of their community	↑	>68%	2023 onwards	76%	2021	2
		Percentage of residents satisfied* with Council's libraries	↑	–	–	98%	2021	2
		Percentage of residents satisfied* with Council's community consultation.	↑	–	–	81%	2021	2
		Percentage of residents satisfied* with the information they receive about Council's activities and services	↑	–	–	89%	2021	2
		Percentage of residents satisfied* with Council's community centres and halls	↑	–	–	85%	2021	2
	A city where people can access social support and amenities whatever their ability and wherever they live	Percentage of residents who feel their social needs are being met	↑	64%	2031	54%	2021	10
		Number of participants in social programs/services provided in partnership with Council for marginalised communities	↑	–	–	13,246 participants	2020-21	
		Percentage of residents satisfied* with information on community services	↑	–	–	86%	2021	2
		Percentage of residents satisfied* with the Home Modification and Maintenance Service	↑	–	–	80%	2021	2
	A city dedicated to the individual and collective health, wellbeing and safety of the community	Personal Wellbeing index score for Randwick	↑	≥70	–	74.9	2021	10
		Number of domestic assault incidents per 100,000 population	↓	–	–	244.8	2021	11
		Percentage of residents who rate their quality of life at good or better	↑	–	–	90%	2021	2
		Percentage of residents satisfied* with community safety	↑	–	–	92%	2021	2
ECONOMIC DEVELOPMENT	A city that empowers businesses to start, grow and thrive through a collaborative business culture	Number of businesses	↑	15,974 businesses	2032	13,312 businesses	2021	12
		Number of businesses that are members of a local network, chamber or association	↑	20% increase	2032	Baseline to be determined from audit (2022-23)	–	
		Number of businesses that are carbon neutral	↑	–	–	0	2021	
	A city with a 24-hour economy including diverse night time activities and experiences	Total annual night time spend (6pm-6am)	↑	$434M	2032	$406M	2021	13
	A city with diverse, active places for businesses, including vibrant town and neighbourhood centres	Percentage of residents satisfied* with the vitality of town centres	↑	≥86%	–	86%	2021	2
		Percentage of residents satisfied* with attractiveness of town centres	↑	–	–	82%	2021	2
		Percentage of residents that prefer to shop in their local neighbourhood	↑	–	–	89%	2021	2
	A city that attracts people from around Australia and the world to do business, work and visit	Number of jobs in the Randwick Collaboration Area	↑	32,000 jobs	2036	22,800 jobs	2016	14
		Percentage of total NSW visitor expenditure in the Randwick LGA	↑	2.5%	2032	1.1%	2021	15

*Includes survey respondents who are somewhat satisfied, satisfied or very satisfied

Source key:

1. Resilient Sydney Platform
2. 2021 Community Satisfaction Survey, Micromex Research
3. Australian PV Institute Dashboard
4. 'State of the beaches 2020–21', DPIE
5. Randwick City Council Arts and Culture Study, Studio TCS, November 2019
6. Randwick Profile.id - Randwick City Council Community Profile (2016 Census, Australian Bureau of Statistics); and RCC Affordable Rental Housing Program
7. Randwick Profile.id - Randwick City Council Community Profile (2016 Census, Australian Bureau of Statistics)
8. Household Travel Survey, Transport for NSW
9. Centre for Road Safety, Transport for NSW
10. Randwick Social Study, Elton Consulting, August 2021
11. NSW Bureau of Crime Statistics and Research (year ending 30 September 2021)
12. Australian Bureau of Statistics 8165.0 Counts of Australian Businesses June 2017 to June 2021
13. Spendmapp, Geografia
14. Eastern City District Plan, Greater Sydney Commission, 2018
15. Economic Study Update, SGS Economics & Planning, August 2021

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

Randwick City Council
30 Frances Street
Randwick NSW 2031