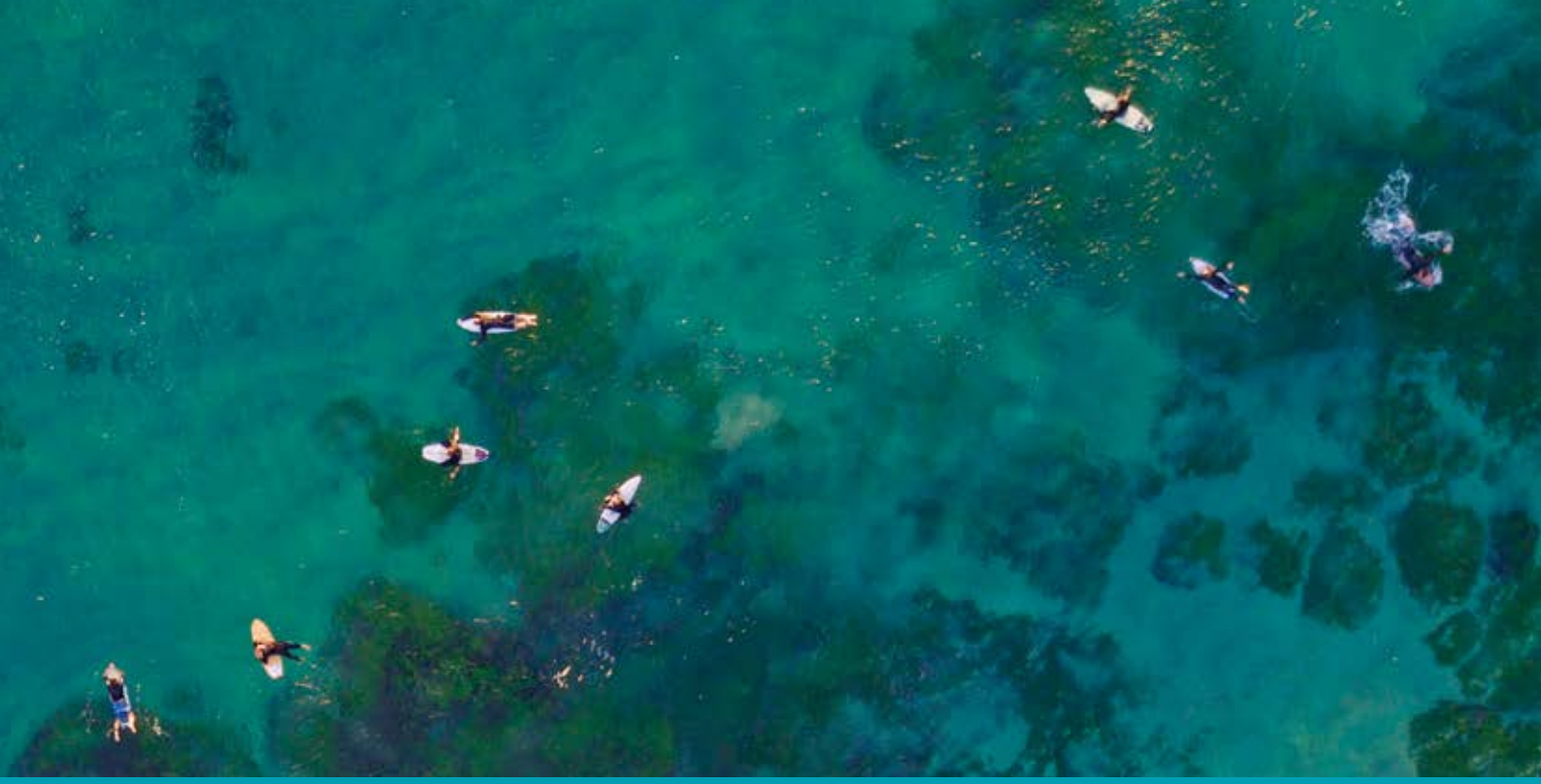


The Randwick City Plan

A 20 year plan

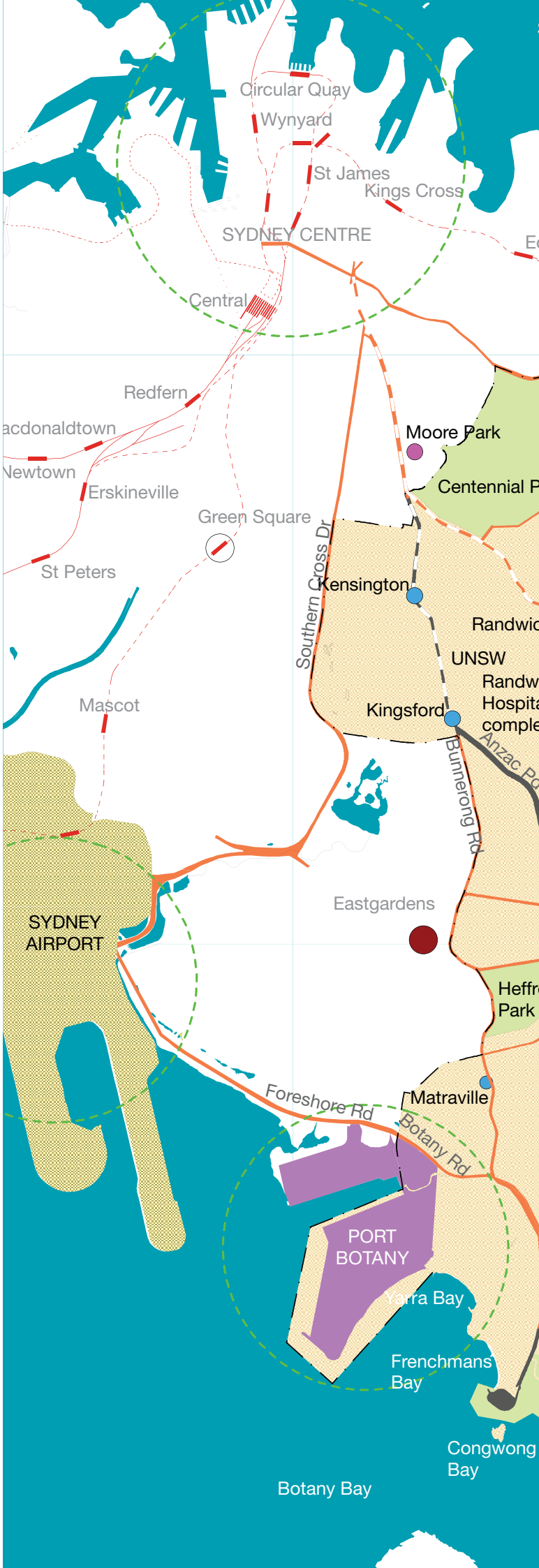
Randwick City Council
a sense of community

DRAFT

Our city and surrounds

- Randwick City
- Centennial Park, Heffron Pa and National Park
- Port and port-related land
- Commercial centre
- Adjacent recreation facilities
- Adjacent major centres
- Light rail route

0 300m 1.2km



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Mayor's Message

Our City Plan, first developed in 2006 in close consultation with the community, is a 20-year guide for planning for our City's future. It outlines the shared aspirations the Randwick community told us were important to them.

This Plan demonstrates that we are on track to delivering the priorities identified by our community, and creating a City that meets the needs of its people.

We continue to achieve stability through our long-term financial plan, which allows us to reinvest in the community and build for the future.

I commend the active involvement displayed by many members of our community as they work to shape the areas they live and work in, as well as my fellow Randwick City Councillors for their continued enthusiasm and willingness to work together and make Randwick City an even more wonderful place to live, work and visit.

Cr Lindsay Shurey
Mayor of Randwick

General Manager's Message

The Randwick City Plan outlines the long-term vision for our community and the strategies that will allow us to plan for the future of our City. It is the result of ongoing consultation with the community, stakeholders and businesses which, combined, allowed us to set the vision for a liveable city for all.

The Plan is centred around six themes which you have said are a priority for you:

- Responsible management, which is about achieving excellence through leadership, innovation and sustainability;
- A sense of community, which outlines our aim to create a sense of inclusiveness, wellbeing and involvement;
- Places for people, which describes how the natural and built environment can enhance the way people experience Randwick City
- A prospering City, which is an overview of how we will encourage local and regional economic development;
- Moving around, which is how we support movement from place to place; and
- Looking after our environment, which responds to pressures facing our natural and built environments now and into the future.

Council and our dedicated employees will continue to work hard to deliver the services, buildings and projects that help make Randwick a great place to live, work and visit, and we thank the community for its ongoing support while doing so.

Ray Brownlee PSM
General Manager

Introduction

Randwick City is a diverse community made up of many cultural groups and a significant Aboriginal and Torres Strait Islander population. Just over 40 per cent of our residents were born overseas, coming from more than 100 countries and speaking more than 60 different languages. Our City is subject to many local, regional, national and international influences. The Randwick City Plan aims to direct these influences and manage environmental, social and economic change across our City during the next 20 years for the benefit of our community.

About Randwick City

Our history

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

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

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

Randwick hosted two nationally significant celebrations: the Centenary of Australia in 1888, and Federation of Australia in 1901, both of which were held in Centennial Park. After each of the two World Wars Randwick municipality continued to grow rapidly until the 1970s, with our population only returning to the levels of that time by the year 2011. Randwick was proclaimed a city in 1990 and is a highly desirable place to live, work, visit and study.

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

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

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

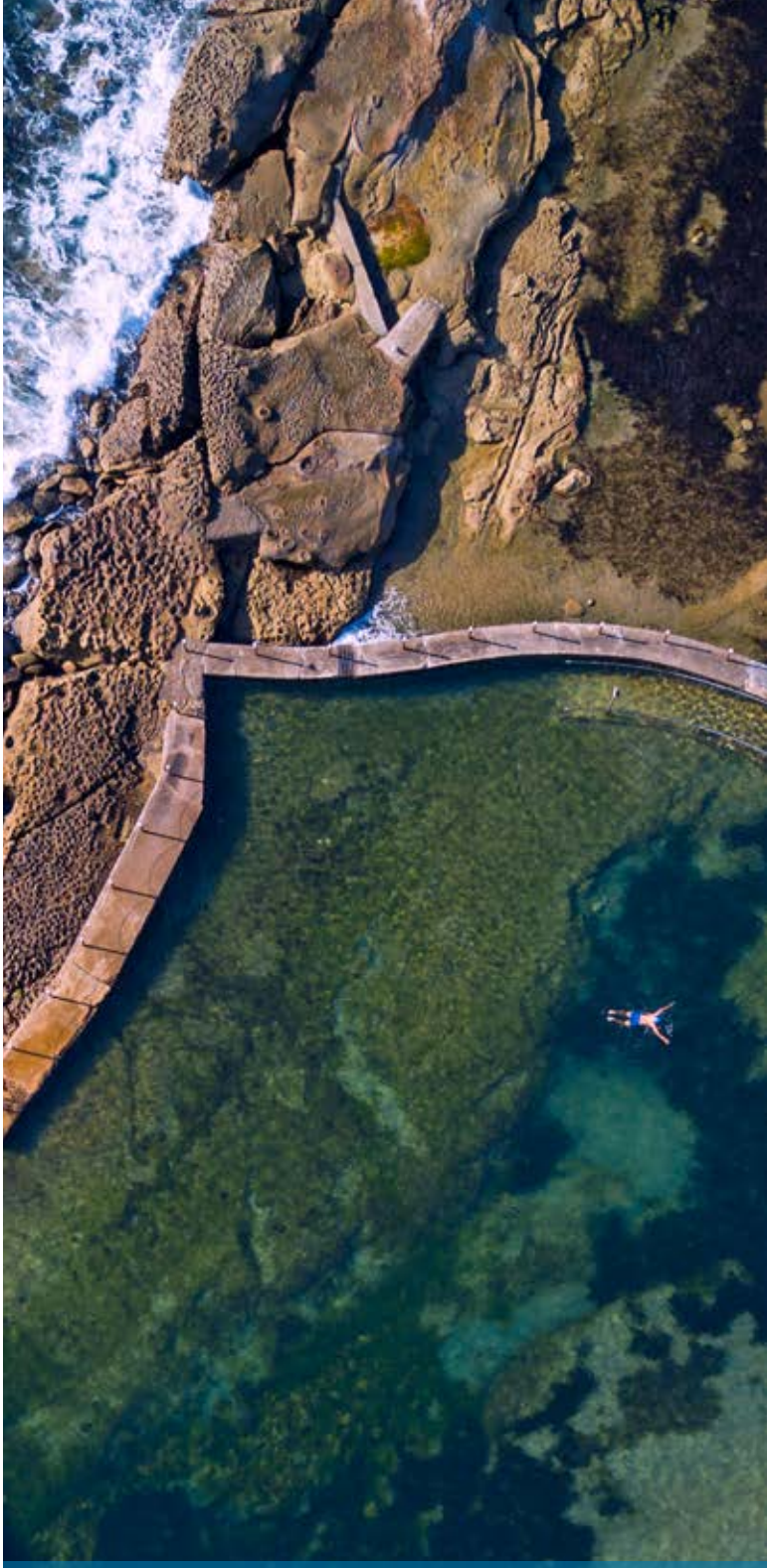
Our local area

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

Our City has extensive parkland and open space areas including Centennial Park, Heffron Park, Kamay Botany Bay National Park and the newly declared Malabar Headland National Park, that provide opportunities for recreation, relaxation and community interaction. These large areas of open space provide a habitat for more than 500 species of indigenous plants and 300 native fauna species, including several threatened remnant communities.

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

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



Randwick City is located in the eastern suburbs of the Sydney metropolitan area. To the north it is bounded by Centennial Park, its eastern boundary is the Pacific Ocean, and its southern boundary is Botany Bay.

The western boundary is generally defined by the line of open space largely occupied by golf courses that were developed over low lying land that is known historically as the Lachlan Swamp and Botany wetlands.

Randwick's 29 kilometres of coastline is one of its great natural assets.

The coastal environment strongly influences the area's character and functions, with uses ranging from tourist destinations, beachside residences and open spaces to industrial developments and port facilities.

About the Plan

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

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

The Plan is an update of The Randwick City Plan that was first adopted by Council in 2006 and revised in 2009 and again in 2012. It is based on extensive research and input from the ongoing and well thought out community engagement processes that are in place, and reflects the changes in community expectations as captured through regular community satisfaction surveys, which are generally undertaken biennially. It is also based on Council's knowledge of our community and the local area. It reflects the NSW: Making it Happen and the Premier's 12 Priorities, The NSW State Health Plan: Towards 2021, the State Infrastructure Strategy, the Future Transport Strategy, Towards Greater Sydney 2036, the Eastern City District Plan and other key relevant State and regional plans and integrates with key Council documents such as the Randwick Local Environmental Plan (LEP).

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

- a long term financial plan
- an asset management strategy
- an information and communications technology digital strategy, and
- a workforce plan.

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

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

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

We measure the effectiveness of each program through performance indicators, such as service level agreements, to ensure full accountability to our community. Progress against actions is measured and reported in quarterly and annual reports to the Council and the community.

Measuring success

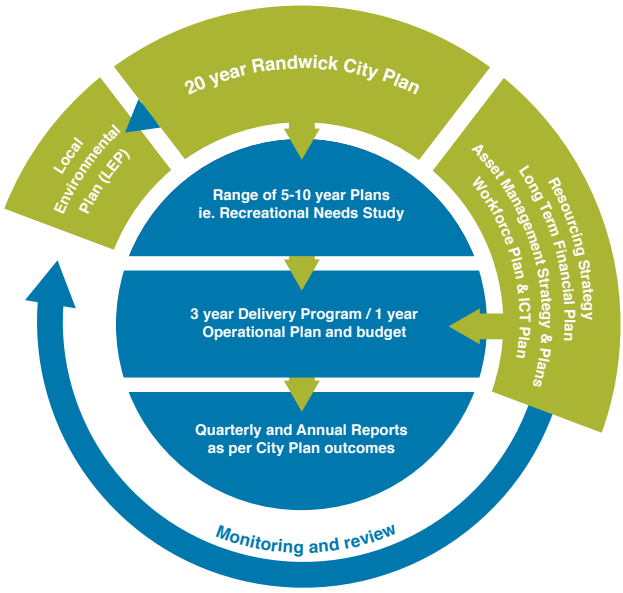
We are committed to implementing the Plan and reporting its progress to the community.

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

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

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

The diagram below captures the overall integrated planning process.



We report on the implementation of the Delivery Program and Operational Plan through our Annual Report. Within each electoral cycle we undertake a major review to measure the Plan's progress and consider the changes in the community's priorities, demographic information, technological advances and ongoing studies and modify the planning documents accordingly.

This review includes a report from the outgoing Council on the implementation and effectiveness of the City Plan in achieving its outcomes during its term.

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

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

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

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

Measuring success

Community Survey

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

Our surveys involve telephoning a sample group of 1,000 residents to gauge community attitudes and perceptions towards current and future services and facilities provided by Council. Our past three surveys have shown the level of satisfaction with Council has remained at a consistently high level.

Overall satisfaction with the performance of Council

2008	2010	2012	2014
89%	94%	92%	95%

Our most recent survey, undertaken in 2014, showed satisfaction with the performance of Council remains consistently high compared to previous surveys in 2010 and 2012. The survey indicated that residents are happy with the quality of the local services and facilities provided by Council.

The 2014 community satisfaction survey revealed:

- managing development with population density and providing sufficient transport infrastructure are the highest priority issues facing Randwick now.
- priority services for improvement include:
  - traffic management
  - maintaining local roads
  - availability of car parking in commercial centres
  - long term planning for the City
  - maintaining footpaths
  - how Council plans for and assesses development
- Council needs to continue to focus on informing and collaborating with the community about its long term plans for the City and ensure that expected service standards continue to be met.

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

Measuring success

The survey data in the following table compares the overall progress from the 2014 survey and the prior survey. For the 2014 survey, and in line with current industry practice, the measures of satisfaction (%) are derived by aggregating the top 3 of a unipolar 5 scale rating. The table below shows satisfaction measures from the 2012 and 2014 surveys presented using this methodology.

The results of the community satisfaction surveys have been summarised into categories, with both the Satisfaction (% of people that were either very satisfied, satisfied or somewhat satisfied) and the Mean (the average rating across five levels of satisfaction) displayed in the table. The trend shows we are consistently achieving The Randwick City Plan.

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

Engaging with the community

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

Randwick Council's strong commitment to 'an informed and engaged community' is reflected in our Community Consultation Principles and Consultation Planning Guide. The Planning Guide, an evolving document, has at its heart the principle that Council is here to serve the community and the community has a right to have a say in the projects and Council decisions affecting them. Council respects this, values community feedback and recognises that we can make better decisions as an organisation by listening and involving the community in the decision making process.

The Planning Guide has expanded to incorporate a wide range of modern digital methods that Council can use to consult with the community.

The application of these varied, innovative and effective consultation mechanisms has fostered a culture where the community is continuously engaged and this has contributed substantially to the review of The Randwick City Plan.

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

The consultation and engagement strategy for the 2017 City Plan review kept the same community focus and intent by using additional input, feedback, community contributions and information gathered through:

- community satisfaction survey
- the 'Your Say Randwick' interactive website
- social media including Twitter, Instagram and Facebook
- Precinct Committees
- economic development forums
- consultative and advisory committees
- consultation on our annual Operational Plan and Delivery Program

Listening to you
Kensington Park and Community Centre

Consulting with the local community is an important part of the Council process. It's how we plan for the future and it's also how we make better decisions. Nobody knows the local area better than the people who live here and use our local facilities. Our goal is to give the community opportunities to have a say in Council projects that affect the local area.

Throughout 2015 and 2016, Council conducted a number of community consultation sessions to help develop a plan of management for Kensington Park and to also help design a new community centre.

We provided a variety of forums for people to get involved, including a website and survey, an interactive focus group and onsite meetings with Council staff.

We communicated with people using local advertising, letterbox drops, social media and email bulletins. We also worked with local residents and Precinct Committees to help spread the word.

Through Council's consultation forums people provided a range of detailed feedback on what they love about the park and what could be improved.

We heard that providing more open space is important, along with an outdoor gym and incentives for community groups to use the community centre.

As a direct result of the consultation activities, Council decided to:

- build an outdoor gym in Kensington Park
- provide better pedestrian connections between the community centre and park
- significantly reduce hiring fees for the Community Centre for charities and community groups

This is one example of dozens of consultation projects run by Randwick Council each year. You can get involved and have your say by registering online at www.yoursayrandwick.com.au.

Engaging with the Community

Your Say Randwick

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

- Disability Inclusion Plan
- Traffic decisions
- Plans of Management
- Budgets and Operational Plans
- Mobility plans
- Council projects such as new tennis courts, toilets, walkways and park upgrades
- Strategic planning activities such as commercial centre reviews.

Precinct, Business and Advisory Committees

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

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

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

Resourcing the Delivery Program 2018-21

We are currently undertaking community engagement to ask your views on three options for Council's delivery of planned programs over the next three years. For more detail on these options and how you can have your say, please refer to the Appendix to this Plan.

Communicating with you

We believe that residents and ratepayers have the right to have a say in what their Council does as well as knowing about Council's services, projects and activities.

That's why we work hard to develop specific communication plans for our projects and services to make sure they know what's happening in their area and have the chance to get involved.

Every two years we conduct a communications survey to understand how residents would like to receive information from Council. We use the results of this survey to inform how we communicate with you. You've told us that if something important is happening in your area, you want to be directly informed about it through letters or flyers in your mailbox. We also know that local media and email communication is important and that social media is rising in popularity too.

This feedback helps us to communicate with you in the way you want to receive information. We continue to ensure that information is distributed directly to your mailbox such as our quarterly community magazine SCENE, project notification letters and annual Council Works and Upgrades flyers. We also send out a weekly email newsletter that's received by over 20,000 local residents with all the latest council news, events and more.

Social media continues to grow with more and more people wanting to interact with Council and each other through Facebook and Instagram. We use these channels to distribute important information but also to create a fun space where we can celebrate life in our fantastic City.

We're always open to feedback and we'd love to hear what you think. Jump on to one of our social media channels or websites to let us know.

Demographics

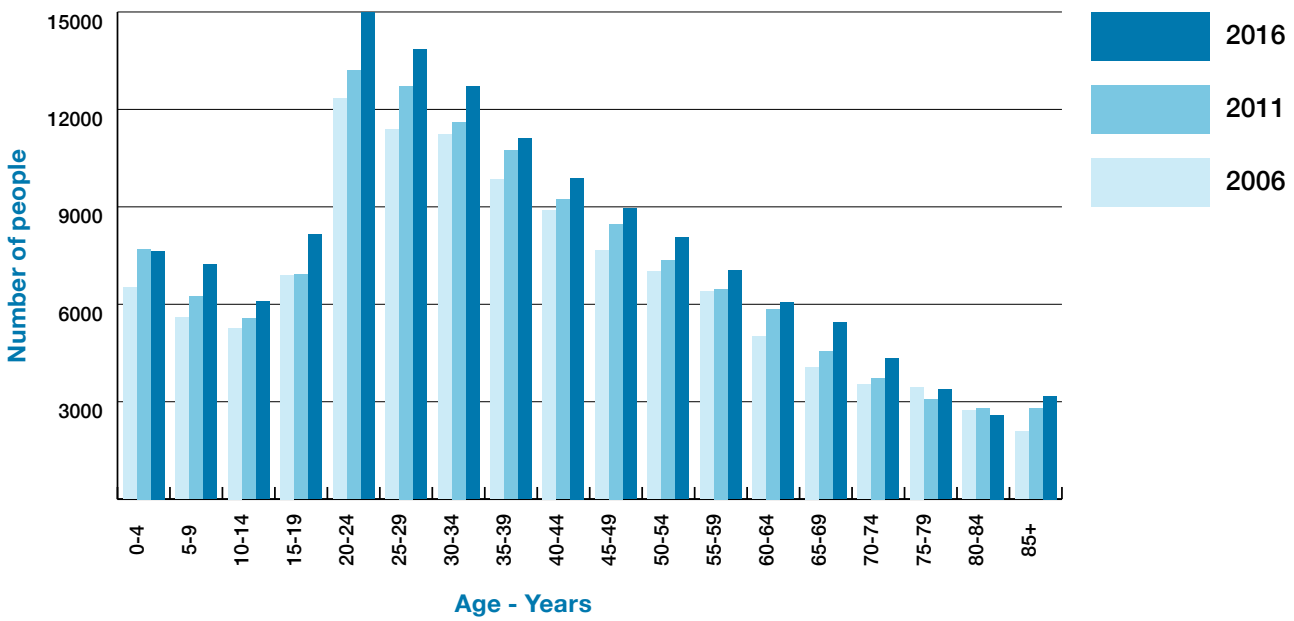
Randwick Council uses information about the composition of our population and projections to plan services to meet the needs of our community. Knowing the size of our student population and travel movements, for instance, helps us plan for improved public transport and the best locations for cycleways and bike facilities.

"Randwick's population grew at an increasing rate of 9.0 per cent between 2011 and 2016 compared to 8.9 per cent for greater Sydney."

Analysing the nature of our multicultural community has enabled us to identify our five key non-English speaking communities (Chinese, Greek, Indonesian, Russian and Spanish) and produce information on our website in these languages. The prominence of Chinese languages (Mandarin and Cantonese) led us to consult the local Chinese community in developing Chinese language sections in our libraries.

Randwick's population grew at an increasing rate of 9.0 per cent between 2011 and 2016, which is consistent with the 8.9 per cent increase in population for Greater Sydney over the same period. The following graph illustrates population change by age cohort in our City over the period 2006 to 2016.

Randwick Population 2006 vs 2011 vs 2016



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

At the 2016 census, our population compared to the Greater Sydney had:

Population

- a slightly younger population (median age 34 years vs 36 years)
- a larger proportion of the 18-24 age group (13.9% vs 9.6%) and 25-34 age group (18.9% vs 16.1%)
- a lower proportion of secondary school aged residents (12 to 17 years) (5.0% vs 6.9%)
- a smaller proportion of primary school aged residents (5 to 11 years) (7.0% vs 8.8%)
- a smaller proportion of pre-school aged residents (0-5 years) (6.5% vs 7.7%)

Ageing population

- a slightly higher proportion of persons aged 75 years and over (6.5% vs 6.2%)

It is projected that our community's aged population will increase by around 2.8 per cent annually until 2031.

Education

- a higher proportion of people who completed year 12 or equivalent (69.3% vs 60.0%)
- a greater proportion of residents with a university qualification (Bachelor or higher) (32.9% vs 24.1%)
- more than double the proportion of people who attend a university (13.0% vs 6.1%)

Cultural background

- a similar proportion of people who are Aboriginal or Torres Strait Islander (1.5% vs 1.5%)
- a higher proportion of people who were born overseas (40.7% vs 36.7%)

The main countries where they were born are: China (9,929), United Kingdom (7,617), Ireland (2,806), New Zealand (2,692), Indonesia (2,419) and Malaysia (1,885).

- a slightly lower proportion of people speaking a non-English language (32.1.0% vs 35.8%)

The most commonly spoken languages at home, other than English are: Mandarin (7.2%), Greek (3.2%) and Cantonese (3.0%).

Economy

- higher median weekly household income ($1,916 vs $1,750)
- higher median weekly personal income ($834 vs $719)
- fewer cars per household (1.2 vs 1.5)
- a slightly lower unemployment rate (3.9% vs 4.9%)
- a slightly lower proportion of people either working or looking for work (60.4% vs 61.6%)

Housing

- a higher proportion of people renting (44.3% vs 32.6%)
- a higher proportion of people living in social housing (6.4% vs 4.6%)
- higher median weekly rents ($550 vs $440)
- higher median weekly mortgage payments ($2,600 vs $2,167)
- a higher mean price for dwellings ($1,404,000 vs $1,025,000†)
- a larger proportion of people living alone (10.6% vs 7.9%)

†NSW Housing Sales tables March 2017 Quarter

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

Counting the population

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

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

According to the ABS, at 30 June 2016 the Estimated Resident Population of Randwick City was 149,276. Planning NSW projects the resident population will increase to 155,350 by 2026.

National, State and regional influences

As required by the Integrated Planning and Reporting Framework guidelines, many of the outcome statements and strategies in this Plan are aligned very closely with national and state priorities, and other relevant plans.

Local government does not plan and operate in isolation. Much of what we do is planned around working with other tiers of government to achieve better outcomes for our community, and to fulfil our obligations to assist the meeting of national and state priorities.

We will support national policies and strategies such as the Australian Government's Smart Cities Plan and Protecting Crowded Places from Terrorism Strategy. For example, Council has a key role in designing and creating safe and attractive places for people to gather, interact and enjoy.

We are working with the NSW Government towards achieving the relevant Premier's Priorities and key plans including the State Infrastructure Strategy and the Future Transport Strategy. The twelve Premier's Priorities include a focus on improving government services, delivering infrastructure, keeping our environment clean, creating jobs and making housing more affordable.

The recently established Greater Sydney Commission has prepared an updated Greater Sydney Region Plan, which sets a 40-year vision for the metropolitan area, and classifies us as part of the Eastern City District. This Plan and the Eastern City District Plan provide us with frameworks for planning for our area's future liveability, productivity and sustainability, as well as creating targets for the provision of jobs and housing.

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

Key partnerships

Fundamental to our success as an organisation and our commitment to responsible management is the viable partnerships we form with key stakeholders such as government and non-government agencies.

These partnerships expand our understanding of the community's needs, allow us to assist other local organisations and provide opportunities to contribute to significant projects and initiatives that benefit the broader community.

Some of the key partnership we have formed include the 3-Council Sustainability partnership with Waverley and Woollahra, community partnerships with local service providers and sporting clubs, and our membership in the Southern Sydney Regional Organisation of Councils.

Guiding principles

Actions from the Destination 2036 Action Plan are in the City Plan including:

- efficient and effective service delivery
- quality governance
- financial sustainability
- appropriate structures
- strong relationships

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

Other agencies, such as NSW Office of Environment and Heritage (OEH) also guide our planning and direction. The OEH assist Council in undertaking its floodplain management program for each of the 10 major catchments within Randwick by providing expert advice and financial support. The key objective of the program is to reduce impacts of flooding and flood liability on communities.

This City Plan is based on sound principles of equity, social justice and sustainable development.

Principles of social justice

Our Plan is based on the principles of social justice as outlined in the Office of Local Government's Social Justice Framework 2008–2012, which are:

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

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

Principles for Sustainable Development

Sustainable development is most 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. With sustainability underpinning its vision, the United Nations has developed 17 goals to assist cities in achieving sustainable development.

The overarching vision for these goals is broad, transformational and ambitious. It includes "universal respect for human rights and human dignity, sustained, inclusive and sustainable economic growth, sustainable consumption and production of natural resources and an enabling environment underpinned by good governance".

While these goals extend far beyond the boundaries of our City, Council will work within them to achieve the best outcomes for the community aligned with our own themes and outcomes. For example we will work with other agencies such as NSW Roads and Maritime Services (RMS) to construct cycleways connecting key destination points and provide facilities to encourage active transport and good health. We will deliver new urban plazas in Randwick and Kingsford commercial centres to promote their vitality while providing great places for people to meet.

[1]World Commission on Environment and Development Brundtland Report, "Our Common Future" 1987

The United Nations' sustainable development goals are:

1. No poverty: end poverty in all its forms everywhere.
2. Zero hunger: end hunger, achieve food security and improved nutrition and promote sustainable agriculture.
3. Good health and wellbeing: ensure healthy lives and promote wellbeing for all at all ages.
4. Quality education: ensure inclusive and quality education for all and promote lifelong learning.
5. Gender equality: achieve gender equality and empower all women and girls.
6. Clean water and sanitation: ensure access to water and sanitation for all.
7. Affordable and clean energy: ensure access to affordable, reliable, sustainable and modern energy for all.
8. Decent work and economic growth: promote inclusive and sustainable economic growth, employment and decent work for all.
9. Industry innovation and infrastructure: build resilient infrastructure, promote sustainable industrialisation and foster innovation.
10. Reduce inequalities: reduce inequality within and among countries.
11. Sustainable cities and communities: make cities inclusive, safe, resilient and sustainable.
12. Responsible consumption and production: ensure sustainable consumption and production patterns.
13. Climate action: take urgent action to combat climate change and its impacts.
14. Life below water: conserve and sustainably use the oceans, seas and marine resources.
15. Life on land: sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss.
16. Peace justice and strong institutions: promote just, peaceful and inclusive societies.
17. Partnership and goals: revitalise the global partnership for sustainable development.

Stage

Responsible management

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

A snapshot

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

We are achieving sustainability in our finances through our long-term financial strategy. This places us in a very sound position to continue to deliver core services and programs that meet our high service levels as well as maintaining and developing our community's assets.

How we plan for our city and shape the places within it demonstrates our commitment to creating a Smart City which is not only productive and accessible but liveable and valued. How we act as guardians of the community's assets is detailed in the theme 'Places for people'.

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

Our employees are essential to the success of the organisation and we focus on attracting, retaining and developing the best employees and building both organisational and individual capability.

Central to responsible management is the development of a workplace culture that values and encourages ethical behaviours and safe working practices.

We demonstrate leadership both within our own boundaries and within the wider region. We regularly provide submissions and contribute to the development of a range of state-wide plans. We are active in SSROC, which covers a resident base of over 1.6 million people in the south-eastern area of Sydney. SSROC provides a forum for councils to deal with the issues that they have in common, particularly those that cross council boundaries, and for making joint submissions to the relevant government authorities on matters that affect local government.

Sound financial and asset management

Through independent assessments of the conditon of our assets and finances, Council has received assurances regarding the soundness of our approach to both financial and asset management.

In 2013, the Office of Local Government carried out an audit of councils' infrastructure backlog and Randwick was one of only three councils in NSW to receive the highest possible rating of very strong for the condition of its assets.

At Council's request, NSW T-Corp undertook a review of our financial sustainability rating (FSR) and outlook in April 2014.

T-Corp rated Council as having a sound FSR and gave a positive three-year outlook.

Council's external auditors, Hill Rogers Spencer Steer, issued Council with an Assurance Report following an independent audit in 2015, providing an extra layer of confidence for our community on Council's financial management.

Council is one of the few long term financially sustainable councils in NSW.

Key issues

A sustainable long-term vision:

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

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

We are also responsible for the safety and wellbeing of our community and we will work with others in response to changing trends to protect people in our public places, while creating enjoyable places to gather.

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

Financial sustainability is at the core of good governance and our financial management is programmed and disciplined according to our Long Term Financial Plan (LTFP).

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

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

Protecting Crowded Places from Terrorism

Council has a responsibility for the safety and wellbeing of our community and to help protect crowded places from terrorism. We will do this in close partnership with other authorities.

Council's Australian Local Government Association is a member of the National Crowded Places Advisory Group.

Through this partnership, Council has a responsibility to develop, implement and regularly test protective security measures in places where many people gather.

We will do this through the design of safer places and the installation of protective infrastructure such as bollards; implementing protective technologies; and working with other authorities in managing crowds.

Our anti-terrorism measures will be resourced and actioned from our Long Term Financial Plan and Asset Management Strategy.

Key issues

Focus on our customers:

Providing quality customer service

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

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

We have focused efforts to improve our delivery of customer services and to provide the capability for any resident, business owner or visitor to engage with Council without the need to come into a Council office if they choose.

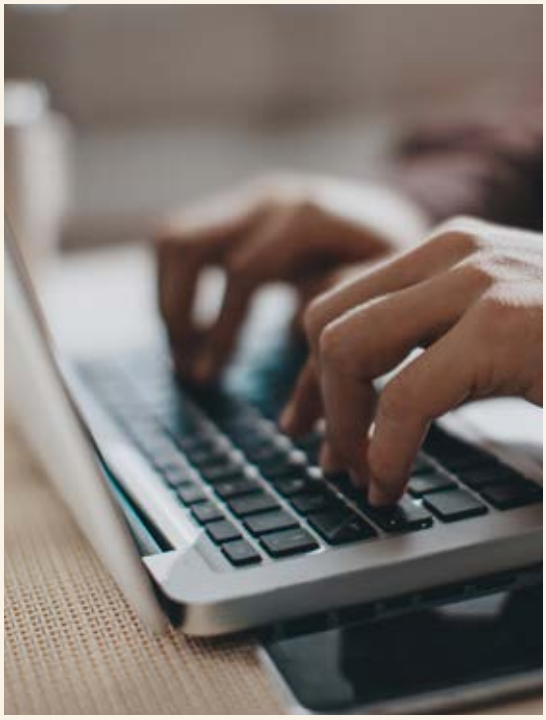
Customers may lodge their Development Applications (DAs) electronically. Our enhanced system also provides greater flexibility to the community and applicants to check the status, view and enquire about application documentation - all online, and Council has the ability to inform applicants of the outcome of applications and provide planning documentation electronically.

For those residents who prefer to receive their rate notice electronically they can now do so through Australia Post Digital Mailbox, BPAYView or FormsPort. We also provided customers with greater flexibility in payment methods, including PayPass.

At our Customer Service Centre we introduced a queue management system to provide more tailored and efficient service, and a touch screen which allows customers to access online services and the Department of Planning's electronic housing code in a self-service mode.

We also revamped our web site, increasing our on-line services and interactive features, and upgraded and extended our social technologies such as apps and social media to continue engaging local residents and providing opportunities for input into our decision making processes.

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



ICT Digital Strategy

Council is enhancing the way we do business with our customers by adopting new technologies, work practices and new ideas in responding to our customers' needs.

We will endeavor to make our services available to our customers at any time, on any device using digital technologies should they choose.

Our new Information and Communications Technology (ICT) Digital Strategy outlines how we plan to use digital technologies to improve our service delivery.

The strategy centres around five outcomes which are to provide:

- better services;
- better communication;
- better value;
- more security; and
- more efficiency.

Through the strategy we will investigate smart city intelligent technologies such as sensors to alert us when litter bins at our popular sites require emptying.

We will implement technologies and work with other agencies to help keep our community safe. We plan to expand our surveillance camera system into more public areas to manage potential risks from crime and terrorism.

So that we remain connected to our community and to better understand its needs, we will expand our use of collaborative communications such as social media.

For more information refer to our ICT Digital Strategy.

Key issues

Good governance with demonstrated accountability and transparency:

Applying high standards of ethics and integrity throughout all our activities

Randwick City Council, over the past several years, has been strenuous in its due diligence particularly around the issue of Local Government reform. Our research has showed that we are in a strong and sustainable position to meet the needs of both the current community and future generations. This positon is supported by a forward thinking approach to continuous improvement, supported by the ongoing Better Practice Review, organisational risk review profiling and external peer reviews. These activities are undertaken on a four-yearly cycle and provide the basis for a suite of improvements, which can be organisation wide, such as customer service improvements, or service specific, such as the ongoing review and refinement of Council's website and online services.

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

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

Council's Internal Audit Committee, consisting of the Mayor and three external specialists, continues to oversee the strategic direction of Council's Risk Management and Internal Audit functions.

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

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

Our corporate values - ICARE are:

Integrity: Ensuring transparency and honesty in all our activities.

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

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

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

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

Key issues

Democratic governance:

Ensuring that we support councillors within a democratic governance framework

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

The Councillors elected in September 2017 are the first Randwick City Councillors to take either an Oath or Affirmation of Office. All councillors have committed to undertake the duties of the office of councillor in the best interests of the people of Randwick City and the Randwick City Council and to faithfully and impartially carry out the functions, powers, authorities and discretions vested in them under the Local Government Act 1993 or any other Act to the best of their ability and judgment.

Following local government elections Council runs a comprehensive induction program for all councillors and this is supported by an online system which delivers all relevant Council related plans, policies, procedures and information to the councillors.

This system is constantly updated with the latest available information so that councillors are kept informed of developments in matters of community interest and civic importance.

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

An important aspect of the governance framework is the efficient and effective running of council and committee meetings for the benefit of councillors and the community. This is achieved through robust policies and procedures and effective support mechanisms for councillors. In addition, regular briefings are provided for the councillors on critical matters and major programs to ensure that they are fully informed and have all the resources required to help them make decisions.

Key issues

Attract, retain and develop a high performing workforce:

Developing and supporting a culture of excellence

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

At the individual level we focus on developing the skills, knowledge and motivation of all employees. At the organisational level we are building capability by focusing on employer branding, recruitment and selection, learning and development and flexible work practices. We aim to maintain our reputation as an employer of choice that attracts, develops and retains quality talent.

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

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

All Stops to Randwick

Each year we undertake our signature training event for all employees - All Stops to Randwick (ASTR).

This award winning event is a four-day program of interactive, fast paced and novel workshops and presentations for all employees. Each employee attends for one day.

The training specifically focuses on our strategic objectives and past themes include: change management, wellbeing, personal resilience, everyday leadership, personal safety, corporate obligations, and integrated planning. The formal workshops and presentations are supported by activities, information stalls, and entertainment.

Our first ASTR was held in 2009 and each event is attended by approximately 500 employees over the four days.

Our in-house training initiative has been recognised with the Local Government Managers Association Management Excellence Awards for Management Innovation.

Outcomes

The outcome that most relates to 'Responsible management' is 'Leadership in sustainability'.

OUTCOME 1: Leadership in sustainability

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

Directions	Three year delivery program actions (2018-21)
1a. Council has a long- term vision based on sustainability.	• Implement the Integrated Planning and Reporting framework including the Randwick City Plan, medium term plans and the Resourcing Strategy across the three year cycle. • Ensure sound long term financial strategies underpin the Council's asset management policies and strategic vision. • Review and incorporate the financial strategies, underpinning all short and medium term plans into the Long Term Financial Plan. • Provide for safe public places where people gather. • Implement Information and Communications Technology (ICT) Digital Strategy to ensure Council's adoption of innovative technology which meets customer and business needs. • Progressively update medium term plans such as the Recreation Needs Study.
1b. Council is a leader in the delivery of social, financial and operational activities.	• Demonstrate best practice and leadership in local government. • Contribute to protecting the Council's reputation and enhancing its positive public image. • Maintain a high performing workforce that is responsive to the needs of the organisation. • Provide good governance and administrative support for the Council and organisation. • Effectively and efficiently manage financial operations, systems and information. • Be recognised as providing quality internal and external customer service and call centre services. • Continue to improve and implement business process systems and information technology infrastructure. • Provide a safe and healthy environment for employees, contractors and the community. • Support the community and organisation through the improvement and expansion of online systems and GIS mapping.
1c. Continuous improvement in service delivery based on accountability, transparency and good governance.	• Apply the four-year Continuous Improvement Strategy within the organisation. • Implement a systematic and structured approach to obtaining feedback from customers and managing existing data and information. • Proactively manage enterprise risks within Council's integrated risk management system.

Our measures for this theme are:

RM01 Percentage of required annual maintenance expenditure on public works actually expended

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 employees assessed as proficient and above in annual performance review

RM09 Lost Time Incident Frequency Rate

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 written correspondence actioned within deadline

RM14 Overall community satisfaction with the Council

RM15 The amount of cost shifting by other levels of government to the Council as a percentage of total revenue (before capital contributions)

A sense of community

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

- creating the opportunities and means for people to participate in community life and engage in our decision-making
- focusing on addressing the needs and wellbeing of the people in our community
- celebrating our cultural diversity and encouraging harmony
- providing community and cultural facilities and activities
- advocating and developing partnerships between the Council, our community and community service providers
- providing access to information and referral to community services and facilities.

A snapshot

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

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

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

Randwick City is home to a range of facilities and recreational and natural features that all contribute significantly to our City's cultural and community development.

Our City has multipurpose community centres at Randwick, Maroubra, Malabar, Kensington and Little Bay; we have senior citizens' centres at Coogee and Maroubra, while the Des Renford Leisure Centre is a significant regional facility.

Our three libraries are important community hubs, providing spaces to meet, study, learn or hire for events, as well as offering library services including free Wi-Fi, computers and printing.

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

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

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

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

An Inclusive Randwick City is the Council's 10-year strategic plan to enhance opportunities for people living within Randwick City to participate and be actively involved in community life.

It is aimed primarily at those who experience social exclusion and disadvantage. The plan is part of a suite of social community related strategies directed at addressing the social issues identified in our City. The plan describes the work we will do in collaboration with local service providers, government agencies and community members during the next 10 years.

What our community tells us

We regularly commission an independent body to conduct a community satisfaction survey.

We use the survey to understand how the community is faring, how it perceives Council is performing and the key issues and services. The survey results influence our planning and budget allocations

The 2014 community satisfaction survey was conducted with 1,000 residents and told us that:

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

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

Key issues

A range of community services:

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

Our primary role in community service provision is to support specific agencies and organisations to deliver support services. These services are generally funded by the Commonwealth and State Governments as part of their responsibilities for community services.

We are committed to ensuring local residents who experience social and economic disadvantage have equitable access to services and facilities that support their needs. Where appropriate, we will advocate on their behalf. We work with community service providers to create and/or promote programs, services, activities and events that enhance employment, social inclusion, address existing housing issues, health issues, improve quality of life and enhance life opportunities. We also focus on ensuring the community is well informed about the existence of services that they can access from community service providers.

We continue to plan for an increasing number of older people, as indicated in our national demographic trends, and tackle social and income inequalities as part of a whole of government approach. The provision of health and wellbeing information and access to community services by those in need of social support are also key areas of focus.

Through our Rental Subsidy Program, valued at more than $1.1 million, we lease out council-owned buildings at a substantially reduced rent to a range of community service organisations for use as baby health and childcare centres, surf clubs, and offices from which to deliver welfare support programs to residents. Giving local community services organisations substantial rent subsidies will help reduce overhead costs and direct the savings to helping more people in need.

Further subsidies in the form of reduced or free hall hire are given to not-for-profit groups that operate for the benefit of local residents, such as seniors, church groups, playgroups, multicultural groups and sporting groups. These subsidies help leisure/recreational groups and clubs maintain affordable membership fees to attract higher participation levels.

Challenging social disadvantage

While the Commonwealth and State Governments allocate funding to community support service organisations to deliver community services on their behalf, there is insufficient coverage to fully meet residents' needs.

The social services sector which relies heavily on government funding, is under-going a transitory stage that is likely to continue over the next few years. Against this backdrop of funding uncertainty, the reform process has affected, and will continue to affect our support service organisations' ability to deliver their programs to residents.

Our priority will be to focus our efforts on supporting service organisations to respond to gaps in critical services and programs. It is a challenge that will stretch our collective resources as we attempt to manage competing needs.

Nonetheless, we remain committed to collaborative action between all levels of government. We will continue to work with our community organisations and key government stakeholders to coordinate service planning, reduce service duplication and improve targeting of assistance to residents in need.

Key issues

Our annual grants program is designed to promote community wellbeing of residents

We acknowledge that local community service providers have a better understanding of the needs of their clients, and are the experts in their respective field of direct service provision.

Our Community Partnerships Funding Program provides annual financial assistance to community-based social service providers to deliver support programs or services to improve the health and wellbeing of disadvantaged residents.

Allocations may seek funding to carry out projects or programs up to a maximum of three years. An amount not exceeding $60,000 per application over three years or $20,000 per year may be applied for, tied to conditions.

We also provide opportunities for our residents to interact with one another and feel they are part of a community. Council does so by organising community activities and events that are either free for all or at nominal cost.

Through the Council's Cultural and Community Grants Program, we provide financial assistance to not-for-profit community organisations and groups, to hold a range of cultural and inclusive activities or events. The Cultural Community Grants Program supports creative arts and cultural activities to encourage community participation and involvement. Applications are offered twice a year totalling $105,000 per annum. In determining and allocating Council grants and subsidies Council applies an equitable, transparent and accountable framework.

We also support our participating local clubs to manage and deliver the Randwick ClubGrants NSW Scheme. This Scheme funds a wide variety of community projects, programs and services for the benefit of disadvantaged residents in Randwick City. Each year, the Scheme provides well over $400,000 of financial assistance to worthy social services and projects. Our collaborative role in this Scheme helps direct financial assistance towards meeting the needs of our marginalised, isolated and vulnerable residents.

Key issues

Strong partnerships to meet community needs:

Working to keep service provision relevant to the community

In addition to providing financial assistance to community service agencies through our grants programs we run an important referral service for residents seeking information or assistance from support services providers. The Council remains committed to helping our residents who need to access support provided by the relevant community organisations.

Our community wants the Council to take on a stronger advocacy role with other community service providers. Part of our advocacy lies in maintaining a good understanding of the community's needs and representing those needs to our community service partners. Partnerships with government and community based agencies is a powerful way for sharing resources and expertise to address issues that require a whole of government approach. Memoranda of Understanding, such as those we have with the Maroubra Police Local Area Command and Kooloora Community Centre provide us with a solid foundation on which to better assist our community.

As project partners, we deliver a wide range of harm prevention programs with peak agencies as well as facilitate service provider forums where local community needs issues can be discussed and brought to the attention of relevant government agencies. Forging new partnerships and supporting our service providers remains an important focus area for us. Information sharing with our community organisations improves local area service planning and delivers more cost effective and well-targeted programs.

Advisory committees for a number of identified groups (such as youth, access, Aboriginal, multicultural and older persons) bring together community members, Council employees and other key stakeholders so that we can be better informed, and appreciate our diverse community's different viewpoints. We use this information, along with demographic and other planning information, to provide or advocate for new services or to expand existing services.

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

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

Delivering essential services

Randwick Council provides a Home Maintenance and Modification Scheme for people with disabilities and their carers, and to frail older people to move safely in their homes. Council has a service agreement with the Federal Government to deliver this scheme on its behalf under the Commonwealth Home Support Program.
This service provides low-cost small to medium home repairs and modification services to eligible residents, such as the installation of safety ramps and support rails in the bathroom.

On average Council completes more than 2,000 jobs per year. The funding it receives covers only half of the actual program cost, with the remaining cost funded by Council's own budget. It is not essential for Council to maintain this service because there are other providers operating in the locality. However the Council does so because there is a high demand for this service from our elderly and disabled residents who prefer to remain in their own homes.

Key issues

The provision of community facilities:

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

Community facilities incorporates the buildings, recreation facilities, equipment and services provided for our community. Our community facilities are important because they are places where cultural activity, private functions, creative expressions and participation occurs.

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

Our three libraries collectively deliver to our community a remarkable range of educational, language and leisure classes. They are important places for people to engage in community activity and social interaction. Our libraries feature customised study and leisure areas, and meeting spaces. More information on our library facilities can be found in 'Places for people'.

We remain committed to our community facilities having barrier free access so that people who are less mobile can move freely into and around buildings. Our community facilities, Kensington Park Community Centre and Coogee Senior Citizens Hall, are examples of new buildings designed to maximise access for all. We have also constructed an all abilities playground at Chifley Sports Reserve, and have worked with occupational therapists to ensure that our Des Renford Leisure Centre is equipped to meet the needs of people with higher disability levels. Over the next four years, we will focus on implementing our Disability Inclusion Action Plan to deliver inclusive and accessible community facilities.

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

Key issues

Support for cultural activities:

Respecting our cultural diversity

Art and culture play a key role in creating a sense of community. We provide support and encourage creative initiatives to stimulate growth in arts and culture. This will be accomplished by implementing our cultural plan – A Cultural Randwick City.

Our signature annual events include The Spot Festival, Coogee Carols, the New Year's Eve fireworks (Coogee Sparkles) and the Australia Day Celebration and Citizenship Ceremony.

We conduct and support events and festivals that celebrate our many cultures such as the Kingsford Noodle Market and Koojay Corroboree held during Reconciliation Week. We seek to expand opportunities for creative expression, including the annual International Women's Day Art Prize and exhibition Twilight Concert Program and biennial Lionel Bowen Young Writers Award.

Randwick City has a strong sporting culture. In recognition of this and acknowledging the sporting contribution, every year Council celebrates the achievements of our youth through our sporting awards.

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

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

Key issues

Community engagement and communication:

Ensuring there is collaboration between the community and the Council

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

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

Our community engagement processes use a range of forums and methods, depending on the project. The preparation and implementation of a communication strategy is an integral part of all our major projects. Information meetings, precinct groups, surveys, direct mail and emails, social media, information leaflets, workshops, on-site meetings, feedback forms and public exhibition are all used to gather and disseminate information.

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

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

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

We continue to use tried and tested communication methods such as direct mail outs and flyers as well as our flagship community newsletter 'Scene' which is printed four times a year and distributed to all households in Randwick City.

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

Using technology to communicate with residents and share information

A unique smartphone app is changing the way residents and ratepayers interact with Randwick Council. The free application, accessible for all types of smartphones, is user friendly and provides customised data based on the user's address.

Its launch reflects Council's commitment to giving residents options about how they receive information and how they interact with Council. Many residents are time poor and the app makes interacting with Council easy and available 24/7.

myRANDWICK features include:

- see local news and events based on your suburb
- receive reminders for bin night, DAs and events as a notification or email
- receive notifications for new nearby Development Applications
- view daily beach condition reports and photos
- interactive maps of suburbs showing parks, pools, libraries and facilities etc
- ability to book a free cleanup
- ability to comment on a DA
- ability to report problems for Council to fix
- contact Council
- contact your Councillors or local precincts

Key issues

Access to information:

Providing information about the Council and other agencies

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

We will also continue to use our various means of communication to provide information about other agencies so the community has access to a full range of services.

We provide access to a Sydney-wide Community Information Directory via our website. This directory covers topics from accommodation to volunteering and can be set to show the services within any of the suburbs in Randwick City. We provide printed copies of this directory for viewing by the public at our libraries and at the Council's administration building.

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

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

Demonstrating Council's commitment to an informed and engaged community

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

The guide states that consultations carried out by the Council:

- Develop out of a strong customer focus and a respect for the community that the Council serves;
- Make community the focus;
- Acknowledge the community's right to be advocates for what they want or need;
- Include an awareness and understanding by employees of how the Council's actions impact on the community;
- Involve honest and straightforward dealing with the community;
- Provide accurate and timely information to the community;
- Include a clear explanation of the Council's decisions and actions at all stages of the consultation process;
- Incorporate actively listening to and acknowledging of other points of view; and
- Respect individual and cultural differences at all times.

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

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

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

Outcomes

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

OUTCOME 2: A vibrant and diverse community

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

Directions	Three year delivery program actions (2018-21)
2a: Meet the needs of our diverse community and provide equitable access to social services and infrastructure.	• Maintain a current understanding of our community and regional needs, and up to date information to support planning and program development. • Provide high levels of accessibility to the Council's community facilities and infrastructure. • Support the different groups in the community to improve access to services and recreational activities. • Provide improved opportunities for local Aboriginal and Torres Strait Islander people to access support services including employment, family support and recreational activities. • Implement the social inclusion plan (An Inclusive Randwick) to reduce disadvantage and address regional gaps in service provision. • Implement grants programs in accordance with the Council's guidelines to enhance services that meet community needs.
2b: Strong partnerships between the Council, community groups and government agencies.	• Provide support for resident precinct committees, local chambers of commerce and combined service clubs. • Partner and implement joint projects with community groups and government agencies to achieve improved service coordination and value for money outcomes in the region.
2c: New and upgraded community facilities that are multipurpose and in accessible locations.	• Implement the Community Facilities Plan as per identified priorities.
2d: Our cultural diversity is appreciated and respected.	• Implement A Cultural Randwick City. • Deliver and/or sponsor a range of events to promote a sense of community.

OUTCOME 3: An Informed and Engaged Community

Our community will participate in shaping our City.

Directions	Three year delivery program actions (2018-21)
3a. Effective communication methods and technology are used to share information and provide services.	• Provide information to the community on the Council's services and activities using effective communications methods. • Ensure that the Council's website provides an accessible and usable interface between the Council and the community. • Implement technological solutions that support the development of services and resources and meet the needs of the community.
3b. The community has increased opportunities to participate in decision-making processes.	• Develop opportunities for community input into the Council's decision-making processes.

Our measures for this theme are:

SOC01	Level of satisfaction with community centres and halls
SOC02	Number of people who 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 who stated they feel part of their local community
SOC09	Percentage of the community who rate their quality of life as very high

Places for people

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

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

A snapshot

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

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

It is expected that our steady population growth rate will continue during the next 20 years. Housing is the dominant land use and our City has a wide mix of dwelling types from many different eras. We have a high proportion of one to two storey apartments/ townhouses and semi-detached dwellings compared to the rest of Sydney (27.9% compared with 20.3%), and apartments of three storeys or more (45.7% compared with 23.5%), but we also provide a high level of open space for our residents, 8.11 hectares per 1000 persons, which is well above the recognised standard of 2.83 hectares per 1000 persons.

For future residential growth our challenges will be:

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

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

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

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

Our significant natural environmental features include Kamay Botany Bay National Park, Malabar Headland and Centennial Park, all of which are of heritage significance and contain significant flora and fauna populations and wetlands. The City has 166 parks, playgrounds and sportfields as well as several golf courses; aquatic reserves located at Magic Point, Cape Banks and between Bronte and Coogee, popular dive and fishing sites from Gordon's Bay to La Perouse; and beaches and rock pools located along our 29 kilometre coastline.

We also provide a number of purpose-built facilities for recreation and leisure such as the Chifley Sports Reserve, outdoor gyms at some of our beaches and parks, Maroubra Skate Park, the Des Renford Leisure Centre, and three libraries.

As one of Sydney's oldest local government areas, Randwick City has a built environment that reflects a rich and diverse history. We have 588 heritage items including one aboriginal significant registered site.

Key issues

Better design and environmental sustainability across all development:

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

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

We will showcase state of the art design by undertaking sustainable upgrades of Council facilities, and promote sustainable innovations through research, policy and events such as the green walls and roofs symposium.

Development opportunities and challenges:

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

In accommodating a continued steady growth we will promote the distinct character of our City and our different neighbourhoods. A balanced approach is needed, recognising that some areas, such as our heritage conservation areas and our northern coastal area, are less suitable for future growth. Land uses will be integrated with sustainable transport access to open space, services and social infrastructure to achieve an effective and liveable City.

Our Local Environmental Plan (LEP) is the main planning instrument. It is based on a state-wide template, and sets out the key land use and development provisions for Randwick City.

The LEP is required to respond to state government strategies, including The Greater Sydney Region Plan and Eastern City District Plan, to meet the future needs of our City and the Sydney metropolitan area.

The LEP also responds to the key directions of the City Plan. The LEP is accompanied by a comprehensive Development Control Plan (DCP), which sets out more detailed guidance on specific types of development.

We will retain a diversity of building types within our City. Densities and renewal opportunities will be focused along key public transport routes such as Anzac Parade, in and around commercial centres, and around key areas of activity and employment, in locations well served by local services and infrastructure. Investigations into the opportunities and constraints to extending the City's development densities will take into account the current transport and traffic conditions.

Recent studies are investigating the areas along the Light Rail corridor, as identified in the state planning strategies, including the commercial centres of Kensington, Kingsford and Randwick Junction. We are continuing to work on the development potential and strong expected employment growth in the precinct around the University of NSW and Randwick Hospitals Complex in consultation with key stakeholders, the Greater Sydney Commission and the State Government. In addition to their separate education and health services these institutions are closely linked through health education and medical research. It is important to encourage a mix of service uses as well as residential development around this precinct to support the ongoing employment growth and operations of these key organisations within our City.

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

Section 94 of the Environmental Planning and Assessment Act 1979 provides a system for requiring contributions when a development takes place.

These contributions are levied by councils on new developments to ensure that growing and changing communities have adequate public infrastructure and services. Development contributions can be used to help provide for parks, local road improvements, commercial centre improvements, community centres and other services.

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

Smart Cities

To be sustainable, our growing city needs to be accessible, affordable, adaptable, and productive. There are great opportunities to achieve these outcomes through planning for a smart and liveable city.

Planning for a smart city includes many initiatives Council is already implementing such as smart poles which provide multiple services and reduce clutter, remote management of irrigation for our parks, and interactive mapping of council facilities.

Council will work with the Australian Government and its Smart Cities Plan to achieve better outcomes for the community in Randwick. Council has applied for grant funding through the Federal Government's Smart Cities and Suburbs Program. The funding will support a number of Council's planned programs including an innovative traffic management tool to better understand travel patterns, travel times and congestion to enable better decisions about local traffic management.

Key issues

Community safety, health and wellbeing:

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

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

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

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

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

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

Council supports community programs through grants and subsidies. Our Community Partnerships Funding Program supports not-for-profit organisations that deliver support programs or services to improve the health and wellbeing of disadvantaged residents. We will continue to support local programs that meet specific needs, such as the Youth off the Streets outreach program which offers at-risk young people the opportunity to meet, participate in activities and share their experiences as well as gain assistance in life skill development.

Key issues

Diverse, adaptable and affordable housing:

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

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

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

Council is involved in facilitating a range of initiatives designed to retain and encourage affordable housing in Randwick City.

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

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

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

Affordable housing delivery

Council facilitates and advocates for the delivery of affordable housing within redevelopment and renewal of key sites and urban renewal areas.

Council has recently secured provision of ten affordable housing units in the redevelopment of the former Inglis Newmarket site at Randwick, which will bring our affordable rental housing portfolio to 30 dwellings for essential workers in the community.

We are actively seeking to expand our affordable rental housing program, including identifying opportunities for affordable housing contributions in redevelopment in our commercial centres and other key areas undergoing change.

We continue to lobby for Council's formal inclusion in SEPP 70 which will allow council to charge developers a levy for provision of affordable housing or require inclusion of a proportion of new dwellings in a development to be dedicated to Council's affordable housing program.

Key issues

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

Valuing, protecting and celebrating our heritage

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

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

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

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

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

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

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

Key issues

Provide and maintain quality public spaces:

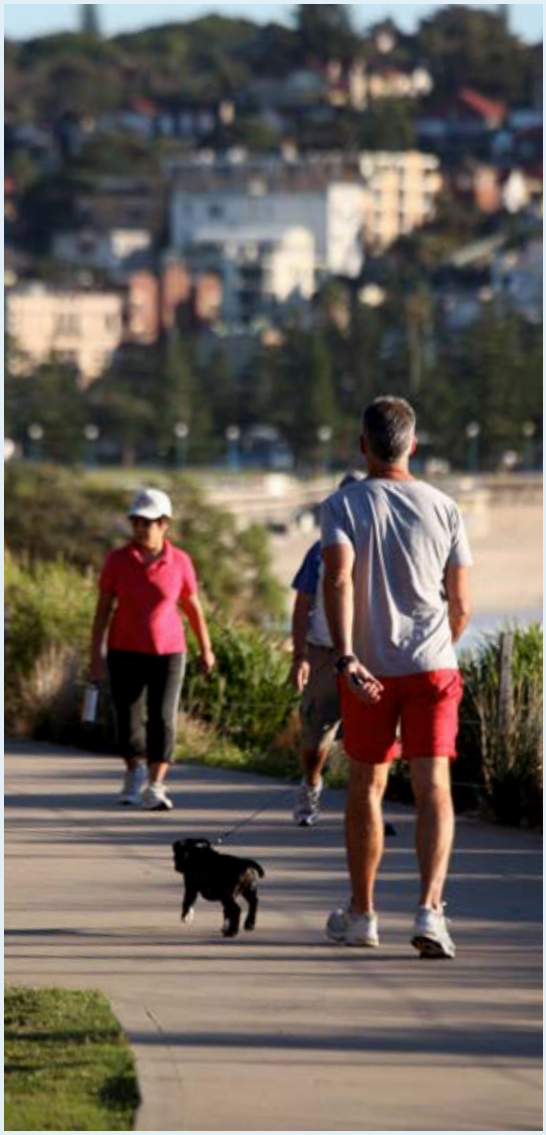
Maximising the identity, amenity and useability of neighbourhoods

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

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

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

Maintenance of public spaces is one of Council's highest priorities. Resident feedback, through our 2014 community satisfaction survey, indicates higher satisfaction with the levels of cleanliness of our beaches, commercial centres and other public areas, together with higher satisfaction with the attractiveness of our commercial centres, beaches, coastal open spaces and the Coastal Walkway and parks and gardens.



The spectacular Coastal Walkway follows our coastline from Clovelly Beach to Maroubra Beach and is planned to run all the way to Botany Bay with consultation on new connections through the NSW Golf Course, and construction of a link on the western side of Malabar Headland.

Timber boardwalks create a raised walkway through some of the delicate areas of vegetation. Much of the walkway is wheelchair accessible with a ramp at Clovelly Beach providing wheelchair access to the water.

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

We will continue to upgrade and extend the Coastal Walkway, and advocate the remaining part of Malabar Headland be made publicly available, to enable the continuation of the Coastal Walkway through this impressive area.

Key issues

Provide and maintain quality public facilities:

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

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

Randwick Council provides three libraries for residents - Lionel Bowen Library in Maroubra Junction, Margaret Martin Library in Randwick and the Malabar Community Library. These libraries have a wide range of print and digital collections, both in English and the five other most commonly used languages in the community, and offer free PCs and Wi-Fi for library members. They also provide a growing number of eAudio books and eBooks and online resources and services that can be accessed from our website. The libraries are also the venue for a variety of activities and events, from book clubs to play readings. There is a local history and genealogy section, as well as exhibition area at Lionel Bowen Library.

New and upgraded facilities for the community include the award-winning Des Renford Leisure Centre (DRLC), now equipped with a state of the art gym, which together with the indoor and outdoor pool complex provides for a large range of water and dry land activities.

Council has also re-purposed the site of the former Kensington Bowling Club to house a new Kensington Community Centre, opened in 2017. Following detailed community consultation, the new centre provides two rooms for hire, landscaped gardens and a half basketball court. The centre has been built retaining the brick walls, roof and historic foundation stones of the former club building but adding modern elements such as solar panels and rainwater irrigation.

Providing and maintaining quality public spaces – Kensington Park

The amount of land dedicated to open space, parkland and sporting and recreation facilities in Randwick City is well above that of comparable local government areas across inner metropolitan Sydney. Its importance is reflected in our expenditure per capita, which is among the highest of all Sydney councils (Office of Local Government, Comparative information on NSW Local Government Councils 2015-16)

Council will update its Recreation Needs Study to support providing and maintaining accessible and diverse open space and recreation facilities and services throughout our City. This Study provides Council and the community with a framework for recreation policy development, strategic recreation planning, and the effective development of recreation facilities.

Open space in Randwick City is classified into eight categories: regional parks, district parks, neighbourhood parks, pocket parks, beach and coastal reserves, civic parks and places, remnant bushland areas and roadside reserves. We have Plans of Management (PoM) for each type of open space, and significant parks, to guide their development and care. One such PoM has been developed for Kensington Park.

Council endorsed the Plan of Management and Concept Plan for Kensington Park in October 2016. The Plan sets a 10-year vision to ensure the Park will continue to function well in the coming decade for its current and future population. The Plan considers the Park itself and also the surrounds, to address traffic flow, parking and access to and around the Park.

Kensington Park is the only district park in northern Randwick providing for both active and passive recreation. This valuable space requires sustainable improvements, with an upgraded park layout and facilities to cater to a wide range of user groups.

Council developed the Plan following a detailed community consultation program, which included an online survey, a focus group discussion session and meetings with local precinct and key sporting groups, to collect views on park management and ideas for improvement. Community views were then sought on the draft Plan through Council's Your Say Randwick consultation site, drop-in sessions and a presentation to the Kensington-West Kingsford precinct.

The Plan, accompanied by a landscape concept plan, sets out design principles and detailed actions for implementation. Key improvements include well-connected pedestrian pathways with a continuous walking track around the oval, improved connectivity and direct linkage with the adjacent Council community centre and nursery, expansion of the children's play area, provision of additional parking and inclusion of additional facilities, such as an all-age outdoor gym, BBQ with shelters, new seating and lighting, bike racks and landscaping.

The Randwick Community Centre has a new outdoor classroom, which forms an integral part of Randwick's sustainability education 'hub'. The building has been constructed from repurposed and recycled materials demonstrating principles of 'no' or 'low waste'. The classroom caters to school excursions and community sustainability workshops. It can also be hired by the local community for educational purposes.

The historic La Perouse Museum is an important cultural facility, housed in the former Cable Station Building built in 1882, once Australia's only telecommunication link to the rest of the world. The Museum was opened in 1988 and contains over 1,600 items including 1,000 photographs which document the 1787 – 1788 expedition of the French explorer, the Comte de Lapérouse, and also tells stories of the local Aboriginal community and the significance of the local area. Council has signed a lease to take over care and control of the Museum from the NSW National Parks and Wildlife Service, and will undertake a program of adaptive re-use and restoration.

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

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 s508A Special Variation to General Revenue to provide funding for a seven-year building capital, upgrade and replacement program.

While the initial seven year implementation period has now been reached, Council will continue the Building for our Community Program as a long-term strategy to provide our community with improved and additional facilities that contribute to public amenity and the wellbeing of our residents and visitors.

Under the Program we have delivered new buildings and amenities as identified as 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.

Major works completed since the commencement of the Buildings for our Community program include the upgrade and extension to the Des Renford Leisure Centre in Maroubra, the upgrade to the Coogee Eastward Senior Citizens Centre, construction of the Kensington Community Centre, remediation of several historical monuments and the construction of new amenities at Coogee Beach.

Proposed projects planned in the next three years include:

- a new multipurpose indoor sports centre;
- new gymnastics facility; and
- upgraded tennis facility.

These facilities will be provided as part of the staged redevelopment of Heffron Park.

Key issues

Manage our assets and infrastructure for optimum service:

Ensuring that public infrastructure and assets are maintained efficiently and effectively

Council owns and operates nearly $1.6 billion worth of assets. By applying Asset Management principles and planning, we are able to efficiently allocate resources to keep these assets operating at an optimal level. Asset management seeks to identify, maintain and monitor our infrastructure assets in such a way that the whole community benefits and intergenerational equity is ensured.

Randwick Council's public assets include footpaths, roads, drainage, kerbs and gutters, open space assets such as parks, buildings, traffic facilities and retaining walls. Our Asset Management Strategy analyses our existing assets, allows us to properly plan necessary maintenance, and makes projections for replacement as necessary. From this strategy, we have developed asset management plans for each major category of asset. This will allow our City's infrastructure to remain functional to ensure residents continue to enjoy the amenities that contribute to modern urban life. It also allows for maintenance and replacement costs to be factored into our financial planning. Lifecycle costing is used to account for each asset, covering the costs of creation, maintenance, refurbishment and disposal.

GIS (Geographical Information System) mapping is used to graphically represent our assets and provide a visual reporting tool. This assists us in the efficient monitoring and maintenance of our assets, and in responding to problems.

For more information on our asset management refer to our Asset Management Strategy on our website.

Maintaining roads in Randwick City

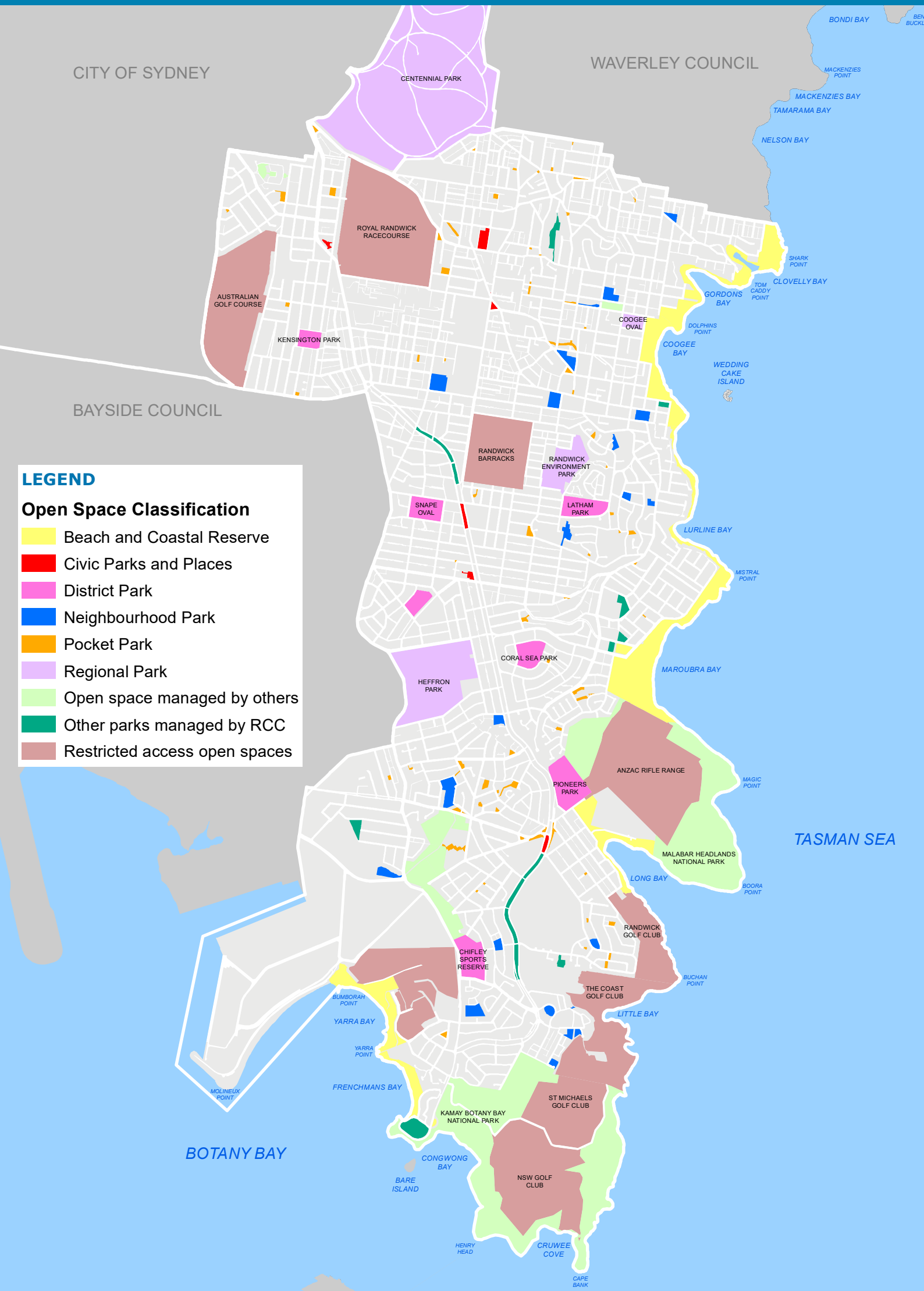
There are three road classifications in Randwick City Council: State roads (20.8 kilometers), regional roads (26.4 kilometres); and local roads (271.1 kilometres). The NSW Roads and Maritime Services is responsible for the maintenance of State roads. All other road assets are maintained by Council.

Three kilometres of road are owned by other government bodies (LHC, Sydney Ports Authority, and Department of Lands).

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

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

The timely maintenance and resurfacing of the road pavement ensures lower cost of rehabilitation to maintain roads in a satisfactory condition.


CITY OF SYDNEY
WAVERLEY COUNCIL
BAYSIDE COUNCIL
BONDI BAY
MACKENZIES POINT
MACKENZIES BAY
TAMARAMA BAY
NELSON BAY
SHARK POINT
CLOVELLY BAY
TOM CADDY POINT
GORDONS BAY
DOLPHINS POINT
COOGEE BAY
WEDDING CAKE ISLAND
LURLINE BAY
MISTRAL POINT
MAROUBRA BAY
MAGIC POINT
BOORA POINT
LONG BAY
BUCHAN POINT
LITTLE BAY
TASMAN SEA
CENTENNIAL PARK
ROYAL RANDWICK RACECOURSE
AUSTRALIAN GOLF COURSE
KENSINGTON PARK
COOGEE OVAL
RANDWICK BARRACKS
RANDWICK ENVIRONMENT PARK
SNAPE OVAL
LATHAM PARK
CORAL SEA PARK
HEFFRON PARK
ANZAC RIFLE RANGE
PIONEERS PARK
MALABAR HEADLANDS NATIONAL PARK
RANDWICK GOLF CLUB
CHIFLEY SPORTS RESERVE
THE COAST GOLF CLUB
BUMBORAH POINT
YARRA BAY
YARRA POINT
FRENCHMANS BAY
MOLINEUX POINT
ST MICHAELS GOLF CLUB
KAMAY BOTANY BAY NATIONAL PARK
BOTANY BAY
CONGWONG BAY
BARE ISLAND
NSW GOLF CLUB
HENRY HEAD
CRUWEE COVE
CAPE BANK
LEGEND
Open Space Classification
Beach and Coastal Reserve
Civic Parks and Places
District Park
Neighbourhood Park
Pocket Park
Regional Park
Open space managed by others
Other parks managed by RCC
Restricted access open spaces

Key issues

Long-term viability of commercial centres:

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

Our commercial centres are an essential part of our City's attraction, and we will promote each centre to maintain and enhance its distinct qualities. They support economic vitality and the social life of the community.

To ensure the centres retain their vitality, we will continue to encourage a variety of uses in the centres. We will continue a strong working relationship with our City's chambers of commerce to ensure our commercial centres remain inviting and commercially viable. In achieving these directions, we will identify opportunities to improve the urban interface around commercial centres and along the Light Rail route, including delivering new urban plazas in Randwick and Kingsford commercial centres and their pedestrian and cycling access.

Outcomes

The outcomes that most relate to 'Places for people' are 'Excellence in urban design and development', 'Excellence in recreation and lifestyle opportunities', 'A liveable city' and 'Heritage that is protected and celebrated'.

OUTCOME 4: Excellence in urban design and development

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

Directions	Three year delivery program actions (2018-21)
4a. Improved design and sustainability across all development.	• Require a high standard of design quality and sustainability in new development in line with Council's policies. • Promote and recognise design excellence and sustainability through events or other activities.
4b. New and existing development is managed by a robust framework.	• Develop and implement effective processes and strategies to manage the impact of new and existing development. • Monitor provisions of the LEP and DCP to ensure relevancy and delivery of good design outcomes.

OUTCOME 5: Excellence in recreation and lifestyle opportunities

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

Directions	Three year delivery program actions (2018-21)
5a: Maximise opportunities for residents and visitors to enjoy both active and passive open space uses.	• Progressively update plans of management, in accordance with an established priority list and the Recreation Needs Study, focusing on active and passive recreation opportunities. • Continue work towards creating a continuous Coastal Walkway from Clovelly to Botany Bay as detailed in the Recreation Needs Study.
5b: Facilitate a range of sporting and leisure activities.	• Introduce and maintain a diverse range of programs to increase attendances at Des Renford Leisure Centre from year to year. • Implement open space plans of management with a focus on multi-uses such as the Heffron Park Plan of Management.
5c: Create new open space as opportunities arise.	• Advocate for public access to the remaining Commonwealth land at Malabar Headland. • Plan and advocate for public open space and connections in major urban renewal and infrastructure projects. • Optimise the urban interface with the Light Rail.
5d: Library programs, resources and facilities provide innovative and inspirational opportunities for education and leisure.	• Improve and develop library facilities, services and resources ensuring their ongoing relevance to the community. • Continue to provide a community hub for education and leisure activities.

OUTCOME 6: A liveable city

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

Directions	Three year delivery program actions (2018-21)
6a: Our public infrastructure and assets are planned, managed and funded to meet the community expectations and defined levels of service.	• Continue asset management planning to deliver infrastructure assets that ensure intergenerational equity and meet Council's obligations as the custodian of our community's assets. • Conduct programmed infrastructure and asset maintenance management in accordance with adopted service levels. • Continue the Buildings for our Community program. • Prepare and implement a Smart City Strategy for the delivery of improved services and take advantage of technological opportunities. • Consider opportunities for the restoration of the La Perouse Museum and improved access.
6b: Our centres, beaches, streets and other public places are safe, inviting, clean and support a recognisable image of our City.	• Conduct public place cleaning in accordance with adopted service levels.
6c: The safety of our community is paramount and is acknowledged and supported through proactive policies, programs and strategies.	• Implement actions identified in the Council's crime prevention and community safety plan (A Safer Randwick City) to reduce anti-social behaviour and foster a safer city. • Educate the public on surf and water safety. • Implement effective regulatory and compliance services and programs to maximise public health and safety in Randwick City. • Implement the Road Safety Action Plan.
6d: A strategic land use framework provides for our lifestyle changes and for a continuing, yet steady rate of growth across our City.	• Review and implement the strategic land use framework in line with urban renewal projects, Metropolitan and District Plans. • Continually monitor and update the strategic land use framework for continual improvement. • Ensure equitable and timely implementation of the s94A Contributions Plan and monitor the work program to enhance infrastructure and services.
6e: Enhance housing diversity, accessibility and adaptability to support our diverse community.	• Provide for enhanced adaptability and accessibility of housing. • Update and implement Council's Affordable Housing Strategy and Action Plan to facilitate new and retain existing affordable housing.
6f: Undertake commercial centre reviews to ensure ongoing economic viability of the centres and consistency with district plan objectives.	• Undertake an ongoing program of comprehensive commercial centre reviews.

OUTCOME 7: Heritage that is protected and celebrated

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

Directions	Three year delivery program actions (2018-21)
7a: Our heritage is recognised, protected and celebrated.	• Local and cultural history is recognised, known, preserved and celebrated (through events, media, etc). • Prepare and implement management and maintenance plans for heritage properties owned by Council. • Implement, monitor and review our City's heritage planning provisions to ensure suitable conservation and adaptive re-use. • Manage the La Perouse Museum to enhance access to and information about local heritage. • Implement Council's Heritage Conservation policies in the assessment process.

Our measures for this theme are:

PFP01 Satisfaction with how the Council plans and assesses development

PFP02 Average development assessment processing time (days)

PFP03 Hectares of open space per 1,000 people

PFP04 Level of satisfaction with recreation and lifestyle opportunities

PFP05 Average Des Renford Leisure Centre swim school enrolments per term per year

PFP06 Number of Des Renford Leisure Centre admissions

PFP07 Library membership as a percentage of the population

PFP08 Infrastructure backlog ratio

PFP09 Satisfaction with maintenance of roads and footpaths

PFP10 Number of anti-social behaviour incidents in Randwick City

PFP11 Satisfaction with community safety

PFP12 Number of surf rescues

PFP13 Satisfaction with cleanliness of Randwick City

PFP14 Percentage of waste service requests completed within target days

PFP15 Level of affordability of housing - Median weekly rent divided by median weekly household income PFP16 Satisfaction with protection of heritage buildings and items

PFP17 Number of heritage items and areas listed

A prospering City

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

- facilitate economic development and maintain the diversity of our local economic base, including maintaining our existing commercial and industrial land
- improve and promote our commerical centres
- improve accessibility to and around our key economic activity centres
- manage tourism and its impacts so that visitors to our City are more environmentally and socially responsible.

A snapshot

Randwick City's economy is part of a complex and diverse network of activities that extends well beyond our boundaries. In the Greater Sydney Region Plan we are placed within the Eastern City District, where the key major economic influences and employers are the Sydney CBD, the University of NSW and Randwick Hospitals Complex, and the transport gateways of Port Botany and Sydney Airport.

Other important employers and economic activities within our City include Council, numerous schools, Randwick TAFE, Royal Randwick Racecourse, our industrial areas adjacent to Port Botany, and the Long Bay Correctional Complex.

The Eastern City District Plan targets an increase in employment in Randwick City's key strategic centres to 2036 of between 12,400 and 18,400 new jobs. Our aim is to plan for employment growth while recognising our quality of life and protecting the liveability and sustainability of our City.

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

Our commercial centres are typically local or neighbourhood centres built along main streets. In recent decades, these centres have developed to include a mix of housing, retail and commercial uses and services, together with leisure opportunities. These centres are supported by a well-established tourism industry and workers, students and visitors to our major health and education facilities.

This mix of uses supports the economic vitality of the centres, improves accessibility, encourages public transport use, walking and cycling and provides meeting places.

These centres are important community 'hubs' and offer a more personal and varied experience to nearby larger centres. To ensure our centres retain their viability and vitality, we need to support and build on their existing attractions, specialties and uniqueness and support their responsiveness to retail trends, new technologies and opportunities.

Promotional activities such as festivals and events help to foster vibrant centres. We will strengthen our centres by ensuring public spaces are well designed and well maintained and by advocating access to efficient public transport.

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

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

Key issues

Our local economy:

Providing a strategic approach to economic development

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

By supporting our City's economic diversity and increasing our understanding of its economic context, we will help Randwick City to prosper. Our planning strategies and controls have been developed to support our commercial centres and the Health and Education Strategic Centre located around the University of NSW and the Randwick Hospitals Complex.

We will work with the State Government and Greater Sydney Commission in planning for the surrounding and centres and regions so that we can contribute and support strategy development and implementation in the best interests of our City.

Effective partnerships:

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

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

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

We will implement the precinct plan for the Health and Education Strategic Centre, and work with the Greater Sydney Commission and key organisations on the priorities for the Centre in the Eastern City District Plan. We will continue to work with the Sydney Ports Corporation to retain employment opportunities, and to minimise the environmental impacts of its operations and any expansion. We will also work with utility providers to enhance local infrastructure over time.

Effective partnerships - Business and Economic Leadership Forums

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

Each Business and Economic Leadership Forum is theme based with a prominent independent key note speaker. Past topics have included resilient local economies, sustainability in business, the light rail project, the visitor economy, innovation/creativity and Aboriginal economic development.

The Leadership Forums accommodate approximately 100 invited guests from the local business community. As well as providing current and relevant economic information and opinion, the forums also provide opportunities for the attendees to discuss ideas and initiatives and raise any significant issues that are impacting on business activity.

The Leadership Forums have been very well received with representatives from over 300 individual Randwick City businesses and community organisations attending since the inaugural forum in August 2009. Past invitees and regular attendees include representatives from the major businesses, local business organisations and precincts, small business owners and school principals as well as state and federal members, senior representatives from UNSW, the Australian Turf Club, Centennial Parklands, Prince of Wales Hospital and Sydney Ports. Finalists in the bi-annual Randwick City Business Excellence awards are also regularly invited.

Key issues

Commercial centres and small businesses:

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

Our commercial centres are local hubs, offering convenience and valued public and community spaces, while incorporating a range of functions and services. We positively promote their unique character and community role, in comparison to larger regional shopping centres.

We will continue to develop programs that support and promote our centres to help them serve our local community and support our City's economic growth. We are working with our City's chambers of commerce and local communities to identify and develop each commercial centre's character and unique identity and support Council's shop local initiative and Scores on Doors program with the NSW Food Authority.

We are continuing to prepare a public domain improvement strategy for centres as part of an overall public domain design framework for Randwick City, and in conjunction with economic development and commercial centre planning strategies.

This coordinated approach for each commercial centre involves planning and design reviews, public domain improvements and encouraging businesses to promote themselves and/or plan events, to market their centre. We facilitate joint events networking opportunities and sponsorship of events to support and promote each local centre's unique qualities and businesses. Events include the Kingsford Night Noodle Markets, The Spot Festival and the Maroubra Beach Breaks Carnival.

We will continue to hold our biennial business awards to recognise and encourage innovation in our local businesses.

Commercial centre economic development strategies

Commercial centre economic development strategies are prepared in partnership with the local chamber of commerce and precinct committees, and with input from and consultation with local economic stakeholders.

The interactive development process facilitates enduring partnerships between Council and economic stakeholders.

Each commercial centre economic strategy contains:

- Economic overview and audit, including business and visitor surveys
- Analysis of the viability and the trends in the centre and identification of strengths and opportunities
- Recommendations for public domain improvements to reinforce a sense of place and reflect the local character
- Realistic, innovative and cost effective actions for short, medium and long term to promote and enhance sustainable economic activity.

Planning and public domain strategies

Comprehensive planning reviews of our larger commercial centres are undertaken to ensure the planning framework is up to date, and meets the needs and future needs of our businesses and the community. The current planning focus has been on the commercial centres located on the CBD to South East Light Rail route: Kensington, Kingsford and Randwick Junction. This is a holistic process which integrates a detailed economic analysis with wider environmental, social and development considerations impacting the planning framework, and addresses:

- key drivers for change and long term demands, growth projections, land use and infrastructure needs
- built form and development, urban design and heritage factors
- environmental conditions, transport and access, liveability, amenity and sustainability.

Planning strategies are prepared in conjunction with a comprehensive public domain strategy and improvement plan, to ensure the future commercial centres enhance our public places and spaces.

Key issues

Visitor Economy and recreation:

Providing a strategic approach to tourism and visitor management that remains sensitive to environmental and social issues and recognises the significant contribution that the visitor economy can make to employment and the ongoing prosperity of Randwick City

The visitor economy makes a significant contribution to the local economy. Our area is widely recognised for its beauty and wealth of coastal attractions, and has historically been a major recreational destination.

A significant proportion of the people employed in Randwick City provide services for local, interstate and international visitors who come into Randwick City for the array of available outdoor and leisure activities. Activities including thoroughbred horse racing, organised team sports, golf, bushwalking, bicycling, sailing, surfing, scuba diving and fishing.

A major visitor attraction is the Coastal Walkway, a spectacular walk that follows our coastline from Clovelly Beach to Malabar and is planned to run uninterrupted to Botany Bay. Our continued development of the Coastal Walkway provides a world class facility for tourists and residents alike.

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

Transport and access:

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

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

Many people who live and work within Randwick City travel to and from work via public transport. Effective and convenient public transport is also an environmentally sound way for visitors to travel to and from our City and its key destinations.

We will advocate for public transport use as a way to support our local economy and provide links to key locations throughout the Sydney metropolitan area. We will continue to work with key local institutions such as UNSW, Australian Turf Club and the Randwick Hospitals Complex to collaborate on identifying transport needs linked to employment, student and visitor growth in the precinct, and advocate with the State Government for improved public transport connections, including the expansion of light rail.

We will also continue to work with neighbouring local councils and regional organisations to advocate for other public transport improvements and better links to key employment areas.

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

Outcomes

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

OUTCOME 8: A strong local economy

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

Directions	Three year delivery program actions (2018-21)
8a. Vibrant business, commercial, and industrial sectors that provide ongoing and diverse employment opportunities and serve the community.	• Review and update the Economic Development Strategy. • Implement a range of strategies to support the development of vibrant business and commercial centres.
8b. Provide guidance to the specialised Hospital and University centre.	• Work with institutions to develop strategic plans for Hospital and University precincts.
8c. Develop and strengthen effective partnerships with key locally based organisations.	• Implement the adopted recommendations of the Economic Development Strategy in relation to partnerships with locally based organisations. • Consider online opportunities to enhance communication partnerships on economic development.
8d. Tourism's role in the local economy is acknowledged.	• Implement the adopted recommendations of the Economic Development Strategy in relation to tourism.

Our measures for this theme are:

PROS01 Difference between the unemployment percentage in the Randwick LGA compared to the Sydney Statistical Division

PROS02 Satisfaction with vitality of commercial centres

PROS03 Satisfaction with attractiveness of commercial centres

PROS04 Satisfaction with commercial centre cleaning

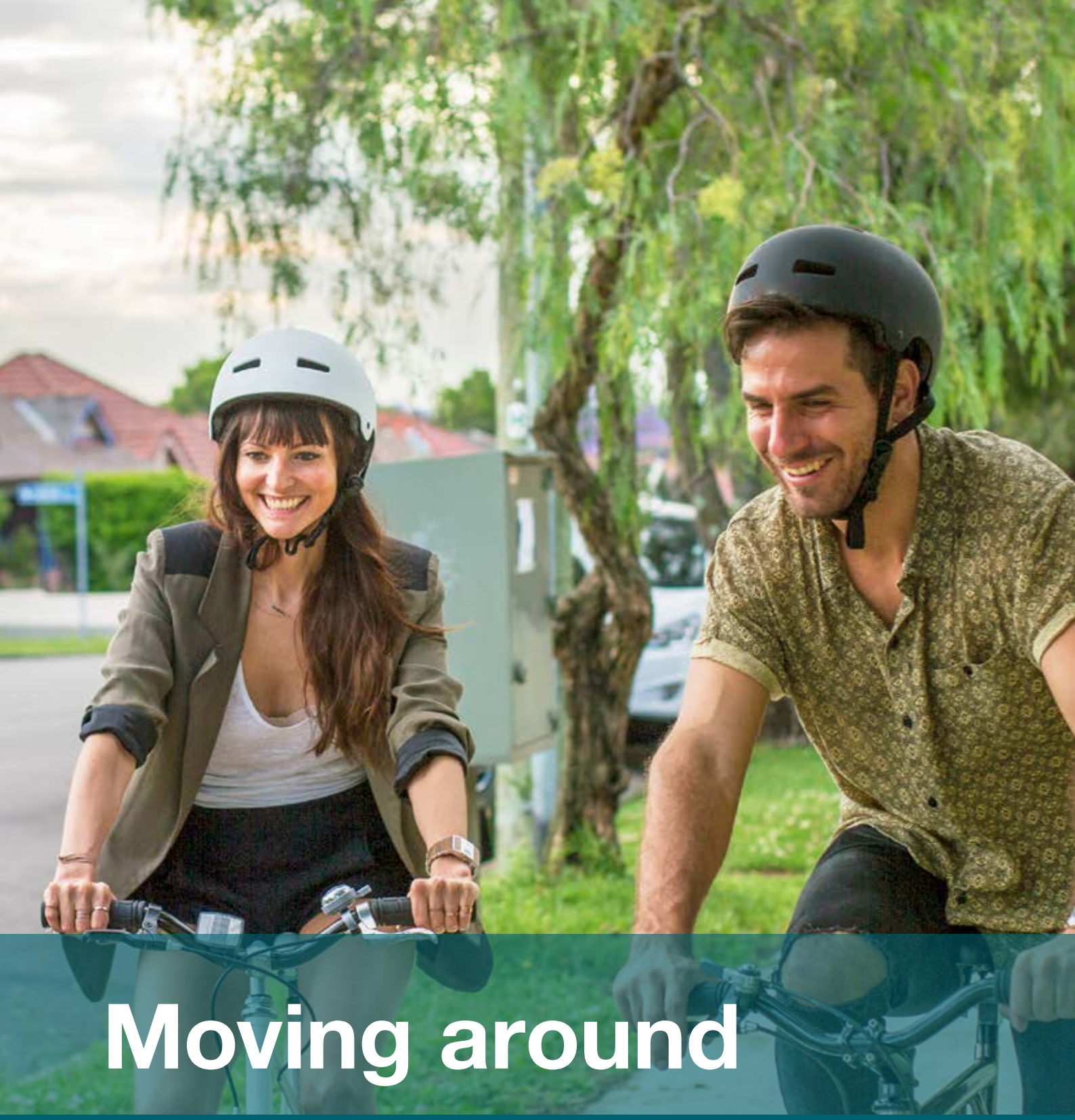
PROS05 Number of surveyed residents who reported they are spending the same or more at shops within Randwick City than 12 months ago

PROS06 Number of surveyed residents who 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

PROS08 Number of international visitors spending at least one night in one night in Randwick City

PROS09 Continued investment in the maintenance and development of the Coastal Walk from Clovelly to Botany Bay



Moving around

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

- integrating transport and land uses
- sustainable transport options
- ease of movement for pedestrians, bike riders and public transport users
- traffic management
- car parking provision and management.

A snapshot

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

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

Once the tramlines were removed in 1961, our public transport system became entirely bus based, with private vehicles and buses sharing the streets.

The readily available public transport and road linkages to the Sydney CBD have resulted in relatively high urban densities in Randwick City's northern suburbs.

The shape of our City has played a large part in embedding private car use as a predominant mode of transport. However, compared to the level of car ownership throughout Sydney, a larger proportion of our households do not own a car.

We support and facilitate public transport use and have long advocated for improved public transport to our City. Our vision is now becoming a reality with the State Government constructing light rail to Randwick and Kingsford.

To benefit our community, Council will further encourage walking and bicycle riding as alternative transport options by improving connections to key destinations such as light rail termini, and provide facilities such as lockers. To increase accessibility to key destinations we will consider providing additional footpaths in priority areas.

In addition we are investigating options with suppliers for dockless cycle hire and will continue to work with RMS to create a network of cycleways throughout our City.

The Randwick Bicycle Plan details the series of cycleways that will create a network throughout our City.

Our community members make journeys to and from home, work or school, shopping based trips, and leisure based trips. The transport choices that are available and the transport mode that is chosen depends on the purpose of the trip, the destination, distance between places and the facilities available.

The overall number of trips can be reduced by enhancing local services such as shops and schools in residential areas. Our planning recognises that such concentration and integration of land uses has significant benefits for our City. Planning for our commercial centres also ensures that they are accessible for all pedestrians, including those people who are less mobile, allowing them to move around more freely.

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

Key issues

Sustainable transport choices and accessibility:

Showing leadership in sustainable vehicle use and promoting accessibility to public transport, walking and bike riding for residents, workers, students and other visitors

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

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

Aligned with our support for sustainable transport choices, Council will give consideration to state and national targets for reducing greenhouse emissions and continue to investigate and implement initiatives to reduce emissions from Council's vehicle fleet.

Public transport and infrastructure:

Advocating for improvements to the public transport network

Our public transport system is currently entirely bus-based. However, following advocacy from Randwick Council, and in partnership with key local institutions such as UNSW, the Australian Turf Club and the Randwick Hospitals Complex, the State Government investigated and has begun construction on new light rail services. As construction proceeds, we continue to work with Transport for NSW on improvements to various aspects of the project in order to get the best outcome for our community.

Council does not have control over the operation of buses - that lies with the State Government. Given that bus network coverage in some areas can be limited, (especially out of peak periods), and that some internal trips require passengers to change buses, we will continue to advocate for improvements to bus services. This includes continuing to work with bus operators and the RMS to improve reliability and journey times by expanding on bus priority options.

Additionally we will maintain our support of high capacity, integrated public transport improvements including the extension of light rail services and metro or standard rail as well as additional high capacity bus services.

Light rail to Randwick

Following ten years of strategic transport planning and advocacy for rail based public transport to Randwick City, the CBD to South East Light Rail was confirmed. Council has been working closely with the State Government to integrate the light rail with the community and the urban fabric of Randwick City. Council will conitnue to undertake planning and projects to improve the interface with light rail, and enhance the amenity, safety and accessibility of the streets and spaces on the route.

We will continue to work in partnership with key stakeholders including UNSW, the Randwick Hospitals Complex and the Australian Turf Club to investigate and advocate to the State Government for additional transport needs, including extension of the Light Rail to Maroubra Junction and integrated east-west public transport services.

Key issues

Encouraging walking and cycling:

Promoting walking and cycling as viable transport options for some trips

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

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

Our strategic asset management plan for footpaths aims to maintain and expand the footpath network so that walking is safer and more convenient. We have approximately 500 kilometres of paved footpaths throughout our City which we will maintain through an asset register, maintenance management system, regular condition assessment and defined levels of service.

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

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

Randwick Bicycle Plan - providing a network of cycleways

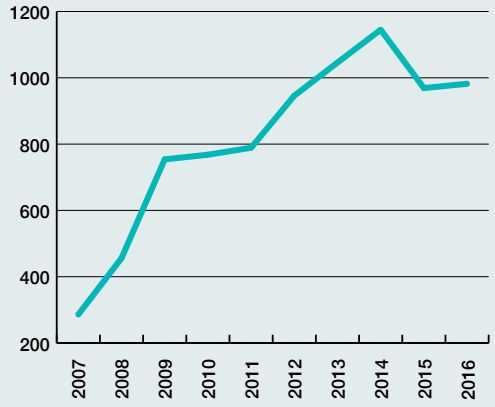
Council first developed its Bicycle Plan in 1998, and the priorities for implementation of proposed bike routes have been regularly reviewed. They were most recently reviewed in 2015, following consultation with the community. The adopted construction priority list is used as a guide for the implementation of Randwick bike routes. We continue to focus on identifying a network of routes that:

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

Working with Roads and Maritime Services on Sydney's Strategic Bike Network

Currently we have a strong focus on working with RMS on the delivery of a number of high quality cycleways identified on its Strategic Bike Network. RMS is prioritising bicycle infrastructure investment to ensure the projects that will have the biggest impact on encouraging more people to ride a bike are completed first. Projects include a north/south link along Doncaster Avenue/ Houston Road, and two east/west links. One along Sturt and Bundock Streets and one along High Street/Coogee Bay Road and Dolphin Street.

The increase in bike riding in recent years is reflected in daily counts of bike trips along the Anzac Parade cycle way. This is illustrated in the following graph.



Key issues

Road safety:

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

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

An approved Road Safety Action Plan is developed each year, with the aim of reducing the casualties and crashes on our roads by informing and educating the community about road safety issues and influencing driver and pedestrian behaviour.

The annual Road Safety Action Plan targets areas of highest concern based on an analysis of the crash statistics of the area. High priority areas of the Road Safety Action Plan include:

- safety of pedestrians
- speeding on local streets
- school safe initiatives, and
- child restraint checking program.

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

Traffic management:

Managing the impacts of traffic

Council with the approval of RMS, implements traffic and parking controls on local streets through the Traffic Committee process.

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

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

We adopt traffic management measures with minimal disruption to local traffic, to support improvements to the arterial roads system.

This reduces the volume of traffic using the local streets, thereby protecting residential amenity.

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

Key issues

Management of car parking:

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

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

Integrated transport and land uses:

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

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

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

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

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

Key issues

Community transport:

Assisting residents and community groups to have access to community transport

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

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

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

We support the Randwick/Waverley Community Transport Service to provide additional transport options to people who have difficulty with mobility and moving around our City.

Freight:

Managing freight transport to assist the economy

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

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

Outcomes

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

OUTCOME 9: Integrated and accessible transport

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

Directions	Three year delivery program actions (2018-21)
9a: A network of safe and convenient walking paths and cycle ways linking major land uses and recreation opportunities.	• Review, improve and implement facilities for cyclists as detailed within the Randwick Bicycle Plan. • Continue to use the footpath program to improve and develop facilities for people who are walking and identify opportunities for pedestrian improvements through the preparation and implementation of pedestrian and mobility plans for our commercial centres.
9b: The community is informed, educated and encouraged to use sustainable transport.	• Implement Council's Energy Savings Plan and Local Greenhouse Action Plan to reduce reliance on private motor vehicles. • Continue to show leadership in this area with Council's vehicle and transport choices.
9c: Advocate and/or plan for integrated local and regional transport improvements, including high capacity transport such as light/ standard rail.	• Advocate for the extension of the light rail system to Maroubra Junction, improved east-west public transport services and improved bus network. • Participate in working groups and monitor the State Government's Government's implementation of light rail.
9d: Residential amenity is protected by appropriate traffic management.	• Implement traffic control strategies to protect residential amenity. • Implement regulatory parking patrol and enforcement programs to ensure appropriate enforcement of the NSW Road Rules.
9e: Parking is managed to balance convenience against reduced car reliance.	• Enhance parking opportunities for residents through appropriate management of the Resident Parking Scheme. • Develop a strategic approach to the overall management of parking – especially within our commercial centres.

Our measures for this theme are:

MA01 Number of bicycle crashes per annum as a percentage of total cyclists

MA02 Average daily number of cyclists counted on the Anzac Parade cycle route

MA03 Community satisfaction with the construction of cycleways

MA04 Community satisfaction with the availability of car parking in commercial centres in the Randwick City area

MA05 Number of vehicles per household

MA06 Percentage of trips where mode of traveller was not a vehicle driver

MA07 Number of motor vehicle crashes per annum

MA08 Number of pedestrian crashes per annum as a percentage of total population

Looking after our environment

The theme 'Looking after our environment' responds to pressures facing our natural and built environment now and into the future.

We aim to improve the way we conserve our resources and the natural systems that provide us with the high quality of life we all enjoy. We aim to further minimise waste, water and energy use and pollution and to encourage the community to take similar steps where they can.

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

A snapshot

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

Council and the community have a joint responsibility to conserve and maintain these unique environmental features found within our City, not just for the benefit of our community today, but for the generations still to come.

Protecting and preserving our unique Randwick environment also contributes to keeping our planet healthy, it fosters the health and wellbeing of our waterways, our atmosphere, our soils, our human settlements and of all the living creatures, not just human beings, that call Randwick home.

The responsibility we all share extends to fostering the continued existence of our local biodiversity, taking into account the genetic species and ecosystem diversity on which all life relies.

Of course, there are also educational, recreational and research opportunities afforded by our natural environment, the local biodiversity it contains, and the heritage and history it preserves. All of these have important implications for our local businesses and local economy that we consider in developing our programs, policies and strategies.

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

While we work closely and collaboratively with regional organisations and State and Federal Governments to maintain a healthy environment now and into the future, our focus is on our local area. Our programs, policies and strategies aim to influence and foster sustainable behavioural change across our City.

They include practical solutions such as reducing the over-use of water, energy and other natural resources, achieving greater resource recovery by minimising the amount of waste sent to landfill and revegetating our parks and streets as well as improving biodiversity values in our bushland areas.

Key issues

Leadership in environmental sustainability:

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

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

A key direction for the Council over the long term City Plan is to minimise our City's use of non-renewable resources and consequently the overall impact we have on our environment. The way we live, move around and interact with our environment will be significantly enhanced through sustainable design practices, creative and participatory community programs and clear demonstrations of sustainability across our own activities. In continuing to improve the way our environment is managed we will need to be smarter, more resilient and recognise the range of ecologically sustainable principles.

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

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

On a more individual level, we will deliver a wide range of sustainable education activities and opportunities for residents to build stronger capacity to live more sustainably around their home, school or workplace. We will aim to continue and expand our environmental and sustainability efforts through Council's proactive Sustaining our City program.

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

Our precautionary approach to the management of environmental risks includes reviewing flood risks, coastal inundation and potential impacts of natural disasters, as well as the ongoing remediation of Council land.

Key issues

Local biodiversity and natural heritage:

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

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

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

Our street trees are also an important part of the open space landscape as they provide habitats for fauna such as birds and wildlife and create corridors for their movement. Good management of our street trees is essential for the protection and enhancement of wildlife habitats.

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

Council's planning takes direction from the Local Government and Shires Association guidelines Integrating NRM into corporate planning and reporting (Volume 1) and Integrating NRM into land - use planning (Volume 2).

The NSW Government and its agencies have guidelines for the management of four items found in Randwick City currently listed under the Biodiversity Conservation Act 2016. They include the Eastern Suburbs Banksia Scrub, Acacia Terminalis native wattle shrub, the Grey Headed Flying Fox and the Green and Golden Bell Frog. The Biodiversity Conservation Act is considered in our strategic planning and assessment of development applications.

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

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

Randwick City area consists of 10 major catchments. We are progressively working through our catchments by undertaking flood studies and flood plain management plans to determine viable flood mitigation measures.

The implementation of these studies will be undertaken over time subject to available funding.

Key issues

Waste management:

Reducing waste generation and facilitating resource recovery from waste

Council is responsible for the collection and disposal of waste generated by households and in public areas. We collect domestic garbage, as well as recycling and green waste and have been conducting a trial on the collection and processing of food waste from a selection of units and apartments. We are tackling illegal dumping and littering through a number of varied and improved responses from domestic kerbsides to our popular swimming beaches.

Our updated Waste Management Strategy and Action Plan sets out how we will reduce the amount of waste generated and the amount of waste going to landfill and its potential impact on the environment. We will investigate opportunities for improved resource recovery and implementation of environmentally sound collection methods. We will strive to divert at least 70 per cent of our waste from landfills by 2021.

We will also strive to increase on high levels of community participation and awareness of waste avoidance, recycling and resource recovery strategies including alternative waste treatment to help us reach these targets. Waste generation is affected by individual choices, and our community can help to reduce the waste by taking some simple and straightforward actions in relation to consumption and re-use of resources.

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

Water management:

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

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

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

Through substantial investment in and construction of treatment and harvesting systems, Council is currently saving around 300 million litres of potable water each year across our buildings, parks and playing fields. Much of the potable water utilised for irrigation is now replaced or augmented with treated borewater, rainwater, stormwater or other wastewater.

The water saved is equivalent to the water contained in more than 180 Olympic-sized swimming pools.

The water harvested and treated is used to irrigate 26 sites, including sportsfields, parks and reserves. Recent major water saving initiatives include a bore water treatment system at Paine Reserve and stormwater harvesting at Chifley Reserve which were both completed in 2015.

The use of bore water to irrigate Paine Reserve is saving around 5,000kL of potable water annually, while water harvested from stormwater and reused at Chifley Reserve is saving around 24,000kL.

Key issues

Energy conservation and greenhouse gas emissions:

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

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

We will encourage individuals to reduce their own use of energy and emissions of greenhouse gases and air pollutants. We will actively promote and adopt the use of renewable energy where we can.

Council's Energy and Greenhouse Action Plan and Renewable Energy Master Plan will continue to guide and inform us on priorities for both energy saving and renewable energy projects, capable of delivering on agreed energy saving targets into the future.

Council as a leader in environmental sustainability - the 3 Council Regional Environment Program

As environment concerns exceed beyond local government boundaries Randwick City Council for more than 7 years has been working closely with neighbouring Waverley and Woollahra Councils on a regional environmental initiative.

Randwick City Council works closely with Waverley and Woollahra Councils to coordinate actions to help minimlse our resource use and increase our recycling and re-use. We have developed a regional Low Carbon Future Plan and initiatives to support electric vehicles in the eastern suburbs.

Our Barrett House Sustainability Demonstration Project showcases practical sustainability measures for everyday living. Other practical examples for living sustainably are offered through our Compost Revolution program and Reduce your Footprint website. The Compost Revolution has been running since 2010 in collaboration with Waverley and Woollahra Councils and has been so successful that the program has been adopted by around 30 other local Councils in both NSW and Victoria.

Outcomes

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

OUTCOME 10: A healthy environment

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

Directions	Three year delivery program actions (2018-21)
10a: Council's programs and partnerships foster sustainable behavioural changes and outcomes.	• Develop, implement and review programs aimed at improving the City's resilience. • Expand external partnerships supporting Council's resilience initiatives e.g. UNSW MOU. • Continue the development, implementation and review of the 3-Council collaboration project with Waverley and Woollahra Councils to reduce resource consumption across the region.
10b: Policies and programs are developed and implemented in response to environmental risks and their potential impacts.	• Develop and implement a long term resilience framework for Randwick. • Develop and implement environmental strategies for remediation of contaminated Council/ public land. • Implement recommendations contained in the NSW Government's Floodplain Development Manual and relevant floodplain management studies carried out for Randwick City. • Administer and implement Council's Tree Preservation policy to preserve our urban forest. • Administer and coordinate Council's Climate Change Adaption and Mitigation Plan.
10c: Bushland, open spaces and biodiversity are protected and enhanced for future generations.	• Implement and monitor Randwick's regulatory responsibilities especially in relation to the enhancement of our native and indigenous flora and fauna. • Implement annual tree planting programs in accordance with Council's Street Tree Masterplan to continue to increase our tree canopy cover across our City.
10d: Waste is managed sustainably to ensure highest level of resource recovery.	• Develop and implement Council's Resource Recovery Strategy to minimise the level of waste going to landfill. • Implement and review actions identified in Council's Litter and Illegal Dumping Management Plan. • Develop and implement community engagement programs on waste and recycling.
10e: A total water cycle management approach including water conservation, re-use and water quality improvements is adopted.	• Develop and implement projects to improve water conservation and efficiency across Council and the Community.
10f: Energy conservation and efficiency programs are implemented.	• Develop and implement projects to improve energy conservation and efficiency across Council and the Community. • Investigate and implement renewable energy projects across Randwick City.

Our measures for this theme are:

LAOE01 Mains water consumed by the Council's operations per day on average

LAOE02 Net tonnes of greenhouse emissions from the Council's operation

LAOE03 Energy (electricity and gas) consumed by the Council's top 10 consuming sites per annum

LAOE04 Household residential mains water consumption in Randwick City - per household per year

LAOE05 Electricity consumed by residential properties in the Randwick City LGA - per household per year

LAOE06 Solar energy generation exported to back to the Ausgrid network from small power systems within Randwick City - per annum (MWh)

LAOE07 Air Quality Index measured in the grounds of the Randwick Army Barracks - Number of days the index exceeded the NSW Department of Environment and Heritage healthy index range of 0-66 per annum

LAOE08 Water quality of beaches - percentage of beaches with a swimming suitability grade of good to very good

LAOE09 Amount of residential waste diverted from landfill - 70% of municipal solid waste diversion by 2021

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

395 DART

Our finances: a closer look

The forward estimates have been derived from the 2018-28 Long Term Financial Plan (LTFP). The LTFP, along with the Asset Management Strategy, Workforce Plan and Digital Strategy, underpins the Council's Delivery Program and City Plan outlining how these will be resourced in the future. The forward estimates relate to the Primary Model in the LTFP. The LTFP Primary Model results in a cumulative increase of 19.85 per cent over the three years (2018-21) which includes the introduction of a Port Botany Business Rate (see Appendix A). The Primary Model also includes utilising loan funding to expedite the availability of funding for major projects for delivery within a seven year period.

The Asset Management Strategy and associated plans, the Digital Strategy and the Workforce Plan are also based on the LTFP Primary Model. The projected financial result over the next 10 years indicates the Council will continue its strong growth in capital expenditure. Refer to the LTFP for further information.

2019-21
Forward Estimates

	Year 1 2019 $ '000	Year 2 2020 $ '000	Year 3 2021 $ '000
Income from Continuing Operations			
Revenue:			
Rates & Annual Charges	115,279	116,364	122,246
User Charges & Fees	18,543	19,160	19,797
Interest & Investment Revenue	1,280	1,257	1,202
Other Revenue	8,584	8,875	9,145
Grants & Contributions provided for Operating Purposes	7,082	7,230	7,382
Grants & Contributions provided for Capital Purposes	5,142	5,200	5,208
Total Income from Continuing Operations	**155,911**	**158,085**	**164,981**
Expenses from Continuing Operatings			
Employee Benefits & On-Costs	64,356	66,716	69,165
Borrowing Costs	1,350	1,287	1,222
Materials & Contracts	37,604	38,544	39,508
Depreciation & Amortisation	22,823	23,802	24,846
Other Expenses	16,064	16,538	17,753
Net Losses from the Disposal of Assets	3,002	1,411	1,546
Total Expenses from Continuing Operations	**145,199**	**148,298**	**154,039**
Operating Result from Continuing Operations	**10,711**	**9,787**	**10,942**
Discontinued Operations			
Net Profit/(Loss) from Discontinued Operations	-	-	-
Net Operating Result for the Year	**10,711**	**9,787**	**10,942**
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes	**5,569**	**4,587**	**5,734**

For the purposes of preparing the draft City Plan and meeting the proposed Delivery Program, several scenarios are being considered. Resourcing of the draft Delivery Program is based on the Primary Model in the Long Term Financial Plan (option 3). This and other scenarios are detailed in the appendix of the City Plan.

Our scenario analysis shows the financial needs to deliver the Council's proposed program and the impact on the delivery of that program under each option. For example, option 2 provides for the delivery of major projects within a 13 year period, while option three provides for the delivery of major projects within 7 years.

Our City: a closer look

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

Northern Gateway

Key features

- The earliest developed area of our City.
- As part of the former Lachlan Swamps, the area is generally low lying and flat, with north-south ridges as key features occurring at Kensington and along Avoca Street, linking Randwick Junction and The Spot commercial centres.
- A busy part of our City, drawing visitors from across Sydney to major destinations, including Randwick Racecourse, NIDA, Randwick TAFE, the University of NSW and the Randwick Hospitals Complex. The introduction of light rail services to Kensington, Kingsford and Randwick will improve accessibility to these key sites.
- The Anzac Parade corridor dissects the area and while its importance as a thoroughfare will remain, better integration with land uses, and incorporation of green links, open space and active transport connections will enhance the area's amenity.
- The commercial centres along Anzac Parade, Kensington and Kingsford provide for mixed use development.
- Randwick commercial centre has an art deco character, as does The Spot, which is continuing to reinforce its identity as an attractive dining/ entertainment destination. Access to these centers will benfit from the introduction of light rail.
- Strong ongoing employment growth is forecast for the University and Hospital precinct. Opportunities exist to improve the integration of this precinct with the surrounding commercial centres.
- Housing is a mix of multi-unit and single dwellings, with a higher overall density than the southern areas of the City, and several areas of heritage character. There are opportunities to investigate increased densities in and around the University and Hospital precinct and in proximity to the light rail route.
- This area has a high number of young people, including many students, in and around the commercial centres, university and hospitals, and is a key destination for workers in essential health and education services.
- The area includes Council's administration centre, a branch library in Randwick, Barrett House, the Randwick Literary Institute, and the Randwick Community Centre and Randwick Environment Park.

Key priorities

- Advocate for additional direct public transport infrastructure and services to serve the growing University Hospital precinct, and bike/pedestrian links.
- Work in partnership with key state government agencies, UNSW and the Randwick Hospitals Complex, to coordinate future planning and integration of infrastructure and services for the University Hospital precinct.
- Review planning, public domain and design controls for commercial centres and areas along the light rail route to improve the public domain and urban interface, and investigate future economic and residential growth.
- Investigate the transition areas around the commercial centres on the light rail route for future dwelling potential, linked to provision of suitable public transport and community infrastructure.
- Increase provision of affordable housing in response to growth in the University Hospital precinct.

Northern Gateway:
Kensington, Kingsford, Randwick, Centennial Park, Randwick Racecourse and The Spot
Commercial centres
Key community facility
Enhance key bicycle links
Info hub/Council Service Centre
Continue to seek State Government commitment to upgrade public transport infrastructure and services as a priority
Major parks / open space
Existing heritage conservation area
Enhance Anzac Parade thoroughfare
Government site
Major public facility
Key landmark
Light rail route
Key cycle links
0
300m
1km
Centennial Park
Kensington
Randwick Racecourse
Randwick
UNSW
Randwick Hospitals complex
Kingsford
The Spot
Southern Cross Dr
Avoca St
Arden St
Alison Rd
Coogee Bay Rd
Coogee
Gordons Bay
Coogee Beach
Anzac Pde
Bunnerong Rd
Maroubra Junction
Maroubra Rd
Fitzgerald Av
Heffron Park
Beauchamp Rd
Lurline Bay
Maroubra Beach
Matraville

Northern Coastal

Key features

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

Key priorities

- Manage the pressures of increasing visitors while being sensitive to environmental and social issues.
- Improve key east-west cycle connections.
- Identify and protect key public views and vistas.
- Ensure the design, scale and density of development along the coast is sensitive to its scenic and landscape setting.
- Work with the LHC to better upgrade and integrate public housing with surrounds.

Northern Coastal:
Clovelly, Coogee and South Coogee
Commercial centres
Key Community facility
Enhance bicycle links
Bali memorial
Info hub/Council Service Centre
Significant public views and vistas to be identified and protected
Marine reserve
Major parks / open space
Existing heritage conservation area
Enhance Anzac Parade thoroughfare
Maintain, upgrade the coastal walkway
Government site
Key cycle links
Public transport infrastructure/network
0
300m
1km
Bondi Junction
Moore Park
Centennial Park
Kensington
UNSW
Kingsford
Randwick
Randwick Hospitals complex
The Spot
Clovelly
Coogee
Coogee Beach
Gordons Bay
Lurline Bay
Maroubra Junction
Maroubra Beach
Heffron Park
Avoca St
Alison Rd
Arden St
Coogee Bay Rd
Anzac Pde
Bunnerong Rd
Maroubra Rd
Fitzgerald Av
Beauchamp Rd

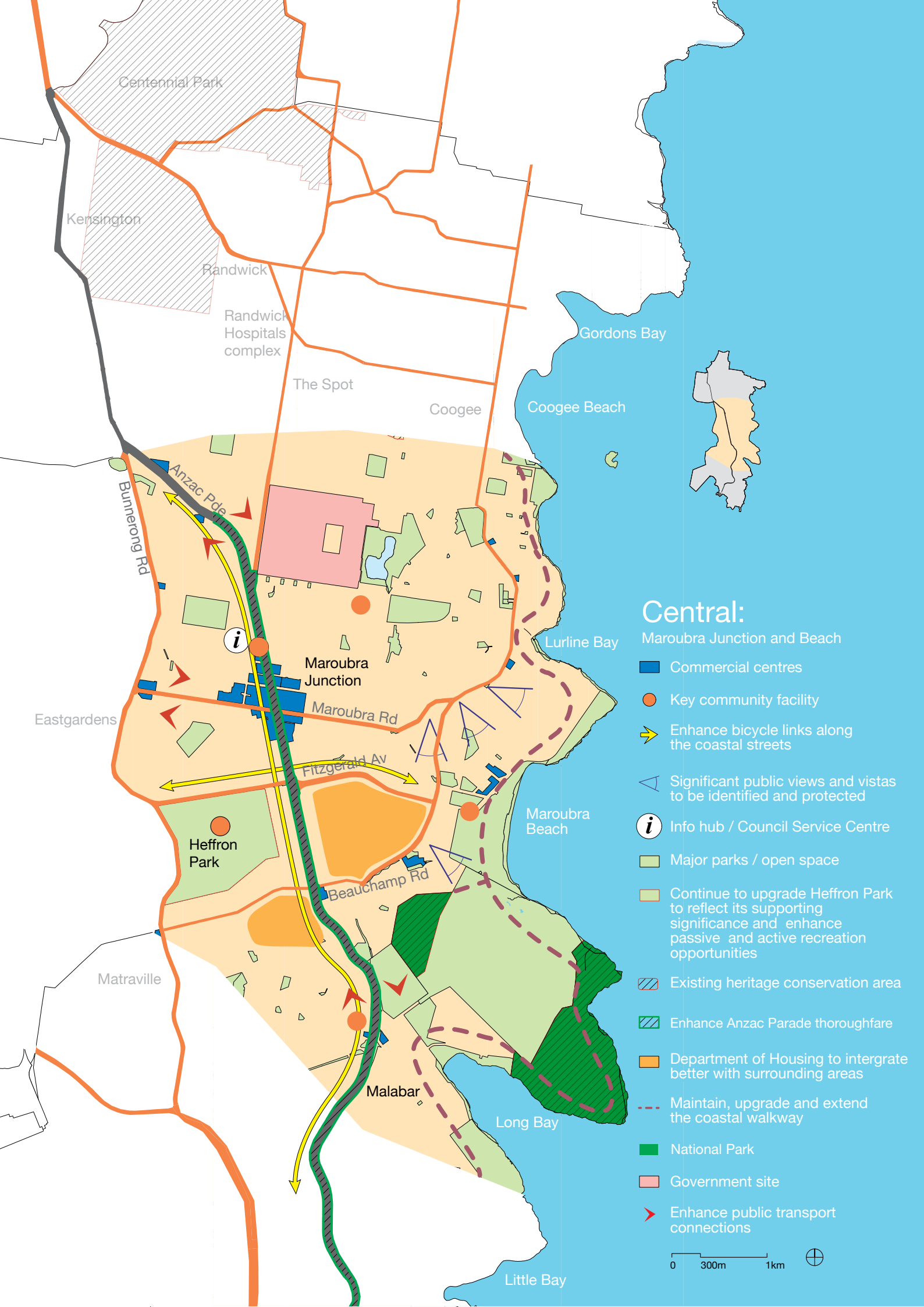
Central

Key features

- Maroubra Junction is a centrally located transport interchange and major commercial centre for Randwick City, located at the intersection of major north-south and east-west transport corridors. It contains a range of convenience shopping, local services, leisure and dining facilities, and provides a hub for the community, including Council's main library, Lionel Bowen Library and multipurpose Community Centre.
- The area is generally low lying and flat, with west-facing slopes to the east and sandy soils presenting challenges for vegetation.
- Maroubra and South Maroubra have the main surf beaches in this area and attract visitors from across Sydney. A key landmark at the southern end of Maroubra Beach is Malabar Headland. The skate park and children's playground have enhanced Maroubra's regional popularity.
- Maroubra Beach is a key bus destination.
- The area has a mix of residential dwellings and densities, primarily built from the 1950s onwards. Greater focus is needed on the integration and upgrade of large social housing estates in the area. Council and the LHC are continuing to liaise on this key issue.
- Maroubra Junction has some remaining infill development potential. The transition areas around the commercial centre, westwards towards Eastgardens may be considered for further development in future, but only with clear state government commitment to significant public transport improvements and infrastructure.
- Anzac Parade is a significant landscape feature as well as a transport corridor, and incorporation of an extended light rail service, with green links, open space and improved active transport connections will enhance the area's accessibility and amenity.

Key priorities

- Continue to upgrade Heffron Park to enhance its sporting and other recreational opportunities.
- Work with the LHC on upgrades/improvements to its land holdings.
- Scale of development along the coast to retain key public views and vistas.
- Improve the public domain and urban interface along Anzac Parade, and investigate enhancement of the corridor with active transport, landscape and open space opportunities.
- Plan and advocate for extension of the light rail to Maroubra Junction, and improved east-west public transport connections.
- Investigate the transition areas westward around Maroubra Junction for future economic and residential growth, but only in conjunction with suitable public transport and community infrastructure.
- Continue to advocate for public access to the remaining part of Malabar Headland.
- Encourage more public transport, cycling and walking as transport alternatives for visitors to Maroubra Beach.


Centennial Park
Kensington
Randwick
Randwick Hospitals complex
The Spot
Coogee
Gordons Bay
Coogee Beach
Anzac Pde
Bunnerong Rd
Maroubra Junction
Maroubra Rd
Eastgardens
Fitzgerald Av
Heffron Park
Beauchamp Rd
Lurline Bay
Maroubra Beach
Matraville
Malabar
Long Bay
Little Bay
Central:
Maroubra Junction and Beach
Commercial centres
Key community facility
Enhance bicycle links along the coastal streets
Significant public views and vistas to be identified and protected
Info hub / Council Service Centre
Major parks / open space
Continue to upgrade Heffron Park to reflect its supporting significance and enhance passive and active recreation opportunities
Existing heritage conservation area
Enhance Anzac Parade thoroughfare
Department of Housing to intergrate better with surrounding areas
Maintain, upgrade and extend the coastal walkway
National Park
Government site
Enhance public transport connections
0
300m
1km

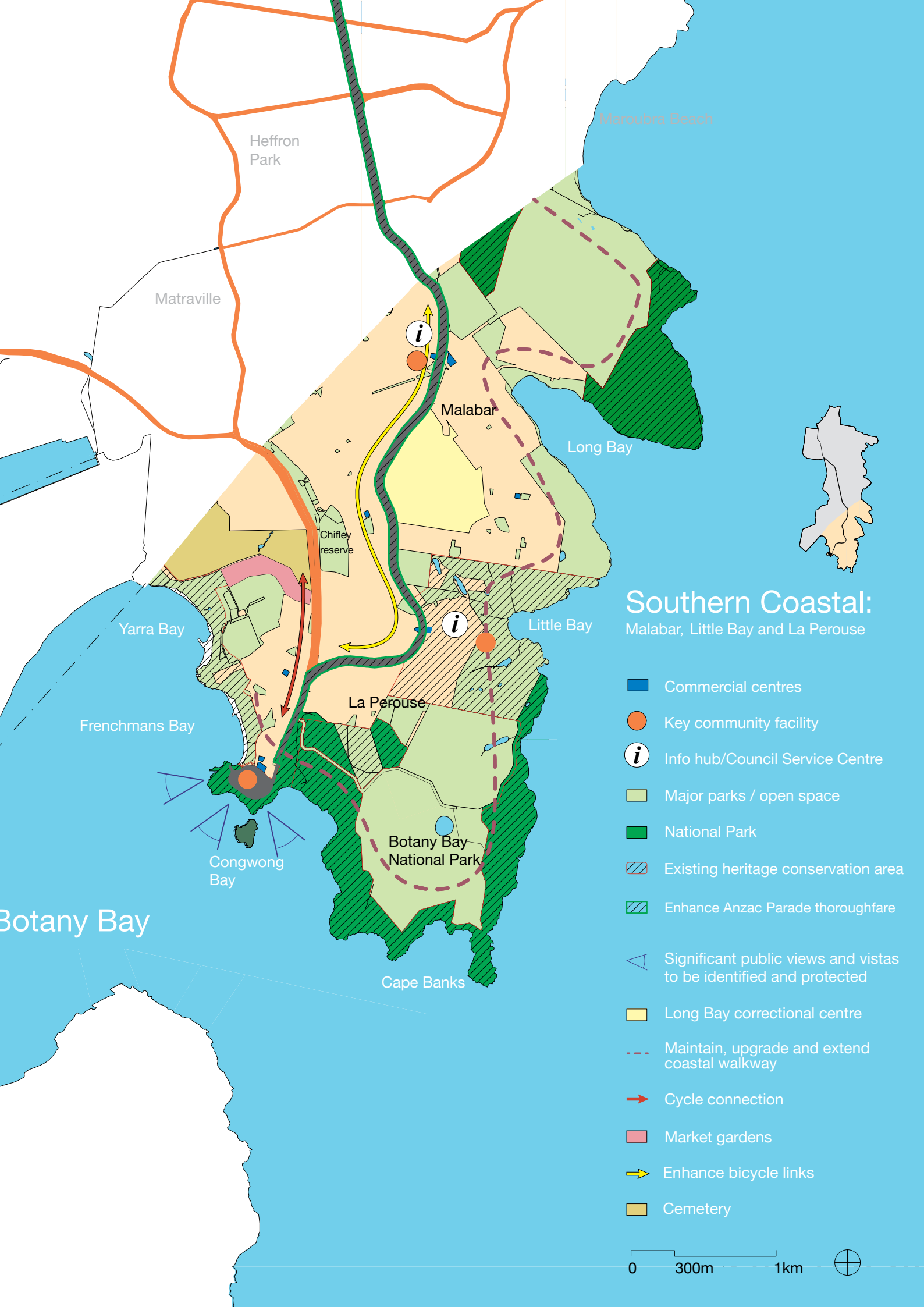
Southern Coastal

Key features

- Coastal slopes, headlands and small pocket beaches.
- Anzac Parade terminates at historic La Perouse.
- Key Aboriginal significance historically and currently as home to local Aboriginal communities.
- Significant areas of national park along the coast and provides northern entry to Botany Bay.
- Golf courses dominate the foreshore and while it will be challenging, extension of the Coastal Walkway will be sought through this area.
- Long Bay Correctional Complex is an ongoing significant land use.
- The area is predominantly residential, with a mix of houses and apartments primarily from the 1950s and 1960s, public housing estates and redevelopment sites such as the Prince Henry Hospital site.
- The Prince Henry Hospital site provides enhanced community facilities, including a multipurpose centre with a focus on cultural facilities, events and an information hub for our City. A small but vibrant neighbourhood centre encourages the integration of new and existing community members.
- With a lower density than the northern parts of the City, the existing housing mix and densities will remain, unless in conjunction with substantial public transport and community infrastructure improvements, and improved access to shops, services and employment.
- Redevelopment of larger sites, such as social housing particularly along or close to key transport routes (Anzac Parade and Bunnerong Road) will provide a mix of densities and housing choice.

Key priorities

- Continue to enhance and extend the Coastal Walkway.
- Community facility provision and cultural focus.
- Seek public access to the remainder of Malabar Headland.
- Seek a community facility with a focus on youth.
- Continue to improve the active and passive open spaces.
- Improve the public domain and urban interface along Anzac Parade at locations of commercial centres, and investigate enhancement of the corridor with active transport, landscape and open space opportunities.
- Work with the LHC on upgrades/improvements to its land holdings.


Southern Coastal:
Malabar, Little Bay and La Perouse
Commercial centres
Key community facility
Info hub/Council Service Centre
Major parks / open space
National Park
Existing heritage conservation area
Enhance Anzac Parade thoroughfare
Significant public views and vistas to be identified and protected
Long Bay correctional centre
Maintain, upgrade and extend coastal walkway
Cycle connection
Market gardens
Enhance bicycle links
Cemetery
0
300m
1km
Heffron Park
Maroubra Beach
Matraville
Malabar
Long Bay
Chifley reserve
Yarra Bay
Little Bay
La Perouse
Frenchmans Bay
Botany Bay National Park
Congwong Bay
Botany Bay
Cape Banks

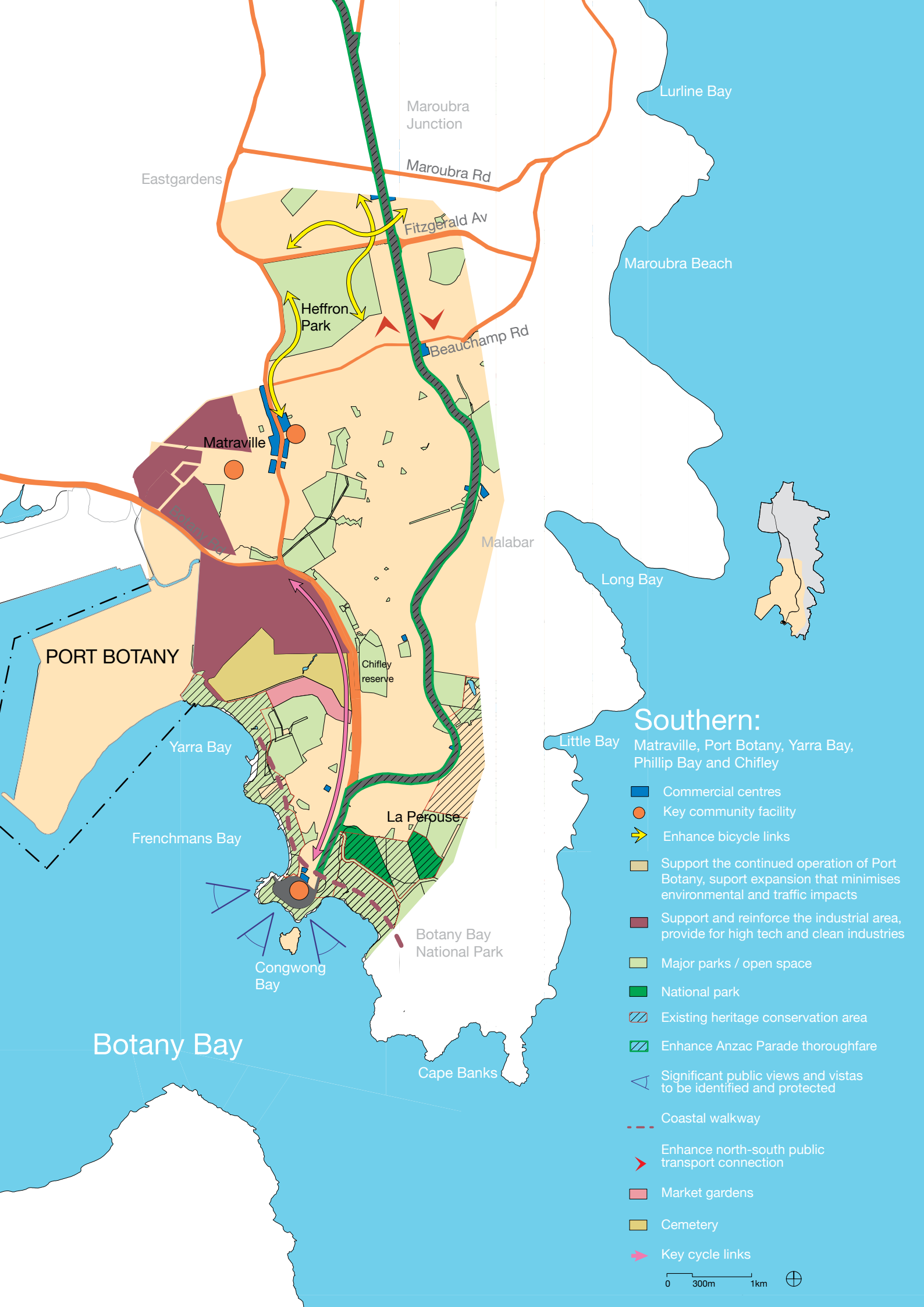
Southern

Key features

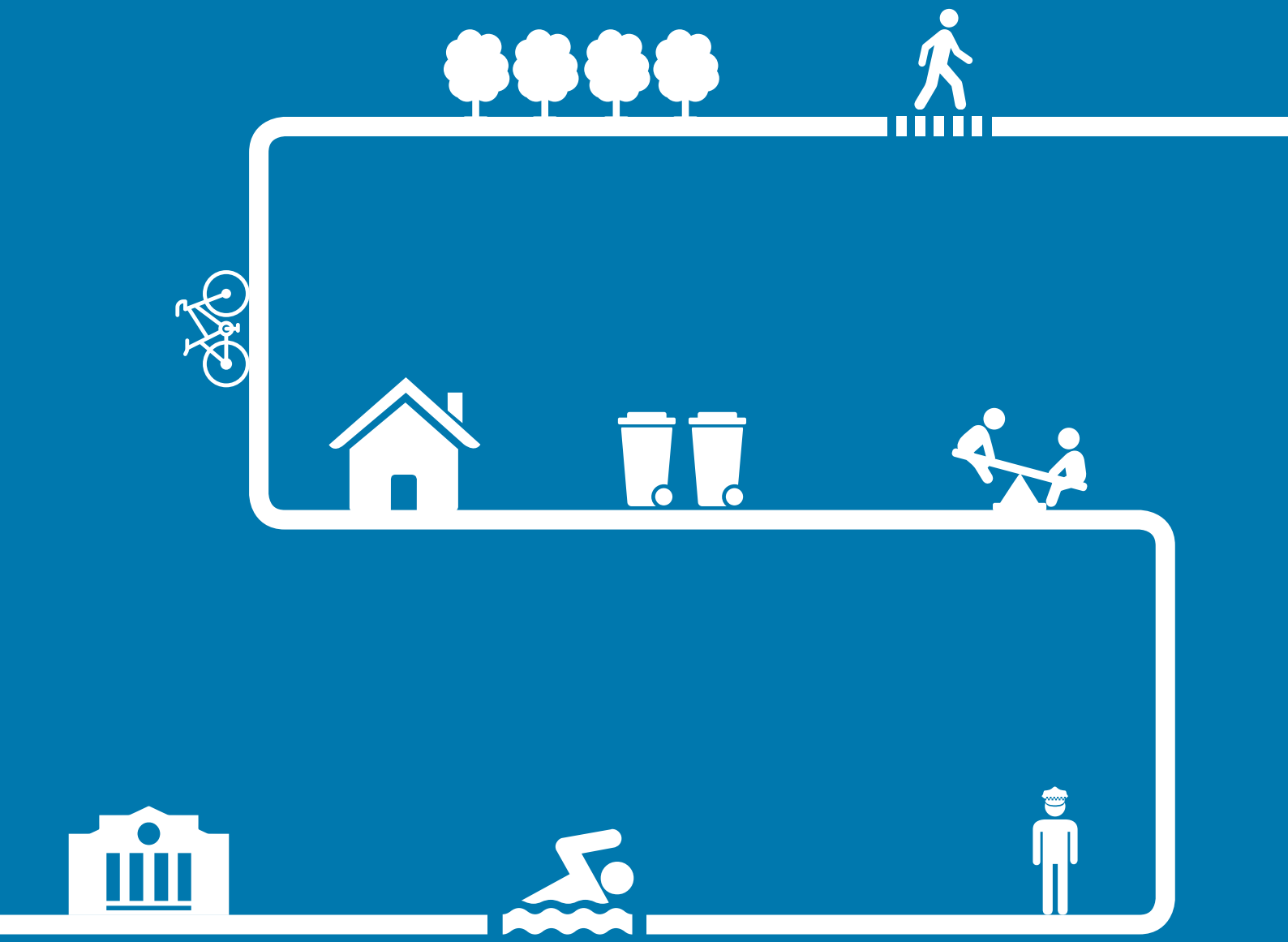
- A low lying area with gently rolling hills providing views to both the Sydney CBD and Botany Bay, with visually connected landscape and open spaces, featuring a historic cemetery and market gardens, recreation opportunities and areas of biodiversity.
- Strong links to Randwick City's major sporting and recreation parks, Heffron Park and Chifley Reserve.
- Key Aboriginal significance historically and currently as home to local Aboriginal communities, especially around Yarra Bay.
- Matraville is a local commercial centre with a strong community link. The planning controls focus on enhancing its long-term viability as a local 'urban village' for convenience shopping.
- There are strong links to the Port for local employment. The industrial area will continue to be supported, recognising its role as an employment area and its contribution to local economic diversity.
- The Port dominates the bay's foreshore. Council will continue to work to ensure the impacts on Randwick City residents are minimised, particularly noise and traffic.
- This area has a mix of housing including public housing and many single dwelling houses. With a lower density than the northern parts of the City, the existing housing mix and densities will remain, unless in conjunction with substantial public transport and community infrastructure, and improved access to shops, services and employment.
- The historic suburb of La Perouse includes the La Perouse Museum, which has been handed over to Council's care and control.

Key priorities

- Advocate the Port's activities to minimise its impacts on residents.
- Implement the plan of management for Heffron Park's long-term future, with quality facilities.
- Recognise and preserve the area's landscaped character, and investigate enhancement of the Anzac Parade corridor with active transport, landscape and open space opportunities.
- Continue planning for the Coastal Walkway to connect to the foreshores of Botany Bay.
- Develop a program for adaptive reuse and management of the historic La Perouse Museum.


Lurline Bay
Maroubra Junction
Maroubra Rd
Eastgardens
Fitzgerald Av
Maroubra Beach
Heffron Park
Beauchamp Rd
Matraville
Botany Bd
Malabar
Long Bay
PORT BOTANY
Chifley reserve
Little Bay
Yarra Bay
La Perouse
Frenchmans Bay
Botany Bay National Park
Congwong Bay
Botany Bay
Cape Banks
Southern:
Matraville, Port Botany, Yarra Bay, Phillip Bay and Chifley
Commercial centres
Key community facility
Enhance bicycle links
Support the continued operation of Port Botany, suport expansion that minimises environmental and traffic impacts
Support and reinforce the industrial area, provide for high tech and clean industries
Major parks / open space
National park
Existing heritage conservation area
Enhance Anzac Parade thoroughfare
Significant public views and vistas to be identified and protected
Coastal walkway
Enhance north-south public transport connection
Market gardens
Cemetery
Key cycle links
0
300m
1km

Appendix A



Our Community Our Future

Randwick City Plan 2018-21

Your say in the future of our City

Grab a coffee and a bikkie

Life is so busy these days, and it seems to be getting faster. Our days are focused on family, work, shopping, school, grandkids, sports, holidays, dining out – the list goes on. We love our community, we love the eastern suburbs. We spend time with those we love in the places we call home. And this is how it should be.

Before I joined Council, rarely did I think about the role that local government plays in our lives. After all, we've all got much more important things to focus on. Good government is not always top of mind, but in strong communities good government is always present.

Local government is the events and festivals you love, the clean beaches, the Lifeguards keeping you safe, the nippers run through the surf clubs, the playgrounds, the parks and ovals, the Coastal Walking track, the roads and footpaths, the libraries you visit, the recycling centre and the bins, toilets and streets that are magically cleaned each day.

This document presents you with an overview of Our Community Our Future – our plan for the future to continue providing you with these great services and facilities and deliver some exciting new projects. It's also our plan to address some very real challenges that lie ahead for our community – to make our community safer, to address terrorism and to combat domestic violence.

Please take a moment to have a look at the information. Your input is important so we can ensure we continue working together to build a stronger community.

Councillor Lindsay Shurey
Mayor of Randwick

Introduction

Our Community Our Future presents you with the challenges we as a community are facing. Randwick City Council wants to:

- Keep delivering high quality services to you
- Upgrade and build new community facilities
- Play our part in making Randwick safer by protecting crowded places from terrorism
- Use technology to deliver services faster and more efficiently
- Address domestic violence by supporting women's refuges

We have prepared a plan to guide us from 2018 to 2021 and we want your feedback. This document summaries our plan, our priorities and projects that we want to deliver. We want your feedback on how to fund it.

Special Rate Variation

Randwick City Council is proposing to lodge a Special Rate Variation (SRV) to increase rates to fund services and projects for our community. As this directly affects you, we want your feedback on the proposal and consideration of which option you prefer. Pages 6 & 7 contain more details.

There are different ways Council can fund our future projects. Some methods will take longer to get the works done, while other methods, including borrowing funds can speed up project delivery significantly.

As it's the community that will fund the projects and services, we believe you have a right to have a say in Council's future direction.

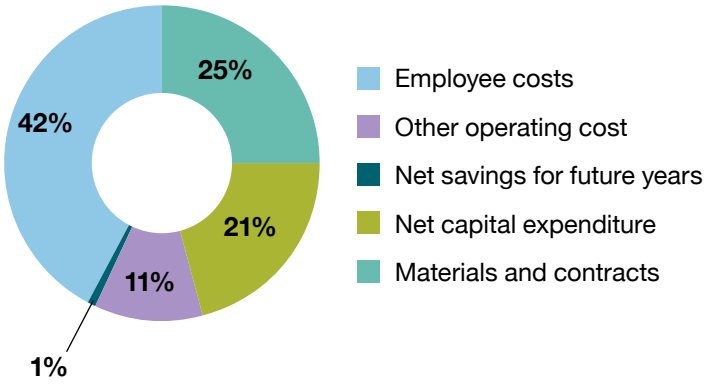
A 20-year vision

Underpinning everything Randwick City Council does is our City Plan. It's a community strategic plan and our vision for the future. Our activities and programs are grouped under six key themes:

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

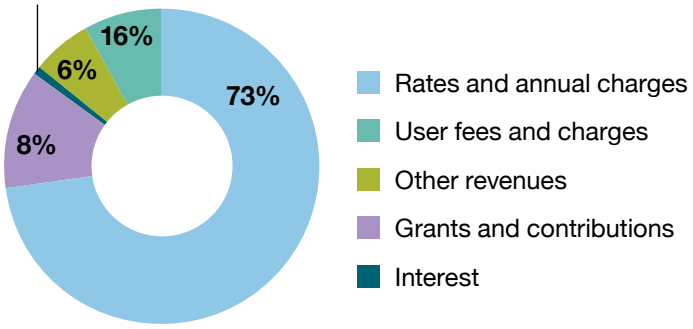
Council expenditure

The majority of Council's funds are allocated towards delivering services to the community. Our staff work hard to make Randwick City a clean, safe and beautiful place to live. About 20 per cent of our expenditure is to upgrade or build new community facilities.



Council income

Council's income is mostly generated from residential and business rates. The overall rates income Council collects is limited by a rate cap, unless Council receives approval to vary it.



Proposed projects

Randwick City Council has identified a number of priority projects that we want to deliver for our community. These projects have come through Council's ongoing community consultation programs, our plans and through your elected Councillors.

New major projects

Anti-terrorism measures
World events have renewed people's concern around safety and Randwick City Council now has a responsibility to help protect crowded places from terrorism. As a popular tourism destination, many of our town centres, parks and beaches attract thousands of visitors on any given day. We have a responsibility to make these places safer through protective infrastructure. These elements will be carefully designed to be functional and also blend with the landscape as much as possible.

La Perouse Museum
Substantial work is required to repair and restore this building it back to its original heritage fabric. Council inherited the building from the State Government in 2017 and is exploring possible reuse opportunities including an expanded collection, cultural facilities, function and café facilities.

Women's Refuge Centre
Domestic violence is the biggest social issue of our time with domestic violence related incidents taking up a significant amount of police resources. Council will explore options to provide a dedicated women's refuge centre in Randwick City.

Undergrounding powerlines to increase urban forests
Overhead powerlines are not only unsightly, but they reduce street tree planting opportunities and are more susceptible to failure. Council will commence an ongoing program to remove powerlines from our streets so that we can plant more trees and increase our tree canopy coverage.

Arts & Cultural Centre
Randwick City has a thriving artistic community, but we do not have a dedicated arts centre. Council will explore options for an arts and cultural centre to celebrate and encourage our cultural and artistic diversity.

Randwick Literary Institute
The historic building is being handed to Council from the NSW State Government and it requires substantial work to restore and repair its original heritage fabric. Potential future uses include ongoing use as a community centre and possibly a childcare centre.

New Council Customer Service location and offices
Investigation of creating a new major Council Customer Service Centre in Maroubra Junction and repair and upgrade works to Council's offices in Randwick to bring the 1960s building up to modern standards.

Indoor sports centre and gymnastics centre
The Heffron Park Masterplan identifies the need to rebuild the existing gymnasium and indoor sports centres located along Bunnerong Road in Maroubra. Both of these buildings are dated and are no longer effectively servicing the community. Significant expenditure is required to construct new modern facilities to serve the community into the future.

Protecting crowded places from terrorism

The Australian Government has released Australia's Strategy for Protecting Crowded Places from Terrorism. This document outlines a coordinated approach to protecting Australians from the risk of a terrorism attack in public places.

It identifies local government such as Randwick Council as having a role and responsibility to manage the safety of public places and places a duty of care on Council to develop, implement, and regularly test protective security measures.

New major projects

- New public plazas in Randwick and Kingsford town centres
- Randwick Environment Park upgrade
- Increasing accessibility by building footpaths on both sides of streets in priority locations
- Digital strategy implementation

Ongoing Council works

- Regular footpath upgrades and road works
- Coastal Walkway extensions
- Playground upgrades

Buildings for our Community projects

The following proposed projects have existing funding under Council's Buildings for our Community program that was first introduced in 2010. Since that time, the scope or priority of the projects has changed and additional funding is required to deliver these projects to meet current expectations.

- South Maroubra Surf Club Toilets
- La Perouse Toilets
- Mahon Pool Cafe
- Randwick Community Nursery
- Matraville Youth and Cultural Hall
- Yarra Bay Bicentenial Park Toilets
- Snape Park Dressing Shed (Amenities Master Plan)
- South Matraville Hall (at Malabar Library)
- Southern Suburbs Youth Facility
- Malabar Junction Amenities
- Clovelly Community & Childcare Centre
- Clovelly Senior Centre
- Popplewell Park – Childcare Centre
- Coogee Bus Shelter, Kiosk & Toilets
- Malabar Jet Boat Rescue Boat Storage
- Kingsford Town Centre Toilets
- Burnie Park Hall
- Maroubra Beach Community Centre
- Coogee Oval Grandstand
- Matraville Shopping Centre Toilets
- Randwick Cemetery Toilets and Storage

How will it be funded?

Option 1
DO NOTHING APPROACH

Under Option 1, Council will increase rates each year by the rate peg which has a cumulative effect of 7.48% over three years. This approach means we will not be able to fund new projects and it would impact our current services. This approach is not recommended by Council.

Anti-terrorism measures	✗
Major projects	✗
Maintain services	✗
Women's refuge	✗
Digital strategy	✗
Cultural facilities	✗

Cumulative rate increase over 3 years	7.48%		
Rate increase	2018/19 2.30%	2019/20 2.50%	2020/21 2.50%
Proposed borrowings	$0		
Project delivery timeframe	No new projects delivered		

For residential ratepayers

	2018/19	2019/20	2020/21
Average annual rate	$1,186	$1,215	$1,246
Average annual increase	$26.66	$29.64	$30.38
Average weekly increase	$0.51	$0.57	$0.58
Cumulative impact of variation above 2017/18* levels	$26.66	$56.30	$86.68
Cumulative percentage (%) impact of variation above 2017/18 levels	2.30%	4.86%	7.48%

For business ratepayers

	2018/19	2019/20	2020/21
Average annual rate	$7,256	$7,438	$7,623
Average annual increase	$163.14	$181.40	$185.94
Average weekly increase	$3.14	$3.49	$3.58
Cumulative impact of variation above 2017/18* levels	$163.14	$344.54	$530.48
Cumulative percentage (%) impact of variation above 2017/18 levels	2.30%	4.86%	7.48%

Option 2
DELAYED APPROACH

Under Option 2, Council would apply for an SRV with a cumulative effect of 13.21% over three years to maintain services. This increase is based on modelling of what funds Council requires to maintain services and deliver new projects. This option would take longer (13 years) to deliver proposed projects and some would be on a smaller scale and apply a rate increase for Port Botany to create equality with Port Botany in Bayside Council.

Anti-terrorism measures	✔
Major projects (delayed)	✔
Maintain services	✔
Women's refuge (delayed)	✔
Digital strategy (limited)	✔
Cultural facilities (delayed)	✔

Cumulative rate increase over 3 years	13.21%		
Rate increase	2018/19 5.64%	2019/20 3.52%	2020/21 3.52%
Proposed borrowings	$0		
Project delivery timeframe	13 years		

For residential ratepayers

	2018/19	2019/20	2020/21
Average annual rate	$1,200	$1,242	$1,286
Average annual increase	$40.80	$42.23	$43.72
Average weekly increase	$0.78	$0.81	$0.84
Cumulative impact of variation above 2017/18* levels	$40.80	$83.03	$126.75
Cumulative percentage (%) impact of variation above 2017/18 levels	3.52%**	7.16%	10.94%

For business ratepayers†

	2018/19	2019/20	2020/21
Average annual rate	$7,343	$7,601	$7,869
Average annual increase	$249.67	$258.46	$267.56
Average weekly increase	$4.80	$4.97	$5.15
Cumulative impact of variation above 2017/18* levels	$249.67	$508.14	$775.70
Cumulative percentage (%) impact of variation above 2017/18 levels	3.52%**	7.16%	10.94%

* 2017/18 average residential rate is $1,159 and average business rate is $7,093 ** 2018/19 percentage increase is 2.12% less than total rate increase due to additional rates proposed to be levied on Port Botany † Excludes Port Botany

The benefits of borrowing

Randwick Council has in the past delivered major projects through a disciplined savings approach without the need to borrow. The challenge facing us now is that we are considering building some major projects of a scale and cost far greater than any of our previous projects. If we self-fund the new projects, it will take a number of years to save the required funds.

Randwick City Council has not used borrowings since 2000. However, borrowing funds in itself is not a bad thing. One of the seven indicators of financial performance as set by the Office of Local Government is a council's debt service ratio. Put simply, the NSW Government wants councils to borrow money to spend on improving local infrastructure as this is good for the economy and the community.

Option 3
PREFERRED APPROACH

Under Option 3, Council would apply for an SRV with a cumulative effect of 19.85% over three years to maintain services and deliver major projects and anti-terrorism measures as a priority within seven years. Council would also borrow $27M in funds to expedite projects and apply a rate increase for Port Botany to create equality with Port Botany in Bayside Council.

Anti-terrorism measures	✔	Women's refuge	✔
Major projects	✔	Digital strategy	✔
Maintain services	✔	Cultural facilities	✔

19.85%

2018/19	2019/20	2020/21
7.64%	5.52%	5.52%

$27M

7 years

For residential ratepayers

2018/19	2019/20	2020/21
$1,223	$1,290	$1,362
$63.98	$67.51	$71.23
$1.23	$1.30	$1.37
$63.98	$131.49	$202.72
5.52%**	11.34%	17.49%

For business ratepayers†

2018/19	2019/20	2020/21
$7,485	$7,898	$8,334
$391.53	$413.15	$435.95
$7.53	$7.95	$8.38
$391.53	$804.68	$1,240.63
5.52%**	11.34%	17.49%

Have your say

Our Community Our Future is on public exhibition for community comment from 1 December 2017 to 1 February 2018.

You can have your say on this important plan in a number of ways.

Survey
Completing the survey included with this document. Mail it back to Council using the enclosed reply paid envelope by 1 February 2018.

Online
By visiting **www.yoursayrandwick.com.au/OurCommunityOurFuture**

Workshops
18 January 2018 – 6pm
24 January 2018 – 6pm

Contact **communications@randwick.nsw.gov.au**, call **9093 6934** or register online

Get in contact with us
If you want to speak to a Council officer about Our Community Our Future please contact Council on **1300 722 542** or email **council@randwick.nsw.gov.au**

What happens next?

1 Feb 2018	Consultation concludes
2 – 11 Feb 2018	Council staff review feedback from consultation
12 Feb 2018	Council lodges special rate variation with IPART
15 May 2018	IPART determinations made
1 Jul 2018	Plan comes into effect

View online

- Randwick City Plan including Delivery Program
- Long Term Financial Plan
- Asset Management Strategy and Plans
- Workforce Plan
- Digital Strategy

Port Botany rate increase

Port Botany operates within the Randwick and Bayside Council areas. Whilst Port Botany makes an important economic contribution, its operations also impact upon our local infrastructure, traffic and amenity. This has become particularly evident since the opening of the third terminal.

In recognition of the Port's increased impacts on local infrastructure, traffic and amenity, Council is proposing to amend its rating structure.

This amendment would result in Port Botany paying the same rate per dollar of land value as they currently pay to Bayside Council which would result in an additional $1.6m in rates per year being collected by Randwick. This would commence in 2018/19 and increase Council's overall rates income by an additional 2.12% in that year as indicated by the financial figures above for options 2 and 3. This increase would be borne only by the Port and not other business or residential ratepayers.

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Randwick City Council
a sense of community