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# Annual Report

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2021-22



Randwick City Council  
a sense of community





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# Aboriginal and Torres Strait Islander statement

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

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

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

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

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





# Mayor's Message

Despite a year that consisted of months of lockdown and restrictions, Randwick Council has delivered an impressive number of projects and events for the community.

In response to COVID, Council partnered with Addi Road, Junction Neighbourhood Centre, Kooloora Community Centre, Weave Youth and Community Services and The Hub@Lexo to distribute 350 food boxes of per week over a 16-week period to some of our most disadvantaged communities.

When restrictions lifted, events were back on and our community came out in droves, with more than 30,000 people attending Council's signature events, including Coogee Sparkles New Year's Eve Fireworks, The Spot Festival and the Anzac Day Dawn Service. Council's smaller events were well attended too, with almost 10,000 people participating in 659 library events either in-person or online.

As we became more familiar with FOGO, Council was able to reduce the amount of waste sent to landfill by 17%, collecting 14,750 tonnes of food organics and garden organics. A huge thanks to our community for adapting so readily to the change. Congratulations to the Randwick Council staff who worked on the roll out of FOGO, with it winning numerous awards throughout the year, including the Environmental Leadership award at the Local Government Awards for NSW.

Continuing to put the environment first, the Purcell Park Asbestos Remediation and Stormwater Harvesting project was also a winner – taking home the Winner and Overall Winner for Asbestos Management at the Excellence in the Environment Awards, held by the Local Government NSW. This project is one that put water harvesting, the environment and the community at the fore, and resulted in win for all three.

Almost 1,500 community volunteers helped plant around 2,000 established trees and another 12,000 native species across the City as part of Council's Plant With Us program, ultimately helping to green our City.

Finally, although rainfall was excessive, almost 3km of footpaths were constructed to improve pedestrian access and mobility. An additional 16 projects improved pedestrian safety near schools, resulting in upgraded pedestrian crossings to raised 'wombat' crossings and installing pedestrian refuge islands. Plus, 3.42km of road was resurfaced and rehabilitated to improve road safety and rideability, not to mention repairing almost 1500 potholes. Well done to all involved.

**Cr Dylan Parker**  
Mayor of Randwick

# General Manager's Message

It was the year we thought everything would return to normal. We were quickly proven wrong when COVID spikes and new variants resulted in a second lockdown – one that would last 107 days in Sydney.

Confronted with another major shock to the way we live and work, our Council responded to the challenge and kept delivering services to the community. I'm so proud of all our staff. Our front line workers kept our community going; ensuring our city was clean and tidy, our open spaces were inviting, and our most vulnerable and disadvantaged were looked after. While our office workers continued to provide high levels of service to the community even though they were forced to work remotely.

I would also like to acknowledge our former General Manager, Therese Manns who was at the helm during the 2021-22 period. Therese made a lasting impact on Randwick, steering us through a global pandemic and resetting the organisation's strategic objectives. She challenged us all to be our best self and has made Randwick City that little bit better. We wish her the best with her new role at North Sydney Council.



This year was also a reality check with the Intergovernmental Panel on Climate Change (IPCC) report confirming that a drastic reduction in greenhouse gas emissions is needed and that climate change will continue to intensify and increase the frequency of extreme weather events. Our sustainability team has led the way for nearly 20 years and didn't stop this year when the Eco Living Festival turned into a month-long online event, keeping our City on the path to sustainable living.

We broke ground at the Heffron Centre, Council's largest construction project ever. The new facility will house the Rabbitohs players, Souths Cares as well as a community gymnastics centre and indoor sports centre. I look forward to watching the completion of the project and seeing the Bunnies win the premiership next year.

When lockdown lifted, our community rejoiced and our beaches were a popular place to be. Unfortunately, in early 2022 our coast was home to three tragic deaths at Little Bay. I want to take a moment to thank our staff who attended to these heart breaking situations. Our Lifeguards, our Rangers and other staff that were called to the scene – the way they responded in traumatic circumstances – it was with grace and such sensitivity. Thank you.

For our City Planning team, preparing our new Local Environment Plan (LEP) for community exhibition was the culmination of a couple of year's research and analysis in how make our city a better place to live, work and play. Face-to-face consultations, articles, interactive maps and much more were all part of the consultation to ensure our community was thoroughly informed about the changes.

I want to thank our Councillors, staff and community for coming together in a year like no other to continue to make Randwick City a great place to live and visit.

**Kerry Kyriacou**  
Acting General Manager

# Our vision

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

## Coastal

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

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

## Community

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

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

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

## Sustainable

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

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



# Our values



Our corporate values show how Council wishes to conduct itself as an organisation and reflect the manner in which we wish to engage our customers and the community. They provide a lens and a reference point for all staff in the organisation.

Our five corporate values 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



# Responding to COVID-19

Randwick Council continued to manage the ongoing impact of the coronavirus pandemic with a priority on the health and safety of Council's staff and the community.

Our staff continued to work throughout the pandemic – many on the frontline providing the services like waste, cleansing and maintenance that underpin everyday life in Randwick City.

From 26 June 2021, Council closed many of our public-facing facilities again in direct response to NSW Public Health Orders issued by the NSW Government in response to the Delta variant.

This included Council's Customer Service Centre, libraries, nursery, community centres, recycling centre and La Perouse Museum.

Despite the closure of public access to these facilities, Council continued to provide services online wherever possible including a range of online exercise classes by DRLC instructors, online kids' storytime sessions by library staff and online community consultation forums by Council's Precinct meetings.

After almost four months of closure, Council released its reopening roadmap in early October 2021 documenting the plans to progressively reopen Council facilities consistent with public health orders.

Outdoor pools were the first to reopen at DRLC from 11 October to fully vaccinated and medically exempt customers and most other Council facilities reopened progressively to vaccinated customers from 18 October with libraries following on 25 October.

Throughout the pandemic, Council provided ongoing support for the local community through a number of business support initiatives. This continued in 2021-22 with Council waiving various fees and charges.

Council also continued to actively support community members in need with food hampers provided to local service providers to distribute to families in need, and staff from DRLC provided daily online activities for families and school communities forced into isolation.



# About Randwick City



Randwick City is located in the eastern suburbs of Sydney, bounded by Waverley Council to the north, the Pacific Ocean to the east, Botany Bay to the south and the City of Sydney and Bayside councils to the west.

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

Our City is known for its extensive parkland and open space areas including Centennial Park, Heffron Park and Kamay Botany Bay National Park; 29 kilometres of coastline with the magnificent Coastal Walkway linking ten beaches and eight ocean pools; excellent education and medical facilities including the University of NSW (UNSW), the Randwick Hospitals Complex and associated research and related services; a strong artistic and cultural focus; regionally significant recreational facilities; employment facilities such as Port Botany; and its proximity to the Sydney Central Business District and Sydney Airport.



## Our people

At end June 2021 our estimated resident population was approximately 135,275, having decreased by 7,032 people (-4.94%) during the previous financial year<sup>1</sup>.

Of the households in our City, 60 per cent are lived in by families<sup>2</sup>, who welcomed 1,501 newborn babies during the 12 month period to December 2020<sup>3</sup>.

Of our resident population, 39.6 per cent are overseas born, and 27.8 per cent speak a language other than English at home. 63.9 per cent of all Randwick City residents have at least one parent born overseas<sup>4</sup>.

At 30 June 2021 there were 13,317 local businesses in Randwick City generating 59,663 local jobs<sup>5</sup>. 26.6% of Randwick City residents both live and work in Randwick City<sup>6</sup>.

<sup>1</sup> Source: Australian Bureau of Statistics, 2020-21, Regional Population Growth, Australia, Estimated Resident Population

<sup>2</sup> Source: Australian Bureau of Statistics Census of Population and Housing 2021

<sup>3</sup> Source: Australian Bureau of Statistics Births, Australia, 2021 (December 2020)

<sup>4</sup> Source: Australian Bureau of Statistics Census of Population and Housing 2021

<sup>5</sup> Source: National Institute of Economic and Industry Research 2021

<sup>6</sup> Source: Australian Bureau of Statistics Census of Population and Housing 2016 (2021 data not released)

## Quality of life

Randwick City is a highly desirable place to live, work and visit.

Residents have a strong attachment to their community and local area demonstrating that we are achieving our vision of building a sense of community. In the 2021 community satisfaction survey, 97% of residents surveyed rated the Randwick Council Area as a good place to live.

**97%** of residents rated the Randwick Council Area as a good place to live

**90%** of residents rated their quality of life as good or better

**76%** of residents indicated that they felt part of their local community

The above statistics are from the 2021 Micromex Community Satisfaction Survey



## Community engagement

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

Council's consultations with the community are guided by our Community Participation Plan (CPP). This plan gives staff an easy and practical tool to frame and implement consultation plans.

At the heart of this plan is the premise that the public has a right to have a say in matters affecting them and that Council can make better decisions using the knowledge and experience of our residents.

Council approaches consultation in a systematic method responding to the particular project, initiative or activity that we're seeking feedback on.

Council's main channel for hosting feedback is via Council's Your Say Randwick website. This platform provides an easy to use system for residents to be informed of matters open for consultation and to provide feedback through online surveys, maps and forums.

In addition to the Your Say Randwick website, Council also conducts a broad range of communication programs to inform residents about consultation opportunities. This includes direct mail, email communication, flyers, posters on sites, drop-in sessions, focus groups and community forums.

Council also operates a local resident meeting system called Community Precincts. This system was established in 1995 and provides regular meetings open to all residents and property owners in that Precinct to attend. Precincts provide a valuable opportunity for face-to-face engagement between Council and the community and facilitate continuous, two-way communication.

Due to COVID restrictions, most of Council's consultations were online for the first half of the 2021-22 financial year.

In 2022, we will be developing a new Community Engagement Strategy in accordance with recent changes to the Local Government Act 1993.





# Our Mayor and Councillors

The City of Randwick is divided into five wards - north, south, east, west and central.

There are 15 elected representatives with three Councillors representing each ward.

The Councillors on the opposite page were elected in the December 2021 elections and are serving the community until the September 2024 elections.

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

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

Council makes provision for Councillors to attend relevant conferences and encourages participation in ongoing professional development programs. Refer to page 99 for further information.

## Council meetings

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

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

Residents are welcome to attend Council meetings in person. Council also live audio broadcasts its meetings and you can access these live broadcasts via a link on our website. The audio broadcast link can also be listened to following the meeting via our website.

All of the 2021-22 Council meetings were held in the Prince Henry Centre, Little Bay, as this venue provides for better social distancing (due to COVID-19) than the Council Chamber in the Town Hall.

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



## WEST WARD



**Cr Andrew Hay**  
*Liberal*  
First elected in 2021



**Cr Alexandra Luxford**  
*Labor*  
First elected in 2017



**Cr Philippa Veitch**  
*Greens*  
First elected in 2017

## CENTRAL WARD



**Cr Kym Chapple**  
*Greens*  
First elected in 2021



**Cr Dylan Parker**  
*Mayor*  
*Labor*  
First elected in 2017



**Cr Daniel Rosenfield**  
*Liberal*  
First elected in 2021



## NORTH WARD



**Cr Christie Hamilton**  
*Liberal*  
First elected in 2017



**Cr Kathy Neilson**  
*Labor*  
First elected in 2012



**Cr Rafaela Pandolfini**  
*Deputy Mayor*  
*Greens*  
First elected in 2021

## EAST WARD



**Cr Joanne McCafferty**  
*Liberal*  
First elected in 2021



**Cr Michael Olive**  
*Greens*  
First elected in 2021



**Cr Marea Wilson**  
*Labor*  
First elected in 2021

## SOUTH WARD



**Cr Bill Burst**  
*Liberal*  
First elected in 2021



**Cr Noel D'Souza**  
*Independent*  
First elected in 2012



**Cr Danny Said**  
*Labor*  
First elected in 2017

# Our leadership team

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



## General Manager

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

- to conduct the day-to-day management of the Council in accordance with the strategic plans, programs, strategies and policies of the Council,
- to implement, without undue delay, lawful decisions of the Council,
- to advise the Mayor and the governing body on the development and implementation of the strategic plans, programs, strategies and policies of the Council,
- to advise the Mayor and the governing body on the appropriate form of community consultation on the strategic plans, programs, strategies and policies of the council and other matters related to the Council,
- to prepare, in consultation with the Mayor and the governing body, the Council’s community strategic plan, community engagement strategy, resourcing strategy, delivery program, operational plan and annual report,
- to ensure that the Mayor and other Councillors are given timely information and advice and the administrative and professional support necessary to effectively discharge their functions,
- to exercise any of the functions of the Council that are delegated by the Council to the General Manager,
- to appoint staff in accordance with the organisational structure and the resources approved by the Council,
- to direct and dismiss staff,
- to implement the Council’s workforce management strategy.

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



# Our planning and reporting

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

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

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

The Community Strategic Plan (CSP) is our long-term plan that sits at the top of Council's integrated planning and reporting framework. It identifies the community's main priorities and aspirations for the future and sets the direction for all Council's activities.

2021-22 was the final year for delivering the long-term goals of our City Plan which has been shaping Council's activities since it was first adopted as our Community Strategic Plan in 2006.<sup>1</sup>

The City Plan includes six central themes:

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

Our 2018-2022<sup>2</sup> Delivery Program was included in the latest version of the City Plan. It details the principal activities that Council planned to undertake in 2018-2022 to work towards achieving the outcomes of the City Plan with the resources available under the Resourcing Strategy.

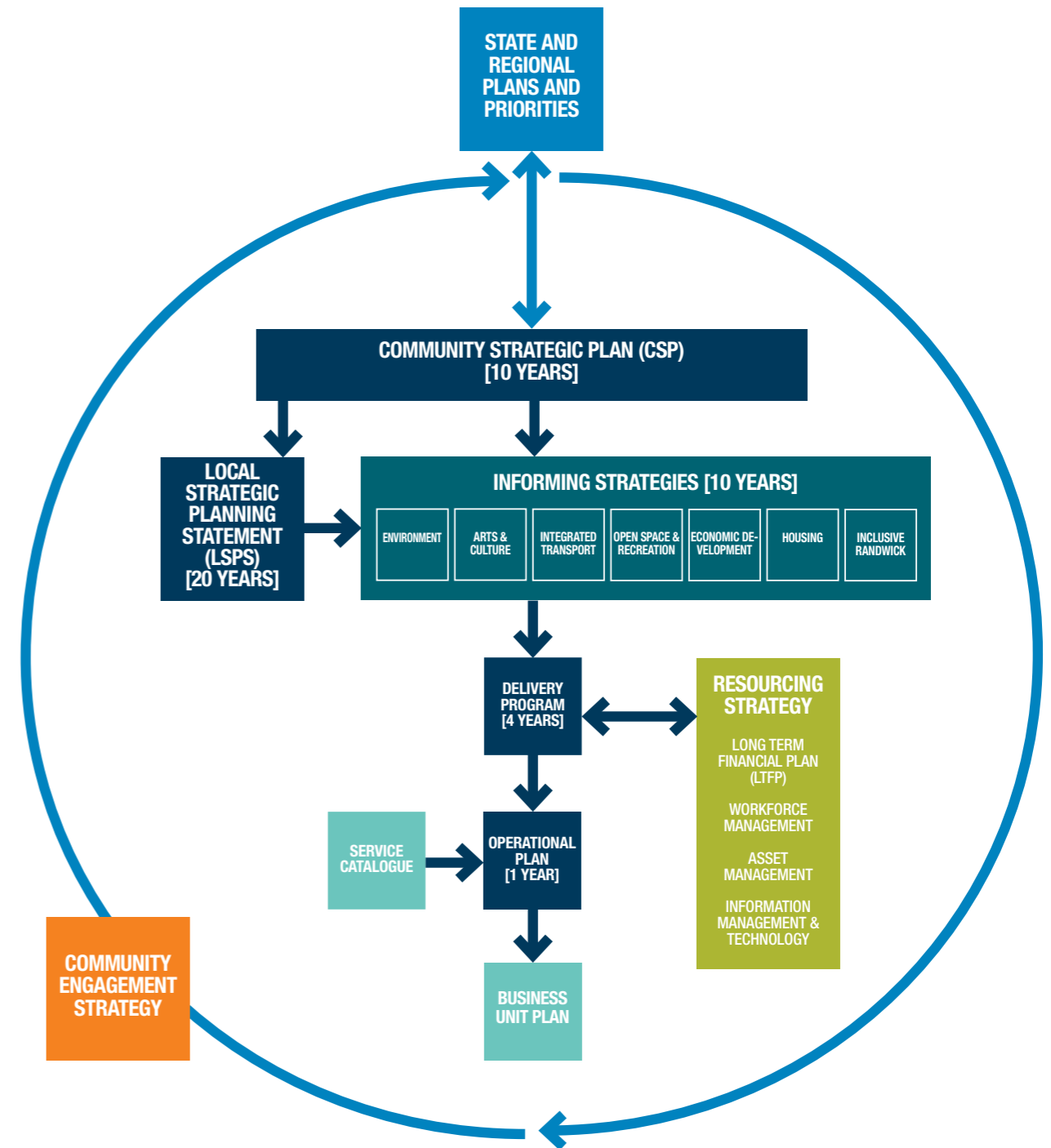
Council also prepared annual Operational Plans for each financial year. These detail the individual projects and actions to be undertaken by Council in the financial year to achieve the commitments made in the Delivery Program. The 2021-22 Operational Plan is the final Operational Plan for the 2018-2022 Delivery Program.

Regular feedback on Council's progress in delivering the community's aspirations through the Delivery Program and Operational Plans has been provided through quarterly progress reports and an Annual Report<sup>3</sup> at the end of each financial year. This Annual Report provides the final report on delivery of the 2018-2022 Delivery Program.

<sup>1</sup> In April 2022, our new 2022-32 Community Strategic Plan was adopted.

<sup>2</sup> The original 2018-2021 Delivery Program was extended by 12 months when the 2020 local government elections were delayed due to COVID.

<sup>3</sup> In accordance with the provisions of the Local Government Act, the 2020-2021 Annual Report included the 2017-2021 State of our City Report, detailing Council's achievements in implementing the City Plan, and the 2017-2021 State of the Environment Report. These reports are available to view on Council's website.



# About this report



This Annual Report assesses our performance over the 2021-22 financial year, highlights key achievements and presents required statutory information.

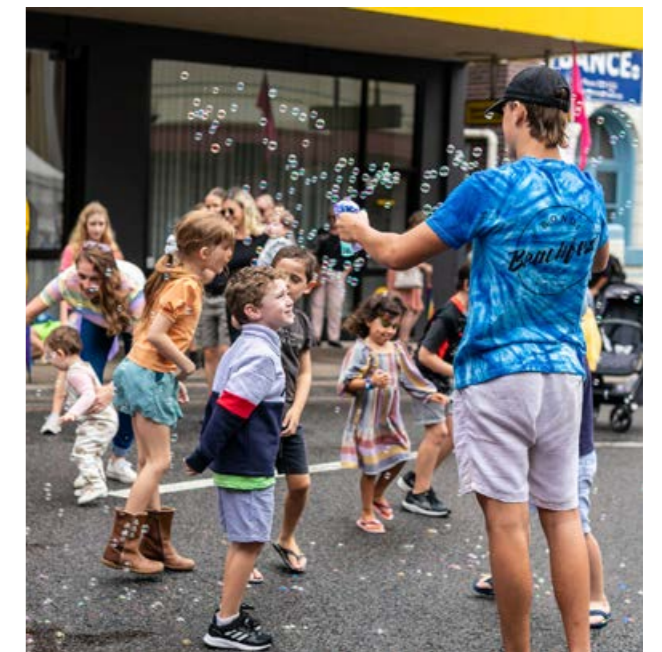
It is provided in accordance with Section 428 of the Local Government Act (Act) which states:

*"Within 5 months after the end of each year, a council must prepare a report for that year reporting as to its achievements in implementing its delivery program and the effectiveness of the principal activities undertaken in achieving the objectives at which those principal activities are directed."*

The report is divided into three sections:

- Part 1: Summary of performance under each City Plan theme
- Part 2: Statutory Information Report
- Part 3: Awards

In accordance with the provisions of the Act, the 2021-22 Annual Report also includes our 2021-22 Audited Financial Reports. These reports contain detailed information about Council's financial position at the end of the year and how it performed over the preceding 12 months. The reports are independently audited and published annually. The 2021-22 Financial Reports can be found on Council's website.



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# Part 1. Summary of performance under each City Plan theme

This part of the annual report details our key achievements in implementing the 2018-2022 delivery program in 2021-22.

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# Theme 1: Responsible management

Responsible management is about the integrity we apply to our financial management and governance and the way we value our community and our employees. It is about leadership and sustainability and is the platform through which we deliver all our activities.

At Randwick City Council we use a range of measures to monitor our progress in achieving the community's goals in the Randwick City Plan. We will refer to these indicators throughout this report.

### We focus on our customers

The experience of our customers is of high importance at Randwick City Council. Customer focus is a core value for all employees, who are expected to take care of the customers' needs by providing professional, timely, helpful, high quality and consistent customer service before, during and after the customers' requirements are met.

A queue management system at our Customer Service Centre helps us provide a tailored and efficient service for our face-to-face customers. A kiosk touch screen is also available, providing customers with self-serve access to online services.

### We are committed to planning ahead and ensuring a financially stable and robust organisation

This year our focus was firmly on the future while continuing to deliver planned projects and services. All our plans are underpinned by our 10-year Long Term Financial Plan (LTFP). This gives our staff and our community the stability of knowing how and when each outcome and objective is going to be funded.

Council's financial strategy is formally reviewed at least three times during the year – during the development of the annual Budget, the auditing of Council's Financial Statements and the update of the LTFP.



**91.8%**

Written correspondence actioned in 15 days or less



**73.94%**

Phone calls answered within 30 seconds



**80.83%**

Customer service requests completed within the service level agreements



**15,534**

Face-to-face customers served



**1,114**

Development applications (DAs) accepted



**114,917**

Telephone enquiries responded to



## Key financial results

INDICATOR	BENCHMARK	2021-22	2020-21	2019-20	2018-19
<b>Operating performance ratio</b> This ratio measures Council's achievement of containing operating expenditure within operating revenue.	Greater than or equal to breakeven	5.57% ✓	4.49%	4.16%	5.51%
<b>Own source revenue</b> This ratio measures the degree of reliance on external funding sources.	Greater than 60%	87.21% ✓	90.31%	83.72%	90.24%
<b>Unrestricted current ratio</b> To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.	Greater than or equal to 1.5 : 1	3.97 ✓	3.98x	4.04x	4.06x
<b>Debt service cover ratio</b> This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.	Greater than 2 x (Times)	20.28 ✓	6,059.67x	5,789.17x	0.00x
<b>Rates, annual charges, interest &amp; extra charges outstanding percentage</b> To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.	Less than 5.00%	4.5% ✓	3.80%	4.84%	3.15%
<b>Cash expense cover ratio</b> Indicates the number of months Council can continue paying for its immediate expenses without additional cash inflows.	Greater than or equal to 3 months	10.10 mths ✓	5.65 mths	4.67 mths	3.33 mths
<b>Building, infrastructure &amp; other structures renewal ratio</b> This ratio is used to assess the rate at which assets are being renewed against the rate at which they are depreciating. Includes Buildings, Roads, Drainage and Open Space assets.	Greater than or equal to 100%	62.76% ✗	122.44%	66.09%	106.33%
<b>Infrastructure backlog ratio</b> This ratio shows what proportion the backlog is against the total value of Council's infrastructure.	Less than 2%	0.49% ✓	0.48%	0.50%	0.51%
<b>Asset maintenance ratio</b> This ratio compares the actual versus required annual asset maintenance.	Greater than 100%	179.13% ✓	192.57%	174.22%	172.14%
<b>Cost to bring assets to Agreed Level of Service</b> A snapshot of the proportion of outstanding renewal works compared to the total suite of assets that Council has under its care and stewardship.	N/A	0.31% ✓	0.31%	0.31%	0.32%

For more information on Council's financial results, position and performance against financial sustainability indicators, please refer to the separate document Financial Reports 2021-22 which is available on our website: [www.randwick.nsw.gov.au/about-council/policies-plans-and-forms/plans-and-reports](http://www.randwick.nsw.gov.au/about-council/policies-plans-and-forms/plans-and-reports).

## We are financially sustainable

Randwick City Council is in a strong financial position with a history of generating operating surpluses, significant capital works programs and sound liquidity.

Despite the COVID-19 impact, Council's financial performance for the year remained sound with a net surplus result of \$18 million.

FINANCIAL SUMMARY	2020-21	2021-22
Total income	\$174.8m	\$183.3m
Total expenses	\$166.9m	\$164.9m
Net Operating surplus	\$7.9m	\$18.4m
Net Operating surplus excl capital grants and contributions	\$1.2m	\$5.8m
New capital works	\$18.3m	\$37.2m
Capital renewal works	\$21.0m	\$8.3m
Total capital expenditure	\$39.3m	\$45.5m
Total assets	\$1,978m	\$2,031m
Total liabilities	\$45m	\$93m
Net assets	\$1,933m	\$1,938m

As detailed in the key financial results table, all financial performance indicators met benchmark requirements in 2021-22 except the building, infrastructure & other structures renewal ratio. This ratio was below benchmark due to reduced asset renewal capacity caused by COVID restrictions in the first half of 2021-22, and significant wet weather (due to La Nina) in early 2022.

## Our workforce is high performing, committed and engaged

Our values-based culture is embedded in all we do, from attraction and selection to performance reviews, policies, engagement activities, and training events.

The Randwick City Council Employee Health and Wellbeing program continues to offer regular Lifestyle Lunches to discuss wellbeing issues and share knowledge, annual flu vaccinations and skin cancer checks.

Our focus on risk and safety has resulted in a strong culture of incident management. We regularly review our Business Continuity Plans to ensure we are prepared and managing our risks appropriately. This preparedness meant we were in a good position to respond to the COVID-19 pandemic and its ever-changing challenges.

Randwick continues to focus on and invest in the development of our staff to ensure the ongoing growth of our employees' capability, skill, knowledge and professional development. This was achieved even during lockdowns by making virtual learning available to all staff.

We ensure our employees remain informed and engaged with regular internal communications including tool box talks, team meetings, weekly RCC Spotlight sessions, monthly BBQs, fortnightly surveys and feedback, fortnightly newsletters, intranet, digital display screens at worksites, community eNews and staff announcement emails.



## We build partnerships

Since adopting the first Randwick City Plan in 2006, Council has developed a number of significant partnerships to encourage mutual understanding of local needs and contribute to projects that benefit the wider community.

Our key partnerships in 2021-22 included:

<b>3-Council Regional Environment Program</b>	The 3-Council Regional Environment Program is an important collaboration between Randwick, Waverley and Woollahra Councils. Now more than 10 years on, the program has gained substantial recognition across the local government sector for its results across programs that include: Compost Revolution, Solar my Schools, Solar my Suburb, Energy Smart Cafes and leadership in the installation of public electric vehicle charging infrastructure across the eastern suburbs.
<b>ARCUNSW</b>	This partnership seeks to support international students.
<b>Australian Maritime Museums Council (via Australian National Maritime Museum)</b>	La Perouse Museum staff are members of this organisation and receive advice on managing museums with maritime themes. In 2021-22 the Museum received a grant from the Maritime Museum for an interpretation project.
<b>Cape Banks Family History Society Inc. (CBFHS)</b>	CBFHS have previously held their monthly meetings in the Vonnie Young Auditorium at Lionel Bowen Library. In addition, the Library has partnered with the CBFHS to deliver quarterly Ancestry.com training workshops. This partnership will be revived once the stakeholder is ready to reactivate the relationship that has been suspended due to COVID-19.
<b>Collaborating for Impact (C4I) with community organisations across eastern suburbs</b>	Our Collaborating for Impact (C4I) initiative is empowering and training community organisations across Randwick, Waverley and Woollahra Local Government Areas to take their own leadership on sustainability and environmental protection back into their own networks and communities, supporting their voluntary efforts and assisting each of them increase their membership and capacity.
<b>Coogee Randwick Clovelly RSL</b>	Each year Council partners with the Coogee Randwick Clovelly RSL to present their Anzac Day Dawn Service at Goldstein Reserve. Volunteers from the Coogee Surf Life Saving Club, No 324 (City of Randwick) Squadron AAFC, 306 Squadron, Waverley College Cadet Unit, and students of Champagnat Catholic College Pagewood, Marcellin College Randwick and Clarendon College also support the Anzac events. In 2021 council assisted in the facilitation of their first veterans march from the Coogee Diggers to Goldstein Reserve, which was again supported in 2022 by Council, the Eastern Beaches Police Area Command and Randwick State Emergency Services.
<b>Eastern Beaches Police Area Command</b>	The Council's events team works in partnership with the Eastern Beaches Police Area Command on a number of community events which require police support, as well as some events which are presented formally in partnership with the Eastern Beaches Police Area Command, such as Step Out Speak Out which aims to bring awareness to Domestic Violence.
<b>Eastern Suburbs Sustainable Schools Network (ESSSN)</b>	The ESSSN supports early learning centres and schools in the Eastern Suburbs to implement real life sustainability learning via teachers, parents and citizen groups, principals networks and their local school communities. The Network is coordinated by Waverley, Woollahra, and Randwick Councils.

<b>Firsthand Solutions Aboriginal Corporation</b>	Council has a formal Memorandum of Understanding to deliver employment and business support for indigenous start-ups through the Blak Markets.
<b>French Consulate</b>	The French Consulate, based in Sydney, has a long association with the La Perouse Museum and with Bastille Day at La Perouse. The Consulate coordinates naval and diplomatic visits to La Perouse, specifically to the Laperouse Monument, and makes an annual contribution to Council for the maintenance of both historic French sites on the La Perouse Headland.
<b>Friends of Laperouse Museum Inc. (FOLPM)</b>	FOLPM is a voluntary organisation that evolved from the original voluntary group that helped establish the Museum in 1988. They promote the story of the French explorer Laperouse, run public events around the French theme, and support the Museum's French-based activities. A Memorandum of Understanding was created between the FOLPM and Council in 2018.
<b>Housing NSW</b>	This partnership seeks to deliver improved social and physical outcomes for residents living in and around public housing precincts in Randwick City.
<b>Kooloora Community Centre</b>	Council provides financial support to deliver vacation care and youth programs.
<b>Weave Youth and Community Services</b>	Council provides financial support to deliver the Weaves Kool Kids Program.
<b>La Perouse Local Aboriginal Land Council Inc. (LPLALC)</b>	The Chairperson of the LPLALC sits on the La Perouse Museum and Headland Trust and is the Museum's primary conduit for consultation with the local Aboriginal community. They also provide the services of Elders for Welcome to Country ceremonies and work with the Museum on specific exhibition and research projects (through Gujaga Foundation).
<b>Lycee Condorcet</b>	The Lycee is the largest French school in Australia with over 1300 students and is based in Randwick. There is a recent bi-annual agreement (2021) between the Museum and the Lycee to run education programs and a modest exhibition of the students' work, the first of which was delivered in 2021-22.





<b>NSW Food Authority</b>	This partnership provides for the implementation of a comprehensive food safety and inspection program for food businesses within the LGA.
<b>Oz Harvest</b>	Council has partnered with Oz Harvest to deliver food security programs.
<b>Randwick and District Historical Society (RDHS)</b>	Randwick City Council continues to support the operation of RDHS. A Memorandum of Understanding between Randwick City Council and RDHS has been signed by both parties. This defines the key responsibilities of the two stakeholders.
<b>Randwick City Business Chambers</b>	Council liaises with Business Chambers in Randwick to share information and assist with their events and activities.
<b>Randwick City Tourism Inc. (RCT)</b>	RCT is an association established by Council in 1990 and is managed by an executive committee of volunteers with some support from Council. The RCT objectives are to: encourage residents to appreciate the benefits of the visitor economy; provide a cohesive & unified tourism focus for Council & local business; encourage sustainable tourism development; coordinate promotion of key destinations and activities; represent Randwick's tourism interests; and advise on tourism policy.
<b>Randwick Collaboration Area program</b>	The Randwick Collaboration Area program was established to address complex city-making issues through better coordination and collaboration with stakeholders within the health and education precinct and state agencies.
<b>Resilient Sydney initiative</b>	This partnership is hosted by City of Sydney Council and is a collaboration of Sydney metropolitan councils working with different agencies to support 'resilient' communities across metropolitan Sydney. The strategy sets the direction needed for Sydneysiders to cope, adapt, and thrive in the face of increasing global challenges, local shocks and stresses.
<b>Sister City relationships</b>	Our Sister City relationships both within Australia (Narrabri and Temora Shire Councils) and internationally (City of Albi in France; Greek Island of Castellorizo; City of Hangzhou in China and the Randwick Parish Council in Gloucestershire, United Kingdom) seek to promote mutual understanding and friendship to benefit our communities.
<b>South East Sydney Local Health District &amp; NSW Department of Communities and Justice</b>	Council has a formal Memorandum of Understanding with South East Sydney Local Health District, NSW Department of Communities and Justice and a local service provider to establish and maintain a multipurpose Community Hub at Lexington Place, Maroubra.
<b>Southern Sydney Regional Organisation of Councils (SSROC)</b>	SSROC is an association of 11 municipal and city councils. It provides a forum through which member councils can interact, exchange ideas, and work collaboratively to solve regional issues and contribute to the future sustainability of the region.
<b>Surfing New South Wales</b>	In 2017 it was resolved that RCC would contribute to the Surfing NSW Havaianas NSW Grommet State Titles at Maroubra via sponsorship and in-kind support from the Council's donation budget. Further to this, the Events team partner with Surfing NSW each year to hold a civic ceremony for the induction of the Surfing Walk of Fame, and a large signature community event called Beach Breaks at Maroubra Beach promenade.
<b>Sydney Coastal Councils Group Inc.</b>	The Sydney Coastal Councils Group Inc. is a collaborative regional organisation that advances sustainable management of Sydney's urban coastal and estuarine environment. It currently comprises 9 member councils with a total coastline of almost 600 kilometres.

<b>Sydney Roosters and South Sydney Rugby League Football Clubs, Souths Cares, Randwick Rugby Club</b>	Through these community partnerships we seek to assist disadvantaged youth and junior rugby league clubs in our area.
<b>Sydney Water and Department of Planning, Industry and Environment</b>	This is an ongoing collaboration to improve the Coogee Beach water quality.
<b>Sydney's Gay and Lesbian Mardi Gras</b>	This long-standing informal partnership commenced in 2015 and is celebrated each year at the commencement of Sydney's Gay and Lesbian Mardi Gras by raising a rainbow flag at Randwick Town Hall. In 2021, this partnership was developed further with the installation of the Coogee Mardi Gras Rainbow Walkway, a 50-metre temporary installation on the beach promenade. An annual Mardis Gras event is now programmed at Coogee on the Rainbow. Unfortunately, due to unsafe conditions caused by heavy rainfall, the planned community celebration at Coogee Rainbow was cancelled in 2022.
<b>Transport for NSW</b>	This collaboration was initially focussed on delivery of the Sydney Light Rail. However, future discussions will relate to management of parking across the collaboration area.
<b>University of Technology Sydney (UTS) Institute for Public Policy and Governance</b>	This partnership enables Council staff who participate in the LG Professionals NSW Management Challenge to complete the short course 'Team Building and Leadership' as credit towards the Postgraduate Certificate in Local Government Leadership qualification; and Council supports selected staff through study leave to obtain relevant postgraduate qualifications.
<b>UNSW and Juvenilia Press</b>	This partnership delivers the Lionel Bowen Young Writers' Awards (held every two years).
<b>UNSW Art &amp; Design</b>	Every two years, Council partners with the UNSW Art and Design faculty to deliver NOX: Night Sculpture Walk. This is a large community event held at the Randwick Community Centre and Randwick Environment Park. This partnership also saw a pop-up exhibition at Blenheim House as part of interim activations before the house is transformed into a cultural facility.
<b>UNSW Crime Prevention Partnership</b>	This partnership, between Randwick City Council, Eastern Beaches Police Area Command and UNSW, seeks to reduce crime on and about the UNSW campus.
<b>UNSW Sustainability Agreement</b>	Through this agreement, the University provides Council with access to its 'state-of-the-art' sustainability research and related programs, and Council seeks to provide practical applications for student research across the Randwick LGA.
<b>Cyber Security NSW</b>	Through this partnership Council obtains best practice advice and support regarding cyber security issues that might impact on Council, technical services that improve Council's system security, and learning and development courses that are used by staff across the organisation.

### We offer improved technology and online services

Council continued to invest in improvements in technology and online services to deliver better and more efficient services to the community.

Key achievements for the year included:

- Supporting the workforce to be productive as the pandemic evolved with the transition of staff to work from home and back to the workplace as required by pandemic health orders and risk assessments, with the longer term transition to hybrid work through appropriate technology.
- Support to Councillors to remain connected with their constituents, including the induction of new Councillors as a result of the December 2021 Council Elections.
- Selection and implementation of a new Human Resources Management System to improve employee experience, eliminate manual paper-based processes such as leave management, and reduce risk through adherence with the relevant industrial provisions.
- Implementation of new online services for informal requests for information and other online forms utilised by external customers as part of an ongoing program of work to transform these processes to digital-first.
- Continued application and infrastructure upgrades in line with Council's IMT Strategy and forward schedule.
- Improved security compliance through user education and training, external assurance penetration tests and simulations, and engagement with Cyber Security NSW to improve email and technical security services.

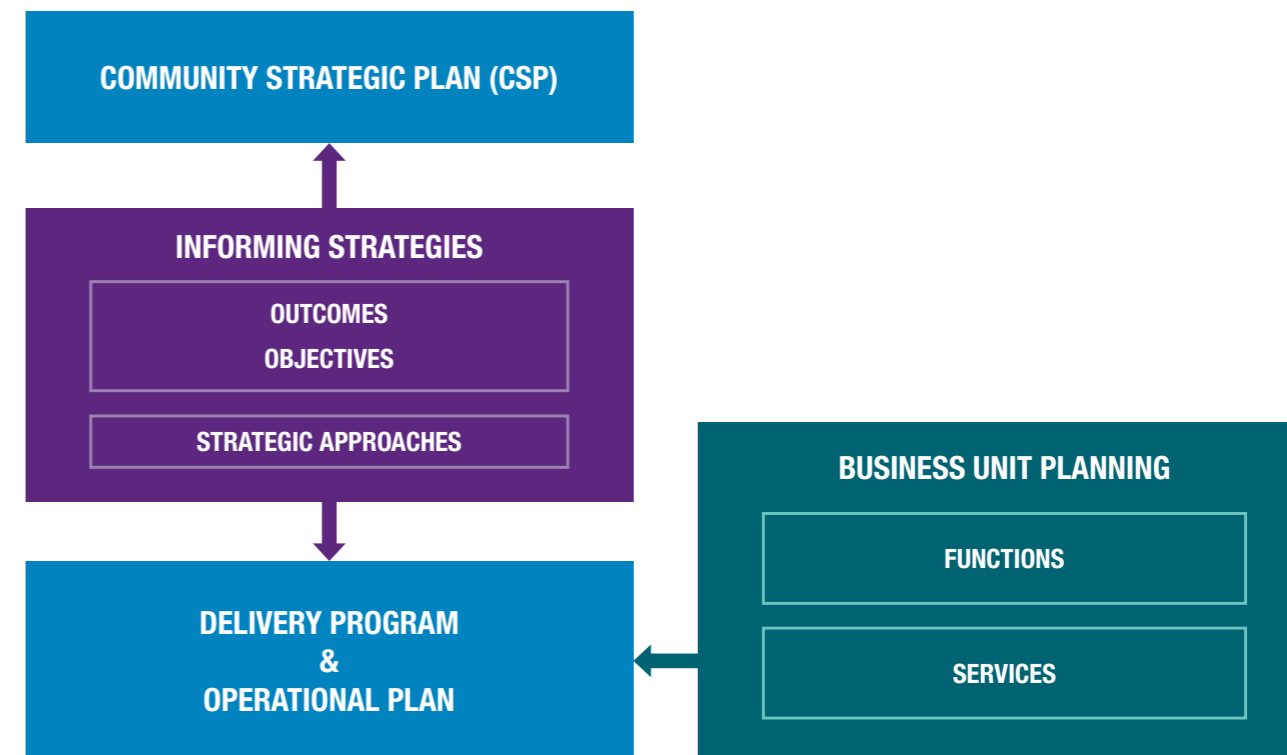
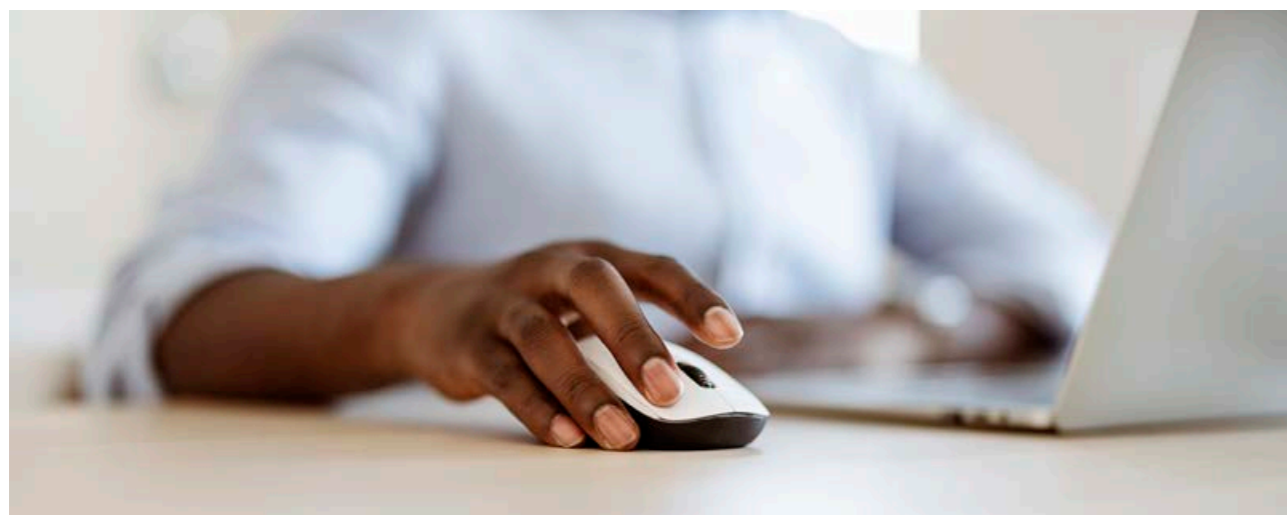
### We have a strong focus on Continuous Service improvement

Randwick City Council has a strong commitment to continuous service improvement. We always seek to provide better services and programmes to achieve cost and efficiency savings, and to encourage innovation.

In 2021-22 we prepared and adopted our new 2022-2032 Community Strategic Plan, 2022-26 Delivery Program and 2022-23 Operational Plan. These plans combined 3 years of research and consultation to provide an integrated approach for how Council will work towards delivering the community's aspirations, while ensuring the ongoing delivery of needed services and regulatory functions.

At the centre our new integrated approach to planning is seven informing strategies and 18 business unit plans.

- **Informing Strategies**  
The Informing Strategies identify the long-term aspirations of the community in seven key areas (Housing, Environment, Integrated Transport, Open Space and Recreation, Arts and Culture, Economic Development and Social Inclusion). These strategies include key outcomes and objectives, as well as strategic approaches that detail how the outcomes will be achieved. In 2021-22 we completed the last two of these seven informing strategies.
- **Business Unit Planning**  
Business Unit Planning (BUP) involves defining the functions, processes and activities for each business unit, together with accountabilities, risks, resourcing requirements, governance controls, outputs, benefits and performance measures. A key output from BUP in 2021-22 was a complete list of all services provided by Council.



As detailed in the diagram above, this work has now been combined to create our suite of integrated planning documents that link our day to day activities with achieving real measurable benefits for the community.

The outcomes from the Informing Strategies provide a comprehensive picture of the community's aspirations for the future across all seven areas, and the objectives provide clear measurable ways of achieving these outcomes. Together they provide the basis for our 2022-2032 Community Strategic Plan.

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

The delivery program and operational plan also includes the activities required to deliver ongoing services to our community and Council's regulatory functions.

Clear measurable performance indicators are included against every activity undertaken by Council to increase accountability and ensure that delivery is on track.



## We provide good governance with demonstrated accountability, transparency and probity

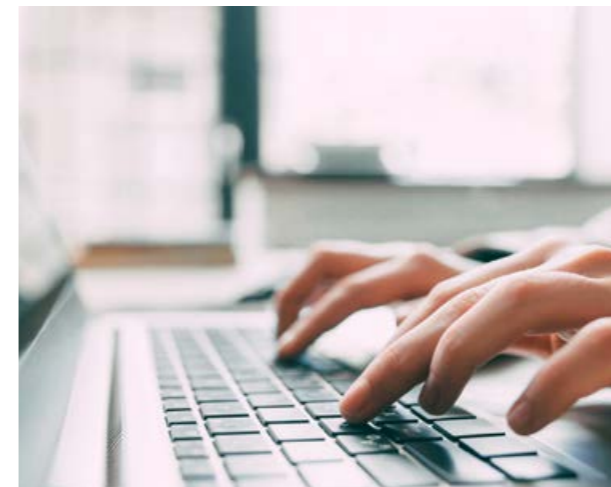
An effective and robust governance framework is essential to the successful leadership and stewardship of Randwick City Council. In addition to legislation, regulation, codes and best practice, Randwick's governance and probity framework includes an established Audit, Risk & Improvement Committee and a comprehensive Performance Management Framework.

Measures implemented during 2021-22 to further strengthen the level of governance across the organisation included:

- Audit, Risk & Improvement Committee**  
 During 2021-22 Council reported all relevant matters of significance to its Audit, Risk & Improvement Committee to improve oversight of our overall governance framework (including financial management, enterprise risk management, external and internal audit, legislative compliance, integrated planning and reporting and the performance management framework).
- Governance Management Framework**  
 During 2021-22 we continued to operate under our comprehensive Governance Management Framework which provides staff with a better understanding of our legal and regulatory drivers and better informs them of the reasons behind why Council has its various governance controls in place. Increasing staff awareness of the Framework is aimed at minimising Council's risk and improving efficiency.
- Policy Framework**  
 As part of the Business Unit Planning process, Council's Policy Framework has been reviewed to

ensure that it is comprehensive, effective and services the needs of the organisation. A detailed review of all Council policies was also undertaken as part of the Business Unit Planning process to ensure all policies are up to date.

- Three-year Strategic Internal Audit Plan**  
 We have established a three-year Strategic Internal Audit Plan that provides the basis of the next three years' audit activity and takes into account the Council's risk environment, tolerance for risk and the resources available to perform the audit function.
- Process mapping**  
 Good processes are a critical ingredient to delivering a high standard of service to our community. Our process maps are a tool used by new and existing staff to assist and guide how we work today, while also providing the platform to share, collaborate and improve what we do for tomorrow. We have also built procedures and work instructions into our Business Unit Planning process.
- Legislative Compliance Management Software**  
 Council operates in a complex regulatory environment. This makes compliance management a major strategic risk. In order to address this risk, Council continues to subscribe to Legislative Compliance Management Software (called RelianSys) which allows us to allocate compliance matters to responsible officers and report on compliance (and non-compliance) so that we manage our performance and develop strategies, as required, to address any shortcomings identified. Six monthly legislative compliance reporting is undertaken for both our Executive Leadership Team and our Audit, Risk and Improvement Committee.

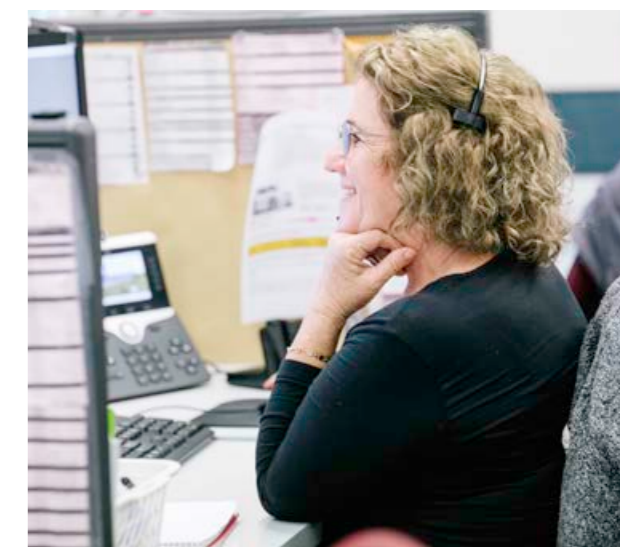


## We implement fraud control activities

Council is very aware of the reputational and financial risk associated with potential fraudulent activities. Extensive control measures are in place to mitigate these risks. Fraud control activities include:

- Any bank account change requests for both suppliers (Accounts Payable) and employees (Payroll) are independently verified from known sources prior to masterfile update.
- All EFT payment files (Accounts Payable and Payroll) are independently verified and authorised by two delegated officers.
- We maintain separation of duties in relation to creating new suppliers in the system (Procurement and Accounts Payable) with double checking ABNs/legitimacy of business (via website checks etc.).
- Purchase orders are required to be raised prior to invoice and supported with quotes/supporting documents.
- We have a workflow in place for invoice signoff against the approved purchase orders.
- We have documented processes in place to handle invoices after purchase orders.
- Invoices without purchase orders are returned by Accounts Payable to the relevant officer and CC'd to Procurement for follow up/explanation.
- We maintain a high level of Information Technology (IT) security with patching of software, decommissioning of out of date or unused software and conduct regular vulnerability assessments of our environment.
- We separate the creation of users and permission assignment in financial-related systems from financial services staff and periodically review permission access.

- We have implemented a new Human Resources Management System to provide greater control and oversight around employee attendance, leave, industrial entitlements and payments.
- We have strong controls around administrative access to systems and conduct background checks on staff with elevated permissions prior to employment, and all staff with elevated permissions are required to undertake additional cyber security training.
- We encourage the use of electronic payments across Council business activities through integrated EFTPOS and web-based payment systems including for Libraries and the Des Renford Leisure Centre, to reduce the risk of fraud arising from cash handling.
- We conduct training for staff in email phishing awareness, password and information security on an annual basis including mandatory training on commencement.
- We ensure that Information Management and Technology (IMT) staff in critical roles take their leave, we rotate roles between staff in the IMT Department; and we ensure that all IT requests for changes are captured in a single system with management oversight.
- We obtain external assurance through cyber security assessments undertaken by Cyber Security NSW, the Audit Office of NSW and council-contracted specialist firms, and transparently report the outcomes to the Audit, Risk and Improvement Committee on a quarterly basis.



# Theme 2: A sense of community

A sense of community describes Council's aim to create a feeling of inclusiveness, wellbeing and involvement for our diverse community groups and organisations. We promote this sense of community by providing facilities such as parks, and by running community festivals, events, activities and cultural programs catering to the different backgrounds, interests and age groups.

We also try to ensure that those in our community who experience social and economic disadvantage have equitable access to services and facilities that support their needs.

## We support and meet the needs of our community

In 2021-22 we partnered with health agencies and peak organisations to increase community awareness on a range of health and wellbeing issues, covering topics such as suicide prevention, understanding depression, dementia and understanding consent.

Council also partnered with key agencies and local social services to deliver joint projects and events that addressed the identified needs of our vulnerable and disadvantaged community members.

Pages 78-81 provide a comprehensive list of the community partnerships, joint projects and service coordination that we offered to support the needs of our community in 2021-22.

### Donations and subsidies

During 2021-22, Randwick City Council contributed more than \$2.9M in grants, donations and subsidies to individuals, community groups and non-profit organisations. For the full financial details of Council's donations, subsidies and grants, please refer to page 97 of this report.

### Surf Education

The Beach and Surf Safety Educational Program was delivered to a limited number of schools in the lead up to the 2021-22 beach season, this was due to COVID-19 restrictions. Significant work has been undertaken since the beach season finished in April 2022 to update and improve the program in readiness for the 2022-23 season. Schools in the Randwick LGA have been contacted, with many already scheduled to receive the revamped Beach and Surf Safety Educational Program throughout September and October 2022.

## We provide great community activities and events

### Signature events

More than 30,000 people attended signature community events throughout the year.

Our signature events included the Bali Commemoration Ceremony, Coogee Sparkles New Year's Eve Fireworks, Australia Day Community Celebration in Kensington, the Coogee Randwick Clovelly RSL Anzac Day Dawn Service at Coogee, The Spot Festival and Koojay Corroboree at Coogee Beach.

Please see pages 82-87 which provide a comprehensive list of all community and corporate events and the attendance numbers in 2021-22.

### Library events and programs

Throughout the year, Council held a wide range of activities at its various public libraries. Catering to different interests and age groups, these activities were designed to bring people together and create vibrant communities. They were provided to Randwick City residents free of charge or at a minimal cost.

In response to COVID restrictions in the first half of 2021-22, the library provided a diverse range of programs exclusively online from July to mid November 2021. With skills gained from the previous pandemic lockdown, we transitioned easily to providing online programs and activities.

In-person events were phased in from mid-November, once restrictions were eased, with reduced capacity limits and additional COVID safety measures. By June 2022 the range and quantity of programs, events and library visits were back to relatively normal numbers.

As a result of the pandemic lockdowns, the library developed the Spark in the Park outreach event as a successful bid to engage the community with library services outside of the library, so that capacity limits for early childhood events could be significantly increased.

Young adults were also supported by early entry to the library during the pandemic for vaccinated HSC students to support their study needs. HSC: Ride the Wave was supported again this year in partnership with Waverley and Woollahra Libraries, with sessions delivered locally on Maths (Standard and Advanced), and Business Studies.

With experience developed from the previous lockdown, the library was able to re-introduce in-person, lifelong learning and social inclusion activities with much greater speed with almost 100 events per month occurring in May and June of 2022.

Many programs were delivered in our new creative space on level 3 at the Lionel Bowen Library. During the pandemic lockdowns, young adults were engaged online

with the Monday Makers programs which moved to in-person events from January and covered topics; Egg-Drop Challenge, Catapult Creations, Shocking Towers, Optical Illusions, Mechanical Flowers, Ornithopters, Drawing Machines and Wearables. Other workshops supported in The Third Space were 3D Printer Club, Art Workshops and Cities for Tomorrow: Sustainable Furniture Workshops.

Over the 2021-22 financial year, 9,946 library visitors participated in one of the 659 activities and events run by the library with 245 of these being held online.

Please see pages 72-76 which provide a comprehensive list of all community development activities and events, including those provided by the library and the attendance numbers in 2021-22.

### We provide an engaging cultural arts program

Council's Cultural Arts Program, established in 2010, provides arts and cultural activities to involve, engage, and entertain a growing number of the community. Some of the 2021-22 highlights are detailed below.

#### Twilight Concerts

The Twilight Concerts have been at the heart of our Cultural Arts Program for more than ten years, bringing quality performances to local venues at a family friendly time and price. Sadly, due to the pandemic, programming has been severely limited and sporadic due to infection flareups. Despite this, Two Twilight Concerts in the Park were held in the Randwick Community Centre Park in March 2022 to celebrate Earth Hour. Approximately 1,000 people attended both concerts and enjoyed performances from Emma Pask and Gregg Arthur and Swing City Big Band.

Twilight Concerts were also held at the Prince Henry Centre and La Perouse Museum. The Prince Henry Centre hosted a concert with pianist Daniel Rojas, and the La Perouse Museum hosted Aelita Queen of Mars with the Volatinsky Ensemble (silent film with live music).



#### Australian Film Walk of Fame

Actor, writer and director Leah Purcell AM was honoured with a bronze plaque on the Australian Film Walk of Fame, located outside the Ritz Cinema, Randwick, on Thursday 28 April 2022, in recognition of her ongoing contributions to the Australian film industry. Her film, *The Drover's Wife*: The Legend of Molly Johnson received an Official Gala Screening at the Ritz Cinema on the same evening.

The Australian Film Walk of Fame celebrates the Australian film industry and recognises the lives and outstanding achievements of Australia's leading film makers and artists and those who have made a significant contribution to the industry. The footpath promenade outside the heritage Randwick Ritz cinema holds a number of bronze plaques honouring legends of Aussie film including Michael Caton, Charles Tingwell, Claudia Karvan, Jack Thompson and Deborah Mailman and is a joint initiative between Randwick Council and Barry Watterson.

#### La Perouse Museum Programming

The Museum delivered recurring popular events this year as well as some new and highly innovative community engagements, despite being closed for 17 weeks during this period. All Museum events were sold out, and included Aboriginal cultural experiences led by Dean Kelly (storytelling and bush tucker on the beach), Aunty Deidre Martin (master Aboriginal weaver), Aunty Maxine Ryan (generations of shell working), Eric Brown (reading Country on the La Pa Headland), Kyra Kum-Sing (Boomalli Indigenous arts tours), and notably the first Survival Day concert with Bidjigal Elder Vic Simms on Country at La Perouse Museum, 26 January. The Museum also hosted cultural providers and gatherings including regular morning teas with the La Perouse Elders, and Brad Cooke's Campfire cultural training.

Of note was an incredibly successful (almost 400 attendees) commissioning of a digital installation by the renowned light and new media artist Jacqui North in the Macquarie Watchtower. Called "Breathing Underwater", the climate crisis installation featured animated depictions of the Museum's collections and collaborations with First Nations artists and activated the Tower in an entirely new way. The Tower was also the site of a series of Biennale Programs which were also well attended.

An exciting partnership with the large French school Lycee Concorcet resulted in a student exhibition about Laperouse which opened in the Bayview Galleries in March 2022. Indigenous training groups and youth organisations also used the Museum as a hub for cultural training and engagement activities.

#### Exhibitions

A diverse activation program continued at the La Perouse Museum despite COVID interruptions, with two major exhibitions and improvements to the main displays, and 17 COVID-safe public programs working specifically with local providers, Indigenous artists and cultural leaders.

The nationally award-winning "1X4" from Newcastle Museum was held at the Museum from end 2021 to March 2022, the first of many upcoming touring exhibitions to be held at the Museum. "French Explorers – Voyages to Australia" opened in March 2022 and explores the identities of great French voyagers who touched upon Australia's shores. Featuring some nationally important objects (such as Baudin's chronometer) and a reconstructed Ship's Cabin, this has been very well received indeed by stakeholders, visitors and schools.



"La Perouse Milestones" - a major timeline project was installed in the Museum's main room in April 2022. This was done in partnership with many state and community groups, most importantly the Gujaga Foundation which provided research on key Aboriginal milestones as part of the Museum's focus on truth-telling and hosting First Nations voices in the Museum's programming and displays.

In addition to the exhibitions displayed at the Museum, the Lionel Bowen Library hosted a number of exhibitions in the dedicated exhibition space. While exhibitions from July to October were cancelled due to the COVID-19 pandemic, the following exhibitions went ahead:

- Urban Walkabout Exhibition | 14 May – 11 July 2021 (Scheduled)
- Different Similarities Photographic Exhibition | 19 November 2021 – 20 January 2022

- International Women's Day Art Prize 2022 | 15 – 25 April 2022
- UNSEEN | 7 May – 28 June 2022

#### Arts and Culture Informing Strategy

In 2021-22 Council's Arts and Culture Informing Strategy was endorsed. This strategy, which is based on research and community needs, sets out clear outcomes and objectives for the next 10 years together with strategic approaches detailing how the outcomes will be delivered. The outcomes of the strategy are: 'A creative and culturally rich city, that is innovative, inclusive and recognised nationally'; and where 'everyone can develop, express and enjoy creativity throughout their life'.

### We provide quality community facilities

Randwick City Council provides for our community's social, recreational, sporting and cultural needs through a range of facilities and services such as libraries, an aquatic leisure centre, community centres, sports grounds, parks, walking tracks, cycle ways, beaches, ocean pools and playgrounds.

#### Libraries

Randwick City's libraries continue to be a hub for cross generational and multicultural community interaction, education, and entertainment. In 2021-22 library membership was 43,618, with our members borrowing 546,519 books, CDs, DVDs, and magazines. Over the financial year 195,658 people visited the City's three main libraries.

While impacted by pandemic lockdowns, the library worked behind the scenes to continue supporting our community to access online services such as eBooks and streaming platforms through the library and enabling new memberships remotely. Home Library Service deliveries continued throughout the lockdown for our most vulnerable library members and many online programs were provided for the entire community from children to seniors.

The Library reopened on 11 October for a Click and Collect service, then reopened from 18 October for vaccinated HSC students to support their study needs. We reopened to vaccinated members of the public from 25 October 2021.

The library's monthly eNews is now sent to 45,313 subscribers featuring a snapshot of the events, programs, and exhibitions available to attend in the coming month and any library service updates. We also sent regular broadcast emails to this list of subscribers as needed, featuring important library service updates to maintain a positive and close connection with the community both virtually and in the library.

The library continued to focus on curating collections to assist customers with their reading selections. This year we introduced a new Bestsellers' collection for children called Kids Top Reads which has been incredibly popular.

The Toy and Game Library has developed a more user-friendly category system including labelling and signage to help customers to select resources. This is also reflected in the catalogue records for toys which now show pictures and category locations for discovery.

Randwick City Library supports community book clubs by providing Book Club in a Box, book sets available for loan by customers, which have been updated significantly this year.

The library has continued to improve services to customers through the use of technology. People are now able to join the library remotely, providing identification digitally and offering three levels of membership - Full, Digital and Toy Library.

User experience has been improved on the library's website through the use of a visual "river" interface, highlighting new and noteworthy titles in our collection selected by automatic and curated processes.

To reduce the need for physical cards, the library started offering cardless memberships for all new members, utilising the ability of our library App to generate barcodes for barcode readers.

Catalogue improvements have been implemented to allow users to refine searches to locate relevant resources and promote our diverse physical and digital collections.

Staff guides have been developed to support the team on common tasks, such as joining members online, using eResources and technology systems. These are shared through an internal online system. This is improving the knowledge and skill base of staff to better serve the needs of our community.



### Des Renford Leisure Centre

At the Des Renford Leisure Centre (DRLC), admissions were again down compared to pre-COVID levels. The effects of COVID, facility closure for the first 3-months of the financial year, and the associated restrictions that remained in place for the majority of Q2, meant the numbers visiting the Centre were significantly reduced across the year. Pre-COVID DRLC received an average of almost 20,000 visitors per week to the indoor and outdoor pools, the gym and aerobics facilities. While this number in 2021-22 was still significantly less with 11,000 visitors per week, it was a promising increase from only 9,500 visitors per week in 2020-21.

The team at DRLC maintained its delivery of industry leading programs to the community, with the Learn to Swim program achieving 85% of its pre-COVID attendance. The gym and aerobics programs were delivered amidst a range of COVID restrictions, but once again saw a steady growth amongst patrons to successfully build facility memberships back to almost 75% of pre-COVID numbers. The competitive swimming squads maintained a strong program through the year, with excellence in coaching ensuring the program kept its position as one of the top performing programs in NSW.

During the Centre closure and throughout the first half of 2021-22, DRLC took advantage of the reduced attendance to undergo numerous maintenance projects, including replacement of all carpet throughout the facility, completing the change-over and upgrade of gym equipment, and preparation works for new pool blankets and seating. The completed work will ensure the ongoing safety and enjoyment for DRLC patrons.

### Sportsfields

Randwick sportsfields were used for a diverse range of organised sporting activities during the year. These activities included rugby league, rugby union, AFL, baseball, netball, association football, cricket, Oz tag,



touch football, archery, croquet, cycling, gaelic football and school sports.

Randwick City's sporting groups have experienced a season impacted by the COVID-19 pandemic and rainfall associated with a La Nina event. Nonetheless, Randwick City's sportsfields hosted over 100 different sporting organisations with more than 47,000 hours of organised sport played.

### Prince Henry Centre

The Prince Henry Centre, located on the coastline at Little Bay, hosts a number of functions and events for both corporate and community groups. A commercial kitchen is part of the Centre and there is onsite parking.

This year the multi-purpose centre was the venue for events such as the Sydney Multicultural Gala Lunch, Randwick Art Society Exhibition, The Deli Women and Children's Centre conference and meetings of Federal, State and local government departments. Corporate events included car launches, celebrations such as weddings, engagement parties, baby showers and Bar Mitzvahs.

### La Perouse Museum

Over the year, work continued to develop documentation for proposed major improvements to the Museum and Headland. The primary focus of this year was on the consultation with the La Perouse Aboriginal Community via the consultancy Balarinji, who issued the final report to Council in early 2022 (somewhat delayed due to COVID lockdowns). The key ongoing issue is the title and ownership status of the Museum.

Heritage architects TKD were engaged to develop construction plans to transform the Museum's current and closed toilets into modern, accessible facilities which will be realised in the next financial year.

The La Perouse Museum hosted almost 13,000 visitors this year; the reduced numbers were due to the 17 week-long closure for the NSW COVID lockdown, as well as very cautious visitation trends towards the end of 2021. Visitation in early to mid-2022 has dramatically improved to pre-COVID levels.

Other key developments included the conservation of the Laperouse Anchor for its eventual return to the Museum for long-term display, grant funding received from the Australian Maritime Museum for a short film on the History of the Anchor featuring academics and the Consul-General of France, and an Education Research Report to initiate the Museum's new Education Program.

### Cultural Venues

With the commencement of the delivery of the Arts & Culture Strategy, Council has been looking at its cultural venue spaces including the Randwick Literacy Institute, Randwick Town Hall & Blenheim House. An Expression of Interest was put out to local artists to exhibit work at Blenheim House as an interim activation whilst the DA for the house was assessed.





## We involve the community in decision-making

### Community consultations

Using our Community Participation Plan, Council is committed to providing the community with genuine opportunities to participate in Council's decision-making. We recognise that the community has a right to have a say and also that by listening to community feedback we can often make improvements and deliver better outcomes.

Council's community engagement practices are guided by the principles of the International Association for Public Participation (IAP2) and designed with the community in mind. Each project or Council activity is assessed to determine how the community can be involved and a consultation strategy is developed.

At the heart of Council's engagement over the past year has been our online platform Your Say Randwick. Online engagement has been particularly important during COVID restrictions and has enabled Council to continue hearing from the community, making improvements and delivering for Randwick City.

Your Say Randwick provides an easy to use online platform. Throughout the year there were 35,000 site visits including 20,000 'informed' visitors who visited multiple pages or downloaded a document and 4,000 'engaged' visitors who actively took part in a consultation. This includes people who completed a survey, took part in a poll or lodged a submission online.

Council continued to undertake other types of community engagement including social media, public exhibitions, working groups, calling for submissions and letterbox drops.

Council actively sought to engage with, and inform the community by conducting 38 community consultations.

Some of the community consultations included feedback on plans for a new pocket park in Clovelly, new amenities for Coogee Beach, proposed playground designs for Ella Reserve Playground, an upgrade to Malabar Memorial Hall and library, development of Council's illegal dumping and littering strategy, changes to parking on Bundock Street, a new outdoor gym for Barwon Park in Matraville and Snape Park in Maroubra, an upgrade to Maroubra Junction, Council's new Community Strategic Plan, improvements to Matraville town centre and new amenities facilities for La Perouse.

### Precinct Committees

Council's community precinct system embraced online meetings during COVID and saw participation numbers increase due to the ease of online access and as an important way to connect with others during periods of lockdown. In total 61 meetings were held, the majority being online. The precincts are comprised of residents and property owners and hold regular meetings, supported by Council, where residents identify their priorities, and voice their views.



### Advisory committees

Council also maintains a good understanding of the community's needs through consulting with a range of advisory committees. These committees, which provide strategic and practical advice, include:

- Aboriginal Consultative Committee;
- Access and Older Persons Advisory Committee;
- Arts and Cultural Advisory Committee;
- Coastal Advisory Committee;
- Cycleway & Bike Facilities Committee;
- Greening Randwick Committee;
- Multicultural Advisory Committee;

- Road Safety Steering Committee;
- Sports Committee;
- Youth Advisory Committee;
- Anzac Parade Monument (La Perouse) Trust;
- La Perouse Museum & Headland Trust Committee;
- Memorial for Fallen Lifesavers Trust; and
- Floodplain Management Committees.

Council also works with, and is represented on a number of external committees, such as the Eastern Region Local Government Aboriginal and Torres Strait Islander Forum, Southern Sydney Regional Organisation of Councils (SSROC), Sydney Planning Panel, Sydney Coastal Council's Group, and the Randwick Traffic Committee.



## We have a strong focus on communication

Over the 2021-22 financial year, Council used a variety of communication channels to inform and interact with our community.

### Website

Council's website continues to be a key communication channel with our community. During the 2021-22 financial year Council, Library and Des Renford Leisure Centre sites had more than 4.9 million page views, an increase of over 400,000 views over last year. With more online services available we received a 7% increase in unique visitors over the previous year.



During the 2021-22 financial year there were significant increases in online service transactions made through ePathway, Council's online services system:

- 6,903 Certificate requests, up by 367 over 2020-2021
- 1,462 Applications requests, up by 795 over 2020-2021
- 10,348 Service Requests, up by 9,077 over 2020-2021.

Some of the most popular service requests include the following which were created in ePathway last year:

- Replenish Caddy Liners 5092
- Missed Bin Service 2034
- Planning – General Enquiries 509
- Renew Parking Permit 263

We built many new online forms for popular services like Parking Permit applications, Informal access to information requests, streamlined existing workflows, and continued to make services and events accessible online where possible.

We continued to bring in live data for our beaches, with a new Yarra Bay Beach cam and Coogee Beach dashboard showcasing environmental conditions. Council's collection of beach cameras became the most viewed content on Randwick City Council's website

with 602,789 views, a record reflecting the value that the community obtains from these beach camera services.

Five of the top ten webpages on Council's website related to the coastline with 1.38m page views by the public accessing beach cameras, beach information or lifeguard reports. Two of the most commonly accessed services were booked cleanups and Council's waste collection calendar.

Internally, we conducted a sitewide web content review to ensure content is up-to-date and necessary. This review also provided insights into how we can better present our services online in future.

Council continues to maintain a multilingual presence on our website to reflect our diverse community, implementing the Google Translate service on Council's website to dynamically translate content into 133 languages. This ensures that all content is accessible to the community in their language of preference whilst reducing overall costs of translating information as it changes.

### Weekly eNews bulletin

Council's award-winning weekly eNews bulletin, which is distributed to 50,000 subscribers every week, helps keep residents informed about important Council information in a friendly and concise style. The Library eNews is sent to approximately 45,000 subscribers every month.

### Social media

Council uses a variety of social media channels to engage with our community including Facebook, Twitter, Instagram and YouTube. These combined social media channels have approximately 48,000 followers (as at June 2022). Social media continues to be a powerful way to interact with people at a convenient time of their choosing.



### Scene Magazine

Council produces a quarterly print magazine called Scene Magazine. This 16-page A4 sized magazine, has gone from strength to strength. It is distributed to 64,000 households in Randwick City, as well as dropped to local businesses keeping the community informed and connected to what Council is doing. The magazine has a strong community focus and celebrates the many wonderful assets of Randwick City.

## We have wonderful volunteers

Community volunteers at the library help us to provide highly popular English conversation classes and early literacy classes in Japanese, Spanish and French. Our volunteers also help to select books and other materials for our housebound community members through the Home Library Service. Other active volunteers this year were Justices of the Peace who work in the library to better reach the community and TechConnect volunteers who assist seniors with digital literacy around smartphones, devices, the internet and computing. Some of our volunteers lead community programs such as Next Chapter Art Appreciation, Mahjong, Bridge and Ukulele classes. Library volunteers add value to our services and community engagement, creating complementary and mutually beneficial partnerships.

Our dedicated Bushcare volunteers, who work with Council to protect and regenerate our natural bushland, are essential to the preservation of Randwick's bushland.

As a response to COVID-19, Council facilitated a coordinated approach to food security. We partnered with Addi Road, Junction Neighbourhood Centre, Kooloora Community Centre, Weave Youth and Community Services and The Hub@Lexo to distribute 350 food boxes per week over a 16 week period to some of our most disadvantaged communities.

The strong volunteering spirit of the Randwick City community is recognised each year through our Community Service Awards presented on Australia Day. These awards pay tribute to the selfless people in Randwick who help improve the lives of others and make our City a better place to live while encouraging others to follow their lead.

Council's Volunteering Opportunities brochure, designed to inform on volunteering opportunities available within the community, is available at [www.randwick.nsw.gov.au/about-council/jobs/volunteering](http://www.randwick.nsw.gov.au/about-council/jobs/volunteering)

## How to contact us

You may contact us:

- at our Administration Centre: 30 Frances Street, Randwick NSW 2031 between 8:30am to 5:00pm Monday to Friday
- by phone **02 9093 6000** or **1300 722 542**
- by email [council@randwick.nsw.gov.au](mailto:council@randwick.nsw.gov.au)
- through our website [randwick.nsw.gov.au](http://randwick.nsw.gov.au)
- through local Precincts who hold meetings to discuss local issues
- through special consultation Your Say Randwick websites
- via Mayor's Twitter page [twitter.com/randwickmayor](https://twitter.com/randwickmayor)
- via Council's Twitter page [twitter.com/randwickcouncil](https://twitter.com/randwickcouncil)
- via Council's Facebook page [facebook.com/randwickcitycouncil](https://facebook.com/randwickcitycouncil)
- via Council's Instagram account [instagram.com/randwickcouncil](https://instagram.com/randwickcouncil)



# Theme 3: Places for people



'Places for people' is about 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.

## We require design excellence and environmental sustainability across all development

Randwick City Council has a robust planning and development framework centred around the Randwick Local Environmental Plan 2012 and the Development Control Plan 2013. These plans have proven effective in providing strong guidance for achieving quality and sustainable design in new developments. In 2021-22 we made further improvements to our planning and development framework and implemented several initiatives to promote design excellence. Some highlights from the year included:

### Draft Comprehensive Planning Proposal (CPP)

In 2020-2021 Council prepared a draft Comprehensive Planning Proposal (CPP) to update our existing Local Environmental Plan and implement a number of initiatives from the adopted Local Strategic Planning Statement (LSPS) and Housing Strategy. The CPP proposes a range of planning amendments including new housing investigation areas in Kensington, Randwick and Kingsford, provisions requiring developers to contribute affordable housing, amendments to the minimum lot size for subdivision and attached dual occupancy, potential new heritage listings and expansion of heritage conservation areas, economic initiatives, changes to employment zones and environmental provisions.

In 2021-22, a community engagement strategy was prepared to guide an extensive range of activities including mail out to all ratepayers, online interactive map of the planning changes, pop-up information sessions, videos, telephone and intercept surveys. Public exhibition commenced on 31 May for 6 weeks. Following public exhibition, Council will consider submissions before finalising its decision on the planning changes.

### Local Character Statements

Draft Local Character Statements for all areas of Randwick City were prepared and exhibited in 2020 (as part of *Vision 2040: Shaping Randwick's Future* exhibition) to inform preparation of the now adopted Local Strategic Planning Statement (LSPS). The LSPS sets the 20-year vision for Randwick City for land-use in the local area, the special character and values that are to be preserved and how change will be managed into the future.

In 2021, Council resolved to introduce new provisions in the Randwick Local Environmental Plan (RLEP) to protect the unique character of Randwick's coastal area. A new map layer and associated provisions were included in the draft Comprehensive Planning Proposal that was submitted to the Department of Planning and Environment (DPE) in 2021.

In accordance with the DPE advice to Council in late 2021 that local character considerations should not be contained in the LEP, Council is drafting local character provisions for inclusion in the draft Comprehensive Randwick Development Control Plan (RDCP). This work will be placed on public exhibition for community feedback in 2022-23. Local character statements provide analysis of the key features and the desired future character of each area in Randwick City and once endorsed in the RDCP, will embed consideration of character in the development assessment process.



### Randwick Junction Town Centre Planning Strategy

The Randwick Junction Town Centre review is based on a strategy which brings together specialist studies, community and stakeholder feedback, site analysis and auditing to develop a robust framework to guide future built form and urban design outcomes for the Centre. Council staff have developed 3D digital maps and building envelopes to analyse a range of planning scenarios which can achieve appropriate design, heritage and sustainability outcomes for the town centre. Public exhibition of the Strategy was undertaken in November-December 2020 and the outcomes of the exhibition reported to Council in April 2021. Further design analysis and economic feasibility has been undertaken during 2022 and this work will be reported back to Council with recommendations for future planning of the Centre.



### Bumbarah Point Planning Proposal

In 2022 Council officers liaised with the Eastern Suburbs Memorial Park (ESMP) in relation to the Planning Proposal seeking expansion of the Eastern Suburbs Memorial Park at Bumbarah Point. Council staff have reviewed technical studies and a site-specific development control plan submitted by ESMP addressing heritage, coastal hazard, public access, vegetation and other relevant environmental factors. In accordance with the Department of Planning and Environment's (DPE) 'Gateway Determination' conditions for the Proposal, a number of site-specific matters and investigations must be addressed by the proponent before public exhibition can proceed. The ESMP is currently reviewing advice of Council and the DPE.

### Housing SEPP submission

Council made a detailed submission to the exhibition of the draft Housing SEPP which consolidated 5 existing housing related SEPPs and aims to incentivise certain types of residential development being, boarding houses, co-living housing and seniors housing. The SEPP also contains new provisions for build-to-rent and short-term rental accommodation and tightens requirements for affordable housing. All future boarding houses built under the SEPP are now required to be

managed by a registered community housing provider and be leased to very low, low and moderate income earners as a percentage of their household income. This means that all future boarding house developments will be genuine affordable housing for key workers and low to moderate income earners. In November 2021, the Housing SEPP came into effect.

### Greater Sydney Parklands Bill

In November 2021, Council resolved to strongly oppose the Greater Sydney Parklands Trust Bill. Council's concerns relate to the introduction of new governance arrangements and decision-making transparency that may potentially erode local input into management of the Parklands and specifically Centennial Parklands, located within Randwick City. Concerns were also raised about future funding arrangements and calls for appropriate recurrent state funding to manage parklands into the future.

The Parklands Inquiry set up in November 2021, handed down its recommendations in early 2022. The Bill was enacted as the Greater Sydney Parklands Trust Act in April 2022 with amendments including length of leases, protection of land from any future sales, preparation of new plans of management, consultation with councils adjoining the parklands and protection of overshadowing impacts on Centennial Park from new development.

The Trust is now responsible for managing the parklands identified in the Bill, while also allowing for the establishment of new parklands consistent with the 50-Year Vision for Greater Sydney. Each existing individual trust for the parklands will remain in place, along with the related legislation and plans of management. Community trustee boards for each park will be in place to advise the Trust on local issues including park uses and activities, environmental, heritage and cultural issues, plans of management, master plans, transfer of funds to other parks, and potential leases and licenses.



### Design and Place SEPP submission

In 2021, Council made a submission to the proposed Design and Place State Environmental Planning Policy (Design and Place SEPP) and associated Explanation of Intended Effect released by the NSW Government Architect and Department of Planning and Environment. Council officers also attended numerous workshops and contributed to the drafting and application of the proposed provisions to be contained in the SEPP.

In early 2022, the NSW Government announced that the SEPP would not be proceeding nor would they be making any changes to the current design guides for apartments. Notwithstanding the above, the Minister has confirmed that one element of the SEPP would be retained which is to upgrade and strengthen the BASIX standards to match 7 star NatHERS (Nationwide house energy rating scheme).

### Infrastructure Bill

In early 2022, Council endorsed a submission to the Department of Planning and Environment on reforms seeking extensive infrastructure contribution changes outlined in a Bill introduced into Parliament. The NSW Government's exhibited changes include the introduction of a regional infrastructure contribution charge, replacement of the existing local contribution which is currently based on a percentage of construction costs with a new fixed dollar amount based on additional dwellings, bedrooms or floorspace. Other parts of the Bill introduce a land value contribution to be applied at a rezoning stage. Council's submission raised significant concerns that the new framework is likely to result in financial losses for Council and impact on its ability to deliver local infrastructure for the community. Council's submission also called for all funding collected through the scheme to be targeted to local community infrastructure and not be used to deliver State Government responsibilities. The legislation is yet to be finalised pending further modelling and engagement with stakeholders.

### Architecture Talks 2021

Two successful virtual architecture talks were held in late 2021. The first talk focused on the importance of good design and public spaces for our community and featured the recently completed Newmarket Precinct fronting Barker Street, Randwick. The Newmarket design team explained how the site was transformed into a vibrant mixed use precinct that is sensitive to its rich equestrian heritage and surrounding low scale residential and mixed use context. The Newmarket site redevelopment, with its food and drink offerings, public spaces, playground and landscapes setting, provides a local destination for social connection and gatherings.

The second talk focused on residential design excellence in Randwick City, exploring 3 winning entries in the Randwick City Architecture and Urban Design Awards. Award-winning architects shared their design philosophy and answered questions from the community. Both talks were facilitated by Council in conjunction with the past president of NSW Australian Institute of Architects.

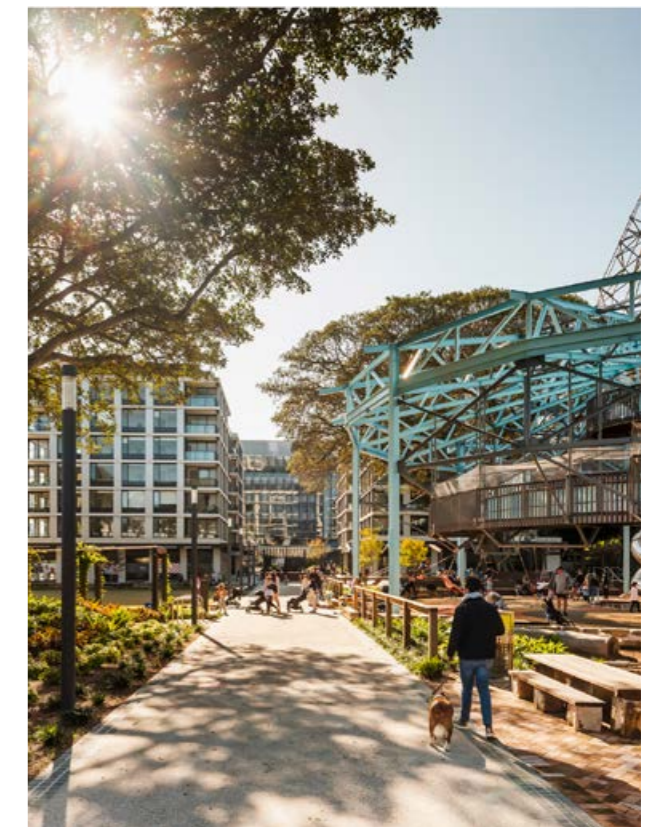
### Development Assessment

This year Council determined 914 Development Applications and S4.55 Applications, which represents 13.6% reduction from the year before. A total of 1,103 planning customer service requests were actioned via Council's website, which was a 95.6% increase on the year before.

### Open Space and Recreation Needs Study and Strategy

In 2020 Council completed an Open Space and Recreation Needs Study. The purpose of the Study was to provide background information to understand our community's changing needs and enable us to better manage and plan our parks, open spaces and recreation facilities. The Study also highlighted the environmental benefits of open spaces in cooling our city and mitigating the impacts of higher temperatures.

The Study formed the basis for our new Open Space and Recreation Strategy that was exhibited for community input in June 2021 prior to adoption at the July 2021 Council meeting.



## We invest in quality open public spaces, buildings and facilities

Around 30 per cent of land in Randwick City is designated for some form of open space including parks, reserves, beaches and recreational areas – this is considered a high level of open space for the size of population in Randwick.

During 2021-22 we continued our strong investment in public infrastructure. Some of the key public infrastructure improvements undertaken included:

### • Town Centre Master Planning

Council has substantially developed Masterplans for the Matraville and Maroubra Junction town centres to inform future upgrades of these important local centres.



### • Monument Restoration – Pere Receveur Grave Fence, La Perouse

Restoration of the dilapidated fence of this historic grave.

### • Anzac Parade Memorial

Planning work has been completed for a memorial on Anzac Parade and will be located near the entrance of La Perouse headland. This will consist of a historical plaque and associated landscaping.

### • Memorial for Fallen Life Savers, Coogee – Stage 2

Construction of stage 2 of this national memorial including commemoration of the brave lifesavers that were lost in war. The project includes a digital panel, decorative terracing and landscaping that complements stage 1.

### • Playground Upgrades

We completed construction of the playgrounds at:

- Kokoda Memorial Park
- Bundock Park
- Coral Sea Park

Planning was substantially completed for the playgrounds at Fitzpatrick Park and Ella Reserve with new softfall and edging undertaken at Burnie Park.

### • Rock Pool Remediation

Planning was undertaken and works commenced for the remediation of the Malabar Rock Pool and Mahon Pool. The work includes new coping to the perimeter of the ocean pool and surfacing of the surrounding area.

### • Minor Park Upgrades

- Bicentennial Park - New shower
- Coogee Oval - Lighting upgrade to increase playing and training capacity
- Heffron Park - Extension of fencing beside southern amenities building
- Heffron Park - Upgrade of existing PA system to netball courts
- Pioneers Park – Upgrade to upper amenities
- Snape Park - Installation of compliant lighting to cricket nets for training
- Coogee Croquet Club - Concept design completed
- Latham Park - Lighting of upper field and new sign for Archery Club

### • Public Plaza Planning

Planning was completed for the Meeks Street Plaza and Waratah Avenue Plaza. These public plazas will create opportunities for passive recreation and activation of the Kingsford and Randwick town centres.

Design development was substantially completed for the Maroubra Junction Oasis Project – Anzac Parade Central Median.

### • Traffic and Road Safety Improvements

- Raised pedestrian crossings - Sturt St, Bowral St, Avoca St, Moverly Rd and Perouse Rd
- Upgrade of pedestrian refuge at Botany St
- New pedestrian refuges – Rainbow St, King St, Clovelly Rd at Knox St, Maroubra Rd at Hannan St, Varna Street, Oberon St, Bream Street, Brook St, Chepstow St, Carter St, Clovelly Rd at Centennial Ave, Gilderthorpe Ave, Dutruc St and Wide St



### • McIver's Baths – Facility Upgrades

The project included renovations and upgrades including important ocean pool maintenance and surfacing.

### • Pioneers Park – Lower Fields

Construction of an all-weather synthetic field and planning for reconstruction of the main turf field including irrigation and associated landscaping.

### • Randwick Environment Park – Boardwalk

Construction of new boardwalk on the south-western part of the park to complete a walking loop around the park.

### • Coral Sea Park – Synthetic Field

Planning of an all-weather field at Coral Sea Park to meet demand for playing fields. The design includes the latest specification of synthetic fields that reduces environmental impacts and utilises recycled products.

### • Drainage Upgrades

- Construction of a new gross pollutant trap at Anzac Parade, La Perouse. We also developed designs for GPTs at various sites and developed a program for new GPTs proposed over the next 10 years.
- Planning began for the diversion of the northern outlet at Coogee Beach as part of the Coogee Beach Stormwater Quality Project.
- Planning for drainage improvements at Bond Street and Marine Parade, Keith Street, Aspley Ave and Hayward St – Stage 1 and Waratah Ave.
- Relining of drainage lines to extend the life of some assets.

### • Local Road Rehabilitation Program

Resurfacing and rehabilitation of 3.42km of roads to improve road safety and rideability.

### • Footpath Program

Construction of 2.99km of footpaths to improve pedestrian access and mobility. This included 1.0km of new footpaths and renewal of 1.99km of existing footpaths.

## We implement our capital works building program

The following list highlights some of the key building projects that were continued, commenced or completed during 2021-22.

### • South Maroubra Amenities – Planning

Council completed planning for a new amenity facility in Arthur Byrne Reserve, Maroubra. This facility will include toilets, change rooms and storage for South Maroubra surf club and Surfing NSW.

### • The Heffron Centre – Construction

Construction commenced on the Heffron Centre incorporating a new gymnastics centre, multipurpose indoor sports facility and the South Sydney high performance centre.

Works have made reasonable progress, albeit with numerous wet weather delays hampering construction of the building and the showcase playing field. 70% of the structure has been placed and the showcase field is progressing through detailed earthworks and installation of its base courses and drainage system. All inground services have been installed and the incoming high voltage electrical service and main switch room will be ready for energisation in September. Internal services rough-in continues and the northern component of the structure is progressing to becoming water-tight shortly.



#### • La Perouse Museum – Planning

Council continued planning for upgrade works to the La Perouse Museum building and associated external spaces. Housed in a unique heritage building at the La Perouse headland, the Museum documents the expedition of French explorer the Comte de La Perouse. The Museum also features displays on the Aboriginal stories of La Perouse, and social, science and environmental histories.

#### • La Perouse Headland Toilets – Planning

Council is planning a transformative upgrade to the existing toilets at the La Perouse Headland. The upgrade will include all new fittings and fixtures, a new accessible bathroom, a green roof and external showers.

#### • Blenheim House (Cultural Centre) – Planning

Council continued planning upgrade works to the existing Blenheim House to serve as a new cultural facility. The design will be informed by Council's Art and Cultural Strategy.

#### • Matraville Youth & Cultural Hall – Planning

Council plans to rebuild a new community hall in Matraville. This will replace the existing building and will include a multi-purpose hall with associated amenities and external landscaping. Planning for this project was completed in mid-2022.

#### • Malabar Memorial Hall – Planning

Council continued planning upgrade works for the existing hall. The works will include improved access, a newly designed frontage, and internal works such as a refurbished kitchen and amenities.

## Our public assets are well maintained and meet service standards

There has been an increase in the average overall condition of our public infrastructure since 2008. This reflects our expenditure on infrastructure which since 2008 has exceeded the value of maintenance required to maintain assets in a satisfactory condition.

In 2021-22 we spent \$12.6 million maintaining Randwick City's assets.

Our Special Schedule 7 report on our infrastructure assets for 2021-22 (refer to page 127) shows that nearly 80 per cent of our assets are rated as either good or excellent in terms of their condition.

## We keep our City clean and looking inviting

Randwick City has a magnificent coastline. Each day we rake and manually clean our main beaches (Clovelly, Maroubra, Coogee and Malabar).

To protect our beaches and bays from pollution, Council takes a whole-of-catchment approach to collecting litter and other general gross pollutants.

Every day we empty over 500 litter bins throughout the Randwick City in commercial centres and open spaces. In our high use areas the litter bins are collected twice daily. We have installed several "Smart" compacting bins along Coogee Bay Road and at the La Perouse Loop.

We provided over 1,658,250 compostable doggy poop bags in 2021-22 and have dispensers located in our off-leash dog parks and popular exercise areas which are serviced regularly.

We undertake regular street sweeping to collect litter before it reaches our drains and we have gross pollutant traps (GPTs) installed on our key stormwater drainage lines to collect litter before it enters our waterways. In 2021-22, we collected 984 tonnes of litter from our 35 GPTs and another 869 tonnes from our manholes and kerb inlet pits through both reactive and scheduled maintenance.



In 2021-22, 7,413 square metres of graffiti was removed throughout Randwick City. This is slightly less than last year's removal of 7,566 square metres. As the COVID-19 pandemic continued through 2021-22, the increased cleaning and sanitisation of footpaths throughout the shopping and commercial precincts by our graffiti crews and street cleaners was maintained to a higher than usual level.

During 2021-22 we received 36,051 waste related service requests. We continued to meet these requests in a timely manner and at a consistently high rate. In 2021-22, 95.7 per cent of internal service requests were met within agreed timeframes.

The implementation of a new Domestic Waste contract in early 2021 included the introduction of a Food Organics and Garden Organics (FOGO) service that has changed the configuration of domestic waste services. Each week on average we collect 31,000 FOGO bins, 41,000 garbage bins and 42,000 recycling bins.

As part of our program to increase community awareness about waste management, Council provides free recycling collections for a number of local schools and free recycling education sessions.

## We are committed to community safety, health and wellbeing

Randwick City Council is committed to ensuring our community's safety and helping to provide for its health and wellbeing. Council's regulatory officers implemented a range of inspection and enforcement programs, including:

- 10,500 customer action requests
- 883 food business inspections
- 79 health premises inspections
- 896 regulatory approvals and certificates
- 251 building and fire safety inspections

Council's Environmental Health Officers continued with the Scores-on-Doors food safety program, with 298 participants and provided food safety training to local business operators.

Council officers also carried out 143 swimming pool barrier inspections and processed 6,311 fire safety statements, certificates and associated documents.

Council also has a close working relationship with the local area command and participated in the Eastern Beaches Liquor Accord and provided CCTV footage to assist in crime prevention and enforcement.

### Beach safety

Regardless of the COVID restrictions in place for the first half of the financial year and extremely poor La Niña weather patterns, there was almost 8.5 million attendances to the City's patrolled beaches throughout 2021-22.

Beach lifeguards performed 540 rescues, over 20,100 preventative actions, and responded to 155 major incidents across all of Randwick's beaches and coastline.

### Pool water quality

Water quality at the Des Renford swimming pools was 100 per cent compliant with NSW Health guidelines throughout the year.

### Home Maintenance and Modification Service

Council completed 1,236 jobs under the Home Maintenance and Modification Service (HMMS). The HMMS provides quality and reliable assistance to disadvantaged and older residents to enable them to live independently within their homes and communities.

## We support diverse and affordable housing

Council continues to be involved in facilitating initiatives to retain and encourage provision of affordable housing in Randwick City. Council's Affordable Rental Housing Program is designed to assist low to moderate income earners, working in key local services such as childcare, hospitals, police, and education institutions, who are unable to rent locally without succumbing to housing stress. Council has a long history of supporting, promoting and implementing affordable housing initiatives within Randwick City and was one of the first councils to adopt an affordable housing strategy and program in 2006.

To date, Council has acquired 24 dwellings across Randwick City in its affordable rental housing program. These include 19 asset owned affordable housing properties and 5 asset owned transitional housing properties.



As part of the Comprehensive LEP Planning Proposal, a Draft Affordable Housing Contributions Scheme applies to the proposed Housing Investigation Areas (HIAs). This was placed on public exhibition and the community was invited to comment on the proposed initiatives.

Council's Community Development team manages the relationship with community housing providers, assesses tenancies as presented and reviews requests.

Council also oversees the transitional housing program for women and children escaping domestic violence. This program forms part of Council's affordable housing program and includes work with community housing providers to assess and place tenants in housing.

### We value our heritage and the natural environment

Randwick's LEP contains over 500 heritage items and 20 heritage conservation areas reflecting our City's rich history and diversity of buildings, structures, Aboriginal and archaeological sites, parks and reserves. Our LEP can be viewed at the following link: [www.randwick.nsw.gov.au/planning-and-building/planning/local-environmental-plan-lep](http://www.randwick.nsw.gov.au/planning-and-building/planning/local-environmental-plan-lep). Council has set aside an annual budget to maintain Council owned historically significant monuments.

During 2021-22 we continued work to protect and celebrate our heritage by:

- Providing specialist heritage advice to the other divisions of Council and the community.
- Recognising the cultural and social heritage importance of places of significance to our Aboriginal and Torres Strait Islander community.
- Providing heritage comments for 270 development applications.
- Assessing 26 applications for minor works to heritage items consistent with Council's exemption provisions under Randwick LEP 2012 (cl.5.10 (3)).



- Implementing and monitoring the Heritage Exemption Application process for minor works that are not subject to a Development Application under Randwick LEP 2012 (cl.5.10 (3)).
- Making one Interim Heritage Order to protect potentially significant heritage properties in the Randwick LGA.
- Continuing to project manage 3 heritage studies being the Randwick Heritage Review, the Anzac Parade Heritage Review and the Aboriginal Cultural Heritage Study.
- Continuing liaison with Heritage NSW on the nomination of Yarra Bay and Frenchmans Bay for State Heritage Register listing.
- Providing specialist heritage advice on major development applications in the Kensington and Kingsford town centres and attending Land and Environment Court proceedings.
- Liaising and assisting Heritage NSW on the proposed listing onto the State Heritage Register of the Miocene geological and Ochre site at Little Bay.
- Monitoring and maintaining data entry on heritage items in the State Heritage Inventory Web Application website of Heritage NSW.
- Providing heritage advice to facilitate remedial works in accordance with the Conservation Management Plan for the La Perouse Museum.
- Advising on management of Council owned heritage properties including Blenheim House, McIver's Ladies Baths and Wylie's Baths.
- Responding to customer enquiries in relation to consent/exempt development requirements for solar panel installations on dwelling houses, schools and other heritage buildings.
- Making Randwick's archival resources more accessible to the community. Over the year the

Randwick Council's oldest minute books have been digitised and made accessible via the library catalogue. More than 800 assets and another 800 metadata records have been created and made available to the community. This is a 100% increase in output, involving a high level of professional expertise. Previously, the public had to visit the library to view these fragile resources.

- Hosting heritage events at the Library. During the year the library has celebrated the 70th anniversary of the foundation of our public library service. A large exhibition at Lionel Bowen was planned. Due to COVID-19 restrictions this pivoted to the compilation of an anniversary video that has been very popular. A further highlight was the September History Week event with author Dr Anita Heiss in conversation with the Local Studies Librarian, discussing her award winning novel, *bila yarrudhanggalangdhuray*. Over 60 people attended this online event on the night. The recording has been added to the History Talks YouTube channel where the aggregation of History Talks has been viewed by 3,250 people since uploading.
- Documenting heritage by recording history talks. The library local studies team continued a Zoom Series of online History Talks, which kept audiences entertained during the second lockdown with enthralling history especially during History Week in September. Tony Bowen's account of life growing up with Lionel Bowen in Kensington for the Library's 70th anniversary finale event was attended in person and recorded and was viewed 417 times on Council's YouTube channel.
- Supporting the operation of Randwick and District Historical Society at Lionel Bowen Library. A Memorandum of Understanding was developed between the Randwick and District Historical Society and Council and has been signed by both parties.
- Answering 704 specialist local history queries and facilitating 62 in-depth or corporate research appointments through our Local Studies and Family History section at the Library. This is despite the library building being closed to the public for 4 months due to COVID-19 public health orders.

Some of the ways we worked to protect our natural environment in 2021-22 included:

- Making a submission to the NSW Environment Protection Authority on the proposed Regulation for thermal energy from Waste. Council's submission was endorsed in March 22 requesting that the draft Regulation be amended to ensure the prohibition applies to the Opal Site Recycled Paper Mill at Matraville.
- Working with the representatives of various golf clubs with the objective of establishing a connected route for the Coastal Walkway between Malabar and Kamay Botany Bay National Park.



- Working closely with other government agencies, including the Environment Protection Authority and Beachwatch to monitor and improve water quality and investigate pollution incidents.
- With additional grants funding from NSW Government's, Greening our City program, Randwick Council enabled almost 1,500 community volunteers to support our accelerated native and indigenous tree and understorey plantings across the City. Around 2,000 established trees were planted along with another 12,000 native species.
- In January 2022, Council completed Stage 2 of the Eastern Beaches Coastal Management Plan: Regional Sea Level Rise report in collaboration with Waverley and Woollahra Councils. Consultants worked with the three councils to generate future inundation modelling and rapid risk assessment of assets, together with a GIS asset database for each council. The outcomes of this work will inform future detailed in-depth hazard risk studies for future planning and management of the coast.
- As part of the draft Comprehensive Planning Proposal which was placed on public exhibition in mid-2022, changes have been proposed to the objectives of the Environmental Conservation Zone within Randwick LEP 2012 to recognise the nationally significant Eastern Suburbs Banksia Scrub and to add 9 sites on the Terrestrial Biodiversity Map of the Randwick LEP, to ensure these areas are protected.

Please refer to 'Looking After Our Environment' on pages 65-68 for more information on how we protected our natural environment.

# Theme 4: A prospering city

## We have a strategic and collaborative approach to economic development

### Randwick Economic Development Study and Strategy

In 2022 Council endorsed a 10 year Economic Development Strategy, as one of 7 informing strategies. The Strategy includes outcomes, objectives and principles as well as specific strategic approaches to support future economic prosperity.

The outcomes of the Strategy are:

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

### Comprehensive planning review of the Randwick Local Environmental Plan (LEP)

A key piece of planning work to support economic development within Randwick City, has been the drafting of amendments and updates to the Randwick Local Environmental Plan (LEP). The proposed changes were explained in the draft Comprehensive Planning Proposal which was endorsed by Council for public exhibition in mid-2021 along with a range of other planning updates. Key changes proposed are extended trading hours for shops, employment zone reforms and protecting existing small shop clusters within our City. The proposed economic changes included in the Planning Proposal were informed by the Randwick Economic Development Study and Strategy and Night Time Economy Study.

Later trading hours for shops from 7am till 11pm have been proposed without requiring a development application. These extended hours would only apply to low impact uses (such as clothing stores, gift shops, florists, pharmacies and book shops) and unlicensed premises. In addition, the premises must be located within a business area. Proposed changes aim to diversify and support the night time economy.

Council identified existing small clusters of neighbourhood shops to be rezoned from residential to business purposes to recognise and protect ongoing commercial activities on these sites that currently service the needs of local residents and provide employment floor space.

The NSW Government's Employment zone reforms were incorporated into the Comprehensive Planning Proposal. These reforms seek to consolidate existing business and industrial zones, expand the range of

permissible land uses in each zone and update land use terms to reflect emerging industries/businesses. The reforms are in response to structural changes in recent years, some of which have been exacerbated by the COVID-19 pandemic such as the growth of online retailing, increased freight distribution, flexible working arrangements and businesses becoming more agile.

Council prepared information sheets and a range of engagement activities to assist the community to understand the proposed changes. Public exhibition commenced on 31 May 2022 for 6 weeks. Following public exhibition, Council will consider submissions before finalising its decision on all the planning changes.

### Business support

In 2021-22, Council continued to implement a range of initiatives to support our businesses during the pandemic. These initiatives were implemented during the lock down (July to October) and included waiving Council's fees for business development applications, footway dining, A frame advertising signs, Environmental Health inspections and fire safety inspections. A waiver of interest on overdue rates and charges was available upon application.

In addition to the above, Council also:

- Signed on to a spending data application which can be used to measure how events and activity effect local Town Centres and how spending patterns change.
- Piloted an e-newsletter for businesses to increase Council's engagement.
- Was awarded a grant of \$500,000 as part of the NSW State Government Streets as Shared Spaces Round 2 to trial a pedestrian plaza in McKeon St at Maroubra. Consultation was held in 2021-22 with delivery to come in 2022-23.

### Unemployment rate

Unemployment is an important indicator of the economic success of an area. A low unemployment rate can indicate an affluent area with a high rate of access to jobs. The latest available data is from the June 2022 quarter and shows the unemployment rate in Randwick City was 3.5%.





## Our commercial centres are vibrant

### Economic Development and Placemaking team

The Economic Development & Placemaking team has been looking at ways to create new opportunities on main streets within our local and neighbourhood centres such as footpath improvements, landscaping, trees and lighting. A number of activations were held in Town Centres over Christmas, Easter, Valentine's Day and St Patrick's Day.

The NSW Government partnered with Randwick Council to deliver two Sydney Street Parties as part of the CDB Revitalisation Program in June 2022. Street festivals were held in Coogee on Coogee Bay Road and in The Spot in Randwick. Council engaged with businesses to trade out for the day and data showed that there was a 6-12% increase in spending in those areas compared to weeks prior and following, demonstrating that the events had a positive economic effect. It was the first time Council has closed Coogee Bay Road for an event.

The Food Truck pop-up trial continued to support local food trucks and activate our open spaces.



### Planning approaches

Council continues to investigate planning approaches to create vibrancy and prosperity within local centres, capitalising on their existing character and future opportunities. The approaches set the vision for future development of the town centres as liveable, connected, sustainable, prosperous, and vibrant places to live and work.

Council has progressed drafting of detailed planning provisions consistent with the draft Randwick Junction Town Centre Strategy. The draft Strategy was placed on public exhibition in November-December 2020 and feedback received was reported to Council in April 2021. A key aspect of the draft Strategy is to plan for employment capacity including health, medical and innovation uses while protecting the heritage significance and character of the town centre and creating a high standard of urban design. Further detailed design and economic analysis and modelling was undertaken in 2021 to inform built form strategies, future planning controls and public benefits. Outcomes of this work will be reported to Council once complete.

### Randwick Health and Education Precinct

The Randwick Health and Education Precinct contains the University of NSW and the health cluster of the Prince of Wales public and private hospitals, the Royal Hospital for Women, Sydney Children's Hospital and also includes numerous research institutions. It is Randwick's largest employment centre and is recognised in the Randwick City Plan for its economic importance and contribution to local jobs and services for the community, as well as its support for the viability of the surrounding town centres and local economy.

The Greater Sydney Commission (GSC) has identified the Randwick Health and Education Precinct as a key



part of the Randwick Collaboration Area in A Metropolis of Three Cities. Projected employment growth and large-scale investment in and around the precinct have driven its inclusion and prioritisation as a Collaboration Area. This includes the delivery of the CBD and South East Light Rail; and \$1.2 billion committed funding from the NSW Government to develop the precinct including the \$720 million redevelopment and expansion of the Prince of Wales Hospital.

### Randwick Collaboration Area

In 2017-18, Collaboration Area partners (including core members of UNSW, Randwick City Council, NSW Health and Australian Turf Club) together with the GSC, developed the Randwick Place Strategy. This strategy identifies a vision and shared objectives for the area and sets out priorities and actions to realise this vision.

A key priority of the Collaboration Area is to improve the integration of health, research, education and teaching to drive innovation and economic growth across the area. Together with key stakeholders we are continuing to work to strengthen the precinct and support its role as a knowledge cluster and centre of excellence in health care, education and research.

### Randwick Campus Redevelopment

The Randwick Campus Redevelopment (RCR) aligns with Council's Local Strategic Planning Statement priority of focusing economic development, innovation and job creation in our strategic centres. The project is guided by the vision to be globally renowned for excellence in health, teaching, education and delivering the highest standard of care to patients in world class facilities. The RCR includes:

- Construction of the new Prince of Wales Hospital Integrated Acute Services Building, which was approved in February 2019 and is due to open in 2022.

- The stage 1 redevelopment of the Randwick Sydney Children's Hospital and Australia's first Children's Comprehensive Cancer Centre which is due to open in 2025 (subject to approval).
- The Health Translation Hub in partnership with UNSW which is due to open in late 2026 (subject to approval).

During 2021-22, Council has continued to liaise with Health Infrastructure in relation to the conditions of consent for redevelopment of the site to ensure public domain improvements are consistent with council's priorities and strategies for the health and education precinct and wider collaboration area.

### Visitors and recreation

Visitors make a significant contribution to employment and the ongoing prosperity of Randwick City. Council recognises this important contribution to the local economy but is also very aware of the need to be sensitive to any associated environmental or social issues to ensure that visitors make a low impact on the environment and enhance the local culture.

As part of Council's Economic Development Strategy, continuing to work with local businesses to develop a Destination Management Plan is a priority. Key pillars of this plan will include helping improve our town centres, and helping attract visitors and customers.

Randwick City contains a multitude of natural and lifestyle attractions and is a popular destination for local, national and international visitors. One of our major visitor attractions is our Coastal Walkway. This great asset provides access to fantastic vantage points along our magnificent eastern coastline. The completion of a continuous walkway from Clovelly to La Perouse is a key priority for Randwick City Council.

# Theme 5: Moving around



**‘Moving around’ is about how we get from place to place and how we support movement in, around and to our City.**

## We encourage walking and cycling

This year Transport for NSW (TfNSW) commenced delivery of Council's Kingsford to Centennial Park walking and cycling improvements project. This cycleway will provide a safe, separated bicycle facility between Centennial Park and the UNSW - with links extending into the City and Surry Hills. TfNSW's primary contractor began construction of this project in April 2022. Council officers continued to work closely with TfNSW on detailed aspects of this project.

Council officers also worked closely with Greater Sydney Parklands (GSP) on the delivery of the new walking and riding paths along the southern edge of Queens Park. While most of this project is contained within the Waverley LGA, upon GSP land, some elements (including footpaths, ramps and adjusted parking areas) are within the Randwick Council area. This project is now complete and open for the public to walk or ride along.

In addition, we encouraged walking and cycling by:

- Continued construction of footpaths throughout the City.
- Upgrading dropped kerbs within the City.
- Managing and supporting the Cycleways and Bicycles Facilities Advisory Committee to ensure that bicycle riders' views were being heard, and appropriate recommendations implemented.

Again, this year, temporary 'winter pedal parks' were implemented in sections of the Clovelly Beach and Chifley Sports Reserve car parks for winter. And this year an additional 'winter pedal park' was introduced in part of the South Maroubra car park. The pedal parks provided a safe and accessible space for local families to use for 'hard-surface' outdoor recreation activities such as bike riding, scooter riding and skate boarding. Again, very positive community feedback has been received regarding the implementation of these facilities.

## We promote road and pedestrian safety

In 2021-22 Council continued to address pedestrian safety, particularly for seniors. Workshops for older pedestrians were delivered in partnership with Transport for NSW (TfNSW) and the Prince of Wales Hospital.

We also continued a range of road safety programs including our free child restraint car seat fitting service.

We continue to work with the Traffic Committee when considering safety and accessibility issues within our

City. The Traffic Committee meets monthly and is made up of representatives from TfNSW, the NSW Police Force, our Local State Member of Parliament and Councillors.

In 2021-22 we constructed many traffic facilities to address road safety issues and to better manage traffic. Towards the end of the 2021-22 financial year, Council was successful with a grant application, receiving a total of \$4.375M under the Federal Stimulus Road Safety Program School Zones project. This funding allowed for Council to improve pedestrian safety at over 25 locations near local schools. The project involved upgrading pedestrian crossings to raised 'wombat' crossings, installing pedestrian refuge islands and early design work for the proposed installation of a signalised intersection at a known collision blackspot location on Anzac Parade. Roll out of the project was completed in 2022, with the following pedestrian (and other) facilities, constructed in 2021-22:

- Oberon Street and Arden Street, Coogee - Improve deflection angle of existing roundabout
- Moverly Road, Maroubra - Raise existing pedestrian crossing, create wombat crossing
- Anzac Parade at Franklin Street (southern intersections), Matraville – Commence design for Signalisation of multi-carriageway intersection
- Perouse Road (at Aeolia Street), Randwick - Raise existing pedestrian crossing, create wombat crossing
- Rainbow Street (at Ellen Street and Hendy Avenue), Coogee - Install two pedestrian facilities







- King Street, Randwick - Install pedestrian refuge near Prince Street, Randwick
- Clovelly Road (near Dans Avenue), Clovelly - Install pedestrian refuge and kerb nibs
- Barker Street, west of Easy Street - Convert roundabout splitter island to fully dimensioned pedestrian refuge
- Varna Street (at Arden Street), Clovelly - Install pedestrian refuge
- Oberon Street & Higgs Street, Coogee - Install pedestrian facility
- Bream Street (at Mount Street), Coogee - Install raised pedestrian crossing
- Arden Street at Bream Street - Install pedestrian refuge
- Chepstow Street (at Stanley Street), Coogee - Install raised pedestrian facility
- Carter Street (at Avoca Street), Randwick - Install continuous footpath treatment
- Clovelly Road (at Centennial Avenue), Randwick - Install pedestrian refuge
- Church Street (at Frances Street), Randwick - Install pedestrian refuge

## We advocate for improved public transport

In 2021-22, we continued to work with Transport for NSW (TfNSW) to finalise some minor aspects of the light rail project. Light rail construction commenced in Randwick City in early 2016 with light rail services beginning along the Randwick line in December 2019 and along the Kingsford line in April 2020.

We also advocated strongly against the privatisation of bus services and against some aspects of the announced bus service changes in the east. This included the Mayor appearing before the NSW Parliamentary Inquiry into Privatisation of Bus Services.

## We manage car parking across the City

### Resident Parking scheme

The resident parking scheme is continually reviewed. Where appropriate, and supported by the community, Resident Parking Areas are expanded to give parking priority on the street to residents who cannot park on their own property.

### Car share usage

Randwick City Council continues to make car share parking spaces available to the more than 7,000 residents who are members of car share schemes.

## We plan to meet future transport needs

In July 2021, the Council adopted its Integrated Transport Strategy. This Strategy was developed following the Integrated Transport Study, undertaken to understand transport needs across the city.

The study included community surveys and extensive research as well as analysis of best practice transport management. The information collected through the study was used to develop an Integrated Transport Strategy that was placed on public exhibition in June 2021 and subsequently adopted at the July Council meeting.

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

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



# Theme 6: Looking after our environment

## Leadership in sustainability

Randwick has gained an enviable reputation for its comprehensive range of sustainability initiatives and environmental improvements achieved since the commencement of its environmental levy program.

The level of financial resources has gone a long way in replacing, upgrading and renewing assets and infrastructure across Randwick City but has also contributed substantially to the conservation of natural resources such as energy and water, as well as reducing community and operational impacts on our environment by reducing waste and emissions of greenhouse gases to land and air.

In making these investments over a long period of time, Randwick has enabled progress to achieving environmental targets and objectives set at different levels of government.

As well as enabling the resources to make tangible on-ground changes, over the past 12 months Council has been implementing, and been accountable for, its new Environmental Strategy.

As one of 7 new Informing Strategies, Randwick's Environment Strategy contains the planned outcomes, objectives and strategic approaches that have been adopted and approved by Council for progressive roll-out and delivery by 2030.

Guiding principles within our Environment Strategy recognise the importance of collective learning, broader nature conservation, minimising human impacts, establishing partnerships with First Nation and culturally diverse communities, and intergenerational equity. These principles ensure a transparent and rigorous accountability framework to this 10-year strategy.

Such an approach formalises many of the ongoing relationships and support structures provided to our residents, business owners and schools, over many years of practical measures and improvements delivered through the ongoing initiatives of Randwick's 'Sustaining our City' initiative through its environmental levy program.

## Community education and engagement

Increased 'activation' of our sustainability education 'hub' at Randwick Community Centre has been a priority, supporting a wider number of visitors and participants especially those participating as our PermaBee volunteers and others attending our learning and discovery programs. Community education is aimed at expanding environmental 'ambassadorship', confidence and contribution to reducing human impacts on our natural environment.

Nature and learning trails across our sustainability education 'hub' have been established and extended

into the adjacent 13 hectare Randwick Environment Park in support of strategic approaches in our Recreation and Open Space Informing Strategy. Diversity and activation were highlighted with our night time sculpture exhibition with UNSW arts students and our outdoor Twilight Concert supporting our Arts and Culture Informing Strategy. And almost in synchronisation with this community activation, our ephemeral wetland, a significant feature of the Randwick Environment Park, came out of drought following the significant periods of rain earlier in the year and has been home to its recurring birdlife ever since.

Some of the 2021-22 highlights included:

- **Eco-living Event**

Council's annual Eco-Living event for 2021 continued in an online delivery format due to COVID, but being online, was extended to a 4-week program with each week corresponding to a theme from our new Environment Strategy. On-site presentations and workshops were on offer, specialist speakers were livestreamed, environmental movies viewed online through the local Ritz cinema were followed up with separate online panel discussions and our last week on Climate Change coincided with the lead up to the international COP26 Climate Change talks held in Glasgow, Scotland.

- **PermaBee environmental volunteer program**

New courses and workshops have been created to enhance skills and learning of our PermaBee volunteers and a wide range of community partnerships have commenced including with Adamama and the South Maroubra Food Buyers community groups at the sustainability 'hub'. More than 100 PermaBee volunteers have been returning to Council programs each month and their weekly volunteer's day has been expanded to include an additional monthly event to cater to the increased interest and demand.



### • Marine and Coastal Discovery Program

Our popular Marine and Coastal Discovery program continued in an online format in spring 2021 and then returned face-to-face in summer providing a comprehensive range of on land, on water and underwater opportunities for children and their families to learn and experience firsthand the wonders of our unique marine and coastal environment across 29 kilometres of coastline.

### • 3 Council environmental collaboration with Waverley and Woollahra Councils

In 2021-22, our ongoing 14-year regional environmental collaboration with Waverley and Woollahra Councils delivered successful and ongoing programs. Key results from the collaboration in 2021-22 include:

- 205 discounted compost bins and worm farms distributed to Randwick residents and 780 tonnes of food waste recovered in home composting systems across the City. Numbers were down substantially from the previous year following the success of our FOGO roll-out to households;
- Three additional schools across Randwick participating in the Solar my School initiative;
- Two community organisations across Randwick participating in the Solar my Club initiative, which is a new program supporting rooftop solar installations for community organisations; and
- Increased usage of the 3-Council public electric vehicle (EV) charging network, with the charging stations at Brook Street Coogee providing the highest number of charging sessions for electric vehicles across the eastern suburbs.

## Conservation of our coastline

### Water quality

Working to improve stormwater quality from our urban environments continues as a priority for Council with an extensive network of Gross Pollutant Traps (GPTs) on major drainage lines down to our popular swimming beaches. Street litter, run-off and organic material is captured in these GPTs before reaching the ocean. An additional GPT has been installed in La Perouse to capture litter run-off from entering the ocean waters.

A special working group has been established to develop recommendations for improving the water quality at Coogee Beach. This group has developed recommendations to increase stormwater reuse and divert as much stormwater from the beach as possible. A brief for the design of these two initiatives was developed and consultants have been engaged to complete the design documentation.

### Coastal walkway

Continuing efforts are underway to take Randwick's high profile coastal walkway through and around the network of golf courses in the southern areas of the City and across the rock platforms at Lurline Bay. Consultation and negotiation with the wide range of community stakeholders including local indigenous communities makes the process of designing and obtaining approvals a complicated and time-intensive process. However, our coastal walkway remains a priority as it minimises damage to fragile clifftop and foreshore vegetation while allowing walkers to enjoy our spectacular coastal views.

### Community Education

The popularity of Council's Marine and Coastal Discovery Program ensured its continuation over the COVID-19 lockdowns with online tours and workshops organised especially for children and their families over those difficult timeframes. Once restrictions were lifted, face-to-face sessions were quickly re-established in time for our summer program. Our resident experts, specialists and marine biologists were again able to inform and educate a very engaged group of residents, children and visitors on the unique nature of our coastline and marine waters.



## Conserving resources and reducing Greenhouse emissions

### Water conservation

Over 2021-22, Council's potable water savings from alternate water supplies totalled approximately 171 megalitres (ML) with 76 ML of these savings occurring from treated stormwater and approximately 95 ML from borewater. Total cost savings for Council were just above \$400,000.



### Reducing greenhouse emissions

Further upgrades have continued for the year, increasing the number of streetlights changed over to energy efficient LED lights by more than 1,000. Importantly, commencement of our 100% renewable energy contract from July 1 this year will help lead Council's overall greenhouse gas emissions to an all-time low in subsequent years, bringing us even closer to our operational zero emissions target.

With much of Randwick Council's rooftop spaces having installed rooftop solar, two sites saw the installation of solar battery storage, Randwick and Prince Henry Community Centres.

Randwick Council's key level of action and investment to assist households and businesses take up renewable energy solutions and install measures to reduce energy and water consumption has focused on our sustainability rebates. These sustainability rebates have been provided to residents and tenants in single and multi-unit dwellings and for business owners, and cover 12 different products or actions that can be taken to reduce energy and water costs and consumption as well as reduce greenhouse gas emissions. Over the most recent financial year, 322 sustainability rebates have been provided leveraging \$1.9 million in new energy and water saving measures across Randwick households and businesses. This included 165 rooftop solar systems, 24 solar batteries and 12 electric vehicle charging systems.

### Promoting and conserving biodiversity

Our small group of Bushland staff continue to support and work closely with Bushcare and Parkcare volunteers and with specialist contractors for the protection and management of just under 50 hectares of remnant and bushland vegetation within 31 managed reserves. Local volunteers contributed around 1,103 hours of bush regeneration at 12 Bushcare and three Parkcare sites. This was despite 4 months of COVID-19 cancellation and lots of rained out sessions.

As part of our bushland management activities, staff collect native seed from local bushland reserves to ensure a good provision of indigenous seed stock for nursery production and habitat reconstruction. An indigenous seed bank is maintained and stored at Council's community nursery.

Council also hosts events including bushland tours, wildflower walks, school excursions, workshops and a number of corporate volunteer days.

Bushland management plans are updated annually.

Council's responsibilities include implementing priority actions for the recovery of the Critically Endangered Eastern Suburbs Banksia Scrub Ecological Community and the Endangered Sydney Freshwater Wetlands and *Acacia terminalis* subspecies.



#### Randwick Community Nursery

Council's Community Nursery is a key source of horticultural and environmental information to contractors, organisations and residents seeking to use native or indigenous plants in their landscaping developments.

The Nursery also supports a wide range of biodiversity initiatives and greening of our local streets, parks and reserves. Approximately 80,000 native and indigenous plants were propagated at the Nursery with around 15,000 plants distributed at community events.

#### Managing environmental risks and impacts

Environmental risks were managed across Randwick City including reducing the risk of flooding in our catchments, and monitoring former landfill sites across the City.

#### Sustainable waste management

In 2021-22, Council's waste diversion from landfill achieved 55 per cent, up from the 52 per cent diversion in 2020-21.

Council's kerbside recycling collection resulted in 10,297 tonnes of commingled recycling and 14,750 tonnes of FOGO (food organics and garden organics) being collected. Residents continued to make good use of Council's Recycling Centre at Perry Street, Matraville. Approximately 140 tonnes of electrical e-waste, 89 tonnes of metal waste and 12,629

mattresses were collected and recycled. Residents were also able to drop-off polystyrene packaging, textiles and clothing to be recovered/recycled.

Over the 2021-22 year, 21,071 tonnes of household garbage was collected and processed via Alternative Waste Treatment (AWT) facilities with a total recovery of 5,500 tonnes. Due to the Mixed Waste Organic Outputs (MWO) exemption revocation, 15,571 tonnes of stabilised MWO was sent to landfill. The household garbage tonnage reduced by 17% compared to the previous year, mainly due to the FOGO services that allow residents to divert food waste from landfill.



# Part 2. Statutory information report

This part of the annual report includes our annual statutory reporting obligations.

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## 2.1 Community development activities and events

Randwick City Council undertakes and partners with not-for-profit and government agencies to deliver a wide range of community activities for the broader community and specific target groups. Such activities and events are designed to bring the community together for entertainment, learning, information exchange and/or recreational purposes.

Council invests in these activities as a tool for promoting healthy and cohesive communities.

In 2021-22, Council implemented the following key programs and activities:



Program name	Description	Target Group	Attendance number
<b>Parenting workshops</b>	Two half-yearly workshop calendars for local service providers. Four workshops on different topics throughout the year.	Families with young children, teenagers and parents	180
<b>International Women's Day art competition</b>	Each year, Randwick City Council hosts an art exhibition in honour of International Women's Day. The competition is open to female artists who live, work or study in Randwick City. In 2021-22, 113 Art Competition entries were received. The Awards Ceremony was held in March at the Randwick Community Centre.	Women	150
<b>Visual art exhibitions</b>	Lionel Bowen Library hosted four exhibitions in its exhibition space: Different Similarities Photographic Exhibition (ERJANFOTO or Erik Janoušek, local artist), International Women's Day Art Prize 2022 (various local artists), UNSEEN (Blur Projects) and Urban Walk About (local artist, Maire Dalliston).	General community	4,500
<b>National Reconciliation Week</b>	Council acknowledges National Reconciliation Week with a commitment to understanding reconciliation and providing an opportunity for the wider community to learn more about our rich Indigenous Culture.  In 2021-22, we launched National Reconciliation Week by holding Koojay Corroboree at Coogee Beach, in partnership with the La Perouse Aboriginal Land Council.	Aboriginal Community and general community	2,000

Program name	Description	Target Group	Attendance number
<b>16 Days of Activism against Gender-based violence / Dress for Respect</b>	Installation of exhibition featuring work, photographs and educational information from Domestic Violence Service groups displayed at the Step Out Speak Out Breakfast, and the library. The '16 Days of Activism against Gender-based violence / Dress for Respect' installation aimed to bring more attention to survivors and the impact of domestic and family violence and sexual assault.	Community members	100
<b>South East Block Party (National Youth Week)</b>	South East Block Party with Kobie Dee for National Youth Week.	Aboriginal Community	2,000
<b>'We're Better Than That' respect campaign</b>	"We're Better Than That" is a video campaign created to promote respect and healthy relationships, and encourage men to be active bystanders when they witness behaviour that condones and contributes to violence in our communities. Randwick City Council supported creation of the video campaign in collaboration with the Eastern Suburbs Domestic Violence Network, Hope Believe Shine Foundation, and Waverley, Woollahra and Bayside Councils. The second series was created focusing on young people, people with disability and LGBTQ community with a further video created focusing on abuse of older people.  The videos were also screened at a special event at NSW Parliament.	Community members	210,000 across the eastern suburbs
<b>MATE bystander training</b>	MATE bystander training was held for local domestic violence services.	Local service agencies	6
<b>Mindfulness Photography and Art Workshops</b>	Council delivered a series of in-person workshops designed to reduce stress and anxiety and encourage ongoing creativity and self-care. The workshops targeted isolated and hard to reach carers and care givers in Randwick City and surrounding areas.	Carers, older people and people aged 16 years and over.	100
<b>Marine and Coastal Discovery program</b>	Although our very popular Marine and Coastal Discovery programs were interrupted by COVID late in 2021, Council continued to organise its Spring program of activities so that families could attend coastal sessions online. More than 800 of our residents 'zoomed' into guided tours and presentations that included our popular indigenous tours, bird watching and other sessions that featured over our 4 week Eco Living Festival.  Our January Marine and Coastal Discovery program was back in full force with the full range of on-water, under water and next-to-water activities being held including our snorkelling, rockpool rambling, learn to surf and sea-kayaking just to name a few. The summer program attracted just over 1,600 participants in January.	Families and young children	2,400

Program name	Description	Target group	Attendance number
<b>Literary programs at the Library</b>	<p>Through Randwick City Library, Council offers book clubs for different ages. Each month Author Talks by well-known authors are held, and history talks are hosted jointly by the Library, and Randwick and District Historical Society. All talks were delivered online only until April 2022. The library then introduced hybrid events with the audience online and in person. (Authors included Dr Mary O'Connell, Jaimee Edwards and Alex Elliott-Howery, Kyle Perry, Matt Murphy, Anne Hutchison, Charlotte Wood, Judy Nunn, Clair G Coleman, Costa Georgiadis, David Hunt, Michael Connelly, Fiona McIntosh, Ben Quilty, Wendy McCarthy, Gerdette Rooney and Lucy Tweed)</p> <p>During History Week in September our local studies staff delivered a fantastic talk presented by Dr Anita Heiss, about her book, Bila Yarrudhanggalangdhuray a novel based on the true history that occurred in Gundagai, 1852 where the Murrumbidgee River broke its banks in a fatal and destructive flood event. Another popular History Talk was The Bowen Family, presented by Tony Bowen, former Mayor of Randwick and son of Lionel Frost Bowen AC.</p> <p>History Talks that were recorded can be viewed through YouTube on demand (refer to the library website for more information).</p>	General community	656
<b>Literacy programs at the library for children</b>	<p>Babies and toddlers are introduced to books through special programs such as Babies Love Books, Bop 2 Books and Saturday Storytime. Pre- and primary school children attend the Undercover Book Club, Totally Random Book Club and Kids' Club. Due to COVID-19 restrictions, the children's literacy program was adapted to be delivered live online. The Spark in the Park outreach program was initiated.</p> <p>Children's Book Week was online only this year due to COVID restrictions, with much reduced engagement. Online author talks and story times were provided to the community. The Summer Reading Program also engaged children with literacy.</p>	<p>Babies/toddlers and their parents/carers</p> <p>Children and youth</p>	<p>3,828</p> <p>101</p>

Program name	Description	Target group	Attendance number
<b>Literacy programs at the library for Culturally and Linguistically Diverse Community</b>	<p>Literacy skills for our Culturally and Linguistically Diverse Community are taught through:</p> <ul style="list-style-type: none"> <li>The Book Club for People of Non-English Speaking Backgrounds.</li> <li>English Conversation Classes (which were delivered online throughout most of the year).</li> <li>Story Time in other languages, such as Chinese, Japanese, Russian, French, and Spanish. This face-to-face program resumed in March 2022</li> </ul>	Culturally and linguistically diverse backgrounds	720
<b>Learning programs at the Library</b>	<p>Learning opportunities are offered in a variety of formats including Slam Poetry performance; ukulele and line dancing classes; writing groups for youth and seniors; computer, technology and law related classes/training for seniors and Cultural and Linguistically Diverse; stop motion and coding classes for children and youth; Makerspace programs; and HSC talks for high school students.</p> <p>Our popular Talking Tech series delivered useful online and in-person talks covering many tech topics including Social Connections for over 50s, Shopping and Online Banking, Managing Your Digital Vaccination Certificate, Games for Grown Ups, Photography with your Phone, Storing and Sorting your Digital Photos, Facebook for Beginners, Tips for Upgrading and Purchasing and Managing your Passwords.</p>	General community	1,301
<b>Recreational activities at the Library for children and youth</b>	<p>Randwick City Library runs numerous school holiday activities, after-school clubs (offering board games and coding), arts and craft classes, outreach events such as Storytime Trail, and school visits.</p> <p>A live online book chat program continued to be delivered and in person events such as Babies Love Books, Spark in the Park, Bop to Books were reinstated in person from November 2021.</p>	Children and youth	4,889
<b>Recreational activities at the library for adults and seniors</b>	<p>Randwick City Library runs numerous recreational clubs and programs aimed at adults. Many of the regular clubs that required in-person close contact remained suspended throughout the year such as Mahjong and bridge. Chess, table tennis, Tai Chi and book and movie clubs were delivered online or reinstated at the library as soon as it was safe to do so.</p>	Adults and seniors	2,533

Program name	Description	Target group	Attendance number
<b>La Perouse Museum Exhibitions</b>	Three diverse and popular exhibitions were displayed during this year: 1X4 (Newcastle Museum), French Explorers: Voyages to Australia, and the La Perouse Milestones Installation in the Instrument Room.  Each exhibition was accompanied by public programming, curator's tours and online experiences.	General community	13,000 (attendance was lower due to 17 week closure of LPM)
<b>La Perouse Museum Public Programs</b>	La Perouse Museum delivered 17 public programs and 3 major exhibitions from a diverse array of artists and creatives including Deidre Martin (master weaver), Aunty Maxine Ryan, Dean Kelly, Brad Cooke (hosting), Chris Cody, and by artist Jacqui North. The Museum hosted Survival Day concert led by Bidjigal elder Vic Simms on the 26 January which had excellent community attendance. Tours were also provided on the life of Lapérouse by the Friends of Laperouse Museum, and of the Museum and headland by museum staff. Over 700 visitors attended these events (400 for "Breathing Underwater" by Jacqui North).  Educational excursions were also provided throughout the year for primary, secondary, tertiary and lifelong learning groups, including 200 from Lycee Condorcet.	General Community	700 (public programs)  500 (educational excursions)

Note: Some of Council's planned activities and programs could not proceed as planned in 2021-22, due to COVID-19 restrictions.





## 2.2 Community partnerships, joint projects and service coordination

Randwick City Council has developed strong and enduring relationships with other community organisations, government departments and individuals over many years and works with these groups to encourage improved understanding of local needs.

As detailed in the table below, Council officers also support and partner with local support providers and community groups to hold events or undertake capacity building projects.



Program name	Description	Target group	Attendance number
<b>Kooloora Community Centre on-site support</b>	Council provided financial assistance for Kooloora's Vacation Care Programs and cleaning service.	Families, pre-school children and public housing tenants	28 children and parents per vacation care session
<b>16 Days of Activism Against Gender Violence</b>	<p>Council, in partnership with member organisations of the Eastern Suburbs Domestic Violence Network, implemented and supported a number of activities during this period.</p> <p>The annual Step Out Speak Out Walk from Randwick to Coogee was changed to a morning tea with speakers due to COVID restrictions.</p> <p>A DFV installation Dress for Success was shown at the event and then shown at Bowen Library Foyer during the 16 day period. Dresses were designed by local DFV services and some women who have experienced violence with the aim to raise awareness of DFV.</p>	VIPs, Police, Student representatives and local DFV services	70
<b>NAIDOC Week activities</b>	Unfortunately, regular NAIDOC week activities were not able to proceed due to COVID-19 and extreme weather conditions. Some events will be held later in the year.	Aboriginal and general public	–

Program name	Description	Target group	Attendance number
<b>Youth Week activities</b>	<p>To celebrate Youth Week in April 2022 Council hosted a poetry slam workshop and heat for the national poetry slam association, held a learn-to-bowl event and partnered with South Sydney High School to support a week of activities at the school.</p> <p>Council also partnered with Weave to host the South East Sydney Block Party with Kobie Dee for NSW Youth Week</p>	Youth & youth-workers, Aboriginal youth and wider community	140  2,000
<b>Lexington Place Community Services Hub</b>	Council in partnership with NSW Health, FACS and The Deli established and launched the community services hub in December 2018. Named The Hub@Lexo, it provides a weekly program of government outreach services, family support services and healthy lifestyle activities.	Public housing tenants of South Maroubra and surrounding areas	100 residents per week
<b>Home maintenance and modification program</b>	Council provides a Commonwealth Government funded Home Maintenance and Modification service to frail and aged residents. 1,236 Individual jobs were completed for eligible residents.	Frail and aged (over 65 years) residents	250 clients
<b>Nature strip lawn mowing program for elderly residents</b>	Council provides a nature strip lawn mowing program for elderly residents who cannot mow the lawns themselves and do not have the resources to have them mowed. Lawns are mowed a minimum of four times a year.	Frail and aged (over 65 years) residents	82 properties
<b>Coping with Change in Challenging Times</b>	A series of webinars, delivered by grief specialist Patricia Brown, provided insights on how people can better understand and manage emotional wellbeing while adapting to significant change.	Carers and caregivers	50
<b>Dealing with Grief and Loss</b>	A series of online events were held to help deepen people's understanding of the impact of change, loss and grief in their lives. These online events were delivered by grief specialist, Patricia Brown.	Carers and members of the general public	60
<b>Choice and Control in Life and Death online seminars</b>	<p>A series of online seminars were delivered on how we can improve the way individuals and families and communities in Australia die, grieve and remember their deceased.</p> <p>Industry experts spoke about a palliative care approach to end-of-life, with a focus on death and grief literacy and compassionate communities. Further sessions explored topics such as environmental-friendly options for burials, cremations and funerals and the results of latest research in end-of-life planning.</p> <p>The online seminars were held in partnership with SESLHD, The Groundswell Project, Doulas for Life, Tender Funerals and Southern Metropolitan Cemeteries NSW.</p>	Older people and general community	60
<b>Randwick Literary Institute</b>	The Randwick Literary Institute (RLI) is well utilised and accommodates a wide range user groups. Most of the halls and garden settings for hire have permanent bookings from dance, art, exercise, play group, literacy, and theatre groups.	Local organisations and businesses	18 user groups

Program name	Description	Target group	Attendance number
<b>Interagency groups</b>	Community Development staff chair/co-chair, facilitate and provide secretarial support for community and government interagency groups across the Inner Sydney/Eastern Suburbs region. Interagency groups enhance partnerships through information sharing and connection of services and agencies.	Government and non-government agencies	15 Interagency groups
<b>Domestic and family violence consulting service</b>	Council has agreed to fund a DFV Outreach Service (available 3 days per week) now running in 3 locations, in the suburbs of Randwick, Maroubra and Malabar. A 5-year MOU has been entered into between the service provider and Council.	Victims of domestic and family violence	Confidential
<b>Disability Inclusion Action Plan (DIAP) community consultations</b>	Two regional community consultations were implemented to check our existing regional strategies and identify new access inclusion actions for Council's DIAP for 2022-26.  In addition, 25 focus groups were held with community services and organisations, residents and local Interagency networks, to inform new actions for the 2022-26 DIAP.	Residents with lived experience of disability and service providers	200
<b>Reducing Social Isolation and Loneliness forums</b>	Two online forums were held in April and June for ageing and disability service providers and their clients. These forums explored local situations and actions to increase social connectivity and inclusion opportunities for older people, carers and people with disabilities, both in person and online as COVID restrictions ease.		65
<b>UNSEEN multimedia exhibition &amp; artist launch and talks</b>	UNSEEN illuminated the hidden experiences of women's homelessness and housing insecurity. UNSEEN artists listened to the stories of women who are experiencing or are at high risk of homelessness. By sharing these stories, they provided insight into the diversity of who finds themselves homeless and why.  UNSEEN focused on the voices of lived experience, enabling the unseen to become visible. The exhibition was delivered in partnership with Blur Projects.	General public	1,000
<b>Multicultural Water Safety Committee</b>	A collaboration of four Councils, three State departments and three community services, servicing coastal LGAs from Randwick to the Sutherland Shire, continued regular promotion of the Water Safety Directory.  The committee was able to hold a one week Water Safety session via ZOOM with guest speakers.	Multicultural services and residents from CALD communities	500+
<b>Refugee Week Celebration at Randwick City Council</b>	Council and Multicultural Community Services worked together to host this free event to raise awareness of the issues affecting refugees. Speakers with lived experience highlighted aspects of the refugee experience to help the audience understand what it is like to be a refugee.  There was also an opportunity for connection and celebration with musical performance.	Local Refugees and residents	40

Program name	Description	Target group	Attendance number
<b>Eastern Region Local Government and Torres Strait Islander Forum (ERLGATSIF)</b>	ERLGATSIF went through an evaluation process and is now a platform for the 5 Councils (Randwick, Bayside, Inner West, Woollahra and City of Sydney) to share information regarding events and advocacy.	5 Councils (Randwick, Bayside, Inner West, Woollahra and City of Sydney)	16
<b>Seniors Wellbeing Project workshop</b>	Held in partnership with Holdsworth Community, this workshop involved wellbeing exercise classes and activities for frail aged Seniors and Carers living in Randwick City and surrounding areas.	Older people and carers	30 per session
<b>Heritage Twilight Tours</b>	In partnership with the Prince Henry Nursing and Medical Museum, Council held four Twilight Tours that explored the history of the former Prince Henry Hospital.	General community	220
<b>Paranormal Prince Henry</b>	The Paranormal Prince Henry online event explored the paranormal history of the former Prince Henry Hospital with acclaimed paranormal investigators Oz Para Tech and members of the Prince Henry Hospital Trained Nurses Association. This event was held as part of Seniors week.	General Community	120
<b>Back to Prince Henry</b>	Held at the Prince Henry Nursing and Medical Museum, Little Bay this event involved intergenerational tours and talks, as well as the 'Bravery, Bandages and Bedpans' photographic exhibition which illustrated the adversities and adventures experienced by generations of Australian nurses. Back to Prince Henry is Council's signature Seniors Week event.	Older people, carers and general community	400
<b>Kusama Infinity - film screening</b>	A screening of Kusama Infinity was organised in March during seniors week. This biographical documentary film explores the art and life of Japanese contemporary artist, Yayoi Kusama. It considers issues such as sexism, racism and ageism.	General public	90
<b>Human Flow – film screening</b>	A screening of Human Flow was organised in June to mark Refugee Week. This documentary, directed by renowned international artist and activist Ai Wei Wei, gives visual expression to mass global migration.	General public	50
<b>Picturing Home – film screening &amp; panel discussion</b>	A screening of Picturing Home was organised in June 2022. This biographical documentary film follows the life changing journey of Jai Jaru who escapes to Sydney but ends up homeless on and off for twenty years.	General public	100
<b>Health and Education Talks</b>	Council held a series of online events in partnership with key agencies to raise awareness of critical community issues including the abuse of older people, digital disadvantage, death literacy, choice and control in life and death, misuse of drugs and alcohol and anxiety and depression. The talks also promoted available support services and programs.	Older people, service providers and general public	200+

## 2.3 Community and corporate events

The following is a list of events that are held by Council to celebrate or commemorate occasions of significance to our communities. These include large scale, outdoor events where members of the general public are invited to be part of the occasion.

Note: Some of Council's planned events could not proceed as planned in 2021-22 due to COVID-19 restrictions.



Program name	Description	Target group	Attendance number
<b>Bastille Day Community Celebration</b>	In July 2021, the larger Community Celebrations for Bastille Day were scaled back due to COVID-19 Public Health Orders, with the events team planning for smaller activations on the La Perouse Headland, and an invited Civic Ceremony.	Local community	Unfortunately, due to an outbreak and resulting lock down in Sydney, all activities were cancelled just prior to taking place.
<b>Beach Breaks Carnival and Surfing Walk of Fame</b>	The events team planned a range of activations and public art installations to support the Surfing NSW Grommets Carnival, however all activities were cancelled due to a COVID-19 outbreak and resulting lockdown in Sydney.  Some of the activities (such as the Art Cube showcasing local street artists working across several days) were rescheduled for later in the year as part of the Summer in Randwick activations.  It was determined by the Surfing Walk of Fame Committee that nominations would be held over until 2022, to enable time for high quality candidates to be found and awarded with an appropriate event to celebrate them.	City-wide community	The usual Beach Breaks Carnival was unable to be held in 2021.
<b>Eco Living Online</b>	Council's annual Eco-Living event for 2021 was delivered in an online format due to COVID, but being online, was extended to a 4-week program with each week corresponding to a theme from our new Environment Strategy.	Online	2,700 participants
<b>NOX Night Sculpture Walk</b>	NOX is a biennial event, not scheduled for the period.	City-wide community	-

Program name	Description	Target group	Attendance number
<b>Garden Awards</b>	The annual Garden Awards are judged by professional horticulturalists and promote a sense of pride in gardens by our community.  Awards are given out across ten categories, with prizes previously sponsored by local businesses however in recognition the recent challenges of COVID, Council instead purchased prizes from Local Businesses.  Due to COVID-19 Public Health Orders, the entire program was conducted virtually with winners announced via a video.	Participating gardeners	31 nominees and 1,155 views
<b>Civic receptions</b>	Civic receptions are held to mark occasions such as the opening of new facilities and to acknowledge the contribution of individuals and organisations.  Ceremonies in 2021-22 included an Anzac Day Civic Ceremony for local RSLs, a morning tea to acknowledge the posthumous induction of Uncle Les Davidson into the Sporting Hall of Fame, the 100th Anniversary of the Country Women's Association, a Community Celebration for Little Bay, the Mayor's New Year's Eve at the Coogee Surf Club and the Kokoda and Bundock Playground Openings.	Local community and organisations	1,105
<b>Bali Commemoration Ceremony</b>	The 19th annual commemoration ceremony was held at Dolphins Point, Coogee in October 2021.  A special exemption to the NSW Public Health Order on Public Gatherings was obtained to allow up to 114 people to gather for the ceremony, which was also livestreamed.  This ceremony was attended by a number of families. Speeches were delivered in tribute to those who lost their lives while visiting Bali. The ceremony also included a special video package and the release of doves to represent the 88 Australians who lost their lives.	Families and friends who lost someone in the 2002 bombings, Councillors, MPs	114 at ceremony & 2,800 views online
<b>Malabar Family Day</b>	Partnering with the local Malabar community and Souths Juniors, this family day remembers the lives of the nine Malabar locals who were lost in the Bali tragedy.	Local community	Unfortunately, due to COVID-19 Public Health Orders the event was not able to proceed in 2021-22.

Program name	Description	Target group	Attendance number
<b>Awards for Sporting Achievements</b>	<p>Randwick City Council acknowledges its finest athletes through the presentation of the annual Awards for Sporting Achievements.</p> <p>In 2021, the usual presentation ceremony was not able to proceed due to COVID and the winners were instead announced via a video package hosted by the Mayor.</p> <p>Uncle Les Davidson was posthumously added to the Sporting Hall of Champions to recognise his enormous contribution to the Sport of Boxing.</p>	Local community	35 nominees & 1,850 views
<b>Business Awards</b>	<p>The Biennial Business Awards aim to recognise and acknowledge outstanding local businesses and their staff who go above and beyond in providing exceptional service to the community.</p> <p>The 2021 Business Awards were launched in June 2021, but in recognition of the Greater Sydney COVID-19 lockdown which occurred during nominations, the Committee elected to postpone the Awards. All nominations were carried forward into the new nomination period (February – March 2022), and thirty-two winners were presented at an award ceremony at the Randwick Racecourse in May 2022.</p>	Local businesses	265 nominated businesses and 480 attendees at ceremony.
<b>Step Out Speak Out, walk to end domestic violence</b>	<p>This event is held in partnership with the Eastern Beaches Local Area Command and aims to stop violence against women. The walk, held in November, usually starts at High Cross Park and ends at Grant Reserve in Coogee where there are speeches and a BBQ breakfast.</p> <p>In 2021, due to COVID-19 Public Health Orders, it was determined that the large community event would not proceed, and council held a small, invited breakfast for Police and the local community, hosted by students from Randwick Boys, Randwick Girls and Waverley and Marcellin Colleges.</p> <p>The Community Development team worked with local Domestic Violence Services to create an installation of work, photographs and educational information titled '16 Days of Activism against Gender-based violence / Dress for Respect' which aimed to bring more attention to survivors and the impact of domestic and family violence and sexual assault. The display was shown at the breakfast and then moved to the library for the remainder of the 16 days of activism.</p>	Eastern Beaches Police Area Command, Local Schools, Local Domestic Violence Services.	50 guests

Program name	Description	Target group	Attendance number
<b>Seniors' Christmas Concerts</b>	A free Christmas concert for Seniors living in Randwick City, is usually held at Souths Juniors in November.	Seniors living in Randwick City	Due to COVID the Senior's Christmas Concert was not able to take place in 2021. A program of alternative Christmas and Summer activities was held in December and January.
<b>Kingsford Noodle Market</b>	The Kingsford Night Noodle Market started in 2014 in response to the light rail project's impact on local businesses in Kingsford.	Local community	Due to COVID the event was not able to proceed in 2021.
<b>Lunar New Year Celebration</b>	In February 2022 a special Lunar New Year Celebration was held at Meeks Street Kingsford featuring lion dancers, Chinese Lantern Making workshops, live music, colourful furniture and decorations.	Local community	2,500 across three days
<b>Coogee Carols</b>	<p>Due to COVID the Coogee Carols were not able to take place in 2021.</p> <p>Coogee Carols Producer Michelle Guthrie was commissioned to produce an online Carols video which was viewed by 2,000 people.</p>	City-wide community	Online carols 2,000 views
<b>Coogee Sparkles New Year's Eve Fireworks</b>	<p>After being cancelled in August due to COVID-19 Public Health Order concerns, Coogee Sparkles was reinstated in late October and proceeded as usual.</p> <p>In addition to the usual programming of 9pm fireworks, roving live music and kids' entertainment was programmed during the day, and a special Welcome to Country was played over the lifeguard's beach sound system.</p>	Eastern suburbs community	8,500

Program name	Description	Target group	Attendance number
<b>Christmas in Randwick</b>	<p>In place of the usual Christmas community events, which were not able to proceed in 2021 due to COVID, a range of smaller installations across the LGA were implemented in December 2021 and January 2022.</p> <p>A pop-up music program was implemented across four weekends in December - January with 15,795 minutes (263 hours) of roving &amp; static music played to residents and the community. Approximately 60% of the musicians in the program were local to the LGA and 117 gigs were performed in 10 different locations around the Randwick LGA.</p> <p>Christmas activations also included: decorative tree wrapping in over 7 locations; Christmas decorations featured in 11 locations; 16 hours of roving Christmas entertainment including elves, candy canes, Christmas presents and trees; and chalk art displays for both Christmas and summer in 8 different locations.</p> <p>Other summer activities hosted included a post-card activation held in 4 different locations for 7 hours at a time and an interactive live art installation over 4 days in the form of an art cube at Maroubra Beach.</p>	Local community	Attendance at activations could not be measured exactly, estimate 10,000
<b>Community Service Awards</b>	An awards ceremony is held to celebrate the recipients of the Community Service Awards.	Community Service Award recipients and their families	50
<b>Australia Day Celebration</b>	<p>An Australia Day Community event was held, this year at Kensington Oval and Community Centre. Celebrations included live music, food trucks and kids' entertainment.</p> <p>As a fitting end to 26 January celebrations, a Survival Day concert was held at the La Perouse Museum on Country, led by Bidjigal elder Vic Simms.</p>	Local community	3,500 at Kensington Oval and 50 at La Perouse Museum
<b>Mardi Gras in Randwick</b>	Council proudly raised the rainbow flag at Randwick Town Hall to celebrate the commencement of Mardi Gras and show support for the LGBTQIA+ community.	City-wide community	Unfortunately, due to unsafe conditions caused by heavy rainfall, the planned community celebration at Coogee Rainbow was cancelled.

Program name	Description	Target group	Attendance number
<b>The Spot Festival</b>	<p>March saw the return of the popular Spot Festival after several years disruption due to COVID-19.</p> <p>This year's festival incorporated local businesses who were invited to extend their outdoor trading during the event.</p> <p>The community also enjoyed market and food stalls, kids' activities, live music and presentations from local dance groups across two stages.</p>	City-wide and eastern suburbs community	8,500
<b>La Perouse Day</b>	A reception held at the La Perouse Museum commemorating the history and significance of this iconic area was combined with the Opening of the exhibition "French Explorers: Voyages to Australia" in March.	French and local community	70
<b>ANZAC Day Dawn Service</b>	<p>Partnering with the Coogee Randwick Clovelly RSL sub-branch, the events team produced a Dawn Service for 3,000 seated guests (plus a wider audience of standing guests) at Goldstein Reserve.</p> <p>The ceremony featured speeches, a hymn, performances by a local school choir and a wreath laying ceremony.</p> <p>The service was livestreamed on Council social media.</p> <p>Following the service, Council joined with the Eastern Beaches Police Area Command and Randwick State Emergency Services to support the Coogee Randwick Clovelly's second march from Coogee Diggers to Coogee Beach.</p>	City-wide community	6,000 at ceremony 3,000 online views
<b>Koojay Corroboree at Coogee Beach for Reconciliation Week</b>	<p>The Community Development and Events teams worked together to produce the return of the Koojay Corroboree on in May, to mark the commencement of National Reconciliation week.</p> <p>The event Koojay Corroboree featured live dance performances, fire displays and cultural activities such as a smoking ceremony, boomerang showcase and a special fashion parade featuring designs by Colleen Tighe Johnson of Buluuy Mirrii Design.</p>	City-wide community and school groups	500
<b>Citizenship Ceremonies</b>	<p>Citizenship Ceremonies are attended by new citizens, their families, Councillors, and MPs. New citizens are sworn in by the Mayor of Randwick.</p> <p>This year during the Greater Sydney COVID-19 lockdown, the events team transitioned to online ceremonies.</p> <p>In total there were 29 Citizenship Ceremonies held throughout the year welcoming 1,470 new citizens to Randwick.</p> <p>Of these, 22 were online (1,143 new citizens) and seven were in-person (327 new citizens) at the Prince Henry Centre.</p>	Local New Citizens	1,470 new citizens



## 2.4 Carers' responsibilities

### To comply with Section 8 of the Carer (Recognition) Act 2010, Council is required to report on its compliance with the requirements of the Act.

The NSW Carer (Recognition) Act 2010 recognises carers' roles in, and contribution to, NSW communities. As a Human Services agency in the NSW Public Sector, Council has responsibilities under the Act, and must report them annually.

#### Staff who are carers

Council continues to comply with the Carers (Recognition) Act 2010 through our sound Leave Policy and flexible work practices.

Each carer's needs and circumstances are considered individually to ensure that special needs are taken into account. As a result, managers have the discretion to provide extra support and flexibility when needed.

In the 2021-22 financial year, 3,849 hours of paid Carers Leave was accessed by Randwick employees.

As part of this, up to 10 days of Special COVID-19 leave (over the full duration of the COVID pandemic) was given to employees who were required to care for and home school children affected during the lockdown.

Throughout the year Council provided staff with support and information to assist in their caring responsibilities. Training provided that could support staff who are carers included: First aid, Mental health first aid, Emotional intelligence, Controlling aggressive behaviour, and Disability awareness.

Our monthly Lifestyle Lunches for staff continued our focus on employee benefits and total wellbeing. Sessions in 2021-22 included:

- RU OK ? 365 (in support of mental health awareness)
- Optimising health and wellbeing through nutrition
- Coping with change in challenging times
- Preparing pets for transition back to the workplace
- Food waste avoidance
- Keep warm in winter for less

#### Consultation and liaison with carers

In 2021-22 Council supported carers across the City of Randwick in a range of ways including:

- Information sessions and seminars to meet the identified needs of carers including: Death Literacy, Advance Care Planning, Choice and Control in Life and Death, Understanding Depression and Anxiety, Healing Grief and Loss, and Building Resilience and Wellbeing.
- Mindfulness Photography and Art workshops designed to reduce stress and anxiety and encourage ongoing creativity and self-care for carers from a range of cultural backgrounds.

- 'Building Resilience' online seminars to build the personal resilience and wellbeing of carers, particularly those who are isolated in the time of COVID.
- Dealing with Grief and Loss seminars designed for carers impacted by grief and loss and providing insights and strategies on how people can better understand and manage their emotional wellbeing while adapting to the 'new normal.'
- 'Back to Prince Henry' event at the Prince Henry Nursing and Medical Museum, Little Bay. This is Council's signature Seniors Festival event involving intergenerational tours and talks as well as the exhibition 'Bravery, Bandages and Bedpans'. The event is targeted towards seniors, carers and caregivers.
- The Spirits of Prince Henry Twilight Tours held at the Prince Henry Nursing and Medical Museum, Little Bay and 'Paranormal Prince Henry' online event designed for carers, older people and their families and friends.
- Held two forums on reducing social isolation and loneliness for members of the City and Eastern Sydney Ageing and Disability Interagency in June and August. The forums provided networking opportunities for services, showcasing innovative programs and activities that provide social inclusion opportunities, both in person and online for older people, people with disabilities and carers as COVID restrictions ease.
- Webinars on 'Feeling Safe and Supported: Healthy Relationships as We Age' for carers, older people and people with a disability in partnership with the Eastern Sydney Abuse of Older People's Collaborative.
- Partnership with Holdsworth Community to link carers and older parent carers living in the Southern suburbs of Randwick to community and health support such as the Carer Gateway, NDIS and My Aged Care.
- Home Library Services to deliver books, DVDs and library resources to house-bound individuals, Diversional/Recreational Therapists and carers within the community.
- Promoted the value of the Community Home Support Program (CHSP) to older carers living in Randwick City and surrounding areas to access essential services such as community transport for medical and social trips, meals services, Home Modification and Maintenance services and social support services.
- Convened and resourced Eastern Sydney Aged and Disability Services Interagency meetings with community service providers as well as Local, State and Federal Government officers. Regional issues are discussed at these meetings, and opportunities for joint projects and local initiatives are developed to meet the needs of carers who are isolated, hard to reach and/or from non-English speaking backgrounds.
- Supported the implementation and resourcing of local networks such as the City and Eastern Sydney Abuse of Older Persons Collaborative, the Eastern Sydney CHSP Forum and the Eastern Sydney Homelessness Assertive-Outreach Collaborative.
- Participated in Randwick Waverley Community Transport Board meetings in an advisory capacity.



## 2.5 Randwick Disability Inclusion Action Plan 2017–2021

To comply with Section 13 of the Disability Inclusion Act 2014, Council is required to report on the implementation of its Disability Inclusion Action Plan, and provide a copy of the plan to the Minister for Disability Services.

The Randwick City Council Disability Inclusion Action Plan 2017–2021 (DIAP) guides Council to meet its requirements under the NSW Disability Inclusion Act 2014. The four year plan was extended by one year due to COVID. Therefore 2021-22 was the fifth and final year of the 2017-2021 Plan.

The 2017-2021 DIAP encompasses four areas of focus:

1. Attitudes and behaviours
2. Liveable communities
3. Employment
4. Systems and processes

The development of our DIAP involved extensive community consultation and Council continues to engage the community to ensure the priorities are current. Our new 2022-2026 DIAP was prepared in 2021-22 and endorsed by Council for exhibition in August 2022.

### 1. Attitudes and behaviours

Council aims to build community awareness of the rights and abilities of people with disabilities, and to support the development of positive attitudes and behaviours towards people with disabilities.

#### Outcomes

- Coordinated a series of webinars on Death Literacy and Choice in Life and Death for residents, carers and local services.
- Implemented 'UNSEEN' a multi-media exhibition illuminating the hidden experiences of women's homelessness and housing insecurity. UNSEEN focused on the voices of lived experience, enabling the unseen to become visible. The exhibition was delivered in partnership with Blur Projects and included a launch and talk with participating artists.

- Coordinated the screening of:
  - Kusama Infinity, a biographical documentary film exploring the art and life of Japanese contemporary artist, Yayoi Kusama. The documentary explored issues of sexism, racism and ageism and was organised during Seniors Week.
  - Picturing Home, a biographical documentary film which follows the life changing journey of Jai Jaru who escapes to Sydney but ends up homeless on and off for twenty years. The film was screened during National Homelessness Week and included a panel discussion.
  - Human Flow, a documentary film directed by renowned internationally artist and activist Ai Wei Wei, giving visual expression to mass global migration. The screening was organised to mark Refugee Week.
- Delivered a series of:
  - online events dealing with the impacts of COVID including Understanding Anxiety and Depression, Healing Grief and Loss and Misuse of Drugs and Alcohol.
  - Building Resilience webinars to help participants build and maintain personal wellbeing during and beyond the pandemic.
  - Mindfulness Photography and Art workshops to help carers reduce stress and anxiety and promote ongoing self-care during and beyond the pandemic.
- Supported the City of Sydney and Eastern Sydney Abuse of Older People's Collaborative to develop promotional videos and webinars to raise community awareness on elder abuse.
- Co-convened and resourced five City of Sydney and Eastern Sydney Ageing and Disability Interagency meetings, as well as a planning day to provide networking opportunities for local services, identify priorities and service gaps and support and strengthen the sector.



- Delivered a series of online and in-person events to meet the identified needs and interests of people with a disability, both visible and less visible and carers. These included Back to Prince Henry, The Spirits of Prince Henry Twilight Tours, Paranormal Prince Henry and the 'Bravery, Bandages and Bedpans' photographic exhibition exploring the evolution of nursing at the Prince Henry Nursing and Medical Museum at Little Bay.
- Promoted a range of community programs and events through eNews, Facebook and Instagram, Council's website and through various interagencies and external networks.
- Ranger Services staff issued 758 infringement notices to persons parking illegally in designated access parking spaces.
- Ranger Services also rolled out the Mobility Parking Lost and Stolen Hotlists into our Pinforce management system (uploaded monthly) to enable Parking Patrol Officers to check Mobility Parking Scheme permits live in the field and take appropriate action against non-compliant permit owners.
- Council delivered training in:
  - Disability Awareness
  - Creating an Inclusive Environment.
- Council also hosted Lifestyle Lunches for staff covering topics of:
  - Homelessness
  - Coping with Change in Challenging Times

- RU Ok? 365 days
- Welcome to Country

### 2. Liveable communities

Council aims to increase participation of people with a disability in all aspects of community life, through targeted approaches to address barriers in housing, learning, transport, health and wellbeing.

#### Outcomes

- Held a series of online and in-person events to ensure access, inclusion and participation for people with a range of disabilities. These included webinars on Anxiety and Depression, Healing Grief and Loss, and Building Resilience, as well as Mindfulness Photography and Art Workshops.
- Supported Catholic Healthcare Hoarding and Squalor Resource Unit to promote the 'Buried in Treasure' program to residents with problematic clutter and hoarding disorders and to provide support coordination for residents and promote new health and wellbeing initiatives for older isolated residents living in the south-eastern Sydney.
- Participated in the NSW annual Homeless Street Count in February and worked in partnership with the Eastern Sydney Homelessness Assertive Outreach (ESHAC) to advocate for an increase in dedicated fortnightly patrols providing outreach to people who are experiencing homelessness or rough sleeping in the Randwick LGA.



- Convened and resourced Eastern Sydney Aged and Disability Services Interagency meetings involving Community service providers as well as Local, State and Federal Government officers. Regional issues are discussed at these meetings, and opportunities for joint projects and local initiatives are developed.
- Provided financial support through Council's Community Investment Program.
- Designed and built new and upgraded buildings in accordance with the relevant Building Code of Australia (BCA) and Australian Standard access requirements.
- Installed 'No Parking' zones in preference to 'No Stopping' zones to allow for persons to drop off and pickup persons – which can be helpful for persons with limited mobility.
- Undertook upgrade works at bus stops for access compliance.
- Constructed 2.99km of footpaths to improve pedestrian access and mobility. This included 1.0km of new footpaths and renewal of 1.99km of existing footpaths. These works included construction of new kerb ramps.
- Issued 758 infringement notices for the misuse of designated disabled parking spaces. This was a significant increase from 2020-21. One contributing factor to this increase may be the resumption of more proactive parking patrols by Council officers following reduced operations throughout the COVID-19 pandemic.
- Provided accessible entry and exit paths for people using wheelchairs, preferred wheelchair seating allocation and accessible toilets at Council events.
- Enabled persons with limited accessibility to 'attend' events via live streaming of community events such as the Anzac Day Service and a virtual tour of the La Perouse Museum exhibition.
- Attendance at Zoom-based Precinct Meetings was up compared to previous in person events. This was largely due to the increased accessibility to the meeting for both able bodied people and people with a disability.
- Continued to support community organisations such as Autism Swim through our community investment program and social media promotion.
- Conducted outreach via the Seniors Network to create awareness of library services for seniors who are housebound, vision impaired or have mobility issues.
- Facilitated community outreach with the Spark Library Outreach Vehicle, creating greater community access through cross-generational, inclusive outdoor events.
- Coordinated a series of webinars on Death Literacy and Choice in Life and Death for residents, carers and local service providers.
- Delivered online information sessions on the national Disability insurance Scheme (NDIS), the role of the local coordinators and new programs providing tailored support for people from non-English speaking backgrounds to access the scheme. These sessions were done in partnership with La Trobe Community Health and Ethnic Community Services.

- Delivered a series of online information sessions to raise awareness and understanding of Dementia, referral pathways and available support programs and services for people living with dementia and their carers.

### 3. Employment

Council aims to support and improve opportunities for people with a disability to gain meaningful employment, which will enable them to exercise choice and control over their own lives as a result of financial security.

#### Outcomes

- Reviewed and updated Council's recruitment process to be more inclusive and accessible for Aboriginal and Torres Strait Islander applicants.
- Made external procurement information accessible on Council's website. Major procurement opportunities are advertised on the tendering portal and Council's website.

### 4. Systems and processes

Council aims to ensure that people with a disability can make informed choices about available services provided by government agencies. Some of the challenges stem from systems and processes that do not support inclusion and accessible options for

people with a disability to choose when communicating, accessing information or providing input or feedback.

#### Outcomes

- Made ongoing improvements to the accessibility of Council's website content by ensuring the use of plain English, integrating a greater use of online forms, reviewing the visibility of web pages, and making the Council's website more readable on mobile devices.
- Continued to update Council's Brand Guidelines to ensure photography, language and typography is accessible and representative of the diverse communities of Randwick City.
- Delivered a range of online information and education sessions to help older people with disabilities and their carers to raise awareness of available support services and programs, both formal and informal and navigate pathways to help and complex information platforms such as My Aged Care, the Carers Gateway and the National Disability Insurance Scheme.
- Made more services, events and forms available online.
- Launched a new online system to apply for sustainability rebates. The functionality and visual layout are user friendly and consistent.
- Refreshed the online services portal for better readability.
- Reviewed the content and structure of our website to make services more searchable and understandable.





## 2.6 Human resources

### Workforce Plan

In 2021-22, our Workforce Plan provided us with guidance and direction in line with our 2018-28 Resourcing Strategy. The main focus of the Plan was to build a sustainable supply of high performing talented people, with the capabilities to ensure the ongoing delivery of effective and efficient community services and programs. We also adapted our attraction and onboarding processes to fit the ever changing needs of the pandemic.

The 2018-2028 Workforce Plan supported a sustainable, high performance workforce with annual actions surrounding the following identified themes:

- Aligning values and workplace;
- Strengthening workforce capability;
- Inspiring performance;
- Building skills and knowledge; and
- Encouraging wellbeing.

In June 2022 we adopted our new 2022-2032 Workforce Strategy that considered 15,000 pieces of individual written feedback from employees over the past three years to inform the direction of this Strategy which focuses on the following objectives:

- Our workforce is goal focused and enables the realisation of community outcomes for this generation and the next.
- Council has an attractive employer brand, clearly and consistently communicating the council's vision, values and employee value proposition.

### Equal Employment Opportunity (EEO)

To comply with clause 217 (1)(a9) of the Local Government (General) Regulation 2021, Council provides the following statement on Equal Employment Opportunity (EEO) Management.

Randwick City Council continues to reinforce its commitment to EEO and workforce diversity and inclusion which reflects the values and multiculturalism of the local community.

Council continues to educate and inform its staff on the importance of diversity and inclusion and its relevance to the community. These principles are embedded in all human resource policies and practices, and are especially emphasised in corporate induction, learning programs, leadership development, recruitment and safety and wellbeing programs.

Employees and leaders have all participated in training to ensure ongoing awareness and to demonstrate commitment to the Randwick City Council values.

We continue to participate with our neighbouring council, Waverley in preparing and delivering upon our Disability Inclusion Action Plan.

### Fees and expenses for the Mayor and Councillors

To comply with clause 217 (1)(a1) of the Local Government (General) Regulation 2021, Council is required to provide a statement on Councillor expenses. Details of the total cost for the payment of expenses and provision of facilities to Councillors to attend to their civic duties is provided below.

Councillors are entitled to reimbursement for reasonable business expenses when attending conferences, seminars, meetings or functions. Approval to attend conferences and seminars within NSW is granted by the Mayor and the General Manager. For interstate conferences and seminars, the Council's approval is required.

The NSW Local Government Act 1993 requires councils to adopt a policy for the payment of expenses incurred by and the provision of facilities to mayors, deputy mayors and other councillors. Mayors, deputy mayors and councillors can only be reimbursed for expenses and provided with facilities in discharging the functions of civic office in accordance with this policy. The Council's policy on the provision of facilities for use by councillors and the payment of councillors' expenses is available on our website.

In accordance with the Council's adopted policy, councillors are entitled to receive tools to assist them to complete their duties, such as a mobile telephone and laptop computer. In addition, Council-related telephone calls and internet access are paid for by the Council.

Other facilities such as stationery, cabcharge, reimbursement for use of private vehicle, refreshments at council and committee meetings and access to councillors' rooms, are also provided by the Council. Councillors receive an allowance in accordance with the NSW Local Government Act 1993.

The Mayor is entitled to receive a mayoral allowance, full private use of the Council's mayoral vehicle, office accommodation at the Town Hall with associated business equipment and reimbursement of reasonable expenses incurred when attending functions or performing duties in the role of the Mayor.

The total amount of money expended during the year on mayoral fees and councillors' fees was \$443,811.

The total amount of money expended during the year on the provision of payment of expenses to Councillors was \$107,159. This included:

- \$2,067 for office equipment facilities, including mobile telephones, laptop computers and iPads;
- \$9,548 for internet services and phone charges, including telephone calls made from landline telephones installed in Councillors' homes, and calls made from mobile telephones provided by the Council;
- \$63,546 for the attendance of Councillors at conferences and seminars;
- \$30,898 for the training of Councillors and the provision of skill development for Councillors;
- Nil for interstate visits undertaken by councillors while representing the council;
- Nil for expenses of any person who accompanied a councillor in the performance of his or her civic functions; and
- \$1,100 for expenses involved in the provision of care for a child to allow the councillor to undertake his or her civic functions.

### Overseas travel

To comply with clause 217(1)(a) of the Local Government (General) Regulation 2021, Council provides the following report on overseas travel arrangements of Councillors and staff funded by Council.

During 2021-22 no councillor or senior staff member travelled overseas on Council business.

### Senior staff remuneration

To comply with clause 217 (1)(b) & (c) of the Local Government (General) Regulation 2021, Council provides the following statement of total remuneration of the General Manager and other Senior Staff.

The General Manager and the three Directors are the designated Senior Staff positions of Council.

The General Manager and senior staff were paid a total combined remuneration (including salary sacrifice, non-cash benefits and Fringe Benefits Tax) of \$1,496,804.

The breakdown of the remuneration package of the General Manager and other senior staff in 2021-22 is shown in the following table.

	GENERAL MANAGER CLAUSE 217 (1) (B) (\$)	SENIOR STAFF CLAUSE 217 (1) (C) (\$)
(i) Total value of the salary component of the package	423,965	916,411
(ii) Total amount of any bonus payments, performance payments or other payments made to them that do not form part of the salary components of their packages	0	0
(iii) Total amount payable by the council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor	27,468	82,404
(iv) Total value of any non-cash benefits for which they may have elected under the package	6,370	17,171
(v) Total amount payable by the council by way of fringe benefits tax for any such non-cash benefits	6,228	16,788

## 2.7 Financial contributions and donations

To comply with clause 217 (1)(a5) of the Local Government (General) Regulation 2021, Council provides the following report on contributions and donations to others.

During 2021-22, the Council provided a range of grants, donations and subsidies to individuals, community groups and non-profit organisations.

### Community Investment Program

Council has adopted an 'investment' approach to community funding to enhance Council's ability to better structure and report on achievements while providing more diverse and flexible opportunities for the community to seek support.

Our Community Investment Program is a comprehensive policy framework that sits across the following six streams of funding and in-kind support to ensure that decisions are consistent, and based on principles of accountability, transparency and fairness.

#### Community Connect

This stream is awarded to not-for-profit organisations, community groups, businesses and individuals to develop projects or activities that encourage community participation and connection, and contribute to a vibrant cultural and community life in Randwick City. There are three funding rounds per financial year (August, November and March).

In 2021-22, a total of \$117,345 (in-kind venue hire included) was allocated through the Community Connect funding stream.

#### Community Creative

In line with the Arts and Cultural Strategy, the Community Creative stream supports the development and delivery of, creative, artistic, experimental and cultural projects that enrich our communities and is awarded to not-for-profit organisations, community groups, businesses and individuals. There are three funding rounds per financial year (August, November and March).

In 2021-22, a total of \$160,629 (in-kind venue hire included) was allocated through the Community Creative funding stream.

#### Community Partnerships

This program is eligible only to not-for-profit organisations that deliver support programs or services to improve the health and wellbeing of disadvantaged residents. Applicants may apply for an amount not exceeding \$20,000 per year, up to a maximum of three years, tied to conditions and acquittal requirements.

\$188,365 was granted for funding continuing projects and new applicants in the 2021-22 financial year.

### Community Contributions

This stream seeks to leverage significant community partnerships and relationships to drive social change, inclusion, impact and results within the community. These are significant contributions into the community and are managed through formal Memorandums of Understanding (MOUs) or other funding agreements.

\$373,812 was granted through community contributions in the 2021-22 financial year.

### Community Sustainable

This stream includes two programs supporting projects and initiatives that promote environmental sustainability:

- School Sustainability Grants**

School sustainability grants are available to registered NSW schools in Randwick City. The grants are provided for projects that will create environmental benefits to the school and the wider community.

COVID restrictions limited school programs and resulted in no funding being provided to local schools through the environmental grants in 2021-22.

- Sustainability Rebates**

Randwick Council's Sustainability Rebates program supports houses, units and businesses in Randwick to implement energy and water saving initiatives. As part of this program, properties in Randwick can receive up to \$2,000 in rebates for purchasing one of 12 sustainable products, which include rooftop solar, batteries, rainwater tanks, pool pumps, insulation, and more.

As at June 30, 2022, the program has provided 586 rebates for a total amount just less than \$300,000 since commencement. These rebates have now leveraged \$3.4 million from the community (well over 10 times Council's expenditure). These installations are saving the community an estimated \$675,000 in annual energy and water costs.

### Community Contingency (Mayor)

This stream provides the Mayor an opportunity to support local charities, emergency response events and fundraising campaigns at his discretion. In the 2021-22 financial year, a total of \$88,087 was allocated through the Community Contingency stream.



### Subsidies

In addition to the Community Investment Program, Council also provides a number of subsidies, these include:

#### Affordable rental housing subsidies

Council has an affordable rental housing portfolio of 24 dwellings for essential workers and low-medium income earners in the community. Through its affordable rental housing program, the Council subsidises each tenant's weekly rent by at least 25 per cent of the median rent levels for Randwick City.

#### Community facility subsidies

These are provided each year to support community not-for-profit organisations that operate for the benefit of residents.

Service providers using Council owned and managed buildings at a substantially reduced rent include midwifery, baby health and childcare centres, kindergartens, the Historical Society, Housing NSW and Family Day Care.

We also subsidise the rent for services such as the four Surf Lifesaving clubs, offshore boat rescue, Wylie's Baths, bowling clubs, fishing clubs, croquet club, Surfing NSW, Randwick Golf Course, Randwick Rugby Club, two cycle clubs, The JNC, Weave, three community gardens, Randwick Netball and Coogee Volleyball.

Further subsidies in the form of reduced or fee free and discounted hall hire are given to not-for-profit groups that operate for the benefit of local residents, such as seniors groups, various health services, church groups, playgroups, neighbourhood centre services, multicultural groups and precinct committees.

In total, Council contributed more than \$1.53 million worth of rental subsidies to community organisations in 2021-22.

#### Trade waste subsidies

A number of non-profit community groups receive fully subsidised trade waste services.

### Randwick NSW ClubGRANTS

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

In the 2021-22 financial year, a total of \$330,820 was allocated to not-for-profit and volunteer rescue organisations through the Randwick ClubGRANTS Scheme.

Details of the Council's allocated grants, donations and subsidies for the 2021-22 financial year are summarised in the table below.

GRANTS, DONATIONS AND SUBSIDIES		2021-22 (\$)
<b>Community Investment Program</b>	Community Connect investment stream	117,345
	Community Creative investment stream	160,629
	Community Partnerships funding program	188,365
	Community Contributions (donations)	373,812
	Community Sustainable	145,963
	Community Contingency	88,087
	<b>Total</b>	<b>1,074,201</b>
<b>Subsidies</b>	Rental subsidies	1,535,280
	Operational and capital subsidies to surf clubs and offshore rescue	150,000
	<b>Total</b>	<b>1,685,280</b>
<b>Other financial assistance</b>	Precinct committee funding	2,800
	Sponsorship of Biennale Rivus Workshop Program	10,000
	3-Council regional environment program*	145,000
	<b>Total</b>	<b>157,800</b>
<b>TOTAL FUNDING</b>		<b>2,917,281</b>

\* This funding is for delivery of all projects under the 3-Council regional environment program

## 2.8 Councillor meeting attendance record

Local Government elections were held in December 2021. Of the 15 councillors elected, there were 7 Councillors re-elected and 8 new Councillors.

There were 11 Ordinary Council meetings held during 2021-22.

COUNCILLORS INCUMBENT FOR 2021-22	NO. OF MEETINGS ATTENDED/NO. OF MEETINGS HELD
Cr D'Souza	11/11
Cr Hamilton	10/11
Cr Luxford	11/11
Cr Neilson	11/11
Cr Parker	11/11
Cr Said	11/11
Cr Veitch	10/11

COUNCILLORS ELECTED DEC. 2021	NO. OF MEETINGS ATTENDED/NO. OF MEETINGS HELD
Cr Burst	5/5
Cr Chapple	5/5
Cr Hay	5/5
Cr McCafferty	5/5
Cr Olive	5/5
Cr Pandolfini	5/5
Cr Rosenfeld	5/5
Cr Wilson	5/5

COUNCILLORS NOT RE-ELECTED IN DEC. 2021	NO. OF MEETINGS ATTENDED/NO. OF MEETINGS HELD
Cr Andrews	6/6
Cr Bowen	6/6
Cr Da Rocha	5/6
Cr Matson	6/6
Cr Roberts	6/6
Cr Seng	5/6
Cr Shurey	6/6
Cr Stavrinos	5/6

There were five (5) Extraordinary Council meetings held during 2021-22.

COUNCILLORS INCUMBENT FOR 2021-22	NO. OF MEETINGS ATTENDED/NO. OF MEETINGS HELD
Cr D'Souza	5/5
Cr Hamilton	5/5
Cr Luxford	5/5
Cr Neilson	5/5
Cr Parker	5/5
Cr Said	5/5
Cr Veitch	5/5

COUNCILLORS ELECTED DEC. 2021	NO. OF MEETINGS ATTENDED/NO. OF MEETINGS HELD
Cr Burst	3/3
Cr Chapple	3/3
Cr Hay	3/3
Cr McCafferty	3/3
Cr Olive	3/3
Cr Pandolfini	3/3
Cr Rosenfeld	3/3
Cr Wilson	3/3

COUNCILLORS NOT RE-ELECTED IN DEC. 2021	NO. OF MEETINGS ATTENDED/NO. OF MEETINGS HELD
Cr Andrews	2/2
Cr Bowen	2/2
Cr Da Rocha	2/2
Cr Matson	2/2
Cr Roberts	2/2
Cr Seng	2/2
Cr Shurey	2/2
Cr Stavrinos	2/2

## 2.9 Councillor professional development

To comply with clause 217 (1)(a1)(iii) and clause 186 of Local Government (General) Regulation 2021, Council provides the following report on the provision of induction training and professional development programs for the Mayor and Councillors.

During 2021-22 all 15 Councillors participated in ongoing professional development. Councillors took the opportunity to participate in a range of seminars and other professional development programs, including:

- Planning in NSW: Responding in Uncertain Times
- 4th Annual Waste Strategy Summit
- Circular Economy Forum
- Media Training
- Neryl East Executive coaching
- LGNSW Special Conference 2022
- ALGWA Annual Networking Breakfast
- Audit, Risk and Improvement Committee Training
- Boardroom Financial Confidence
- Speed Reading Course
- Taxation Considerations for Councillors
- Planning 101 for Councillors
- Understanding Local Government Finances for Councillors
- Destination and Visitor Economy Conference
- National General Assembly Conference
- Annual Local Road Congress 2022

### Reporting Period: 1 July 2021 to 30 June 2022

No of public officials who made public interest disclosures to your public authority	0
No of public interest disclosures received by your public authority	0
Of public interest disclosures received, how many were primarily about:	
• Corrupt conduct	0
• Maladministration	0
• Serious and substantial waste	0
• Government information contravention	0
• Local government pecuniary interest contravention	0
No of public interest disclosures (received since 1 Jan 2012) that have been finalised in this reporting period	0
Have you established an internal reporting policy?	Yes
Has the head of your public authority taken action to meet their staff awareness obligations?	Yes
Staff have been made aware as follows:	
• Statement of Commitment from head of the organisation's internal reporting policy;	
• Staff undertaking that they have read and understood organisation's internal reporting policy;	
• New staff provided training during induction;	
• Email message from organisation head to all staff;	
• Links on the Randwick City Council intranet, and	
• Messages in staff payslips.	

## 2.10 Privacy and access to information

### Privacy Management Plan

The Privacy and Personal Information Protection Act 1998 (PPIPA) requires all councils to prepare a Privacy Management Plan outlining their policies and practices to ensure compliance with the requirements of that Act and the Health Records and Information Privacy Act 2002. The Council's Privacy Management Plan was updated in December 2020.

The objective of our Privacy Management Plan is to inform:

- The community about how their personal information will be used, stored and accessed after it is collected by the Council; and
- Council staff of their obligations in relation to handling personal information and when they can and cannot disclose, use or collect it.

Council's Privacy Management Plan reflects the NSW Information and Privacy Commission's September 2019 checklist.

A copy of Council's Plan has been distributed to all managers and posted on the staff intranet and on Council's website.

Council received no privacy complaints (Internal Review applications) during 2021-22.

### Public Interest Disclosures Report

To comply with section 31 of the Public Interest Disclosure Act 1994 and section 4 of the Public Interest Disclosure Regulation 2011, Council provides the following report on public interest disclosures.

### Government Information (Public Access) Act 2009

To comply with section 125 of the Government Information (Public Access) Act 2009 (GIPA) and clause 8 & schedule 2 of the Government Information (Public Access) Regulation 2018, Council provides the following report on public access to information held by Council.

#### Review of proactive release program - Section 7(3) of the GIPA Act

Under section 7 of the GIPA Act, agencies must review their programs for the release of government information to identify the kinds of information that can be made publicly available. This review must be undertaken at least once every 12 months.

Council's program for the proactive release of information involves:

- Employing an Access to Information Officer who deals with 1,500+ informal access to information requests each year. Wherever possible, Council deals with information requests informally and, for the ease of applicants, information is provided electronically (often via email attachments).
- Providing a dedicated Council document Access to Information page on Council's website with quick links to open access information.
- Adopting a comprehensive Information Guide, which is published on our webpage to assist residents to understand our information access processes and practices and to gain access to council information in the most efficient manner.
- Considering throughout the year those initiatives, developments or projects relevant to council that it wants the public to know about.
- Identifying and considering for release, information Council has produced or acquired since the last review.
- Reviewing Council's disclosure log to identify patterns or themes in the types of information sought.

During the reporting period, we reviewed this program by:

- Comprehensively reviewing our Information Guide to ensure it is in line with the Information & Privacy Commissioner's Guidelines and to better assist residents' understanding of our processes in relation to information access.
- Undertaking an analysis of the information Council releases both informally (via its Access to Information request process) and formally under the GIPA Act.

#### Number of access applications received - Clause 8(b) of the GIPA Regulation

During the reporting period, Council received a total of 11 formal access applications (including withdrawn applications but not invalid applications). Of the 11 applications one was transferred to another agency to determine.

In addition, Council processed 1,620 Access to Information Requests (informal GIPA applications) during the reporting period.

#### Number of refused applications for Schedule 1 information - Clause 8(c) of the GIPA Regulation

During the reporting period, Council refused two (2) formal access applications.



### Statistical information about access applications Clause 8(d) and Schedule 2

Table A: Number of applications by type of applicant and outcome<sup>1</sup>

	ACCESS GRANTED IN FULL	ACCESS GRANTED IN PART	ACCESS REFUSED IN FULL	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICATION	REFUSE TO CONFIRM/DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN	TOTAL	% of TOTAL
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	0	0	1	0	0	0	0	0	1	9%
Not for profit organisation or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (application by legal representative)	8	0	0	0	0	0	0	0	8	73%
Members of the public (other)	1	0	1	0	0	0	0	0	2	18%
<b>Total</b>	<b>9</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11</b>	
<b>% of Total</b>	<b>82%</b>	<b>0%</b>	<b>18%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>		

<sup>1</sup> More than one decision can be made in respect of a particular access application. If so, a recording is made for each such decision. This also applies to Table B.

Table B: Number of applications by type of applicant and outcome<sup>2</sup>

	ACCESS GRANTED IN FULL	ACCESS GRANTED IN PART	ACCESS REFUSED IN FULL	INFORMATION NOT HELD	INFORMATION ALREADY AVAILABLE	REFUSE TO DEAL WITH APPLICATION	REFUSE TO CONFIRM/DENY WHETHER INFORMATION IS HELD	APPLICATION WITHDRAWN	TOTAL	% of TOTAL
Personal information applications <sup>2</sup>	0	0	1	0	0	0	0	0	1	9%
Access Applications (other than personal information applications)	6	0	1	0	0	0	0	0	7	64%
Access applications that are partly personal information applications and partly other	3	0	0	0	0	0	0	0	3	27%
<b>Total</b>	<b>9</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11</b>	
<b>% of Total</b>	<b>82%</b>	<b>0%</b>	<b>18%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>		

<sup>2</sup> A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

**Table C: Invalid applications**

REASON FOR INVALIDITY	NO OF APPLICATIONS	% OF TOTAL
Application does not comply with formal requirements (section 41 of the Act)	0	0%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	0	0%
Invalid Applications that subsequently became valid applications	0	0%

**Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of the Act**

REASON FOR INVALIDITY	NUMBER OF TIMES CONSIDERATION USED <sup>3</sup>	% OF TOTAL
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	0	0%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Privilege generally Sch 1 (5A)	0	0%
Information provided to High Risk Offenders Assessment Committee	0	0%
<b>Total</b>	<b>0</b>	<b>0%</b>

<sup>3</sup> More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

**Table E: Other public interest considerations against disclosure: matters listed in table to Section 14 of the Act**

	NUMBER OF TIMES CONSIDERATION USED <sup>3</sup>	% OF TOTAL
Responsible and effective government	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	1	50%
Business interests of agencies and other persons	1	50%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
<b>Total</b>	<b>2</b>	

**Table F: Timeliness**

	NO OF APPLICATIONS	% OF TOTAL
Decided within the statutory timeframe (20 days plus any extensions)	11	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
<b>Total</b>	<b>11</b>	

**Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)**

	DECISION VARIED	DECISION UPHELD	TOTAL	% OF TOTAL
Internal review	0	0	0	0%
Review by Information Commissioner	0	0	0	0%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NCAT	0	0	0	0%
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>% of Total</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	

**Table H: Applications for review under Part 5 of the Act (by type of applicant)**

	NUMBER OF APPLICATIONS FOR REVIEW	% OF TOTAL
Applications by access applicants	0	0%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
<b>Total</b>	<b>0</b>	

**Table I: Applications transferred to other agencies**

	NUMBER OF APPLICATIONS TRANSFERRED	
Agency-Initiated Transfers	0	0%
Applicant-Initiated Transfers	1	100%
<b>Total</b>	<b>1</b>	



## 2.11 The Council's business functions

### Competitive neutrality complaints

A specific category in Council's Complaints Management System was established in 1996 to deal with complaints on competitive neutrality. During 2021-22, no complaints relating to competitive neutrality were received.

Randwick City Council has not publicised the system it has in place to deal with complaints in relation to competitive neutrality, but all staff who log requests for work to be undertaken, or receive complaints, are aware of the existence of the category in the Complaints System and are required to use it should the need arise.

### Companies controlled by the Council

To comply with clause 217 (1)(a7) of the Local Government (General) Regulation 2021, Council provides the following report on controlling interests held in other organisations.

The Council did not hold a controlling interest in any company during 2021-22.

### Partnerships, cooperatives or joint ventures with the Council

To comply with clause 217 (1)(a8) of the Local Government (General) Regulation 2021, Council provides the following report on partnerships with other organisations.

The Council is a member of Statewide Mutual, a NSW Local Government Mutual Liability Scheme. The Council is a member of five Statewide Schemes: The Statewide Mutual Liability Scheme, Statewide Mutual Fidelity Guarantee Scheme, Statewide Mutual Property Scheme, Councillors and Officers Liability Scheme and the Motor Vehicle Scheme.

RATES AND CHARGES	2019-20	2020-21	2021-22
Pensioner rates rebates (State mandatory)	\$742,696	\$731,287	\$696,415
Pensioner domestic waste service rebates (State mandatory)	\$350,660	\$344,392	\$332,588
Pensioner rebate (Council additional voluntary)	\$445,950*	\$441,750	\$422,007
Postponed rates	\$5,860	\$6,068	\$4,558
Postponed interest	\$2,759	\$2,604	\$1,953
Write off small balances	\$3,156	-	\$2,058
<b>TOTAL</b>	<b>\$1,551,081</b>	<b>\$1,526,101</b>	<b>\$1,459,579</b>

\* Pensioner rebate for 2019-20 has been corrected. The figure reported in the 2019-20 Annual Report did not include the new rebate introduced in 2019-20 with the continuation of the Environmental Levy.

Statewide is formed by more than 118 councils and council authorities in NSW.

Council has entered into a Public Private Partnership (PPP) with South Sydney District Rugby League Football Club (the "Rabbitohs") for the construction of the Community High Performance Centre (CHPC), an elite, world class training facility for the Rabbitohs' playing squad, coaching staff, administration staff and Souths Cares (the Rabbitohs' charity organisation), as part of the Heffron Centre development in Heffron Park, Maroubra.

## 2.12 Functions delegated by the Council

To comply with clause 217 (1)(a6) of the Local Government (General) Regulation 2021, Council provides the following report on functions delegated to others.

No functions were delegated to any external body during 2021-22.

## 2.13 Rates and charges written off

To comply with clause 132 of the Local Government (General) Regulation 2021, Council is required to report on rates and charges written off. The following statement is provided.

In accordance with the requirement specified under the Local Government (General) Regulation 2021 (Rates and Charges), the following table details the rates and charges written off.

## 2.14 Environmental Levy Special Rate Variation

Special variations are approved increases to rates above the amount of the annual rate-peg. Special variations are the result of a demonstrated financial need, a robust conversation with the community and a rigorous assessment by the Independent Pricing and Regulatory Tribunal (IPART).

Special variation income must be spent for the purposes it was obtained as per the conditions of IPART's approval.

The Environmental Levy is a special variation that has been in place since 2004-05, funding the Sustaining Our City initiative for the past 18 years. Over that time, the initiative has led the way our community has responded to the important environmental issues facing us today; such as coastal protection, conserving resources, waste, protecting biodiversity, and community engagement.

The Environmental Levy special variation is known as a temporary special variation, which means that the levy is introduced and paid for a period of 5 years before it must be removed (expired) from the Council's rate base. The temporary 5-year levy has been continued on four occasions with support from the Randwick City community and IPART on each occasion.

The 2021-22 financial year was the third year of the Environmental Levy special variation approved by IPART in May 2019. The levy will expire 30 June 2024.

### Environmental Levy expenditure 2021-22 IPART Approval II. (a)

For 2021-22, Council adopted an Operational Plan and Annual Budget that incorporated a number of projects in keeping with the major elements and the proposed program of works that was approved as part of the Environmental Levy Special Rate Variation (SRV).

The table on the opposite page details the 2021-22 Proposed Program expenditure (as detailed in the IPART's determination of Council's SRV application) and the actual program of expenditure that was funded through the SRV.

### Environmental Levy significant differences 2021-22

#### IPART Approval II. (b)

The reasons for differences between the 2021-22 Proposed Program expenditure and the actual 2021-22 expenditure include:

#### Administration Costs

Whilst COVID restrictions continued to have some

impacts on administration tasks and functions of the environmental levy program, once these restrictions eased, there has been a relatively quick bounce back on projects and programs involving advertising and promotion. With a number of significant events remaining as online programs, such as our Eco Living Festival and Marine and Coastal Discovery programs, there were continuing requirements for their promotion and advertising similar to pre-COVID promotional campaigns.

#### Gross Pollutant Traps

A ten-year program for planning and installing Gross Pollution Traps (GPTs) is underway to facilitate one additional GPT construction per year. This most recent GPT was completed to increase litter capture and removal from around La Perouse and reduce litter impacts on our southern beach locations.

#### Coastal Walkway

Investigations and negotiations are continuing around some of the outstanding and potentially complicated sections of the coastal walkway, particularly around the southern reaches of the City where much of the land involved is not directly managed by Council. Resolution of these issues, including route and design concepts, is ongoing.

#### Open Space Water Conservation Works

Additional funds were brought forward to complete our largest stormwater harvesting and re-use project at Maroubra beach which was eventually completed in the first half of 2021 despite delays caused by COVID and severe wet weather conditions in the early part of the construction phase. A number of new water saving projects are still being prioritised in line with a new Water Savings Plan being developed.

### Environmental Levy outcomes achieved 2021-22

#### IPART Approval II. (c)

Some of the key outcomes achieved through the Environmental Levy included:

#### Water Savings projects

Over 2021-22, Council's potable water savings from alternate water supplies totalled approximately 171 megalitres (ML) with 76 ML of these savings occurring from treated stormwater.

A Water Savings Plan will be developed to provide guidance and certainty in our prioritisation of future water re-use projects as well as document the range of existing projects completed.

#### Energy Conservation

Energy saving initiatives continued to increase across Council.

### Environmental Levy expenditure 2021-22

2021-22 PROPOSED EXPENDITURE AS PER IPART APPLICATION			2021-22 ACTUAL EXPENDITURE			
CATEGORY	PROJECT / SERVICE ALLOCATION	\$	PROJECT / SERVICE ALLOCATION	\$		
Operating expenditure	Funding for operating expenditures to maintain current service levels	2,924,000	Administration	1,506,216		
			Biodiversity	571,863		
			Tree Planting	72,257		
			Community Education	353,492		
			3-Council regional environment program (formerly Ecological Footprint Project)	155,000		
Capital expenditure	Energy Efficiency Program	278,000	Energy Efficiency Program (Climate Change)**	262,015		
			Gross Pollutant Traps	474,810		
			Coastal Walkway	37,256		
			Water Conservation Program	0		
			Energy Program	36,000	Bicycle Route Construction	5,410
					Sustainability Collection	360
<b>TOTAL</b>		<b>5,004,000*</b>		<b>3,438,679</b>		

\*numbers do not add due to rounding in IPART application

\*\*whilst this program is identified as a capital expenditure in the SRV approval, Council's financial records have included it as an operational expense because the program includes works on assets that do not belong to Council.

Implementation of Council's zero emissions roadmap is nearing completion with almost all of the high priority energy saving upgrades and projects completed. Lighting upgrades, solar battery storage and rooftop solar has been implemented across each of the suitable Council buildings and locations. Commencement of our 100 percent power purchase agreement from July 1, 2022, up from the previous 20 percent, will see greenhouse gas emissions from Council operations reducing even further, from around 10,000 tonnes to around 5,000 tonnes – a significant achievement from the early days of Council's environmental levy program.

Council's streetlighting upgrade to energy efficient LED technology by Ausgrid continues past the Environment Strategy target of around 4,000. This will further reduce annual carbon emissions.

Unfortunately sky rocketing costs in carbon offsets has resulted in a discontinuation of Council's program of offsetting remaining carbon emissions but this may

be revisited following a review of the Commonwealth Government's Climate Active program.

Council is continuing its very innovative sustainability rebates program focusing on residents in both multi and single unit dwellings as well as business owners. Take-up of 12 different measures including rooftop solar, solar storage batteries as well as electric vehicle chargers demonstrates the effectiveness of such incentives with more than 300 rebates provided by the end of the financial year. Each rebate dollar provided is leveraging more than \$11 of new energy and water saving measures, another great success for Council and attracting much interest from local Councils across metropolitan Sydney.

#### Community Engagement and Partnerships

Although slightly dented over the periods of lockdown and public health restrictions, Randwick's community continues to demonstrate a strong resilience and

commitment to environmental sustainability and protection. Our Environment Strategy through its overarching principles, strong targets and ambitious strategic approaches and actions, reflects community aspirations and establishes Council's priorities. In 2021-22, Council continued to actively engage with the local community through a range of environmental programs and activities.

- Our signature environmental event, the 2021 Eco Living Festival, remained online for a second year in a row. However, to highlight key outcomes in our new Environment Strategy, Eco Living was organised as a 4-week online festival with each week lining up with those key themes and outcomes. Participants were still able to experience workshops, specialist presenters and talks, even environmental movies and follow-up panel discussions. The fourth week was deliberately planned around Climate Change to coincide with the important COP26 Climate Change talks being held in Glasgow, Scotland.
- Our popular Marine and Coastal Discovery program was able to run in both Springtime and Summer attracting in the order of 2,400 family members. The Springtime program was held as an online event; however we were able to return to face-to-face for our popular summer program.
- Activation programs and events at our sustainability education 'hub' located at Randwick Community Centre returned relatively quickly once public health restrictions eased. Two Twilight Concerts were held in the park, volunteers returned with gusto and a number of new visitor 'trails' were designed and installed. Water returned to the ephemeral wetland attracting a diversity of birdlife and the unfinished section of the boardwalk around the environment park was completed and opened to a very engaged public.
- Following COVID lockdowns, PermaBee volunteers were keen to return on Friday mornings and many remained for the free training offered each afternoon on the same day.
- Our ongoing regional environmental collaboration with Waverley and Woollahra Councils, now well over a decade in duration, has almost completed its very ambitious roll-out of Solar my Schools to all schools across the eastern suburbs. Due to COVID, there was only an incremental take-up of its community organisation equivalent, 'Solar my Suburbs'. New investments and infrastructure continue to be delivered to facilitate the take-up of electric vehicles across the eastern suburbs via this new collaborative initiative. 'Energy Smart Cafes' has been trialled to extend the 3-Council reach into other energy-saving opportunities to benefit local businesses.

### Actual v. projected operating result 2021-22

#### IPART Approval II. (d)

The following table details the Council's actual revenues, expenses and operating balance against the projected figures included in the original Special Rate Variation application to IPART in 2018-19:

	2021-22 Projected (original) (\$000)	2021-22 Actuals (\$000)	Difference (\$000)
Total revenue	177,299	183,394	6,095
Total expenses	163,839	164,942	1,103
Operating result from continuing operations	13,460	18,452	4,992
Net operating result before capital grants and contributions	8,626	5,845	2,781

Note: The projected figures are those included in the original Special Rate Variation application to IPART in 2018-19 taken from the 2019-2029 LTFP

### Actual v. projected operating result significant differences 2021-22

#### IPART Approval II. (e)

A significant difference in the operating result is recorded for 2021-22 in comparison to the projected 2019-2029 LTFP figures that were included in the original special rate variation to IPART back in 2018-19. Reasons for this difference are discussed below:

#### Impact of COVID-19

As a result of the coronavirus pandemic, council's operations were impacted significantly. This included restricted operation of Council facilities, such as the Des Renford Leisure Centre.

These restricted operations, combined with costs of modifying services to ensure business continuity, resulted in some increased costs for the 2021-22 financial year.

#### Additional Grants and Contributions

In 2021-22 Council received additional capital and operating grants and contributions, including developer contributions, that had not been forecasted.

#### Losses due to write-off of residual value of infrastructure assets

Our financial statements show significant losses due to disposal of infrastructure assets. These losses include the residual value of assets that were renewed or replaced and reflects the number of capital renewal projects completed in the 2021-22 financial year.

## 2.15 Our Community Our Future Special Rate Variation

As detailed in section 2.14, special variations are approved increases to rates above the amount of the annual rate-peg. They are the result of a demonstrated financial need, a robust conversation with the community and a rigorous assessment by the Independent Pricing and Regulatory Tribunal (IPART).

Special variation income must be spent for the purposes it was obtained as per the conditions of IPART's approval.

Randwick City Council embarked on an ambitious program, known as Our Community Our Future (OCOF) in July 2018, to provide major projects of a size and scope not previously undertaken, while maintaining our existing service levels.

Council engaged with the community in December 2017 and January 2018, presenting a package of works and services and a range of funding models. Of the almost 6,000 survey responses Council received, 49 per cent backed Council's preferred rate increase option (including the use of significant borrowings for major capital works), 29 per cent supported a smaller increase while 22 per cent supported the minimal rate-peg increase.

The Independent Pricing and Regulatory Tribunal (IPART) approved Council's special variation application in May 2018, for a 10-year expenditure program with rate increases for the first three years from 1 July 2018. The last of these rate increases occurred on 1 July 2020, so there were no rate increases under this program in 2021-22.

The rate increases made under the program (see table below) were permanent and now form part of Council's rate base.

YEAR	FINANCIAL YEAR	RATE-PEG %	SRV % ABOVE RATE PEG	TOTAL %
1	2018-19	2.3	5.34	7.64
2	2019-20	2.7	2.82	5.52
3	2020-21	2.6	2.92	5.52

To offset the impact of the above rates increases on pensioners, Council introduced an additional rebate of \$100 for eligible pensioners effective from 1 July 2019. This additional rebate was fully funded by Council and was not reimbursed or co-funded by the State Government in 2021-22.

### Our Community Our Future major elements

The Our Community Our Future package of projects and services included the following major elements:

- Digital Strategy;
- Anti-Terrorism Obligations; and
- Major Capital Projects.

### Our Community Our Future expenditure 2021-22

#### IPART Approval II. (a) & (c)

Under the terms of the IPART approval for the special rate variation (SRV), Council is required to use the additional special variation revenue over 10 years to fund:

- \$20.5 million of additional operating expenditure
- \$44.3 million of additional capital expenditure, and
- \$25.4 million of loan repayments.

A detailed breakdown of proposed Our Community Our Future (OCOF) expenditure over each of the 10 years was included in Council's application to IPART, and this breakdown now forms part of the IPART approval.

The following table shows the proposed 2021-22 expenditure compared to the actual 2021-22 expenditure as well as the outcomes achieved by each project/service funded through the SRV. The table shows that whilst spending remained consistent with the OCOF objective of providing significant capital works and maintaining existing service levels, some of the proposed expenditure was spent in the previous year, reallocated and/or delayed due to re-prioritisation of works and the impact of COVID-19.

Notwithstanding these differences, the key projects/ services listed under the 2021-22 actual expenditure are in keeping with the major elements and the proposed program of works that was approved as part of the SVR.



## Our Community Our Future expenditure 2021-22

2021-22 PROPOSED EXPENDITURE AS PER IPART APPLICATION			ACTUAL EXPENDITURE		OBJECTIVE OF PROJECT/SERVICE	CITY PLAN OUTCOME ACHIEVED
Category	Project/service allocation	Costs	Project/service allocation	Costs		
<b>Operating expenditure</b>	Loan Interest Expense	1,079,310	Loan Interest Expense	371,850	-	-
	Existing Council Service Levels	2,128,136	Existing Council Service Levels	2,128,136	Maintain service levels	A liveable city
<b>Capital expenditure</b>	Digital strategy	1,500,000	IMT Smart & Secure City Program	18,061	Provide infrastructure to activate beaches and other precincts in the city as part of the open space program.	Leadership in sustainability
			IMT Property & Security Infrastructure	346,821	Provision of CCTV systems throughout the city.	Leadership in sustainability
			IMT Technology System Capital Equipments and Operations Program	887,192	Investment in technological infrastructure for service excellence and reliability	Leadership in sustainability
			IMT Applications Portfolio Program, including HR Management System	290,000	IMT program implementation, including improvements to HR/payroll efficiency and capacity	Leadership in sustainability
	Anti-terrorism obligations	-	Anti-Terrorism Measures	Incorporated within capital projects	To be a safer city	A liveable city

2021-22 PROPOSED EXPENDITURE AS PER IPART APPLICATION			ACTUAL EXPENDITURE		OBJECTIVE OF PROJECT/SERVICE	CITY PLAN OUTCOME ACHIEVED
Category	Project/service allocation	Costs	Project/service allocation	Costs		
<b>Capital expenditure (cont.)</b>	Major projects	3,176,810	Matraville Youth & Cultural Hall	132,847	New and upgraded community facilities that are multi-purpose and in accessible locations	A vibrant and diverse community
			South Maroubra Beach Amenities Upgrade	124,507	New and upgraded community facilities that are multi-purpose and in accessible locations	A vibrant and diverse community
			Coogee Bus Shelter planning	16,359	New and upgraded community facilities that are multi-purpose and in accessible locations	A vibrant and diverse community
			Maroubra Beach Master Plan	106,058	To guide the future vision for the Maroubra Beach area and to improve the liveability and vitality the area.	A vibrant and diverse community
<b>Loan repayments</b>	Loan principal repayments	1,456,114	Loan principal repayments	1,505,190		
<b>TOTAL</b>		<b>9,340,370</b>		<b>5,927,021</b>		



**Our Community Our Future significant differences 2021-22**

IPART Approval II. (b)

Reasons for differences between the 2021-22 Proposed Program expenditure and the actual 2021-22 expenditure include:

**Loan Repayments**

TCorp *low interest* loan was approved and drawn down in late 2021. Council then repaid its annual *interest and principal* obligation as a scheduled loan repayment in May 2022.

**Anti-terrorism Measures**

Anti-terrorism measures were incorporated as a key design element in all capital works projects where appropriate.

**Major Projects Capital Expenditure Program**

The capital projects spend in 2020-21 was \$2.8M greater than the budget and as such the budget spend for 2021-22 was used to balance this forward spend. There were also several other unexpected challenges from the COVID pandemic, supply chains problems, resourcing issues and severe weather conditions. These adversely impacted our major projects implementation.



**Actual v. projected operating result 2021-22**

IPART Approval II. (d)

The table below details the Council's actual revenues, expenses and operating balance against the projected figures included in the original Special Rate Variation application to IPART in 2017-18:

	2021-22 PROJECTED (ORIGINAL) (\$000)	2021-22 ACTUALS (\$000)	DIFFERENCE (\$000)
Total revenue	169,753	183,394	13,641
Total expenses	158,547	164,942	6,395
Operating result from continuing operations	11,206	18,452	7,246
Net operating result before capital grants and contributions	5,937	5,845	92

Note: The projected figures are those included in the original Special Rate Variation application to IPART in 2017-18

**Actual v. projected operating result significant differences 2021-22**

IPART Approval II. (e)

A significant difference in the operating result was recorded for 2021-22 in comparison to the projected figures that were included in the original special rate variation to IPART back in 2017-18. Reasons for this difference are discussed below:

**IPART approved 5 year extension to the Environmental Levy**

2021-22 was the third year of a further 5 year extension to the award winning Environmental Levy funded Sustaining Our City program. This has increased both the revenue and expenses compared to the Long Term Financial Plan (LTFP) 2018-28 projections that were included in the original Our Community Our Future Special Rate Variation application to IPART which did not assume the continuation of the Environmental Levy.

**Impact of COVID-19**

As a result of the coronavirus pandemic, council's operations were impacted significantly. This included restricted operation of Council facilities, such as the Des Renford Leisure Centre.

These restricted operations, combined with costs of modifying services to ensure business continuity, resulted in some increased costs for the 2021-22 financial year.

**Additional Grants and Contributions**

In 2021-22 Council received additional capital and operating grants and contributions, including developer contributions, that had not been forecasted.

**Losses due to write-off of residual value of infrastructure assets**

Our financial statements show significant losses due to disposal of infrastructure assets. These losses include the residual value of assets that were renewed or replaced and reflects the number of capital renewal projects completed in the 2021-22 financial year.



## 2.16 Stormwater Management Service Charge

To comply with clause 217 (1)(e) of the Local Government (General) Regulation 2021, Council is required to report on the application of revenue received from Stormwater Levy charges. The following statement is provided:

Randwick City Council continued with the Stormwater Management Service Charge in the 2021-22 financial year. The purpose of the charge is to establish a sustainable funding source aimed solely at providing for improved stormwater management across Randwick City.

Stormwater management can be defined as managing the quantity and quality of stormwater runoff from a catchment with the aim of:

- minimising stormwater impacts on aquatic ecosystems;
- minimising flooding impacts, and
- utilising stormwater as a water resource.

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

To improve stormwater quality and reduce impact on our ocean and waterways, council developed an innovative education campaign with flyers and a dedicated website to educate the community about how litter enters our stormwater network and eventually reaches our beaches. The campaign is educational for all age groups and particularly for the younger generation.

The following table identifies the Drainage Program work Council was able to undertake with funding from the Stormwater Levy charge.



### 2021-22 Drainage Program

DRAINAGE CAPITAL WORKS PROGRAM	2021-22 ORIGINAL BUDGET (\$)	2021-22 ACTUAL EXPENDITURE (\$)	VALUE OF WORK UNDERWAY (\$)	COMMENT														
Floodplain Management	250,000	89,239	72,480	Completed Flood Planning for Housing Investigation Areas (HIA). Completion of South LGA Flood Study. Birds Gully and Bunnerong Road Catchment FRMSP in progress. Waverley LGA incorporating Clovelly Flood Study in progress.														
Drainage Data Collection and CCTV	133,000	88,887	62,600	Data collection for condition assessment is ongoing.														
GPT Rehabilitation Program	370,000	476,510	0	New GPT at La Perouse. Upgrades to existing GPTs - access and safety improvements.														
Pipe Relining Works - Various sites	200,000	78,252	163,261	Coral Sea Park completed. Keith Street planning completed and contractor engaged.														
Drainage Improvement Program - Minor Works	720,590 + (includes 150,000 grant)	97,428	542,434	<table border="1"> <tr> <td>Waratah Avenue</td> <td>Drainage study and design</td> </tr> <tr> <td>Bond Street and Marine Parade</td> <td>New pits, dish drains and pipelines</td> </tr> <tr> <td>Beauchamp Road</td> <td>Minor flood remediation</td> </tr> <tr> <td>Aspley Avenue and Hayward Street – Stage 2</td> <td>Drainage network upgrades</td> </tr> <tr> <td>Frances Street and The Avenue</td> <td>Minor drainage upgrades to address localised flooding</td> </tr> <tr> <td>88B Mount Street</td> <td>New junction pit to improve network performance and access</td> </tr> <tr> <td>Coogee Beach – Northern Outlet Diversion Design</td> <td>Design of diversion for the northern outlet away from the beach</td> </tr> </table>	Waratah Avenue	Drainage study and design	Bond Street and Marine Parade	New pits, dish drains and pipelines	Beauchamp Road	Minor flood remediation	Aspley Avenue and Hayward Street – Stage 2	Drainage network upgrades	Frances Street and The Avenue	Minor drainage upgrades to address localised flooding	88B Mount Street	New junction pit to improve network performance and access	Coogee Beach – Northern Outlet Diversion Design	Design of diversion for the northern outlet away from the beach
Waratah Avenue	Drainage study and design																	
Bond Street and Marine Parade	New pits, dish drains and pipelines																	
Beauchamp Road	Minor flood remediation																	
Aspley Avenue and Hayward Street – Stage 2	Drainage network upgrades																	
Frances Street and The Avenue	Minor drainage upgrades to address localised flooding																	
88B Mount Street	New junction pit to improve network performance and access																	
Coogee Beach – Northern Outlet Diversion Design	Design of diversion for the northern outlet away from the beach																	
<b>Total</b>	<b>1,673,590</b>	<b>823,316</b>	<b>840,775</b>															

## 2.17 Legal proceedings

To comply with clause 217(1)(a3) of the Local Government (General) Regulation 2021, Council provides the following report on legal proceedings paid during 2021-22.

DEVELOPMENT APPLICATION MATTERS	COURT	COSTS PAID IN 2021-22 (\$)	COSTS RECOVERED IN 2021-22 (\$)	STATUS / OUTCOME
20 Glen Avenue, Randwick	Land and Environment Court	751	0	S34 Agreement Reached
18-26 Ascot Street, Kensington	Land and Environment Court	2,702	-20,000	S34 Agreement Reached
84-86 Perry Street, Matraville	Land and Environment Court	5,229	0	Appeal Upheld
8 Clyde Street, Randwick	Land and Environment Court	3,825	0	Appeal Upheld
36-38 Jennings Street, Matraville	Land and Environment Court	15,045	0	Appeal Upheld
12 Severn Street, Maroubra	Land and Environment Court	14,467	0	Appeal Upheld
111-125 Anzac Parade & 112 Todman Avenue, Kensington	Land and Environment Court	11,067	0	S34 Agreement Reached
391-397A Anzac Parade, Kingsford	Land and Environment Court	1,629	0	S34 Agreement Reached
182-184 Anzac Parade, Kensington	Land and Environment Court	2,991	0	S34 Agreement Reached
89 Mons Avenue, Maroubra	Land and Environment Court	9,128	0	Appeal Upheld
137-151 Anzac Parade, Kensington	Land and Environment Court	84,110	0	Appeal Dismissed
9-13 Abbotsford Street, Kensington	Land and Environment Court	26,124	0	Appeal Discontinued
132 Marine Parade, Maroubra	Land and Environment Court	6,650	0	Appeal Upheld
87-91 Middle Street, Kingsford	Land and Environment Court	21,450	0	Appeal Upheld
27 Adams Avenue, Malabar	Land and Environment Court	4,450	0	S34 Agreement Reached
23 Belmore Road, Randwick	Land and Environment Court	9,095	0	S34 Agreement Reached
31-41 Anzac Parade, Kensington	Land and Environment Court	12,026	-20,000	S34 Agreement Reached
305 Anzac Parade, Kingsford	Land and Environment Court	36,655	0	Appeal Upheld

DEVELOPMENT APPLICATION MATTERS	COURT	COSTS PAID IN 2021-22 (\$)	COSTS RECOVERED IN 2021-22 (\$)	STATUS / OUTCOME
4 Llanfoyst Street, Randwick	Land and Environment Court	18,335	0	Appeal Upheld
3 Llanfoyst Street, Randwick	Land and Environment Court	13,928	0	Appeal Upheld
29 Stanley Street, Randwick	Land and Environment Court	9,213	-16,900	S34 Agreement Reached
13 Houston Road, Kensington	Land and Environment Court	6,673	-6,200	S34 Agreement Reached
177-197 Anzac Parade, Kensington	Land and Environment Court	49,074	-20,000	S34 Agreement Reached
31 Windsor Street, Matraville	Land and Environment Court	10,800	0	S34 Agreement Reached
82 Yorktown Parade, Maroubra	Land and Environment Court	14,319	0	S34 Agreement Reached
21-23 Willis Street, Kingsford	Land and Environment Court	27,980	-15,500	S34 Agreement Reached
5-7 Forsyth Street, Kingsford	Land and Environment Court	12,351	-10,500	S34 Agreement Reached
208 Barker Street, Randwick	Land and Environment Court	8,245	0	Appeal Discontinued
5 Baden Street, Coogee	Land and Environment Court	34,330	-3,600	Appeal Upheld
10 Blenheim Street, Randwick	Land and Environment Court	8,550	-12,000	S34 Agreement Reached
20 Glen Avenue, Randwick	Land and Environment Court	15,890	0	S34 Agreement Reached
34-34A Eyre Street, Chifley	Land and Environment Court	8,800	0	S34 Agreement Reached
19-23A Mulwarree Avenue, Randwick	Land and Environment Court	31,350	0	Appeal Upheld
273-275 Anzac Parade, Kingsford	Land and Environment Court	88,134	0	Appeal Upheld
68 Beach Street, Coogee	Land and Environment Court	42,033	0	S34 Agreement Reached

DEVELOPMENT APPLICATION MATTERS	COURT	COSTS PAID IN 2021-22 (\$)	COSTS RECOVERED IN 2021-22 (\$)	STATUS / OUTCOME
22-28 Gardeners Road, Kingsford	Land and Environment Court	5,646	-5,000	Appeal Dismissed
11 Jennifer Street, Little Bay	Land and Environment Court	159,823	0	Ongoing
26 Liguria Street, South Coogee	Land and Environment Court	10,000	0	S34 Agreement Reached
52 Mount Street, Coogee	Land and Environment Court	8,203	0	S34 Agreement Reached
285 Malabar Road, Maroubra	Land and Environment Court	13,364	0	S34 Agreement Reached
5 Dacre Street, Malabar	Land and Environment Court	19,680	0	Appeal Dismissed
28 Vicar Street, Coogee	Land and Environment Court	7,838	-7,560	S34 Agreement Reached
417A Maroubra Road, Maroubra	Land and Environment Court	14,410	0	Appeal Upheld
212 Arden Street, 227-233 Coogee Bay Road, 5-7 & 15A Vicar Street, Coogee	Land and Environment Court	91,336	0	Ongoing
303 Malabar Road, Maroubra	Land and Environment Court	7,650	0	Appeal Upheld
33-35 Church Street, Randwick	Land and Environment Court	8,550	-6,800	S34 Agreement Reached
29 Byron Street, Coogee	Land and Environment Court	7,838	0	Ongoing
451 Beauchamp Road, Maroubra	Land and Environment Court	26,583	0	S34 Agreement Reached
96 Prince Edward Street, Malabar	Land and Environment Court	3,990	0	Ongoing
14-16 Botany Street, Randwick	Land and Environment Court	4,560	0	Ongoing
40 The Avenue, Randwick	Land and Environment Court	3,230	0	Ongoing
3 Chester Avenue, Maroubra	Land and Environment Court	0	-7,000	Appeal Discontinued
31-33 Melrose Parade, Clovelly	Land and Environment Court	0	-4,000	Appeal Upheld
201-207 Carrington Street, Randwick	Land and Environment Court	0	-5,620	S34 Agreement Reached
23 Bona Vista Avenue, Maroubra	Land and Environment Court	0	-4,500	S34 Agreement Reached
10 See Street, Kingsford	Land and Environment Court	0	-3,600	S34 Agreement Reached
166 Mount Street, Coogee	Land and Environment Court	0	-5,725	S34 Agreement Reached
<b>TOTAL (Development Assessment)</b>		<b>1,060,095</b>	<b>-174,505</b>	

STRATEGIC PLANNING MATTERS	COURT	COSTS PAID IN 2021-22 (\$)	COSTS RECOVERED IN 2021-22 (\$)	STATUS / OUTCOME
11 and 13 Abbotford Street, Kensington	Land & Environment Court	1,540	-	Appeal dismissed
<b>TOTAL (Strategic Planning)</b>		<b>1,540</b>	<b>-</b>	

REGULATORY MATTERS	COURT	COSTS PAID IN 2021-22 (\$)	COSTS RECOVERED IN 2021-22 (\$)	STATUS / OUTCOME
23 Harbourne Road, Kingsford - Arxidia Pty Ltd (Development Control)	Land & Environment Court	14,488	\$30,000	Finalised
Mobile Food Vending (Local Government Act Approval)	Local Court	3,902	-	Finalised
15 Waltham Street, Coogee (Fire Safety)	Local Court	1,405	-	Finalised
Dangerous Dog Declaration	Local Court	9,716	-	Finalised
Dog Attack	Local Court	1,947	-	Finalised
1249 Anzac Parade, Chifley (Development Control)	Local Court	4,858		In Progress
<b>TOTAL (Regulatory)</b>		<b>36,316</b>	<b>\$30,000</b>	

## 2.18 Contracts awarded exceeding \$150,000

To comply with clause 217 (1)(a2) of the Local Government (General) Regulation 2021, Council provides the following table that includes details of each contract awarded by Council during the 2021-22 financial year other than employment contracts and contracts less than \$150,000.

DESCRIPTION OF CONTRACT	CONTRACTORS	AWARDED AMOUNT (INCLUDING GST)
Sustainable Pavements – Road Construction Material and Related Services	All Pavement Solutions Pty Ltd ANJ Paving Pty Ltd Asphalt Laying Services Citywide Civil Works Civeco Pty Ltd Colas Solutions Pty Ltd Hiway Stabilisers Mack Civil Pty Ltd Northshore Paving Co Pty Ltd Planet (Aust) Pty Ltd RL Civil Works Pty Ltd Roadworx Group Pty Ltd Stabilised Pavements of Australia State Asphalt Services Pty Ltd T & L Excavations & Asphaltting Pty Ltd	Schedule of Rates
Civil Construction Panel	Ally Civil Civil Streetscapes Civotek Pty Ltd DXCore Pty Ltd Kasharno Pty Ltd KK Consultants Pty Ltd Mansour Paving Pty Ltd MSA Civil Pty Ltd State Civil Pty Ltd Statewide Civil Pty Ltd	Schedule of Rates
Construction of the Heffron Centre	Adco Group Pty Ltd	\$46,785,004.00
Chemical and Associated Products for Aquatic Centres	IXOM Operations Pty Ltd Redox Pty Ltd Roejen Services Pty Ltd Trustee for Roejen Services Unit Trust	Schedule of Rates
Agricultural Products, Equipment and Associated Services	Globe Australia Pty Ltd t/a Globe Growing Solutions Greenshed Pty Ltd t/a Living Turf Greenway Turf Solutions Pty Ltd	Schedule of Rates

DESCRIPTION OF CONTRACT	CONTRACTORS	AWARDED AMOUNT (INCLUDING GST)
Tree Maintenance Services	Active Tree Services Pty Ltd Plateau Tree Services Sydney Arbor Trees Pty Ltd Tree Serve Pty Ltd Waratah Lawncare & Garden Pty Ltd	Schedule of Rates
Supply and Delivery of Kiosk Goods and General Merchandise	Abcoe Distributors Pty Ltd Asahi Lifestyle Beverages City Fine Foods Pty Ltd Eyeline Australia Pty Ltd For Baby and Up Head Oceania Pty LTD - T/A Zoggs Australia Jacob's Douwe Egberts Little Toggs PTY LTD PFD FOOD SERVICES PTY LTD Riverina Fresh Pty Ltd Satisfine Foods Speedo Australia Pty Ltd Vorgee Pty Ltd	Schedule of Rates
Coral Sea Park Synthetic Sports Fields Construction	Statewide Civil Pty Ltd	\$3,675,040.00
Unaddressed Mail Delivery Services	Adpost Group Pty Ltd	Schedule of Rates
Electricity for large and small sites, street lighting	ZEN Energy Retail Pty Limited	Schedule of Rates
Offshore Rescue Boat and Trailer	Noosa Cat Australia Pty Ltd	\$326,785.80
Coral Sea Park Playground Construction	GJ's Landscapes Pty Ltd	\$406,716.50



## 2.19 Ethical Procurement

To comply with section 428 (4)(c) & (d) of the Local Government Act 1993, Council provides the following statements regarding anti-slavery actions and ethical procurement in 2021-22.

No issues have been raised by the Anti-slavery Commissioner during the 2021-22 financial year.

Council has utilised contracts prepared by the NSW State Government, Local Government Procurement, SSROC and Procurement Australia with advanced modern slavery mechanisms in their tendering and contract management systems. Council has also introduced a modern slavery section in all tender documentation.

## 2.20 Land management

To comply with clause 217 (1)(a4) of the Local Government (General) Regulation 2021, Council provides the following report on work undertaken by Council on private property that has been fully or partly subsidised by the council.

### Private land

No work was carried out by the Council on private land, as referred to in section 67 (3) of the Local Government Act 1993.

### Bush fire hazard reduction

Randwick City is in the Sydney metropolitan area and has no separate Bush Fire Service Unit. The combat agent for bush fires in Randwick is Fire and Rescue NSW, which has three stations located at Randwick, Maroubra and Matraville. Other nearby stations are Mascot, Alexandria, Bondi and Woollahra.

The National Parks and Wildlife Service has trained combat teams for fire outbreaks in National Parks such as Kamay Botany Bay. Randwick City is considered a low risk area for bush fire hazards.

During the 2021-22 financial year, a hazard reduction burn was undertaken in the Randwick Environment Park. This burn was undertaken in accordance with the bush fire management plan for the park and included sites in the east and north of the park adjacent to property. In total 0.5ha of the 13ha park was burnt.

## 2.21 Planning Agreements

To comply with Section 7.5 (5) of the Environmental Planning and Assessment Act 1979, Council is required to report on planning agreements in force during the financial year. The following statement is provided.

Council maintains a register of all Planning Agreements, detailing the Voluntary Planning Agreements (VPAs) negotiated and executed under the Council's Planning Agreements Policy. Council's Policy was adopted in 2007 and is consistent with the requirements of the Environmental Planning and Assessment Act 1979. This register is available to view at Council's Customer Service Centre.

As at end June 2022, the following three planning agreements were in force:

- 22-28 Gardeners Road, Kingsford (DA/216/2021)**  
The VPA contains an affordable housing contribution estimated at \$1,492 million and a community infrastructure monetary contribution estimated at \$157,296. The VPA also requires local road improvements and upgrades to the Gardeners Road frontage including new paving.

The community infrastructure monetary contribution of \$157,296 was paid in April 2022. In-kind works are required to be completed prior to the issue of the first occupation certificate.

- 177-197 Anzac Parade, Kensington (DA/20/2021)**  
The VPA encompasses a community infrastructure monetary contribution estimated at \$1.417 million and an affordable housing monetary contribution estimated at \$4.647 million (to be adjusted for inflation). Monetary contributions are to be paid prior to the issue of the first construction certificate.

The VPA also includes community infrastructure works comprising Anzac Parade street tree planting and the construction of a laneway connecting Anzac Parade and Roma Avenue incorporating water sensitive urban design and heritage seating. The estimated value of community infrastructure works is \$270,000, with works to be completed prior to the issue of the first occupation certificate for the development.

- 391-397A Anzac Parade and 17 Bunnerong Road (DA/311/2020)**

The VPA contains a monetary contribution of approximately \$2,950,225 for the community infrastructure works including construction of footpath and public realm works as well as an estimated affordable housing contribution amount of \$3,579,017.

Public art to the value of \$500,000 is also to be delivered to improve the local area amenity and liveability. All works and payments are required prior to the issue of the occupation certificate for the development.

The monetary contributions and works detailed in the planning agreements for DA/20/2021 and DA/311/2020 were not made or commenced in 2021-22.



## 2.22 Companion animal management

To comply with clause 217 (1)(f) of the Local Government (General) Regulation 2021, Council provides the following statement on Companion Animal Management.

Throughout 2021-22 Council continued to undertake a number of companion animal community education programs and worked closely with other agencies such as RSPCA, Animal Welfare League NSW, Local Vets, Housing NSW and NSW Police, to ensure compliance with current regulations with respect to responsible dog and cat ownership.

Council promoted companion animal matters and responsible dog ownership through local media and community events and provided free dog leashes and 'dog tidy bag' dispensers as well as brochures, information and advice regarding companion animal matters. Information posters were displayed in Council's libraries and customer service areas.

Council actively promoted dog and cat desexing programs such as the National Desexing Month and our own Healthy Pet Days. For our Healthy Pet Day events we partnered with the RSPCA and The Junction Community Centre in order to provide free medical health checks, vaccinations and microchipping to over 150 vulnerable people who own companion animals in the South Coogee and Little Bay areas.

Throughout Randwick City there are 14 off-leash dog exercise areas, each providing dog tidy bags and disposal bins.

Council's Rangers routinely undertake patrols within the City to ensure compliance with the NSW Companion Animals Act 1998 and undertake appropriate regulatory action.

Unregistered animals are identified and proactive action is routinely taken to ensure microchipped animals are registered as required from six months of age.

During 2021-22, Council's Rangers responded to and actioned 1630 customer service requests and enquiries relating to dogs and cats and issued 177 penalty notices in relation to breaches of the Act.

Council has also lodged pound seizure data collection returns and data relating to dog attacks with the Office of Local Government (OLG).

The pound that Council uses has a no-kill policy and dogs and cats were re-homed/fostered when appropriate.

Council funds the position of a Companion Animal Administration Officer and a variety of educational resources at a cost of approximately \$100,000 per annum.

Funding for companion animal activities came from a number of sources including OLG returns on dog/cat registrations and compliance fees (derived from the issue of penalty notices for breaches of the Companion Animals Act).



## 2.23 Swimming pool inspections

To comply with Section 22F(2) of the Swimming Pools Act 1992 and Clause 23 of the Swimming Pools Regulation 2018, Council provides the following information regarding swimming pool inspections undertaken in the 2021-22 financial year.

TYPE OF INSPECTION	NO. OF INSPECTIONS
Tourist and visitor accommodation	0
Premises with more than two dwellings	48
Residential premises	95

COMPLIANCE CERTIFICATES	NO. OF INSPECTIONS
Certificates of compliance issued (Section 22D)	10
Certificates of non-compliance issued (Clause 21)	2

## 2.24 Coastal protection services

To comply with Clause 217 (1)(e1) of the Local Government (General) Regulation 2021, Council is required to report on any charge levied for Coastal Protection Services. The following statement is provided.

The requirement to report on Coastal protection services does not apply as Randwick City Council does not levy an annual charge for coastal protection services.

Whilst Council does not levy an annual charge for Coastal protection, a number of initiatives are undertaken to protect our 29 kilometres of coastline such as conducting educational activities that focus on the protection and preservation of the coastal environment, the construction and maintenance of the Coastal Walkway linking eight beaches and the protection of sand dune habitats.

Council is also a member of the Sydney Coastal Councils Group in which sea level rise studies are being developed to understand potential longer-term impact on our coastline.





## 2.25 Council assets

To comply with legislative asset reporting requirements, Council provides the following report on the condition of its assets as at 30 June 2022. The following information is provided in accordance with these requirements.

Council has developed Asset Management Plans for each major asset class. These plans, which form part of the Resourcing Strategy, include modelling asset lifecycle costs based on service levels and desired asset condition.

Information on condition, estimated cost to bring each asset class up to a satisfactory standard and annual maintenance requirements as at 30 June 2022 is provided in **Special Schedule 7**.

### Notes to Special Schedule 7:

- Satisfactory is defined as 'satisfactory expectations or needs, leaving no room for complaint, causing satisfaction, adequate'.
- The estimated cost to bring assets to a satisfactory standard / level of service is the amount of money that is required to renew or rehabilitate existing assets that are in a condition below satisfactory.

- Required maintenance is the amount identified in Council's asset management plans.
- Actual maintenance is what has been spent in the current year to maintain assets.
- Net carrying value is the amount at which an asset is recognised after deducting any accumulated depreciation and accumulated impairment losses.
- The Gross Replacement Cost is the cost the entity would incur to acquire/construct the asset on the reporting date.
- Infrastructure Asset Condition 'Key'
 

<b>1 Excellent/Very good</b>	No work required (normal maintenance)
<b>2 Good</b>	Only minor maintenance work required
<b>3 Satisfactory</b>	Maintenance work required
<b>4 Poor</b>	Renewal required
<b>5 Very poor</b>	Urgent renewal / upgrading required

Since the implementation of Buildings for our Community (BFOC) and the current Our Community Our Future (OCOF), Council has invested more funds in building infrastructure to close the renewal gap. The estimated current gross replacement cost of the Council's public infrastructure assets and buildings is \$1.931 billion.



## Special Schedule 7 – Report on Infrastructure Assets as at 30 June 2022

ASSET CLASS	ASSET CATEGORY	ESTIMATED COST TO BRING ASSETS TO SATISFACTORY STANDARD (1) \$'000	ESTIMATED COST TO BRING TO AGREED LEVEL OF SERVICE SET BY COUNCIL (2) \$'000	2021-22 REQUIRED MAINTENANCE (3) \$'000	2021-22 ACTUAL MAINTENANCE (4) \$'000	CARRYING AMOUNT (5) \$'000	GROSS REPLACEMENT COST (GRC) (6) \$'000	ASSETS IN CONDITION AS A % OF GROSS REPLACEMENT COST (7)				
								1	2	3	4	5
Buildings	Non-specialised	249	249	1,414	1,004	59,177	120,904	17%	23%	60%	0%	0%
	Specialised	255	255	1,225	1,836	108,184	171,446	52%	7%	40%	1%	0%
	<b>Subtotal</b>	<b>504</b>	<b>504</b>	<b>2,639</b>	<b>2,840</b>	<b>167,361</b>	<b>292,350</b>	<b>37.5%</b>	<b>13.6%</b>	<b>48.3%</b>	<b>0.6%</b>	<b>0%</b>
Roads	Sealed Roads	2,611	2,611	1,623	2,235	468,632	856,224	25%	65%	4%	4%	2%
	Footpaths	430	430	505	1,487	120,269	177,520	29%	39%	30%	2%	0%
	Other Road Assets	1,063	1,063	861	1,417	128,111	201,529	23%	44%	28%	5%	0%
	<b>Subtotal</b>	<b>4,104</b>	<b>4,104</b>	<b>2,989</b>	<b>5,139</b>	<b>717,012</b>	<b>1,235,273</b>	<b>25.2%</b>	<b>57.8%</b>	<b>11.7%</b>	<b>3.9%</b>	<b>1.4%</b>
Stormwater Drainage	Stormwater Drainage	853	853	1,053	1,876	218,062	305,643	18%	72%	9%	1%	0%
	<b>Subtotal</b>	<b>853</b>	<b>853</b>	<b>1,053</b>	<b>1,876</b>	<b>218,062</b>	<b>305,643</b>	<b>18%</b>	<b>72%</b>	<b>9%</b>	<b>1%</b>	<b>0%</b>
Open Space / Recreational Assets	Swimming Pools	-	-	72	54	69,974	8,530	23%	6%	71%	0%	0%
	Other Open Space / Recreational Assets	623	623	318	2,757	7,080	89,263	51%	39%	8%	2%	0%
	<b>Subtotal</b>	<b>623</b>	<b>623</b>	<b>390</b>	<b>2,811</b>	<b>77,054</b>	<b>97,793</b>	<b>48.6%</b>	<b>36.1%</b>	<b>13.5%</b>	<b>1.8%</b>	<b>0.0%</b>
<b>TOTAL ALL ASSETS</b>	<b>6,084</b>	<b>6,084</b>	<b>7,071</b>	<b>12,666</b>	<b>1,179,489</b>	<b>1,931,059</b>	<b>27.1%</b>	<b>52.3%</b>	<b>16.9%</b>	<b>2.8%</b>	<b>0.9%</b>	

## 2.26 Development contributions and levies

To comply with Clause 218A of the Environmental Planning and Assessment Regulation 2021, Council is required to report on how development contributions and development levies have been used or expended under each contributions plan. The following information is provided in accordance with these requirements.

In the 2021-22 financial year, the total value of all development contributions received under Council's section 7.12 plans was \$5,365,326. This included \$4,056,123 from the city wide s7.12 contributions plan and \$1,309,203 from the K2K contributions plan.

In the 2021-22 financial year, the total value of all contributions and levies expended was \$1,264,030.

The following tables provide information on how development contributions were used or expended in 2021-22:



CONTRIBUTIONS PLAN	PROJECT ID	PROJECT DESCRIPTION	THE KIND OF PUBLIC AMENITY OR SERVICE	TOTAL ESTIMATED PROJECT COST	CURRENT FINANCIAL YEAR			PRIOR FINANCIAL YEARS		TEMPORARY BORROWING	PROJECT STATUS	PERCENT OF COST FUNDED BY CONTRIBUTIONS*
					MONETARY AMOUNT EXPENDED FROM DEVELOPMENT CONTRIBUTIONS (IN FINANCIAL YEAR)	VALUE OF LAND DEDICATION (IN FINANCIAL YEAR)	VALUE OF MATERIAL PUBLIC BENEFIT PROVIDED (IN FINANCIAL YEAR)	TOTAL CONTRIBUTIONS EXPENDED PRIOR TO 1 JULY 2021	TOTAL CONTRIBUTIONS EXPENDED TO 30 JUNE 2022 (INCLUDING MONETARY, LAND AND MATERIAL PUBLIC BENEFIT)			
s7.12 Development Contribution Plan Levy	ACW1 (1.1)	Cultural improvements - public arts	Community Facilities	\$300,000.00	\$122,195	-	-	\$35,607	\$157,802	-	Under way	n/a
s7.12 Development Contribution Plan Levy	ACW1 (1.2)	Malabar library/hall upgrade	Community Facilities	\$100,000.00	-	-	-	-	-	-	Under way	n/a
s7.12 Development Contribution Plan Levy	ACW1 (1.3)	Matrville concept plan	Community Facilities	\$100,000.00	-	-	-	-	-	-	Under way	n/a
s7.12 Development Contribution Plan Levy	ACW1 (1.4)	Maroubra/ Maroubra Beach/ Maroubra South concept plans	Community Facilities	\$100,000.00	-	-	-	-	-	-	Under way	n/a
s7.12 Development Contribution Plan Levy	ACW1 (1.5)	La Perouse Museum upgrade	Community Facilities	\$1,500,000.00	\$78,783	-	-	-	\$78,783	-	Under way	n/a
s7.12 Development Contribution Plan Levy	ACW1 (1.6)	Randwick Literary Institute upgrade	Community Facilities	\$1,100,000.00	-	-	-	-	-	-	Not commenced	n/a
s7.12 Development Contribution Plan Levy	ACW1 (1.7)	Libraries	Community Facilities	\$200,000.00	-	-	-	-	-	-	Under way	n/a
s7.12 Development Contribution Plan Levy	ACW1 (2.1)	Coastal walkway-concept design, and construction	Open Spaces	\$1,300,000.00	-	-	-	\$470,195	\$470,195	-	Under way	n/a
s7.12 Development Contribution Plan Levy	ACW1 (2.2)	Park improvements	Open Spaces	\$1,000,000.00	\$454,152	-	-	\$13,994	\$468,146	-	Under way	n/a
s7.12 Development Contribution Plan Levy	ACW1 (2.3)	Heffron Park (various stages)	Open Spaces	\$4,000,000.00	\$28,671	-	-	\$1,079,422	\$1,108,093	-	Under way	n/a
s7.12 Development Contribution Plan Levy	ACW1 (2.4)	Light rail plazas: (Warratah Avenue/ Belmore Road Randwick and - Meeks Street/Anzac Parade, Kingsford)	Open Spaces	\$2,500,000.00	\$135,555	-	-	\$372,712	\$508,267	-	Under way	n/a
s7.12 Development Contribution Plan Levy	ACW1 (2.5)	Undergrounding of power lines - Kingsford town centre	Open Spaces	\$3,000,000.00	-	-	-	\$3,000,000	\$3,000,000	-	Completed	86%
s7.12 Development Contribution Plan Levy	ACW1 (2.6)	Bunnerong Gymnastics Centre	Open Spaces	\$1,000,000.00	-	-	-	\$1,000,000	\$1,000,000	-	Under way	n/a
s7.12 Development Contribution Plan Levy	ACW1 (2.7)	Heffron Park Indoor Sports Centre	Open Spaces	\$1,000,000.00	-	-	-	\$1,000,000	\$1,000,000	-	Under way	n/a
s7.12 Development Contribution Plan Levy	ACW1 (3.1)	Maroubra Beach, Matrville, Malabar, The Spot, Clovelly	Town Centre Improvements	\$500,000.00	\$27,880	-	-	\$159,678	\$187,558	-	Under way	n/a

CONTRIBUTIONS PLAN	PROJECT ID	PROJECT DESCRIPTION	THE KIND OF PUBLIC AMENITY OR SERVICE	TOTAL ESTIMATED PROJECT COST	CURRENT FINANCIAL YEAR			PRIOR FINANCIAL YEARS	TOTAL CONTRIBUTIONS EXPENDED TO 30 JUNE 2022 (INCLUDING MONETARY, LAND AND MATERIAL PUBLIC BENEFIT)	TEMPORARY BORROWING	PROJECT STATUS	PERCENT OF COST FUNDED BY CONTRIBUTIONS*
					MONETARY AMOUNT EXPENDED FROM DEVELOPMENT CONTRIBUTIONS (IN FINANCIAL YEAR)	VALUE OF LAND DEDICATION (IN FINANCIAL YEAR)	VALUE OF MATERIAL PUBLIC BENEFIT PROVIDED (IN FINANCIAL YEAR)	TOTAL CONTRIBUTIONS EXPENDED PRIOR TO 1 JULY 2021				
s7.12 Development Contribution Plan Levy	ACW1 (3.2)	Maroubra Junction	Town Centre Improvements	\$500,000.00	\$318,619	-	-	-	\$318,619	-	Under way	n/a
s7.12 Development Contribution Plan Levy	ACW1 (3.3)	Kensington town centre	Town Centre Improvements	\$750,000.00	-	-	-	\$3,570	\$3,570	-	Under way	n/a
s7.12 Development Contribution Plan Levy	ACW1 (3.4)	Kingsford town centre	Town Centre Improvements	\$750,000.00	-	-	-	-	-	-	Under way	n/a
s7.12 Development Contribution Plan Levy	ACW1 (3.5)	Specialised Centre Randwick Education and Health Strategic Centre	Town Centre Improvements	\$1,000,000.00	-	-	-	-	-	-	Not commenced	n/a
s7.12 Development Contribution Plan Levy	ACW1 (4.1)	Lane widening program	Transport Improvements	\$1,500,000.00	-	-	-	-	-	-	Not commenced	n/a
s7.12 Development Contribution Plan Levy	ACW1 (4.2)	Mobility improvements – city wide including bike plan implementation, pram ramps, walkways, pedestrian/cycle improvements including industrial areas, lighting, signage	Transport Improvements	\$1,000,000.00	\$11,512	-	-	\$206,750	\$218,262	-	Under way	n/a
s7.12 Development Contribution Plan Levy	ACW1 (4.3)	Light rail support measures – traffic calming and parking reconfiguration	Transport Improvements	\$5,000,000.00	-	-	-	\$4,290,000	\$4,290,000	-	Completed	90%
s7.12 Development Contribution Plan Levy	ACW1 (5.1)	Remnant bushland regeneration and dune restoration (e.g. Yarra Bay, Frenchman's Point, Bumborah Point)	Environmental Resilience	\$400,000.00	-	-	-	\$89,930	\$89,930	-	Under way	n/a
s7.12 Development Contribution Plan Levy	ACW1 (5.2)	Corridor Creation Program – tree planting program	Environmental Resilience	\$200,000.00	-	-	-	-	-	-	Under way	n/a
s7.12 Development Contribution Plan Levy	ACW1 (5.3)	Environmental improvements - wetlands creation	Environmental Resilience	\$300,000.00	-	-	-	-	-	-	Not commenced	n/a
s7.12 Development Contribution Plan Levy	ACW1 (5.4)	Storm water harvesting	Environmental Resilience	\$1,100,000.00	-	-	-	\$901,626	\$901,626	-	Completed	15%
s7.12 Development Contribution Plan Levy	ACW1 (6.1)	Development contribution planning management and studies	Management	\$1,000,000.00	\$86,664	-	-	\$617,095	\$703,759	-	Under way	n/a
s7.12 K2K Contributions - Kensington	K2K01 (a)	Public art	Community facilities	\$1,250,000.00	-	-	-	-	-	-	Not commenced	n/a
s7.12 K2K Contributions - Kensington	K2K01 (b)	Future open space acquisition (general)	Open spaces	\$12,000,000.00	-	-	-	-	-	-	Not commenced	n/a
s7.12 K2K Contributions - Kensington	K2K01 (c)	Anzac Parade footpath embellishments	Town centre improvements	\$2,000,000.00	-	-	-	-	-	-	Not commenced	n/a
s7.12 K2K Contributions - Kensington	K2K01 (d)	Other public realm works, upgrades and general landscape improvements	Town centre improvements	\$3,000,000.00	-	-	-	-	-	-	Not commenced	n/a
s7.12 K2K Contributions - Kensington	K2K01 (e)	Footpath widening/seperated cycleway along Todman Ave and Kensington Public School	Transport improvements	\$1,000,000.00	-	-	-	-	-	-	Not commenced	n/a
s7.12 K2K Contributions - Kensington	K2K01 (f)	Night time economy support measures	Town centre improvements	\$1,000,000.00	-	-	-	-	-	-	Not commenced	n/a

CONTRIBUTIONS PLAN	PROJECT ID	PROJECT DESCRIPTION	THE KIND OF PUBLIC AMENITY OR SERVICE	TOTAL ESTIMATED PROJECT COST	CURRENT FINANCIAL YEAR			PRIOR FINANCIAL YEARS		TEMPORARY BORROWING	PROJECT STATUS	PERCENT OF COST FUNDED BY CONTRIBUTIONS*
					MONETARY AMOUNT EXPENDED FROM DEVELOPMENT CONTRIBUTIONS (IN FINANCIAL YEAR)	VALUE OF LAND DEDICATION (IN FINANCIAL YEAR)	VALUE OF MATERIAL PUBLIC BENEFIT PROVIDED (IN FINANCIAL YEAR)	TOTAL CONTRIBUTIONS EXPENDED PRIOR TO 1 JULY 2021	TOTAL CONTRIBUTIONS EXPENDED TO 30 JUNE 2022 (INCLUDING MONETARY, LAND AND MATERIAL PUBLIC BENEFIT)			
s7.12 K2K Contributions - Kensington	K2K01 (g)	Council car park upgrade Addison St/Anzac Pde	Transport improvements	\$1,200,000.00	-	-	-	-	-	-	Not commenced	n/a
s7.12 K2K Contributions - Kensington	K2K01 (h)	Undergrounding of overhead power lines	Town centre improvements	\$2,625,000.00	-	-	-	-	-	-	Not commenced	n/a
s7.12 K2K Contributions - Kensington	K2K01 (i)	Multifunctional poles/smart poles	Town centre improvements	\$1,200,000.00	-	-	-	-	-	-	Not commenced	n/a
s7.12 K2K Contributions - Kensington	K2K01 (j)	Contributions planning management and studies	Management	\$250,000.00	-	-	-	-	-	-	Not commenced	n/a
s7.12 K2K Contributions - Kingsford	K2K02 (a)	Public art	Community facilities	\$1,250,000.00	-	-	-	-	-	-	Not commenced	n/a
s7.12 K2K Contributions - Kingsford	K2K02 (b)	Improvements to Council owned carpark in Middle Lane/Meeks St	Transport improvements	\$1,000,000.00	-	-	-	-	-	-	Not commenced	n/a
s7.12 K2K Contributions - Kingsford	K2K02 (c)	Improvements to Council owned carparks in Houston Lane and Houston Road carparks	Transport improvements	\$1,000,000.00	-	-	-	-	-	-	Not commenced	n/a
s7.12 K2K Contributions - Kingsford	K2K02 (d)	Undergrounding of overhead power lines	Town centre improvements	\$2,000,000.00	-	-	-	-	-	-	Not commenced	n/a
s7.12 K2K Contributions - Kingsford	K2K02 (e)	Multifunctional poles/smart poles	Town centre improvements	\$1,120,000.00	-	-	-	-	-	-	Not commenced	n/a
s7.12 K2K Contributions - Kingsford	K2K02 (f)	Night time economy support measures	Town centre improvements	\$1,000,000.00	-	-	-	-	-	-	Not commenced	n/a
s7.12 K2K Contributions - Kingsford	K2K02 (g)	Kensington Park improvements	Open spaces	\$1,600,000.00	-	-	-	-	-	-	Not commenced	n/a
s7.12 K2K Contributions - Kingsford	K2K02 (h)	Contributions planning management and studies	Management	\$250,000.00	-	-	-	-	-	-	Not commenced	n/a

\*For completed projects only. This value is based on the cost of identified projects for the duration of the current contribution plan (i.e. from 2015-16 onwards).



# Part 3. Awards

Throughout the 2021-22 year we maintained our strong position as a leader in local government and continued to pursue excellence.

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



## 2021-22 Awards

### 1. Maroubra Stormwater Harvesting and Outdoor Living Classroom

Randwick City Council

#### Finalist

Environmental Leadership

Local Government Professionals Australia - 2021 National Federation Awards

### 2. Preparing and Implementing Randwick's new Environment Strategy

Randwick City Council

#### Finalist

Ambition Award

Cities Power Partnership - Climate Awards 2021

### 3. Individual Contribution - Sustainability Projects and Reporting

Mr Sam Kelley

#### Finalist

Climate Champion Award (Council Staff)

Cities Power Partnership - Climate Awards 2021

### 4. Coogee Bay Road Shared Village Activation

Randwick City Council

#### Commendation

Small Scale Place Project Commendation

Place Leaders Asia Pacific - 2021 Place Leaders Awards



### 5. Individual Contribution

Ms Katie Anderson

#### Finalist

Outstanding Individual Contribution to Local Government

Local Government NSW - RH Dougherty Awards 2021

### 6. FOGO Small Change, Big Difference

Randwick City Council

#### Winner

Communication and Engagement Award

Keep Australia Beautiful NSW - Sustainable Cities Awards 2021



### 7. FOGO Stops Food Waste Going to Landfill

Randwick City Council

#### Winner

Resource Recovery and Waste Minimisation Award

Keep Australia Beautiful NSW - Sustainable Cities Awards 2021

### 8. Sustainable Cities Award

Randwick City Council

#### Finalist

Overall Sustainable Cities Award

Keep Australia Beautiful NSW - Sustainable Cities Awards 2021

### 9. Purcell Park Asbestos Remediation and Stormwater Harvesting

Randwick City Council

#### Winner (Division C) and Overall Winner

Asbestos Management

Local Government NSW - Excellence in the Environment Awards 2021

**10. Small Change, Big Difference – A Community Engagement Campaign for Successful FOGO Implementation**

Randwick City Council

**Winner (Division C) and Overall Winner**

*Behaviour Change in Waste*

Local Government NSW - Excellence in the Environment Awards 2021



**11. Sustainability rebates for residents and businesses**

Randwick City Council

**Winner (Division C) and Overall Winner**

*Towards Net Zero Emissions*

Local Government NSW - Excellence in the Environment Awards 2021

**12. Randwick's Sustainability Water Champion**

Mr Zaman Shamsuz

**Winner**

*Louise Petchell Memorial Award For Individual Sustainability*

Local Government NSW - Excellence in the Environment Awards 2021



**13. FOGO Small Change, Big Difference**

Randwick City Council

**Winner**

*Environmental Leadership*

Local Government Professionals Australia NSW - Local Government Excellence Awards 2022

**14. Randwick's Precinct Collaboration Area Zero Emissions Strategy**

Randwick City Council

**Highly Commended (Division C)**

*Innovation in Planning, Policies and Decision Making*

Local Government NSW - Excellence in the Environment Awards 2021

**15. Implementing Randwick's new Environment Strategy**

Randwick City Council

**Finalist (Division C)**

*Local Sustainability*

Local Government NSW - Excellence in the Environment Awards 2021





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