

Ordinary Council Meeting

Tuesday 26 April 2022

Seating Plan for Council meetings



Statement of ethical obligations

Obligations	
Oath [Affirmation] of Office by Councillors	I swear [solemnly and sincerely declare and affirm] that I will undertake the duties of the office of councillor in the best interests of the people of Randwick City and the Randwick City Council and that I will faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the Local Government Act 1993 or any other Act to the best of my ability and judgment.
Code of Conduct conflict of interests	
Pecuniary interests	<p>A Councillor who has a pecuniary interest in any matter with which the council is concerned, and who is present at a meeting of the council at which the matter is being considered, must disclose the nature of the interest to the meeting.</p> <p>The Councillor must not be present at, or in sight of, the meeting:</p> <ul style="list-style-type: none"> a) at any time during which the matter is being considered or discussed, or b) at any time during which the council is voting on any question in relation to the matter.
Non-pecuniary conflict of interests	A Councillor who has a non-pecuniary conflict of interest in a matter, must disclose the relevant private interest in relation to the matter fully and on each occasion on which the non-pecuniary conflict of interest arises in relation to the matter.
Significant non-pecuniary interests	A Councillor who has a significant non-pecuniary conflict of interest in relation to a matter under consideration at a council meeting, must manage the conflict of interest as if they had a pecuniary interest in the matter.
Non-significant non-pecuniary interests	A Councillor who determines that they have a non-pecuniary conflict of interest in a matter that is not significant and does not require further action, when disclosing the interest must also explain why conflict of interest is not significant and does not require further action in the circumstances.



ORDINARY COUNCIL MEETING

Notice is hereby given that an Ordinary Council meeting of Randwick City Council will be held in the Prince Henry Centre, 2 Coast Hospital Road Little Bay on Tuesday, 26 April 2022 at 7pm

Prayer and Acknowledgement of the local indigenous people

Prayer

"Almighty God,

We humbly beseech you to bestow your blessings upon this Council and to direct and prosper our deliberations to the advancement of your glory and the true welfare of the people of Randwick and Australia. Amen"

Acknowledgement of Country

"I would like to acknowledge that we are meeting on the land of the Bidjigal and the Gadigal peoples who occupied the Sydney Coast, being the traditional owners. On behalf of Randwick City Council, I acknowledge and pay my respects to the Elders past and present, and to Aboriginal people in attendance today."

Apologies/Granting of Leave of Absences

Confirmation of the Minutes

Ordinary Council - 22 March 2022

Declarations of Pecuniary and Non-Pecuniary Interests

Address of Council by Members of the Public

Privacy warning;

In respect to Privacy & Personal Information Protection Act, members of the public are advised that the proceedings of this meeting will be recorded for the purposes of clause 5.20-5.23 of Council's Code of Meeting Practice.

Audio/video recording of meetings prohibited without permission;

A person may be expelled from a meeting for using, or having used, an audio/video recorder without the express authority of the Council.

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Notice of Rescission Motions

Nil

Therese Manns
GENERAL MANAGER

Mayoral Minute No. MM11/22

Subject: Financial Assistance and Donations - April to May 2022

Motion:

That Council:

- a) donate plants from Council's nursery to the value of \$300, to be funded from the 2021-22 Contingency Fund, to the Country Women's Association of NSW for the 100th Annual State Conference being held at Royal Randwick Racecourse from 2-5 May 2022;
- b) waive the fees associated with the Maroubra Swimming Club's meets being held at the Des Renford Leisure Centre during the 2022 season, totaling \$2,770 to be funded from the 2021-22 Contingency Fund; and
- c) endorse the installation of a plaque and plinth at a suitable location within a coastal reserve at Coogee, valued at \$6,000 to be funded from the 2021-22 Contingency Fund, to acknowledge and celebrate 75 years of Lions Australia in September 2022.

Background:

I have received the following requests for support for the April to May 2022 period.

Country Women's Association 100th Anniversary – Donation of plants

The Country Women's Association (CWA) of NSW is holding their 100th Annual State Conference at Royal Randwick Racecourse from 2-5 May 2022.

The CWA Annual State Conference is held in a different NSW town each year, and it is a privilege for Randwick to be the local government area hosting the conference on what is such a significant anniversary milestone. At Council's meeting of 22 March 2022, it resolved to host a Civic Reception for the CWA to celebrate their achievements from the past 100 years.

Additionally, I have received a request from the CWA for a loan/donation of plants for the stage at the Annual State Conference. The CWA is currently involved in flood relief and is very appreciative of any support that Council can provide. Given the significance of the occasion, I propose donating plants from Council's nursery to the CWA, to the value of \$300.

Maroubra Swimming Club 2022 Season

I have been contacted by the Club Secretary regarding the Maroubra Swimming Club's meets that the club will host during the 2022 season. Council had previously waived the fees associated with the hire of the Des Renford Leisure Centre for the Club's 2020 season, however the meets were unable to proceed due to COVID-19 restrictions.

Like many clubs, the Maroubra Swimming Club have suffered significant membership and financial impacts over the past two years and are very appreciative of any support that Council can provide.

The Maroubra Swimming Club has requested the waiving of fees associated with the hire of the Des Renford Leisure Centre for the 2022 season as follows:

Indoor Swimming Club Junior Development Meet – Sunday, 1 May 2022, 12pm-6pm (\$910 fee)

Eastern Suburbs (12 years and under) Meet – Sunday, 24 July 2022, 12pm-5:30pm (\$930 fee)

Indoor Maroubra Club Championship – Sunday, 25 September 2022, 12pm-4pm (\$930 fee)

Total fees = \$2,770

The invitational and open carnivals have traditionally attracted around 200 swimmers from all over the state. The Club Championship in September is used to decide the club age champions for the season.

I propose waiving the associated fees with the Maroubra Swimming Club's meets being held at the Des Renford Leisure Centre during the 2022 season, totaling \$2,770.

Celebrating 75 Years of Lions Australia

Lions Australia will be celebrating 75 years of service to the community in September 2022. Lions Clubs across Australia are aiming to mark this occasion in their local communities.

Since the first club was formed in Lismore in 1947, Lions Australia has grown to be the largest service club organisation in Australia, with a proud history of community service and commitment to improving the lives of others.

The Lions Club of Coogee has been involved with a range of different projects that have made a significant contribution to the local community. The club recently presented 80 frontline Covid Nurses at Prince of Wales Hospital with Healthcare Hero Certificates and Gift Vouchers to say thanks for all their phenomenal efforts during covid.

The Lions Club of Coogee have requested support from Council to celebrate the significant occasion of the 75th anniversary of Lions Australia. The Club has been working with Council officers to determine an appropriate way to mark the occasion. It is proposed to install a plaque and plinth at a suitable location within a coastal reserve at Coogee, with the exact location and wording on the plaque to be determined in consultation with the club, to acknowledge and celebrate the 75th anniversary.

The Lions Club of Coogee do incredible work to make our communities better places to live. I propose installing a plaque and plinth valued at \$6,000, to be funded from the 2021-22 Contingency Fund, at an appropriate location within a coastal reserve at Coogee to celebrate the 75th anniversary of Lions Australia.

Source of funding:

The financial implication to Council is \$9,070 to be funded from the 2021-22 Contingency Fund.

Attachment/s:

Nil

Responsible officer: The Mayor, Cr Dylan Parker

File Reference: F2022/06574

Mayoral Minute No. MM12/22

Subject: #racismNOTwelcome Street Sign Campaign

Motion:

That Council:

- a) endorse the #racismNOTwelcome street sign campaign;
- b) install #racismNOTwelcome signs on existing poles at appropriate, prominent locations at La Perouse, Maroubra, Coogee and Clovelly beaches, totaling \$340 for four signs, to be funded from the 2021-22 Contingency Fund; and
- c) work in partnership with the University of NSW in support of the #racismNOTwelcome campaign including the campaign launch and installation of two signs, totaling \$170 to be funded from the 2021-22 Contingency Fund, in appropriate locations within the university.

Background:

I recently met with the Vice President from the Multicultural Communities Council (MCC) NSW to discuss the #racismNOTwelcome street sign campaign. The campaign is already supported by both NSW Parliament and the Australian Local Government Association, and the Board of MCC is requesting all local government Councils in NSW to join and participate in the campaign.

Randwick Council acknowledges the importance and the contribution that cultural diversity has played in shaping Randwick City. Randwick City Council is committed to our vision of 'a sense of community' and we aim to support and develop a community where people feel they belong, can participate and thrive.

Unfortunately, racism is a daily, lived experience of far too many. We will not accept discrimination in our culturally diverse community, and the #racismNOTwelcome campaign supports that stance. The #racismNOTwelcome campaign is a community-led initiative intended to acknowledge the existence of racism, validate people's lived experiences and normalise conversations about racism whilst igniting change.

In support of the campaign, I propose installing #racismNOTwelcome signs, one at each La Perouse, Maroubra, Coogee and Clovelly beaches. Our beaches are proposed as appropriate locations for the signs as they have a high number of visitors (both local and non-local) and pedestrian traffic. The signs would be installed on existing poles in prominent locations at each of the beaches for high visibility and to ensure delivery of the important message.

Further, I have reached out to the University of NSW (UNSW) to discuss the campaign. UNSW have confirmed interest in participating in the campaign as international students are returning and the campaign message aligns with the work being done by the UNSW student group's 'Being a better human' project. As such, I propose partnering with UNSW in support of the campaign including the campaign launch and installation of two signs in appropriate locations within the university.

Endorsement of the #racismNOTwelcome campaign and installing signs at the approved, prominent locations will spread awareness, normalise conversations and signal to perpetrators that their actions will not be accepted.

Source of funding:

The financial implication to Council in relation to this matter totals \$510 for six signs, to be funded from the 2021-22 Contingency Fund.

Attachment/s:

Nil

Responsible officer: The Mayor, Cr Dylan Parker

File Reference: F2022/06574

MM12/22

Mayoral Minute No. MM13/22

Subject: National Domestic Violence Remembrance Day 2022 - Plaque and vigil in remembrance of those who have lost their lives through domestic violence

Motion:

That Council endorse the installation of a plaque on a plinth at High Cross Park and the addition of an annual activity to be held at the site every year on National Domestic Violence Remembrance Day, in memory of the lives that have been lost through domestic & family violence.

Background:

Domestic and family violence is an issue that affects all communities. To date, 15 women have lost their lives this year through domestic and family violence, with 6 women murdered in two weeks at the end of March.

The Eastern Suburbs Domestic Violence Network (ESDVN) have approached Council to install a permanent plaque on a plinth at High Cross Park to remember those who have lost their lives through domestic & family violence. The ESDVN are also proposing to hold a vigil in honour and remembrance as part of the unveiling of the plaque.

Randwick City Council has shown strong leadership and support for domestic violence victims across Randwick City.

The installation of a permanent plaque at High Cross Park will provide a special place to remember those who have lost their lives through domestic violence, raise awareness to this important issue and reflect on action that needs to be taken. It would provide the opportunity for community to connect on this issue.

The location of High Cross Park is proposed as it is close to the hospital where many nurses see cases of domestic violence. High Cross Park is also the location of the annual 'Step Out Speak Out' walk to end domestic violence.

It is proposed to hold, in partnership with ESDVN, an annual event at the site of the plaque and strengthens Council's commitment to supporting those affected by domestic and family violence.

The first Wednesday of May every year is National Domestic Violence Remembrance Day. It is proposed to install the plaque and have an unveiling event on 4 May 2022, on National Domestic Violence Remembrance Day this year. It is proposed a small activity would be held annually on National Domestic Violence Remembrance Day.

The event would be attended by a number of Domestic Violence support services, open to the community and have short speeches by ESDVN representatives and the Mayor. A working party of the ESDVN with support from Council's Community Development Officers will provide referral and support information on the day of the unveiling.

Council has played a key role in supporting community activities that raise awareness of domestic violence. This collaborative project with the ESDVN strengthens Council's initiatives in the area of domestic and family violence and provides an important opportunity for community members to commemorate lives lost and to raise awareness of domestic and family violence.

Source of funding:

The plaque will cost approximately \$8,000 and is to be funded from the 2021-22 Contingency Fund.

Attachment/s:

Nil

Responsible officer: The Mayor, Cr Dylan Parker

File Reference: F2022/06574

MM13/22

General Manager's Report No. GM4/22

Subject: 2022-2032 Community Strategic Plan

Executive Summary


- Council's 2022-2032 Community Strategic Plan (CSP) is an integrated 10-year plan that identifies the community's main priorities and aspirations for the future and details how these outcomes will be achieved.
 - It includes a vision that focuses on protecting and enhancing our unique coastal environment, continuing our strong sense of community and ensuring the ongoing sustainability of our natural and built environment.
 - The CSP was created by combining the outcomes and objectives from our seven separate informing strategies (Environment Strategy, Arts and Culture Strategy, Housing Strategy, Integrated Transport Strategy, Open Space and Recreation Strategy, Inclusive Randwick Strategy and Economic Development Strategy).
- It is structured around answering the following questions:
- Where are we now?
 - Where do we want to be in 10 years' time (*outcomes*)?
 - How will we get there (*objectives*)?
 - How will we know we have arrived (*performance indicators*)?
- The draft 2022-2032 Community Strategic Plan (CSP) was placed on public exhibition from 25 February 2022 to 25 March 2022. During this time a wide range of activities were undertaken to seek community feedback.
 - A total of 10 submissions and 35 comments were received during the exhibition period. All of these were logged, considered and responded to (refer to attachment 1). Minor changes have been made to the draft 2022-2032 Community Strategic Plan (CSP) in response to the submissions.
 - The CSP was prepared by Council, but it is not Council's plan. It belongs to the community and involves us working together with a range of partners (across the community, business, and government) to achieve the outcomes. Our delivery program and operational plan detail the specific actions that Council will take to work towards achieving the outcomes of this CSP.

Recommendation

That:

- a) the attached 2022-2032 Community Strategic Plan be endorsed;
- b) the General Manager be authorised to make any minor administrative changes to the Community Strategic Plan if required; and
- c) a copy of the Community Strategic Plan be posted on Council's website and subsequent advice made to the Chief Executive of the Office of Local Government as to the specific URL.

Attachment/s:

1.  Submission response table
2. [Link to the 2022-2032 Community Strategic Plan](#)

Purpose

The purpose of this report is to:

- Address all submissions received in response to exhibition of the Draft 2022-2032 Community Strategic Plan;
- Detail the recommended changes to the Draft 2022-2032 Community Strategic Plan; and
- Seek adoption of the attached 2022-2032 Community Strategic Plan.

Discussion

Background

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

Our current CSP is called the 'Randwick City Plan'. It was initially created in 2006 and has been reviewed after each ordinary Council election in accordance with section 402 (3) of the Local Government Act which states:

'following an ordinary election of councillors, the council must review the community strategic plan before 30 June following the election. The council may endorse the existing plan, or develop or endorse a new community strategic plan, as appropriate, to ensure that the area has a community strategic plan covering at least the next 10 years.'

In lieu of reviewing the 'Randwick City Plan' once again, Council embarked on an ambitious project in 2019 that involved reviewing our entire approach to integrated planning and reporting to develop a system that increases accountability and transparency, and links all of Council's activities to delivering real measurable outcomes for our community.

Over the past three years, we have undertaken research and consulted broadly to identify current key challenges and opportunities and determine the main priorities and aspirations of the people who work and live in Randwick.

We undertook this research across seven separate areas and used the information to create our suite of seven Informing Strategies:

- Environment Strategy
- Arts and Culture Strategy
- Housing Strategy
- Integrated Transport
- Open Space and Recreation Strategy
- Inclusive Randwick Strategy
- Economic Development Strategy.

Each informing strategy includes outcomes, objectives, strategic approaches and principles.

The outcomes provide a comprehensive picture of the community's aspirations for the future, the objectives provide clear measurable ways of achieving these outcomes, and the strategic approaches detail what Council will do to work towards achieving the outcomes and objectives.

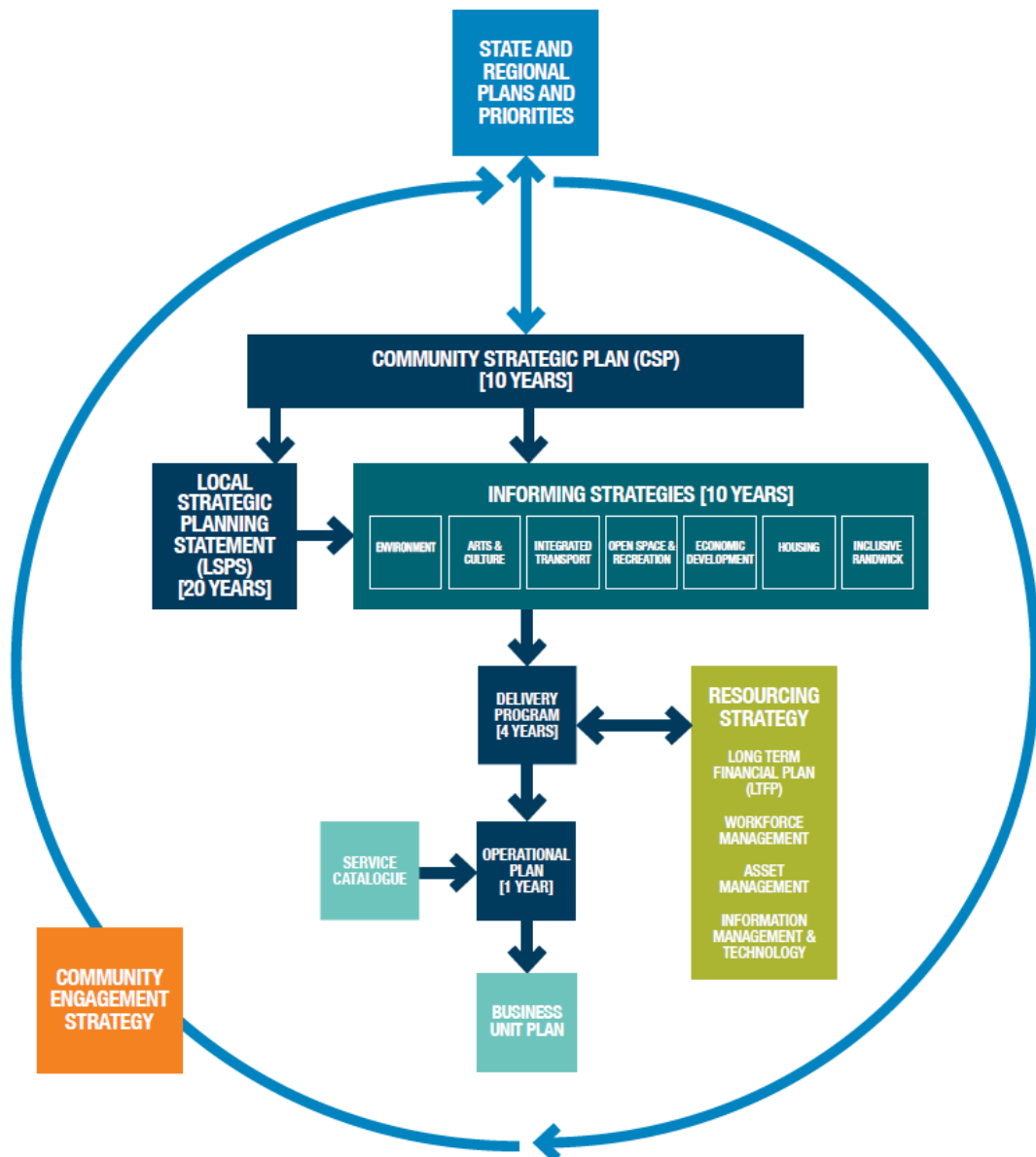
The research underpinning the strategies, as well as the outcomes and objectives from the informing strategies, have been combined to create this integrated Community Strategic Plan that is structured around answering the following questions:

1. Where are we now? (Research studies)
2. Where do we want to be in 10 years' time? (Outcomes)
3. How will we get there? (Objectives)
4. How will we know we have arrived? (Performance measures).

The strategic approaches have been used to develop Council's 4-year delivery program and annual operational plan. Thereby ensuring that Council's actions are directly aligned with achieving our community's aspirations.

Once adopted, the attached draft 2022-2032 Community Strategic Plan will replace our current 'Randwick City Plan' and will sit at the top of Council's integrated planning and reporting framework.

The following framework summarises how Randwick City plans to ensure that we are working towards achieving the community's goals.



Our 10-year plan

The attached 2022-2032 Community Strategic Plan includes a vision that focusses on protecting and enhancing our unique coastal environment, continuing our strong sense of community and ensuring the ongoing sustainability of our natural and built environment.

It details how we will work together with our community, government and non-government partners to become:

- A community more knowledgeable, proactive and responsive to climate change impacts; that restores and protects the biodiversity of ecosystems; and that protects and conserves our limited natural resources and our coastal and marine environment.
- A creative and culturally rich city, that is innovative, inclusive and recognised nationally; and where everyone can develop, express and enjoy creativity throughout their life.
- A city with diverse and affordable housing that responds to local needs, provides sustainable housing growth, and has excellent built form that recognises local character.
- A city with a transport network where sustainable transport options are the preferred choice; a parking system which caters to the needs of residents, freight delivery, visitors and workers; and 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 city with open space that grows and changes with the community; where everyone has the opportunity to participate in sport and recreation; and where the community is healthy and active.
- A resilient city where people are engaged, informed, connected and feel a sense of community and belonging; where people can access social support and amenities whatever their ability and wherever they live; and that is dedicated to the individual and collective health, wellbeing and safety of the community.
- A city with a 24-hour economy that includes diverse night time activities and experiences; that empowers businesses to start, grow and thrive through a collaborative business culture; has diverse, active places for businesses, including vibrant town and neighbourhood centres; and that attracts people from around Australia and the world to do business, work and visit.

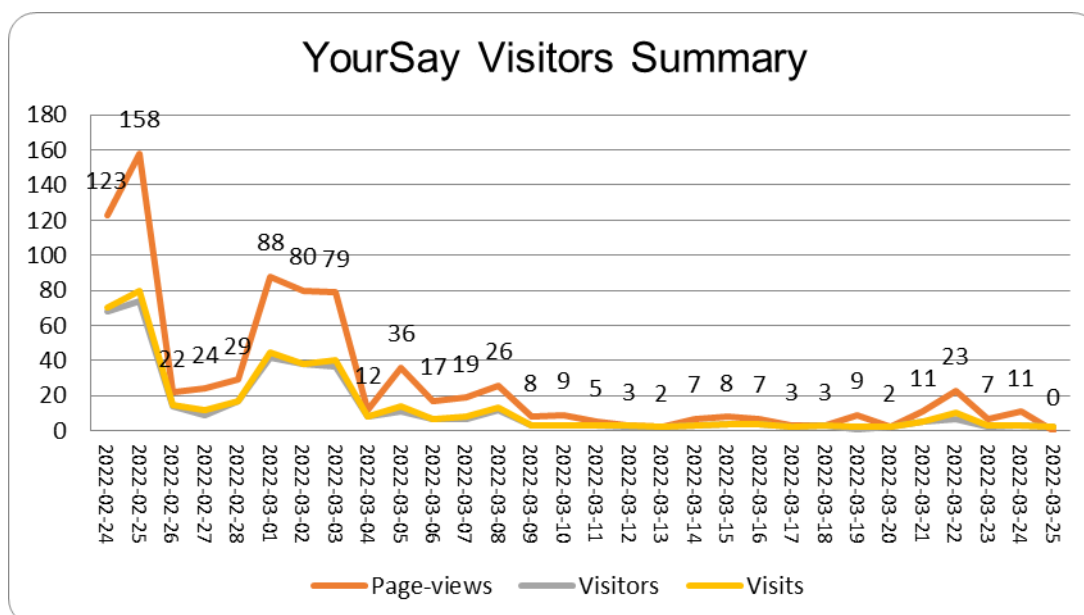
Community Engagement

More than 14,000 people were surveyed or consulted in the development of our draft 2022-2032 Community Strategic Plan.

The draft 2022-2032 Community Strategic Plan was then placed on public exhibition for 28 days from 25 February 2022 to 9am 25 March 2022.

During the exhibition period the following activities were undertaken:

- A YourSay Randwick website was launched on 24 February 2022
<https://www.yoursay.randwick.nsw.gov.au/community-strategic-plan>
 - The site had 354 visits during the exhibition period;
 - The draft CSP was downloaded 127 times by 114 unique visitors; and
 - 35 comments were submitted through YourSay;



- An email was sent to YourSay Randwick subscribers (7157 recipients) on 23 February 2022 (55.7% open rate)
- A feature story was included in Randwick eNews (49,942 recipients) on 2 March 2022 (199 unique clicks)
- A [Facebook post](#) was made on Council's Facebook channel on 1 March 2022. The post reached 3,672 people and resulted in 5 reactions, 3 comments and 26 clicks.
- An [Instagram post](#) was made on Council's Insta channel on 1 March 2022. The post reached 1,456 people and received 18 reactions.
- Direct email notifications were sent to local Precincts and Councillors.



Randwick City Council Facebook post
1 March 2022



Randwick eNews
2 March 2022

A total of 35 comments were made through the interactive YourSay commenting tool and 10 separate submissions were received via email in response to the exhibition.

Some of the topics raised included: financial support, housing affordability, cultural identity, the coastal walk, housing and new development, local character, town centres, undergrounding of power lines, parking, public transport, electric vehicles, cycleways, small businesses, 24-hour economy, climate change, tree planting, shade, water pollution, open space (including Heffron Park), accessibility, public amenities, litter and partnerships/collaborations. A spelling mistake was also identified, and a comment was made regarding the images used in the plan.

All comments and formal submissions were logged, reviewed, and responded to. Attachment 1 provides a full list of the comments, submissions and responses.

Recommended changes

The following changes have been made to the Draft 2022-23 Community Strategic Plan:

- The images have been updated to provide a more balanced representation of gender through the strategy
- Section 1.2 has been updated to incorporate exhibition of both the Draft 2022-32 Community Strategic Plan and Draft Economic Development Strategy in Feb-March 2022.
- The first objective under the Arts and Culture Strategy has been updated to read: 'Establish a strong cultural identity for the Randwick LGA which *is inclusive of our diverse communities and recognises* the contribution of First Nations people by 2031.' This updated wording recognises our diverse cultural communities and is in accordance with the wording in the adopted Arts and Culture Strategy.
- The third Economic Development objective has been updated to reduce the target increase in night-time spending from 10% down to 7%. This change was made as updated data became available that enabled a more accurate estimate of night-time spending growth. The new target (7%) is consistent with the final version of the Economic Development Strategy.
- Minor spelling corrections have been made.

Strategic alignment

The relationship with the current City Plan is as follows:

Outcome/Direction	Delivery Program actions
Outcome	1. Leadership in sustainability
Direction	1a. Council has a long-term vision based on sustainability.
Direction	1b. Council is a leader in the delivery of social, financial and operational activities.

Resourcing Strategy implications

The CSP is prepared by Council, but it is not Council's plan. It belongs to the community and involves us working together with a range of partners (across the community, business, and government) to achieve the outcomes.

Our delivery program and operational plan detail specific actions that Council will take to work towards achieving the outcomes of this CSP.

The Resourcing Strategy is the critical link between the Community Strategic Plan and the Delivery Program, detailing the provision of resources to implement the strategies for which Council is accountable.

The Resourcing Strategy is provided to Council under a separate report.

Policy and legislative requirements

Section 402 (1) and (2) of the Local Government Act 1993 requires NSW councils to have a community strategic plan (CSP) that has been developed and endorsed by the council. The CSP must:

- identify the main priorities and aspirations for the future of the local government area covering a period of at least 10 years from when the plan is endorsed; and
- establish strategic objectives together with strategies for achieving those objectives.

Section 402 (3) states that *'following an ordinary election of councillors, the council must review the community strategic plan before 30 June following the election. The council may endorse the existing plan, or develop or endorse a new community strategic plan, as appropriate, to ensure that the area has a community strategic plan covering at least the next 10 years.'*

The new 2022-2032 Community Strategic Plan has been developed in accordance with the above requirements.

Conclusion

The attached 2022-23 Community Strategic Plan (CSP) identifies the community's main priorities and aspirations for the future and includes specific outcomes of where we want to be in 10 years.

The outcomes in the CSP are underpinned by measurable objectives detailing how the outcomes will be achieved.

The CSP is not designed as a stand-alone document. Each objective is supported by a suite of strategic approaches detailing what Council will do towards achieving each outcome and objective. These strategic approaches form the basis of our draft Delivery Program and Operational Plan, thereby ensuring that Council's day-to-day activities are working towards achieving the community's goals.

Responsible officer: Emma Fitzroy, Business Strategist

File Reference: F2022/00050

Attachment 1: Responses to submission and comments received regarding the draft 2022-32 Community Strategic Plan

Table A: Submissions

No.	Submission	Council response
1	<p>I would particularly like to disagree with the continued introduction of cycle tracks eg I note this is the complete opposite, of what the Kingsford Kensington precinct committee, argued until they were silenced by council. I see a revised Cycle way is being introduced into Doncaster Ave when KKPC completely disagreed!! How do parents drop children of safely at school in Doncaster Ave?</p> <p>Parking in our precincts eg Coogee beach and surrounds, Kingsford area around the University, the Hospital and the Race track, are often impossible to find a parking spots. I note the Plan to introduce high rise and rely on the Light rail. This will not take people to the beach in summer. People will still have cars and will need parking. Cyle tracks take away parking spots. Don't forget how it was when we had all the students and when the Race track had fully attended meetings and parking was almost impossible anywhere around Kingsford shops.</p> <p>Doncaster already had a cycle way which I agreed was sufficient (I ride a bicycle) but introducing a solid divider, removes all parking on one side of the street and brings the cars closer together. In other words, you are bringing traffic closer together, which is more of a risk of the higher number of cars colliding, versus a car colliding with a person on a cycle way (which is a much lower frequency).</p> <p>Parking at the beach is very difficult on hot days. What is your plan to make spaces available for parking for the future if you plan to continue with high rise development and a growing University?</p> <p>One solution is to ensure high rise have sufficient parking ratios.</p>	<p>Parking has been raised as a key issue of concern and is therefore included as one of the Outcomes of the Community Strategic Plan: 'A city with a parking system which caters to the needs of residents, freight delivery, visitors and workers'.</p> <p>Our adopted Integrated Transport Strategy includes a number of specific strategic approaches that are focussed on improving the management of parking across the LGA.</p> <p>With regard to the cycleway under construction on Doncaster Avenue and Houston Road, most of the parking is being retained. For full details please refer to: https://roads-waterways.transport.nsw.gov.au/projects/kingsford-to-centennial-park-cycleway/index.html</p>

No.	Submission	Council response
2	2. General Comments a) The two biggest pictogram 'hearts' illustrating why people love Randwick LGA were 'beaches and coast' and 'Natural environment, parks and open spaces.' b) The Plan is good and the direction that council are taking is encouraging. The Strategic Plan reflects laudable aims but hidden in plain sight are environmentally damaging actions over which council has responsibility and which can be negated. I refer specifically to beaches and parklands. I expand below.	Noted
2 cont.	3. Beaches and Waterways a) 'Our beaches will be clean and safe'. If 91% report good or very good – why are we not targeting 100% very good? The council owns the assets by which pollution enters our waterways and beaches ergo this is something council can control. b) The structural design of our sewerage systems and storm water run-off often results in the discharge of raw sewage and other pollutants into our waters. The former are state assets, the latter council's. We will never improve if we respond: 'every other city does this too' or 'it's expensive'. c) Council may initiate fine sounding 'take three for the sea' slogans but our infrastructure does not tally with 'our beaches will be clean and safe' goals. Gross pollutant traps catching 193.6m2 is a vast improvement on the past – but we can do better. d) Blocked sewers venting into storm water pipes is medieval – after all we don't throw night soil into streets anymore. There are solutions. They should be engaged immediately. Council are trail blazers in FOGO. Why not lead a Sydney-wide LGA campaign in 'zero-crap run off' and influence the State government to align Sydney Water? It's probably a vote winner. e) Golf courses and Football fields - Nitrate and Other Run Off Pollution i) The LGA has 5 golf courses. This comment is not 'anti-golf' nor am I an expert in green management but let it be recognised that golf course management and football field maintenance uses large amounts of chemicals much of which ends up in and damages our ocean environment. ii) Run off has long been known as the cause of the disappearance of crayweed from our bays. This in turn has led to diminished biodiversity and an almost monoculture	3. a) Whilst Council plays an important role in keeping our beaches clean, we cannot do it alone. It requires action from everyone. Council has installed gross pollutant traps (GPTs) in many coastal locations to capture rubbish via the stormwater, and prevent it ending up on our beaches. These GPTs are regularly cleaned, especially after major rain events that can leave them full of rubbish, branches and other organic material. Council initiatives like "Beach Pollution Ends here" (https://www.endbeachpollution.sydney/), YouTube videos, advertising campaigns and endorsement of events such as Clean up Australia Day (https://www.cleanupaustraliaday.org.au/) are all targeted towards educating and encouraging positive steps that everybody can take to improve beach water quality. b) and d) The sewer system is managed by Sydney Water. As with all hydraulic systems, it is designed to allow overflow when the capacity of the system is exceeded. The current design of the sewer system is required to prevent surcharge into homes which is an undesirable health hazard. At this stage, we are not aware of any long-term plans for Sydney Water to redesign the overflow system. From previous discussions with Sydney Water, they have advised that they are routinely working to seal the sewer lines and therefore prevent ground water from entering the sewer. They advise that this program reduces the instances in which the systems overflow into the stormwater. c) Council's Environment Strategy includes a Strategic Approach to install 1 new GPT, each year, over 10 years. e) i) From a sports fields perspective the maintenance of our fields is carried out in alignment with best industry practise to maximise the use of these spaces. The chemicals that we use, including fertilisers and control chemicals, are used in conjunction with the safety data sheets and the applicable application rates.

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	<p>of sea urchins in some places (UNSW studies and others). Within our LGA council can control some run off and influence other entities responsible for this pollution. But why stop here? It's a Sydney wide problem. Why not Randwick take the initiative with likeminded LGAs?</p>	<p>ii) Randwick has been investing heavily in capturing, storing, treating and harvesting huge volumes of stormwater run-off across our City. More than 24 parks and playing fields now have treated irrigation systems which are not just providing alternative water sources for park purposes, but also treating the captured run-off before it re-enters our beaches and waterways. This is contributing to improved beach water quality. Many local Councils over many years have been coming to Randwick to find out how they can consider or install such treatment systems for their own catchments. Randwick also has invested substantially in Gross Pollutant Traps (GPTs) which capture litter run-off and organic material enabling its removal before it enters and pollutes our beaches and waterways.</p>
2 cont.	<p>4. Access to open spaces and sport</p> <p>Lack of access to open space has many negative well-being consequences. Sports fields are necessary for team sporting events – but result in open spaces being denied the general public in favour of a select group of paying users, and whilst the higher maintenance is effected.</p> <p>Demand for sports field use is high. Excess use causes wear tear and additional cost. Lower maintenance/higher use outcomes are found in synthetic surfaces.</p> <p>The installation of plastic/synthetic sports fields is not a long term solution. It is inconsistent with councils' and communities' ecological goals. Plastic sports fields break down distributing micro plastics into our water ways and ultimately our ocean and food chain.</p> <p>Council initiated pollution, even Invisible pollution must stop.</p>	<p>4. Council has installed synthetic sports fields to manage the high demand for sporting fields, including during wet weather. The Strategic Direction in our recently adopted Open Space and Recreation Strategy, acknowledges that there can be impacts from these facilities. It states that "Subject to quadruple bottom line assessment, provide additional multipurpose synthetic fields in appropriate locations to increase capacity of existing fields in high demand."</p>

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2 cont.	<p>5. Canopy cover</p> <p>a) Targeting 40% canopy cover from a current 14% is a great target but why stop there given the improvement to civic amenity green canopy provides - even acknowledging additional maintenance costs. RLGA has so much possible tree planting space. I am minded of Lee Kuan. Yew's 'Greening Singapore' vision which began the cities renaissance and evolution to a 'Garden City'. Singapore then was not rich but it was achievable and quickly improved lives for everyone.</p> <p>b) Perhaps the maintenance of plantings associated with new development approvals can be enforced. Too often a garden/open space is replaced with building or a concrete apron with plantings as part of the approval – only for these to die off after a short period of habitation. Could the plan look at allocating resources to ensure long term, not momentary compliance?</p>	<p>5. a) Council has an accelerated tree planting program underway for its streets and parks for the purpose of increasing urban canopy coverage into the future. Providing vast areas of tree planting in the Randwick LGA is challenging given the density of developed land and the fact that much of our green space is the responsibility of organisations like National Parks, various golf courses and Centennial Park. Despite these challenges Council remains committed to planting an increased rate of trees and other indigenous and native species to respond to Climate Change impacts, improve shading opportunities and increase biodiversity values and habitat for our native animals, birds, insects etc.</p> <p>b) Council is aware of the concern and have adopted measures in Council's latest DCP (i.e. K2K town centre) that requires ongoing maintenance arrangements of planting (i.e. roof top gardens and green walls) to be documented by a qualified landscape architect and incorporated into the development proposal to ensure long term compliance can be achieved. Similar controls will be considered in the new comprehensive DCP.</p>
2 cont.	<p>6. Housing and Heritage</p> <p>a) It is acknowledged that much of this is not within council control. Increasing density zonings generally result in the loss of the character of our LGA, even whilst specific heritage is listed. Council's work assessing and listing heritage items is to be encouraged.</p> <p>b) If LGA is directed to increase dwelling numbers then medium/high density building along transport corridors and on brown field sites (eg the Kensington to Kingsford and BAT site development are to be encouraged.</p>	<p>6. a) New developments that are well designed can integrate appropriately and sensitively with existing heritage character. Council places high priority on ensuring our heritage is protected and managed.</p> <p>b) Council's Housing Strategy sets the direction of housing growth in line with state government population forecasts and dwelling targets. Growth is planned and strategically located with consideration given to public transport accessibility, infrastructure provision, employment, services and amenity.</p>
2 cont.	<p>7. Integrated Transport</p> <p>a) I fully acknowledge that I use my car too much.</p> <p>i) I don't feel safe cycling via direct routes to where I want to access.</p> <p>ii) I don't believe others, namely the old and mothers with young children feel safe when cyclists 'share' pavements.</p> <p>iii) The bus services, even with the 'security' who board at Maroubra Junction in the evenings leaves much to be desired. Anti-social, abusive and threatening behaviour is not limited to evenings on the run south of Maroubra Junction.</p>	<p>7. One of the outcomes in the Community Strategic Plan is: A city with a transport network where sustainable transport options are the preferred choice for people.</p> <p>Council is committed to encouraging sustainable transport options (including walking, cycling and public transport), and the Integrated Transport Strategy includes a number of strategic approaches detailing how Council will be working towards achieving this outcome.</p> <p>Whilst Council does not deliver public transport, we continue to work with TfNSW to support safe and convenient transport outcomes throughout the LGA.</p>

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2 cont.	<p>8. Encouraging EVs is a bigger goal than just the RLGA. I feel that charging stations are a commercial activity, not for local government. More, better or free parking for EVs might encourage EV penetration and is within council's control.</p> <p>a) 30 Km cycleways is a good goal. More would be better. Please note: shared pedestrian/cycle paths do not work.</p>	<p>8. Encouraging electric vehicles is definitely a larger goal than just for each local Council. What our surveys have revealed is that individual decision-making around purchasing electric vehicles is made difficult not just because of the price, but also because of the 'charging anxiety' of electric vehicle users.</p> <p>Council is pursuing an increased placement of public electric vehicle charging stations to assist individuals make purchasing decisions about electric cars. When we do install electric vehicle charging stations, parking is free for electric vehicles while charging. We are also encouraging vehicles and charging stations alike by providing financial rebates for owners who can install charging stations in their home or strata block and we're looking at opportunities to install chargers on street poles in the future.</p> <p>Our next version of the Development Control Plan will look at other opportunities to influence increased take-up of electric vehicles.</p>
2 cont.	<p>9. Waste</p> <p>a) Diversion of waste from landfill, minimising rubbish. Randwick has come a long way and has good goals. FOGO is great. Continued education may overcome inbuilt inertia to improvement. I remain surprised at the ignorance of how to behave is still expressed by so many. Is there a carrot and stick approach which may yield even better outcomes? Rubbish to landfill is simple a temporal externalisation of the true cost. I am grateful that council acknowledge that waste incineration is not part of the solution.</p> <p>b) Litter: There remains too much litter and other non-biodegradeable rubbish in our parks, beaches, roads and pavements. The public waste-bin-team and street sweepers do a great job but more could be done. This requires most of all pro-active leadership; direction and resources. Yesterday's practices do not work for Randwick 2022-32.</p> <p>c) Too often the litter source is easily identifiable. Can we name and shame – or at least have council rep talk directly to the initial vendor, the source of the litter? It is better that there are too many rubbish bins to cope with peak period stress than too little. A litter free environment provides positive civic amenity. Council could be more proactive. This could mean allocating more resources for education and</p>	<p>9 a) There is no regulatory support for the imposition of penalties for contamination in recycling. Council will continue to raise community awareness of appropriate recycling behaviours and promote waste minimisation through ongoing education.</p> <p>b) The street cleaning program is part of our entire catchment management program. We have litter bins installed throughout our City including shopping centres, parks and coastal reserves. Our website contains a range of educational content as well as information about what Council is doing and how residents can help.</p> <ul style="list-style-type: none"> - water management, https://www.randwick.nsw.gov.au/environment-and-sustainability/what-were-doing/water-management - cleaning streets, footpaths and gutters http://www.randwick.nsw.gov.au/services/rubbish-and-recycling/keeping-our-city-clean/street-cleaning <p>c) Randwick City Council provides litter patrols throughout the Local Government Area and Council's Open Spaces staff collect litter prior to performing mowing and maintenance within parks and public areas. Road and Footpath sweepers in conjunction with cleaning and graffiti removal teams operate seven days per week.</p> <p>Council crews patrol and clean particular hotspots throughout Randwick City Council and we have dedicated teams that patrol and collect illegally dumped rubbish.</p>

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	<p>especially for enforcement with before and after publicity of enforcement activity (this doesn't have to be negative, I witness the marketing advice offered via council to food retailers to limit single use items). It should include a plan for the active clean up in places where wheeled vehicles cannot easily access? 'A truck can't get down there' is not an acceptable excuse for leaving a rubbish site associated with council supplied facilities. (Yes, it happens!). A once a year clean up Australia campaign isn't enough for the LGA given the amount of undeveloped land.</p>	<p>Council also has a team of dedicated education officers who focus on initiatives and programs aimed at raising awareness of these issues throughout the community. They proactively investigate and champion the introduction of new technology and processes aimed at the reduction of environmental pollution.</p> <p>In addition to the above, Council seeks to reduce illegal dumping by providing a wide range of services including free household collections for a variety of unwanted household goods, and a free recycling drop-off centre 6 days a week. Council also uses covert surveillance cameras at dumping hotspots, as well as signage and enforcement (using substantial fines and prosecution of offenders).</p> <p>Council in conjunction with the NSW Environmental Protection Agency (EPA) jointly fund Reduce Illegal Dumping (R.I.D.) Officers who investigate illegal dumping reports that are received from residents and via proactive patrols.</p>
2 cont.	<p>10. Improved Town Centres</p> <p>a) There is currently little that makes me want to remain in any centre in the LGA other than The Spot and perhaps Coogee/Maroubra beaches.</p> <p>b) 24 Hour Economy Randwick is a beaches and natural environment LGA. Being out after midnight usually means trouble for someone. Let's leave the late late night stuff mostly to the CBD or Newtown.</p>	<p>10. a) Council undertakes progressive town centre studies to guide future town centre improvements. These reviews take a place-based approach and consider the unique local character, issues and opportunities of each centre. Council continues to investigate opportunities to improve the public domain including seeking grant funding wherever possible.</p> <p>b) In 2019 Council developed a Night Time Economy Study which was brought about by the community asking for more late night options in Randwick City. Our 2021 Economic Development Study then explored what mix of diverse offerings could be facilitated by way of retail, cafes, restaurants and entertainment.</p> <p>The outcome of the 24 hour economy aims to offer both community and business the chance to open up in the evening to service a range of needs including retail, hospitality and entertainment. The intention is to look at ways we can activate our town centres and open spaces whilst also making our city more inclusive and safe at night. The outcome is in-line with the Sydney 24 hour Economy Strategy being implemented by the NSW Government. Any major changes would be subject to planning regulation and assessment.</p>
2 cont.	<p>11. Partnerships/local government collaborations</p> <p>Accessing our synergies without amalgamation is encouraged to yield the best results. We live in Randwick. Friends, family and amenity are found in adjacent communities. I would rather see joint action of likeminded LGAs than unilateral</p>	<p>11. Council plays an active role in collaborating with other councils, including SSROC councils, on environmental, social and economic projects and other partnership opportunities.</p>

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	activity. Examples like the Southern Sydney Regional Organisation of Councils (SSROC) renewable Power Purchase Agreement is noted and encouraged.	
2 cont.	<p>12. Conclusion</p> <p>I commend councillors and the people who deliver our services for their work, this report and aspiration to improve.</p> <p>I finish noting that we are Randwick City council. We are do not have State or Federal jurisdiction. We are constrained to act within the framework of State and Regional Plans. We should think global but can only act local. Laudable though some intentions are, we should not waste council time and energy with irrelevant statements signalling our virtue. At 'Inclusion-Diversity' we aim to: 'Recognise and respect the unique cultures, identities and interests of our community and welcome all'. However, when council makes statements on an oversea's country's National Independence date for example we risk alienating others. It attempting 'inclusion' we can alienate. History and nationhood is not an area for the untutored, let alone the ignorant.</p> <p>Change begins at home, let us continue the positive direction in Randwick – the place we know most about and the only area we can control.</p>	12. Grateful for the comment and noted
2 cont.	<p>PostScript:</p> <p>1. In recognition of the land upon which we live; at page 23, Inclusion: can I recommend a change to 'unceded.'</p> <p>2. Change begins at home. I commend the action in recent weekly emails to help businesses eliminate single use containers however today at the council owned Des Renford Centre I noticed yoghurt being sold in plastic cups with plastic lids and banana bread sold in plastic wrapping.....!</p>	<p>PostScript</p> <p>1. Thank you for identifying this spelling mistake. We picked it up in the Inclusive Randwick Strategy before it went to print and we will now correct in the CSP.</p> <p>2. The majority of DRLC's single-use plastic items and wraps are due to food safety requirements. DRLC no longer provides plastic utensils, having moved to wooden options over 2-years ago. DRLC is also negotiating with suppliers that have bio products, which the Centre will move to using as much as possible and where practical.</p>

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3	<p>The residents and police of Randwick LGA have spent the last two decades trying to create a 24 hour safe family friendly environment especially around the various beaches where people of all ages can stroll and enjoy the environment.</p> <p>This was needed because late trading of the pubs and anti social behaviour in Coogee in particular , had resulted in rapes, stabbings ,physical assaults and deaths. Other impacts include hooning, urinating on property and broken bottles - the streets of Coogee were unsafe in particular for women.</p> <p>Is the current General Manager consulting with police and health care workers in this drive to allow 24 hour trading? It is hard to believe police and health care workers would want this dangerous direction given how over stretched they are.</p> <p>There is no business case, no demand from the public (a staff member told me it was to service shift workers but could not tell me how many shift workers live in the LGA) accompanying this report.</p> <p>Over the weekend , Randwick residents had to endure hooning and a helicopter overhead due to a stabbing on Frenchmans Rd - this is because the area is becoming the new Kings Cross. We have made international news several times due to devastating raves and killings.</p> <p>How will a 24 hour economy improve businesses ? It will cost businesses more to remain open and pay award rates- we do know that gambling is most prolific from 1am so we can only assume, this move is to assist gambling revenues.</p> <p>We do know The Spot is extremely successful- why? It is safe and family friendly - it doesnt need a 24 hour trade</p> <p>If council was concerned with local businesses, then it would not have signed off on the CBD Light Rail which killed almost every business along the route.</p> <p>It is not the job of local council to drive a drinking and gambling environment. It should focus to its main jobs such as garbage collection the service of which has been steadily decreasing and rubbish strewn over streets and pavements.</p> <p>I strongly object to a 24 hour trading economy in the Randwick Local Government Area.</p>	<p>In 2019 Council developed a Night Time Economy Strategy which included consultation with the community. It was generated following a review of evening/night time offerings in Randwick and identified that there could be more on offer from the early evening into the night time. In the recent Economic Development Strategy, the approach being taken is to consider what mix of activities and opportunity can be offered in various parts of the city at various times to meet diverse needs.</p> <p>Our new Economic Development Strategy seeks, in the first instance, to assist our local businesses to recover following the challenges of the last two years. The outcome of the 24 hour economy then aims to offer both the community and businesses the chance to open up in the evening to service a range of retail, hospitality and entertainment needs through venues such as small bars, restaurants and retail premises, as well as through arts & cultural programs.</p> <p>The intention is to look at ways we can activate our town centres and open spaces whilst also making our city more inclusive and safer at night. The outcome in Council's strategy is in-line with the Sydney 24 hour Economy Strategy being implemented by the NSW Government.</p> <p>The approaches/actions listed in the Economic Development Strategy are aimed at local, small businesses and activation of areas to support community and small business owners and the arts and cultural sector. Any major changes would be subject to planning regulation and assessment.</p>

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4	<p>I am a new resident of Coogee who purchased a small property I live in close to the beach in April 2021. In the short time I have been here in spite of Covid I have enjoyed the amenities of the beach precinct and Coogee Bay Road (CBR). I like to shop, go out and eat locally. The tone of the area changes quite markedly on Fridays and over the weekends. 24 hour trading will further change the area and is not necessary. I find the beach promenade, CBR and The Pavilion areas NO GO ZONES for three nights a week. I avoid them when friends or family come to visit as there are too many drunk and intoxicated people. This includes difficulty I have experienced while driving my car on Carr and Arden Streets after 9pm when heavily intoxicated people either attempt to cross or lie prone in groups (on two occasions) in the middle of major roads. Just how will businesses be improved with 24 hour trading? Is there a business case in train that makes the argument/s and weighs up the evidence? Does it find people want to go out, for example, at 2am to purchase food, groceries or alcohol in large enough numbers to warrant businesses remaining open? Have local police, ambulance, young families or health care workers been consulted about the proposed development? Australia and young people in our society more broadly have unhealthy drinking cultures that lead to negative impacts on serious crime, assault, poverty, gambling, street pollution and the wellbeing of much younger children. The Foundation for Alcohol Research and Education (FARE) in a major study found one-third of Australians have been affected by alcohol-related violence (2020). It is not the role of local council to add to already serious cultural and societal problems. I object strongly to any move by the Randwick LGA to move to a 24 hour trading economy.</p>	<p>Our new Economic Development Strategy seeks, in the first instance, to assist our local businesses to recover following the challenges of the last two years. The outcome of the 24 hour economy then aims to offer both the community and businesses the chance to open up in the evening to service a range of retail, hospitality and entertainment needs through venues such as small bars, restaurants and retail premises, as well as through arts & cultural programs.</p> <p>The intention is to look at ways we can activate our town centres and open spaces whilst also making our city more inclusive and safer at night. The outcome in Council's strategy is in-line with the Sydney 24 hour Economy Strategy being implemented by the NSW Government. Any major changes would be subject to planning regulation and assessment.</p>
5	<p>Some comments on the CSP, as follows:</p> <p>1. I support the following strategies / actions / measurements in particular:</p> <ul style="list-style-type: none"> • Increase the active transport mode share to 35% by 2031, from a 2018/19 baseline of 26%. • Kilometres of new cycle way constructed <p>2. I'd like to suggest a change to this measurement:</p> <ul style="list-style-type: none"> • Number of new dwellings constructed - rather than 'constructed' it should more correctly state 'approved'. Council only controls the approvals, not construction. For example, some approved dwellings do not get constructed and Council has no control over the end result. <p>3. I'd like to raise a concern and suggestion. It is clear to me that most members of the community are against 'overdevelopment' and inappropriate hi-rise</p>	<p>1. Thank you for your comment</p> <p>2. It is agreed that reference to 'approved dwellings' rather than 'constructed dwellings' reflects Council's role in the development process, however, for the purposes of measuring actual housing supply, the number of dwellings constructed (based on Sydney Water connections) is appropriate and consistent with Department of Planning and Environment targets. The targets in the CSP are not limited to the work that Council can do alone, rather they reflect the Community's needs and aspirations.</p> <p>3. The CSP is not designed to replace the LSPS, rather they work together. The LSPS goes into more depth with regard to planning priorities, including managing liveability by strategically locating housing growth close to transport, services and facilities (Planning Priority 1). The CSP captures this same priority under the Outcome of 'A City with Sustainable Housing Growth'</p>

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	<p>development. From my point of view I support hi-rise development (more correctly mid-rise in the context of the Randwick LGA) in the right places such as around major transport hubs and shopping strips. I understand that the general community sentiment against overdevelopment is this more dense form of development being located in the wrong places - such as proposals to exceed controls in Little Bay or Coogee Beach.</p> <p>Despite this issue being one of the major concerns there is no strategy or action that addresses this issue. Some skirt around it, but none speak directly to it. I would suggest a new strategy or action to meet this community concern along the following lines:</p> <ul style="list-style-type: none"> • Planning Proposals to increase housing density will only be supported where they align with Council's strategic plans including the LSPS, Housing Strategy, Local Character Statements, etc. • New housing growth opportunities will align with Council's strategic plans including the LSPS, Housing Strategy, Local Character Statements, etc. 	<p>With regard to the preparation and consideration of planning proposals, section 3.33 (2)(c) of the EP&A Act includes a requirement for planning proposal to include justification including that the proposal will give effect to the LSPS. The LEP making guidelines provide further requirements and guidance on alignment with Council's strategic plans.</p>
6	<p>I'm writing to express my opposition to allowing 24-hour trade in Randwick LGA. As a resident and ratepayer, I know that the qualities which make our area so distinctly attractive are its natural beauty, conduciveness to an active lifestyle, and family-friendliness. Public health and safety are major factors in allowing for the latter two and there is no doubt in my mind that this is greatly due to the limits in trading hours which are now set in our LGA.</p> <p>While allowing businesses to trade overnight may benefit a scant few sole traders and workers, we must consider the drug and alcohol consumption, uncontrolled behaviour, and crowds that inevitably accompany it. The reason the CBD and Kings Cross are appropriate for this type of trade is their proximity to St Vincent's Hospital, which has the capacity to serve the unlucky victims of alcohol poisoning, drug overdose, and King Punches after night on the town. While I was not a great fan of the Baird-era Lockdowns, one cannot deny the massive decline in nighttime injuries that accompanied them.</p> <p>And please consider the obvious result of having throngs of inebriated partygoers (some who will likely be high school-aged with fake IDs) within walking distance of sheer cliffs and potential nighttime shore dumps- aspects of our locality which are barely safe when people are sober. With my children in their early teens now beginning to show interest in adult-style recreation, I honestly would prefer the</p>	<p>Our new Economic Development Strategy seeks, in the first instance, to assist our local businesses to recover following the challenges of the last two years. The outcome of the 24 hour economy then aims to offer both the community and businesses the chance to open up in the evening to service a range of retail, hospitality and entertainment needs through venues such as small bars, restaurants and retail premises, as well as through arts & cultural programs.</p> <p>The intention is to look at ways we can activate our town centres and open spaces whilst also making our city more inclusive and safer at night. The outcome in Council's strategy is in-line with the Sydney 24 hour Economy Strategy being implemented by the NSW Government. Any major changes would be subject to planning regulation and assessment.</p>

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	<p>temptations of drunken revelry and sleezy hookups to be less accessible to them rather than in my own backyard.</p> <p>Instead of allowing for 24-hour trade in our healthy sanctuary-like suburbs, why not consider working with Transport NSW to increase the frequency of nighttime buses so that people may more easily and affordably travel to and from the city at night for work and recreation? Please also consider adding throughout the year a few more special local events which can stretch later into the night (perhaps to 11PM) in order to offer locals something to look forward to and for economic stimulus. These could be neighbourhood street fairs, noodle markets, holiday and ethnic celebrations, and even art and performance events. The possibilities are endless, and do not need to involve a 24-hour economy. I hope you will consider my opinion. The value of safety and a healthy lifestyle in our LGA cannot be overstated. Thank you for your time.</p>	
7	<p>I would like to strenuously object to any consideration of 24 hour trading in Randwick Lga particularly in Coogee, this would be of no benefit to ratepayers or non ratepayers.</p> <p>This would only impact locals in a negative way.</p> <p>The only ones to benefit would be the gambling and liquor industry, as if we need to contribute to that.</p> <p>As a long time local I've seen too many alcohol related incidents, I hope you don't give approval for any longer trading hours than we already have.</p>	<p>Our new Economic Development Strategy seeks, in the first instance, to assist our local businesses to recover following the challenges of the last two years. The outcome of the 24 hour economy then aims to offer both the community and businesses the chance to open in the evening to service a range of retail, hospitality and entertainment needs through venues such as small bars, restaurants and retail premises, as well as through arts & cultural programs.</p> <p>The intention is to look at ways we can activate our town centres and open spaces whilst also making our city more inclusive and safer at night. The outcome in Council's strategy is in-line with the Sydney 24 hour Economy Strategy being implemented by the NSW Government. Any major changes would be subject to planning regulation and assessment.</p>
8	<p>Preference for shopping in the local neighbourhood (2021):</p> <p>89 % stated preference for shopping in their local neighbourhood, which highlights the lack of full-size supermarkets/greengrocers/small-goods enterprises in Kingsford & Kensington. Also addressed in my Draft Economic Development Strategy Submission (lodged 25/03/2022) the lack of basic necessities must be addressed. K&K town centres are targeted for high density with a radically increased population, plus the Randwick Comprehensive Strategic Plan proposed for Kingsford will drastically add to demand for basic necessities and services.</p> <p><i>Suggestion:</i></p> <p>Promote the need and wish for shopping locally to potential developers.</p>	<p>Our planning controls are continually updated to ensure there is flexibility to encourage a diversity of retail options in our town centres to meet the needs of our community. In addition, there are approaches/actions listed in the Economic Development Strategy aimed at activating town centres and encouraging our community to shop locally.</p>

No.	Submission	Council response
8 cont.	<p>A city with diverse and affordable housing that responds to local needs:</p> <p>The creation of new categories of housing under the new SEPP will do nothing to increase affordability. 'Co-living housing' merely replaces the Boarding Houses SEPP-ARH. There is no rental cap, hence unaffordable for low up to medium income earners. Further, this model with shared facilities does not provide a decent longer term accommodation for adults.</p> <p>Similarly, 'Build-To-Rent housing' is based on shared facilities and only guarantees a percentage allocated to affordable housing for a limited number of years (10-15), after which market rents can be charged or building used for other purposes, e.g. commercial building. Local building standards do not apply.</p> <p>The 'Short-Term-Rental' proposed in the "Regional Community Infrastructure Bill" is an investors delight. It will further erode the supply of rental accommodation and drive up property prices and rents. The affordable housing levy on new developments is a drop in the ocean to tackle housing.</p> <p>Further, all but one DA for the K&K town centres in 2020-2021 were for student accommodation or boarding houses (now Co-living). Hence, the meagre requirement of 20% for apartments in the DCP has not even been met.</p> <p><i>Suggestion:</i></p> <ul style="list-style-type: none"> • Review the imbalance of housing developments and seek venues to promote decent housing for all, not band-aid solutions like adults sharing accommodation and facilities purely on the grounds that they cannot afford anything else. • Align with other Councils to make a change for greater equity. 	<p>Whilst Council has statutory power to intervene in the local housing market to seek affordable housing supply or developer contributions through our Local Environmental Plan, greater impacts can be made at the State and Federal Government levels through a range of financial and policy initiatives. This includes support for Community Housing Providers to develop and manage affordable housing stock.</p> <p>Council has been active in seeking changes to state policies to ensure affordable housing is a key consideration when sites are redeveloped e.g. recent changes to the Affordable Rental Housing SEPP.</p>
9	<p>Cancer Council NSW is committed to reducing the impact of cancer on individuals and the community. We are community funded and community focused. We believe health is central to urban planning that can create environments that promote cancer-smart behaviours and reduce exposure to known cancer risks such as solar ultraviolet (UV) radiation.</p> <p>This submission outlines the importance of the role of built and natural shade in helping to protect the community from over-exposure to UV radiation, and makes specific suggestions for inclusion of shade and UV radiation issues in Council's draft CSP.</p>	<p>Thank you for your comment on our draft CSP.</p> <p>Our informing strategies and CSP outline principles for our open space and recreational facilities to be safe and healthy for everyone. Provision of shade is an important factor that we incorporate into our design of public infrastructure. New playgrounds are built with shade sails unless there is adequate shade from existing trees. We have recently installed shade structures over spectator areas and are planning to install a shade structure over netball courts. We are also accelerated our tree planting program with a key focus on our parks and areas surrounding our sports fields.</p>

No.	Submission	Council response
	<p>Cancer Council NSW works closely with key stakeholders to reduce the incidence of skin cancer by improving access to adequate shade in NSW. Cancer Council NSW is a key partner in the implementation of the NSW Skin Cancer Prevention Strategy (2017) which defines a comprehensive approach to reducing overexposure to UV radiation and ultimately the incidence of skin cancer in NSW. The Strategy is a multidisciplinary initiative lead by the Cancer Institute NSW which is an agency of NSW Health.</p> <p>Skin cancer in Australia and in your local government area Australia has the highest levels of UV radiation and the highest incidence rates of skin cancer worldwide, where two out of every three people are likely to be diagnosed with skin cancer by the age of 70. UV radiation from the sun causes 95% of melanomas and 99% of non-melanoma skin cancers in Australia. This means skin cancer is highly preventable. In the Randwick LGA, the age-standardised incidence rate of melanoma between 2013 and 2017 was 48 per 100,000 population, which is of concern.</p> <p>The importance of shade in reducing the risk of skin cancer: Quality shade, which is defined as a well-designed and correctly positioned combination of natural and built shade, can reduce solar UV radiation exposure by up to 75%. This makes shade a critical component to reducing overall skin cancer risk. Shade availability and accessibility are key to shade use; it needs to be readily available across a range of outdoor spaces where children and adults live, work and play.</p> <p>Councils have a responsibility for a range of health promoting activities intended to benefit their communities. Facilitating sun protection through thoughtful planning and designing of effective shade forms part of these responsibilities.</p> <p>Prioritising natural shade for UV protection will also assist Council in achieving NSW Government urban heat management and healthy built environment priorities including:</p> <ul style="list-style-type: none"> • Achieving proposed tree canopy targets outlined in the draft NSW Urban Design Guide. • Premier's Priority of Greening Our City for Greater Sydney. • Your relevant District Plan's Planning Priority regarding fostering healthy communities. 	

No.	Submission	Council response
	<p>Further information on shade is available via Cancer Council NSW's website such as:</p> <ul style="list-style-type: none"> • The co-benefits of shade • Cancer Council NSW Guidelines to Shade • Cancer Institute NSW case studies of well-designed shade. <p>Response to your draft CSP: Cancer Council NSW would like to commend your Council on mentioning the importance of providing shade in your recent Local Strategic Planning Statement. Council's CSP also plays a key role in ensuring the practical planning and delivery of shade.</p> <p>Cancer Council NSW urges Council to add the following to your CSP:</p> <ul style="list-style-type: none"> • Ensure the value of shade for UV radiation protection and other co-benefits are fully recognised and acknowledge that there is currently a lack of quality shade in public spaces. This may have already been raised in the community engagement you undertook to develop the plan. • Recognise that quality shade is an asset that is critical to ensuring the health, comfort and well-being of your community. • The commitment to plan and budget properly in advance for built and natural shade in public spaces including playgrounds, parks, recreation and sporting facilities, active travel networks and town centres. 	
10	<p>The Cancer Institute NSW (the Institute) is committed to supporting Council to reduce skin cancer and improving access to adequate shade in the LGA.</p> <p>The Institute recognises that the CSP is the highest level of planning undertaken for your LGA, and is a shared community vision that will inform Council's projects and programs for the next 10 years.</p> <p>The Institute is concerned that shade is not mentioned in the CSP. It is suggested that the importance of built and natural shade is included in the Open Space and Recreation strategy area. This could be done by including a specific outcome and performance indicator relating to shade, and an accompanying objective being a target for shade cover in open space and recreation areas, in a similar manner to Council's stated target to increase tree canopy cover from its current 14% to 40% by 2040 (p41 – target for the Environment Strategy area).</p>	<p>Thank you for your comment on our draft CSP.</p> <p>Our Informing Strategies (including the Open Space and Recreation Strategy, Integrated Transport Strategy and Environment Strategy) include strategic directions that will increase the natural shade throughout Randwick City. The strategies set strategic directions to develop a green grid, that will be implemented through our delivery program. The Environment Strategy also includes a strategic direction to significantly increase our canopy cover which will lower temperatures of the urban environment by increasing the natural shade over public land. To achieve this objective, we have accelerated our tree planting program with a key focus on creating shade in parks and near our sports fields.</p> <p>Provision of shade is an important factor that we incorporate into our design of public infrastructure. New playgrounds are built with shade sails unless there is adequate shade</p>

No.	Submission	Council response
	<p>It is also suggested that the CSP should particularly recognise the UV hazard experienced through most of the year at the City's beaches, often in the extreme range. Council should strive to provide more well-designed shade close to these beach areas, to help give residents and visitors better choices in protection against over-exposure to UV radiation. This is particularly important as the City's beaches are some of the most recognised and popular in Australia, and experience high visitation. Council could become a leader in sun protection infrastructure and sun protection messaging.</p> <p>In the Integrated Transport Strategy area, it would be helpful to reword the following outcome: <i>A city with a transport network where sustainable, comfortable and accessible transport options are the preferred choice for people. (Note that the provision of shade at public transport stops is part of achieving this comfort)</i></p> <p>To support this suggestion, Council may like to consider the following evidence:</p> <ol style="list-style-type: none"> 1. The Institute is aware that the provision of shade to public spaces has consistently been a concern of the community over many years. For example, analysis in 2018 5 found that: <ul style="list-style-type: none"> • around 41% of the NSW adult population always or often sought shade when they were out in the sun for more than 15 minutes between 11am and 3pm, although • 35% of the population were not able to easily find shade in sporting areas; and • people use shade when it is provided. 2. In recent Cancer Institute NSW research regarding benchmarking shade in NSW playgrounds (as yet unpublished), feedback from stakeholders indicated shade in community-based playgrounds to be extremely important, with specific feedback being: <ul style="list-style-type: none"> • a desire for built shade to be used while waiting for immature trees to grow, and • a desire to improve planning and design of playgrounds to match seasonal and regional variations with preference for some winter sun, and shade in summer to reduce heat. <p>The Institute suggests that Council, the CSP and forthcoming DP recognises that well-designed built and natural shade:</p> <ul style="list-style-type: none"> • is an asset that is critical to ensuring the health, comfort and well-being of your 	<p>from existing trees. We have recently installed shade structures over spectator areas and are planning to install a shade structure over netball courts in the upcoming draft capital works budget.</p> <p>Many of our bus stops include shelters which provide shade and many of our other bus stops have shade from the street trees. We are continuing to upgrade our bus stops in line with the Integrated Transport Strategy to improve public transport.</p> <p>In relation to shade at our beaches, the current practice is for the public to provide their own shade structures for the sand. Our reserves behind the beach provide shade from trees within the reserve. We also have an information kiosk at Coogee Beach that provides real time information on UV levels and advice on required sun protection. A similar kiosk is planned for installation at Maroubra Beach. We note the suggestion of sun protection messaging which has been passed onto our Communications team for consideration in stories about our beaches.</p>

No.	Submission	Council response
	<p>community, and has many benefits.</p> <ul style="list-style-type: none"> • should be provided in all public spaces including playgrounds, parks, recreation and sporting facilities, key footpaths and cycleways, town centres, adjacent to community buildings, within parking areas and at public transport approaches and waiting spaces including bus stops and train stations. • is a natural hazard akin to heatwaves, floods and bushfires. As an explanation - overexposure to solar UV radiation is a meteorological hazard caused by the interaction of the sun, ozone and other natural processes. As explained earlier, this hazard is present in the region at levels high enough to damage unprotected skin for at least 10 months of the year. As such, UV radiation could be recognised as a natural hazard in the CSP. • needs dedicated planning and budgeting. In this respect, the Institute recommends that the planning and construction of well-designed built and natural shade is recognised in Council's forthcoming Delivery Program (DP) – please also consider this letter as a submission to the draft DP. <p>To support our above suggestions, we note that the Randwick Local Strategic Planning Statement now contains a specific action in relation to shade provision, added at our suggestion:</p> <p><i>7.3 Ensure well designed and appropriately located (built and natural) shade be provided at public transport interchanges, in the planning of town and neighbourhood centres, along foreshores and at key outdoor recreation areas - ongoing</i></p> <p>Hence, it is appropriate that shade is likewise recognised in the CSP.</p> <p>(refer to D04526396 for full submission including additional support information)</p>	

Table B: Comments received through YourSay

No.	CSP Page	CSP Section	CSP Quote/content	Comment	Council Response
1	cover	General	N/A	<p>I feel we need to have a stimulus injection into our community / economy.</p> <p>1) Re zone land especially land that is in excess of 800 m2 for affordable housing. This would go a long way to house people that cannot afford to buy in the current market conditions.</p> <p>2) Assist shop owners in Rates for 18 month.</p> <p>3) Assist Tenants that are struggling due to Covid and Floods and heavy rain in outdoor seating and other Council charges 18 month.</p>	<p>Over the past 12 months, the Council has invested approximately \$48.6M in capital works, boosting our local community and assisting in the creation of Jobs. In addition to this, the Council has invested around \$3M into initiatives that have been focused on local businesses through our Economic Development and Placemaking team which have the objective of supporting growth through subsidies and business development. The Council will continually monitor the economic environment and consult to ensure that we continue to support building a Resilient Randwick community.</p> <p>1) Council has long recognised the need for the provision and retention of affordable housing for lower income earners, including essential workers in our area. Council's recent Housing Strategy contains an affordable and social housing target of 10% (of all dwellings) by 2036. This will be primarily achieved through the local planning framework that requires a rental housing contribution on sites undergoing zoning changes where new residential floorspace is proposed.</p> <p>2) Council offers flexible payment arrangements for all ratepayers and has provided interest free options in response to the pandemic from March 2020 through to the end of June 2022. Council will continue to monitor the situation and offer assistance to ratepayers in accordance with the Debt Recovery and Financial Hardship Policy.</p> <p>3) On 27 July 2021, Council waived a range of fees and charges including the waiver of outdoor dining and footpath fees, DA fees for small business, and rental rebates for Council tenants. This waiver has been extended on two separate occasions to the end of June 2022 with a review to be undertaken at that time.</p>

No.	CSP Page	CSP Section	CSP Quote/content	Comment	Council Response
2	cover	General	N/A	Yarra Bay beach - It'll be good to have an outdoor shower and a playground, like there is at Frenchman's beach. The new toilet block are nice but many people are complaining about the Entrance being on the wrong side, it should have been facing the Park for security issues.	<p>There is an outdoor shower currently in procurement with the aim to complete installation prior to the end of this financial year.</p> <p>The request for a playground has been noted and has been added to our list of future upgrades to Bicentennial Park.</p> <p>The amenities at Bicentennial Park were recently upgraded. The plans utilised the existing structural components of the building and its configuration to reduce the scope of work and funds required. The entrances to amenities need to provide privacy for users of the amenities. This particular building is in an open space area with no concealment areas. The entrance faces the road which provides good surveillance.</p>
3	6	Executive Summary	A community more knowledgeable, proactive and responsive to climate change impacts; that restores and protects the biodiversity of ecosystems; and that protects and conserves our limited natural resources and our coastal and marine environment.	A important goal is the promotion of a circular economy and the minimisation of waste (e.g. setting up a textile recycling programme).	There is a specific strategic approach in the Environment Strategy around circular economy opportunities. We will be implementing this approach in conjunction with our ongoing work on minimising waste and reducing waste going to landfill across our City.
4	10	Part 1: About this plan	Images used in CSP	It appears that the pictures in the Community Strategic Report are almost entirely of men, with the exception of a couple of women in token 'family' pics and a small picture of a woman on a walking track. Only the men are depicted in strong roles. Women also work, save lives and play sport! I suggest you make changes to include more representative photos of women. Thanks :)	Thank you for your feedback. Council strives to ensure that overall our communications material is broadly representative of the diverse community that lives in Randwick City. This representation is achieved across all our material, rather than through a particular item. However, your feedback on the CSP is acknowledged and we will update the images to include more female representation.

No.	CSP Page	CSP Section	CSP Quote/content	Comment	Council Response
5	18	1.2 Community Engagement: 10 years from now	N/A	Complete coastal walk, especially sections from Little Bay to La Perouse and from Maroubra to Coogee.	<p>Council has a long term objective to complete the coastal walkway and has progressively constructed segments including the more recent western walking track at Malabar Headland National Park and at the NSW Golf Course. A large portion of the coastal walkway has been completed.</p> <p>The remaining sections are challenging and will require significant funding. Investigation of the Lurline Bay section has begun and the design and documentation of this segment in the draft 2022-23 Capital Works program.</p>
6	18	1.2 Community Engagement: 10 years from now	N/A	Less electric wires on the streets, they are often way too prominent. Let's bury them all under the ground like it's been done in modern urban areas.	<p>Overhead powerlines are owned and managed by Ausgrid. Previous enquiries with Ausgrid have revealed that there are no current plans to underground powerlines in established urban environments.</p> <p>Whilst third parties may fund the undergrounding of overhead powerlines, an analysis concluded that such a proposal is not feasible on a widespread basis. However, we have placed some overhead powerlines underground in town centres where it contributes to improved streetscape with new lights and poles.</p>
7	18	1.2 Community Engagement: 10 years from now	N/A	No high rise apartments in Randwick please. We don't want another Zetland around here!	<p>Council's vision for housing growth as outlined in the Randwick Housing Strategy aligns with objectives and housing targets set by the NSW Government and Greater Sydney Commission.</p> <p>Council's priorities are to ensure a balanced and sustainable growth in areas strategically located close to transport, employment and infrastructure. Importantly, new housing development will be planned to align with desired future character and to ensure design excellence criteria and sustainability principles are met.</p>
8	18	1.2 Community Engagement: 10 years from now	N/A	The Kingsford to Kensington K2K strip has been ruined by the light rail, so many premises empty, lack of vibrance in the community for shopping, cafes and restaurants. How can Council help to revitalise this area apart from more high rise buildings along Anzac Parade?	<p>Council's Economic Development Strategy includes an outcome that states 'Randwick City has diverse active places for businesses, including vibrant town and neighbourhood centres'.</p> <p>Kensington and Kingsford would likely be one of the prioritised areas that we could look at, working with Chambers, to activate shopfronts and look at what opportunities there are for revitalisation and to encourage more businesses in these areas and more people to shop there.</p>

No.	CSP Page	CSP Section	CSP Quote/content	Comment	Council Response
9	18	1.2 Community Engagement: 10 years from now	'Sustainable, family houses – not high rises. Duplexes that are not company title' – Kell, Malabar	Ensure a balanced view of new and renovated construction across the LGA that increases square footage within existing buildings with a considered approach to new development on currently green or open spaces.	Council's local plans, policies and strategies require new developments to demonstrate how they meet standards for high quality architecture, urban design, sustainability and onsite landscaping provision.
10	18	1.2 Community Engagement: 10 years from now	'Better transport, more cafes, good restaurants, bars.' – Karolina, Coogee	Lobby government to ensure connectivity of our public transport system that has been disseminated of late, taking an inclusive approach to consider the elderly, disabled and other users.	Agreed - We will continue to advocate for improved accessible public transport services.
11	23	1.4 Guiding Principles	Inclusion Recognition - Recognise our city is on unseeded Bidjigal and Gadigal land and acknowledge Aboriginal and Torres Strait Islander people.	"unceded" (not transferred by a legal process); not "unseeded" (not having seed sown in it)	Thank you for identifying this spelling mistake. We picked it up in the Inclusive Randwick Strategy before it went to print and we will now correct in the CSP.
12	34	2.1 Where are we now?	Integrated Transport 1,221 charging sessions across the Eastern Suburbs Public Electric Vehicle Charging Station Network in the Randwick LGA (2020-21)	There is a very low number of charging stations for electric vehicles in entire Randwick. I think this needs to be addressed sooner than in 10 years.	Randwick Council, in conjunction with its neighbouring Waverley and Woollahra Councils, installed the largest public electric vehicle charging network of any Council in the Sydney metropolitan area following 2 years of research, review, quotations and investigations. Randwick has added on to those charging stations and currently provides rebates for residents living in single and multi-unit dwellings to install their own EV charging station. We understand there are few or any Councils offering such rebates for their own local government areas. Our Integrated Transport Strategy has a target of 5 new EV charging stations across the City per year and we are preparing costings and plans for locations to continue this implementation.

No.	CSP Page	CSP Section	CSP Quote/content	Comment	Council Response
13	36	2.2 Where do we want to be in 10 years' and how will we get there?	Environment Outcomes <ol style="list-style-type: none"> 1. A city with diverse ecosystems that are restored and protected 2. A community more knowledgeable, proactive and responsive to climate change impacts 3. A city that protects and conserves our limited natural resources 4. Coastal and marine environments that are protected and conserved 	very vague	These outcomes come with measurable objectives which remove any vagueness in the description. The outcomes should also be read in conjunction with the performance indicators on page 40 and corresponding targets to better understand how we are aiming to achieve the relevant outcomes.
14	37	2.2 Where do we want to be in 10 years and how will we get there?	Environment Objectives <ol style="list-style-type: none"> 1. Increase by 60% the number of native and indigenous plantings across Randwick City by 2030 from a 2018 baseline. 2. Achieve a 60% reduction in greenhouse gas emissions (CO2-equivalent) across Randwick City by 2030 from a 2018 baseline, while acknowledging the significance and importance of aspiring to a 100% greenhouse gas emissions reduction target for the same timeframe. 3. Increase residential recycling to 70% across Randwick City and divert 75% waste from landfill by 2025, from a 2017 baseline. 4. Reduce the consumption of energy and water across Randwick City per capita by 30% by 2030, from a 2017 baseline 5. 100% of Randwick's beaches achieve a "Good" or "Very Good" result as monitored and reported in the NSW Government's Beachwatch waterquality program. 	Goals are too ambitious. Allow for natural / organic change rather than pushing numbers.	These objectives are straight from the adopted Environment Strategy and are what we are working towards with our community, our residents, our visitors, our schools, our businesses and other government agencies. We will still pursue 'organic' opportunities and recognise the need for flexibility, but these are also the targets we are aiming for, both for our community and our environment.

No.	CSP Page	CSP Section	CSP Quote/content	Comment	Council Response
			6. Ensure community satisfaction* of the coastal experience is retained above 80% in surveys conducted from 2020 onwards.		
15	36	2.2 Where do we want to be in 10 years and how will we get there?	Arts & Culture Outcome A creative and culturally rich city that is innovative, inclusive and recognised nationally	It is so vague.	The outcomes in the strategies are generally high level and broad, with the objectives and strategic approaches being more specific.
16	36	2.2 Where do we want to be in 10 years and how will we get there?	Arts & Culture Outcome A creative and culturally rich city that is innovative, inclusive and recognised nationally	Why national recognition. Our community does not need validation if we are doing the best for us.	We hope that the work we do will put us at a level whereby there is national recognition. This is achievable given the unique cultural identity of Randwick.
17	37	2.2 Where do we want to be in 10 years and how will we get there?	Arts & Culture Objectives Establish a strong cultural identity for the Randwick LGA by 2031 which is inclusive and founded on the contribution of First Nations people by 2031.	Why founded on? don't understand this. Our combined culture from so many backgrounds makes us the so unique. (Greeks and Italian for example)	Thank you for your comment. The final Arts and Cultural Strategy was updated to read "Establish a strong cultural identity for the Randwick LGA which is inclusive of our diverse communities and recognises the contribution of First Nations people by 2031." This updated wording has now been included in the Community Strategic Plan to reflect our diverse communities.
18	36	2.2 Where do we want to be in 10 years' and how will we get there?	Housing Outcome A city with sustainable housing growth	Increase housing - will affect environments.	Council is adopting a staged and balanced approach to housing growth to ensure new development is focussed in the right locations close to public transport nodes, shops and employment. This will strengthen and encourage neighbourhood vitality, liveability and walkability.
19	36	2.2 Where do we want to be in 10 years' and how will we get there?	Housing Outcome A city with excellent built form that recognises local character	What is local character? Maybe instead of thinking back - think forward. How can we shape a city to meet the needs for 2040.	Local character is the identity of a place that makes it distinctive from another place. In 2019, Council prepared draft local character statements for our city in consultation with the community. These will inform future planning controls for our updated comprehensive development control plan. Our character statements set expectations for desired future character that align with the strategic directions for an area.

No.	CSP Page	CSP Section	CSP Quote/content	Comment	Council Response
20	37	2.2 Where do we want to be in 10 years' and how will we get there?	Housing Objective Increase the percentage of all households that are either social or dedicated affordable housing to a minimum of 10% by 2040.	Again don't agree with the percentage. Ideally we would like nobody to be in social housing - everyone should be able to make an honest living and pay for rent/ mortgage. Understand that this is not possible, therefore measure this not by a percentage but other method.	<p>This objective sits under the outcome: A city with diverse and affordable housing that responds to local needs. Part of achieving this outcome involves the making social and affordable housing available to those in need. Therefore, the objective of increasing the % of households that are either social or dedicated affordable housing has been included.</p> <p>The minimum 10% target covers both social and affordable housing. To reach and exceed this target, Council will continue to implement affordable housing plans, which mandate affordable housing developer contributions, for areas undergoing zoning changes. Council will also advocate for high quality social and affordable housing outcomes in state government owned housing estates located within the LGA.</p> <p>Each year Council also reports on contributions income and the number of affordable housing dwellings available through Council's affordable housing scheme.</p>
21	37	2.2 Where do we want to be in 10 years' and how will we get there?	Housing Objective Provide 4,300 new dwellings in 2021-2026, with 40% located in and around town centres.	So more housing and higher density...around city centres - will loose the local character so against your Housing	<p>During 2019, Council prepared draft local character statements for our city in consultation with the community. These will inform future planning controls for our updated comprehensive development control plan.</p> <p>Our character statements set expectations for desired future character. These statements will strengthen our assessment of new proposals to ensure streetscape amenity, heritage values and other design considerations are suitable for the site.</p>
22	37	2.2 Where do we want to be in 10 years' and how will we get there?	Housing Objective 100% of development applications approved from 2025 onwards are consistent with the desired future character of the local area and consider design excellence.	What is the future character? This needs to be very clear - current I cannot see anything resembling a consistent character.	In 2019, Council prepared draft local character statements for our city in consultation with the community. These will inform future planning controls for our updated comprehensive development control plan. Our character statements set expectations for desired future character that align with the strategic directions for an area.

No.	CSP Page	CSP Section	CSP Quote/content	Comment	Council Response
23	36	2.2 Where do we want to be in 10 years' and how will we get there?	Integrated Transport Outcome A city with a transport network where sustainable transport options are the preferred choice for people	Sustainable transport? what is that electric trains? Gas powered buses. None are sustainable.	The most sustainable transport modes are walking, cycling and other forms of active transport. Therefore, as per the first objective under this outcome, we are seeking to increase the active transport mode share. When active transport is not the preferred choice, public transport or the use of electric vehicles is encouraged in preference to regular private vehicle use as the emissions per capita are lower.
24	37	2.2 Where do we want to be in 10 years' and how will we get there?	Integrated Transport Objective Achieve an ownership rate of over 5000 electric or hybrid vehicles by 2031.	No sensical - EV use currently more resources. Until technology improves this is not a good idea. 'Go woke go broke'. Better to have a good public transportation system. Minimize parking (especially with households with more vehicle than people). EV will come organically as tech improves and gets cheaper. Also where is Randwick going to get all the increased power from?????	There is an increasing interest and demand for electric vehicles as commuters and vehicle owners understand the trends being demonstrated by car-makers themselves and governments around the world. This ownership increase is not necessarily a measure that Council will be funding but, as with other levels of government, Council will be supporting the approach in conjunction with actions to encourage and facilitate residents to choose for themselves how they will get around, whether by vehicle, bicycle or walking.
25	38	2.2 Where do we want to be in 10 years' and how will we get there?	Economic Development Outcome A city that empowers businesses to start, grow and thrive through a collaborative business culture	This will t the key action. Not just any business but local independent small business.	Council will be working closely with the local business chambers and networks to support and work together with small businesses.
26	38	2.2 Where do we want to be in 10 years' and how will we get there?	Economic Development Outcome A city with a 24-hour economy including diverse night time activities and experiences	Not required - maybe a weekend night life but otherwise a waste of resources.	Our new Economic Development Strategy seeks, in the first instance, to assist our local businesses to recover following the challenges of the last two years. The outcome of the 24 hour economy then aims to offer both the community and businesses the chance to open up in the evening to service a range of retail, hospitality and entertainment needs through venues such as small bars, restaurants and retail premises, as well as through arts & cultural programs. The intention is to look at ways we can activate our town centres and open spaces whilst also making our city more inclusive and safer at night. The outcome in Council's strategy is in-line with the Sydney 24 hour Economy Strategy being implemented by the NSW Government. Any major changes would be subject to planning regulation and assessment.

No.	CSP Page	CSP Section	CSP Quote/content	Comment	Council Response
27	38	2.2 Where do we want to be in 10 years' and how will we get there?	Economic Development Outcome A city that attracts people from around Australia and the world to do business, work and visit	Yes our beaches are the key attraction - but no special action needed as state tourism will promote this anyway.	We are looking to work more closely with Destination NSW to attract visitors to Randwick City to support local businesses. This includes promoting some of our other lesser known tourist attractions and town centres.
28	39	2.2 Where do we want to be in 10 years' and how will we get there?	Economic Development Objectives Increase the number of businesses by 20% by 2032	Again businesses is to vague - with population growth business will come. Let's face it online ordering is the way it is going. So business must be the community specific, innovative and small scale.	The data over Covid did point to a rise in online purchases, however, small businesses are key to vibrant town centres and our community has also told us they would like to see vibrancy in local villages. To manage this, we need to aim for an increase in the number of businesses.
29	39	2.2 Where do we want to be in 10 years' and how will we get there?	Economic Development Objectives Increase Randwick City's visitor spend to 2.5% of NSW total visitor spend by 2032	I think this could be greatly increase as prices will go through the roof.	The metrics used to determine this percentage were based on existing data and we may find that it needs to be adjusted over time. The data on how quickly visitors will return is somewhat unknown at this stage. If we reach our target sooner than expected, we have the ability to adjust the metric.
30	40	2.3 How will we know we have arrived?	Environment Outcome A community more knowledgeable, proactive and responsive to climate change impacts	We need to plant many more trees in Randwick, including on nature strips, whether residents ask for these or not. We need to support repainting of roofs in light colours to address urban heat islands. The military housing, though not council responsibility, should also be repainted. Solar should be encouraged on all properties and supported with subsidies.	<p>We agree and measures in our Environment Strategy and actions underway include planting more trees.</p> <p>We are also offering rebates for residents to improve their energy and water efficiency which includes installing rooftop solar, batteries and even charging stations for electric vehicles in homes and units.</p> <p>We are considering improved ways to reduce heat island impacts on our community, but this hasn't progressed as quickly as our other responses to date.</p>

No.	CSP Page	CSP Section	CSP Quote/content	Comment	Council Response
31	42	2.3 How will we know we have arrived?	Integrated Transport Outcome A city with a parking system which caters to the needs of residents, freight delivery, visitors and workers	once again council has raised the issue of timed/paid parking. I live at Maroubra and in the last five years Randwick council has asked Maroubra residents feedback on timed/paid parking on 3 - 4 occasions. every single time the answer has been 'NO'. does this mean that we the residents at Maroubra will be ignored by council. the only party to benefit from paid/ timed parking is the council. ask anyone who lives in Bronte/Coogee etc. How many times do we, the residents at Maroubra, have to ask council to respect our wishes. even the suggestion of resident parking permits did not work.	<p>The outcome in the Community Strategic Plan that relates to parking states: <i>A city with a parking system which caters to the needs of residents, freight delivery, visitors and workers.</i></p> <p>This outcome is about improving the management of parking and ensuring that the needs of all users are met. Specific approaches that are working to achieve this outcome are detailed in our Integrated Transport Strategy.</p> <p>Our resident parking surveys are instigated following requests from community members. Generally, they are undertaken every four years, depending on community requests.</p>
32	42	2.3 How will we know we have arrived?	Integrated Transport Outcome A city with a parking system which caters to the needs of residents, freight delivery, visitors and workers	Remove parking from shopping thoroughfares - Belmore Rd (Randwick), Perouse and St Pauls Sts (The Spot) etc. so footpaths can be widened leaving bays for buses. Room for people, outdoor seating and eating, landscaping (moving trees from under awnings) and generally making it a more people friendly environment. If the poles were to be removed and the wires put underground there is an opportunity for more and taller trees thus increasing our tree cover. There is ample provision for parking in both shopping precincts.	<p>Council is currently completing the design documentation for a public plaza at Waratah Avenue between Belmore Road and Arthur Lane. This space will allow people to gather for passive and social recreation in a pleasant environment. We are also developing plans to underground powerlines and upgrade the streetscape at The Spot. Both projects include landscaping and tree planting. The projects were developed in consultation with the community and stakeholders. Previous proposals that resulted in the loss of car parking spaces from town centres were met with objection from local business owners.</p> <p>Please also note that a review of kerbside usage in each of our town centres (including Randwick and The Spot) is one of the specific strategic approaches in our Integrated Transport Study. This review will be used to inform appropriate space allocation.</p>

No.	CSP Page	CSP Section	CSP Quote/content	Comment	Council Response
33	42	2.3 How will we know we have arrived?	<p>Open Space and Recreation Outcome A community that is healthy and active</p> <p><i>Performance Indicator</i> Percentage of residents satisfied* with Council's parks</p>	You should make Heffron Park the next Centennial Park. That will require a lake, tree plantings, an improved cycle track and an on park food truck. Then connect this by great paths to East Gardens, Yarra Bay, Maroubra and Wentworth Avenue Cycleway. Entice the millions from Centennial.	<p>Following extensive community consultation, Council has recently adopted the 2021 Heffron Park Plan of Management (PoM). The PoM guides the development of Heffron Park by identifying existing and future uses. Whilst the aim is to accommodate a range of sporting facilities and general recreational needs for the community, the PoM recognises that Heffron Park is predominantly a regional sporting facility. As part of the development of the Heffron Park PoM, the park has been categorised into land uses including Natural Area - Bushland, Park, Sportsground and General Community Use.</p> <p>There has been a new area of 'Park' created in the centre of Heffron Park for passive recreation. We have also increased the area of land categorised as 'Natural Area' in the centre of the park and created a new 'Natural Area' at the southern end adjacent to Jersey Road. The masterplan accompanying the PoM proposes significant landscaping and tree planting as the park is developed. The actions outlined in the PoM include upgrade of the criterium track and a shared cycleway around the park for more casual riding.</p>
34	42	2.3 How will we know we have arrived?	<p>Open Space and Recreation Outcome A community that is healthy and active</p> <p><i>Performance Indicator</i> Percentage of residents satisfied* with Council's parks</p>	I would like to see the provision of basketball rings and table tennis set ups (like they have near Darling Harbour) in Council parks and recreation areas. These type of recreation facilities are much appreciated by teens and young adults.	Council has recently adopted the Open Space and Recreation Strategy that recognises the need for social sporting facilities including basketball courts, tennis wall, table tennis tables, chess tables, bocce etc. The strategic approaches outlined in the strategy seek to identify opportunities and develop options for implementation. Inclusion of social activities has also been considered in the development of public plazas.

No.	CSP Page	CSP Section	CSP Quote/content	Comment	Council Response
35	42	2.3 How will we know we have arrived?	<p>Open Space and Recreation</p> <p><i>Outcome</i> A community where everyone has the opportunity to participate in sport and recreation.</p> <p><i>Performance Indicator</i> Satisfaction with new open space and recreation facilities within 2 years of implementation</p>	Ensure no resident is unable to attend due to cost. Ensure the facility is a welcoming and accessible space for all groups within the community	<p>The Des Renford Leisure Centre is the only facility run by council requiring an entry fee. The entry fee is a modest fee to offset operational costs of this wonderful facility. Our other open space and recreational facilities including playgrounds, skate parks, outdoor gyms, coastal walkway, ocean pools and beaches are available for use by the community without fee.</p> <p>Our sport fields and courts are utilised by various sporting clubs. Clubs pay modest usage fees to offset maintenance and operational costs. A new multipurpose indoor recreational facility is being constructed as part of the Heffron Centre development. This facility will be run by an experienced private operator and will provide gymnastics and a range of indoor hardcourt sports such as basketball, badminton and volleyball.</p>

General Manager's Report No. GM5/22

Subject: Draft 2022-26 Delivery Program & 2022-23 Operational Plan

Executive Summary

- The draft 2022-26 Delivery Program and 2022-23 Operational Plan are presented in one integrated document.
- Our 2022-26 Delivery Program is a statement of commitment to the community from our newly elected council. The delivery program is required to detail what council intends to do to perform its functions in the 4-year period (2022-26) using the resources identified in the Resourcing Strategy.
- The Delivery Program outlines how Council will work towards delivering the outcomes of the 2022-2032 Community Strategic Plan (CSP), whilst still providing the ongoing services required by our community and complying with regulatory functions.
- Our 2022-23 Operational Plan is a 1-year plan that details the individual projects and actions that will be undertaken in the financial year to achieve the commitments made in the Delivery Program. It includes a detailed budget for the actions, our 2022-2023 Fees and Charges, and a Statement of Revenue Policy.
- Some of the many activities planned for 2022-23 are detailed below:
 - Completion of the new state of the art Heffron Centre
 - Planning and commencement of works to the Maroubra Surf Club
 - Delivery of new shade structures to the north-eastern netball courts in Heffron Park
 - Renewal of playgrounds at Alison Park, Randwick and Woomera Park, Little Bay
 - Delivery of The Spot streetscape upgrade works including undergrounding of powerlines, new planting and street furniture
 - Completion of the Meeks Street plaza including provision of a new community lawn
 - 5000 new native and indigenous plantings to improve the connectivity of key bushland areas.
 - 400 new trees to provide habitat, shade and heat reduction benefits.
 - Completion of the design for stormwater harvesting at Coogee.
 - 3 new public art installations.
 - Delivery of the Kingsford to Centennial Park cycle way (3km) in partnership with TfNSW.
 - 6.5 km of road resurfacing
 - 3 km of footpath upgrades
 - 40 new bicycle parking spaces.
 - 5 new publicly accessible EV charging stations.
 - Provision of a wayfinding strategy for the Coastal Walk
 - Feasibility study for a dedicated Council owned youth services facility
 - Implementation of a Buy Local, Shop Local marketing campaign
- The draft Budget for 2022-23 ensures a continued strong financial position, with a net operating result for the year, before grants and contributions for capital purposes of \$2.68M.
- The draft Budget for 2022-23 is balanced, with a modest \$398K surplus.
- To deliver infrastructure commitments and maintain the services expected by our community, the budget has been prepared based on a 2.5% increase in annual rating income. An application to IPART is required to confirm acceptance and seek approval for this increase.

Recommendation

That:

- a) the draft Randwick City Council 2022-26 Delivery Program and 2022-23 Operational Plan, including the 2022-23 Budget and associated Fees and Charges be endorsed for a period of public exhibition of not less than 28 days, from 28 April to 26 May 2021, inviting submissions from the public;
- b) to ensure the delivery of this program, Council apply for a permanent special variation under section 508(2) of the Act;
- c) Council has considered the impact of the 2.5% increase on ratepayers and the community in 2022-23 and future years, and considers it to be reasonable and will ensure continued high levels of community satisfaction with Council services;
- d) Notes that the 2.5% permanent increase will provide additional income of \$1.13M in the 2022/23 financial year and \$12.74M over a ten-year period. Following 2 years of increased cost and reduced revenue associated with the COVID pandemic, this increase will ensure Council is in a better position to deliver the commitments of the Our Community Our Future package of works and services while maintaining core services and asset renewals
- e) Council receives a report at the conclusion of the period of public exhibition, providing the outcomes of public exhibition for consideration; and
- f) the General Manager be authorised to make any minor changes if required.

Attachment/s:

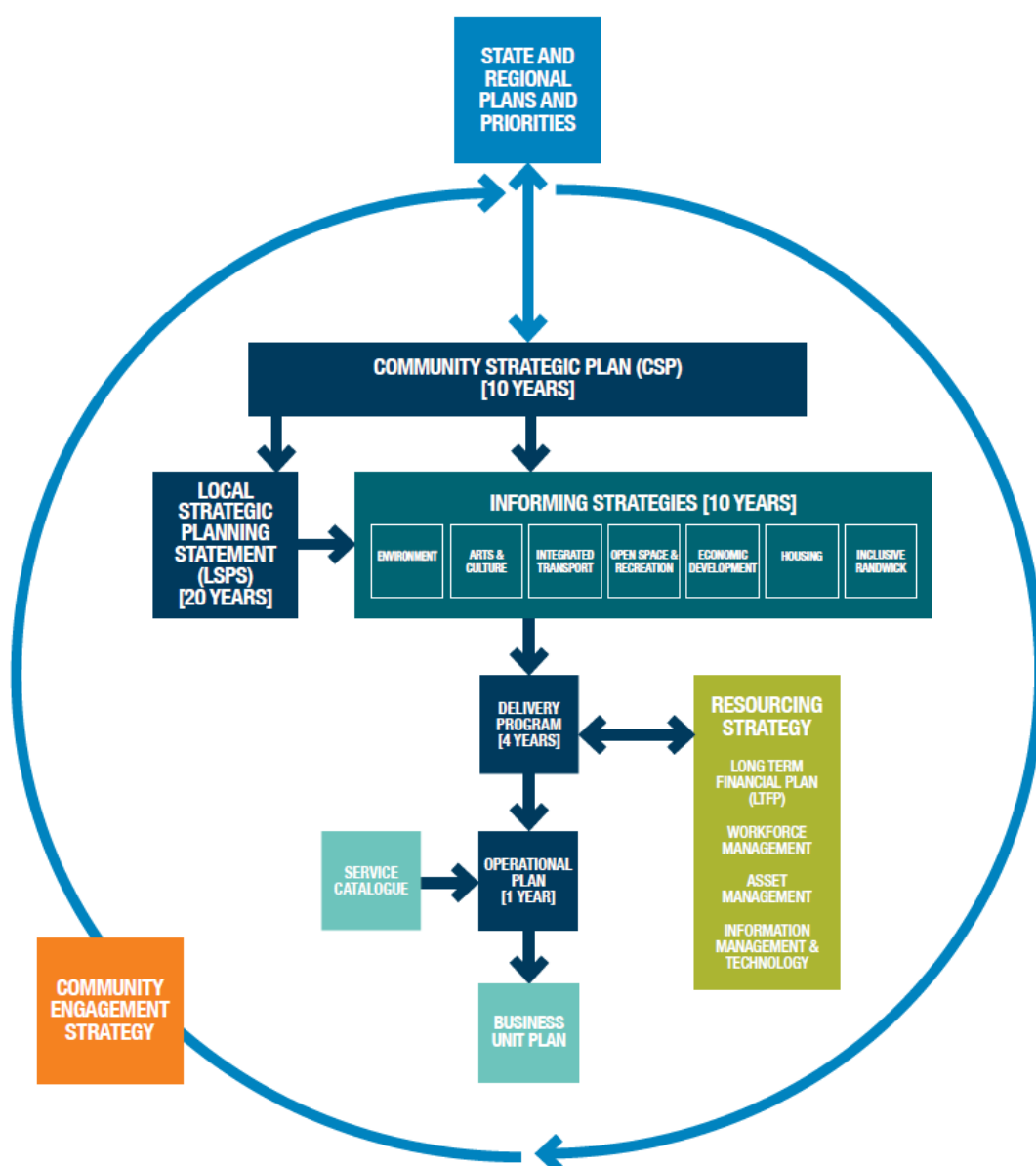
1. [Link to the Draft 2022-26 Delivery Program and 2022-23 Operational Plan & Budget](#)
2. [Link to the Draft 2022-23 Fees & Charges](#)

Purpose

The purpose of this report is to seek approval to exhibit the draft Randwick City Council 2022-26 Delivery Program and 2022-23 Operational Plan, which includes the 2022-23 Budget and associated Fees and Charges.

Discussion

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



The Community Strategic Plan (CSP) is our 10-year plan that sits at the top of Council's integrated planning and reporting framework. It incorporates state and regional planning priorities and sets the direction for all of Council's activities. Whilst Council prepared this plan, it belongs to the community (not Council) and involves us working together with a range of partners across the community, business and government to achieve the outcomes.

The delivery program and operational plan detail the specific actions that Council will take to work towards achieving the outcomes of this CSP. They also detail the actions required to deliver ongoing

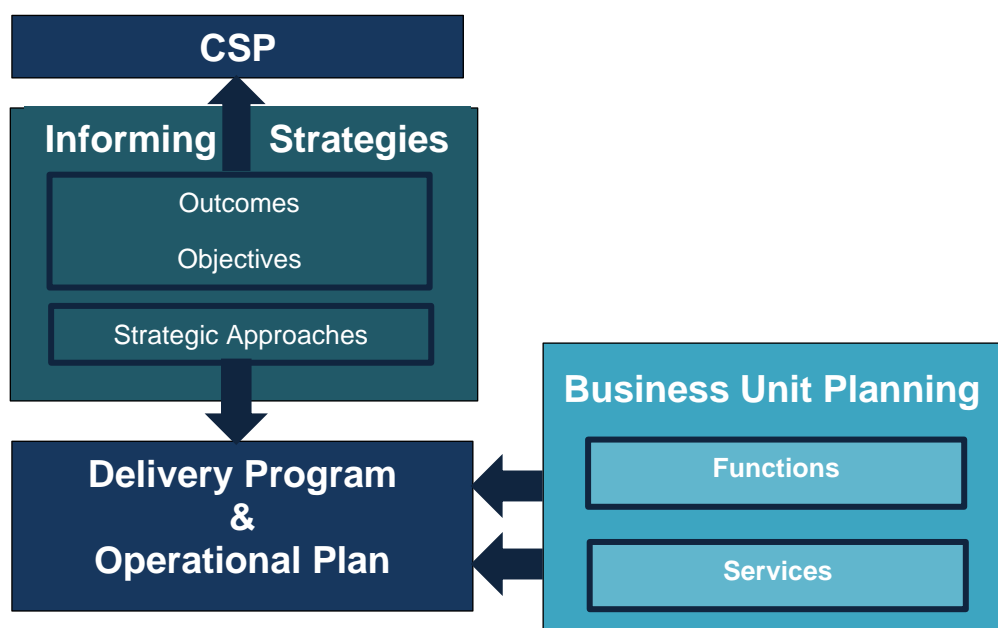
day-to-day services to our community; ensure compliance with regulatory requirements; and provide the internal support services that are needed to keep Council operating efficiently and effectively.

The development of the draft 2022-26 Delivery Program and 2022-23 Operational Plan

Over the past three years, Council has completed extensive research and consultation to develop seven informing strategies. Each strategy includes outcomes, objectives and strategic approaches for delivery.

Each of the 18 business units within Council have also prepared comprehensive business unit plans mapping out their functions, processes and activities; as well as service catalogues detailing the services they provide.

As detailed in the diagram below, this work has now been combined to create this one integrated plan that covers all the activities undertaken by Council to perform its functions. This includes delivering the outcomes of the CSP as well as providing ongoing services and regulatory functions.



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 this 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.

The structure of our draft 2022-26 Delivery Program and 2022-23 Operational Plan

Our Delivery Program and Operational Plan have been combined into this one integrated document that includes our 2022-26 Delivery Program and 2022-23 Operational Plan & Budget (attached).

The structure of the document is detailed below:

Part 1: About Randwick

This part provides background information about our City and our Council

Part 2: About this plan

This part explains the purpose and structure the Delivery Program and Operational Plan

Part 3: 2022-26 Delivery Program and 2022-23 Operational Plan Activities

This part includes our 2022-26 delivery program commitments and 2022-23 operational plan activities. They are split into two groups:

- Group A details how Council will work towards delivering the outcomes of the 2022-2032 Community Strategic Plan (CSP)
- Group B details how Council will provide the ongoing services required by our community and comply with regulatory obligations.

Part 4: Our Finances

This part includes key financial information including financial estimates for Council's budget position for the 4-year period (2022-2026) and a detailed budget for the actions to be taken in the 2022-23 financial year.

Part 5: 2022-23 Statement of Revenue Policy

This part provides Council's Statement of Revenue Policy as required under the Integrated Planning and Reporting Guidelines

Part 6: Other Statutory and Supporting Information

This part provides additional information on Council's operations. It includes information on financial assistance provided by Council, asset management, the Environmental Levy, the Our Community Our Future Program and Council activities that are of a commercial or business nature.

2022-26 Delivery Program and 2022-23 Operational Plan Activities

Some of the key activities planned for 2022-23 from each strategy area are detailed below:

Environment Strategy:

- Plant at least 5000 new native and indigenous plantings to improve the connectivity of key bushland areas.
- Plant a minimum of 400 trees to provide habitat, shade and heat reduction benefits
- Complete the design for stormwater harvesting at Coogee.
- Prepare design documentation for the Lurline Bay Coastal Walkway link.

Arts and Culture Strategy

- Consult with the community and create a cultural vision for the Randwick LGA.
- Update the Public Art Plan and provide three new public art installations.
- Develop and pilot a publicly accessible database of cultural activities (people and places) in the LGA.

Housing Strategy

- Finalise the new Comprehensive Randwick Local Environmental Plan (LEP).
- Undertake research to inform the development of the Maroubra Junction strategic centre strategy.
- Prepare, exhibit and adopt an updated Section 7.12 contribution plan.

Integrated Transport Strategy

- Partner with TfNSW in the delivery of the Kingsford to Centennial Park cycle way (3km).
- Design and construct traffic facilities to increase safety for people riding bikes or walking in 5 locations across the LGA.
- Provide 40 new bicycle parking spaces.
- Deliver 5 new publicly accessible EV charging stations.
- Develop and deliver a minimum of 4 programs targeting behaviour change to improve road safety.

Open Space and Recreation Strategy

- Prepare a wayfinding strategy for the Coastal Walk.

- Conduct a needs analysis for fenced off-leash dog facilities for suburbs with greater than 25% high density dwellings including South Coogee, Kensington and Kingsford.
- Identify suitable locations for 'play trails' to nearby playgrounds.
- Complete construction of additional splash and play facilities at the Des Renford Leisure Centre.

Inclusive Randwick

- Investigate an interactive 'what's on' website listing events and activities across the city.
- Prepare, exhibit and adopt a new Community Engagement Strategy.
- Conduct a feasibility study for a dedicated council owned youth services facility.
- Deliver at least two domestic violence awareness activities/campaigns.

Economic Development

- Design and implement a Buy Local, Shop Local marketing campaign in partnership with local networks and local businesses.
- Undertake research as part of the Comprehensive DCP review to investigate opportunities to support the night time economy and encourage a diverse mix of business and cultural activities.
- Identify and prepare 3 business cases for prioritised public space improvement or activation projects.

As part of our annual capital works program, 6.5 km of road resurfacing and 3 km of footpath upgrades are planned for 2022-23.

2022-26 Service Review Program

Our 2022-26 Delivery Program and 2022-23 Operational Plan also includes our 2022-26 Service Review Program. Through this program, we will be commencing a comprehensive review of Council services and engaging with the community and key stakeholders to develop agreed priorities and expected levels of service. The reviews will help ensure that we focus our resources where they are needed most.

Ten priority services have been identified for review in 2022-26

1. Development assessment
2. Parking patrols
3. Event management
4. Lifeguard services
5. Sports field management
6. Heritage assessments
7. Community hall management
8. Coastline waste and cleansing services
9. Tree assessments
10. Footway dining

The first 5 of these service reviews are scheduled to be completed in 2022-23.

2022-26 Financial Estimates

Our 2022-26 Financial Estimates recognise our current and future financial capacity to continue delivering high quality services, facilities and infrastructure to the community while undertaking initiatives that will contribute to achieving the outcomes and objectives of our Community Strategic Plan.

The estimates, which are underpinned by the 2022-23 Budget, are based upon a range of assumptions used to project future revenue and expenditure. The increasing demands for services, cost of materials and labour, together with the legislated cap in revenues generated from rates, has created a challenging financial environment for the Council.

Notwithstanding these challenges, our 2022-26 Financial Estimates are projected to deliver operating surpluses each year, meet all financial performance benchmarks and achieve our financial objectives.

Outcome/Direction	2022/23 Budget (\$000)s	2023/24 Budget (\$000)s	2024/25 Budget (\$000)s	2025/26 Budget (\$000)s
Total Operating Revenue	182,621	187,772	193,526	200,181
Total Operating Expenses	172,587	177,478	185,080	190,795
Operating Result - Surplus/(Deficit)	10,034	10,294	8,446	9,386
Operating Result before Capital Revenue	2,684	4,450	3,302	4,242

2022-23 Budget

The development of the Draft 2022-23 Budget has followed financial objectives

- Council must achieve a fully funded operating position ensuring that revenues are able to fund our operating expenditure, repayment of debt and depreciation
- Council maintains sufficient cash reserves to ensure that it can meet its short-term commitments
- Council has a fully funded capital program for both capital renewals and new capital works
- Council creates a positive financial legacy for future generations

We have undertaken a significant review of our income and expenditure for the coming year and have adjusted the budget to reflect the changes to our operations in a post pandemic environment.

The Independent Pricing and Regulatory Tribunal of NSW (IPART) rate pegging determination for 2022-23 has resulted in a rate peg of 0.7% for NSW Councils. In addition to the 0.7%, Randwick City Council has a population factor (growth) of 0.6%, resulting in a total allowable peg of 1.3% for the 2022/23 financial year. This is less than many of our anticipated costs increases and will compromise Council's ability to deliver the services and projects expected by our community. The Council will pursue a permanent 2.5% rate increase through IPART's streamlined special application process. Any drop in forecast revenue because of the rate peg would require the Council to reprioritise strategic activities and consider alternate revenue streams.

Our 2022-23 budget has reduced domestic waste charges from the previous 3.2% (2021-22) down to 2.2%. The 2.2% is required to allow for services to be continued at current service levels, enable relevant capital works and remedial activities to be funded.

Many of our user fees and charges are expected to recover to pre-pandemic levels. Business units such as the Des Renford Leisure Centre, will focus on a move towards a recovery in 2022-23 and considerable effort will undertaken to reduce any increased reliance on our rate base, however it is acknowledged that this will extend beyond 2022/23.

The 2022-23 annual budget has been set to ensure that all financial performance indicators exceed benchmarks prescribed by the Office of Local Government.

The Draft Income Statement for 2022-23 provides a net operating result for the year before grants and contributions for capital purposes of \$2.6M. When adjusted for non-cash items, reserve transfers, capital expenditure and loan funding, a balanced budget is presented showing a surplus of \$398,000.

The following tables outline the source and application of funds.

Table: Source of funds

Revenue type	Amount (\$000)s
Rates and annual charges	135,771
User fees and charges	20,555
Grants and contributions	14,600
Other revenues	6,212
Other income	4,012
Reserves	12,143
Interest	1,471
Special Contributions	14,752
Total	209,516

Table: Application of funds

Expenditure type	Amount (\$000)s
Employee costs	76,168
Materials and contracts	61,165
Net Capital Expenditure	63,042
Other Operating expenses	4,596
Loan Repayments	4,148
Total	209,118

Council continues to have a high reliance on own source revenue with an anticipated Own Source Operating Revenue Ratio of 92% and maintains a strong unrestricted current ratio of 2.39X compared to a benchmark of 1.5X.

2022-23 Capital Expenditure

The Draft 2022-23 Budget includes a \$65.6M proposed capital works program which is detailed within the Operational Plan.

Within the capital program are two projects that were originally included within the 2021-22 Operational Plan that require rescheduling to the 2022-23 financial year. These are listed below:

Buildings and Facilities	Amount (\$000)s
Heffron Centre	22,147
Administration Building Office Refurbishment	6,182
Total	28,329

Borrowings

External borrowings of \$33.5 million were drawn down in 2021-22 and will enable works to be completed for the betterment of Randwick City Council residents and the greater community. No further borrowings are proposed for 2022-23.

\$19 million will part fund the Heffron Centre's Community Indoor multi-purpose facility and gymnastics facility.

The other \$14.5M will be used for Council's Capital works projects and will help ensure facility upgrades such as Blenheim House, Malabar Pool, Coral Sea Park, and multiple playgrounds.

Statement of Revenue Policy

Rating structure

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

Permissible increases in rating revenue are determined by IPART through two distinct processes, including industry standard rate peg and council specific special variation. The rate cap is based on the change in Local Government Cost Index (LGCI) and consideration of a productivity factor. Following a review, IPART introduced a population factor to better cover the costs of population growth from 2022-23. IPART has determined that the general income from rates in 2022-23 for Randwick may increase by an amount of 1.3%.

Adoption of this capped rate increase of 1.3% would compromise Council's ability to deliver the services and projects expected by our community.

Therefore Council will pursue a permanent 2.5% rate increase through IPART's streamlined special application process.

Domestic Waste Management Charge

Under section 496 of the *Local Government Act 1993*, Council must make and levy an annual charge for providing domestic waste management services. Under section 504 of the Act, income from the charge must not exceed the reasonable cost to the Council of providing those services.

The domestic waste management charge is proposed to increase by 2.2% from \$624.10 to \$637.80 for each residential service in 2022-23. This modest increase funds domestic waste collection services, including general waste, recycling, FOGO and household clean-up, the ongoing operations of the Perry St Recycling Centre, and the continuation of Council's contaminated site remediation program.

Statement of Revenue Policy – Fees and Charges

The draft 2022-23 Fees and Charges have been developed in accordance with Council's Pricing Policy. Fees and Charges are developed for user specific services and ensure that where possible, Council can recover the cost of service delivery.

Many fees and charges levied by Council are subject to statutory limits. For those that are not set by legislation, a review process is undertaken each year which considers market comparisons and service costs, including cost indexing.

Cost recovery is not applicable to some services that are considered to offer wider public good charged at partial or minimal cost recovery.

The draft 2022-23 Fees and Charges is attached for your consideration. Following exhibition and upon adoption, the fees and charges will commence 1 July 2022.

Stormwater Management Service Charge

The Stormwater Management Service Charge was introduced in the 2008-09 financial year to establish a sustainable funding source for providing improved stormwater management across Randwick City. The maximum amounts chargeable are prescribed in clause 125AA of the Local Government (General) Regulation 2005. The amount varies depending on the type of property and/or property owner.

Consultation

Council's draft 2022-26 Delivery Program and 2022-23 Operational Plan has been developed using the strategic approaches from the seven informing strategies as key delivery program commitments. These strategies were created and adopted following extensive research and community consultation.

This draft 2022-26 Delivery Program and 2022-23 Operational Plan and Budget is now required to be publicly exhibited for a period of at least 28 days.

The draft documents will be on display via Council's website, and the community will be able to provide feedback in the following ways:

- Online through Council's Your Say
- By email
- By mail

The public exhibition period will be advertised through a range of print and digital channels including:

- Council's website
- Social Media
- Council newsletters

All submissions will then be considered before the 2022-26 Delivery Program and 2022-23 Operational Plan and Budget are presented to Council for adoption in June 2022.

Council regularly meets with local precinct groups and towards the end of 2021 and in early 2022, five of the City's precinct committees put forward their annual requests for consideration. These requests were forwarded to the relevant Managers prior to finalisation of the draft budget.

Strategic alignment

The relationship with the City Plan is as follows:

Outcome/Direction	Delivery Program actions
Outcome	1. Leadership in sustainability
Direction	1a. Council has a long-term vision based on sustainability.

Resourcing Strategy implications

The draft Delivery Program should be read in conjunction with the draft Resourcing Strategy that is also being presented at the April 2022 Council meeting and the Community Strategic Plan (CSP).

The draft Budget for 2022-23 is balanced and sustainable, with a budget surplus of \$398,000.

With the COVID-19 pandemic continuing throughout the world, there still exists an element of uncertainty and a level of financial sensitivity. The draft budget has been developed based on the best information available and well considered assumptions at the time of preparation. It is expected these assumptions will change over time and Council is positioned to proactively monitor and respond to these movements.

Policy and legislative requirements

Section 404 of the Local Government Act requires council to have a delivery program detailing 'the principal activities to be undertaken by the council to perform its functions (including implementing the strategies set out in the community strategic plan) within the resources available under the resourcing strategy'.

Section 405 of the Local Government Act requires Council to have an Operational Plan 'adopted before the beginning of each year that details the activities to be engaged in by the council during the year as part of the delivery program covering that year'

The draft 2022-26 Delivery Program and 2022-23 Operational Plan has been prepared in accordance with section 404 and 405 of the Local Government Act 1993 and associated IP&R Guidelines.

Conclusion

To reduce duplication and increase transparency in how Council's day-to-day activities are linked with the long-term strategic plans, our draft 2022-26 Delivery Program and 2022-23 Operational Plan have been combined into one integrated document.

Our draft 2022-26 Delivery Program is a statement of commitment to the community from our newly elected council. It details what council intends to do to perform all its functions in the 4-year period using the resources identified in the Resourcing Strategy. This includes how Council will work towards delivering the outcomes of the 2022-2032 Community Strategic Plan, whilst still providing the ongoing services required by our community and complying with regulatory functions.

Our draft 2022-23 Operational Plan is a 1-year plan that details the individual projects and actions that will be undertaken in the financial year to achieve the commitments made in the Delivery Program. It includes a detailed budget for the actions, our 2022-2023 Fees and Charges, and a Statement of Revenue Policy.

The draft Budget for 2022-23 is balanced and sustainable.

Responsible officer: Emma Fitzroy, Business Strategist

File Reference: F2022/03004

General Manager's Report No. GM6/22

Subject: Draft 2022-2032 Resourcing Strategy

Executive Summary

- The Resourcing Strategy is a critical enabling strategy when it comes to translating the strategic outcomes and objectives of the Community Strategic Plan into the strategic approaches that form the basis of our Delivery Program.
- This Resourcing Strategy details how Council will provide the resources required to delivery on its commitment to the community whilst maintaining the long-term sustainability of the organisation.
- The Resourcing Strategy consists of four inter-related elements:
 - Long-term Financial Planning -
 - Finance Management Strategy
 - Long-Term Financial Plan
 - Asset Management Planning -
 - Asset Management Strategy
 - Asset Management Plans
 - Asset Management Policy
 - Information Management and Technology Planning -
 - Information Management and Technology Strategy
 - Workforce Management Planning -
 - Workforce Management Strategy

Recommendation

That:

- a) Scenario 1 within the Draft Long Term Financial Plan be endorsed by Council for the purposes of exhibition;
- b) the draft 2022-2032 Resourcing Strategy (excluding the Workforce Management Strategy) be placed on public exhibition for not less than 28 days, from 28 April to 26 May 2022, inviting submissions from the public;
- c) Council receives a report at the conclusion of the period of public exhibition, providing the outcomes of public exhibition for consideration;
- d) notes the Workforce Management Strategy will be presented to Council for endorsement at the June ordinary meeting;
- e) the General Manager be authorised to make any minor changes if required.

Attachment/s:

1. [Link to the Resourcing Strategy](#)
2. [Link to the Finance Strategy](#)
3. [Link to the Long Term Financial Plan \(LTFP\)](#)

4. [Link to the Asset Management Strategy](#)
5. [Link to the Asset Management Policy](#)
6. [Link to the AMP - Retaining Wall](#)
7. [Link to the AMP - Kerb Gutter](#)
8. [Link to the AMP - Stormwater Drainage](#)
9. [Link to the AMP - Roads](#)
10. [Link to the AMP - Footpath](#)
11. [Link to the AMP - Buildings](#)
12. [Link to the AMP - Open Space](#)
13. [Link to the Information Management and Technology Strategy](#)

Purpose

The purpose of this report is to seek approval to exhibit the draft 2022-2032 Resourcing Strategy.

Discussion

The Community Strategic Plan provides a vehicle for the community to express its long-term outcomes and objectives. It is a whole of community plan which extends past the role of Local Government.

We are not able to achieve the community's vision for the future at a Local Government level without the support and contribution of others. Other levels of government, agencies, stakeholders, businesses, and residents will all play a part in making it a reality.

Through its 4-year Delivery Program, Council demonstrates its commitment to progressing these long-term outcomes and objectives. This involves a variety of services, infrastructure projects, advocacy and other initiatives that are important to our community.

Of course, this commitment will not be realised without sufficient resources to carry them out.

The Resourcing Strategy is therefore a critical enabling strategy when it comes to translating the strategic outcomes and objectives of the Community Strategic Plan into the strategic approaches that form the basis of our Delivery Program.

This Resourcing Strategy details how Council will provide the resources required to delivery on its commitment to the community whilst maintaining the long-term sustainability of the organisation.

The Resourcing Strategy consists of four inter-related elements:

- Long-term Financial Planning -
 - Finance Management Strategy – under separate cover
 - Long-Term Financial Plan – under separate cover
- Asset Management Planning -
 - Asset Management Strategy – under separate cover
 - Asset Management Plans – under separate cover
 - Asset Management Policy – under separate cover
- Information Management and Technology Planning -
 - Information Management and Technology Strategy – under separate cover
- Workforce Management Planning -
 - Workforce Management Strategy – revised edition to be presented for Council endorsement at the June Ordinary meeting of Council.

The Long-Term Financial Plan must be publicly exhibited for at least 28 days and submissions received by the council in that period must be accepted and considered before the final Long-Term Financial Plan is adopted by the council.

The Asset Management Policy, Asset Management Strategy and Asset Management Plans for each class of assets must be adopted by Council.

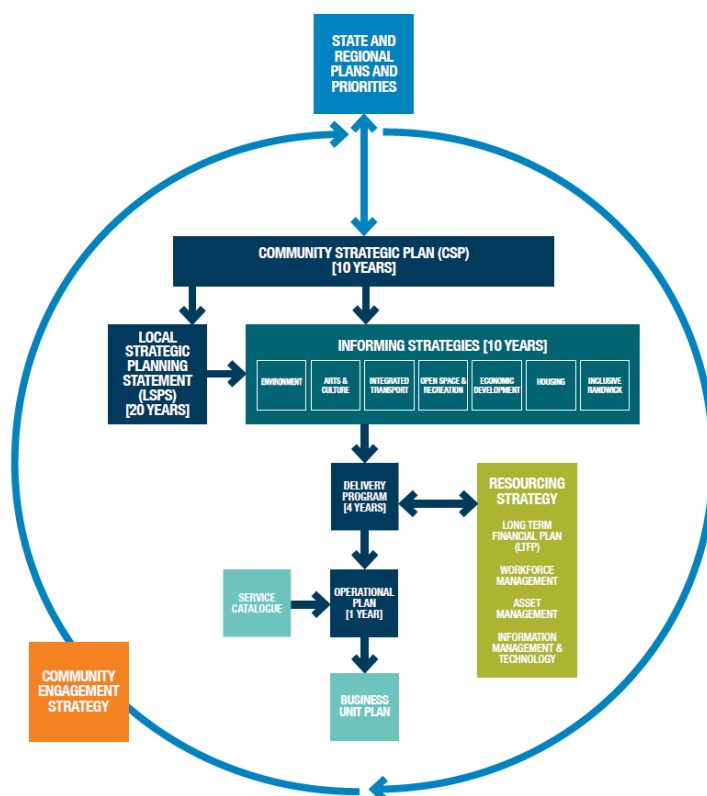
The Information Management and Technology Strategy is not a mandated component of the Resourcing Strategy, however it is a critical enabler of the Delivery Program and as such we have included this within the resourcing strategy for Randwick for adoption by Council.

The Workforce Management Strategy addresses the human resourcing requirements of the Delivery Program. Given the operational nature of this strategy, it is not required to be publicly exhibited or adopted by Council, however it is required to be submitted to Council for

endorsement. Council staff are currently finalising this strategy and it will be presented with the post-exhibition report for other components of the resourcing strategy.

Once adopted, the attached draft 2022-2032 Resourcing Strategy will replace our current Resourcing Strategy and will support the Community Strategic Plan (CSP) and delivery program & operational plan as part of Council's integrated planning and reporting framework.

The following framework summarises how Randwick City plans to ensure that we are working towards achieving the community's goals.



Strategic alignment

The relationship with the City Plan is as follows:

Outcome/Direction	Delivery Program actions
Outcome	1. Leadership in sustainability
Direction	1a. Council has a long-term vision based on sustainability.
Direction	1b. Council is a leader in the delivery of social, financial and operational activities.

Resourcing Strategy implications

Council's current Resourcing Strategy was adopted on 13 February 2018 Administration and Finance Committee (*F3/18 The 20-Year Randwick City Plan*). This strategy has been reviewed and updated for Council's consideration in accordance with Integrated Planning and Reporting Framework requirements.

The Resourcing Strategy is presented, with both the delivery program and operational plan, to the April 2022 Council Meeting. It details how Council will provide the resources required to perform its functions, including implementing the strategic approaches, whilst maintaining the long-term

sustainability of the organisation. Our Resourcing Strategy considers our workforce, our finances, our data, information technology and our assets.

Policy and legislative requirements

Section 403 of the Local Government Act 1993 requires:

A council must have a long-term Resourcing Strategy for the provision of the resources required to perform its functions (including implementing the strategies set out in the Community Strategic Plan that it has responsibility for).

The new 2022-2032 Resourcing Strategy has been developed in accordance with the above requirements.

Conclusion

The Resourcing Strategy focuses in detail on matters that are the responsibility of the council and considers, in general terms, matters that are the responsibility of others. The Resourcing Strategy articulates how the council will allocate resources to deliver the objectives under its responsibility.

Responsible officer: David MacNiven, Director Corporate Services

File Reference: F2022/00050

Director City Planning Report No. CP17/22

Subject: Sydney Streets Party Series - Coogee and The Spot

Executive Summary

- The NSW Government's 24-Hour Economy Strategy was released in September 2020 with Michael Rodrigues beginning duties as the 24-Hour Economy Commissioner (024HEC) in March 2021. The Office of the 24 Hour Commissioner (OE24) is a department of Investment NSW and has announced funding of \$50 million to revitalise CBD's.
- The Strategy lays out a unified vision that will transform Greater Sydney into a 24-hour economy centre that is vibrant, diverse, inclusive and safe and aims to be a collaborative and coordinated effort between the NSW Government, local councils, industry and communities.
- The 024HEC has set up an Advisory Committee of NSW Government stakeholders to support the delivery of the 24-Hour Economy Strategy, and a range of other workstreams and initiatives. It will provide a platform for stakeholders to submit ideas and feedback, based on the views and experiences of their communities. Randwick Council is a member of this Committee.
- The CBDs Revitalisation Program is a funding stream for activations and incentives to encourage people back into CBDs across Greater Sydney and surrounds and boost the state's economic activity.
- One of the initiatives of the CBD Revitalisation Program is the 'Sydney Street Parties Series' which will fund and deliver 10 street parties across Sydney that activate high streets and celebrate public spaces. Randwick has been chosen as one of 5 locations where the Street Parties will be held.
- The NSW Government are funding two street parties in Randwick, one on Coogee Bay Road, Coogee and one on St Pauls Street, Randwick. These events are proposed to take place on 4 and 5 June respectively.
- Investment NSW will provide the funding and logistics to deliver the events and have requested that Council staff support the events through local business engagement and assessment of relevant local approvals.
- The *Sydney Street Parties* align with Outcome 3 (*Randwick has diverse active places for businesses, including vibrant town and neighbourhood centres*) of the Economic Development Strategy being put forward for adoption.

Recommendation

That Council;

- a) supports the events being planned as part of the Investment NSW *Sydney Street Parties Series* in Coogee and Randwick on 4 and 5 June aimed at bringing economic stimulus to two town centres in Randwick; and
- b) notes the support Council will provide in assessment and approval of traffic plans and road closures, local approval for temporary extension of outdoor dining areas and the business engagement as outlined in this report.

Attachment/s:

Nil

Purpose

To advise Councillors about two events being proposed and funded by the NSW Government, to be held in Randwick City, as part of a broader *Sydney Streets Parties Series* held across Sydney.

Discussion

The Office of the 24 Hour Economy Commissioner (O24HEC) is part of State Government department Investment NSW and has been charged with delivering the Greater Sydney 24 Hour Economy Strategy. The O24EC will consider how to:

- extend the economic vibrancy of the day into the night
- support our most affected sectors through a strategy for growth
- collaborate with industry and local government to awaken hubs of community activity and entertainment across Greater Sydney.

As part of the work in delivering the outcomes of the Strategy, the 24-Hour Economy Advisory Group has been initiated. The group will work closely with the Office of the 24-Hour Economy Commissioner and other NSW Government stakeholders to support the delivery of the 24-Hour Economy Strategy, and a range of other workstreams and initiatives. Council Officers represent Council on this advisory group.

CBD's Revitalisation Program

The CBDs Revitalisation Program is a fund for activations and incentives to encourage people back into CBDs across Greater Sydney and surrounds and boost the state's economic activity.

The NSW Government is investing \$50 million in the Program, which will be delivered across three tranches of funding opportunities.

Sydney Streets Parties Series

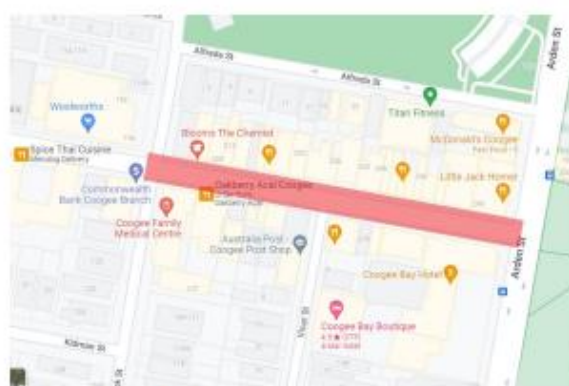
NSW Government Office of the 24 hour Economy Commissioner is looking to fund a number of Councils to deliver multiple (10) street parties across Sydney that;

- Meet the objectives in the 24 hour economy strategy
- Activate high streets
- Celebrate public spaces
- Are held in 5 LGA's across Sydney (geo spread)
- Increase trade for business – have an economic impact for the businesses involved

The 5 LGA's selected to be part of the Sydney Street Party series are Randwick, City of Sydney, Northern Beaches, Inner West & Parramatta.

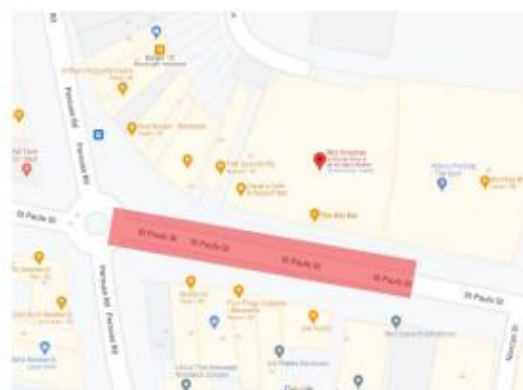
When choosing the location for the Street Parties the Program Managers were looking for areas that had residential footfall, clusters of businesses, straightforward logistics/road closures and had opportunity for al fresco dining.

The two streets selected to host Street Parties in Randwick are Coogee Bay Road from Arden St to Brook Street and St Pauls Street from the Wilson Parking to Perouse Road. The map below shows the locations and street closures.



Saturday 4 June 10am – 6pm

Coogee Bay Road (between Brook Street and Arden Street),
Coogee



Sunday 5 June 2022 10am – 6pm

St Pauls Street (between Perouse Road and Wilson Parking)
The Spot, Randwick

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The events will take place from daytime to twilight (10am – 6pm) on Saturday 4 June (Coogee) & Sunday 5 June (Randwick). The O24HEC will engage an event management company to deliver the event including organising logistics, staffing and entertainment. It is proposed that the events will be family friendly and have light touch live music, engaging local musicians and performers. No external stallholders will be invited to take part in events. Local businesses will be offered the opportunity to temporarily extend their Al Fresco Dining and licenced areas for the day of the event. Council will provide a local approval for this on the condition the businesses meet the relevant requirements.

Councils will be asked to coordinate the business engagement in both locations, assess and issue relevant approvals in a timely fashion and attend working group meetings.

The road closure information will be going to the May Traffic Committee. Business engagement will commence with an announcement and promotion of the Sydney Street Parties to follow.

The relationship with the City Plan is as follows:

Outcome/Direction	Delivery Program actions
Outcome	8. A strong local economy.
Direction	8a. Vibrant business, commercial and industrial sectors that provide ongoing and diverse employment opportunities and serve the community.

Resourcing Strategy implications

The resourcing implications of these events are in-kind. It will require Council Officers to assess local approvals for traffic and outdoor dining as well as conduct business engagement on the events.

Conclusion

The Investment NSW *Sydney Street Parties* as part of the Greater Sydney 24 Hour Economy CBD's revitalisation program provide an opportunity for two Randwick Town Centres to benefit from a community event. These events will provide Randwick and Coogee businesses with increased numbers of people to support local businesses, support job creation in local businesses and our local cultural sector and increase engagement of local residents and visitors connection to place.

Responsible officer: Katie Anderson, Manager Economic Development & Place Making

File Reference: F2010/00038

Director City Planning Report No. CP18/22

**Subject: Variation to Development Standard - Clause 4.6 - 11
November 2021 to 16 March 2022**

Executive Summary

- The NSW Department of Planning (DOP) released a Planning Circular in 2008 advising of additional requirements councils are required to adopt in relation to SEPP 1 objections and Clause 4.6 exceptions.
- This report provides Council with the development applications determined where there had been a variation in standards under Clause 4.6 in the November 2021 to March 2022 period.

Recommendation

That the report be received and noted.

Attachment/s:

1.   SEPP 1 and Clause 4.6 Register - 11 Nov 2021 to 16 Mar 2022

Purpose

The NSW Department of Planning (DOP) released a Planning Circular in November 2008 advising councils to adopt additional procedures in relation to the administration of variations to development Standard. The additional measures are largely in response to the ICAC inquiry into Wollongong City Council. Those additional measures are:

- 1) Establishment of a register of development applications determined with variations in standards under State Environmental Planning Policy No. 1 (SEPP1) and Clause 4.6;
- 2) Requirement for all development applications where there has been a variation greater than 10% in standards under SEPP1 and Clause 4.6 to be determined by full council (rather than the general manager or nominated staff member);
- 3) Providing a report to Council on the development applications determined where there had been a variation in standards under SEPP1 and Clause 4.6; and
- 4) Making the register of development applications determined with variations in standards under SEPP1 and Clause 4.6 available to the public on Council's website.

Discussion

This report is in response to point 3 above. A table is attached to this report detailing all Clause 4.6 exceptions approved in the period between 11 November 2021 and 16 March 2022.

Strategic alignment

The relationship with the City Plan is as follows:

Outcome/Direction	Delivery Program actions
Outcome	4. Excellence in urban design and development.
Direction	4b. New and existing development is managed by a robust framework.

Resourcing Strategy implications

There is no direct financial impact for this matter.

Conclusion

The NSW Department of Planning (DOP) released a Planning Circular in 2008 advising of additional requirements councils are required to adopt in relation to SEPP1 objections and Clause 4.6 exceptions. This report provides details of the relevant applications subject to these provisions for the period specified.

Responsible officer: Terry Papaioannou, Environmental Planner Officer (Technical - Research)

File Reference: F2008/00122

SEPP 1 AND CLAUSE 4.6 REGISTER BETWEEN 10 NOVEMBER 2021- 16 MARCH 2022															
Council DA reference No.	Lot No.	DP No.	Street No.	Street name	Suburb/ Town	Post-code	Category of development	EPI	Zone	Development standard to be varied	Justification of variation	Extent of variation	Concurring authority	Date DA determined	Approved by
DA/13/2021	1827	752015	486	Malabar Rd	South Coogee	2034	4: Residential - New multi unit < 20 dwellings	RLEP 2012	R3 - Medium Density	Clause 4.3 - Building height of 12m	Maintains compatible scale with neighbouring buildings and does not adversely impact in terms of overshadowing, privacy and views.	Building height is up to 12.72m or up to 6%	NSW Dept of Planning	12-Nov-21	RLPP
DA/103/2021	2	550953	32	Clovelly Road	Randwick	2031	3: Residential - New second occupancy	RLEP 2012	R2 - Low Density Residential	Clause 4.4 - FSR =1:1	Maintains compatible scale with neighbouring buildings and does not adversely impact in terms of overshadowing, privacy and views.	FSR increased to 1.19:1 or 9.57%	NSW Dept of Planning	10-Dec-21	DEL
DA/319/2021	46	752015	18	Flinders Street	Matraville	2036	3: Residential - New second occupancy	RLEP 2012	R2 - Low Density Residential	Clause 4.4 - FSR = 0.5:1	Maintains compatible scale with neighbouring buildings and does not adversely impact in terms of overshadowing, privacy and views.	FSR increased to 0.54:1 or 8.69%	NSW Dept of Planning	17-Nov-21	DEL

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DA/358/2021	12	78951	62	Frenchmans Rd	Randwick	2031	1: Residential - Alterations & additions	RLEP 2012	R3 - Medium Density	Clause 4.4 - FSR = 1.5:1	Maintains compatible scale with neighbouring buildings and does not adversely impact in terms of overshadowing, privacy and views.	FSR reduced to 1.62:1 or 9.1% Existing = 1.636:1	NSW Dept of Planning	17-Nov-21	DEL
DA/359/2021	2	78951	62	Frenchmans Rd	Randwick	2031	1: Residential - Alterations & additions	RLEP 2012	R3 - Medium Density	Clause 4.4 - FSR = 1.5:1	Maintains compatible scale with neighbouring buildings and does not adversely impact in terms of overshadowing, privacy and views.	FSR increased to 1.62:1 or 9.1% Existing = 1.634:1	NSW Dept of Planning	17-Nov-21	DEL
DA/56/2021	2	925038	134	Gale Rd	Maroubra	2035	1: Residential - Alterations & additions	RLEP 2012	R2 - Low Density Residential	Clause 4.1 - Minimum Lot Size	Minimise likely adverse impact of subdivision and development on the amenity of neighbouring properties and to ensure the lot sizes are able to accommodate development that is suitable for its purpose.	Lots A & B - 314.28sqm or 21.43%	NSW Dept of Planning	09-Dec-21	RLPP
DA/103/2021	2	550953	32	Clovelly Road	Randwick	2031	1: Residential - Alterations & additions	RLEP 2012	B1 - Neighbourhood Centre	Clause 4.4 - FSR = 1:1	Maintains compatible scale with neighbouring buildings and does not adversely impact in terms of overshadowing, privacy and views.	FSR increased to 1.09:1 or 9.57%	NSW Dept of Planning	13-Dec-21	DEL

DA/174/2021	3382	752015	36	Lawson Street	Matraville	2036	3: Residential - New second occupancy	RLEP 2012	R2 - Low Density Residential	Clause 4.4 - FSR = 0.5:1	Maintains compatible scale with neighbouring buildings and does not adversely impact in terms of overshadowing, privacy and views.	FSR increased to 0.54:1 or 8%	NSW Dept of Planning	17-Nov-21	DEL
DA/408/2021	3	29787	3	Ahearn Ave	South Coogee	2034	1: Residential - Alterations & additions	RLEP 2012	R2 - Low Density Residential	Clause 4.3 - Building height of 9.5m	Maintains compatible scale with neighbouring buildings and does not adversely impact in terms of overshadowing, privacy and views.	Building height is up to 10.34m or up to 8.84%	NSW Dept of Planning	14-Feb-22	DEL
DA/455/2021	8	253076	1247	Anzac Pde	Chifley	2036	3: Residential - New second occupancy	RLEP 2012	R2 - Low Density Residential	Clause 4.4 - FSR = 0.5:1	Maintains compatible scale with neighbouring buildings and does not adversely impact in terms of overshadowing, privacy and views.	FSR increased to 0.54:1 or 8%	NSW Dept of Planning	04-Feb-22	DEL
DA/597/2021	1	542966	106	Arden Street	Coogee	2034	1: Residential - Alterations & additions	RLEP 2012	R2 - Low Density Residential	Clause 4.3 - Building height of 9.5m	Maintains compatible scale with neighbouring buildings and does not adversely impact in terms of overshadowing, privacy and views.	Building height is up to 9.87m or up to 3.9%	NSW Dept of Planning	09-Feb-22	DEL

DA/230/2021	1	963584	159	Boyce Road	Maroubra	2035	3: Residential - New second occupancy	RLEP 2012	R2 - Low Density Residential	Clause 4.1 - Minimum Lot Size	Minimise likely adverse impact of subdivision and development on the amenity of neighbouring properties and to ensure the lot sizes are able to accommodate development that is suitable for its purpose.	Lot A- 297.91sqm or 25.5% / Lot B - 329.22sqm or 17.7%	NSW Dept of Planning	10-Mar-22	RLPP
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CP18/22

Director City Planning Report No. CP19/22

Subject: Randwick Comprehensive Planning Proposal

Executive Summary

- This report actions the Council resolution of 22 March 2022 to present to Councillors the Comprehensive Planning Proposal (Planning Proposal) and supporting documents as amended following the outcome of the Gateway Review and Alteration issued by the Department of Planning, Industry and Environment (now the Department of Planning and Environment or DPE). The Planning Proposal and supporting documents have been issued to Councillors ahead of the Agenda to provide greater opportunity for review.
- The format and content of the Planning Proposal follows requirements outlined in the DPE's *Local Environmental Plan Making Guideline*. The components of the Planning Proposal and documentation are summarised in this report and comply with Gateway conditions issued by the DPE on 12 September 2021 and subsequent Gateway Alteration issued on 2 March 2022.
- The Gateway Determination enables the Planning Proposal to proceed to public exhibition subject to conditions, including the timeframe for completion.
- Key dates of the upcoming public exhibition period and next steps in the planning proposal process have also been included within this report.

Recommendation

That Council:

- a) note the amended Comprehensive Planning Proposal and associated supporting documentation prior to public exhibition;
- b) authorise the Director of City Planning to make any minor modifications to rectify any numerical, typographical, interpretation and formatting errors to the Comprehensive Planning Proposal and associated documents prior to public exhibition.

Attachment/s:

1. [Comprehensive Planning Proposal](#)
2. [Attachment A - Planning Proposal Timeline](#)
3. [Attachment B - LEP Clauses and Schedules Changes](#)
4. [Attachment C - LEP Map Changes](#)
5. [Attachment D - SEPP Compliance Table](#)
6. [Attachment E - Ministerial Directions Compliance Table](#)
7. [Attachment F - Data Sheets \(Neighbourhood Centres and Rezoning Requests\)](#)
8. [Attachment G \(1\) - Assessment of Heritage Significance - Edgecumbe Estate Heritage Conservation Area](#)
9. [Attachment G \(2\) - Randwick Junction Draft Heritage Items - Inventory Sheets and Heritage Study](#)
10. [Attachment G \(3\) - Heritage Study Volume 1 - Heritage Conservation Area Review](#)
11. [Attachment G \(4\) - Heritage Study Volume 2 - Community Nominations](#)
12. [Attachment G \(5\) - Heritage Inventory Sheets - Draft Heritage Items – Part 1](#)
13. [Attachment G \(5\) - Heritage Inventory Sheets - Draft Heritage Items – Part 2](#)
14. [Attachment G \(5\) - Heritage Inventory Sheets - Draft Heritage Items – Part 3](#)
15. [Attachment G \(6\) - Heritage Statement of Significance - Moira Crescent Heritage Conservation Area](#)
16. [Attachment H \(1\) - Draft Kensington North HIA Urban Design Analysis](#)
17. [Attachment H \(2\) - Draft West Randwick HIA Urban Design Analysis](#)
18. [Attachment H \(3\) - Draft Arthur Street HIA Urban Design Analysis](#)

19. [Attachment H \(4\) - Draft Magill Street HIA Urban Design Analysis](#)
20. [Attachment H \(5\) - Draft Kingsford South HIA Urban Design Analysis](#)
21. [Attachment I - Draft Housing Investigation Area Affordable Housing Plan](#)
22. [Attachment J - Local Transport Study - Randwick Junction and HIAs](#)
23. [Attachment K - Flood Constraints Review - Randwick HIAs](#)
24. [Attachment L\(1\) - Translation Options for Existing and Proposed Business and Industrial Zones](#)
25. [Attachment L\(2\) - Proposed Employment Zone Objectives and Land Uses](#)

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Purpose

The purpose of this report is to action the Council resolution of 22 March 2022 to present to Councillors the amended Comprehensive Planning Proposal (Planning Proposal) and associated supporting documents following the outcome of the Gateway Review and Alteration. The report also outlines key dates of the upcoming public exhibition period and next steps in the planning proposal process.

Discussion

Background

The draft Comprehensive Planning Proposal was first considered by Councillors at the Extra Ordinary meeting held on 1 June 2021. The Planning Proposal was considered as five separate reports covering various aspects of the Planning Proposal. Each of the Council reports contained the same recommendations in relation to Gateway Determination and public exhibition as follows:

- *Forward that part of the Planning Proposal relating to the above changes to the Department of Planning, Industry and Environment as delegate to the Minister for Planning requesting a 'Gateway Determination' under Section 3.34 of the Environmental Planning and Assessment Act 1979;*
- *Endorse the exhibition of the Planning Proposal once Gateway Approval is provided (subject to any conditions).*

The above recommendations were endorsed by Council at the 1 June 2021 meeting. The Planning Proposal was submitted to Department of Planning and Environment (DPE) for Gateway Determination on 30 June 2021. Gateway Determination was received on 12 September 2021.

At the Ordinary Council meeting held on 22 March 2022, Council considered a report that advised of the outcome and implications of the Gateway Review and Alteration that was submitted to the DPE on 7 November 2021.

In addition, the report also outlined the next steps in the planning proposal process, including amending the Planning Proposal and supporting documents to ensure compliance with the original Gateway Determination and the subsequent Alteration of Gateway Determination to enable public exhibition of the Planning Proposal.

At the 22 March meeting, Council resolved the following:

RESOLUTION: (Olive/Pandolfini) that:

- Council note the outcome of the Gateway Review requiring an amendment to the Planning Proposal prior to public exhibition;*
- Council authorise the Director of City Planning to make the required amendments to the Planning Proposal; and*
- the amended Planning Proposal be presented at the Ordinary Council Meeting in April for consideration prior to public exhibition.*

In line with part c. of the resolution, the amended Planning Proposal and supporting documents are attached to this report for Councillor's consideration.

The amended Planning Proposal and supporting documentation will be placed on public exhibition for a period of 6 weeks from 10 May 2022 to 21 June 2022.

Changes to the Planning Proposal

The amended Planning Proposal and supporting documents are included as attachments to this report. The table below outlines the changes to the Planning Proposal resulting from the Gateway Determination, Review and Alteration issued by DPE.

Table 1. Amendments to Planning Proposal

Gateway condition		Changes to documents
1.a)	<p><i>Include information relating to the Department's Employment Zones Reform Framework by either:</i></p> <ul style="list-style-type: none"> <i>i. Incorporating relevant details, such as land use permissibility, intended changes to the local provisions and mapping, and explaining the translation and implementation of the Framework so that it could be readily incorporated in the LEP at finalisation; or</i> <i>ii. Including an advisory referencing the Employment Zones Reform work noting the proposed translation of employment zones as it relates to the proposed amendments.</i> 	<p>Changes:</p> <ul style="list-style-type: none"> Include discussion on employment zone reforms, change reference from Business and Industrial zones to proposed Employment zones, include translation options, new zoning objectives and land uses <p>Relevant documents:</p> <ul style="list-style-type: none"> Planning Proposal Attachment B - LEP Clauses and Schedule Changes Attachment C - Map Changes Attachment L(1) - Translation Options for Existing and Proposed Business and Industrial Zones Attachment L(2) - Proposed Employment Zone Objectives and Land Uses
1.b)	<p><i>Remove the proposed exempt development provision for non-hosted short-term rental accommodation.</i></p>	<p>Changes:</p> <ul style="list-style-type: none"> Remove reference throughout <p>Relevant documents:</p> <ul style="list-style-type: none"> Planning Proposal Attachment B - LEP Clauses and Schedule Changes
1.c)	<p><i>Remove the proposed local character provision, mapping and local character statements.</i></p>	<p>Changes:</p> <ul style="list-style-type: none"> Remove reference throughout and remove Attachment <p>Relevant documents:</p> <ul style="list-style-type: none"> Planning Proposal Attachment B - LEP Clauses and Schedule Changes Attachment C - Map Changes Attachment D - SEPP Compliance Table Attachment E - Ministerial Directions Compliance Table Attachment G - Draft Local Character Statements (delete)

Gateway condition		Changes to documents
1.d)	<i>Remove the proposed rezoning of the land at 1903R Botany Road, Matraville from RE1 Public Recreation to RE2 Private Recreation.</i>	N/A - Condition deleted following Gateway Review
1.e)	<i>Provide further justification for the proposed heritage items, including a detailed assessment against the NSW Heritage Office Guideline, Assessing Heritage Significance, 2001 and a statement of significance for each new item; and provide an explanation for the expanded boundary of the Moira Crescent Heritage Conservation Area.</i>	<p>Changes:</p> <ul style="list-style-type: none"> Review and update to reflect additional consultant study recommendations <p>Relevant documents:</p> <ul style="list-style-type: none"> Planning Proposal Attachment B - LEP Clauses and Schedule Changes Attachment C - Map Changes Attachment G(5) - Heritage Inventory Sheets (new) Attachment G(6) - Statement of Significance (new)
1.f)	<i>Provide further commentaries to address consistency with section 9.1 Direction – 3.4 Integrating Land Use and Transport, to be informed by Council's Local Transport Study (for the Housing Investigation Areas) upon completion. The Study is to be exhibited with the planning proposal.</i>	<p>Changes:</p> <ul style="list-style-type: none"> Additional transport discussion and study recommendations <p>Relevant documents:</p> <ul style="list-style-type: none"> Planning Proposal Attachment E - Ministerial Directions Compliance Table Attachment H - Urban Design Reports Attachment J - Local Transport Study (new)
1.g)	<i>Provide commentaries to address consistency with section 9.1 Direction – 4.1 Acid Sulfate Soils as it relates to all sites identified on the Acid Sulfate Soils map.</i>	<p>Changes:</p> <ul style="list-style-type: none"> Additional acid sulfate soil discussion <p>Relevant documents:</p> <ul style="list-style-type: none"> Planning Proposal Attachment D - SEPP Compliance Table Attachment E - Ministerial Directions Compliance Table
1.h)	<i>Provide commentaries to address consistency with section 9.1 Direction – 4.3 Flooding (issued 14 July 2021) as it relates to the Housing Investigation Areas.</i>	<p>Changes:</p> <ul style="list-style-type: none"> Additional flooding discussion and study recommendations <p>Relevant documents:</p> <ul style="list-style-type: none"> Planning Proposal Attachment E - Ministerial Directions Compliance Table Attachment H - Urban Design Reports Attachment K - HIA Flood Study (new)

Gateway condition		Changes to documents
1.i)	<i>Provide commentaries to address consistency with section 9.1 Direction – 6.2 Reserving Land for Public Purposes as it relates to the Randwick Racecourse Light Rail Stabling Facility</i>	<p>Changes:</p> <ul style="list-style-type: none"> Additional land reservation discussion <p>Attachments:</p> <ul style="list-style-type: none"> Planning Proposal Attachment E - Ministerial Directions Compliance Table
1.j)	<i>Confirm the floor space ratios (FSRs) for the West Randwick and Kingsford South Housing Investigation Areas (HIAs) and correct any discrepancies between the planning proposal and urban design reports. Confirm that the feasibility analysis for the Draft Affordable Housing Plan relates to the accurate FSRs.</i>	<p>Changes:</p> <ul style="list-style-type: none"> Confirm and/or clarify proposed FSRs <p>Relevant documents:</p> <ul style="list-style-type: none"> Attachment H - Urban Design Reports
1.k)	<i>Explain whether development costs, such as developer contributions, rates, land taxes and construction costs, have been factored into the feasibility analysis that informs the Draft Affordable Housing Plan for the HIAs.</i>	<p>Changes:</p> <ul style="list-style-type: none"> Include discussion about parameters being considered in the consultant study <p>Relevant documents:</p> <ul style="list-style-type: none"> Attachment I - Draft Affordable Housing Plan
1.l)	<i>Clarify the term 'maker spaces' and the type of uses it would encompass.</i>	<p>Changes:</p> <ul style="list-style-type: none"> Include clarification regarding proposed 'maker spaces' <p>Relevant documents:</p> <ul style="list-style-type: none"> Planning Proposal
1.m)	<i>Include an explanation and mapping to clarify that the reservation of the land at 1903R Botany Road, Matraville for acquisition by Council for Local Open Space purposes will be removed.</i>	<p>Changes:</p> <ul style="list-style-type: none"> Include land reservation discussion and new mapping <p>Relevant documents:</p> <ul style="list-style-type: none"> Planning Proposal Attachment B - LEP Clauses and Schedule Changes Attachment C - Map Changes
-	Other changes	<p>Changes:</p> <ul style="list-style-type: none"> Update process timeline Update SEPP names to align with SEPP consolidation Update Ministerial Directions to align with new format <p>Relevant documents:</p> <ul style="list-style-type: none"> Planning Proposal Attachment A - Planning Proposal Timeline

Gateway condition		Changes to documents
		<ul style="list-style-type: none"> Attachment D - SEPP Compliance Table Attachment E – Ministerial Directions Compliance Table

Purpose of the Comprehensive Planning Proposal

The Planning Proposal has been prepared to update the Randwick Local Environmental Plan 2012 (RLEP 2012) in accordance with the policy approach of the State Government's Standard Instrument LEP, which encourages Councils to undertake a comprehensive update of planning instruments to ensure they are in line with the strategic directions and planning priorities of the Greater Sydney Region Plan (A Metropolis for Three Cities), Eastern City District Plan and, Randwick Local Strategic Planning Statement (LSPS).

The Planning Proposal also implements the findings and recommendations of studies and strategies undertaken by Council over recent years including: Randwick Housing Strategy, Affordable Housing Plan (Housing Investigations Area), Randwick Heritage Study (March 2021), Randwick Economic Analysis Report (2019), Night Time Economy Study (2019) and Council's suite of informing strategies. Rezoning requests received since the commencement of the RLEP 2012 are also considered in the Planning Proposal.

LEPs must be amended periodically to ensure they meet best planning practice and are strategically aligned with community values and the directions of state and local plans. The last Randwick Comprehensive LEP review was undertaken 2009 - 2012. As such, a comprehensive review is required to ensure Council's planning controls reflect the outcomes of our recent strategic planning work, including our Local Strategic Planning Statement, Housing Strategy and other informing studies and strategy documents.

A planning proposal must explain the intended outcomes and justification for the proposed amendments to an LEP. Each of the proposed LEP changes has been justified within the Planning Proposal document. A planning proposal must be prepared and exhibited in accordance with legislative requirements and should follow the structure outline in the Departments *Local Environmental Plan Making Guideline*.

Key components of the Comprehensive Planning Proposal

The Planning Proposal includes the following key changes to the RLEP 2012:

- New housing growth areas to create new sustainable, vibrant and walkable neighbourhoods
- Affordable housing through a development contribution scheme
- Amendments to dual occupancy controls
- Conservation of our built heritage
- Changes to strengthen and protect open space, parks and playgrounds
- New provisions to promote environmental resilience
- Support for a diverse, safe and inclusive night time economy
- Measures to protect local small-scale retail clusters
- Update site specific land zonings.

These key changes are summarised below.

Housing

The *Randwick Housing Strategy* sets a 6-10 year housing target (as required by the Eastern City District Plan) of approximately 4,300 new dwellings by 2026 and sets an affordable housing target of 10 percent of all dwellings by 2040. These housing capacity and affordable housing targets are required to meet the needs of a growing population and local economy.

The Planning Proposal includes two key components that will contribute to Council's housing targets, namely, the introduction of five new Housing Investigation Areas (HIAs) and changes to minimum lot size controls for dual occupancy developments in the R2 Low Density Residential zone. These components are discussed in further detail below.

HIAs and minimum lots size controls are not the only way Council intends to meet its housing targets (see Table 2 below). New housing will also be provided under existing development controls (general infill), the already approved changes to the Kensington and Kingsford planning controls (K2K) and other major development sites within the Randwick LGA.

Table 2: Estimated housing yield per development type

	Estimated Housing Yield (6-10 year target)
General infill	~ 800
Minimum lot size provisions (dual occupancies in R2 zone)	~ 474 (subject to this Planning Proposal)
5 x HIAs	~ 574 (subject to this Planning Proposal)
Kensington to Kingsford (K2K)	~ 2,070
Major Sites (Newmarket, Little Bay Cove)	~ 546
Total	~ 4,464

Housing Investigation Areas (HIAs)

The Planning Proposal includes five HIAs located in North Kensington, Randwick and Kingsford South (see Figure 1). The HIAs propose new planning controls, including changes to zoning, height and density to contribute to additional housing capacity to meet Council's 6-10 year housing target. The HIAs are projected to deliver around 574 new dwellings over the next 5 years. An affordable housing contribution scheme is also proposed within the HIA's to deliver approximately 79 new affordable housing dwellings by 2036.

The proposed changes to the controls for each HIA will result in a number of new benefits for the community including:

- Providing new housing precincts close to public transport, jobs and services to create new sustainable, vibrant and walkable neighbourhoods
- Providing housing for key workers including health and education employees
- New areas of public domain and green space
- Local affordable housing through a new contribution scheme
- Supporting businesses in local town centres
- Creating new pedestrian through site links and wider footpaths.

The proposed uplift for each of the HIAs is between 5 and 8 storeys. Detailed modelling has been undertaken to demonstrate that proposed height and scale can be accommodated whilst being sympathetic to the built form character and amenity of adjoining properties. In some cases, uplift within the HIAs has been modelled to improve the built form transition and interface between tall buildings in the Randwick Health and Education Precinct and surrounding residential areas.

The *Randwick Integrated Transport Strategy* is Council's plan for improving effective transport options throughout Randwick City over a 10 year period. In addition to the Housing Strategy, the Planning Proposal also aligns with the Integrated Transport Strategy, which is Council's plan for improving effective transport options throughout Randwick City over a 10 year period. The location and design of the HIAs responds to the relevant objectives of the Strategy by proposing urban design options which aim to maintain and enhance active transport options.

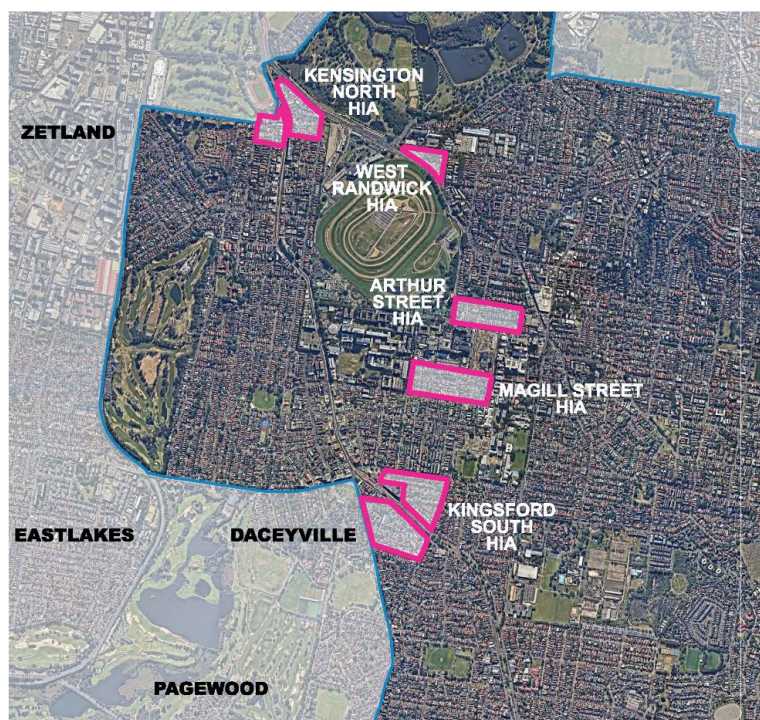


Figure 1: Location of proposed HIAs

Minimum lot size for attached dual occupancy development

The Planning Proposal seeks to create consistency in Council's planning approach by aligning LEP controls for the construction and subdivision of attached dual occupancies within the R2 Low Density Residential zone. In short, this means that if a site is large enough to construct an attached dual occupancy, it should also be large enough to subdivide into two lots (subject to assessment under other relevant standards of the LEP and DCP). Changes to floor space ratio controls are also proposed to allow appropriate built form with adequate deep soil planting and landscaping. Proposed changes are outlined in Table 3 below.

The reduction in minimum lot size in the R2 Low Density Residential zone will result in the increase in semi-detached dwellings in the Randwick LGA. In turn, this will increase housing diversity, affordability and choice for a range of household types such as families and couples to support the LGAs growing population, whilst allowing for a moderate increase that will protect the character of the R2 Low Density Residential zone. The proposed changes to the minimum lot size for attached dual occupancies are projected to deliver around 474 new dwellings over the next 5 years.

Table 3: Existing and proposed controls for attached dual occupancies in the R2 zone

Control	Existing	Proposed
Minimum development lot size to construct a dual occupancy (attached)	450m ²	550m ²
Minimum lot size to subdivide a dual occupancy (attached)	800m ² (create two 400m ² lots)	550m ² (create two 275m ² lots)

Control	Existing	Proposed
Floor space ratio	0.5:1 FSR	550-600m ² : 0.65:1 FSR 600m ² and greater: 0.6:1 FSR

Heritage

In 2020, Randwick City Council commissioned the *Randwick Heritage Study*, an independent review of the City's heritage as part of the broader review of the Randwick LEP 2012. The study is an important periodical 'stocktake' of Randwick City's heritage, to re-assess the condition of existing heritage items and Heritage Conservation Areas (HCA) and to identify new sites for local heritage listing. As a result of the recommendations of this study and subsequent further consultant's review, the Planning Proposal proposes to list a number of new heritage items and archaeological sites, amend the existing Moira Crescent HCA and make minor amendments to existing heritage item listings.

Prior to the 2020 Heritage Study, the *Randwick Junction Heritage Conservation Area Study* (2015) recommended a number of new heritage listings. These listings have also been included within the Planning Proposal.

In 2021 Council officers submitted a Planning Proposal to the Department of Planning, Industry and Environment to establish a new HCA area known as the Edgecumbe Estate HCA. At the time, the Department noted that more information and justification was required before support could be given to establish the new HCA. Council officers proceeded to prepare an Assessment of Heritage Significance for the new Edgecumbe Estate HCA, which has now been included in the Comprehensive Planning Proposal.

A number of minor housekeeping amendments are also proposed to correct boundary anomalies, incorrect addresses and item descriptions.

Environmental Resilience

Changes to the LEP are proposed to address the key outcomes identified in the *Randwick Environment Strategy* to encourage sustainable and resilient development in Randwick City in the areas of water security and management, biodiversity, open space, urban heat, energy security and natural hazards and extreme weather.

The proposed changes will:

- Require more stringent requirements for large scale residential development regarding water conservation, renewable energy and mitigation of the heat island effect.
- Have a greater focus on stormwater treatment within development sites to improve water quality at our beaches.
- Recognise the national importance of the natural environment surviving in Randwick.
- Ensure large scale development applications must consider open space implications and address the connections to and capacity of surrounding open space.

Open space

The proposed LEP amendments will strengthen the objectives of the RE1 Public Recreation zone to address public access and connections to public open space, which was identified as a consideration in the *Randwick Open Space and Recreation Needs Study and Strategy*.

Three sites are also proposed to be rezoned as open space (RE1 Public Recreation) to formalise existing areas of open space into Council's public open space network. These sites include:

- Meeks Street Plaza, Kingsford
- Pine Avenue Park (17R Pine Avenue), Little Bay, and
- The Newmarket Playground, Randwick.

Economic Development

Night time economy

The proposed LEP changes will help build the economic capacity of Randwick City and support opportunities identified in the *Randwick Night Time Economy Study*. These changes will support local businesses and employment growth through the planning framework and include:

- New land use objectives for the business zones to support a diverse, safe and inclusive day and night-time economy.
- New trading hours allowing low impact businesses such as shops, and unlicensed businesses to operate from 7am to 11pm without requiring development consent.
- Small scale cultural activities in office, retail, restaurants, cafes or community facilities will be permitted without requiring a development application (if they meet specified criteria).
- Permitting art galleries and studios with development consent in residential zones provided residential amenity issues are appropriately addressed.

Council will consider adopting the draft *Randwick Economic Development Strategy* at its Council Meeting in April 2022. The draft Strategy is Council's plan to work collaboratively to strengthen a sustainable 24-hour economy which will create local employment opportunities and enable a prosperous community over a 10 year period. The Planning Proposal responds to the relevant objectives of the draft Strategy by implementing changes to the planning framework that focus on encouraging a diverse mix of business and cultural activities including trading hours for small, low impact businesses, and business zonings while ensuring the impact on residential amenity is considered.

The *Randwick Arts and Culture Strategy* seeks to support the growth and diversity of arts and cultural activities in ways that benefit the community, business and visitors to the area. The Planning Proposal supports this vision by introducing exempt development provisions to allow longer opening hours and small scale cultural activities to occur in retail and low impact businesses without requiring development consent.

Neighbourhood Centres

The 2019 *Randwick Economic Analysis Report* identified an increased demand for retail floorspace for all neighbourhood and local centres across Randwick City over the next 20 years. The LEP changes respond to this projected demand by proposing to rezone 20 clusters of shops and business premises from their existing residential zoning to business zones. This will better reflect the existing land uses and protect local small-scale retail. Existing permissible building height controls will remain to protect the local character of the area and proposed floor space ratio controls will align with controls that apply to existing neighbourhood centres across Randwick City.

Employment Zone Reforms

New employment zones are proposed to replace existing B1 Neighbourhood Centre, B2 Local Centre and IN1 Light Industrial zones to align with State government reforms. The reforms seek to consolidate existing business and industrial zones, expand permissible land uses and update land use terms to reflect emerging industries. The Planning Proposal will seek the views from the community on which zones are appropriate for each of the town centres.

Infrastructure Development Projects

Two site specific rezonings are proposed to reflect recent infrastructure development projects.

- The Randwick Hospital Campus expansion area is proposed to be rezoned to SP2 Health Services Facility to reflect the hospital expansion that is currently under construction. Height and floor space ratio controls are proposed to be amended to reflect the new hospital use.
- The Light Rail Stabling Yard adjoining the Royal Randwick Racecourse is proposed to be rezoned SP2 Infrastructure to recognise the existing land use of the CBD and South East Light Rail stabling yard and associated facilities on the site.

Rezoning Requests

Since the introduction of the current RLEP 2012 and the Kingsford and Kensington Town Centres Planning Proposal, a number of owner initiated rezoning requests have been received by Council. Four of these requests are considered to have strategic merit and have been included within the Planning Proposal. The requests include zoning changes and/or increases to development controls for the following sites:

1. 558A – 580 Anzac Parade, Kingsford (Souths Juniors site)
2. 1401-1409 Anzac Parade, Little Bay (existing neighbourhood centres opposite the Prince Henry site)
3. 59A-71 Boronia Street and 77-103 Anzac Parade, Kensington (between Anzac Parade and Boronia Street)
4. 1903R Botany Road, Matraville (privately owned vacant land)

Public Exhibition of Planning Proposal

Public exhibition of the amended Planning Proposal and supporting documentation is scheduled from 10 May 2022 to 21 June 2022 (a period of 6 weeks).

A detailed Consultation Plan and strategy has been prepared to guide the public exhibition to ensure meaningful engagement with the community, alignment with Councils adopted Community Consultation Principles and Planning Guide and compliance with legislative requirements.

An amended project timeline has been developed that outlines the timeframes for the public exhibition and the finalisation of the Planning Proposal. The project timeline is intended to be used as a guide and may be subject to changes such as changes to issues that may arise during the public consultation process and/or community submissions.

No.	Step	Process Content	Timeframe
1	Council request for Gateway Determination	Prepare and submit Planning Proposal to DPE	June 2021
2	Gateway Determination	Assessment by DPE and advice to Council	September 2021
3	Completion of required technical information and report	Update report on Gateway requirements	October 2021 to March 2022
4	Public consultation of Planning Proposal	In accordance with Council resolution and conditions of the Gateway Determination	May/June 2022
5	Government Agency consultation	Notification letters to Government Agencies as required by the Gateway Determination	May/June 2022
6	Consideration of submissions	Assessment and consideration of submissions	June/July 2022
7	Report to Council on submissions received during public exhibition	Includes assessment and preparation report to Council for finalisation of LEP amendments	August 2022
8	Referral to Parliamentary Counsel and notify DPE	Draft Amendment forwarded to DPE and assessed by Parliamentary Counsel;	August/September 2022

No.	Step	Process Content	Timeframe
		legal instrument and maps finalised	
9	Plan is made	Notified on Legislation web site	November 2022

Strategic alignment

The relationship with the City Plan is as follows:

Outcome/Direction	Delivery Program actions
Outcome	6. A liveable city.
Direction	6d. A strategic land use framework provides for our lifestyle changes and for a continuing, yet steady rate of growth across our City.

Resourcing Strategy implications

The costs associated with the development of this work is in accordance with the 2019-20, 2020-21 and 2021-22 budget allocations.

Policy and legislative requirements

Relevant policies and legislation in relation to the Comprehensive Planning Proposal are:

- *Environmental Planning and Assessment Act 1979*
- *Environmental Planning and Assessment Regulation 2000*
- *Sydney Region Plan – A Metropolis of Three Cities*
- *Eastern City District Plan*
- *Randwick Local Strategic Planning Statement*
- *Randwick Local Environmental Plan 2012*
- *Randwick Housing Strategy*
- *Randwick Environment Strategy*
- *Randwick Open Space and Recreation Needs Study and Strategy*
- *Randwick Night Time Economy Study.*
- *Randwick Integrated Transport Strategy*
- *Randwick Arts and Culture Strategy*
- *Draft Randwick Economic Development Strategy*

Conclusion

The Comprehensive Planning Proposal and comprehensive suite of supporting documents have been amended to reflect the outcome of the Gateway Determination, Review and Alteration. The documentation complies with all Gateway conditions issued by the Department of Planning and Environment.

In accordance with the Council resolution of 22 March 2022, the amended Planning Proposal and supporting attachments are attached to this report for consideration by Councillors.

The amended Planning Proposal and supporting documents together with a number of information sheets, FAQs and on line resources have been collated for public exhibition to take place from 10 May 2022 to 21 June 2022.

Responsible officer: Natasha Ridler, Coordinator Strategic Planning

File Reference: F2021/00188

Director City Planning Report No. CP20/22

Subject: Economic Development Informing Strategy

Executive Summary

- The draft Economic Development Strategy was placed on exhibition from 25 February to 25 March 2022.
- The strategy's outcomes and objectives were included in the Community Strategic Plan which was on exhibition at the same time.
- During this time a range of activities were undertaken to seek community feedback on the strategy.
- Communication activities for the strategy included direct emails, e-newsletter, social media, dedicated webpage and social media advertising.
- These activities resulted in 282 visits to the webpage and 39 downloads of the strategy.
- There was a total of 19 submissions by email or online comment. A total of 14 email submissions from 3 organisations, 2 businesses and 9 individuals were received on the draft Economic Development Strategy and via the feedback on the Community Strategic Plan. A total of 5 individuals provided comments in the documents via Konveio.
- Of these, 12 were supportive or neutral (of various outcomes in the strategy) and 7 were not supportive (of outcome 2 in the strategy).
- Based on the feedback, amendments are proposed to an objective and various strategic approaches in the strategy.

Recommendation

That Council adopt the draft Economic Development Strategy, as amended.

Attachment/s:

1.  Draft Economic Development Strategy - Summary of consultation
2. [Link to the Economic Development Strategy](#)

Purpose

The purpose of this report is to:

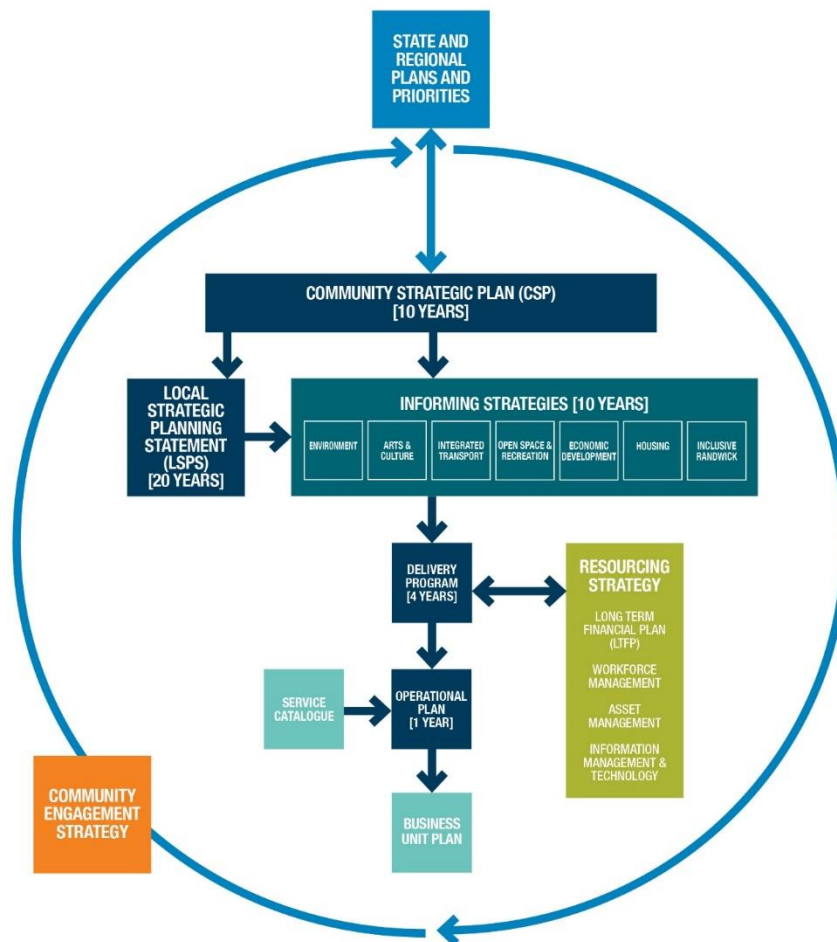
- outline the feedback on the draft Economic Development Informing Strategy;
- detail recommended changes to the strategy; and
- seek Council's adoption of the amended strategy.

Background

The Integrated Planning and Reporting Framework

The Integrated Planning and reporting Framework (IPRF) provides a structure and system for strategic planning within NSW Local Government. Our IPRF ensures a long-term vision for our community, outlining priorities and aspirations for the future, while setting medium and short term goals and actions to help us get there.

A diagram of the IPRF and its components are detailed below.



The Randwick City Plan identifies the main priorities and aspirations of the community and provides a clear set of strategies to achieve this vision for the future. The responsibility for implementation of this plan is not limited to Council, but requires everyone in the community to participate, along with State agencies, non-government organisations, business partners and community groups.

Supporting the achievement of outcomes in the Randwick City Plan are a range of long-term plans that are focused on specific priority areas. These plans are developed into informing strategies, including in the areas of environment, arts and culture, recreation and open space, integrated transport, housing, economic development and social inclusion.

Informing strategies provide each newly elected Council with a long-term direction and reflect that Council must take a long term view in its decision-making, despite a council term only lasting 4 years. The strategic approaches contained within the informing strategies inform the development of the Delivery Program for the Councils term.

The Delivery Program is aligned to the Local Government election cycle and turns the strategic goals within the longer-term plans into action. It is through this program that Council makes a commitment to the Randwick City Plan, acting upon those issues that are within its area of responsibility.

The Delivery Program must be supported by a resourcing strategy which enables the outcomes of Councils objectives through a workforce strategy, long term financial plan, asset management plans, IMT strategy and customer experience strategy. Without aligning available resources to the desired actions and approaches, the outcomes become unachievable.

Council is currently undertaking significant work in reviewing and redeveloping the Integrated Planning and Reporting Framework for Randwick. Once complete, the strategies and programs must continue to be reviewed and adapted to changing social, economic and environmental circumstances.

Randwick's Economic Development Strategy is one of 7 Informing Strategies for Council.

Discussion

Consultation

The Randwick City Council draft Economic Development Strategy was open for community consultation from 25 February to 25 March 2022.

A consultation strategy was developed to inform and engage Randwick City community members about the strategy and provide opportunities for feedback to finalise it.

A dedicated page on Council's Your Say Randwick website was created to host the strategy, and associated background studies, research, and reports which helped inform the strategy.

Feedback could be submitted by email from the Your Say page. It also displayed the draft strategy document in Konveio. The Konveio application allows respondents to drop multiple comments on any section of the strategy document which other respondents can see.

The Community Strategic Plan was on public exhibition at the same time. It included the strategy's outcomes and objectives (but not the strategic approaches). Comments on the strategy in the Community Strategic Plan are also included in the summary of feedback.

Consultation activities:

Date	Channel	Audience	Engagement
25 February	Your Say Randwick		282 visits
2 March	E-newsletter	50,000 Randwick e-news subscribers	41% open rate 8 clicks to Your Say page
9 March	E-newsletter	50,000 Randwick e-news subscribers	41% open rate 63 clicks to Your Say page
25 February	Email	7,157 Your Say Randwick Subscribers	56% opened the email: good open rate

CP20/22

Date	Channel	Audience	Engagement
			313 clicks to Your Say page (strategy and community strategic plan combined)
3 March	Email	14 business organization stakeholders	64% open rate 0 clicks to Your Say page
3 March	Email	8 chamber stakeholders	13% open rate 1 click to Your Say page
16 March	Email	8 chamber stakeholders	1 response
4 March	E-newsletter	133 business subscribers	61% open rate 14 clicks to Your Say page
4 March	Email	28 workshop participants	75% open rate 7 clicks to Your Say page
21 March	Email	36 businesses participating in The Spot Festival	42% open rate 0 clicks to Your Say page
7 March	Email	681 food and beverage businesses	52% open rate 30 clicks to Your Say page
4 March	Facebook post	Randwick Council facebook page	6,637 reach 22 clicks to Your Say page 2 shares 3 likes
22 March	Facebook paid post	Facebook small businesses in LGA	10,787 reach 20 click to Your Say page 4 Shares 4 comments 49 likes
4 March	Instagram	Randwick Council instagram account	3,527 reach 63 clicks to Your Say page 121 likes
22 March	Instagram	Randwick Council instagram account	1,887 reach 9 clicks to Your Say page 30 likes

Submissions

There was a total of 19 submissions by email or comment. A total of 14 email submissions from 3 organisations, 2 businesses and 9 individuals were received on the draft Economic Development Strategy and via the feedback on the Community Strategic Plan. A total of 5 individuals provided comments via Konveio.

Number	Organisations	Businesses	Individuals	Total
Email submissions	3 Randwick Health and Innovation Precinct Gordons Bay SCUBA Diving Club Coogee Bay Precinct Committee	2 Retail Life Café de France	9	14
Konveio comments	-	-	5	5
3		2	14	19

Submissions – Economic Development Strategy

A total of 11 submissions were received by email from 3 organisations, 2 small businesses and 6 individuals while 3 individuals provided comments on the document via Konveio.

Submissions – Community Strategic Plan

A total of 3 submissions relevant to the strategy were received by email from individuals and 2 individuals provided comments via Konveio relevant to the strategy on the Community Strategic Plan. One individual submitted the same submission to the Economic Development Strategy and the Community Strategic Plan.

Community Feedback

The feedback, overall, supported the direction of the strategy which focuses on support for business, diverse, active places, and attracting people to the area.

Of the submissions/comments, 12 were supportive or neutral of the strategy providing general comments or some good ideas for consideration.

There were 7 submissions/comments which were not supportive of one outcome in the strategy with the main concern that it will encourage 24 hour trading of licensed venues, resulting in negative social impacts.

Sentiment	Organisations	Businesses	Individuals	Total
Supportive	2	2	1	5
Neutral	-	-	7	7
Not supportive	1	-	6	7
				19

The broad themes raised in the feedback are summarised below and in detail in Attachment 1 which contains a list of all the verbatim feedback.

Theme	Feedback	Response
Support for small businesses	Respondents indicated support for a collaborative approach to supporting small, local and innovative businesses. A number of respondents were supportive of programs which will inspire and assist residents and businesses to take action to address the rise	No change to strategy. Outcome 1 identifies several strategic approaches to empower businesses to start, grow and thrive through a collaborative business culture.

Theme	Feedback	Response
	in online retail spending or increase outdoor dining.	
24 hour economy	<p>The primary theme in seven submissions related to the concern that Outcome 2 (Randwick City has a 24-hour economy including diverse night-time activities and experiences) will extend trading hours to 24 hours (or trading after midnight) for licenced venues. The concern raised by these submissions is that this would increase drug and alcohol consumption, uncontrolled behaviour including alcohol-related violence, and crowds.</p> <p>However, one of these respondents also acknowledged that diverse activities in the late evening were welcome (neighbourhood street fairs, noodle markets, holiday and ethnic celebrations, and art and performance were suggested).</p> <p>Two respondents supported the strategic approach to implement changes to the planning framework to support the night time economy to encourage a diverse mix of businesses and cultural activities.</p> <p>Public transport was mentioned as being key to a vibrant economy by several respondents.</p>	<p>It is recommended that the Strategy be amended to clarify strategic approach 2.1 and the proposed changes to the strategic planning framework in relation to business trading hours.</p> <p>A 24 hour economy offers opportunities for the community to participate in more diverse experiences after 6pm in retail, hospitality or entertainment.</p> <p>The strategic approaches in the strategy aim to encourage a diverse mix of business and cultural activities.</p> <p>It seeks to shift the night life from being solely focused on drinking and dining.</p> <p>The intention is to encourage people to create activities which attract residents and visitors into our town centres and open spaces after 6pm. This also makes our area more vibrant, inclusive and safer at night.</p> <p>The outcome aligns with Sydney 24 hour Economy Strategy being implemented by the NSW Government.</p> <p>The strategic approaches to create a diverse 24 hour economy were informed by a Night Time Economy Study which received extensive, primarily supportive, community feedback.</p> <p>Any application by licenced venues to extend trading hours is still subject to the standard planning and regulation assessment process.</p> <p>The strategy does not propose any changes to this process to enable licenced venues to trade for 24 hours.</p> <p>The proposed changes to the planning framework reflected in the strategy could enable small, low impact, unlicenced businesses:</p> <ul style="list-style-type: none"> • to trade to 11pm

Theme	Feedback	Response
		<ul style="list-style-type: none"> • host cultural activities until 10pm <p>Council's draft Comprehensive Planning Proposal containing these measures to support the night time economy will be considered at the April Council meeting prior to public exhibition.</p> <p>In May 2020 Council resolved to trial extended trading hours for small, low impact, dining and entertainment businesses in a few limited areas until 1am or 2am.</p> <p>The strategy reflects that this trial will be reviewed and included, where relevant, in proposed changes to the planning framework.</p> <p>Any changes to the planning framework, to enable diverse night time activities and experiences, would be subject to the consultation process of the Comprehensive Planning Proposal and consideration of community feedback received.</p> <p>Council will continue work together with stakeholders and all levels of government to address the issues and challenges that managing a night time economy presents.</p>
Diverse, active places	A number of respondents suggested town centres could be better cleaned. Some wanted to see a range of different businesses in town centres. One respondent was supportive of the approach to create plans which reflect the unique nature of town centres and nurture small business as well as retaining industrial land.	<p>No change to strategy recommended.</p> <p>Outcome 3 identifies several strategic approaches to foster diverse, active places for businesses.</p>
Attracting people	Two respondents suggested more activities to attract people to spend in our area such as markets, performing arts, art displays. One organisation identified the opportunity for an artificial reef to be created as a tourism attraction. Another organisation confirmed its commitment to support, engage and collaborate with Council to realise the potential of the Randwick Health & Innovation Precinct.	<p>No change to strategy recommended.</p> <p>Outcome 4 identifies several strategic approaches to attract people to do business, work and visit.</p> <p>Council will consult and collaborate with key stakeholders to implement these strategic approaches.</p>

Councillor feedback

Councillors were given a briefing on the draft Economic Development Informing Strategy and provide a range of comments. Below is a response to the feedback received from Councillors.

Relates to	Comment	Response
Sustainable as a principle	<p>It was suggested that the description of 'Sustainable' as a principle in the strategy should include a focus on climate change mitigation & preparedness:</p> <p><i>We will support businesses to transition their operations to being carbon neutral and prepared to respond to the impacts of climate change</i></p>	<p>No change recommended.</p> <p>The principle of sustainability, in the context of the economic development strategy, relates to an inclusive and fair economy to create jobs and community prosperity.</p> <p>The Environment Strategy provides for strategic approaches that seek to reduce the greenhouse gas emissions of businesses.</p>
General comment on sustainability outcomes as they relate to economic development	<p>How climate change mitigation and preparedness could be included in the strategy was raised: supporting businesses to transition their operations to being carbon neutral and prepared to respond to the impacts of climate change. It was suggested that this could include targets on reducing single use plastics or a percentage of businesses to be carbon neutral.</p>	<p>No change recommended.</p> <p>Council's Environment Strategy focuses on a number of strategic approaches to support businesses transition to being carbon neutral.</p> <p>The Economic Development team and Sustainability team are working together to implement, promote and leverage these projects.</p> <p>Carbon neutrality</p> <p>Carbon neutrality may be difficult or expensive to reach due to the investment often required if we're talking formal carbon neutral accreditation.</p> <p>The Environment Strategy takes a targeted approach to this, in addition to 2.8:</p> <p><i>2.6, "Implement by 2021 residential and business participation in energy saving or similar programs, e.g. Australian Energy Foundation, Council rebates or GreenPower, to achieve direct and indirect greenhouse emission reductions across those participating by 20% by 2025".</i></p> <p>Other approaches are likely to be less onerous and expensive for the range of small to medium businesses represented in Randwick and importantly relate to their direct business operations i.e. lights, refrigeration etc.</p>

Relates to	Comment	Response
		<p>For example:</p> <p>Greenhouse gas emissions / energy saving</p> <p>2.5, "Continue implementation of the information and delivery programs by Australian Energy Foundation (or similar programs) to increase rooftop solar installations by 20% by 2022, from a 2018 baseline, for Randwick householders and businesses"</p> <p>2.8 "Partner with 10% of small businesses across Randwick City and engage on energy saving programs such as Solar for Tenants and / or similar programs to achieve a 20% reduction in their greenhouse gas emissions by 2025".</p> <p>Council is implementing a new project Energy Café which has been trialled and will be rolling out to willing cafes and restaurants shortly which will save them between \$800 to \$1,100 per annum off their energy bills per annum and their resultant greenhouse gas emissions.</p> <p>Single use plastic</p> <p>3.6 "Review our education and incentive programs and engage with 20% of small businesses in Randwick about replacing single-use waste items e.g. plastic bags, straws, cutlery, coffee cups, with sustainable alternative products by 2022"</p> <p>Council is implementing Plastic Free Randwick program working with small businesses, through its collaboration with Boomerang Alliance.</p> <p>The State Govt has targets from June and November this year which will apply in various shapes and forms to reducing single-use plastic items.</p>
<p>Outcome 1 – Randwick City empowers businesses to start, grow and thrive through a</p>	<p>The objective to increase the number of businesses by 25% was thought to be overly ambitious with 20% considered more realistic</p>	<p>Change recommended.</p> <p>Outcome has been changed in draft strategy to</p> <p><i>Increase number of businesses by 20% by 2033.</i></p>

Relates to	Comment	Response
collaborative culture Increase number of businesses by 25% by 2033.		
1.4 Identify 5 opportunities per year to streamline City of Randwick processes to reduce barriers to doing business by 2025.	Add word 'unnecessary' before reduce.	Change recommended. Strategic approach has been updated in draft strategy. <i>1.4 Identify 5 opportunities per year to streamline City of Randwick processes to reduce unnecessary barriers to doing business by 2025.</i>
1.6 Advocate to State and Federal government for greater support for the education needs and work skills required of job seekers and low-income earners in our community by 2026.	Add word 'public' before education	No change recommended. Not added at this stage as it may limit what education/training might be useful.
General comment – Outcome 1	Diversity of economic activity as a spread across the city should be encouraged.	Noted.
General comment – Outcome 1	Some of the language in the strategic approaches appears weak e.g. identify, investigate, work with	No change recommended. This language is consistent across all of council's informing strategies. It reflects that, at this point in time, Council will need to do more research or scope in more detail the projects that will achieve the strategic approach.
General comment – consumer confidence	Comment that consumer spending is likely to increase as the economy settles and improves after the initial impacts of lockdown and the pandemic.	Noted.
Outcome 2 – Randwick City has a 24-hour economy including diverse night time	Suggestion that changing the objective to be about night time spend (to see if the overall spend that occurs at night increases) rather than increasing the number of businesses could be considered.	Change recommended Data is now available which enables an estimate of a credible growth target in night time spending.

Relates to	Comment	Response
<p>activities and experiences. Objective</p> <p>Increase by 10% the number of businesses operating at night (6pm – 6am) by 2032</p>		<p>Objective has been changed in draft strategy to</p> <p>Increase night time spending by 7% by 2032*</p> <p>Insert as footnote: The night time economy consists of the activities that take place after the traditional 'business day' ends: 6pm – 6am. However, here are three distinct night time periods, each with their own set of dynamics and community needs within this timeframe.</p>
<p>2.1 to: Continue to implement changes to the planning framework to focus on supporting the night time economy and encourage a diverse mix of business and cultural activities: including trading hours, business zonings</p>	<p>Comments that the intention of strategic approach 2.1 may not be clear to the community and there was a need to emphasise that the night time economy is not about increased poker machine gambling or antisocial behaviour spilling out of the pubs as this was acknowledged as a concern of many residents.</p>	<p>Change recommended.</p> <p>Strategic approach has been changed in draft strategy to</p> <p><i>2.1 Continue to implement changes to the planning framework as identified in the Night Time Economy Study to focus on encouraging a diverse mix of business and cultural activities including trading hours for small, low impact businesses, and business zonings while ensuring the impact on residential amenity is considered</i></p>
<p>General comment – 24 hour economy</p>	<p>It was suggested that the strategy consider refer to the economy as 18-hour rather than 24-hour.</p>	<p>No change recommended</p> <p>The 24-hour economy refers to a cycle of time for all types of business activity not just hospitality. For example people working night shift are looking for access to retail (chemist or supermarket) and other services at all hours. Specifically, the state govt has a 24-Hour Economy Strategy and a 24-Hour Commissioner. It is recommended that we use the term 24-hour economy to align with all levels of government.</p>
<p>General comment – 24 hour economy & Chambers</p>	<p>It was suggested that the Chamber of Commerce could be contacted about the 24-hour economy approaches to see which Town Centres would like it and then concentrate efforts there.</p>	<p>Noted</p> <p>Will be considered in creation of projects to achieve strategic approaches in Outcome 2.</p>

Relates to	Comment	Response
General comment – engaging younger audience	A comment was raised about the need for actions to engage younger groups of people. e.g. City of Sydney do a late night library series of short stories – a way of young people connecting to Council.	Noted. Will consult with library and other relevant Council teams during creation of projects to achieve strategic approaches in Outcome 2.
	The opportunity to connect Council to students at UNSW and embrace university town culture was also raised through university activities e.g.a stall at UNSW Orientation Week	Noted. Will be considered as part of creation of projects to achieve 4.8
General comment – grants	The idea of a small business grant and how to make it easier for people to hire council venues was suggested.	Noted. Covered in 2.7 and also in Arts & Culture Strategy
General comment – small bar guide	Discussion about how Council can make it easier for people to start small bars, with Melbourne cited as a positive example. Suggestions included that Council could offer support for small bars like lower rent, subsidised or provide funding for 6 months or create a small bar 'how-to' guide	Noted. Covered in item 2.3 The strategic approach is to develop and promote resources that will encourage more businesses to contribute to a vibrant 24-hour economy eg a Small Bar Guide Noted, this could be considered as part of developing projects to achieve the strategic approach
General comment – database	The comment that a master list of all businesses in Randwick is useful was made.	Noted. This will be specific action as part of achieving 1.12 to create and implement an annual communications plan to assist businesses
General comment on event ideas	Event ideas included activations across the city, more like Lunar New Year in Kingsford – a mix of small and large events, circus event or prom dances in Randwick Literary Institute. A gap of events for young adults was raised.	Noted. The Arts & Culture Strategy has a strategic approach to look at Council events and review the calendar with a view to removing some existing events and adding some new events. It also recommends that council look at external event producers to deliver events that meet a need, not just council.

Relates to	Comment	Response
General comments – venues	Council venues such as Randwick Literary Institute or other venues such as The Ritz or old courses can provide opportunities for events during the day or evening e.g. Shakespeare in the park, Comedy club	Noted. The Arts and Culture Strategy has strategic approaches that will address this.
General comment	The idea of What's On list that could be created by Council to promote activities in the local area was suggested.	Noted. This is a strategic approach in the Social Inclusion strategy
Outcome 3 – Randwick City has diverse active places for businesses, including vibrant town and neighbourhood centres 3.3 Assess and prioritise each town centre to design and implement place management plans that reflect their unique character to guide planning, marketing and activation initiatives that nurture small business by 2030.	Comments that the text is complicated and could be in plain language.	Change recommended. Strategic Approach has been changed in draft strategy to <i>Implement place management plans that reflect the unique character of town centres to guide planning, marketing and activation initiatives that nurture small business by 2030.</i>
3.2 ...prepare 3 business cases for prioritised public space	Suggestion that the strategic approach could state which 3 places would be chosen.	No change recommended. The public spaces need to be prioritised to align with Council's existing strategies and plans and in consultation with Council officers in diverse teams as well as, where appropriate, the community. This will be done as part of delivering the strategy.
3.5 Research the demand for and review regulation to accommodate diverse, new and emerging	Discussion about the intention of maintaining industrial land as well as any environmental impacts. It was discussed that this was a planning matter and Council had an advocacy role.	Change recommended. Strategic Approach has been changed in draft strategy to

Relates to	Comment	Response
industries in the use of industrial land by 2031.		3.5 Undertake a strategic review of industrial land by 2026 to ensure current levels are effectively managed and retained.
Outcome 4 – Randwick City attracts people from around Australia and the world to do business, work and visit.		
4.4 Research opportunities to facilitate development and attraction of locally owned social enterprises, particularly Indigenous business, which employ, buy and invest locally by 2025.	Comment that the strategy needs to refer to "First Nations Economic Empowerment" as this can be a key driver of economic development. It needs to prioritise First Nations control of programs and business.	Change recommended. The final strategy can change the focus of this strategic approach from attracting social enterprises generally to attracting businesses owned by First Nations Australians specifically. Strategic Approach has been changed in draft strategy to <i>4.4 Research opportunities to empower the development and attraction of businesses owned by First Nations Australians, particularly social enterprises, which employ, buy and invest locally by 2025</i>
4.6 Explore partnerships with event venues or organisers to connect people attending major events; for example, at Randwick Racecourse, Centennial Park, Mardi Gras, with local businesses by 2024.	The reference to Randwick Racecourse and Centennial Park could be removed and replaced by UNSW/NIDA.	No change recommended Both venues were identified in the study and through analysis as having beneficial economic benefit to the Randwick area so in this basis it is recommended to remain. UNSW/NIDA are included in the Arts & Culture Strategy as stakeholders for arts/cultural venues and events.
4.7 Develop and implement a destination marketing plan to promote Randwick City's diverse experiences and Indigenous cultural	Discussion that building/asset management and identifying what are the drawcards for people to visit is important in a Destination Management Plan e.g. cycle paths, coastal walk. A Destination Management Plan was	Change recommended. Strategic Approach has been changed in draft strategy to <i>4.7 Develop and implement a destination management plan to promote Randwick City's diverse experiences and Indigenous cultural strengths by 2032.</i>

Relates to	Comment	Response
strengths and develop a destination management plan to enhance cultural and natural heritage assets by 2027.	considered a priority, then a Destination Marketing Plan.	
General comment about attracting national scale events	The opportunity to attract national scale events/conferences was raised.	<p>Noted.</p> <p>This would be considered as part of 4.7 developing a destination management plan.</p> <p>One barrier is that the local area may not currently have the accommodation or venue options to meet the needs of national events and conferences.</p>
General comment	Fast charging electric vehicles was raised.	<p>Noted.</p> <p>Included in Environment Strategy</p>
Child care	Issue raised that economic development includes economic growth and community well being and quality of life. It was suggested that Council advocate to State and Federal Governments for increased childcare places to allow more parents to return to the workforce, and undertake a survey on the number of childcare places and satisfaction levels based on met need.	<p>No change recommended.</p> <p>The Social Needs Study which informed the Inclusive Randwick Strategy identified a general need for more social services and programs – such as in-home support, childcare, leadership on respect for women, support for small businesses. However, childcare did not emerge specifically as a key priority based on the service provider & community consultation.</p> <p>Council directly and indirectly contributes to the provision of childcare services by providing 36 places at its Moverly Centre and subsidises a number of other childcare centres.</p> <p>Childcare services are an integral part of the social infrastructure framework and are provided by not for profits and commercial entities. Any initiative associated with increasing childcare places is best placed within the Inclusive Randwick Strategy.</p> <p>It is recommended that it not be included in the Economic Development Strategy but could be</p>

Relates to	Comment	Response
		considered at a future time as part of an update to the Inclusive Randwick Strategy.

Based on all the feedback it is recommended that the draft strategy be amended as follows;

	Draft strategy	Final strategy	Rationale
Outcome 2 Objective	Increase night time (6pm – 6am) spending by 10% by 2032	Increase night time* spending by 7% by 2032* Insert as footnote: The night-time economy consists of the activities that take place after the traditional 'business day' ends: 6pm – 6am. However, here are three distinct nighttime periods, each with their own set of dynamics and community needs within this timeframe.	Updated to reflect new data that indicates the estimated growth in night time spending. From \$406 million in 2021. Expected growth rate estimated at 7% Source: Spendmapp 2022. Clarify the timeframe for the night time economy.
	2.1 Continue to implement changes to the planning framework to focus on supporting the night time economy and encourage a diverse mix of business and cultural activities: including trading hours, and business zonings	2.1 Continue to implement changes to the planning framework as identified in the Night Time Economy Study to focus on encouraging a diverse mix of business and cultural activities including trading hours for small, low impact businesses, and business zonings while ensuring the impact on residential amenity is considered	Clarify the proposed changes to the planning framework as identified in the Night Time Economy Study and in the 2020 resolution of council to trial extension of trading hours in limited areas for low impact businesses.
	2.2 Continue to implement changes to the planning framework to encourage organisations to host cultural/creative experiences in retail or commercial spaces such as a shop hosting a performance, art exhibition or public talk, with flexible rules around these activities	2.2 Continue to implement changes to the planning framework as identified in the Night Time Economy Study to encourage organisations to host cultural/creative experiences in retail or commercial spaces such as a shop hosting a performance, art exhibition or public talk with flexible rules around these activities	Clarify the proposed changes to the planning framework as identified in the Night Time Economy Study.

	Draft strategy	Final strategy	Rationale
Outcome 4	4.4 Research opportunities to facilitate development and attraction of locally owned social enterprises, particularly Indigenous business, which employ, buy and invest locally by 2025.	4.4 Research opportunities to empower the development and attraction of businesses owned by First Nations Australians , particularly social enterprises, which employ, buy and invest locally by 2025	Change the focus of this strategic approach from attracting social enterprises generally to empowering businesses owned by First Nations Australians specifically.

Strategic alignment

The relationship with the City Plan is as follows:

Outcome/Direction	Delivery Program actions
Outcome	1. Leadership in sustainability
Direction	1b. Council is a leader in the delivery of social, financial and operational activities.
Outcome	8. A strong local economy.
Direction	8a. Vibrant business, commercial and industrial sectors that provide ongoing and diverse employment opportunities and serve the community.
Direction	8b. Provide guidance to the specialised Hospital and University centre.
Direction	8c. Develop and strengthen effective partnerships with key locally based organisations.
Direction	8d. Tourism's role in the local economy is acknowledged.

Resourcing Strategy implications

The strategic approaches will be incorporated into the Delivery program, Operation Plan & Budget.

Policy and legislative requirements

Randwick's Economic Development Strategy is one of seven Informing Strategies linked to the Community Strategic Plan required as part of the Integrated Planning and reporting Framework.

Conclusion

Overall, the Economic Development Strategy received support or comments to improve the strategy which focuses on empowering business, creating vibrant places and attracting people to the area.

While the outcome relating to the 24 hour economy was not supported by some respondents, the concern was specifically related to the potential negative social impact of the extension of trading hours for licensed premises.

The strategic approaches to achieve diverse night time activities and experiences are comprehensive. They include changes to the planning framework to enable small, low impact businesses to trade later or host cultural activities, marketing and promotion of Randwick's night life experiences, seed funding for trialing new activities, partnerships with businesses to boost events the City produces and enabling markets and food trucks to contribute to the vibrancy of our places.

The strategic approach to implement changes to the planning framework that relate to the limited extension of trading hours for small, low impact business has been clarified in the amended strategy.

A 24-hour local economy, both day and night, is important; which is why the economic development strategy focuses on a wholistic approach to empowering businesses, ensuring a diversity of places for business and attracting people to Randwick City to do business, work and visit.

Responsible officer: Charnelle Mondy Cohen, Economic Development Specialist

File Reference: F2021/00527

Appendix 1: Draft Economic Development Strategy feedback

The Randwick City Council draft Economic Development Strategy was open for community consultation from 24 February to 25 March 2022. A consultation strategy was developed to inform and engage Randwick City community members about the strategy and provide opportunities to improve it.

Randwick Your Say

A dedicated page on Council's Your Say Randwick website was created to host the strategy, and associated background studies, research, and reports which helped inform the strategy. Feedback could be submitted by email from the Your Say page.

Koveio comments

Your Say Randwick also displayed the draft strategy document in Konveio. The Konveio application allows respondents to drop multiple feedback, comments, and questions in comments boxes on any section of the strategy document which other respondents can see.

Community Strategic Plan feedback

The Community Strategic Plan was on public exhibition at the same time. It included the strategy's outcomes and objectives (but not the strategic approaches). Comments related to the strategy in the Community Strategic Plan are also included as part of the summary of feedback.

	Channel	Theme	Feedback (verbatim)	Council Response
1.	Economic Development Strategy submission	Outcome 1 Empowering business Outcome 2 24 hour economy Outcome 3 Diverse, active places	After having reviewed the Randwick City Economic Development Strategy I must comment on how well presented it was, engaging, thorough and informative. As a resident and business owner living in Randwick City the Strategy is important to me. I also am particularly interested as having a Retail Consultancy business there are many outcomes that you are focusing on that we are particularly invested in as a business. As always, there is the challenge of inspiring and motivating residents and businesses to adopt a change mindset and take action. For businesses the key will be to determine their own strategies to future proof for not only the short term but also for the longer term. I see a key challenge (with a retail focus) to the success of the outcomes is to support retailers across all categories including specialty, food & beverage, and services to build solid retail business foundations that support not only the growth and sustainability of their businesses but also the growth, success and diversity of Randwick City. I am keen to understand how you will determine if businesses have the	Outcome 1 is focused on empowering businesses to businesses to start, grow and thrive. Actions to achieve the strategic approaches will be developed once the strategy is endorsed. Council will engage with chamber and business networks, as well as local business to facilitate opportunities to share and gain skills and resources particularly in responding to the growth in online spending. Outcome 3 is focused on creating diverse active places including vibrant neighbourhood and town centres. Implementing the strategic approaches will require an understanding of the challenges in each area to develop actions to address them, particularly the impact of the pandemic on business operation and the amenity of our public spaces.

	Channel	Theme	Feedback (verbatim)	Council Response
			skills and resources to know how to review, change and pivot their business to drive long-term viability and success. I support the strategy to drive a 24-hour economy but that must include integration of both a physical and digital footprint. At this point, I do believe there are significant challenges both now and in the future to drive vibrancy within the town and neighbourhood centres. In recent times, particularly in Randwick from my experience, we are seeing more rough sleepers infiltrating the city streets, store closures, irregular trade patterns, unkept premises and vacant tenancies. These elements all lead to residents and businesses reluctant to actively live, engage and enjoy their local areas. Understandably, Covid-19 has had considerable impacts but now is the time to focus on what choices and changes we can make. Now more than ever we need to collaborate to enable and drive a prosperous community for all. I look forward to hearing outcomes of the review and reading the final report. Kind regards, [Personal Details Deleted] Retail Life	
2.	Economic Development Strategy submission	Outcome 1 Empowering business Outcome 2 24 hour economy	The destruction of the bus services to Randwick City Council serves to radically undermine any hope of economic development in the City. The statistical aims cited in the strategy appear to have no sensible basis. Early morning economic activity currently revolves around drugs (alcohol) and gambling. Such activity has a multiplicatively deleterious impact on the individuals involved, their families and friends and the wider community. The activity stimulated by early morning trading would invariably be more of the same. No thanks. We need better bus transportation and resident friendly businesses for meaningful economic improvement. In short, a more thoughtful and sensible strategy which is sensitive to the communities needs.	The strategy is also supported by Randwick's Integrated Transport Strategy which outlines Council's approach to creating sustainable transport options. Outcome 1 is focused on empowering businesses to businesses to start, grow and thrive. Council will engage with chamber and business networks, as well as local business to facilitate opportunities to gain skills and resources. Outcome 2 is focused on enabling the community to access a diverse range of experiences and services both day and night, to create a 24 hour economy. The strategic approaches seek to shift the night life from being solely focused on drinking and dining.
3.	Community Strategic Plan Konveio comment	Outcome 1 Empowering business Outcome 2 24 hour economy Outcome 4 Attracting people	This will t the key action (empowering business). Not just any business but local independent small business. Again businesses is to vague - with population growth business will come. Let's face it online ordering is the way it is going. So business must the community specific, innovative and small scale. Yes our beaches are the key attraction - but no special action needed as state tourism will promote this anyway. Not required (24 hour economy)- maybe a weekend night life but otherwise a waste of resources. I think this (% of NSW tourism spend) could be greatly increase as prices will go through the roof.	<i>See Community Strategic Plan response</i> Outcome 1 is focused on empowering businesses to businesses to start, grow and thrive. Council will be working closely with the local business chambers and networks to support and work together with small businesses The data over Covid did point to a rise in online purchases however small businesses are key to vibrant Town Centres and our community has also told us they would like to see vibrancy in local villages. To manage this we need to aim for an increase in the number of businesses

	Channel	Theme	Feedback (verbatim)	Council Response
				<p>We are looking to work more closely with Destination NSW to attract visitors to Randwick City to support local businesses. This includes promoting some of our other lesser known tourist attractions and Town Centres.</p> <p>The metrics used to determine this percentage were based on existing data and we may find that it needs to be adjusted over time. The data on how quickly visitors will return is somewhat unknown at this stage. If we reach our target sooner than expected we have the ability to adjust the metric</p>
4.	Economic Development Strategy submission	Outcome 1 Empowering businesses	<p>I am excited about the strategy/proposal. As a business owner I am naturally interstate in anything that can help businesses grow. Work pride is in 1 year, and as a gay owner of a business in Coogee, I am particularly interested in this exciting time of year. Cafe de France is located in Havelock avenue, and I feel that this street needs to be put on the map a little more. Can Randwick City Council also help with expending the alfresco dining in this area?</p> <p>Thank you</p>	<p>Outcome 1 is focused on empowering businesses to start, grow and thrive.</p> <p>Randwick Arts and Culture Strategy has a strategic approach to ensure inclusivity is included in the planning and design of its cultural events and activities. Recent activities include celebrating Mardi Gras with public performances and the painted Coogee rainbow.</p> <p>The Alfresco Randwick program was created in December 2021 to enable businesses to apply to create or extend existing outdoor areas without an application or occupation fee until 30 June 2022. Council will review this program in June. More details can be found on council's website.</p>
5.	Economic Development Strategy submission	Outcome 2 24 hour economy Outcome 3 Diverse, active places	<p>I support the strategy and action, in particular the Actions 2.1, 3.3, 3.4 and strongly support action 3.5.</p> <p>Support 2.1</p> <p>Continue to implement changes to the planning framework to focus on supporting the night time economy and encourage a diverse mix of business and cultural activities: including trading hours and business zonings.</p> <p>Support 3.3</p> <p>Assess and prioritise each town centre to design and implement place management plans which reflect their unique character to guide planning, marketing and activation initiatives which nurture small business by 2030.</p> <p>Support 3.4</p>	<p>Noted.</p>

	Channel	Theme	Feedback (verbatim)	Council Response
			<p>Improve the amenity of Maroubra Junction and its connection with Eastgardens as a Strategic Centre to cater for additional jobs by 2036 as identified in the Greater Sydney Commission's Eastern District Plan</p> <p>Strongly support 3.5 Research the demand for and review planning regulation to accommodate diverse, new and emerging industries in the use of industrial land by 2031.</p>	
6.	Economic Development Strategy submission	Outcome 2 24 hour economy	<p>While the strategy to have a 24 hour economy is a great idea there must be the structures in place to ensure that local residents are not inconvenienced. There will need to be better transport, better security as you do not want these areas to be magnets for undesirables.</p> <p>Another area is the increase in units being built. We need them for increase in population but we do not need to have shops/commercial areas built on the ground floor of all units. There should be "Paddington style" units built on ground floors which have a small balcony to the street.</p>	<p>Outcome 2 is focused on enabling the community to access a diverse range of experiences and services both day and night, to create a 24 hour economy.</p> <p>The strategic approaches seek to shift the night life from being solely focused on drinking and dining.</p> <p>They include changes to the planning framework to enable small, low impact businesses to trade later or host cultural activities.</p> <p>Marketing and promotion of Randwick's night life experiences will be important as well as seed funding to trial new activities.</p> <p>Partnerships with businesses to boost events the City produces and markets and food trucks all play a role in a vibrant 24 hour economy.</p> <p>The strategic approach to implement changes to the planning framework relate to the extension of trading hours for small, low impact business.</p> <p>Any changes to the planning framework are subject to the consultation, planning regulation and assessment process. This process considers impact on residents and provides an opportunity for community feedback.</p> <p>The strategy is also supported by Randwick's Integrated Transport Strategy which outlines Council's approach to creating sustainable transport options.</p>
7.	Economic Development Strategy submission	Outcome 2 24 hour economy	<p>Draft Economic Development Informing Strategy – submission by Coogee Bay Precinct</p> <p>Outcome 2. Objective (p.11) Please DELETE "Increase night time spending (6pm to 6am) by 10% by 2032" Replace with "Increase night time spending by 10% by 2032"</p> <p>Background to submission</p>	<p>Outcome 2 is focused on enabling the community to access a diverse range of experiences and services both day and night, to create a 24 hour economy.</p> <p>The strategic approaches seek to shift the night life from being solely focused on drinking and dining.</p> <p>They include changes to the planning framework to enable small, low impact businesses to trade later or host cultural activities.</p> <p>Marketing and promotion of Randwick's night life experiences will be important as well as seed funding to trial new activities.</p>

	Channel	Theme	Feedback (verbatim)	Council Response
			<p>Residents of Coogee have first-hand experience of the impact of late trading alcohol venues. Many restaurants and clubs operate until midnight, the Coogee Bay Hotel and the Crowne Plaza have 24 hour licenses (the Coogee Bay Hotel closes at 6am) and the Pavilion trades until 3am. Just 10 years ago, Coogee was the alcohol crime hot spot in NSW as designated by the Bureau of Crime Statistics and the Coogee Bay Hotel was ranked number 1 for alcohol related assaults. Residents lobbied Council, the Police and State Government about the situation. It was only when 42 Coogee residents lodged a formal complaint (a 104 Complaint) with the then Liquor Administration Board against the Coogee Bay Hotel, the then Beach Palace and the Randwick Rugby Club, that Randwick Council and the Police came to acknowledge the problems in Coogee. From that time Council, the Police and the Department of Liquor and Gaming worked on enforcing licence conditions and supporting residents in their efforts.</p> <p>Over the two years that the 104 Complaint was underway, the situation gradually improved in Coogee. With the change of government and the resultant demise of the Liquor Administration Board and the winding up of the 104 Complaints process, Council, the Police and the new Independent Liquor and Gaming Authority kept on the case.</p> <p>Today some smaller venues in Coogee Bay Road still give rise to noise and antisocial behaviour as do the bigger venues from time to time.</p> <p>A major improvement was the decision by Council to bring the beachside reserves into line with those of Waverley LGA and ban alcohol consumption. This latter change not only meant families came back to the beach and its parks but the surrounding streets became less dangerous in the late afternoon and into the evening.</p> <p>Coogee still suffers from intense noise emanating from various venues in Coogee Bay Road and the Beach Pavilion late at night but it is nothing like it was and alcohol related crime and antisocial behaviour has decreased as shown in Police data.</p> <p>If Randwick Council encourages an increase in late trading after midnight, it will be alcohol related venues that will take this up. Please do not take the whole LGA down this path.</p> <p>Many thanks for this opportunity to comment.</p> <p>Coogee Bay Precinct. 22 March 2022.</p> <p>Resolution 2022/3 Coogee Precinct does not support increased late night trading in Coogee.</p>	<p>Partnerships with businesses to boost events the City produces and markets and food trucks all play a role in a vibrant 24 hour economy.</p> <p>Any changes to the planning framework such as trading hours are subject to the consultation, planning regulation and assessment process. This process considers impact on residents and provides an opportunity for community feedback.</p> <p>The strategy is also supported by Randwick's Integrated Transport Strategy which outlines Council's approach to creating sustainable transport options.</p>

	Channel	Theme	Feedback (verbatim)	Council Response
8.	Economic Development Strategy Konveio comment	Outcome 2 24 hour economy	Why are all of the ambitions set for 2032? Sure, economic development takes a while, but in 10 years the world will be different, and more importantly, the current people in power will no longer be there, so no one will be held accountable if you miss targets. Some of the targets are laughably un-ambitious. For example, increasing nighttime spend 10% in 10 years would likely mean a decrease in spend per capita as population will likely grow more than 10% over the next 10 years...	The strategy is a 10-year strategy to 2032. Reporting on the outcomes of the strategy is embedded in Council's annual reporting program. At the time of drafting the strategy there was limited baseline data to estimate the potential increase in night time spend. Additional data is now available which better estimates the growth in night time spending. The strategy has therefore been amended to include a target of 7% over 10 years.
9.	Community Strategic Plan submission	Outcome 2 24 hour economy	<p>The residents and police of Randwick LGA have spent the last two decades trying to create a 24 hour safe family friendly environment especially around the various beaches where people of all ages can stroll and enjoy the environment.</p> <p>This was needed because late trading of the pubs and anti social behaviour in Coogee in particular , had resulted in rapes, stabbings ,physical assaults and deaths. Other impacts include hooning, urinating on property and broken bottles - the streets of Coogee were unsafe in particular for women.</p> <p>Is the current General Manager consulting with police and health care workers in this drive to allow 24 hour trading? It is hard to believe police and health care workers would want this dangerous direction given how over stretched they are.</p> <p>There is no business case, no demand from the public (a staff member told me it was to service shift workers but could not tell me how many shift workers live in the LGA) accompanying this report.</p> <p>Over the weekend , Randwick residents had to endure hooning and a helicopter overhead due to a stabbing on Frenchmans Rd - this is because the area is becoming the new Kings Cross. We have made international news several times due to devastating raves and killings.</p> <p>How will a 24 hour economy improve businesses ? It will cost businesses more to remain open and pay award rates- we do know that gambling is most prolific from 1am so we can only assume, this move is to assist gambling revenues.</p>	<p><i>See Community Strategic Plan response</i></p> <p>Outcome 2 is focused on enabling the community to access a diverse range of experiences and services both day and night, to create a 24 hour economy.</p> <p>The strategic approaches seek to shift the night life from being solely focused on drinking and dining.</p> <p>They include changes to the planning framework to enable small, low impact businesses to trade later or host cultural activities.</p> <p>Marketing and promotion of Randwick's night life experiences will be important as well as seed funding to trial new activities.</p> <p>Partnerships with businesses to boost events the City produces and markets and food trucks all play a role in a vibrant 24 hour economy.</p> <p>Any changes to the planning framework such as trading hours are subject to the consultation, planning regulation and assessment process. This process considers impact on residents and provides an opportunity for community feedback.</p>

	Channel	Theme	Feedback (verbatim)	Council Response
			<p>We do know The Spot is extremely successful- why? It is safe and family friendly - it doesnt need a 24 hour trade</p> <p>If council was concerned with local businesses, then it would not have signed off on the CBD Light Rail which killed almost every business along the route.</p> <p>It is not the job of local council to drive a drinking and gambling environment. It should focus to its main jobs such as garbage collection the service of which has been steadily decreasing and rubbish strewn over streets and pavements.</p> <p>I strongly object to a 24 hour trading economy in the Randwick Local Government Area</p>	
10.	Community Strategic Plan submission and Economic Development Strategy submission	Outcome 2 24 hour economy	<p>I am a new resident of Coogee who purchased a small property I live in close to the beach in April 2021. In the short time I have been here in spite of Covid I have enjoyed the amenities of the beach precinct and Coogee Bay Road (CBR). I like to shop, go out and eat locally.</p> <p>The tone of the area changes quite markedly on Fridays and over the weekends. 24 hour trading will further change the area and is not necessary. I find the beach promenade, CBR and The Pavilion areas NO GO ZONES for three nights a week. I avoid them when friends or family come to visit as there are too many drunk and intoxicated people. This includes difficulty I have experienced while driving my car on Carr and Arden Streets after 9pm when heavily intoxicated people either attempt to cross or lie prone in groups (on two occasions) in the middle of major roads.</p> <p>Just how will businesses be improved with 24 hour trading? Is there a business case in train that makes the argument/s and weighs up the evidence? Does it find people want to go out, for example, at 2am to purchase food, groceries or alcohol in large enough numbers to warrant businesses remaining open? Have local police, ambulance, young families or health care workers been consulted about the proposed development?</p> <p>Australia and young people in our society more broadly have unhealthy drinking cultures that lead to negative impacts on serious crime, assault, poverty, gambling, street pollution and the wellbeing of much younger children. The Foundation for Alcohol Research and Education (FARE) in a major study found one-third of Australians have been</p>	<p><i>See Community Strategic Plan response</i></p> <p>Outcome 2 is focused on enabling the community to access a diverse range of experiences and services both day and night, to create a 24 hour economy.</p> <p>The strategic approaches seek to shift the night life from being solely focused on drinking and dining.</p> <p>They include changes to the planning framework to enable small, low impact businesses to trade later or host cultural activities.</p> <p>Marketing and promotion of Randwick's night life experiences will be important as well as seed funding to trial new activities.</p> <p>Partnerships with businesses to boost events the City produces and markets and food trucks all play a role in a vibrant 24 hour economy.</p> <p>Any changes to the planning framework such as trading hours are subject to the consultation, planning regulation and assessment process. This process considers impact on residents and provides an opportunity for community feedback</p>

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11.	Community Strategic Plan submission	Outcome 2 24 hour economy	<p>affected by alcohol-related violence (2020). It is not the role of local council to add to already serious cultural and societal problems. I object strongly to any move by the Randwick LGA to move to a 24 hour trading economy.</p> <p>I'm writing to express my opposition to allowing 24-hour trade in Randwick LGA. As a resident and ratepayer, I know that the qualities which make our area so distinctly attractive are its natural beauty, conduciveness to an active lifestyle, and family-friendliness. Public health and safety are major factors in allowing for the latter two and there is no doubt in my mind that this is greatly due to the limits in trading hours which are now set in our LGA.</p> <p>While allowing businesses to trade overnight may benefit a scant few sole traders and workers, we must consider the drug and alcohol consumption, uncontrolled behaviour, and crowds that inevitably accompany it. The reason the CBD and Kings Cross are appropriate for this type of trade is their proximity to St Vincent's Hospital, which has the capacity to serve the unlucky victims of alcohol poisoning, drug overdose, and King Punches after night on the town. While I was not a great fan of the Baird-era Lockdowns, one cannot deny the massive decline in nighttime injuries that accompanied them.</p> <p>And please consider the obvious result of having throngs of inebriated partygoers (some who will likely be high school-aged with fake IDs) within walking distance of sheer cliffs and potential nighttime shore dumps- aspects of our locality which are barely safe when people are sober. With my children in their early teens now beginning to show interest in adult-style recreation, I honestly would prefer the temptations of drunken revelry and sleazy hookups to be less accessible to them rather than in my own backyard.</p> <p>Instead of allowing for 24-hour trade in our healthy sanctuary-like suburbs, why not consider working with Transport NSW to increase the frequency of nighttime buses so that people may more easily and affordably travel to and from the city at night for work and recreation? Please also consider adding throughout the year a few more special local events which can stretch later into the night (perhaps to 11PM) in order to offer locals something to look forward to and for economic stimulus. These could be neighbourhood street fairs, noodle markets,</p>	<p><i>See Community Strategic Plan response</i></p> <p>Outcome 2 is focused on enabling the community to access a diverse range of experiences and services both day and night, to create a 24 hour economy.</p> <p>The strategic approaches seek to shift the night life from being solely focused on drinking and dining.</p> <p>They include changes to the planning framework to enable small, low impact businesses to trade later or host cultural activities.</p> <p>Marketing and promotion of Randwick's night life experiences will be important as well as seed funding to trial new activities.</p> <p>Partnerships with businesses to boost events the City produces and markets and food trucks all play a role in a vibrant 24 hour economy.</p> <p>Any changes to the planning framework such as trading hours are subject to the consultation, planning regulation and assessment process. This process considers impact on residents and provides an opportunity for community feedback.</p>

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			<p>holiday and ethnic celebrations, and even art and performance events. The possibilities are endless, and do not need to involve a 24-hour economy.</p> <p>I hope you will consider my opinion. The value of safety and a healthy lifestyle in our LGA cannot be overstated. Thank you for your time.</p>	
12.	Community Strategic Plan submission	Outcome 2 24 hour economy	<p>I would like to strenuously object to any consideration of 24 hour trading in Randwick Lga particularly in Coogee, this would be of no benefit to ratepayers or non ratepayers.</p> <p>This would only impact locals in a negative way.</p> <p>The only ones to benefit would be the gambling and liquor industry, as if we need to contribute to that.</p> <p>As a long time local I've seen too many alcohol related incidents, I hope you don't give approval for any longer trading hours than we already have.</p>	<p><i>See Community Strategic Plan response</i></p> <p>Outcome 2 is focused on enabling the community to access a diverse range of experiences and services both day and night, to create a 24 hour economy.</p> <p>The strategic approaches seek to shift the night life from being solely focused on drinking and dining.</p> <p>They include changes to the planning framework to enable small, low impact businesses to trade later or host cultural activities. Marketing and promotion of Randwick's night life experiences will be important as well as seed funding to trial new activities.</p> <p>Partnerships with businesses to boost events the City produces and markets and food trucks all play a role in a vibrant 24 hour economy.</p> <p>Any changes to the planning framework such as trading hours are subject to the consultation, planning regulation and assessment process. This process considers impact on residents and provides an opportunity for community feedback.</p>
13.	Community Strategic Plan Konveio comment	Outcome 2 24 hour economy	<p>b) 24 Hour Economy</p> <p>Randwick is a beaches and natural environment LGA. Being out after midnight usually means trouble for someone. Let's leave the late late night stuff mostly to the CBD or Newtown.</p>	<p><i>See Community Strategic Plan response</i></p> <p>Outcome 2 is focused on enabling the community to access a diverse range of experiences and services both day and night, to create a 24 hour economy.</p> <p>The strategic approaches seek to shift the night life from being solely focused on drinking and dining.</p> <p>They include changes to the planning framework to enable small, low impact businesses to trade later or host cultural activities. Marketing and promotion of Randwick's night life experiences will be important as well as seed funding to trial new activities.</p> <p>Partnerships with businesses to boost events the City produces and markets and food trucks all play a role in a vibrant 24 hour economy.</p> <p>Any changes to the planning framework such as trading hours are subject to the consultation, planning regulation and assessment</p>

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				process. This process considers impact on residents and provides an opportunity for community feedback
14.		<p>Outcome 3 Diverse, active places</p> <p>Outcome 1 Empowering businesses</p> <p>Outcome 4 Attracting people</p>	<p>1. "Buy Local" Campaign A "Buy Local" campaign has limited value when residents can't even buy basic necessities at competitive prices. There was no planning for full-size supermarkets/greengroceries/ smallgoods in the K&K Town Centre Strategy. The need for such becomes even more urgent with the Randwick Comprehensive Planning Strategy affecting Kingsford. Residents currently go to Randwick/Maroubra/Eastlakes for grocery shopping. Suggestion: • Review the need for full-size supermarkets / greengroceries/ smallgoods in Kingsford business centre, crucial to ensure vibrant everyday commerce and to enable residents and workers to shop locally for basic necessities; plus reduce the need for car usage.</p> <p>2. Commercial Diversity There is a general lack of diverse commerce in Kingsford. The numerous restaurants are currently an attraction to locals and visitors, at least in part due to their comparatively low prices. With new developments rentals will increase that likely will affect the viability of many. Further, all the high-rise DAs for student accommodation show small commercial spaces as likely eating venues, which would put at risk the restaurants along Anzac Parade heavily reliant on student patronage. Currently, in anticipation of selling to prospective developers a number of Kingsford/ Kensington business owners lease their properties on a 12 month basis. This clearly will prevent new enterprises that need to put in capital in order to start their business, and time to build up a clientele. Suggestions: • work with Kingsford Chamber of Commerce to look at the implications of the current short term lease arrangements and how to minimise the impact on current and prospective businesses. • Considering current lack of floorspace for small business ventures, explore the option for vacant business properties being leased for a set term to sponsored start-up/share businesses that don't require costly modifications to operate and able to move to new venues without great cost.</p>	<p>The strategic planning framework was informed by the current and future needs for commercial (including retail) and industrial space across the LGA.</p> <p>The K2K Strategy acknowledged that neither Kensington nor Kingsford town centres contain a full line supermarket and that both town centres would benefit from the development of a supermarket to fulfill local population grocery/retail needs. While Council planning controls in Kensington and Kingsford provide the incentives and appropriate zoning for employment floor space including the development of supermarkets, ultimately the decision to invest within a specific location is a matter for retailers.</p> <p>Outcome 2 identifies a strategic approach to investigate opportunities with local commercial property owners for short-term use for pop-up businesses.</p> <p>Outcome 1 identifies strategic approaches for Council to play an advocacy role for greater support for the education needs and work skills required of job seekers and low-income earners, acknowledging that a plan will need to be developed in partnership with education providers.</p> <p>Outcome 4 identifies a strategic approach to develop and implement a destination management plan which will require an audit of the needs for short-term accommodation and accompanying promotion.</p>

	Channel	Theme	Feedback (verbatim)	Council Response
			<p>3. Education Needs and Work Skills</p> <p>I totally support greater support for education needs and work skills. In Kensington/ Kingsford the primary schools have reached full capacity, there is no public secondary school, and Randwick TAFE is threatened of closure. Current funding arrangements favour private schools and privatisation with high cost further education retains an inequitable education system.</p> <p>Suggestions:</p> <ul style="list-style-type: none"> • That Randwick City Council join other Councils to push for public education funding at all levels. One Council is unlikely to affect change, but likely to find accord with many Councils. • Create a number of sponsored places at TAFE for highly motivated school leavers from low income households, including a Volunteer team to specifically assist with catch-up reading and numeracy. • Work with NIDA to create some sponsored places specifically for Indigenous talented youth. • Negotiate mentoring schemes with sports clubs for Indigenous children and children from disadvantaged backgrounds. • Provide work experience at some Council departments for Indigenous and disadvantaged children who are motivated but not having skills or brave enough to independently seek work experience. <p>4. Short-term Accommodation</p> <p>I am aware that Randwick Council in response to the proposed Gateway Determination unsuccessfully tried to reduce the permitted number of days for short-term accommodation per year. Having experienced B&B rental in a unit in my Strata building it was an absolute nightmare, with constantly unknown people entering the building and parties with excessive noise to very late in the night. Considering the profitability of short-term stayers more investors will buy properties in coastal suburbs and around the UNSW and drive up property prices. Moreover, fewer rental properties and less owner occupancy will have an adverse effect on our local communities.</p> <p>Suggestion:</p> <ul style="list-style-type: none"> • That Randwick Council actively promote other forms of short-term rental, e.g. construction of service apartment buildings/hotels close to the PWH, UNSW, and popular coastal precincts. 	

	Channel	Theme	Feedback (verbatim)	Council Response
15.	Economic Development Strategy Konveio comment	Outcome 3 Diverse, active places	The Kingsford Kensington area needs a huge make over. I hate living in an area where the Main Street is dirty busy and full of Asian restaurants and nothing else. It's a mess. Shop fronts are an eye saw. Foot paths are dangerous and some broken up. The area is awful. We live in winburn avenue and it's a nice spot but we would love to be able to walk to our areas high street and have Harris farm markets a nice new supermarket instead of the awful iga and a range of different restaurants that cater to everyone not just Asian University students. I have nothing against Asian restaurants I love them but not the whole strip. It's a really awful area and our family never venture there because of this. The only place we go is the Doncaster hotel occasionally. We are considering moving to a new area that has a range of different shops and restaurants. Our friends who live around here say the exact same thing. The area needs to be cleaned up. House prices around here are shooting up. We need an area of businesses and restaurants and shops that suit this. [Personal Details Deleted]	Outcome 3 is focused on creating vibrant neighbourhood and town centres. Implementing the strategic approaches will require an understanding of the challenges in each area to develop actions to address them, particularly the impact of the pandemic on business operation and the amenity of our public spaces.
16.	Community Strategic Plan Konveio comment	Outcome 3 Diverse, active places	The Kingsford to Kensington K2K strip has been ruined by the light rail, so many premises empty, lack of vibrance in the community for shopping, cafes and restaurants. How can Council help to revitalise this area apart from more high rise buildings along Anzac Parade?	<i>See Community Strategic Plan response</i> Outcome 3 is focused on creating vibrant neighbourhood and town centres. Implementing the strategic approaches will require an understanding of the challenges in each area to develop actions to address them, particularly the impact of the pandemic on business operation and the amenity of our public spaces.
17.	Economic Development Strategy submission	Outcome 4 Attracting people	GBSDC Submission to Randwick Economic Development Strategy – March 2022 This submission is on behalf of the Gordon's Bay SCUBA Diving Club and the Sydney Dive Wreck Committee. The Sydney Dive Wreck team proposes that Randwick Council incorporates the establishment of an Artificial Reef in the Destination Management Plan. (ref 4.7) As referenced in the Greater Sydney Commission Eastern District Plan, the waters off the Randwick coast are renowned for snorkelling and SCUBA Diving and the provision of an Artificial Reef would prove a welcome addition to the diversity of activities on the coastline. Randwick has a significant comparative advantage to other areas with its extensive 29km of coastline and proximity to major tourism accommodation in the Sydney CBD.	Outcome 4 identifies several strategic approaches to attract people to do business, work and visit. Council will consult with stakeholders to develop the Destination Management Plan to identify its existing and potential attractions.

	Channel	Theme	Feedback (verbatim)	Council Response
			<p>This Sydney Dive Wreck proposal for an Artificial Reef created by sinking a former Navy ship already has significant support within the Randwick community. Community consultation has taken place over several years at community events including the Ecofair, the Spot Festival, Family Fun Days and Coogee Business Forums. We have a petition to be tabled in the NSW Parliament with over 13,500 signatures, with approximately 30% of these being from Randwick residents.</p> <p>Our proposal also has had strong support from the Coogee Chamber of Commerce, and is supported by many members of both State and Federal Parliament in Sydney's Eastern suburbs.</p> <p>This proposal requests the NSW government to approve and fund the establishment of the Artificial Reef. Inclusion of this initiative in Randwick Council's Economic Strategy and Destination Management Plan would demonstrate another layer of support for the proposal.</p> <p>The Sydney Dive Wreck Committee has developed a detailed business plan for an Artificial Reef which can be found at https://www.sydneydive wreck.com.au/wp-content/uploads/2020/10/NSWGovBusinessCaseV16_july2020.pdf</p> <p>We would be happy to meet with the council to provide further details.</p> <p>Regards , [Name deleted for confidentiality] President, Gordons Bay SCUBA Diving Club Member, Sydney Dive Wreck Organising Committee</p>	
18.	Economic Development Strategy submission	Outcome 4 Attracting people	<p>Statement in support of the draft Randwick City Economic Development Strategy 2022 – 2032</p> <p>On behalf of the partners and collaborators across Randwick Health & Innovation Precinct (RHIP), we would like to express our support for the recently published draft Randwick City Economic Development Strategy 2022 – 2032.</p> <p>This letter affirms our shared commitment to aligning with, and working alongside Council's plan to build on the area's unique appeal as a place to live, work, visit and study.</p>	Outcome 4 identifies several strategic approaches to attract people to do business, work and visit. Council will collaborate with Randwick Health and Innovation Precinct to support the implementation of the precinct's strategic plan and achieve the outcomes of the Economic Development Strategy.

	Channel	Theme	Feedback (verbatim)	Council Response
			<p>Randwick Health & Innovation Precinct backdrop</p> <p>The last two years have been like no other and never has the spotlight been so intently focused on the Australian health system. While it has been critical to address the acute needs of the Australian population, it has also been important for the wider health community to look forward, strengthen partnerships and develop robust systems that will keep Australians healthy.</p> <p>The Randwick Health & Innovation Precinct remains focused on its aspirations to bring together world-class education, research and healthcare organisations to address real-world problems across the lifespan in a dynamic, integrated environment, and the recently completed RHIP Economic Analysis Summary Report demonstrates the significant contribution the Precinct will make to the local and national economy.</p> <p>At a high-level, the Precinct contributes to the NSW economy in the following ways:</p> <ul style="list-style-type: none"> • Directly, through capital investment; service delivery expenditure (health and education); research expenditure and income from commercial tenants • Indirectly through labour force skills development; labour force health improvements; research translation and international student expenditure. <p>The \$1.5 billion infrastructure investment from the NSW Government and precinct partners will have a positive impact on the economy and jobs. Looking ahead to an established Precinct by 2040, base modelling suggests that RHIP currently generates a contribution of close to \$4.7 billion per annum to Greater Sydney's Gross Regional Product (GRP18), which would increase to \$7.7 billion per annum alongside more than 30,000 full time equivalent jobs in less than twenty years. RHIP will also play a significant role in attracting investment and talent to NSW which will drive research and innovation.</p> <p>We have more than 15 collaborating partners, a 22,000 strong Precinct campus workforce who, each year, deliver 1.8 million patient interactions and educate over 58,000 students. The Precinct's genuine partnerships leverage our scale, diversity and expertise to influence and impact positive health outcomes. Our collaborations are producing real-world results and leading the way in areas of children's cancer; neuroscience, mental health and addiction; virtual care; and genomics and genetics.</p>	

	Channel	Theme	Feedback (verbatim)	Council Response
			<p>Aligning to the draft Randwick City Economic Development Strategy 2022 – 2032</p> <p>As a developing Precinct, we have a significant number of existing strengths and assets upon which to build a globally recognised health and innovation precinct.</p> <p>Realising this ambition is likely to increase the Precinct's economic impact above what it would otherwise achieve; and through a considered partnership and willingness to collaborate with Randwick City, we see huge potential to establish a sustainable 24-hour economy that will create local employment opportunities and build a prosperous community.</p> <p>Through concerted and sustained investment in, and curation of the Precinct over the long term, our combined support will ensure continued attraction, retention and investment of key collaborators delivering on both the Randwick City and RHIP aspirations.</p> <p>In response to the particulars of the draft Economic Development Strategy 2022 – 2032, we support a collaborative partnership to deliver on the following outcomes:</p> <p>OUTCOME 1 Randwick City empowers businesses to start, grow and thrive through a collaborative business culture</p> <ul style="list-style-type: none"> • 1.13 Leverage the strength of the Randwick Health and Innovation Precinct to foster collaborative relationships with local business networks by 2026. <p>OUTCOME 4 Randwick City attracts people from around Australia and the world to do business, work and visit. Support the creation of an additional 9,200 jobs in the Randwick Collaboration Area by 2036.</p> <ul style="list-style-type: none"> • 4.1 Forge a partnership with Randwick Health and Innovation Precinct by 2022 to support the implementation of its strategic plan to attract healthcare businesses, talented workers and students to Randwick City. • 4.2 Explore partnerships with UNSW, Randwick Health and Innovation Precinct and local businesses to support entrepreneurial programs and incubation spaces, which foster new innovative businesses in Randwick City by 2025. • 4.3 Develop an investment attraction marketing campaign, in partnership with other stakeholders, which promotes Randwick City as a desirable place to do business, work and visit by 2026. • 4.4 Research opportunities to facilitate development and attraction of locally owned social enterprises, particularly Indigenous business, which employ, buy and invest locally by 2025. 	

	Channel	Theme	Feedback (verbatim)	Council Response
			We are already working closely with the Randwick City Economic Development team to realise these outcomes, and will continue to support, engage and collaborate with Council to use the Randwick Health & Innovation Precinct potential to build on the diverse strengths of Randwick City and respond to challenges the COVID-19 pandemic has presented. [Personal Details Deleted]	
19.	Economic Development Strategy submission	Outcome 4 Attracting people	Hi just a couple of ideas to attract folks to our area socially, therefore drink,eat in our local cafes. Create interest to attract others to spend in our area ie.,Sunday markets at Maroubra or Coogee _bohemian style., performing arts_art displays and local and other art competitions., walks for charity start at Randwick through The Spot and ending at Coogee Beach.,Classic car club display at Maroubra or the like x3 year. Just my thoughts-thank you,regards [Personal Details Deleted]	Council welcomes ideas to attract residents, workers and visitors to the area. Outcome 2 identifies several strategic approaches to create a city with a 24 hour economy including a program for the operation of food trucks or markets. Outcome 4 identifies several strategic approaches to attract people to do business, work and visit. The Randwick Arts and Culture Strategy includes strategic approaches to facilitate cultural event, festival, performance or art programs to generate a lively street culture day and night. Council also encourages applications to its grant programs.to support projects which facilitate community connection and creative activity.

Director City Services Report No. CS13/22

Subject: Winter Pop-up Pedal Parks

Executive Summary

- The 'Pop-up Pedal Parks' at Chifley and Clovelly over the past two winters have been a popular and successful project that has created valuable shared spaces and enriched the local communities around these locations.
- It is now proposed to also include the new South Maroubra Car Park as a third additional, winter, 'Pop-up pedal park'.
- This report outlines the history of the project and requests support for extending the program.

Recommendation

That Council:

- a) extends the program of winter pop up pedal parks for a further 3 years, over winter in 2022, 2023 and 2024; and
- b) includes a third additional 'Pop-up Pedal Park' in the new South Maroubra Car Park, as part of the program.

Attachment/s:

Nil

CS13/22

Purpose

To inform Council on the operations of the 'pop-up' pedal parks at Clovelly and Chifley over winter of 2021 and to include an additional location at the South Maroubra car park. It is also proposed to extend the program for an additional three years.

Discussion

Background

In 2020, a Mayoral Minute (MM19/20) responded to community requests to keep the Clovelly car park closed after the initial 'coastal lockdowns' arising from the first stage of the Covid-19 Pandemic. In support of the Mayoral Minute the Council resolved that:

- a) both the Clovelly car park and the Chifley Sports Field carpark be partially closed for the rest of winter so that they can be used by the community for temporary hardstand recreational purposes; and
- b) a further report be brought back to the council evaluating the success, or not, of this trial and proposing future action regarding the possible part closures, through winter, of council carparks for hardstand recreational purposes.

In November 2020 the outcome of the trial and consultation was reported to Council (CS54/20) and Council further resolved that:

- a) Council reinstate a reduced size 'pop-up pedal park' at Clovelly car park and the original size 'pop-up pedal park' at Chifley car park for the winter months (June- August);
- b) Council consider a funding allocation of \$7000 for the installation of additional temporary cycling and play facilities within the 'pop-up pedal park in the 2021-22 Operational Plan and Budget; and
- c) investigations to be undertaken into the installation of permanent gates at Clovelly for future closures, that would provide flexibility in relation to timing of closures.

Operations during 2021

At the beginning of June 2021, the facilities at Clovelly and the Chifley Sports Field car parks were opened with temporary bicycle play equipment installed. This helped improve the functionality of the areas and encouraged riders with a mix of skill levels to enjoy the space.

It was also proposed to offer road safety and children's bicycle workshops to encourage and assist young riders. Unfortunately, due to the second wave of lockdowns, and required social distancing, the workshops did not go ahead.

The extended lockdowns over winter 2021 did however result in extensive use of the 'pop-up pedal parks' and at the end of August 2021 when they were due to close, the community requests to Council resulted in the extension in the use of the spaces until the long weekend in October 2021.

The significant volume of positive feedback and the value that the community placed on these facilities was extraordinary. Council has received many emails and messages that tell stories of children riding for the first time, of setting themselves challenges to master the ramps, meeting friends for a ride and parents and grandparents who appreciate the location of the facilities and the social and community value they provide.

Council has also received calls and requests from other local councils requesting guidance on how they might also undertake such a project in the future.

Operations for 2022 and beyond

In 2022, it is proposed to once again install temporary cycling and play equipment in the 'pop up pedal parks' at Chifley and Clovelly, over winter.

Furthermore, with the completion of the additional 65 space car park at South Maroubra, it has been proposed that this space also be included as part of the 'pop-up pedal park' program from winter 2022. The Council has liaised with South Maroubra Surf Club and the club has raised no objections to this proposal.

Also, the installation of a previously proposed permanent gate at Clovelly carpark has been investigated and, given the extensive width of the carpark aisle, it is considered that such a proposal is not feasible.

The existing winter 'pop-up' pedal park have created great shared public spaces that support our local communities to thrive and enjoy an activity that was not previously available to them. Accordingly, it is recommended the Council continue supporting the implementation of the Clovelly, the Chifley, and the new South Maroubra Beach winter pop-up pedal parks, over the next 3 years.

Strategic alignment

The relationship with the City Plan is as follows:

Outcome/Direction	Delivery Program actions
Outcome	5. Excellence in recreation and lifestyle opportunities.
Direction	5b. Facilitate a range of sporting and leisure activities.

Resourcing Strategy implications

Funding has been allocated this financial year under the Roads budgets.

Policy and legislative requirements

N/A.

Conclusion

Given the success and positive community feedback for the 'pop-up pedal parks' it is proposed to include the south Maroubra car park as part of the 'Pop-up pedal parks' project and to continue the project for a further 3 years.

Responsible officer: Heidi Leadley, Community Road Safety Officer

File Reference: F2021/00219

Director City Services Report No. CS14/22

Subject: Submission on IPART's review of Domestic Waste Management Charges

Executive Summary



- The Independent Pricing and Regulatory Tribunal (IPART) has reviewed how councils apply Domestic Waste Management Charge (DWMC) to recover the cost of delivery of domestic waste management services and issued a report with “draft decisions” in December 2021.
- IPART is seeking return submissions to the report by 29 April 2022 before they make the final determination.
- IPART proposes four cost-reflecting pricing principles for setting DWMC to recover the cost of delivery of domestic waste management services.
- IPART proposes to set an annual ‘benchmark peg’ on DWMC increase of 1.1% for 2022-23, which will be reviewed every year.
- SSROC councils have jointly prepared a submission on the draft report including draft decisions.

Recommendation

That Council:

- a) notes that the Independent Pricing and Regulatory Tribunal (IPART) of NSW reviewed domestic waste management charges and made draft decisions on how councils should set domestic waste management charges; and
- b) endorses the joint SSROC submission on the draft report of IPART's review of domestic waste management charges and draft decisions

Attachment/s:

1.  IPART Review of Domestic Waste Management Charges - draft report December 2021
2.  Draft SSROC submission on the draft report of IPART review of Domestic Waste Management Charges

Purpose

In 2020, The Independent Pricing and Regulatory Tribunal (IPART) NSW reviewed how councils set Domestic Waste Management Charges (DWMC) to recover the cost of delivery of Domestic Waste Management (DWM) services. In December 2021, IPART released a draft report with “draft decisions” seeking final comments by 25 March that was subsequently extended to 29 April 2022.

The purpose of this report is to inform Council of IPART’s draft report and stipulated “draft decisions” on the DWMC and seek its endorsement of the return joint submission prepared by SSROC.

Discussion

To provide the relevant background information for Council to consider the endorsement of the SSROC response to the IPART Draft Report the following points are provided:

1. Background
 - A. Local Government Act 1993
2. IPART
 - A. Domestic Waste Management Charge Review
 - B. IPART Report “draft decisions”
 - C. IPART Report “proposed pricing principles”
3. SSROC Submission

1. Background

Domestic waste management is a key responsibility for councils, with social, public health, environmental and economic significance. NSW councils provide a range of Domestic Waste management (DWM) services to their residents, such as kerbside collections, drop-off facilities and periodic clean-up services.

A. Local Government Act 1993

Councils provide domestic waste management services in accordance with sections 496, 502 and 504 of the Local Government Act 1993:

496 Making and levying of annual charges for domestic waste management services

- (1) A council must make and levy an annual charge for the provision of domestic waste management services for each parcel of ratable land for which the service is available.
- (2) A council may make an annual charge for the provision of a domestic waste management service for a parcel of land that is exempt from rating if:
 - (a) the service is available for that land, and
 - (b) the owner of that land requests or agrees to the provision of the service to that land, and
 - (c) the amount of the annual charge is limited to recovering the cost of providing the service to that land.

502 Charges for actual use

A council may make a charge for a service referred to in section 496 or 501 according to the actual use of the service.

504 Domestic waste management services

- (1) A council must not apply income from an ordinary rate towards the cost of providing domestic waste management services.
 - (1A) Subsection (1) does not prevent income from an ordinary rate from being lent (by way of internal loan) for use by the council in meeting the cost of providing domestic waste management services.
- (2) Income to be applied by a council towards the cost of providing domestic waste management services must be obtained from the making and levying of annual charges or the imposition of charges for the actual use of the service, or both.
- (3) Income obtained from charges for domestic waste management must be calculated so as to not exceed the reasonable cost to the council of providing those services.

2. IPART

In 2010 the Minister for Local Government delegated to IPART the function of approving special rate variations and minimum rates, and the function of varying annual domestic waste management charges.

A. Domestic Waste Management Charge Review

IPART states in their report that since the delegation in 2010 they decided not to set a limit on the annual DWM charges made by councils as they were satisfied that the charges were likely to be reasonable. Also, the costs of DWM services were audited by the Office of the Local Government (OLG). However, in 2019 OLG informed IPART that it has ceased conducting audits. As such, IPART decided to investigate the level of DWM charges across NSW.

In August 2020, IPART released an initial Discussion Paper for consultation. Following review of the stakeholder submissions, IPART released a draft Report (see attachment 1) with “draft decisions” in December 2021 seeking final comments from stakeholders by 29 April 2022.

B. IPART Report “draft decisions”

In the above-mentioned draft report released in December 2021, IPART has made the following “draft decisions”:

- (1) IPART proposes to publish annually a ‘benchmark’ waste peg to assist councils in setting their domestic waste management charges. We would publish the benchmark waste peg at the same time we publish the rate peg to assist councils setting charges from 1 July each year.
- (2) IPART proposes to publish annually a report on the extent to which councils’ annual domestic waste management charges increase more than the benchmark waste peg each year.
- (3) IPART proposes recommending that the Office of Local Government publish pricing principles to guide councils on how they should recover the costs of providing domestic waste management services.

Also, IPART proposes benchmark waste peg 1.1% for 2022-23 and refine the peg for 2023-24 based on detailed cost information of service delivery, requiring those councils whose charges increased more than the benchmark waste peg to report to them on:

- How much their average DWM charges have varied compared to the benchmark waste peg?
- Why have charges increased more than the benchmark waste peg?

C. IPART Report “proposed pricing principles”

IPART then proceeded within the report in response to the consultation to propose four pricing principles which are as follows:

- (1) DWM revenue should equal the efficient incremental cost of providing the DWM service
- (2) Councils should publish details of all the DWM services they provide, the size of the bin, the frequency of the collection and the individual charges for each service
- (3) Within a council area, customers that are:
 - (a) imposing similar costs for a particular service should pay the same DWM charge
 - (b) paying the same DWM charge for a particular service should get the same level of service
- (4) Any capital costs of providing DWM services should be recovered over the life of the asset to minimize price volatility

IPART proposes those costs which do not involve the periodic collection of domestic waste from households should not be collected through DWMC, rather should be collected through general rates including:

- street sweeping
- public place rubbish bins
- general litter reduction campaigns not related to collecting domestic waste
- cleaning up illegal dumping

In consideration of the above IPART sought response from the industry in regard to the following questions:

- Do you think our proposed annual 'benchmark' waste peg will assist councils in setting their DWM charges?
- Do you think the pricing principles will assist councils to set DWM charges to achieve best value for ratepayers?
- Would it be helpful to councils if further detailed examples were developed to include in the Office of Local Government's Council Rating and Revenue Raising Manual to assist in implementing the pricing principles?

3. SSROC submission to IPART

Member councils of the Southern Sydney Regional Organisation of Councils jointly prepared a submission to the IPART in response to their Draft Report on Review of Domestic Waste Management Charges. The preparation of the submission has been informed by in depth research and analysis of potential impacts that the draft decisions may have on councils' management of domestic waste and achieving the resource recovery and environmental targets.

Please see draft submission in attachment 2.

Summary of SSROC's draft position

While SSROC and its member councils support clear, efficient, and transparent DWMC and pricing principles, we strongly oppose any measure that inhibits councils' ability to deliver the range of high-quality domestic waste management services expected by the community, mandated by the NSW Government, and that are necessary to meet waste and resource recovery targets. Rising costs due to factors out of councils' control – including limited competition in the waste sector, COVID-19, COAG export bans, inflation, and climate disasters, to name a few – require a sufficiently flexible revenue raising mechanism and clear pricing principles that can accommodate newly mandated service obligations such as FOGO and significant year-to-year variability in the market. Consequently, SSROC's draft positions on the decisions in the draft report are as follows:

- (1) SSROC opposes the approach proposed in IPART's draft report in December 2021 (clarified pricing principles and a voluntary indicative peg of 1.1% in 2022/23; hereinafter, 'voluntary

peg') and does not believe that the voluntary peg will assist councils in setting their DWM charges. The timing of any major adjustment to council revenue raising mechanisms is inappropriate and extremely challenging given rising market-based costs, the NSW Government's transition to a circular economy, including a mandated FOGO service by 2030, and the increasing incidence of natural disasters.

- (2) Based on the definitions of 'domestic waste' and 'domestic waste management services' in the Local Government Act and the Office of Local Government's (OLG) Council Rating and Revenue Raising Manual (hereinafter, 'OLG Manual'), neither the voluntary peg nor the approach proposed in IPART's discussion paper in August 2020 (benchmarking of waste service costs, clarified pricing principles, rebalancing relevant cost allocations from the DWMC to general rates, and a streamlined reporting mechanism; hereinafter 'benchmarking & rebalancing') fully address the needs of councils to provide all the services and functions required to minimise landfill and maximise resource recovery from waste generated by individual parcels of ratable land.
- (3) Given a choice between benchmarking & rebalancing and the voluntary peg, we would prefer benchmarking & rebalancing on the condition that all domestic waste management services and functions necessary for minimising landfill and maximising resource recovery from domestic waste, including non-kerbside services such as community recycling centres (CRCs) and drop-off events for problematic, hazardous, and other materials such as e-waste and textiles that are not readily or cost-effectively manageable through kerbside services, are stipulated in the pricing principles published in the OLG Manual.
- (4) Whilst SSROC acknowledges that updated pricing principles play an important role in providing clarity and consistency with regard to which domestic waste management services can be incorporated in the DWMC, it is SSROC's understanding that the OLG Manual is not legally binding. Therefore, we call for IPART to work with relevant authorities such as OLG and the NSW Minister for Local Government to ensure that these definitions in the Local Government Act are modernised to be fit for purpose and aligned with the objectives of the WaSM, which aims to transition NSW to a circular economy, and the Waste Avoidance and Resource Recovery (WARR) Act, which prioritises material efficiency and resource management based on the waste hierarchy according to the highest order of use.
- (5) While SSROC supports clear, efficient, and transparent DWMC charges and pricing principles, based on the expanded coverage of services under the definitions as proposed in 4. above, we propose that charges for services to manage particular streams of waste – including CRCs and drop-off events for problematic, hazardous, and other materials such as e-waste and textiles, and potentially illegal dumping – with a delineable link to ratable parcels of land, or that portion of these streams with a delineable link to ratable parcels of land be calculated on a proportional basis. This would be similar to an availability charge to ensure councils can raise sufficient funds to cover the baseline costs to make these services available to all residents even if not all residents necessarily use or need them. It should be noted that even charges for primary kerbside services are already somewhat proportional as the presentation rate changes every week and some residents generate more or less waste than others, contributing a different proportion of a council's total weight-based waste levy and landfill gate fee.
- (6) SSROC strongly advocates for allowing councils to utilise the waste reserve to provision for reasonable future obligations, including climate events and other emergencies, rapid market-based cost increases, capital expenditures for planned services such as FOGO or planned waste-related infrastructure such as CRCs, and other reasonable market risks.
- (7) Should IPART decide to proceed with benchmarking & rebalancing, benchmarking of waste service costs must reflect varying service levels, densities, and community expectations between councils.

Strategic alignment

The relationship with the City Plan is as follows:

Outcome/Direction	Delivery Program actions
Outcome	10. A healthy environment.
Direction	10d. Waste is managed sustainably to ensure highest level of resource recovery.

Resourcing Strategy implications

If IPART's draft decisions become final decisions, DWMC revenue will reduce. Some of the costs currently within DWMC will need to be moved to the general rates ordinary funds requiring a rate increase over and above the rates peg.

Policy and legislative requirements

NSW Local Government Act 1993
 NSW Waste and Sustainable Material Strategy 2041
 Randwick City Environmental Strategy 2021
 Randwick City Waste Management Strategy 2017-2030.

Conclusion

In December 2021 IPART released a draft report with draft decisions seeking final comments by 29 April 2022. If the draft decisions are finalised as they are, it will have substantial impact on how Council is setting Domestic Waste Management Charges.

In response, Council Officers jointly with SSROC has prepared a submission to IPART - "Draft submission on the draft report of the Independent Pricing and Regulatory Tribunal of NSW's (IPART) review of domestic waste management charges".

Responsible officer: Talebul Islam, Coordinator Strategic Waste Management

File Reference: F2019/00906



CS14/22

Tribunal Members

The Tribunal members for this review are:

Carmel Donnelly, Chair
Deborah Cope
Sandra Gamble

Enquiries regarding this document should be directed to a staff member:

Sheridan Rapmund (02) 9290 8430

Gerard O'Dea (02) 9290 8495

Invitation for submissions

IPART invites comment on this document and encourages all interested parties to provide submissions addressing the matters discussed.

Submissions are due by Friday, 25 March 2022

We prefer to receive them electronically via our [online submission form](#).

You can also send comments by mail to:

Review of Domestic Waste Management Charges
Independent Pricing and Regulatory Tribunal
PO Box K35
Haymarket Post Shop, Sydney NSW 1240

If you require assistance to make a submission (for example, if you would like to make a verbal submission) please contact one of the staff members listed above.

Late submissions may not be accepted at the discretion of the Tribunal. Our normal practice is to make submissions publicly available on our [website](#) as soon as possible after the closing date for submissions. If you wish to view copies of submissions but do not have access to the website, you can make alternative arrangements by telephoning one of the staff members listed above.

We may decide not to publish a submission, for example, if we consider it contains offensive or potentially defamatory information. We generally do not publish sensitive information. If your submission contains information that you do not wish to be publicly disclosed, please let us know when you make the submission. However, it could be disclosed under the *Government Information (Public Access) Act 2009* (NSW) or the *Independent Pricing and Regulatory Tribunal Act 1992* (NSW), or where otherwise required by law.

If you would like further information on making a submission, IPART's [submission policy](#) is available on our website.

The Independent Pricing and Regulatory Tribunal (IPART)

Further information on IPART can be obtained from IPART's [website](#).

Acknowledgment of Country

IPART acknowledges the Traditional Custodians of the lands where we work and live. We pay respect to Elders, past, present and emerging.

We recognise the unique cultural and spiritual relationship and celebrate the contributions of First Nations peoples.

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1 Executive summary

The Independent Pricing and Regulatory Tribunal of NSW (IPART) is reviewing domestic waste management (DWM) charges levied by NSW local councils.

Domestic waste management is a key responsibility for councils, with social, public health, environmental and economic significance. NSW councils provide a range of DWM services to their residents, such as kerbside collection, drop-off facilities and periodic clean-up services. To recover the cost of these services, councils levy DWM charges (separate to general rates) on their residential ratepayers.^a DWM charges are the price paid for household waste services on a 'user-pays' basis^b, while general rates are a tax based on land value. Total DWM charges revenue in NSW is \$1.29 billion (2018–19) each year.^c This is 28% of councils' total annual revenue.^c

The NSW Government recently released its *Waste and Sustainable Materials Strategy 2041* (Waste Strategy).² The Waste Strategy outlines actions to ensure that we have the services and infrastructure in place to deal with waste safely, achieve waste recovery and recycling targets, and support a circular economy.

What is IPART's role?

In 2010 the Minister for Local Government delegated to IPART the function of approving special rate variations and minimum rates, and the function of varying annual domestic waste management charges.

1.1 A 'benchmark' waste peg and pricing principles

On 13 December 2021, IPART decided not to set a limit on annual DWM charges made by local councils for 2022–23.³ This decision is in line with our decisions on these charges to date and is not a part of the current review.⁴

^a Councils are required to set DWM charges that do not exceed the reasonable cost of providing DWM services and revenue collected through DWM charges may only be used for DWM purposes: *Local Government Act 1993*, s 504(3). Revenue from the DWM charge must be kept separate from general rating income, and only used for expenditure related to DWM services: *Local Government Act 1993*, s 409(3)(a).

^b User-pays charges are reflective of the cost of providing the service to that customer.

^c General rates revenue is \$3.373 billion each year (IPART calculations based on 2018–19 data from Office of Local Government, *Your Council Report*, accessed on 24 November 2021).

To protect ratepayers and also assist councils in setting their own DWM charges we propose to publish annually a 'benchmark' waste peg. The benchmark waste peg would be non-binding on councils. It is intended to give guidance to ratepayers and councils on how much the reasonable cost of providing DWM services should change year-to-year. We propose to request councils whose charges increased more than the benchmark waste peg to explain why. There may be good reasons why a council may need to increase more than the benchmark peg, such as a step-up in costs resulting from the competitive tendering of their waste services.

We propose to publish an annual report that highlights councils whose DWM charges have increased by more than the benchmark waste peg and include the councils' explanations for the increases. This will provide greater transparency to ratepayers, councils and IPART. Ratepayers will gain greater awareness of increases in DWM charges and we will gain a better understanding of the drivers of the price changes. This will enable us to assess if DWM charges should be regulated through a binding DWM waste peg or setting individual DWM charges in future.^d

We also propose to recommend to the NSW Office of Local Government (OLG) that they provide guidance to councils through pricing principles in their *Council Rating and Revenue Raising Manual*,⁵ on how to set DWM charges to ensure they reflect the costs of providing the service and best value for ratepayers. We propose pricing principles for inclusion in OLG's Manual.

We consider our draft decisions are a proportionate response to the issues we have identified to date. While we have evidence that domestic waste charges have increased by more than double inflation and general rates, and there is a wide range of charges across councils, we don't have sufficient evidence to explain why the costs of providing services have varied. We have identified a wide range of factors that may be contributing to variability in charges, including the possibility that DWM charges may either be under or over recovering the cost of providing domestic waste services.

Most Sydney metropolitan councils contract out most of their DWM services to external providers, while many regional and rural councils provide most DWM services in-house.⁶ The number and type of DWM services provided across councils varies widely – some councils provide regular kerbside collection of general waste, recycling and organics, while in other areas residents deliver their waste directly to a waste facility.

There are multiple external factors likely to be putting upward pressure on DWM costs, such as the change in the market for recyclables, increases in the waste levy and shortages in landfills. And these all impact costs.

^d Throughout this report we talk about setting individual councils' DWM charges or setting a waste peg as shorthand for our delegated functions which require us to specify 'the percentage' by which a council can increase the amounts of annual charges for DWM services. We can set a positive or negative percentage, or nil percentage, so in effect we can set the resulting charge.

1.2 The review so far

Since being given the delegation in 2010, IPART has decided not to set a limit on the annual DWM charges made by councils.⁷ We had been satisfied that DWM charges were likely to be reasonable, and that the cost of additional regulation would likely outweigh the benefit as:

- Councils are required to set charges that do not exceed the reasonable cost of providing DWM services.⁸
- DWM costs have been independently audited as required by OLG each year.
- Many councils outsource DWM services through a competitive tender process.

In 2019 OLG informed IPART that it had ceased conducting audits of the reasonable cost basis of DWM charges in 2016–17. We decided it was necessary to investigate the level of DWM charges across NSW to help inform our future decisions on DWM charges. We asked councils to report on their DWM expenses and services for the 2017–18 and 2018–19 financial years as part of our 2019–20 Local Government Cost Index (LGCI) survey to inform this process.⁹

We found:

1. Relatively large increases in DWM charges in recent years.
2. DWM charges vary significantly across councils and between similar councils.

Based on those preliminary findings, we released a Discussion Paper⁹ in August 2020 to seek feedback on whether stakeholders considered that there are issues with the prices charged for domestic waste services and whether any regulatory or other action is required. We also sought feedback on potential options if regulatory action is required, noting that we would favour a less prescriptive approach. We outlined our proposed regulatory approach may include developing, in consultation with stakeholders a reporting, monitoring and benchmarking regime. This would involve developing a publicly available comparison tool, comparing DWM charges for equivalent services across comparable councils, and pricing principles.

In response to our Discussion Paper, **Councils** told us the major contributors to increases in DWM charges were external cost drivers outside their control. They also had major concerns about:

- the lack of investment in waste recycling and disposal infrastructure
- the Waste Levy¹⁰ increasing, but not resulting in additional funding to councils for recycling
- market concentration in the waste services industry.

Most councils were not in favour of any regulation of DWM charges. Nevertheless, many councils indicated support for clear and unambiguous pricing principles. However, some councils were concerned that benchmarking DWM charges would not work, because it would be 'comparing apples to oranges'.

⁹ We note that the response rate for the LGCI survey questions on DWM charges was relatively low. We received a response from 67 (i.e. 52%) of councils. Of councils that responded, 42% were 'metropolitan', 30% 'regional' and 28% were 'rural'.

In contrast, most **ratepayers'** submissions indicated their support for detailed regulation of DWM charges and the introduction of publicly available benchmark comparisons. They also raised specific concerns about:

- high landfill charges leading to significant illegal dumping
- an inequitable practice in one council of providing limited tip vouchers on a first-in first-served basis
- councils imposing DWM charges on residents of multi-unit developments (MUDs) that require waste collection by private contractors due to physical limitations in accessing bins.

Submissions from **industry** - waste contractors and related industry associations - generally were not in favour of IPART intervening because they consider the market is competitive, and charges are cost reflective.

1.3 We propose to publish a 'benchmark' waste peg that reflects the changes in the costs of providing DWM services

Councils are required to ensure that their DWM charges are calculated so as not to exceed the reasonable cost to the council of providing DWM services.

To assist councils in setting their annual DWM charges and to protect ratepayers from unjustified price increases we propose to publish a benchmark waste peg that reflects the average annual change in costs of providing DWM services. Councils can use this information to compare how their costs have varied compared to the benchmark and where their costs are increasing at a faster rate, investigate what's driving these increases and why. We would request councils explain to us and their ratepayers why their charges for DWM services are increasing at a faster rate than the average.

The benchmark waste peg would not prohibit councils increasing charges above the peg. But it spotlights these increases and would encourage councils to explain to their ratepayers the reason for the increases. Councils can recover the costs of providing waste services and are also accountable to their ratepayers. We would review the councils' information about cost drivers and where councils cannot justify the increase in their charges, we may consider regulating the individual council's charges or implementing a binding waste peg.

1.4 We propose to recommend that OLG publish pricing principles

We also propose recommending that OLG publish pricing principles to guide councils on how they should recover the costs of providing DWM services. Our proposed principles are:

1. DWM revenue should equal the efficient incremental cost of providing the DWM services.
2. Councils should publish details of all the DWM services they provide, the size of the bin, the frequency of the collection and the individual charges for each service.

3. Within a council area, customers that are:
 - a. imposing similar costs for a particular service should pay the same DWM charge
 - b. paying the same DWM charge for a particular service should get the same level of service.
4. Any capital costs of providing DWM services should be recovered over the life of the asset to minimise price volatility.

Have your say

We are now seeking written submissions on this Draft Report and encourage all interested parties to comment on the draft decisions by 25 March 2022.

[Submit feedback »](#)

[Attend the public hearing »](#)

We will also hold an online public hearing on 28 April 2022.

1.5 List of draft decisions

Draft Decisions

- | | | |
|----|---|----|
| 1. | IPART proposes to publish annually a 'benchmark' waste peg to assist councils in setting their domestic waste management charges. We would publish the benchmark waste peg at the same time we publish the rate peg to assist councils setting charges from 1 July each year. | 16 |
| 2. | IPART proposes to publish annually a report on the extent to which councils' annual domestic waste management charges increase more than the benchmark waste peg each year. | 16 |
| 3. | IPART proposes recommending that the Office of Local Government publish pricing principles to guide councils on how they should recover the costs of providing domestic waste management services. Our proposed pricing principles are in section 3.3.1. | 16 |

Executive summary

1.6 List of issues for stakeholder comment

Seek Comment

1.	Do you think our proposed annual 'benchmark' waste peg will assist councils in setting their DWM charges?	18
2.	Do you think the pricing principles will assist councils to set DWM charges to achieve best value for ratepayers?	23
3.	Would it be helpful to councils if further detailed examples were developed to include in the Office of Local Government's <i>Council Rating and Revenue Raising Manual</i> to assist in implementing the pricing principles?	23

1.7 Structure of this report

The following chapters provide more information on this review, our approach and our draft decisions:

Chapter

02	Sets out what we found in relation to increases and variability in councils' DWM charges, and the context for our review.
03	Explains our approach and our proposed decisions to provide guidance and create greater transparency through publishing a 'benchmark' waste peg, reporting and pricing principles.

2 What we found

We have found that DWM charges have increased more than inflation and general rates, and there is a wide range of charges across councils. We further analysed the available data to identify the possible cost drivers responsible for these increases and wide price variability. We also considered what you had to say in response to our Discussion Paper and the broader context in which councils undertake their domestic waste management functions. Since our Discussion Paper, the NSW Government has released its Waste Strategy.

We discuss our findings in this chapter.

2.1 Increases in prices

We recently updated the analysis of DWM charges levied by councils to include the last five years of DWM cost data from OLG (2013–14 to 2018–19). We have compared this to the change in Sydney CPI and the Local Government Rate Peg for the same period.

Over the last five years DWM charges have increased by more than double the rate of inflation and the rate peg.^f



^f There are 128 local councils in NSW, but this includes several mergers that occurred during this period. We have controlled for this by only considering the change in total revenue across the State of the 108 councils that did not merge.

What we found

2.2 External cost drivers cause price increases

Stakeholders identified several factors they believed were putting upward pressure on DWM costs that were largely outside councils' control. These are set out below.

- 01 **China's National Sword policy¹¹**
China significantly reduced the level of contamination in recyclable material that it will accept in recycled waste exports for processing in China. Councils consider this has reduced the demand for and the revenue from recyclable materials and increased landfill costs.
- 02 **Federal Government's export ban on waste and recyclables¹²**
The Federal Government has legislated to prohibit the export of waste and recyclable materials from 2022. Councils consider this has reduced the value in recycling and increased landfill costs.
- 03 **Lack of new investment in waste infrastructure**
NSW lacks investment in waste and recycling infrastructure. According to stakeholders, regulatory uncertainty faced by the private sector – such as that around mixed waste organics output (MWO)⁹ – is contributing to this lack of investment.
- 04 **Increases in the Waste Levy¹³**
Increases in the Waste Levy are driving up councils' DWM charges. Around 33% of the levy is being used to fund recycling or reduce waste.¹⁴ Stakeholders consider this has contributed to an increase in illegal dumping, particularly of hazardous materials such as asbestos.¹⁵ This results in significant clean-up costs for councils.
- 05 **Market concentration**
A small number of large players dominate each sector of the domestic waste market – about 70% of waste collection services, 69% of materials recovery facilities services and 98% of landfill services in Sydney are provided by the 3 largest private service providers.¹⁶
- 06 **The Container Deposit Scheme (CDS)^h**
According to councils, the CDS removes a large amount of the high value recyclables from yellow bins, lowering offsetting revenue to councils from recyclables and increasing net costs.

We note in **Table 2.1** that most of these factors did not have an impact until after December 2017.ⁱ

⁹ The NSW EPA revoked mixed waste organics output (MWO) approvals due to contamination of recyclables, which is increasing landfill charges and decreasing recovery rates. See NSW EPA, [Future use of mixed waste organic outputs](#), accessed on 22 November 2021.

^h The NSW CDS 'Return and Earn' is a litter reduction scheme. Under CDS people can earn a 10-cent refund when they return an eligible drink container. See NSW EPA, [Return and Earn](#), accessed 23 November 2021.

ⁱ Councils would have set charges for the 2018–19 financial year in March 2018. The DWM charges data is only up to the 2018–19 financial year.

Table 2.1 Impact of external cost drivers on DWM charges

External cost driver	Starting date
Increases in Waste Levy	Has been continuous
Market concentration	Has been continuous
Container deposit scheme	Commenced December 2017
China Sword	Commenced January 2018
Lack of investment/regulatory risk (e.g. MWOO)	Occurred October 2018
Federal waste export ban	Commenced July 2021

2.3 Variability in prices

We have found a wide range of charges across councils for their domestic waste services. In 2018–19 the average^j DWM charge was \$439 (\$2018–19)^k and the median DWM charge was \$389 (\$2018–19). However, DWM charges ranged as high as \$728 (\$2018–19).¹⁷

The large variability in prices among councils could be partially explained by:

- economies of scale, that is, the size of the council
- differing service levels and/or scope of services
- potentially different timing of negotiating long term contracts, where those negotiated more recently could be impacted by external drivers of increasing costs that older contracts may not yet fully reflect
- different cost allocation practices
- locational cost differences
- differing number of properties serviced per kilometre
- whether some councils are inside or outside the Waste Levy zone.

2.3.1 DWM charges vary across council groupings

Table 2 below is a summary of the 2018–19 DWM charges for all 128 councils disaggregated to their 11 OLG peer groupings based on size and population density.

The large variations within peer council groupings of a similar size is significant and indicates that the variation in costs may not be explained by scale alone. Some of the difference may reflect different services such as how frequently waste is collected.

^j We calculated a weighted average DWM charge by adding the DWM revenue from each of the 108 unmerged councils and dividing it by the number of residential properties in those 108 councils that receive a DWM service.

^k The standard deviation was \$106 (2018–19) (IPART calculations based on Office of Local Government, [Your Council Report](#), accessed on 24 November 2021).

What we found

Table 2 Variation of DWM charges by OLG grouping (2018–19)

OLG Grouping	Red Bin Services ^a	No. of Councils	Average DWM Charge \$	Maximum Charge \$	Minimum Charge \$	Variation Charges (%)
Sydney (1)	113,504	1	464	NA	NA	NA
Small Metro (2)	76,220	6	536	728	419	74%
Large Metro (3)	1,135,393	18	494	667	381	75%
Small Regional (4)	391,966	26	357	569	245	132%
Large Regional (5)	521,600	11	424	663	339	96%
Small Metro Fringe (6)	40,814	2	517	523	509	3%
Large Metro Fringe (7)	414,433	7	464	520	383	36%
Small Rural (8)	637	1	406	NA	NA	NA
Medium Rural (9)	16,557	14	325	617	220	180%
Large Rural (10)	75,853	23	365	495	207	139%
Very Large Rural (11)	95,016	19	365	522	207	152%

a. Red bin services are the number of households that are serviced weekly by the council. In some areas with multi-unit developments that the councils service, councils may use "dumpsters". In this case councils determine a red bin equivalent.

Note: We excluded the lowest reported DWM charges in the Small Regional (4) and Large Regional (5) groupings, as these charges appeared to be erroneous. Otherwise the variation in charges would have been greater in these two OLG council groupings.
Source: IPART calculations based on data from OLG "Your Council" data cube and 2018–19 DPIE WARR data.

2.3.2 DWM charges vary across regional affiliations

Most NSW councils (126 of the 128) are members of a Regional Organisation of Councils (ROC) or Joint Organisation (JO) by their affiliation. Councils in ROCs and JOs often undertake joint tendering for the provision of DWM services and this can result in similar service costs for councils in the same ROC or JO.

Below is a summary of the 2018–19 DWM charges for councils disaggregated to their 14 ROC / JO peer groupings.

Average DWM charges also vary by ROC. Some of this variation may be explained by differences in services (such as how frequently bins are emptied, and the level of recycling provided). There may be other council specific factors within ROCs or JOs causing cost variations. However, there is an absence of comparable data on cost drivers, such as bin lifts per kilometre, to enable this to be assessed. We undertook further analysis of one of the ROCs to see if the variation in service levels could explain the variation in DWM charges. However the available information does not permit conclusive findings on the causes of the cost variations (see Appendix A).

What we found

Table 2.3 Variation of DWM charges by Regional affiliation (2018–19)

ROC/JO Name	Red Bin Services ^a	No. of Councils	Average DWM Charge \$	Maximum Charge \$	Minimum Charge \$	Variation Charges (%)
WSROC	571,781	9	453	523	386	36%
SSROC	664,925	11	521	667	422	58%
REROC	45,573	8	333	397	207	91%
RAMJO Riverina	18,870	6	306	387	248	56%
RAMJO Murray	47,076	8	272	329	207	59%
NSROC	220,616	8	468	570	381	50%
NIRW	67,353	12	358	485	269	81%
NEWF	116,489	7	357	443	312	42%
MidWaste	131,026	6	493	663	372	78%
MACROC	106,103	3	414	509	383	33%
ISJO	191,915	5	427	569	364	57%
Hunter	409,309	10	453	520	339	54%
CRJO	87,654	8	296	410	237	73%
NetWaste	119,246	25	374	617	218	183%

a. Red bin services are the number of households that are serviced weekly by the council. In some areas with multi-unit developments that the councils service, councils may use "dumpsters". In this case councils determine a red bin equivalent.

Note: We excluded two councils with low charges, one in Midwaste and one in Netwaste, as the charges appeared erroneous. This has had the effect of reducing the variation in those two ROC/JO groupings.

Source: IPART calculations based on data from OLG "Your Council" data cube and 2018–19 DPIE WARR data.

2.3.3 Cost allocations cause price variability

In their submissions to our Discussion Paper and consultations¹, councils noted the lack of clarity as to what costs could be attributed to DWM charges. Some councils indicated they were unclear whether specific items such as pensioner concessions, street sweeping, public space bins and illegal dumping costs should be attributed to DWM charges or general rates. It was apparent from our consultations that the approach taken by councils varied significantly, with some attributing these costs to DWM charges and others to general rates, potentially resulting in cross-subsidisation between DWM charges and rates. The way councils allocate corporate overheads to DWM charges can also lead to variations in prices.

¹ IPART convened a working group with 15 representatives from councils and representatives from OLG to further work through the issues and develop our proposals.

What we found

2.3.4 Pensioner concessions cause variability

Currently many councils increase their DWM charges to account for the pensioner concessions they are required to provide. Where councils do so, this would cause significant variations in DWM charges among councils.

Data from OLG indicates that the percentage of pensioners in the different LGAs varies from 3% in Woollahra up to 38% in Kyogle.¹⁸ This means that charges are higher in areas with a higher percentage of pensioners to fund the cost of providing pensioner concessions.¹⁹

How pensioner concessions should be funded is outside the scope of this review. Councils that provide water and sewerage services also fund concessions for these services.

A separate targeted review would be best placed to consider issues around the equity and efficiency of funding pensioner concessions.

2.4 What you told us

In August 2020, we published our Discussion Paper and sought submissions from you. We have taken these submissions into account in formulating our draft decisions in this report.

What councils told us

We received 64 submissions from councils, ROCs, JOs, professional organisations and Local Government NSW, which are available on our [website here](#).

Approximately two-thirds of councils opposed IPART regulating charges in any form. Of those opposed, a small number suggested councils should be allowed to engage their own external auditors or OLG should return to conducting low level audits of DWM charges.

Approximately one-third of councils supported benchmarking indicators and offered suggestions on what indicators should be included. Councils opposed to benchmarking argued that there were too many variables in levels of service, environmental outcomes, population density and transport costs for benchmarking to work. Some councils commented ratepayers can easily benchmark councils now because much of the information is available on individual council websites. However, a small number of councils also commented that the community would not understand the benchmarks and it would generate complaints to council.

Nearly all councils identified the external cost drivers (see section 2.2 of this chapter) as leading to recent significant increases in DWM charges. Councils' submissions were most concerned about the lack of investment in waste and landfill facilities. They were also concerned about further market concentration now that 2 of the largest waste management companies had then recently announced an intention to merger.²⁰

Most councils commented that the Waste Levy should fund waste and recycling infrastructure and ensure sufficient landfill capacity exists for waste that cannot be recycled.

However, most of these issues are outside the scope of this review. The NSW Government's recently released Waste Strategy seeks to address many of councils concerns through its key reforms, targets, actions and financial support. We discuss the Waste Strategy further in section 2.5.1.

Councils also provided comment on our proposed pricing principles. We have sought to capture and address those comments in section 3.3.1 of chapter 3 below.

What ratepayers told us

We received 33 submissions from individuals and one submission from a neighbourhood group, which are available on our [website here](#).

Most submissions argued for detailed regulation of councils' DWM charges and supported introducing a publicly available benchmark comparison. Two submissions said DWM charges are fair and IPART should not be involved in regulating DWM charges.

Five submissions related to a complaint concerning access to a service in a particular LGA. These ratepayers said their council had reduced access to local tips. Residents used to receive 3 annual tip vouchers per residential property. Now the council offers a total of 5,000 tip vouchers per year on a first-in-first-served basis across the 19,000 properties in the area. This results in all DWM customers funding the 5,000 tip vouchers through their DWM charges, but less than 25% of customers can get a tip voucher. Our proposed pricing principles would mean that if customers are paying the same DWM charge then they should all receive the same number of tip vouchers (see section 3.3.1 of chapter 3).

Another five submissions related to high density multi-unit developments (MUDs) in metropolitan LGAs. These submissions complained that councils' garbage trucks cannot get into their basements to collect the waste and recyclables, so residents must arrange collection by a private contractor but are still charged a DWM charge by councils. Application of our recommended pricing principles should result in councils' charges for MUDs being lower than the full DWM charge.

Submissions also raised issues that are outside of the scope of this review. For example, a small number of ratepayers wanted to be able to opt out of DWM services and not pay for them. Some also suggested they should only pay by weight. Some individuals and Sydney Water also raised the issue of illegal dumping. There was concern that high landfill charges have led to significant illegal dumping, with associated environmental and clean-up costs.

What industry told us

We received 7 submissions from contractors and their industry association, which are available on our [website here](#).

Industry contractors generally were not in favour of IPART regulating DWM charges because they consider the market is competitive, and charges are cost reflective. A number of submissions attributed many of the cost increases to risk around EPA decisions.²¹

Generally, contractors did not favour benchmarking and publication of councils' DWM charges. However, one contractor who services MUDs supported benchmarking because it would highlight the cost difference between private contractors and council in servicing MUDs.²²

What we found

We also received a submission from a consulting firm which argued that the increase in DWM charges has largely been driven by the increase in the Waste Levy and the fall in the value for recycled material. They also commented that benchmarking is a good way for councils to compare costs and performance, to drive savings initiatives.²³

2.5 Changes in the waste management sector

There are currently many challenges being faced in the waste management sector that impact on councils' DWM costs and services, such as the disruption that China's National Sword policy and the Federal Government Waste Export Ban are having on the recycling market. The NSW Government recently released its Waste Strategy to address these challenges.

2.5.1 NSW Government's Waste Strategy

The Waste Strategy outlines the actions the Government will take over the next six years, as a first phase, to deliver long-term objectives such as:

- Transitioning to a circular economy, minimising waste and using and reusing resources efficiently.
- Putting the services and infrastructure in place to deal with waste safely for the benefit of future generations.²⁴

The key reforms of the Strategy include:

- phasing out problematic single-use plastic items
- financial incentives for manufacturers and producers to design out problematic plastics
- having government agencies prefer recycled content
- mandating the separation of food and garden organics for households and selected businesses (FOGO)
- incentivising biogas generation from waste materials.

The Strategy targets are:

- reduce total waste generated by 10% per person by 2030
- have an 80% average recovery rate from all waste streams by 2030
- significantly increase the use of recycled content by governments and industry
- phase out problematic and unnecessary plastics by 2025
- halve the amount of organic waste sent to landfill by 2030
- reduce litter by 60% by 2030 and plastics litter by 30% by 2025
- triple the plastics recycling rate by 2030.

Some of the key actions under the Strategy involve:

- Strategically planning for critical waste infrastructure, working closely with local councils and industry, with a focus on co-locating businesses in precincts that support circular economy and clean technology activities
- Helping local councils to jointly procure waste services at scale to underpin investment in new infrastructure
- Reviewing and updating planning instruments to make it easier to develop waste and circular economy infrastructure.

The NSW Government announced \$356 million in funding to help deliver the Strategy.²⁵

2.6 The way forward

It is clear from the evidence we have gathered to date that there have been significant increases in average DWM charges across NSW, coupled with wide variations in DWM charges among similar councils. But it is not clear to what extent the cost drivers we have identified are contributing to these increases and variability. There is a lack of comparable data to assess this.

In developing our draft proposals, the benefit of our regulatory approach needs to outweigh the costs. We have an obligation to protect ratepayers, but our approach needs to be proportionate and effective.

We have considered the responses of stakeholders to our Discussion Paper and the broader issues they raise. We have also considered our ability, and councils', to address these issues for the benefit of ratepayers. Our delegated powers cannot respond to many of the issues raised. We can only set an annual limit on the extent to which councils' DWM charges may be varied.

Having taken all these matters into account we propose to provide guidance to councils through a 'benchmark' waste peg and recommend that OLG provide further guidance through pricing principles. We also propose to collect more information from councils to provide transparency to ratepayers and help guide the future decisions of IPART. The details of our approach are in Chapter 3.

3 A benchmark waste peg and pricing principles

To protect ratepayers and to assist councils in setting DWM charges we propose to:

1. Release an annual 'benchmark' waste peg.
2. Publish an annual report that highlights councils whose DWM charges have increased by more than the benchmark waste peg and include the councils' explanations for the increases.
3. Recommend OLG provide guidance to councils through pricing principles in their *Council Rating and Revenue Raising Manual*²⁶ on how to set charges to reflect reasonable costs.

Our approach is intended to:

- Raise awareness and provide more information in the public domain on DWM charges
- Inform and protect ratepayers, as they will have greater awareness of their DWM charges
- Help provide better information and transparency on DWM costs and the drivers of price changes to ratepayers. We would review the councils' information about cost drivers and where councils cannot justify the increase in their charges, we may consider regulating the individual council's charges or implementing a binding waste peg.

Draft Decisions



1. IPART proposes to publish annually a 'benchmark' waste peg to assist councils in setting their domestic waste management charges. We would publish the benchmark waste peg at the same time we publish the rate peg to assist councils setting charges from 1 July each year.



2. IPART proposes to publish annually a report on the extent to which councils' annual domestic waste management charges increase more than the benchmark waste peg each year.



3. IPART proposes recommending that the Office of Local Government publish pricing principles to guide councils on how they should recover the costs of providing domestic waste management services. Our proposed pricing principles are in section 3.3.1.

3.1 Publish an annual benchmark waste peg

We propose to release annually a benchmark waste peg that gives guidance on how much the reasonable costs of providing DWM services have changed over the previous year. The proposed benchmark waste peg for 2022–23 is 1.1%.

We propose to calculate the waste peg using a similar methodology to the one we use to calculate the change in the Local Government Cost Index (LGCI) – a key component of the rate peg.²⁷ The difference being that the rate peg applies to revenue, while the waste peg would apply to DWM charges.

The proposed Waste Cost Index (WCI) will be a price index for domestic waste services provided by NSW councils. It will measure average price changes over the past year for goods, services materials and labour used by a council to provide DWM services. It would be similar, in principle, to the Consumer Price Index (CPI), which is used to measure changes in prices for a typical household. We propose to set the benchmark waste peg equal to the annual change in the WCI.

We propose to calculate the WCI for the 2022–23 benchmark waste peg as follows:

- We will construct the 'basket' of cost items by using the information councils provided to us on DWM expenditure in 2017–18 and 2018–19 as part of our 2019 LGCI survey. The 'basket' has 26 cost items, such as contracts, waste levy and employee benefits and on-costs. The cost items represent the costs or purchases made by an average council to undertake its typical waste-related activities (See Appendix B).
- We will use the 2019 LGCI survey information to decide how much each cost item in the 'basket' contributes to the total value of the 'basket' (i.e. each item's expenditure weight). We will combine the items using these expenditure weights.
- To measure changes in these cost items, we will use ABS price indexes for wages costs, producer and consumer prices. The ABS uses quality adjustments in its price measures to take into account improvements in labour and capital productivity. We will use the same indices that we use to calculate the LGCI.

Many councils use contractors to provide DWM services, so a large proportion of expenditure (around 52%) is captured under the 'contracts' cost item. A further 17% is the Waste Levy and 13% is unspecified 'other' expenditure. The ABS does not have indices specific to waste management services, so for 'contracts' we propose to use the index that we apply to 'other business services' in the LGCI.²⁸ For the Waste Levy and 'other' expenditure we propose to use CPI.

We aim to refine our benchmark waste peg for 2023–24 by obtaining more detailed information on the costs of providing waste services by surveying councils. This (more detailed information) would allow us to apply the available ABS indices at a more disaggregated level.

The proposed benchmark waste peg for 2022–23 is 1.1%, which represents the change in the WCI over the year to June 2021 (Appendix B).

A benchmark waste peg and pricing principles

Seek Comment



1. Do you think our proposed annual 'benchmark' waste peg will assist councils in setting their DWM charges?

3.2 Report on councils' performance against the benchmark waste peg

We propose to request councils whose charges increased more than the benchmark waste peg to report to us on:

- How much their average DWM charges have varied compared to the benchmark waste peg.
- Why charges have increased more than the benchmark waste peg.

The weight to be applied to each charge is the number of services provided on that charge as at 30 June. Appendix C provides a simple example of how to calculate the change in the weighted average price.

We propose to publish this information on our website for the benefit of ratepayers.

3.3 Provide pricing principles guidance on how to set DWM charges

To assist councils setting cost-reflective charges and to protect ratepayers from unjustifiably high DWM charges we propose to recommend that OLG provide guidance to councils on how to set DWM charges in their *Council Rating and Revenue Raising Manual* through clear pricing principles. Our proposed principles identify the categories of costs that can be included in DWM charges.

We further developed the following draft pricing principles after considering submissions and consulting further with representatives from metro, regional and rural councils and OLG. We seek feedback from stakeholders whether it would also be helpful to develop further detailed examples for OLG to include in the Manual to support councils' ability to implement the principles.

Our intention is that the pricing principles provide guidance to councils on best practice cost-reflective pricing. Where councils find that implementing them leads to a reduction in DWM revenue as functions and/or allocated costs are shifted to general rates, then councils can apply for a special rate variation to address any revenue shortfall.

3.3.1 IPART's proposed pricing principles

Our proposed four pricing principles are as follows:

- 01 DWM revenue should equal the efficient incremental cost of providing the DWM service
- 02 Councils should publish details of all the DWM services they provide, the size of the bin, the frequency of the collection and the individual charges for each service
- 03 Within a council area, customers that are:
 - imposing similar costs for a particular service should pay the same DWM charge
 - paying the same DWM charge for a particular service should get the same level of service
- 04 Any capital costs of providing DWM services should be recovered over the life of the asset to minimise price volatility

We explain our pricing principles and how we have responded to stakeholder feedback below.



Principle One

DWM revenue should equal the efficient incremental cost of providing the DWM service

DWM services should reflect efficient incremental costs

Our first proposed pricing principle is that councils only charge the additional cost of providing the domestic waste service over and above the cost of providing its general or base functions (e.g. roads, libraries, planning). This is the costs that would not be incurred by the council if the council no longer undertook its DWM function. This proposed pricing principle applies whether the council directly provides the waste services or whether it contracts out the functions to an external party.

Using an incremental cost approach would assist councils to understand the costs of providing the services. This is particularly important where a council might be considering the most cost-efficient way of providing the service, including evaluating options such as competitively tendering out the services or providing them in-house.

A benchmark waste peg and pricing principles

Some councils commented in submissions that they did not support the use of incremental cost pricing, mainly because they were concerned it may reduce their total revenue. Where applying these principles sees costs being allocated from DWM charges to general rates then councils can apply for a special variation.

Councils also commented during consultations that it was not clear how an incremental cost approach would be applied in calculating DWM charges. We have provided a simplified worked example of how the incremental cost principle would apply in Appendix D.

The services councils can fund through DWM charges

Councils are required to separate revenue from DWM services from general rates revenue and to treat DWM revenue as restricted funds.²⁹ Domestic waste is waste generated on domestic premises and includes waste that may be recycled (not including sewage).³⁰

DWM charges recover only the costs directly related to the service of removing waste from domestic properties.

In practice this means councils should only levy charges to cover the cost of providing the following services, and services associated with these services:

1. Landfill waste (normally a red lidded bin)
2. Dry recycling (normally a yellow or blue lidded bin)
3. Green waste and FOGO (normally a green lidded bin)
4. Bulk collections &/or tip vouchers for bulk collections.

Costs that can reasonably be collected through DWM charges include:

- direct costs of providing services or contracts for DWM services, including staff on-costs
- some council overheads (discussed below)
- education costs directly related to separating recycling.

Education costs directly related to sorting of waste and inspections of bins should be included to the extent education helps reduce the level of contamination in recyclables (normally yellow or blue lidded bins) and lowers landfill costs.

Other functions related to waste which do not involve the periodic collection of domestic waste from households should be funded through general rates. To the extent that the functions do not involve the periodic collection of domestic waste from premises, the following costs should not be collected through DWM charges:

- street sweeping
- public place rubbish bins
- general litter reduction campaigns not related to collecting domestic waste
- cleaning up illegal dumping.

**Principle Two**

Councils should publish details of all the DWM services they provide, the size of the bin, the frequency of the collection and the individual charges for each service

Our second proposed pricing principle would require councils to publish on their website details of all the DWM services they offer, along with the individual charges for those services.

For the published details to be comparable, councils should publish these details using the following common categories of waste services:

- landfill waste (normally red lidded bin)
- recyclable waste (normally yellow or blue lidded bin)
- green waste (normally green lidded bin)
- FOGO (normally green lidded bin).

For each service offered we propose that councils publish details of the:

- bin size
- frequency of collection (e.g. weekly or fortnightly), and
- individual charge for each service offered.

Where councils offer kerbside bulky goods collections or tip vouchers, we propose councils publish the:

- weight/volume of the service
- frequency (e.g. 4 times per year), and
- separately calculated charge.

Providing public and readily accessible information on DWM services and charges assists ratepayers to engage more readily with councils on their desired level of service and costs by comparing peer councils. This data will also make it easier for councils to compare themselves and their costs.

A benchmark waste peg and pricing principles

**Principle Three**

Within a council area, customers that are:

- imposing similar costs for a particular service should pay the same DWM charge
- paying the same DWM charge for a particular service should receive the same level of service.

Our third proposed pricing principle is about DWM charges being both cost-reflective and equitable:

- The service level a council provides is a question for councils to decide after consulting with their ratepayers.
- Once a council has decided on a level of service, there must be equal access to that service for all ratepayers paying the same amount for that service.
- This does not preclude regional or rural councils from having different charges for a similar service based on the cost of providing that service in different locations.

**Principle Four**

Any capital costs of providing DWM services should be recovered over the life of the asset to minimise price volatility

Spreading capital costs over the life of the assets rather than charging for them in the year of purchase helps stabilise prices, while reflecting the costs current ratepayers impose.

These capital costs include:

- garbage trucks
- workshops
- bins
- remediation cost of landfills.

Where councils have excess or insufficient DWM reserves to meet these obligations then councils may wish to transition DWM charges over a small number of years to prevent large fluctuations in DWM charges.

A benchmark waste peg and pricing principles

Seek Comment

2. Do you think the pricing principles will assist councils to set DWM charges to achieve best value for ratepayers?
3. Would it be helpful to councils if further detailed examples were developed to include in the Office of Local Government's *Council Rating and Revenue Raising Manual* to assist in implementing the pricing principles?

Appendices

A Analysis of Southern Sydney ROC DWM charges

	Residual Waste				Dry Recycling				Garden Organics				FOGO ^c		Total DWM Weight and Recycle			
	DWM Charge 2018-19 (\$)	Red Bin Services ^b 2018-19 (\$)	DWM Revenue 2018-19 (\$)	Typical bin size	Frequency	Kg/hh/ wk	Typical BIN Size	Frequency	kg/hh/ wk	Typical bin size	Frequency	kg/hh/ wk Organics	Typical bin size	Frequency	kg/hh/ wk FOGO	Total kg/ hh/wk	Bin Recycling System	Rate (%)
Bayside (3)	466	62,743	29,245,767	240L	Weekly	12.76	240L	F/N	3.05	240L	F/N	3.31			0.00	19.12	3	37%
Burwood (2)	429	13,458	5,776,631	120L	Weekly	11.02	240L	F/N	3.06	240L	F/N	3.33			0.00	17.41	3	35%
Canada Bay (3)	422	26,423	11,146,695	120L	Weekly	13.21	240L	F/N	5.04	240L	F/N	4.63			0.00	22.8	3	39%
Canterbury-Bankstown (3)	550	126,833	69,799,247	120L	Weekly	12.25	240L	F/N	3.40	240L	F/N	4.51			0.00	20.17	3	38%
Georges River (3)	470	50,656	23,788,977	120L	Weekly	10.76	240L	F/N	4.52	240L	F/N	4.46			0.00	19.75	3	45%
Inner West (3)	582	72,661	42,312,538	120L	Weekly	9.56	120L	Weekly	3.68	120L	F/N	3.63	240L	Weekly	0.64	17.50	5	46%
Randwick (3)	667	58,238	38,849,941	140L	Weekly	8.16	240L	F/N	3.34	240L	F/N	3.13			0.00	14.64	3	64%
Sutherland (3)	475	86,071	40,913,170	120L	Weekly	8.82	240L	F/N	4.67	240L	F/N	6.86			0.00	20.3	3	50%
Sydney (1)	464	113,504	52,694,251	240L	Weekly	7.58	240L	Weekly	2.30	120L	F/N	2.67			0.00	12.55	3	
Waverley (3)	594	29,399	17,471,737	240L	Weekly	9.24	240L	Weekly	3.55	240L	F/N	4.18			0.00	16.96	3	63%
Woollahra (2)	574	24,939	14,319,724	120L	Weekly	8.47	120L	Weekly	4.60			0.00	240L	Weekly	2.97	16.04	4	70%
Total Revenue	346,318,680																	
Total Services Red Bin Services	664,925																	
Count	11																	
Average Charge 2018-19	521																	
Median Charge 2018-19	475																	
STD DEV 2018-19	80																	
MAX CHARGE	667																	
MIN CHARGE	422																	
Variation in Range of Charges	58%																	

a. Red bin services are the number of households that are serviced weekly by the council. In some areas with multi-unit developments that the councils service, councils may use "dumpsters". In this case councils determine a red bin equivalent.

b. FOGO is mixed garden waste and kitchen scraps. This processing reduces the amount of kitchen waste that goes to landfill

c. Inner West council is not providing both FOGO and a separate Garden Organics service to the same properties. Parts of the amalgamated LGA receive a FOGO service and other parts receive a Garden Organics service.

Source: IPART calculations based on data from OLG "Your Council" data cube and 2018-19 DPIE WARR data

A.1.1 Different service levels causing variability

We undertook further analysis of one of the ROCs to see if the variation in service levels could explain the variation in DWM charges.

We selected the Southern Sydney Regional Organisation of Councils (SSROC) for this analysis.^a SSROC provides 23% of NSW's DWM services.

SSROC has a weighted average^b DWM charge of \$521 per property with a median charge of \$475. There is a standard deviation of \$80 and a range of \$422 to \$667 for DWM charges. The range of \$245 between the lowest charge and the highest charge represents a range of 58% based on the lowest charge.

All councils in 2018–19 had a weekly red bin service with the typical bin size varying between 120L and 240L. There is no correlation between the red bin size and the DWM charge or the average kg per property of weekly red bin waste and the DWM charge. All the councils provided a dry recycling (yellow bin) service with 4 of the 11 councils providing a weekly service. The seven councils that provided a fortnightly yellow bin service used 240L bins. Two of the four councils with a weekly service used 120L yellow bins. There is no discernible correlation between yellow bin service and the average DWM charges.

Ten of the 11 councils provided a fortnightly garden waste (green bin) service with City of Sydney and the Inner West providing smaller 120L bins given the percentage of units and terraces.

Woollahra provides a weekly 240L food and garden organics (FOGO) purple bin service.

The variation in DWM charges between councils in part may reflect differences in service levels but is likely to also reflect differences in council specific costs and cost allocations.

^a SSROC comprises Bayside Council, Burwood Council, Canterbury-Bankstown Council, City of Canada Bay, City of Sydney, Georges River Council, Inner West Council, Randwick City Council, Sutherland Shire Council, Waverley Council and Woollahra Municipal Council.

^b Weighted by households serviced each week.

Change in the WCI for the year ended June 2021

B Change in the WCI for the year ended June 2021

Cost components	Weight as at end June 2020 %	Price change to end June 2021 (% annual average)	Contribution to index change (percentage points)
Operating cost components			
Employee benefits and on-costs ^a	14.5	12	0.17
Plant and equipment leasing	0.3	11	0.00
Contracts	50.1	1.0	0.48
Legal and accounting services	0.1	14	0.00
Cleaning services	0.2	14	0.00
Other business services	0.1	1.0	0.00
Insurance	0.1	3.0	0.00
Telecommunications	0.0	-2.4	0.00
Printing, publishing and advertising	0.1	2.3	0.00
Motor vehicle parts	0.1	-12	0.00
Motor vehicle maintenance	0.5	14	0.01
Automotive fuel	0.5	-2.4	-0.01
Electricity	0.1	-3.8	0.00
Gas	0.0	-6.8	0.00
Water and sewerage	0.0	-6.6	0.00
Building materials - roads and bridges	0.2	11	0.00
Building materials - other	0.8	0.0	0.00
Office supplies	0.1	0.9	0.00
Waste levy	15.3	15	0.23
Other expenses ^b	12.4	15	0.19
Capital cost components			
Buildings - non-dwelling	0.3	0.0	0.00
Construction works - roads and bridges	0.1	11	0.00
Construction works - other	1.2	11	0.00
Plant and equipment (machinery)	2.9	-0.3	0.00
Plant and equipment (furniture)	0.0	0.1	0.00
Information technology and software	0.0	-0.4	0.00
Total change in WCI	100.0		1.08

a. Employee benefits and on-costs includes salaries and wages.

b. Comprises mainly 'other materials and contracts' and unspecified 'other' expenses. Also includes miscellaneous expenses with very low weights in the index - e.g. postage and contributions and donations.

Note: Figures may not add due to rounding. Percentage changes are calculated from unrounded numbers.

The change in the weighted average price – a worked example

C The change in the weighted average price – a worked example

To calculate the change in the weighted average price, the first step is to calculate the revenue you would receive by applying the existing and new charges to the same number of services in both years. **Table C.1** provides a simple example of how to calculate the revenue.

Table C.1 Step 1 - Calculate total revenue on new and old prices for the same number of services

Service	Price in 2021–22 a \$ pa	Price in 2022–23 b \$ pa	Number of each service provided as at 30 June 2022 c number	Revenue with 2021–22 prices d = a x c \$	Revenue with 2022–23 prices e = b x c \$
Standard Prices					
Urban	410	422	10,000	4,100,000	4,220,000
Vacant land	45	47	100	4,500	4,700
Rural	355	355	3,000	1,065,000	1,065,000
Additional services					
Recycling bin	125	126	2,000	250,000	252,000
Organics bin	245	247	2,000	490,000	494,000
Mixed waste bin (urban)	125	129	3,500	437,500	451,500
Mixed waste bin (rural)	245	250	200	49,000	50,000
Total			20,800	6,396,000	6,537,200

In the second step, you use the information from the first step to calculate the weighted average price in each year, and the change in this price. **Table C.2** provides a simple example of how to calculate the change in the weighted average price.

Table C.2 Step 2 - Calculate the increase in the weighted average price.

	Weighted average price in 2021–22 f = d(total)/c(total)	Weighted average price in 2022–23 g = e(total)/c(total)	Increase in weighted average price to 2022–23 Increase = g/f - 1
Revenue	6,396,000	6,537,200	na
Volume	20,800	20,800	na
Weighted average Price	308	314	na
Increase in weighted average price	na	na	2.2%

D Applying the pricing principles – a worked example

Table D.1 presents a simplified example of an incremental allocation of DWM costs. It demonstrates how to calculate the revenue to be recovered from DWM charges by estimating/calculating the costs that would not be required if councils stopped providing DWM services.

Table D.1 Incremental cost allocation for collection services

Contracted out		Day labour	
Direct operating cost		Direct operating cost	
Contract costs	\$8.00 m	Day labour (+ on-costs)	\$4.00m
Direct managers (+on costs)	\$0.40 m	Direct managers (+ on-costs)	\$0.80 m
Mileage allowance (shared Car)	\$0.05 m	Fuel, maintenance	\$1.20 m
Waste Levy	\$1.00 m	Waste Levy	\$1.00 m
Direct operating cost subtotal	\$9.45m	Direct operating cost subtotal	\$7.00 m
Direct capital costs		Direct capital costs	
Capital costs	\$0.00 m	(DWM asset base - \$50 m)	
		Return on assets (@ 3%)	\$1.50 m
		Depreciation (@1%)	\$0.50 m
Direct capital cost subtotal	\$0.00m	Direct capital cost subtotal	\$2.00 m
Direct cost subtotal	\$9.45m	Direct cost subtotal	\$9.00 m
Overhead costs		Overhead costs	
CEO/directors	\$0.00 m	CEO/directors	\$0.30 m
Education	\$0.10 m	Education	\$0.10 m
HR/IT	\$0.05 m	HR/IT	\$0.10 m
Call centre	\$0.20 m	Call centre	\$0.20m
Lease space	\$0.00 m	Lease space	\$0.10 m
Overhead subtotal	\$0.35m	Overhead subtotal	\$0.80m
Total waste cost	\$9.80m	Total waste cost	\$9.80m

Where a council has contracted out collection services

Direct operating costs

Contract costs – The contract agreement costs would not be required if councils were no longer responsible for the DWM service, so 100% of the contract costs go into the DWM incremental cost basket.

Direct managers – The direct contract managers' positions would not be required if councils were no longer responsible for the DWM service, so 100% of their salary and on-costs go into the DWM incremental cost basket.

Applying the pricing principles – a worked example

Mileage allowance – In this example, we assume the vehicles the DWM contract managers drive are council pool vehicles. If council was no longer responsible for the DWM service, there would be less mileage on the vehicles. A cents/kilometre mileage allowance goes into the incremental cost basket.

Waste Levy – If the DWM function went to another agency, council would not be paying the Waste Levy. Therefore, 100% of the Waste Levy goes into the DWM incremental cost basket.

Direct capital cost

Direct capital costs – In this example, the council has contracted out the collection service and the bins are owned by the contractor. There are no direct capital costs to the council and therefore \$0 goes into the DWM incremental cost basket.

Overhead/indirect costs

CEO/directors salary – In this example with contracted out collection, there would be very little change in council staff if the DWM function left council. If no senior executive positions were removed, 0% of these salaries would go into the DWM incremental cost basket.

Education – The council has an education budget of, say, \$500,000 spread across companion animals, tidy towns, recycling and domestic waste. Council calculates \$100,000 of that budget relates directly to education on separating waste and notifications of council clean-ups. Therefore, \$100,000 goes into the DWM incremental cost basket.

HR & IT – A 10% reduction in total staff numbers if council was no longer responsible for the DWM function. It is important for councils to consider how many IT and HR staff would be reduced if council was no longer responsible for the DWM function when apportioning HR and IT costs to the DWM incremental cost basket. In this case, we assumed only 2% of council's total HR and IT costs would not be required if the DWM function was transferred to another agency. Therefore, in this simple example 2% of HR and IT costs (\$50,000) goes into the DWM incremental cost basket.

Lease costs – In this example where the collection services are contracted out, only the reduction in these costs if the council was no longer responsible for the DWM function should be included in the incremental cost basket.

Where a council uses day labour for collection services

Direct operating costs

Day labour – All the salaries and salary on-costs of the day labour staff would be removed if council was no longer responsible for the DWM function. Therefore 100% of these costs go into the DWM incremental cost basket.

Direct managers – The direct contract managers' positions would not be required so 100% of their salaries and on-costs go into the DWM incremental cost basket.

Fuel and maintenance cost – This example assumes garbage trucks are owned by the council. Therefore, the fuel and maintenance costs of these vehicles would not be incurred if the council was no longer responsible for the DWM function, so these costs go into the DWM incremental cost basket. (We address the capital component of the infrastructure below.)

Waste Levy – If the DWM function went to another agency, council would not pay the Waste Levy. As with the contracted out example, 100% of the Waste Levy would go into the DWM incremental cost basket.

Direct capital cost

Direct capital costs – DWM asset base – It is important that capital costs are recovered from all the customers who benefit from that capital over the life of the asset. To achieve this, councils would have developed a DWM asset base. It would include all the capital assets including trucks, tools and garbage bins (assuming in this example that council own the bins).

Return on assets – Having established a DWM asset base, the opportunity cost of the capital invested in the DWM asset base is included in the DWM incremental cost basket.

In our example, the DWM asset base is \$50 million and we are assuming if council was no longer responsible for the DWM function it would be able to invest that \$50 million and earn a 3% per year return (\$50 million x 3% = \$1.5 million). Therefore, council would include \$1.5 million of return on assets in its DWM incremental cost basket.

Depreciation – In this example, we assume the average life of the assets in the DWM asset base is 100 years.^c This means every year, 1% of the assets are consumed and need replacing (\$50 million x 1% = \$500,000). If council was no longer responsible for the DWM function, we assume council would sell its assets and therefore avoid depreciation on those assets. All of the \$500,000 of depreciation costs would be included in the DWM incremental cost basket.

Overhead/indirect costs

CEO/directors salary – Assuming a significant DWM day labour force, if council was no longer responsible for the DWM function this would materially reduce total council staff numbers. We assumed staff changes would save \$300,000 per year. Therefore, \$300,000 would be included in the DWM incremental cost basket.

Education – The council has an education budget of, say, \$500,000 spread across companion animals, tidy towns, recycling and domestic waste. Council calculates \$100,000 of that budget relates directly to education on separating waste and notifications of council clean-ups. \$100,000 goes into the incremental cost basket.

HR & IT – A 10% reduction in total staff numbers if council was no longer responsible for the DWM function. It is important for councils to consider how many IT and HR staff would be reduced if the DWM function transferred when apportioning HR and IT costs to the DWM incremental cost basket. In this day labour example, we assumed double the reduction in HR and IT costs compared with the contracted out example. Therefore, \$100,000 would be included in the DWM incremental cost basket.

^c In reality the average asset life will be much shorter, but this assumption simplifies the calculation in this example.

Applying the pricing principles – a worked example

Lease costs – In the contracted out collection example, we assumed there would be no reduction in lease costs because the size of the council administration building would not be reduced. In this day labour example, we assumed the depot for the council garbage truck fleet and maintenance facility is leased and the lease cost would not be required if the DWM function went to an outside agency. Therefore, in this example \$100,000 of lease/rent costs would go into the DWM incremental cost basket.

- ¹ IPART calculations based on Office of Local Government, [Your Council Report](#), accessed on 24 November 2021.
- ² NSW Department of Planning, Industry and Environment, [NSW Waste and Sustainable Materials Strategy 2041](#), June 2021.
- ³ IPART, [Order under section 507, Local Government Act 1993](#), 13 December 2021.
- ⁴ For more information, see our [Media Release](#), 13 December 2021.
- ⁵ Department of Local Government, [Council Rating and Revenue Raising Manual](#), January 2007.
- ⁶ IPART, [Local Council Domestic Waste Management Charges - Discussion Paper](#), August 2000, Appendix A, Table A.1 (Marsden Jacobs, [Overview of DWM in NSW](#)), p 29.
- ⁷ See [Local Government Act 1993](#), s 508(7).
- ⁸ [Local Government Act 1993](#), s 504(3).
- ⁹ IPART, [Local Council Domestic Waste Management Charges - Discussion Paper](#), August 2000.
- ¹⁰ The Waste Levy is established under section 88 of the [Protection of the Environment Operations Act 1997](#).
- ¹¹ Yale Environment 360, Yale School of the Environment, [Piling up: How China's ban on importing waste has stalled global recycling](#), accessed 22 November 2021.
- ¹² University of Technology Sydney, [Australia's waste export ban becomes law](#), accessed 22 November 2021.
- ¹³ The Waste Levy is established under section 88 of the [Protection of the Environment Operations Act 1997](#). The Levy aims to reduce the amount of waste being landfilled and promote recycling and resource recovery. The Waste Levy is payable on each tonne of waste received at a licensed waste facility in NSW. It only applies in the regulated area of NSW. The regulated area of NSW comprises the Sydney metropolitan area, the Illawarra and Hunter regions, the central and north coast local government areas to the Queensland border, as well as the Blue Mountains, Wingecarribee and Wollondilly local government areas.
- ¹⁴ Audit Office of NSW, [Waste levy and grants for waste infrastructure](#), 26 November 2020, p 7.
- ¹⁵ For example, Watson-Will, B. submission to IPART Discussion Paper, 18 August 2020 and other anonymous submissions to IPART Discussion Paper.
- ¹⁶ IPART, [Local Council Domestic Waste Management Charges - Discussion Paper](#), August 2000, Appendix A, Table A.2 (Marsden Jacobs, [Overview of DWM in NSW](#)).
- ¹⁷ NSW Office of Local Government, ["Your Council" website](#), accessed 22 November 2021.
- ¹⁸ IPART calculations based on 2018/19 data from Office of Local Government, [Your Council Report](#), accessed on 24 November 2021.
- ¹⁹ Pensioner concessions are funded 55% by the NSW Government and 45% by councils: Office of Local Government, [Council Rates and Charges Pensioner Concession - Factsheet](#), accessed 24 November 2021.
- ²⁰ Australian Competition & Consumer Commission, [Public registers](#), accessed on 8 December 2021.
- ²¹ See The Waste Management & Resource Recovery Association of Australia, Cleanaway Waste Management Ltd and SUEZ submissions to IPART Discussion Paper, October 2020.
- ²² Waste Wise Environmental Pty Ltd submission to IPART Discussion Paper, 5 October 2020.
- ²³ GSC Consulting submission to IPART Discussion Paper, 24 August 2020.
- ²⁴ NSW Department of Planning, Industry & Environment, [Waste and Sustainable Materials Strategy](#), accessed on 24 November 2021.
- ²⁵ NSW Department of Planning, Industry & Environment, [Waste and Sustainable Materials Strategy](#), accessed on 24 November 2021.
- ²⁶ Department of Local Government, [Council Rating and Revenue Raising Manual](#), January 2007.
- ²⁷ For more information on the LGCI and Rate Peg, see IPART, [Rate peg for NSW councils for 2022-23 - Information Paper](#), 13 December 2021.
- ²⁸ 6427.0 - Producer Price Indexes, Australia, Table 25. Output of the Administrative and support services industries, group and class index numbers, Index Numbers; 7299 Other administrative services n.e.c.
- ²⁹ [Local Government Act 1993](#), s 409.
- ³⁰ [Local Government Act 1993](#), s 3.

Applying the pricing principles – a worked example

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CS14/22

**Draft submission on the draft report of the Independent
Pricing and Regulatory Tribunal of NSW's (IPART) review of
domestic waste management charges**

29 April 2022

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The Southern Sydney Regional Organisation of Councils, Inc (SSROC) welcomes the opportunity to provide feedback on the draft report of the Independent Pricing and Regulatory Tribunal of NSW's (IPART) review of domestic waste management charges (DWMC).

SSROC is an association of 11 Sydney councils, including Bayside, Burwood, Canada Bay, Canterbury Bankstown, City of Sydney, Georges River, Inner West, Randwick, Sutherland, Waverley and Woollahra Councils. Together, our member councils cover a population of over 1.8 million people, or one-third of Sydney's population, and manage over 20% of all NSW household waste, highlighting the central role that these councils play in waste management and resource recovery in NSW.

This submission summarises quantitative and qualitative feedback from our member councils consolidated through comprehensive consultations. Consequently, this submission should be weighted by IPART as feedback from 11 councils – not just one organisation.

Summary of SSROC's position

While SSROC and its member councils support clear, efficient, and transparent DWMC and pricing principles, we strongly oppose any measure that inhibits councils' ability to deliver the range of high-quality domestic waste management services expected by the community, mandated by the NSW Government, and that are necessary to meet waste and resource recovery targets. Rising costs due to factors out of councils' control – including limited competition in the waste sector, COVID-19, COAG export bans, inflation, and climate disasters, to name a few – require a sufficiently flexible revenue raising mechanism and clear pricing principles that can accommodate newly mandated service obligations such as FOGO and significant year-to-year variability in the market.

Consequently, SSROC's positions on the decisions in the draft report are as follows:

1. SSROC opposes the approach proposed in IPART's draft report in December 2021 (clarified pricing principles and a voluntary indicative peg of 1.1% in 2022/23; hereinafter, 'voluntary peg') and does not believe that the voluntary peg will assist councils in setting their DWM charges. The timing of any major adjustment to council revenue raising mechanisms is inappropriate and extremely challenging given rising market-based costs, the NSW Government's transition to a circular economy, including a mandated FOGO service by 2030, and the increasing incidence of natural disasters.
2. Based on the definitions of 'domestic waste' and 'domestic waste management services' in the Local Government Act and the Office of Local Government's (OLG) *Council Rating and Revenue Raising Manual* (hereinafter, 'OLG Manual'), neither the voluntary peg nor the approach proposed in IPART's discussion paper in August 2020 (benchmarking of waste service costs, clarified pricing principles, rebalancing relevant cost allocations from the DWMC to general rates, and a streamlined reporting mechanism; hereinafter 'benchmarking & rebalancing') fully address the needs of councils to provide all the services and functions required to minimise landfill and maximise resource recovery from waste generated by individual parcels of rateable land.



3. Given a choice between benchmarking & rebalancing and the voluntary peg, we would prefer benchmarking & rebalancing on the condition that all domestic waste management services and functions necessary for minimising landfill and maximising resource recovery from domestic waste, including non-kerbside services such as community recycling centres (CRCs) and drop-off events for problematic, hazardous, and other materials such as e-waste and textiles that are not readily or cost-effectively manageable through kerbside services, are stipulated in the pricing principles published in the OLG Manual.
4. Whilst SSROC acknowledges that updated pricing principles play an important role in providing clarity and consistency with regard to which domestic waste management services can be incorporated in the DWMC, it is SSROC's understanding that the OLG Manual is not legally binding. Therefore, we call for IPART to work with relevant authorities such as OLG and the NSW Minister for Local Government to ensure that these definitions in the Local Government Act are modernised to be fit for purpose and aligned with the objectives of the WaSM, which aims to transition NSW to a circular economy, and the Waste Avoidance and Resource Recovery (WARR) Act, which prioritises material efficiency and resource management based on the waste hierarchy according to the highest order of use.
5. While SSROC supports clear, efficient, and transparent DWMC charges and pricing principles, based on the expanded coverage of services under the definitions as proposed in 4. above, we propose that charges for services to manage particular streams of waste – including CRCs and drop-off events for problematic, hazardous, and other materials such as e-waste and textiles, and potentially illegal dumping – with a delineable link to rateable parcels of land, or that portion of these streams with a delineable link to rateable parcels of land be calculated on a proportional basis. This would be similar to an availability charge to ensure councils can raise sufficient funds to cover the baseline costs to make these services available to all residents even if not all residents necessarily use or need them. It should be noted that even charges for primary kerbside services are already somewhat proportional as the presentation rate changes every week and some residents generate more or less waste than others, contributing a different proportion of a council's total weight-based waste levy and landfill gate fee.
6. SSROC strongly advocates for allowing councils to utilise the waste reserve to provision for reasonable future obligations, including climate events and other emergencies, rapid market-based cost increases, capital expenditures for planned services such as FOGO or planned waste-related infrastructure such as CRCs, and other reasonable market risks.
7. Should IPART decide to proceed with benchmarking & rebalancing, benchmarking of waste service costs must reflect varying service levels, densities, and community expectations between councils.

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Issues for stakeholder comment

1. *Do you think our proposed annual 'benchmark' waste peg will assist councils in setting their DWM charges?*

SSROC opposes the voluntary peg and does not believe that it will assist councils in setting their DWM charges. The timing of any major adjustment to council revenue-raising mechanisms is inappropriate and extremely challenging given rising market-based costs of providing waste management services and the NSW Government's transition to a circular economy, including a mandated FOGO service by 2030, and the increasing incidence of natural disasters. A peg – voluntary or otherwise – would over time deny councils a sufficiently flexible revenue-raising mechanism to cover rising waste and resource management costs and to respond to NSW Government policy mandates, and lead to significant funding shortfalls in delivering essential services. In addition, a peg would not solve inconsistent cost allocations, the imbalance between councils with higher and lower DWMC, rising market-based sector costs, lack of sector investment, limited competition, or other issues IPART has raised.

DWMC set based on actual and expected costs, not general indices

SSROC councils largely set their DWMC based on the actual and expected incremental costs of providing waste management services, based on community expectations, to parcels of rateable land, including the costs of contracts, infrastructure, community education, operational requirements, and related overheads, etc – not based on dated data and a basket of lagging, tangentially-related indicators with limited relevance to councils' specific needs and service levels.

As discussed below, the most significant source of confusion and inconsistency is not what these costs are but which services and functions can be included in the DWMC and how these are provided for in the definitions of 'domestic waste' and 'domestic waste management services' in the Local Government Act and OLG Manual.

A voluntary peg denies councils a sufficiently flexible revenue-raising mechanism to meet increasing costs, fulfill NSW Government mandates, and provision for growing market and climate risks

NSW is in the midst of the most significant transition to a more circular economic model in its history. Precipitated by the announcement of the China Sword policy and subsequent Coalition of Australian Government (COAG) bans on the export of Australian-generated recyclable materials, both the National Waste Strategy and WaSM have set ambitious targets which local governments are required to work towards. Most significantly, through the WaSM, local governments have been mandated by the NSW Government to introduce a food and garden organics (FOGO) and/or food organics (FO) service with the aim of halving organics to landfill by 2030.

At the same time, waste management and resource recovery costs in the metro Sydney region have risen significantly over the last decade, even while funding from the waste levy has fallen. Funding from the waste levy is the most significant source of funding for council resource recovery programs.



NSW waste levy has increased by 148% over the last 10 years, while Waste Less Recycle More funding has decreased by 43% over the last 8 years. From next financial year, virtually all non-contestable funding previously available to levy-paying councils for resource recovery programs through the Better Waste and Recycling Fund will disappear as the NSW Government shifts to an unplannable, project-based contestable funding model even as the waste levy continues to rise.

Meanwhile, NSW councils are under increasing financial pressure from rising market-based costs due to limited competition in the sector, heightened community awareness and expectations for improved resource recovery outcomes, rising inflation and petrol costs, reduced revenue and higher costs associated with managing COVID-19, and increasing costs and risks associated with climate disasters and disruptions to the waste management supply chain. Some councils currently renewing or entering into new recycling collection and processing contracts have reported a 250% increasing in recycling costs. This is in addition to the 200% increase in the years following the announcement of the China Sword policy.

With the current NSW municipal solid waste recycling rate at 42% (as at FY2019) and diversion rate at 65% (as at FY2019),¹ reaching the NSW Government's 10-year target of 80% diversion will require a significant departure from business as usual. As Sydney putrescible landfills are due to be full by 2036 at the current trajectory (not include massive volumes of waste generated during increasingly frequent climate disasters) and non-putrescible landfills due to be full by 2028, energy from waste will play a critical role, as will innovations for recovering soft plastics, textiles, illegally dumped materials, and bulky waste, which the market currently offers few reliable, cost-effective, and scalable options for. While it is hoped that pricing for energy from waste solutions will compete with the cost of landfill, this is far from assured and presents a major cost risk. Soft plastics, textiles, illegally dumped materials, and bulky waste will all require increased investment in education, market solutions, and associated risks.

However, IPART's proposed 1.1% indicative peg for 2022/23 disincentivises councils from expanding and improving waste and resource recovery services, further entrenching a business-as-usual approach and discouraging new innovation and technology at a critical juncture. Calculated based on dated data and lagging indicators, this unreasonably low rate does not take into account the consumer price index (CPI), let alone the 2% local government award increases effective from July 2021 and July 2022,² major recent changes in contract rise and fall, and an over 20% rise in waste disposal costs following disruptions to the waste management supply chain due to the recent flooding.

In their February 2022 report, the Reserve Bank of Australia (RBA) reported a 3.5% seasonally adjusted annualised rise in CPI. The RBA notes:

Measures of underlying inflation remove the effect of irregular or temporary price changes in the CPI. These measures indicate that underlying inflation rose by around 1 per cent in the quarter and 2.6 per cent over the year...this was one of the strongest quarterly outcomes in decades and represents a material increase in underlying inflation relative to recent years.³

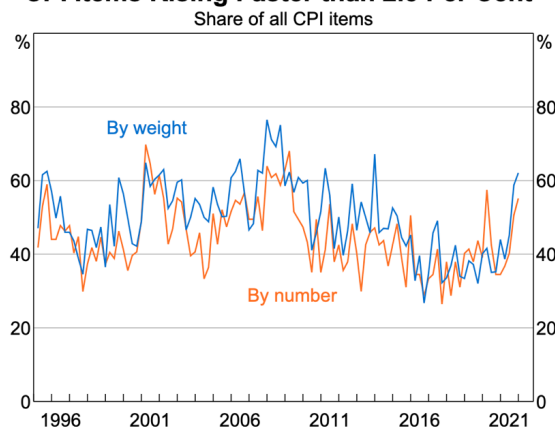
¹ https://www.dpie.nsw.gov.au/__data/assets/pdf_file/0006/385683/NSW-Waste-and-Sustainable-Materials-Strategy-2041.pdf

² https://www.lgns.org.au/Public/Public/News/Articles/2020-media-releases/0702_2020_LG_award_economically_responsible.aspx

³ <https://www.rba.gov.au/publications/smp/2022/feb/inflation.html#:~:text=The%20headline%20Consumer%20Price%20Index,time%20of%20the%20November%20Statement%20.>



CPI Items Rising Faster than 2.5 Per Cent*



* Based on seasonally adjusted data; CPI items with annualised quarterly growth greater than 2.5 per cent.

Sources: ABS; RBA

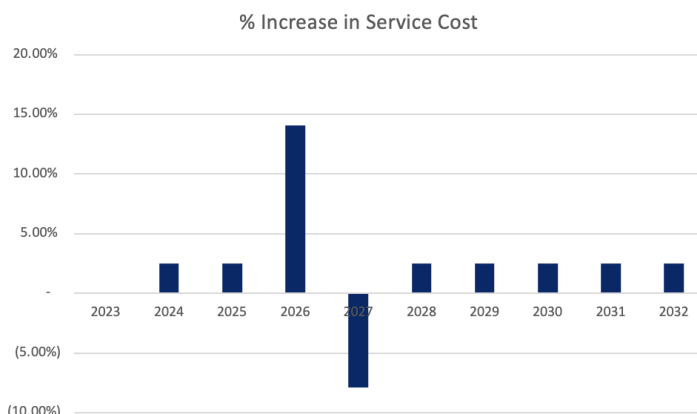
Councils must consider a combination of these factors to forecast changes in the DWMC in budget planning, so the fact that the indicative 1.1% peg has missed so badly even at the draft report stage highlights how inappropriate it is to guide DWMC settings and that now is not the optimal time to make major changes to council revenue-raising mechanisms given the rapidly changing market dynamics, as well as the risks it would pose in future should it continue to underestimate the scale of council waste service costs.

WaSM vs the Peg: FOGO

SSROC's detailed FOGO/FO feasibility study conducted over the last 14 months has identified that implementing a FOGO service will increase the average cost of waste services by \$3.2 million per SSROC council and a mixed FOGO for SUDs and FO for MUDs service by \$4.5 million per council. This would require councils to raise their DWMC on average by about 14% to fully recover FOGO-related costs. Other non-SSROC metro councils estimated that FOGO implementation will cost at least \$7 million, driving up the DWMC much higher to recover costs. Meanwhile the EPA's contestable Organics Collection Grant program, if the available \$65 million is distributed evenly among councils that have not yet adopted FOGO, will offer only \$0.76 million per council.



Figure 1: % average increase in service cost and DWMC to implement FOGO*



*We have assumed implementation in 2026 for modelling purposes only.

The draft report offers councils two ways to increase their DWMC to meet cost obligations, including those mandated by the NSW Government: increase the DWMC, provide an explanation for doing so to IPART, and be named in a public report the following year including the extent the indicative peg was exceeded. Or apply for a time-consuming special variation. Both of these options expose councils that exceed the indicative DWMC peg to a public and political backlash, and undermines the social licence to launch FOGO – just for fulfilling an EPA mandate.

Given the increases in CPI, the local government award, changes in contract rise and fall, climate-related service cost increases, EPA-mandated services such as FOGO, and any other innovations, technologies, or service improvements, it is virtually guaranteed that councils will need to increase their DWMC to recover costs if they are to avoid reducing their service offering. As more councils do this, it will inevitably increase pressure on IPART to make the voluntary peg a hard peg.

DWMC, general rates and financial modelling

SSROC has undertaken a detailed DWMC methodology, pricing principles, and impact study to identify the short- and long-term impacts of the voluntary peg, IPART principles, and BAU on council revenue raising and rating policy, and the most appropriate pricing principles to facilitate waste and resource recovery services. As part of this, we modelled the recoverable and unfunded portions of total waste service cost under 3 scenarios:

1. DWMC pegged at 1.1% per annum (assuming no rebalancing);
2. DWMC revenue and cost allocations compliant with IPART principles (assuming only that portion of waste-related costs for domestic kerbside services, excluding CRCs, drop-off events, illegal dumping, street sweeping, and public place bins); and
3. DWMC revenue and cost allocations compliant with SSROC principles (all services and functions related to minimising waste and maximising resource recovery of all waste generated by domestic premises, including CRCs, drop-off events, and illegal dumping). SSROC pricing principles will be discussed in further detail below.



This modelling indicates that, should the DWMC be pegged at 1.1%, the total shortfall in funding required just to maintain the current level of service. The difference in total cost of services and the recoverable amount under each set of principles in Figures 2 and 3 would need to be covered by general rates or eliminated from councils' service offering.

Figure 2: Amount recoverable under each set of principles (excluding FOGO)

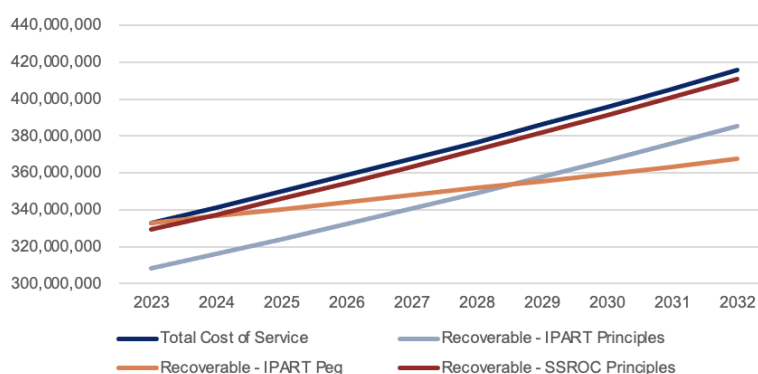


Figure 3: Amount recoverable under each set of principles (including FOGO)

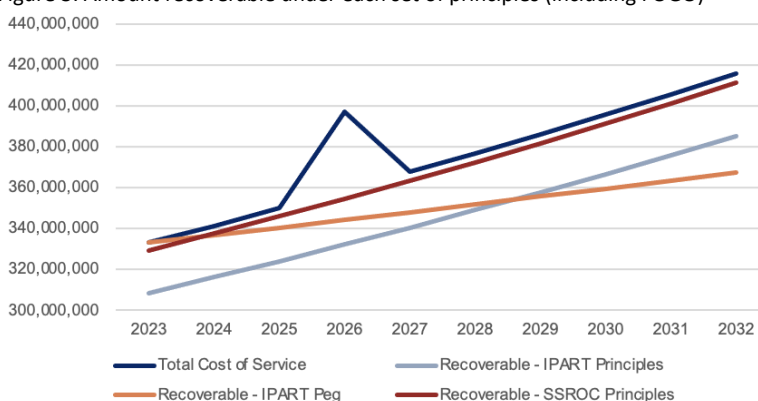


Figure 4: Amount unfunded under each set of principles (excluding FOGO)



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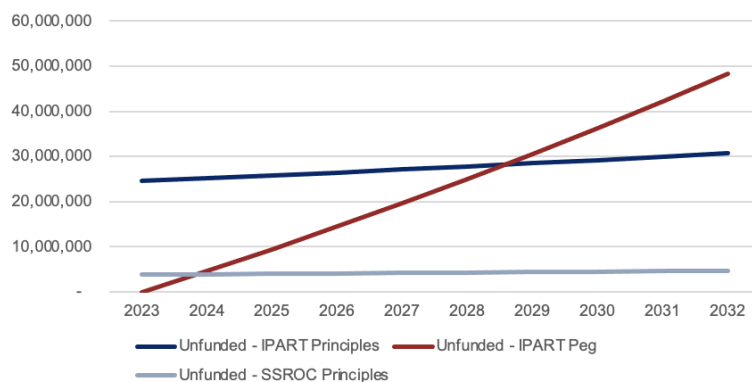


Figure 5: Amount unfunded under each set of principles (including FOGO)

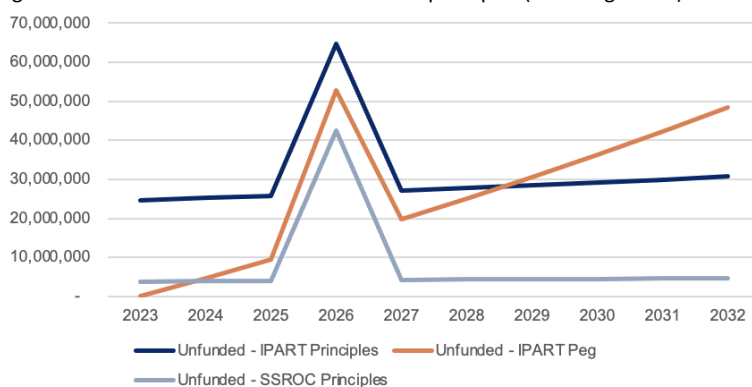


Figure 6: Full funding shortfall over the 10-year modelled period under each scenario

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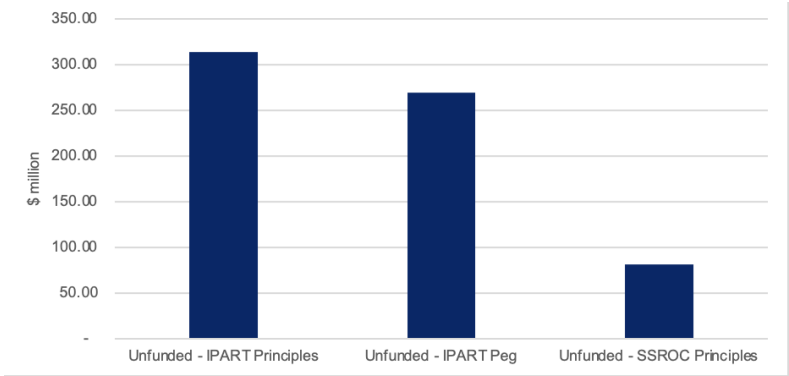


Figure 7:

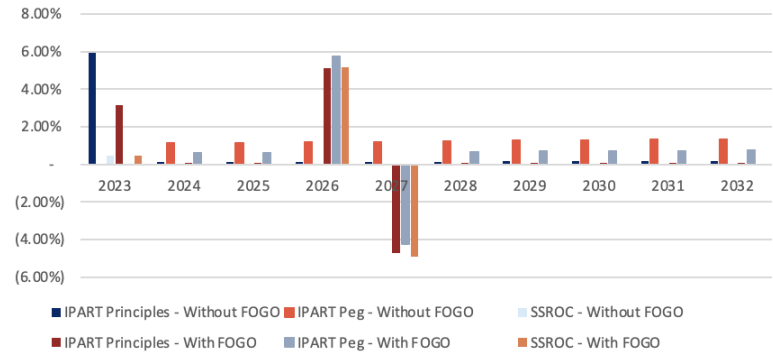


Figure 8:





The above modelling consistently shows that the total funding shortfall would be the most manageable under SSROC pricing principles, lead to better circular economy outcomes, and have a smaller impact on general rates. While the total unfunded amount over 10 years would be greater under IPART principles than under the peg, total council revenue would be empirically less impacted under benchmarking & rebalancing as a majority of this unfunded amount could be shifted to general rates. However, the draft report mentions no such cost-shifting mechanism in the draft report other than a special DWMC variation and a special rate variation, highlighting that the proposed peg is the worst of all available options and will severely hamper councils' efforts to meet community expectations, deliver WaSM targets, and prepare for future climate events.

For this reason and for the relative flexibility afforded by benchmarking & rebalancing, if given a choice between benchmarking & rebalancing and the voluntary peg, SSROC would prefer benchmarking & rebalancing as the more acceptable of the two options with the conditions discussed below. However, neither approach fully addresses the needs of councils to provide all the services and functions required to minimise landfill and maximise resource recovery from waste generated by individual parcels of rateable land, especially until the underlying definitions of 'domestic waste' and 'domestic waste management services' in the Local Government Act and OLG Manual are modernised to align with WaSM circular economy principles and the WARR Act.

SSROC hosted a webinar entitled *WaSM vs the Peg: the dilemma for NSW councils* on 22 March 2022, attended by over 220 stakeholders from metro, regional and rural councils, ROCs/JOs, industry, peak bodies, IPART, EPA, and OLG. A survey during the webinar indicated that 98% of the 116 council stakeholders who took part in the survey prefer benchmarking & rebalancing to the voluntary peg.

Table 1: Councils' preferred approach if given a choice between only these 2.

	Benchmarking & rebalancing	Voluntary peg
All councils	116 (98%)	2
Metro	57 (98%)	1
Regional	47 (100%)	0
Rural	12 (92%)	1

2. Do you think the pricing principles will assist councils to set DWM charges to achieve best value for ratepayers?

Based on the definitions of 'domestic waste' and 'domestic waste management services' in the Local Government Act and the OLG Manual, neither the voluntary peg nor the benchmarking & rebalancing fully address the needs of councils to provide all the services and functions required to minimise landfill and maximise resource recovery from waste generated by individual parcels of rateable land, in alignment with WaSM circular economy principles and the Waste Avoidance and Resource Recovery (WARR) Act.



Pricing principles and definitions in the Local Government Act and OLG Manual must be modernised and clarified

Whilst SSROC acknowledges that updated pricing principles play an important role in providing clarity and consistency with regard to which domestic waste management services can be incorporated in the DWMC, SSROC strongly advocates:

- 1) That the pricing principles be modernised to include all the services and functions required to minimise landfill and maximise resource recovery from waste generated by individual parcels of rateable land, in alignment with WaSM circular economy principles and the WARR Act; and
- 2) As it is SSROC's understanding that the OLG Manual is not legally binding, we call on IPART to work with relevant authorities such as OLG, the NSW Minister for Local Government, and the NSW EPA to ensure that these definitions in the Local Government Act are modernised to include all the services and functions required to minimise landfill and maximise resource recovery from waste generated by individual parcels of rateable land – including non-kerbside services such as planning functions, strategy development, reuse and repair initiatives, education, CRCs and drop-off events for problematic, hazardous, and other materials such as e-waste, textiles, and soft plastics that are not readily or cost-effectively manageable through kerbside services – are clearly stipulated in the pricing principles and are aligned with the objectives of the WaSM and the WARR Act, which prioritise material efficiency and resource management based on the highest-order principles of a circular economy and the waste hierarchy.

The definitions of 'domestic waste' and 'domestic waste management services' in the Local Government Act and OLG Manual are:

Domestic waste means waste on domestic premises of a kind and quantity ordinarily generated on domestic premises and includes waste that may be recycled, but does not include sewage.

Domestic waste management service means services comprising the periodic collection of domestic waste from individual parcels of rateable land and services that are associated with those services.

Based on these definitions, it is not clear which services can be included under the DWMC. While IPART has indicated that illegal dumping, street sweeping, public place bins, and excessive overheads are not eligible under the DWMC, the current definitions do not clarify which services are in and out. They indicate that the aim of the legislation is to manage waste and recycling generated by parcels of rateable land, without any mention of highest-order principles of the waste hierarchy and circular economy as outlined in the WaSM, such as reducing, reusing, repurposing, and repairing, etc before resorting to recycling and disposal. They also do not indicate whether programs designed to reduce waste and divert materials from the waste stream, including education, strategy development, planning, CRCs, and drop-off events, etc are eligible. Socially, economically, and environmentally, these essential services are too important to the community and society to leave their scope to vague definitions.

Having an insufficiently flexible revenue-raising mechanism would also jeopardise councils' ability not only to deliver on WaSM targets but to comply with the WARR Act as well, thus highlighting the



importance of aligning definitions and objectives between the Local Government Act, WARR Act, and WasM. The objectives of the WARR Act are as follows:

3 Objects of Act

The objects of this Act are as follows—

- (a) to encourage the most efficient use of resources and to reduce environmental harm in accordance with the principles of ecologically sustainable development,
- (b) to ensure resource management options are considered against a hierarchy in the following order—
 - (i) avoidance and reduction of waste,
 - (ii) re-use of waste,
 - (iii) recycling, processing or reprocessing waste,
 - (iv) recovery of energy,
 - (v) disposal,
- (c) to provide for the continual reduction in waste generation,
- (d) to minimise the consumption of natural resources and the final disposal of waste by encouraging the avoidance of waste and the reuse and recycling of waste,
- (e) to ensure that industry shares with the community the responsibility for reducing and dealing with waste,
- (f) to ensure the efficient funding of waste and resource management planning, programs and service delivery,
- (g) to achieve integrated waste and resource management planning, programs and service delivery on a State-wide basis,
- (h) to assist in the achievement of the objectives of the *Protection of the Environment Operations Act 1997*.

It should also be noted that the EPA has the power to request councils to report on non-compliance with the WaSM, which

14 Power to request councils to report on waste strategy compliance

- (1) The EPA may request a local council to provide the reasons for any specified non-compliance by the local council with the objectives of the current waste strategy.
- (2) Such a request must be in writing and must specify the date by which the local council is requested to provide the reasons to the EPA.

SSROC pricing principles

SSROC proposes more modernised and expansive pricing principles and their underlying definitions to align with and prioritise circular economy principles.

IPART Pricing Principles	SSROC Pricing Principles
<u>Pricing Principle 1</u> DWM Revenue should equal the efficient incremental cost of providing the DWM service	The DWMC will recover all costs associated with the delivery of services and/or functions that relate to material generated from a domestic source. Where applicable, these costs will be proportionate.
<u>Pricing Principle 2</u> Councils should publish details of all the DWM services they provide, the size of the bin, the frequency of collection and the individual charge for each service.	SSROC councils support and will work towards the publication of individual charges for each service.



<p>Pricing Principle 3 Within a council area, customers that are:</p> <ul style="list-style-type: none"> Imposing similar costs for a particular service should pay the same DWMC; and paying the same DWMC for a particular service should get the same level of service 	<p>SSROC councils ensure compliance with this principle in relation to the provision of DWM services to SUDs. SSROC member councils will continue to offer bespoke services to MUDs. Thus, DWMC should be proportionate to enable necessary services catered to community needs and not discriminate against the socioeconomic and/or cultural demographics (inc CALD) that tend to live in MUDs.</p>
<p>Pricing Principle 4 Any capital costs for providing DWM services should be recovered over the life of the asset to minimise price volatility.</p>	<p>SSROC member councils will continue to recover capital costs prior to the expense being incurred to reduce reliance on borrowings.</p>

Proportionate cost basis

While SSROC supports clear, efficient, and transparent DWMC charges and pricing principles, based on the expanded coverage of services under the definitions as proposed above, we propose that charges for services to manage particular streams of waste – including CRCs and drop-off events for problematic, hazardous, and other materials such as e-waste, textiles, soft plastics and potentially illegal dumping – with a delineable link to rateable parcels of land, or that portion of these streams with a delineable link to rateable parcels of land be calculated on a proportional basis.

This would be similar to an availability charge to ensure councils can raise sufficient funds to cover the baseline costs to make these services available to all residents even if not all residents necessarily use or need them. It should be noted that even charges for primary kerbside services are already somewhat proportionate as the presentation rate changes every week and some residents generate more or less waste than others, contributing a different proportion of a council's total weight-based waste levy and landfill gate fee.

This approach would also ensure councils can continue to provide and charge for bespoke services catered differently to SUDs and MUDs based on physical accessibility (some MUDs have maximum height allowances and limited space for turning docks, requiring specialised and more expensive waste collection trucks) and culture accessibility (ie CALD communities may require additional multilingual engagement and educational materials, which incur additional costs). It is SSROC's view that charging residents of MUDs, who tend to represent different socioeconomic and/or cultural demographics from SUDs, a different rate to cater for the higher costs of accommodating more complex accessibility for waste services, is discriminatory.

Pricing Principle 4: waste reserve and 'best value for ratepayers'

SSROC strongly advocates for allowing councils to utilise the waste reserve to provision for reasonable future obligations, including climate events and other emergencies, rapid market-based cost increases, capital expenditures for planned services such as FOGO or planned waste-related infrastructure such as CRCs, and other reasonable market risks.

While SSROC acknowledges that the DWMC is intended as a fee for services that can only be charged to residents with access to those services, it is unreasonable to expect councils to operate in the red to respond to climate events and other emergencies, unexpected surges in market-based



cost increases such as rise and fall or export bans, or temporary and unexpected changes in waste volumes due to increased rain or COVID-19 – when councils can provision for these risks in advance.

IPART has advised that capital costs for providing DWM services should only be recovered once those services have commenced or facilities have been built; and that, should a council build a waste-related facility or roll out a DWM service that the council must rely on external borrowing, whether from the main council reserve or from an outside financial institution. While this may be the conventional this has been done, it does not necessarily represent best value for ratepayers.

SSROC advocates for councils to be able to recover reasonable capital costs for future services or facilities included in their long-term financial plan. This not only serves to stabilise variations in the DWMC by ensuring councils have a flexible and transparent capital cost raising mechanism, but it also decreases the net total of DWMC charged to residents over time by avoiding passing on loan interest to ratepayers.

One example that clearly demonstrates this is a recent land acquisition for future waste infrastructure by one metro Sydney council.

Acquisition value	\$27M
Loan period	25 years
Realistic interest rate	5%
Monthly repayment	\$157,840
Total cost	\$47,351,790
Interest	\$20,351,790
Households	65,000
Household interest per annum (interest/households/loan period)	\$12.52 per household/year

- ⇒ This would result in an increase or SRV of \$29.14 per household to cover principal and interest repayments.
- ⇒ Reducing the loan to 10 years would increase the DWMC by \$52.86 per household but would significantly reduce the interest repayment commitment to \$7,365,230 over the life of the loan, leaving ratepayers nearly \$13 million better off on a net basis.

'Best value for ratepayers' must reflect community needs

All councils are required to consult their communities to ensure that important council planning and sustainability strategies properly reflect community needs and priorities. Recent councils surveys have

3. **Would it be helpful to councils if further detailed examples were developed to include in the Office of Local Government's Council Rating and Revenue Raising Manual to assist in implementing the pricing principles?**



Once the pricing principles and the underlying definitions have been modernised and clarified to align with the objectives of the WaSM and WARR Act, detailed working examples would be useful to illustrate how each cost, including associated overheads, should be allocated.

Systemic cost drivers

As discussed above, waste management and resource recovery costs in the metro Sydney region have risen significantly over the last decade, even while funding from the waste levy has fallen.

One of the most significant issues is limited competition in the waste and resource recovery sector, which undercuts councils' ability to provide necessary and affordable services for their residents. The current lack of competition in this sector, especially for recycling services, presents a critical challenge for councils as they are almost entirely reliant on the small number of suppliers that can offer sufficient scale and access to transfer stations, material recovery facilities (MRFs), and processing facilities.

SSROC supports IPART's conclusions in its discussion paper about a range of systemic issues driving up costs in the metro Sydney region, including a lack of investment in the waste sector, under-hypothecation of the waste levy, limited competition, insufficient infrastructure particularly in metro Sydney, and a lack of strategic planning in the Sydney region by the NSW Government until only recently – notably, all factors outside of councils' control. SSROC also supports the establishment of a separate statutory authority for resource recovery.

SSROC offers the following considerations to further elucidate the increasingly desperate situation councils face in the waste industry, which are major DWMC cost drivers.

- With Visy's near-monopoly of recycling services in metropolitan Sydney, reduced competition eliminates any efficiencies or price counterbalance to be gained by councils through a competitive procurement process. It could even cause councils to cease procurement processes altogether, as procurement is costly and unlikely to be justified if benefits driven by effective competition will not be forthcoming.
- The near-monopoly on essential waste services directly impacts councils by increasing prices, reducing council leverage in procurements and contracts, and undercutting councils' ability to enforce contract departures. A lack of competition has contributed to an initial 200% increase in recycling costs. Councils recently renewing or entering new recycling contracts are reporting another 250% increase in prices.
- The virtual monopoly on end markets increases upward price pressure on council recycling services by reducing the value of kerbside collected materials processed by MRFs through price manipulation. The financial viability of MRFs is closely linked to the value of end markets for processed materials, so these increased costs are passed down to councils and residents.
- Limited competition undermines regional resilience through centralised control of services and infrastructure; reduced innovation; threatens jobs and reduces employment opportunities through centralisation.

Sale of state-owned assets and loss of waste infrastructure



Since the sale of the state-owned corporation WSN Environmental Solutions in 2010, the majority of waste infrastructure in the Greater Sydney area is now owned and operated by the private sector.

Waste in Greater Sydney is rarely managed within the same local government area where it is generated and most SSROC councils do not own or operate any waste and recycling transfer or processing facilities. The councils are wholly reliant on the commercial sector to provide these services.

Sydney is currently in a period of unprecedented development and growth and the availability of accessible and suitable sites for transfer and management of waste is diminishing as land surrounding existing landfills and waste treatment facilities is encroached upon by commercial and residential developments. Some sites currently occupied by transfer stations are in locations that could be valuable for development purposes; if those sites were sold and cease to operate as transfer stations, in a monopoly there would be no commercial imperative for the supplier to offer an alternative transfer facility. Councils would be forced to transport waste over longer distances to a receival facility, increasing traffic congestion and raising their own costs as collection services or their own fleet operating costs rise as a result. Those costs would ultimately be passed through to residents in domestic waste management charges.

Impacts of a virtual monopoly in recycling services

Prices are effectively set by a single supplier, leading to increased costs for councils

Following China Sword, the cost of recycling services has more than doubled for SSROC councils. Prior to China Sword, many councils did not pay gate fees, or even received a rebate for recyclable materials. Since 2018, Visy has nearly doubled its gate fees for recyclable materials process through their network of transfer stations and MRFs in metropolitan Sydney. With little recourse and no leverage to negotiate gate fees, dictate the terms of the contract, or even go to market for other suppliers due to lack of competition and competitor proximity issues (to transfer stations or MRFs), a virtual monopoly has put tremendous pressure on councils to continue delivering an essential service for the community without significant price hikes.

- ⇒ With no other viable suppliers in the market with sufficient scale and proximity, councils thus have no choice but to accept the prices and conditions that Visy sets.

While one council has been able to absorb the increased cost of recycling, most other councils have had no alternative but to raise domestic waste management charge even while the waste levy on waste sent to landfill continues to rise. This also coincides with a fall in rates revenue due to the impact of COVID-19. A review of the domestic waste management charge by the Independent Pricing and Regulatory Tribunal (IPART) has the objective of benchmarking waste management costs between councils and then regulating outlying councils: so there is increased pressure for councils to justify the cost of waste services. IPART has identified through its review that underinvestment of waste levy revenue by the NSW Government, even while the waste levy has more than doubled in 10 years, is stifling competition in the waste sector.

Limited or no choice of suppliers operating at sufficient scale and proximity

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Any cost efficiencies or service quality improvements that might have been gained through a competitive open market tender process are not available for some councils due to the lack of major suppliers of recycling services in metropolitan Sydney with sufficient capacity and proximity to necessary infrastructure.

The lack of competition in the market has already forced some councils to invoke Section 55(3)(i) of the Local Government Act to not tender and directly contract with Visy to provide recycling services. This section of the LG Act can be invoked when, due to “extenuating circumstances, remoteness of locality or the unavailability of competitive or reliable tenderers, a council decides by resolution (which states the reasons for the decision) that a satisfactory result would not be achieved by inviting tenders.”

This has significant implications as it demonstrates that major segments of the waste sector are already uncompetitive, pushing up prices and suppressing innovation.

Consolidated supply chain control

The concentration of recycling primary processing capacity and secondary processing markets under Visy, particularly for paper and glass, has increased price pressure for recycling services and compromised supply chain resilience with respect to Visy’s few remaining competitors. While the rise in recycling prices in recent years is of course also attributable to China Sword and COAG bans on the export of unprocessed recyclable materials, a lack of competition undercuts any potential counterbalance to prices and stifles innovation towards circular economy outcomes.

In a recent unpublished report commissioned by the NSW Department of Planning, Industry and Environment (DPIE), Arcadis describes recycling services in the Greater Sydney region in the following way, subtly referring to Visy here as ‘MRF operators’:

Recycling processing capacity within Greater Sydney has been provided by 3 material recovery facilities (MRF) across only 3 operators, which has led to issues of market power that has impacted competition. This is exacerbated by MRF operators extending ownership into segments of the secondary processing market to provide greater control over the supply chain, in particular for glass and paper. These issues have put upward pressure on contracted MRF gate fees and increased exposure to end market price sensitivities for recycled commodities.

Enabled by its monopoly on secondary paper processing, Visy has the opportunity to practise indirect price manipulation on recyclable mixed paper. This is possible, for example, by claiming higher moisture content or contamination in recyclable paper delivered by other MRF operators selling mixed paper to Visy, thus reducing tonnages and prices on delivered materials. With extremely limited onshore markets, MRFs that sell mixed paper to Visy are not in a position to dispute this. The lower price for MRF paper further reduces the value of recyclable materials received from council collections, increasing pressure on the cost of council recycling services and ultimately the domestic waste management charge passed on to residents.

In terms of glass, Visy’s recent purchase of the former Owens-Illinois Australia-New Zealand operations, which includes the only furnaces in Australia for making glass bottles, fully consolidates Visy’s control of bottle manufacturing in Australia and all high-value glass applications in NSW apart from low-value mixed glass used in civil works as a sand replacement. At present approximately 55-60% of council kerbside glass and some 90-95% of high-value container deposit scheme glass is



recycled back into bottles through Visy owned and operated facilities. As Visy increases the use of recycled content in bottle manufacturing as it has publicly committed to doing, sourcing much of its feedstock from council collections, this puts Visy in a singular position to name their price on glass feedstock. As Visy has a virtual monopoly on processing of council recycling, and glass is the heaviest component of council recycling, accounting for about 30% of total tonnages, this puts Visy in an even more advantageous position and further reduces council leverage in recycling contracts.

Thank you for the opportunity to provide feedback on this review. If you have any questions, please do not hesitate to contact me or SSROC Regional Strategic Lead for Waste and Resource Recovery, Justin Bonsey: ssroc@ssroc.nsw.gov.au or 02 8396 3830.

Yours faithfully,

Helen Sloan
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Director City Services Report No. CS15/22

Subject: Maroubra Surf Lifesaving Club - Redevelopment Proposal

Executive Summary

- Maroubra Surf Life Saving Club (MSLSC) is one of Australia's first Lifesaving clubs and was established on the 7th of November 1906.
- Since 2017, MSLSC has seen a 25.7% increase in membership, 60% of that increase being local youth and on average MSLSC lifesavers rescue 285 people per year.
- While the building has undergone several additions and alterations over its long life the current configuration does not meet the MSLSC's functional requirements and future goals.
- MSLSC engaged an architect (outside of Council) to prepare a high-level concept design for a staged upgrade of the existing surf club building. The club received development consent for Stage 1 only and subsequent funding from the NSW Office of Sport and Surf Lifesaving NSW.
- Following Council's cost analysis of the staged approach (\$17,780,000) it was appropriate that council officers undertake investigations into alternative delivery models for the site.
- Following the scope and precedent review of other surf clubs along the Sydney coastline, it is anticipated that a complete redevelopment (knock down and rebuild) of the Club asset could be provided to Council for approximately \$10,000,000.
- The MSLSC supports the option of a rebuild and will hand back their grant funds for the Stage 1 design in order to reposition the project to maximise opportunities for future funding for a new building.
- In order to realise a replacement building on the site at the estimated value, a "5 Year" funding strategy has been recommended within this report.
- Should the funding strategy be endorsed by Council the earliest construction may commence on site is estimated to be in the 2024/25 Financial Year.

Recommendation

That Council:

- a) endorse a "knock down and rebuild" renewal/replacement strategy for Maroubra Surf Lifesaving Club building; and
- b) endorse the funding strategy for the future redevelopment of Maroubra Surf Lifesaving Club building.

Attachment/s:

Nil

Purpose

Local surf clubs form an important part of the social fabric of coastal councils and provide a much need volunteer rescue and response service for the community and visitors to our area.

Since 2010, the following funds have been spent on capital works at the surf clubs. This represents a combination of Council funding and State Government funding.

Coogee Surf Club	\$3,674,413 (including \$2.58M State Govt grant)
South Maroubra Surf Club	\$2,965,939 (excluding storage facility due to be constructed)
Maroubra Surf Club	\$1,736,354
Clovelly Surf Club	\$1,629,814

Like other facilities of Council, as buildings age and as community demands change, we need to consider renewal/replacement strategies to support ongoing service to the community.

The purpose of this report is to allow Council to consider the renewal/replacement strategy for Maroubra Surf Club.

Discussion

In order to provide Council with the background information to clearly understand the recommended scope change and applicable funding strategy, this report provides all relevant information in regard to:

- Background
- Council Asset Condition
- Grant Funding
- Initial Stage Project Proposal
- Revised Scope – “Knock Down and Rebuild”
- Funding Strategy
- Potential Project Timeline.

In addition to this project, Council is currently preparing a plan of management and masterplan for Maroubra Beach to guide the future vision of the area and to improve the liveability and vitality of one of our most loved coastal areas.

All progress towards building works at Maroubra Surf Club would be undertaken in conjunction with this plan of management and vision for the area.

i. Background

The Maroubra Surf Life Saving Club (“The Club”) building is a Randwick City Council (RCC) asset and is located in a beachfront location in the Northern end of Maroubra Beach. The site is located at 5RR Marine Parade, Maroubra (Lot 7314 in DP 1147545).

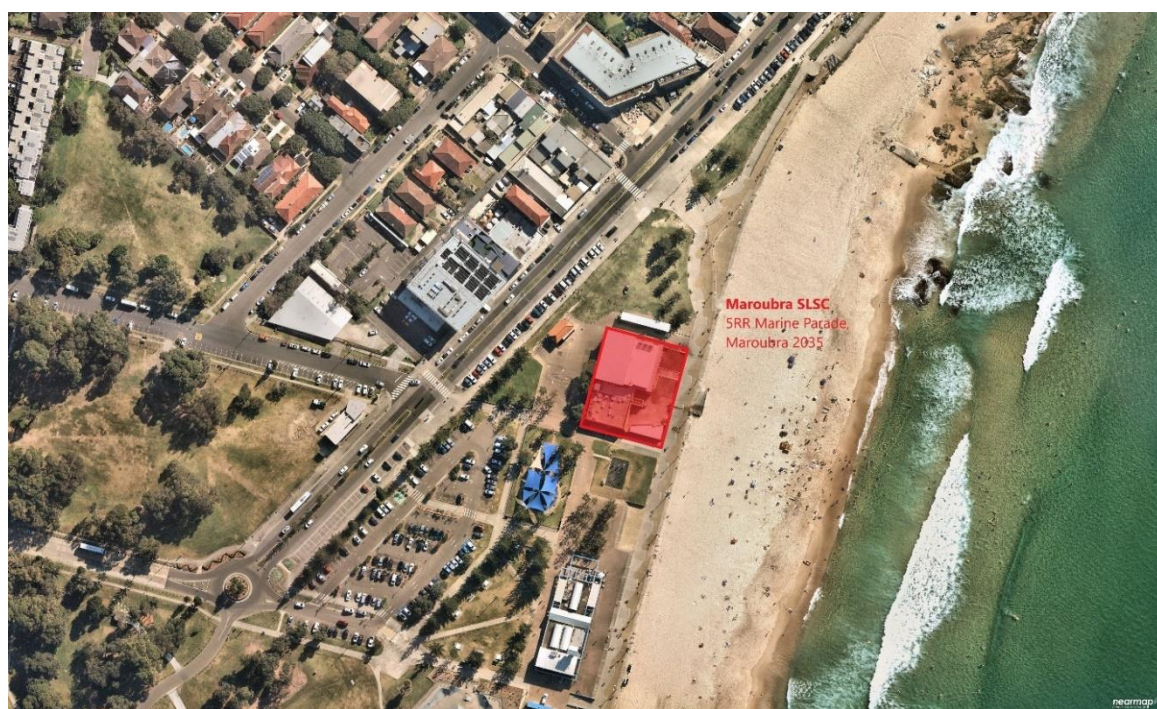


Figure 01: Location Plan: Maroubra SLSC

The Club is one of Australia's first Lifesaving clubs and was established on the 7th of November 1906. It is an active community organisation, providing volunteer patrols of Maroubra Beach, lifesaving education, surf sport activities and maintains a focus on educating children within the local community. Since 2017, the Club has seen a 25.7% increase in membership, 60% of that increase being local youth and on average MSLSC lifesavers rescue 285 people per year.

The existing facility is a 2-storey building with simple pitched roof forms. It has had several historical additions and alterations over time which is evident through the varying internal floor levels and a range of wall construction types within the building, however the surf club in its current condition is deteriorating and requires attention.

While the building has undergone several additions and alterations over its long life the current configuration does not meet the MSLSC's functional requirements and future goals, nor does it provide the most efficient use of the site's layout, orientation, views, and relationship to its context. To respond to this challenge, Maroubra Surf Club initiated plans for additions to the surf club.

In late 2020, Maroubra Surf Lifesaving Club ("the Club") received development consent for "Stage 1 Works" which included additional storage areas on the ground floor to cater for storage of lifesaving equipment, boats, boards, IRB, and patrol equipment as well as a new addition to level 01 providing patrol, training, and office facilities.

"Stage 2" included a complete redevelopment of the northern "surf club" building which was to be delivered in future years and did not form part of the development application.

After receiving the DA, the Club handed the project back to Council for delivery. Upon receipt and a preliminary cost review of the staged approach, a scope and precedent review was required. This report provides the background information to Council outlining the due diligence review conducted by Council Officers in relation to the previously proposed "staged" design for Maroubra Surf Club to the newly proposed "knock down and rebuild" design approach.

ii. Council Asset Condition

MSLSC is a Council owned asset. The surf club in its current condition is deteriorating and is due for replacement. As noted by MSLSC the asset has 'extensive concrete cancer, water penetration issues, and issues with vermin.' As asset owner Council hasn't invested in capital works to upgrade the building's condition in many years.

iii. Grant Funding

In 2018, MSLSC successfully secured \$305,125 as part of the NSW Government's Infrastructure Grant program. The funds were earmarked towards building of a patrol training room, under-cover walkway and disabled access ramp.

The stage 1 proposed works to the Maroubra Surf Lifesaving Club include:

- 140sqm increased storage capability for lifesaving equipment,
- New beach surveillance and observation platform,
- New training and education room, and
- Improved community room space.

As such at its Ordinary meeting on the 29 September 2020, Council resolved:

“(Luxford/Seng) that

- Council provide Maroubra Surf Lifesaving Club funding to the requested amount of \$400,000.00 to complete the Stage 1 upgrade on the Council asset; and*
- Council be publicly recognised as having contributed towards the funding for this project.”*

Furthermore, in 2021, MSLSC successfully secured another \$195,875 as part of the NSW Government's Infrastructure Grant program through the NSW Office of Sport. These funds were earmarked towards Extension of Storage Facility for Essential Surf Life Saving Equipment and Craft Storage.

iv. Initial Stage Project Proposal

Maroubra SLSC engaged an architect (outside of Council) to prepare a high-level concept design for a staged upgrade of the existing surf club building. The proposal was intended to provide a comprehensive upgrade of the site allowing the clubs facilities to cater to the functions of the club more adequately. It was also anticipated to make the venue more attractive for use by the wider community, as well as bring it up to today's expected levels of compliance, comfort, and safety.

The approved development application (DA/326/2020) in October 2020 provided approval for the stage 1 works, retaining, and extending a large portion of the existing building to the Southern half of the site. Stage 2 of the concept design included a removal and replacement of the Northern half of the site with a new building to be built at a future date, however, did not form part of the DA proposal

The Proposal suggested the project be staged into 2 projects:

Stage 1 (South) comprises alterations & additions to the Southern half of the site and Stage 2 (North) a larger development of the Northern half of the site.

Following receipt of the DA, the project was handed back to Council for carriage and delivery. Immediately a quantity surveyor was engaged to provide a cost estimate for the proposal.

STAGE 1 - South Costs (Rounded)	Amount
Preliminary Project Estimate (including consultant fees etc.):	\$3,980,000
Current Stage 1 Funding Deficit	\$3,380,000

STAGE 2 - North Costs (Rounded)	Amount
Preliminary Project Estimate (including fees & allowances)	\$11,600,000
Cost Escalation for 5 years (to end of 2026)	\$2,200,000
Preliminary Project Estimate with escalation up to end of 2026	\$13,800,000
Current Stage 2 Funding Deficit	\$13,800,000

TOTAL Project Costs - Stage 1 + 2 (Rounded)	Amount
Preliminary Project Estimate (including fees & allowances)	\$15,580,000
Cost Escalation for 5 years (to end of 2026)	\$2,200,000
Preliminary Project Estimate with escalation up to end of 2026	\$17,780,000
Current Stage 1 + 2 Funding Deficit	\$17,180,000

v. Revised Scope – “Knock Down and Rebuild”

In view of the anticipated value of the overall project, it was considered appropriate for council officers to undertake investigations into alternative delivery models for the site to determine the most appropriate solution and to ensure both value for money and high level of quality are achieved.

This review was undertaken in consultation with the club's board of management and included a desktop investigation on the 24 Surf Clubs from both Sydney and Sydney Northern Beaches Branches including the consideration of:

- Club Membership
- Build Type (Alternation / New)
- Construction Costs
- Project Costs
- Commercial Venture(s)

From the desktop review seven (7) Surf Club Projects were identified for further investigation in which Council officers either met, virtually or onsite with the relevant Council Project Managers and/or key Surf Club Stakeholders.

Formal site inspections were then conducted on both Mona Vale and Long Reef Surf Lifesavings clubs. These clubs were deemed consistent in both, size, scale, and operational requirements for the Maroubra Surf Club Proposal.



Long Reef SLSC

- Demolition of Existing Club & Amenities.
- Construction of new club and community facilities.
- Area of **1,406sqm**
- Project Value: **\$7,494,000**



Mona Vale SLSC

- Demolition of Existing Club
- Construction of new 2-level building
- Area of **1,645sqm**
- Project Value : **\$10,000,000**

Figure 02: Comparative Surf Club Projects

Following the scope review exercise, it was identified:

- Significant current and future costs savings may be identified in a “knock down and rebuild” approach.
- The original proposed staged approach approved at DA stage inhibits the club’s ability to realize its future operational requirements.
- A new building provides for maximum useful life of a brand-new asset which poses reduced operational and maintenance requirements for both Council and the Club.
- A New building would be designed free of structural remediation requirements that are present in the existing asset.
- A new design will be more cognisant of the Maroubra Beach Masterplan Project.
- For reference, Mona Vale Surf Lifesaving Club has been selected as a benchmark for a potential future project.

vi. Funding Strategy

Following the investigation of precedent surf club projects, it is anticipated that a complete redevelopment (knock down and rebuild) of the Club asset similar in scale and quality of Mona Vale SLSC could be provided to Council for approximately \$10,000,000

Multiple sessions have been facilitated with the major stakeholders and respective grant bodies, NSW Office of Sport and SLSNSW in consideration of prior grant funding allocations as noted above. The MSLSC supports the option of a rebuild and will hand back their grant funds for the staged approach in order to reposition the project to maximise opportunities for future funding for a “new” building.

In order to make the “new” project at the estimated value become a reality the following funding strategy is recommended for the current Council term:

Year	FY	Budget Allocation	Accumulative Total
0	2021/22	\$600,000	\$600,000
1	2022/23	\$2,600,000	\$3,200,000
2	2023/24	\$2,140,000	\$5,340,000
3	2024/25	\$1,000,000	\$6,340,000

It is suggested that Council seek at least 40% project costs from external funding sources, including fundraising and grant opportunities. Should Council not be successful in this endeavor, further funding consideration will need to be made by Council.

vii. Potential Project Timeline

The below potential project timeline is provided below should Council receive at least 40% funding from external sources (grants) allowing delivery to commence in Year 3.

Year	FY	Project Milestone	Description
0	2021/22	Planning	Scope Review / Feasibility
1	2022/23	Planning	Community Consultation Concept Design Development Application
2	2023/24	Design/Procurement	Detailed Design Tender
3	2024/25	Construction	Construction

Strategic alignment

The relationship with the City Plan is as follows:

Outcome/Direction	Delivery Program actions
Outcome	2. A vibrant and diverse community.
Direction	2b. Strong partnerships between the Council, community groups and government agencies.
Outcome	4. Excellence in urban design and development.
Direction	4b. New and existing development is managed by a robust framework.
Outcome	6. A liveable city.
Direction	6a. Our public infrastructure and assets are planned, managed and funded to meet the community expectations and defined levels of service.

Resourcing Strategy implications

In 2021-22 Council allocated \$600,000 towards the Maroubra Surf Club Project.

In the coming 2022/23 Operational Plan and Budget the following budget allocations are being recommended to be transferred to Council's Infrastructure Reserves for future delivery:

Year 0 (21/22)	\$600,000
Year 1 (22/23)	\$2,600,000
Year 2 (23/24)	\$2,140,000
Year 3 (24/24)	\$1,000,000
	<hr/>
	\$6,340,000

Should Council commit to the above suggested funding strategy, Council will be in a favorable position to progress the design to a community endorsed shovel ready project and made available to all applicable state and federal government funding opportunities. It is estimated that, outside of the above Council funding allocations, at least 40% funding would be required to expedite the project.

Policy and legislative requirements

Local Government Act 1993.

Conclusion

It is recommended that a brand-new Maroubra Surf Lifesaving Club is delivered for our community through a “knock down and rebuild” design approach in order to achieve the best value for money, best practice asset management, fit for purpose facilities for this generation and the next surf club volunteers and wider community.

Responsible officer: Todd Clarke, Director City Services

File Reference: PROJ/10482/2020/2

Director City Services Report No. CS16/22

Subject: The Heffron Centre - Public Art - Scope Extension

Executive Summary




- The Heffron Centre Public Art Strategy (Strategy) was developed to support Randwick City Council's (Council) holistic approach to delivering public art across its Local Government area, specifically through the design and implementation of Artwork as part of the Heffron Centre.
- Council has recently appointed "ReRight Collective" as the public artist for the Heffron Centre
- The Heffron Centre Public Arts scope of works presents a story unique to Randwick and the local aboriginal community with a focus on the marine environment. This is comprised of two stages.
 - Stage one encompasses the original project brief and budget of \$200,000. This includes the "Mullet Run" sculptural/mural artwork at the Western entrance wall, and the graphic artwork on the internal glazing areas.
 - The second stage encompasses the artworks proposed within the additional request of \$250,000 to be allocated to this project. This is the proposed "Sting Ray" artwork on the south-western facade of the Heffron centre.
- The focus of the concept presented is upon telling the story of the area and the connection to the land that is present, the artist's intents is to tell the story of the mullet run, which is a symbolic part of Bidjigal traditional life.

Recommendation

That Council:

- a) Endorse the "Stage 1" and "Stage 2" artwork scope outlined in the artist's proposal; and
- b) Endorses the allocation of \$250,000 from the Heffron Centre Contingency Budget to fund the additional "Stage 2" Heffron Centre Public Artwork.

Attachment/s:

1.  Heffron Centre - Public Arts Strategy
2.  Heffron Centre - Public Artist - ReRight Collective - Stage 1 Scope Proposal
3.  Heffron Centre - Public Artist - ReRight Collective - Stage 2 Scope Proposal

Purpose

The purpose of this report is to seek Council endorsement of the proposed additional art works scope and funding for the variation outlined in the proposal.

Discussion

In 2021, Council commenced construction on the new Heffron Centre. Council has recently appointed “ReRight Collective” as the public artist for the Heffron Centre. An integral body of work for the most significant project in Council’s history.

Upon receipt of the public artists brief considered under the original contract, opportunities have been presented to extend the scope of works outside of the original project allowance.

1. Heffron Centre Public Arts Strategy

The Heffron Centre Public Art Strategy (Strategy) (See Attachment 1) was developed to support Randwick City Council’s (Council) holistic approach to delivering public art across its Local Government area, specifically through the design and implementation of Artwork as part of the Heffron Centre.

The Heffron Centre is Council’s largest-ever capital investment project, being delivered in collaboration with the South Sydney Rabbitohs and NSW Office of Sport, which will see the revitalisation of disused land at Heffron Park in Maroubra, into a dynamic sporting and recreation precinct comprising:

- Community & High-Performance Centre (for the South Sydney Rabbitohs and assoc. Community Programs).
- Indoor Sports Centre, comprising two (2) indoor courts to be utilised for an array of sports including (but not limited to) netball, basketball, indoor soccer, volleyball, and badminton.
- Purpose-built Gymnastics Centre.
- NRL standard Showcase Field; and
- Associated external works including public domain, soft & hard landscaping, and car parking.

The Heffron Centre represents a unique, short-term opportunity to realise a well-considered approach to integrating public art into and around built form, as appropriate.

Through the strategy, Council engaged a public arts curator to assist in the planning, procurement, design, and delivery of public artwork as part of the Project. The public arts curator for the Heffron Centre is a well accredited firm, Cultural Capital. Cultural Capital has also engaged Indigenous Curator Tess Allas to assist and consult on the artist brief and artist longlist, the longlist consisted of only Aboriginal artists, all with a connection to country.

2. Heffron Centre Public Art Brief

Cultural Capital once appointed, developed the public arts brief which detailed the following considerations:

- Design initiatives and themes.
- Public art opportunities and locations.
- Budget for artist commission, design, fabrication, and installation (as appropriate).
- Timing requirements for installation (as appropriate).
- Community consultation matters; and
- Other requirements, including engineering, maintenance and so forth.

A Heffron Centre Public Art Committee was formed in consultation with Council’s Arts and Cultural Committee which approved the brief and a shortlist of three artists. These artists developed concepts, which were then presented back to the Heffron Centre Art Committee.

3. Heffron Centre Public Artist & Original Scope

4.

ReRight Collective is a collaboration between local artists, aimed at creating stories of contemporary life with an approach to heal and strengthen the voices of First Nations history and experiences.

The concept artwork, (see attachment 2), is a story unique to Randwick and Botany Bay and focus on the marine environment. Marine life is culturally significant and is connected to local Dreaming and Creation stories.

ReRight collective propose a patterned design that incorporates visual impressions of the Botany Bay Coastline, marine life such as mullet fish along with other objects that connect history with contemporary experiences.

The graphic motif present in all artworks is ReRight Collective's representation of the flow of mullet out of Botany Bay and into northern and southern coastlines. This happens yearly and many traditional fishing & cultural practices for saltwater people take place around this event. The mullet run is represented in traditional Aboriginal artworks such as rock artworks and 'burning in' wood carvings.



Figure 01: Heffron Centre Public Art Original Scope – ReRight Collective – “Mullet Run”

5. Heffron Centre Public Artist additional scope of works

Through their engagement, ReRight Collective in collaboration with Cultural Capital, have identified several opportunities to provide additional public art within the Heffron Centre. Additionally, given the scale and size of the project's capital investment it presents an opportunity to realise several outcomes identified within Council's Arts and Culture Strategy within the scope of the project.

ReRight Collective have expanded on the original concept of 'The Mullet Run' to explore the significance of the Stingray to Kamay/Botany Bay (See Attachment 3).

The focus of the concept presented is upon telling the story of the area and the connection to the land that is present, the artist's intent is to share stories that are significant to Bidjigal ways of life. ReRight Collective have created contemporary representations of local marine animals: mullet and stingrays, both of which are local visitors to the Botany Bay/Maroubra area. Saltwater people have an important relationship with local marine life, and some traditional practices take place around the migration of these animals. These marine animals and their significance to local

Aboriginal people is represented in traditional Aboriginal artworks in the area such as rock carvings and 'burning in' wood carvings.



Figure 02: Heffron Centre Public Art Additional Scope – ReRight Collective – “The Sting Ray”

It should be noted that the colour and final design option is yet to be confirmed by the Heffron Centre Public Art Committee for the additional “Sting Ray” proposal. Endorsement is sought for the proposed theming on suggested costings for the scope increase only.

Strategic alignment

Randwick City Council - Arts and Culture Strategy:

Outcome 1: A creative and culturally rich city, that is innovative, inclusive, and recognised nationally.

Strategic Approach 1.1 Create a whole of Randwick LGA cultural vision with a focus on our places, people and stories and our unique narrative by 2022.

Resourcing Strategy implications

The proposed additional scope of works requested in this report has a capped \$250,000 financial implication for the project.

It is suggested that this amount is funded through the project contingency budget with \$4,605,232 remaining as shown below in Figure 3.

Project Element	Budget	Cost Position
CHPC	\$25,696,000	\$23,829,448
Indoor Sports & Gymnastics	\$25,773,667	\$23,400,683
Showcase Field	\$6,315,577	\$5,949,881
Contingency	Inc. above.	\$4,605,232
Total	\$57,785,244	\$57,785,244

Figure 03: Heffron Centre Project Budget Position vs Contract Cost Position

Conclusion

Local Aboriginal artists, Dennis Golding and Carmen Glynn-Braun of ReRight Collective have been appointed as the Public Artists for the Heffron Centre Project. Following receipt of their original proposal for the Heffron Centre included under the project's original scope of works, additional public art opportunities have been identified. It is recommended to Council that an additional allowance funded from project contingencies is allocated to Public Art, so the scope of works can be increased on the Heffron Centre project to further reflect through a contemporary lens art in the built form which has significant meaning to the Bidjigal people and La Perouse Community.

Responsible officer: Ryan Zammit, Manager Infrastructure Services

File Reference: F2019/10812/3

CS16/22

CS16/22

MAJOR PROJECTS

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Public Art Strategy The Heffron Centre

17 March 2021

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1. Document Details

Project name: Heffron Centre
File ref: Public Art Strategy
Date plan first drafted: 8 January 2021
Last revised: 28 January 2021
Cost code: N/A
Randwick City Council contact: Hayley Segedin

1.1. Version control

Version	Author	Issued
0 - Draft	Nick Allen, NS Group (on behalf of Council)	Internal issue, prior to distribution to Randwick City Council (planning dept.).
1 – First Issue	Nick Allen, NS Group (on behalf of Council)	First issue following Council review & Art Committee comments.
2 – Second Issue	Nick Allen, NS Group (on behalf of Council)	Second issue following Director City Planning review.
3 – Third Issue	Nick Allen, NS Group (on behalf of Council)	Timing updated following Arts & Cultural Committee Meeting held 11 March 2021

1.2. Abbreviations

Abbreviation	Description
Project	The Heffron Centre
Council	Randwick City Council
Rabbitohs	Souths Sydney Rabbitohs
Project Manager	NS Group
Architect	CO-OP Studio
Design Team	Consultants appointed by Council to design the Project, inc. engineers, etc.
Public Artist	The artist appointed to design, fabricate and / or install the artwork/s.

Abbreviation	Description
Public Art Curator	The advisor / consultant appointed by Council to develop the brief and assist in selection of the Artist.
Artwork	A single artwork, or series of artworks, to be procured by Council for implementation and integration into the Heffron Centre project.

CS16/22

2. Introduction

The Public Art Strategy (Strategy) has been developed to support Randwick City Council's (Council) holistic approach to delivering public art across its Local Government area, specifically through the design and implementation of Artwork as part of the Heffron Centre.

The Heffron Centre is Council's largest-ever capital investment project, being delivered in collaboration with the South Sydney Rabbitohs and NSW Office of Sport, which will see the revitalisation of disused land at Heffron Park in Maroubra, into a dynamic sporting and recreation precinct comprising:

- Community & High Performance Centre (for the South Sydney Rabbitohs and assoc. Community Programs);
- Indoor Sports Centre, comprising two (2) indoor courts to be utilised for an array of sports including (but not limited to) netball, basketball, indoor soccer, volleyball and badminton;
- Purpose-built Gymnastics Centre;
- NRL standard Showcase Field; and
- Associated external works including public domain, soft & hard landscaping and car parking.

The Heffron Centre represents a unique, short-term opportunity to realise a well-considered approach to integrating public art into and around built-form, as appropriate.

3. Public Art Strategy

3.1. Purpose of this Strategy

The purpose of this Strategy is to develop and describe Council's approach to procuring and delivering public art as part of the Heffron Centre project. This Strategy details, with respect to public art:

- Council's vision;
- Objectives
- Themes & design initiatives;
- Key appointments;
- Opportunities;
- Timing;
- Budget; and
- Other relevant considerations.

Further to this document, respective briefs and designs will be developed to inform the implementation of public art as part of the Project.

3.2. Public Art Vision

As described in Randwick City Council's Public Art Strategy adopted in July 2010, Council's vision for public art is to:

"Work with professional artists and the community to achieve a range of temporary and permanent public art, and activities that contributes to a sense of community in Randwick City."

Our public places are an important part of our City providing space for people to meet, sit and interact – influencing the vibrancy and vitality of an area.

The Council recognises that high quality public art has the ability to enhance public places and spaces. It can also add immeasurably to a community's sense of place contribute to civic identity, address community needs, tackle social exclusion and provide educational value.

Council, its project partners (South Sydney Rabbitohs and NSW Office of Sports) and team of consultants will seek to build on its vision to successfully and appropriately integrate public art.

3.3. Objectives

In recognition of the holistic importance of the arts as a part of the built environment, and drawing from Council's Public Art Strategy, the Project's approach to artwork will seek to draw from the following objectives:

- Creation of a strong cultural identity;
- Responding to Aboriginal heritage;
- Creation of a sense of arrival;
- Animating public environments;
- Celebrating creativity and innovation;
- Celebrating community cultures;
- Exploring local heritage; and
- Engaging with local communities.

The above objectives are further explored under section 3.4.

3.4. Themes & Design Initiatives

Through planning, community consultation and development of the design, several key themes and design initiatives have been identified for exploration and potential integration through Public Art:

- Celebrate Aboriginal culture, given the local context and significance of the Maroubra area, as Bidjigal Country, and the importance of cultural connections to Randwick City Council and the South Sydney Rabbitohs.
- Reflect the local context of Maroubra with respect to its coastal nature.
- Explore the importance of activity, recreation and wellness to the local Community.
- Promote durability and sustainability through design.

It is noted that the above themes are prospective only and will be subject to further consideration once the Public Art Curator is appointed.

Consideration should be given to the Public Art Principles defined in Council's Public Art Strategy July 2010.

3.5. Public Art Brief

The brief will be developed by the Public Art Curator and utilised as the key document to inform the appointment of a Public Artist and the development of design for the associated artworks. The brief will further detail and confirm the following:

- Design initiatives and themes;
- Public art opportunities and locations;
- Budget for artist commission, design, fabrication and installation (as appropriate);
- Timing requirements for installation (as appropriate);
- Community consultation matters; and
- Other requirements, including engineering, maintenance and so forth.

3.6. Key Appointments

3.6.1. Public Art Committee

A Public Art Committee will be convened with a specific focus on artwork to be designed and installed as part of the Heffron Centre project. The Public Art Committee may comprise members from the following:

- Randwick City Council (specifically members from Project Control Group) – e.g. Director City Services and / or Director City Planning.
- South Sydney Rabbitohs and / or Souths Cares.
- Public Art Curator.
- Members of the Design Team, including the Architect and / or Landscape Architect.
- Potential representation from Randwick City Council's Arts & Cultural Advisory Committee (say one selected representative).
- Potential external representation, as appropriate, e.g. select representatives from either Public Art / Architecture / Landscape Architecture design professionals, Design Excellence Panel, Art & Design UNSW, etc.

Terms of Reference for the Committee will be developed accordingly. The key focus of the Committee will be:

- Involvement in Artist selection;
- Review of Public Art design/s, as appropriate; and
- Consideration of integration with built form and landscape design.

3.6.2. Public Art Curator

Council will appoint a Public Art Curator to assist in the planning, procurement, design and delivery of public artwork as part of the Project. In summary, the Public Art Curator's is likely to include the following:

- Preparation of the Public Art Brief.
- Coordination of Public Artist procurement, including identification of a suitable shortlist and assisting in preparation of relevant Request for Quotation documentation. This may include assessment of quotations received.

- General liaison with Council, its Project Manager, Architect, Design Team, Contractors, and suppliers.
- Relevant collaboration and consultation with key stakeholders, coordinated with the Public Artist and other consultants.
- Periodic reviews of artworks through design, fabrication, supply and installation.

The Public Art Curator will be an appropriately experienced and recognised person / consultant the NSW Arts sector, with previous experience curating art on Government / Public projects.

Council and its team are currently identifying potential persons / consultants to be invited to provide proposals to work in this role on the Project.

3.6.3. Public Artist

A Public Artist will be appointed by Council to progress the design, fabrication / supply and installation of the artwork for the Project.

The process for appointing a suitably qualified, experienced and recognised Public Artist may be as follows, however should be considerate of Council's processes:

1. Selection of a shortlist of recognised and appropriate Artists, in consultation with the Public Art Curator and other consultants.
2. Sourcing of submissions from select Artist shortlist under a Request for Quotation.
3. Assessment of submissions by Committee against pre-agreed evaluation criteria, potentially including:
 - a. Previous experience.
 - b. Design ideology and intent.
 - c. Integration with built form and landscape design.
 - d. Availability of the Artist.
 - e. Timing and methodology.
 - f. Price / Budget.
 - g. Sustainability (of materials, longevity and durability)

3.6.4. Other Consultant Appointments

All other key consultants relevant to public art and design, including the Architect and Design Team, were appointed by Council in late 2019 and early 2020.

3.6.5. Contractors & Suppliers

A Head Contractor will be appointed directly by Council, of which public artwork may be supplied or installed through. This is heavily dependent on the scale and nature of the artwork (e.g. standalone or integrated).

Specialist suppliers may be procured to support fabrication and installation of the artwork.

3.7. Potential Artwork Opportunities

Opportunities for the integration and implementation of artworks are described within this section, noting that these are indicative and will be further explored through the design process.

It is envisaged that the following key opportunities will be further explored through the design process, with one or several locations / opportunities selected through consultation with Council, Public Art Committee, the Public Art Curator and Public Artist, pending design direction:

1. Mural and / or façade treatment to the southern and eastern elevations of the indoor courts, potentially including the eastern elevation of the gymnastics centre.
2. Façade treatment and / or illuminated treatment to the southern and western elevations of the gymnastics centre.
3. Sculptural artwork opportunities within the central courtyard / entry area.
4. Internal treatment to the entry airlock.
5. Sculptural artwork opportunities within landscaped mounds and garden beds to the west of the building.

6. Integration of artwork through paving within the public domain (e.g. western courtyard and car park zone) and internal foyer.
7. Artwork integration within the signage, graphics and wayfinding design.

Consideration may be given to digital, experimental or innovative artworks, however subject to consideration by Council.

A series of marked-up images are appended to this Strategy, identifying potential location opportunities for integration of artworks as part of the Project. These are indicative only and subject to further design development.

It is noted that several opportunities may be standalone artworks (e.g. sculptural pieces) that can be supplied and installed separately to construction of the buildings. Integrated elements (e.g. façade treatments) will require interface and potential supply and install of materials by the Contractor through the Building Contract.

4. Timing

It is important that sufficient timing is allowed to appropriately collaborate with stakeholders, develop design, fabricate and install artwork, as part of the Heffron Centre project. Indicative timeframes are denoted in the table below, these are subject to change based on the Project programme.

No.	Description	Indicative Timing
1	Preparation of Public Art Strategy	January 2021
2	Appointment of Public Art Curator	March / April 2021
3	Preparation of Public Art Brief and stakeholder consultation	April 2021
4	Appointment of Public Artist	May 2021
5	Artwork design and stakeholder consultation	June 2021 to September 2021
6	Supply and fabrication of Artwork/s	Late 2021 to early 2022
7	Installation of Artwork/s	2022

It is noted that construction of the Heffron Centre is anticipated to be completed by September 2022.

5. Financial Considerations

5.1. Budget

An appropriate allocation of funding will be allowed for within the Heffron Centre project budget to cater for the curation, procurement, design, fabrication and installation of public art as part of the Project. This allocation will cover the fees and costs associated with the Public Art Curator and Public Artist.

All other fees, charges and costs are allowed for within other construction cost estimates and agreed consultant fees (e.g. Architect and Design Team).

5.2. Additional Funding Sources

Sources of additional funding may be investigated as the Project progresses.

6. Other Considerations

6.1. Randwick City Council Public Art Strategy

The approach to procuring, design and delivering public art as part of the Project shall consider and align with (as appropriate) Randwick City Council's Public Art Strategy adopted in July 2010. This is included as an attached to this document.

6.2. Randwick City Council Arts & Cultural Advisory Committee

This strategy and the ongoing engagement associated with the planning and delivery of artwork as part of the project shall be considered and commented upon by Randwick City Council's Arts & Cultural Advisory Committee, in accordance with its associated terms of reference and Council's policies and procedures.

6.3. Connecting with Country Framework

The process and theming through the design and delivery of artworks as part of this project shall give due consideration to the 'Connecting with Country' Framework (draft) developed by the Government Architect of NSW (GANSW), in particular its strategic goals, objectives and relevance to the cultural history of Heffron Park and the surrounding areas. Key relevant website links are provided below for reference:

<https://www.governmentarchitect.nsw.gov.au/projects/designing-with-country>

<https://www.governmentarchitect.nsw.gov.au/resources/ga/media/files/ga/discussion-papers/draft-connecting-with-country-framework-2020-11-12.pdf>

<https://www.governmentarchitect.nsw.gov.au/resources/ga/media/files/ga/discussion-papers/discussion-paper-designing-with-country-2020-06-02.pdf>

6.4. Development Applications

Whilst the Development Applications (DA) lodged on 16 September 2020 are subject to a process separate to consideration of the implementation of the Public Art Strategy, consideration shall be given to the design documentation developed by the Architect and Design Team.

Opportunities for integration have been identified by the Architect for consideration by the Public Art Curator, development of the Public Artist Brief and to inform the development of the design and integration of public art as a part of the Project moving forward.

6.5. Community Consultation

Consideration shall be given to the endorsed Heffron Centre Community Consultation Plan, in progress consultation activities associated with public art. Subject to the theming and nature of the artwork, it is envisaged that a specific consultation approach will be developed to inform and seek feedback from the community in developing the public art design / selection. This may include consultation with the relevant authorities, stakeholders, and Aboriginal land council.

6.6. Procurement Requirements

Any procurement activities associated with the Project will be conducted in accordance with the Local Government Act, relevant legislation and Randwick City Council procurement policies and guidelines.

6.7. Other Industry Bodies

Consideration may be given to guidelines and insights as developed by the Arts Law Centre of Australia and the National Association for Visual Arts (NAVA).

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7. Attachments

Randwick City Council Public Art Strategy (July 2010)

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RANDWICK CITY COUNCIL

Public Art Strategy



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- a. Public art commissioning processes
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- b. Decommissioning of public artworks
- c. Integrating art with capital/functional works
 - 1.0 Selection of projects with integrated artwork
 - 2.0 Project management

References

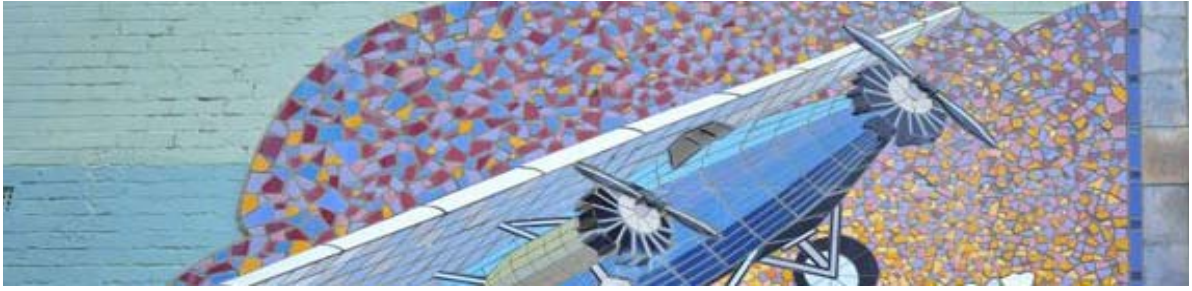
Acknowledgements

The Council wishes to thank the members of the Arts and Cultural Advisory Panel for their assistance and feedback in preparing this document.

Photographs

Southern Cross mosaic mural at Kingsford (cover); Sewing Room sculpture at Prince Henry; Sir Charles Kingsford Smith mosaic mural at Kingsford; the Bali Memorial at Coogee; and Bush Tucker trail at La Perouse.

Strategy adopted in July 2010



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1.0 Our vision for public art

Randwick City Council's vision for public art is to:

"Work with professional artists and the community to achieve a range of temporary and permanent public art, and activities that contributes to a sense of community in Randwick City."

Our public places are an important part of our City providing space for people to meet, sit and interact – influencing the vibrancy and vitality of an area.

The Council recognises that high quality public art has the ability to enhance public places and spaces. It can also add immeasurably to a community's sense of place, contribute to civic identity, address community needs, tackle social exclusion and provide educational value.

2.0 Introduction

This Public Art Strategy has been prepared to provide a framework for the Council's planning and decision making in relation to the commissioning and acquisition of public art, as well as its ongoing care and maintenance.

The need to prepare a Public Art Strategy has been identified as a key action within the Council's cultural plan A Cultural Randwick City (2008) to facilitate a regular program of temporary and permanent public art for the City which is integrated with the area's rich cultural heritage.

In preparing this document the Council has referred to a number of relevant policies and guidelines for the commissioning of public art, and has also consulted with a number of local arts and cultural practitioners through its Arts and Cultural Advisory Panel.

This document sets out the following:

- Clarifies the Council's objectives and methodology for the procurement of quality public art in Randwick City
- Describes the decision-making process of acquiring public art, either through commission, direct purchase or accepting donation
- Identifies the circumstances where developers can play a valuable place making role by incorporating public art within their building project
- Provides a framework for community groups and individuals proposing public art projects for consideration as a Council supported project.

3.0 The Council's integrated planning model

This Strategy has been informed by a number of the Council's existing plans and policies including the *Randwick City Plan* (2010), *A Cultural Randwick City* (2008) and our *Management Plan* (2009-2013). The diagram below outlines where this Strategy sits within the Council's integrated planning model:





4.0

The benefits of high quality public art

Public art is increasingly used as an aid for revitalising urban spaces and engaging with communities. It enhances the physical environment, thereby enriching the simple experience of being in a place. It can create an environment of quality that attracts more people, raises a town centre's profile and improves economic outcomes. Public art can make a significant contribution to social health and well being of the local community, and be good for local business.

Public art is mostly located in public places and spaces but may also be incorporated into private areas open to the public such as shopping plazas, schools, parks, town centres, streetscapes and buildings. Public art can be represented as a literal piece of artwork such as a sculpture, a painting, a wall mosaic or a mural. It can be incorporated into a functional object including paving, water features (such as a fountain), seating, and lighting. It can also be a temporary work such as an art performance in an outdoor public space.

Community involvement and engagement with the development of a work of public art promotes social inclusion and gives local residents the opportunity to shape their local neighbourhood. Public art in Australian cities is often created by the local communities themselves and is enhanced with the help of experienced community artists.

5.0

Role of the arts and cultural advisory panel

In 2008, the Council resolved to establish an advisory panel comprising of local arts and cultural institutions and practitioners to advise the Council on its cultural programs and public art initiatives. Terms of Reference for the Panel were also adopted and outlines how the Panel is to operate. Membership of the Panel consists of no less

than five local practising artists and two Councillors and is serviced by the Council's Community Project Officer, Youth and Culture. The Panel operates on a consensus basis and meets quarterly although should the need arise a special meeting to consider additional matters may be convened. In relation to the Council's Public Art Strategy, the Panel's role includes, although is not limited to:

- providing input and feedback on conceptual briefs when engaging artists for the Council's public art and place-making projects
- assisting in identifying any gaps in public art provision and suitable sites within the City's town centres and key public spaces
- assisting and advising in the Council's decision-making process relating to the acquisition and commission of the Council's public art projects
- advising the Council in development of art policy and project development matters brought before the Advisory Panel, including subsequent review of existing Public Art Strategy and the Council's cultural activities as the need arises.

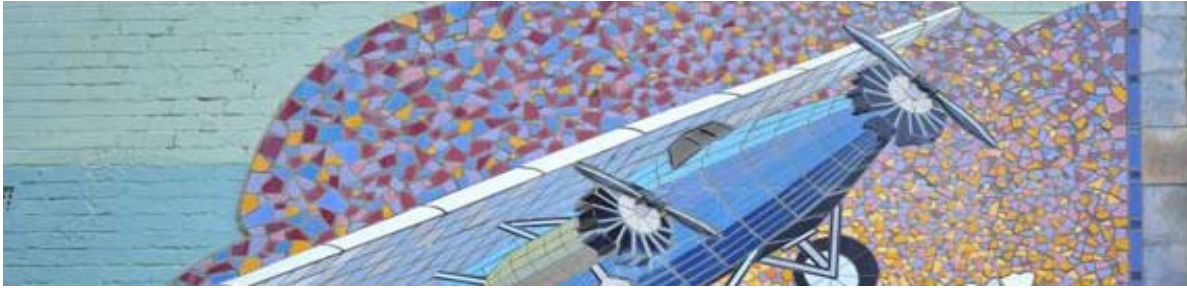
6.0

Review of the current situation

6.1

Location of existing public art, monuments and sculptures

Public artworks within Randwick City have traditionally been represented by public artefacts, sculptures and monuments inherited from as early as the mid nineteenth century. There are 30 murals, fountains, monuments and sculptures, some of which are heritage items listed under the *Randwick Local Environmental Plan 1998* (Consolidation). These outdoor public artworks are distributed around the streets and parks, and along the



coast within the city, with the majority located in the older and more established suburbs of Randwick and Coogee. These play a valuable role in enhancing the streetscape and parks, as well as connecting the past with the present.

Randwick City also has a collection of public artworks including the mosaic murals dedicated to Sir Charles Kingsford Smith at Kingsford, the Sewing Room sculpture at Prince Henry and the Bali memorial at Coogee. However, Randwick City does not have a systematic public art acquisition program as acknowledged in our cultural plan. This is now being addressed through this strategy. Suitable sites within town centres especially those on the western side of Anzac Parade should, where appropriate, be identified as priority locations for public artworks as part of a town centre's public domain strategy.

6.2

Maintenance and budgetary considerations

When a decision is made to acquire a piece of public art, the financial costs extend beyond the commissioning and installation stages. The artwork will require on-going care and maintenance for the duration of its identified life-span. Some of the Council's outdoor public artefacts, monuments and sculptures require immediate restoration and maintenance works. An estimated \$700,000 is required to restore the artefacts to an acceptable standard and then placed in a cyclical maintenance program. This estimate includes the preparation of a Maintenance Plan and associated landscaping works to enhance the setting of these works.

The Council believes that investment in high quality public art brings into our City important community and social benefits. Public art provides a focal point to a public space, and people are more likely to use places that are safe and attractive. This in turn makes our annual maintenance expenditure of public spaces and parks all the more cost effective. As the Council acquires public artworks to enhance its city environment, the annual maintenance budget will need to increase proportionately in order to

protect and retain the value of its cultural assets. Therefore it is essential to articulate in this strategy what the Council wants to achieve when commissioning public art, together with a set of guiding principles to ensure value for money and successful public art outcomes. The objectives and guiding principles are set out below.

7.0

Public art principles and objectives

7.1

Public art objectives

The objective of this public art strategy is to support one of the key actions of the Randwick City Plan (2006) which is to "Increase public art, performance spaces and opportunities for creative expression across our City". This includes implementing public art to achieve one or more of the following outcomes:

- create a strong cultural identity
- create a sense of arrival
- animate public environments
- celebrate creativity and innovation
- celebrate community cultures
- explore local heritage
- responding to Aboriginal heritage
- engage local communities

Public artworks can be located in, or form part of:

- building developments
- public open space
- private space physically/visually accessible to the public
- Streetscape
- Transport and utility networks



7.2

Public art principles

In planning for and commissioning public artworks, the Council will adopt the following principles:¹

1. Public artworks should contribute to an area's cultural identity and help to create a sense of place:
 - artworks should be appropriate to the local community in which they are to be sited.
2. Public artworks should help to build stronger, more connected communities within Randwick City:
 - public art should improve the amenity of public places and promote opportunities for social interaction
 - community involvement should be encouraged in the development of public art projects.
3. Public artworks should be able to be enjoyed and experienced by people of different ages and backgrounds:
 - neighbourhood art projects should be developed with a community audience in mind
 - public artworks should engage and involve people of different ages, including young people, and provide an opportunity to explore cultural diversity.
4. Public artworks should be sensitive to the area's cultural heritage:
 - Projects should respond to the social history of Randwick City.
5. Public artworks should relate well to the built and natural environment:
 - the Council should encourage collaboration with architecture and design teams on capital works projects
 - ensure that public artworks are responsive to climate and environmental issues.
6. Public artworks should exemplify artistic excellence and integrity:
 - encourage works that are original and showcase excellence in Australian art and design
 - the integrity of artists must be respected in the way the work is treated and represented by the Council.
7. Public artworks should respond to the challenge of climate change through sustainable design and fabrication:
 - artworks must be constructed using sustainable materials and processes
 - water features must only use recycled or rainwater.
8. Public artworks must consider public safety and easily maintained:
 - artworks must be designed to be structurally sound under a range of uses and conditions
 - permanent artworks must be designed to be durable and able to be maintained at minimal cost.

¹ Adapted from Landcom (2008) *Public Art Guidelines*, p. 9.



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8.0 The Council's approach to enhancing public art

8.1

Funding sources

Randwick City Council aims to either acquire or commission and complete, at minimum, one public artwork every two years. The Council recognises that best practice Public Art projects can only be achieved through the allocation of adequate budgets. The Council will consider public art opportunities as part of its annual budget review process. In this regard, the Council's financial contribution to public art will be through one of two methods:

- a. infrastructure projects with a component of built-in artwork, funded under the Council's annual capital works program
- b. specific budget allocation for iconic/stand-alone artwork.

Every year, in developing the new financial year's draft capital works program, the Council staff will review its building program and nominate projects which offer the best opportunities to integrate public art. Examples of infrastructure projects with a built-in art component are artist-designed alternative paving treatment, colour selection, facade treatment to buildings, fencing or new street furniture.

Nominated projects will be costed and submitted for the Council's endorsement as part of its Plan of Management and Budget process. This process requires the Council's staff to consider in advance how public art may be assimilated within the design and delivery process of public facilities improvement works. On occasions, the Council may consider it appropriate to allocate a special budget to acquire or commission a piece of stand-alone or iconic public artwork. Guidelines for the commissioning of new public art works are described in **Attachment 1** of this document.

In appropriate circumstances, the Council will enter into a voluntary planning agreement with developers in addition to S94 requirements. The type of public artwork will depend on the nature of the development proposal and opportunities present at the development site and its surrounds. A nationally accepted guide of 1.0% of construction costs will be used as a starting point for negotiations on voluntary planning agreements.²

In addition, the Council may obtain grant funding from an arts institution/ agency or receive sponsorship from a philanthropic/ corporate organisation. Community groups may also propose public art funded by another source and seek to form a partnership with the Council.

8.2

Identification of priority locations

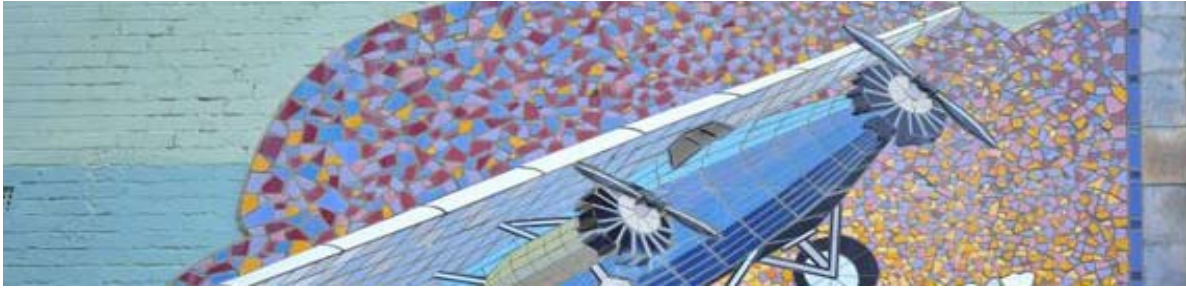
A multi-disciplinary team including Council officers from the City Planning (CP) and City Services (CS) Departments, with assistance from the Council's Arts and Cultural Advisory Panel, will identify suitable sites within the City's town centres and key public places where public art should be encouraged. Since the majority of the Council's existing public artworks are located along the coastline and the northern part of the city, town centres with public domain strategies containing provisions for public art such as Matraville and Kensington town centres will be priority locations for the City's initial artwork under this strategy.

8.3

Sustainability and public artworks

The Council has a commitment to implementing ecologically sustainable practices as part of all of its facilities and activities including the planning, design, and implementation of all outdoor public art projects. This includes the use of renewable (green) materials and technologies in artists' designs, fabrication and installation processes. The Council will also seek to acquire artworks that are appropriate to the environment in which they are to be installed e.g. outdoor artworks should be highly durable, resistant to vandalism and require low maintenance.

² The Western Australian State Government Percent for Art Scheme allocates up to one percent of the estimated total construction cost of each State capital works project, valued at \$2million and over, to a commissioned Western Australian artwork. This includes refurbishments as well as new building works.



8.4

Register of public artworks

All public artworks will be identified on the Council's asset register by the Property Coordinator, including for each item, a description of the artwork, maintenance requirements and decommissioning details.

8.5

Descriptions of public artworks

It is the Council's intention to support a diverse range of creative public artworks that are most suited to the circumstances of the nominated site. Artworks may include, but are not limited to, those characteristics presented below :³

- **Decorative:** where the primary purpose is to aesthetically enhance an environment or structure, such as incorporated imagery or sculpture, paving elements and lighting. Can also be functional, iconic, integrated or site specific.
- **Iconic:** a stand alone or significant work, where the artists' approach is largely independent of other considerations – 'art-for-art's-sake'. Examples include sculpture, water features, lighting or multimedia. Often site specific.
- **Integrated/functional:** works that are fully incorporated within the design of the built or natural environment. Integrated works may include floor and window design, lighting, landscaping and associated elements. Artwork is inclusive of street furniture, seating, gateways, shelters, bollards etc. Commissioned as public art, functional requirements will be unique and have the potential to celebrate local distinctiveness.
- **Site specific:** designed specifically for, and responsive to, a particular site through scale, material, form and concept. Could apply to all listed categories.
- **Interpretive:** where the primary purpose is to describe, educate and comment on issues, events or situations. Examples include signage, pavement inlays, sculpture,

seating, landscaping, murals and text based work. Can also be functional, decorative, iconic and site specific.

- **Commemorative:** where the primary purpose is to acknowledge and recall an event, activity or person important to the local community and its visitors. Examples include sculpture, murals, pavement details and gardens. Could apply to all listed categories.
- **Temporary:** where the work is not intended to be permanent. A piece or event may be momentary or remain for a fixed time. Wide-ranging outcomes are possible and include performance, garden planting, text, installations and multimedia.

8.6

Donations of public artworks

From time to time, artists and members of the community offer to donate artworks to the Council with the expectation that the works will be cared for and suitably displayed in the public domain/Council premises. Only artwork created by professional artists, or a professional working as a part of a multi-disciplinary team, will be accepted by the Council. All public art accepted by the Council will be on the basis of an agreed timeframe. This timeframe may be reviewed at any time during the originally agreed life cycle should the Council have concerns regarding the condition of the artwork or safety aspects. All permanent donations will be accompanied by a legal document transferring full rights of ownership to Randwick City Council. The Council will have exclusive copyright licence of the works, however full copyright will remain with the artist/author of the work/object.

³ Adapted from Arts SA (2004) *Public Art Making it Happen: Commissioning guidelines for local councils*, p. 4.



8.7

Community initiated and social engagement public art projects

Community initiated art refers to any proposal by an individual, community group or other external party to create and or fund a piece of public art. Social engagement projects targeted at hard to reach groups who would benefit from direct involvement would also be supported. These proposals must be supervised by a project coordinator (professional artist or experienced community development officer or both) to ensure access and equity outcomes and facilitate project outcomes. Funding or sponsorship for these projects may be approved through the Council's Cultural Community Grants Program or the biennial public art budget, as outlined in section 8.1 regarding funding sources.

8.8

Community participation and engagement process

Where practicable, and in circumstances when timing is not an issue, the opinion of the Council's Arts and Cultural Advisory Panel will be sought before the Council commissions or accepts a donation of public artwork. All donated artwork will be added to the asset register and maintained in accordance with the Council's commissioning and decommissioning processes, as outlined in **attachment 1**.

8.9

Marketing and promotion

Any new public artwork for Randwick City should have a marketing and communication strategy developed to ensure the best climate in which an artwork can be understood and received. Marketing and promotion are also about advocacy for public art and developing the public's understanding of contemporary arts practice.

8.10

Restoration of artworks

Public artwork including monuments, sculptures and water features in the public domain are subject to wear and tear and degradation over time. In addition, they are occasionally vandalised, graffitied or broken. As part of the acquisition of any new artwork, the artist must provide a maintenance schedule upon completion of the work. The schedule should outline requirements for regular cleaning, maintenance or servicing, specifically what is required, who should do it and how often e.g. cleaning agents for surface treatments and materials. Details of any spare parts that have been lodged must also be provided.

8.11

Relocation of artworks

Circumstances sometimes arise where redevelopment of a site or changed uses render an artwork inappropriate and require its relocation. The implications if it is deemed necessary to relocate a work of art prior to the agreed display date needs consideration. The Council must consult with the artist before preparing a report addressing the following matters: insurance, risk assessment, valuation, engineering and legal.

8.12

Disposal of public artworks

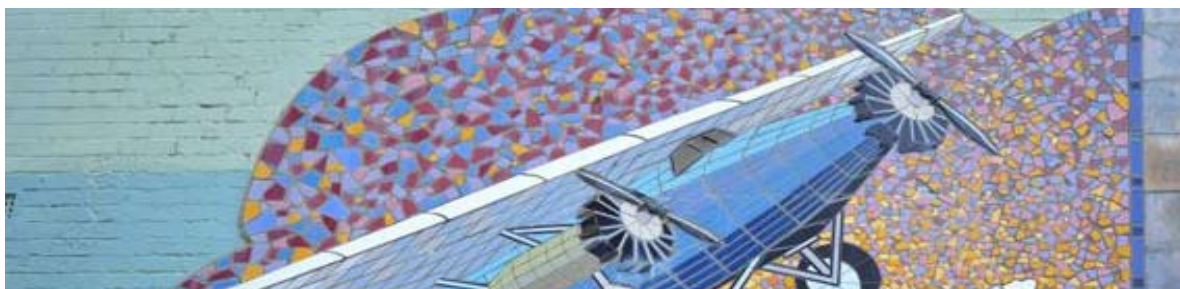
Disposal of public art must be done with the knowledge and in consultation with the artist, where possible. If, after making reasonable enquiries the Council cannot identify or locate the artist (or the artist's representative), then the Council may dispose of the public artwork as it sees fit. All decisions and actions should be fully documented. Artworks should first be offered for sale at a price based on independent valuation; first to the artist, then to other institutions or the public, or at an auction. Funds from any decommissioned public artwork should be reused for new/ or upgraded public art within the City. Objects which are destroyed should be disposed of in a responsible manner.



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Attachment 1
**Public art commissioning and
decommissioning guidelines**



A. Public art commissioning process

1.0

Process for commissioning public art

In commissioning new works of public art, the general process for the Council will take the following form:⁴

- appoint the Council's Project Manager for the work and establish a multi-disciplinary team to provide input e.g. Landscape architect, engineers and cultural development officer
- select a suitable site from an approved priority list/ strategy/plans/ and or imminent capital works projects
- identify category of commission, whether:
 - a open competition
 - b limited competition
 - c purchase or direct commission
- prepare a specific site brief, with input from the Council's Arts and Cultural Advisory Panel
- outline the approximate cost of works
- secure the Council's approval to proceed with the public art project
- prepare an artist's brief⁵ and circulate to the Council's Arts and Cultural Advisory Panel and Council staff for discussion and finalisation prior to issuing

2.0

Preparing a site brief

Prior to engaging an artist, a site brief should be developed. The purpose of this brief is to clarify early ideas and capture relevant information for consultation purposes. It will also provide background information for the development of an artist's brief.

The site brief will include:

- a description of the project proposal including the intent, firm ideas about the art form and medium; scale of the proposal; a preliminary project budget and other information that allows a working understanding of the final outcome
- details and images of the site with opportunities and constraints
- context or location for the artwork including its relationship to the architecture or landscape
- strategies for community information and involvement including target groups, local stakeholders and community organisations
- themes or community issues the project could address
- examples of work by preferred or short listed artists
- identified stages for implementing the project
- an outline of how the project will address sustainability, maintenance and public safety issues

3.0

Preparing an artists' brief

The Council will describe in the artist's brief how the Council's staff will be involved in the delivery of the project. A Project Manager/Coordinator will be appointed to liaise with the artist throughout the duration of the project. The artist's brief will also contain a description of the various contractual arrangements appropriate to the supply and installation of the artwork.

The artist's brief should contain the following items:

- the site brief
- a thematic framework if the artist is required to respond to specific themes or subjects

⁴ Adapted from Hastings Borough Council (2005) *Public Art in Hastings: Pride of Place*, p 10.

⁵ The Public Art Guidelines Art into Practice prepared by Landcom, together with checklists documented in Public Art Making It Happen: Commissioning Guidelines For Local Councils prepared by Arts South Australia, will be used by the Council's staff to ensure the best possible outcomes in the carrying out of and the commissioning its own public art projects.



- a maximum project budget
- preferred materials, fabrication and installation requirements if this is relevant
- artist selection criteria
- project management information
- timeframes
- lifespan of artwork and maintenance

4.0

Contractual arrangements

A commissioning contract between the artist and the Council will be prepared and ratified prior to work commencing. The contract will be administered by the Council's appointed Project Manager and must address, although is not limited to, the following:

- the terms and conditions relating to the delivery, presentation and installation timelines
- the intended life of the work
- the amount, and how and when it is to be paid for the work
- the artist must provide a maintenance schedule upon completion of the work which will inform the maintenance to be undertaken by the Council
- the artist must have a current insurance policy covering Public Liability and Professional Indemnity. A certificate of currency is required as evidence
- if an Aboriginal or Torres Strait Islander community or creator is involved with a public art project, consideration needs to be given to including special provisions in the contract which safeguard the Indigenous cultural and intellectual property concerns of that community or individual⁶
- acknowledges that Artists' Moral Rights (as defined in the Moral Rights Amendment to the Commonwealth

Copyright Act 1972) over all works will be respected by the Council

- the Artist must outline how they comply with their OH&S statutory obligations
- the contract must outline the responsibilities of the parties in relation to confidential information
- the terms and conditions, consistent with the Council's obligations under the Copyright Act if the Council intends to remove, relocate or dispose of the work.

B.

Decommissioning of public artworks

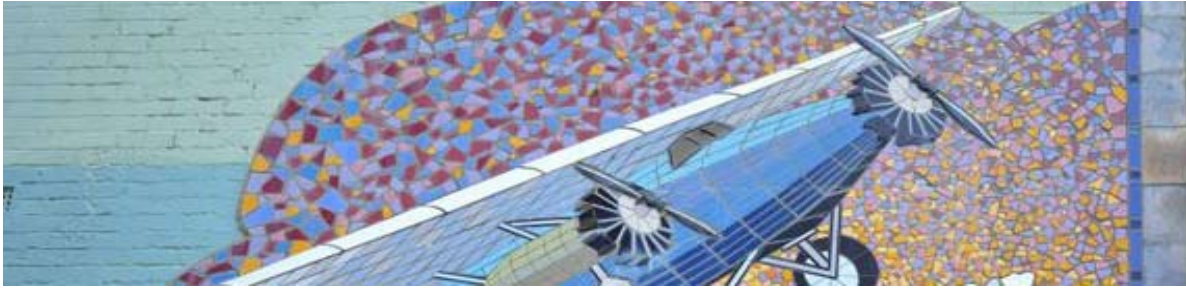
Some public artworks may lose community appeal or become superfluous for various reasons (e.g. risk/legal considerations, poor condition, and diminished aesthetic value). An artwork may also need to be removed from public display or relocated to another area due to changes made to its physical surroundings.

A work may be considered for removal when:⁷

- its condition has deteriorated to such an extent that it can no longer be considered to be the original work of art
- its condition has deteriorated beyond restoration, or where the cost of restoration is excessive in relation to the original cost of the work or the current value of the work
- the cost of ongoing maintenance is prohibitive
- the work has deteriorated to a point where it is unsafe or presents a danger to the public
- the artwork has reached its endurance attributes/limits and that the space which it occupies is required for a preferred and Council-approved purpose
- it is being replaced by a new piece of artwork identified to be more suited to the site or the

⁶ Refer to Australia Council for the Arts (2007) *Protocols for producing Indigenous Australian visual arts*.

⁷ Adapted from Arts SA (2004) *Public Art Making it Happen: Commissioning guidelines for local councils*, p. 45.



surrounding context is no longer appropriate for the existing artwork

- the work of art is being duplicated

Where an artwork is considered for removal, Council staff will prepare a report and make a recommendation/s to the Council on options for the restoration, relocation or disposal of the artwork. Additional expert advice may be sought on issues related to relocation, removal or the disposal of artworks where it is considered such advice is required to make an informed decision. Input will also be sought from the Council's Arts and Cultural Advisory Panel where possible.

C. Integrating art with capital/functional works

1.0

Selection of projects with integrated artwork

In identifying which projects within the draft capital works are to have a component of integrated artwork, the Coordinator of Landscape Design will identify potential projects in consultation with the Coordinator Community Planning Unit and Cultural Project Officer. This action will be carried out on an annual basis. Council staff will bring forward at least one identified projects every two years to be costed and submitted as part of the Council's capital works program budget. The works program is an important part of the Council's annual Plan of Management and Budget preparation process.

2.0

Project management

The delivery of approved works will be carried out in accordance with the Council's project management procedures, and the Council's policy for outsourcing works to approved consultants/contractors, and performance reporting framework. The delivery of the project will be monitored via the Council's quarterly reporting system.

References

Arts SA (2004) *Public Art Making it Happen: Commissioning guidelines for local councils*.

Australia Council for the Arts (2007) *Protocols for producing Indigenous Australian visual arts*.

Copyright, Moral Rights and Community Cultural Development: A guide for organisations, communities and Artists involved in collaborative arts projects.

Hastings Borough Council (2005) *Public Art in Hastings: Pride of Place*.

Landcom (2008) *Public Art Guidelines*.

Randwick City Council (2008) *A Cultural Randwick City*.

Randwick City Council (2005) *The Randwick City Plan*.

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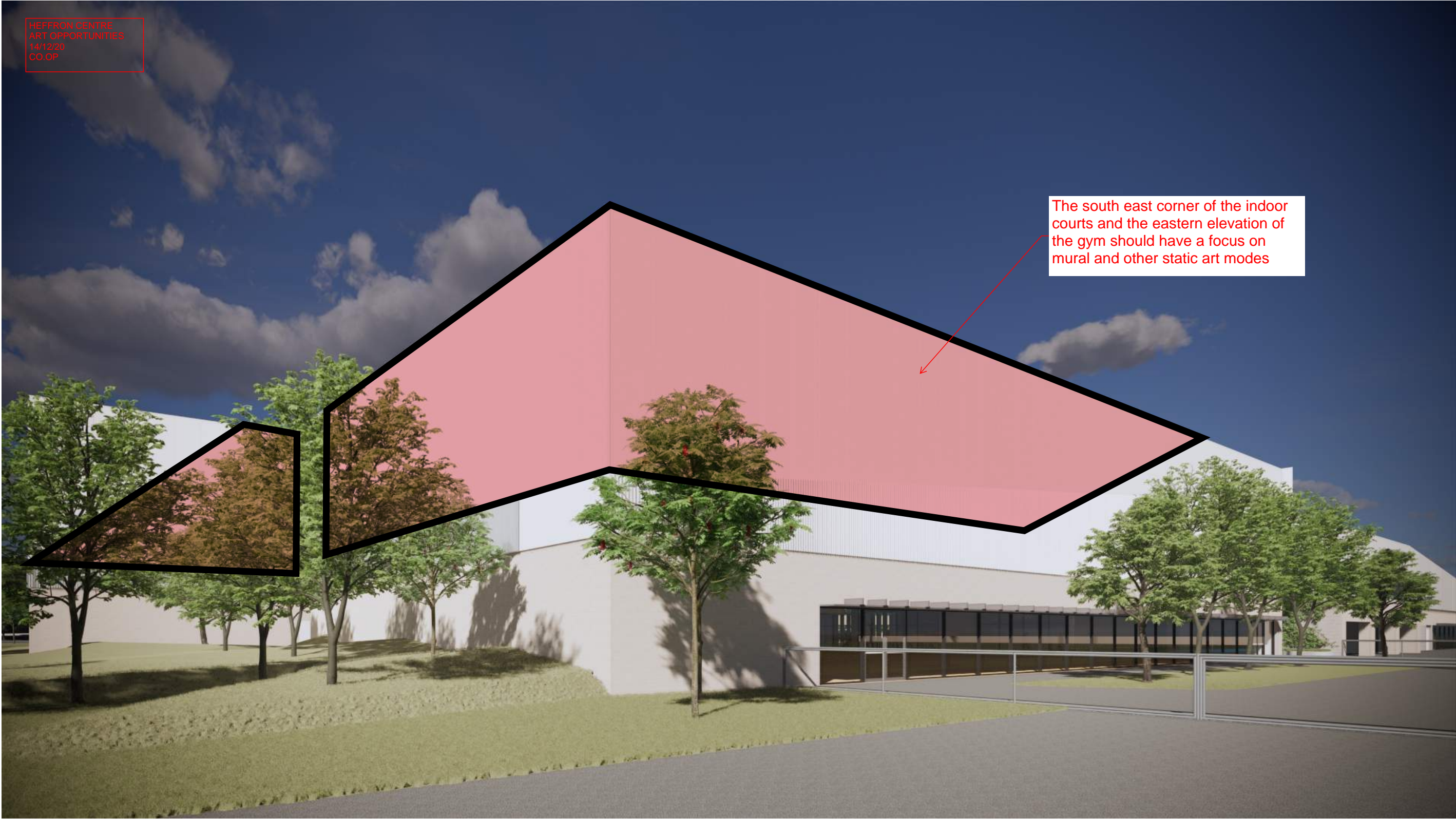
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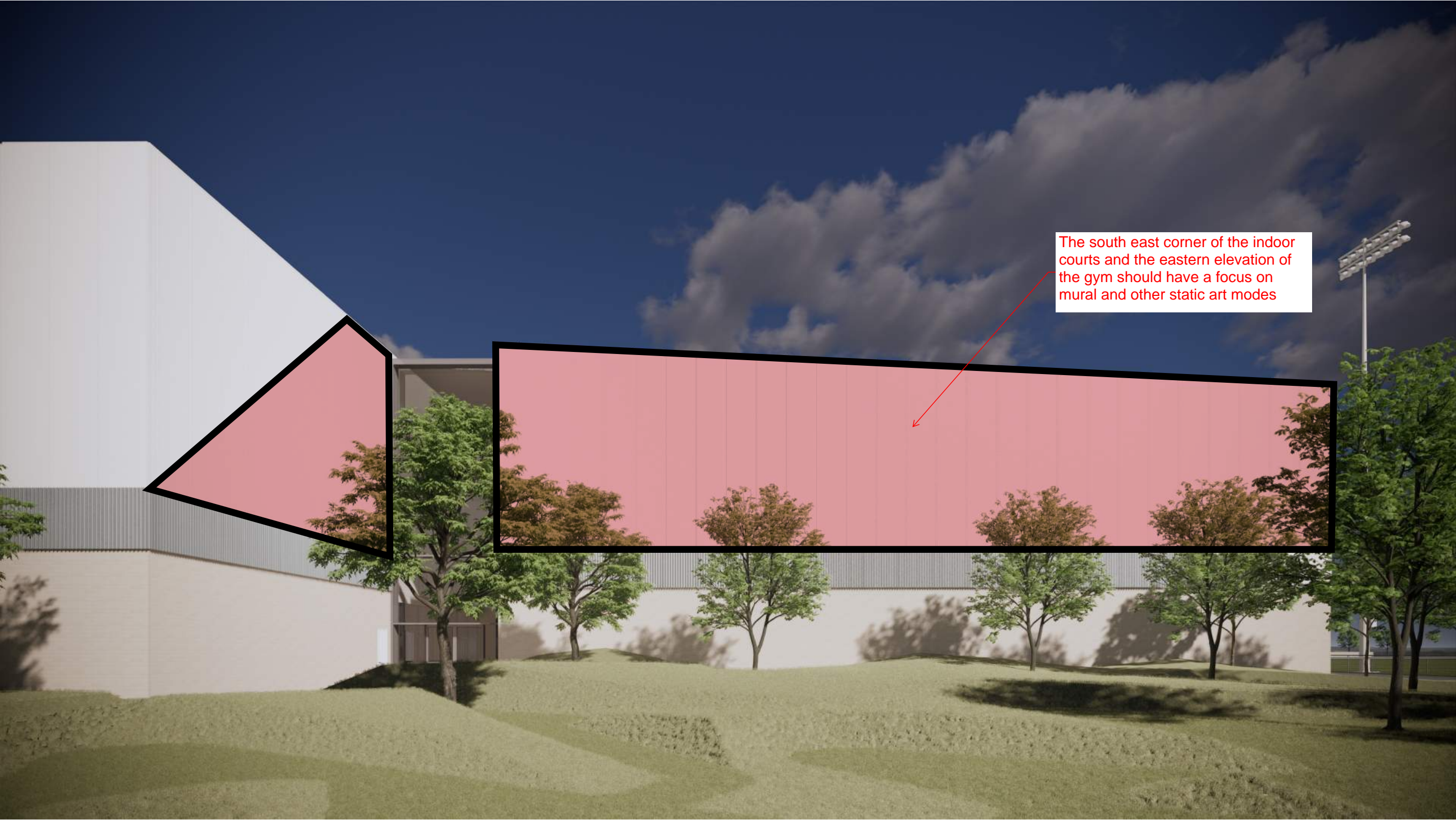
Public Art Opportunities Mark Up (Indicative Only) by CO OP Studio December 2020

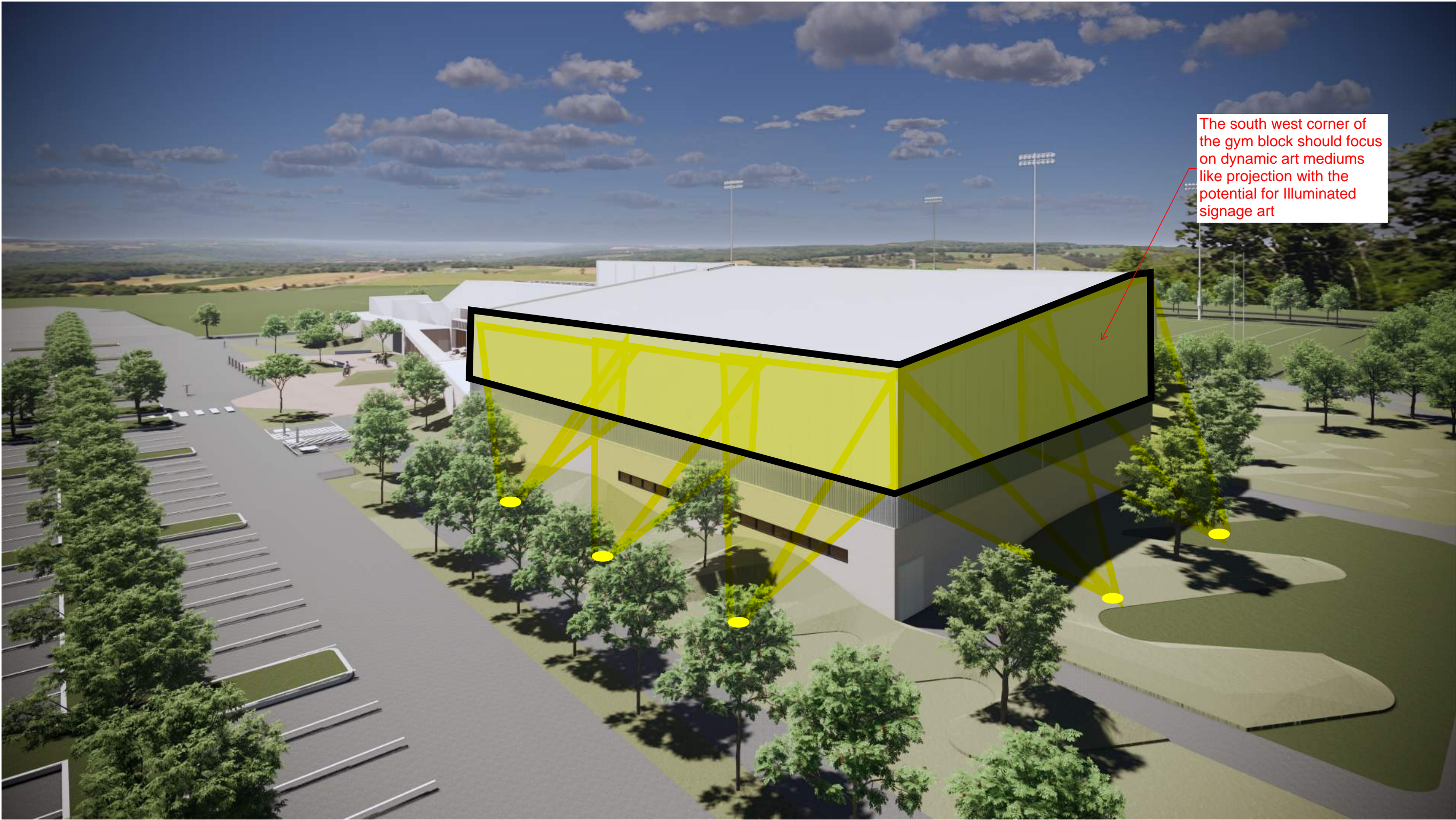


The south east corner of the indoor courts and the eastern elevation of the gym should have a focus on mural and other static art modes

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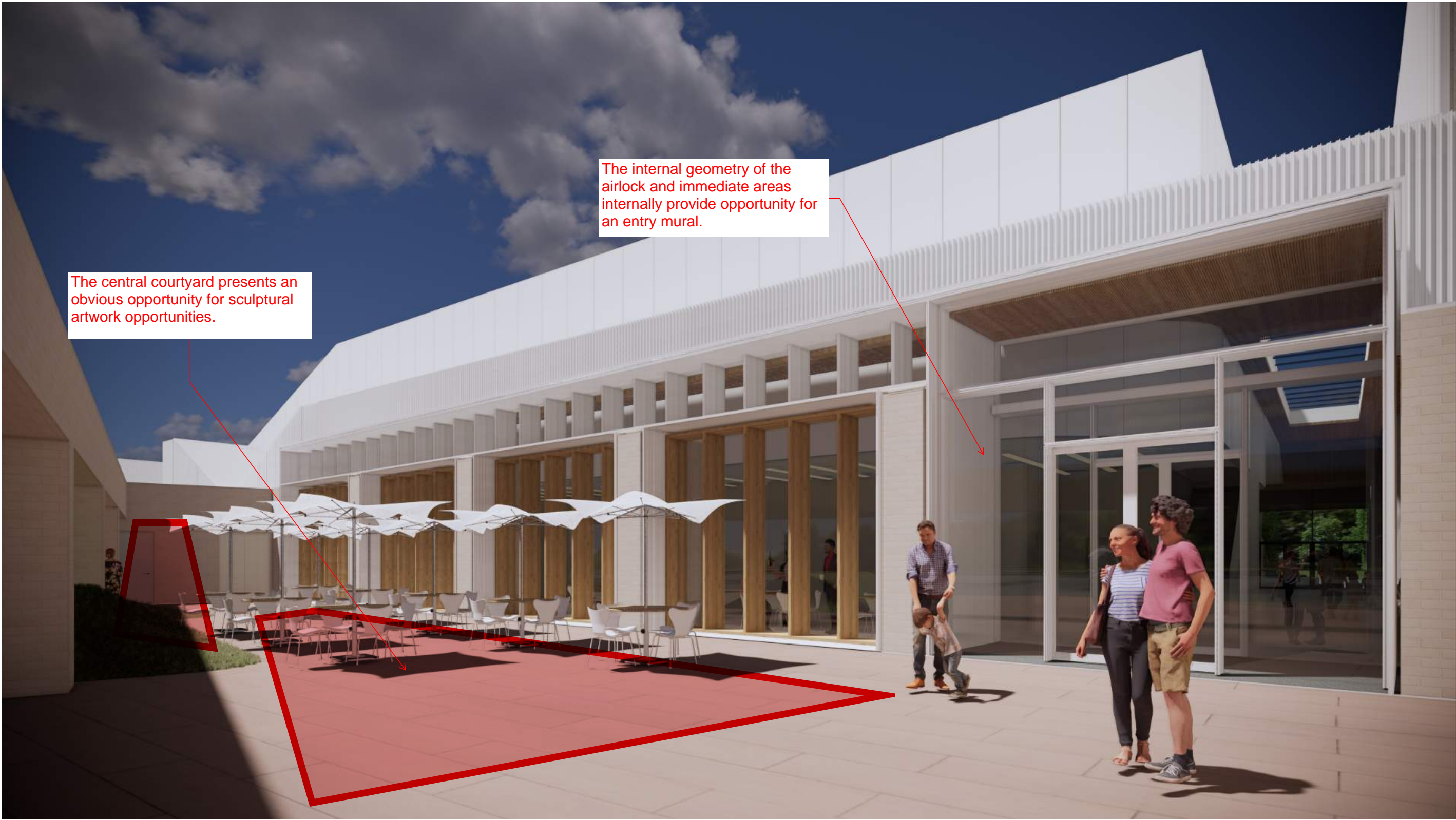
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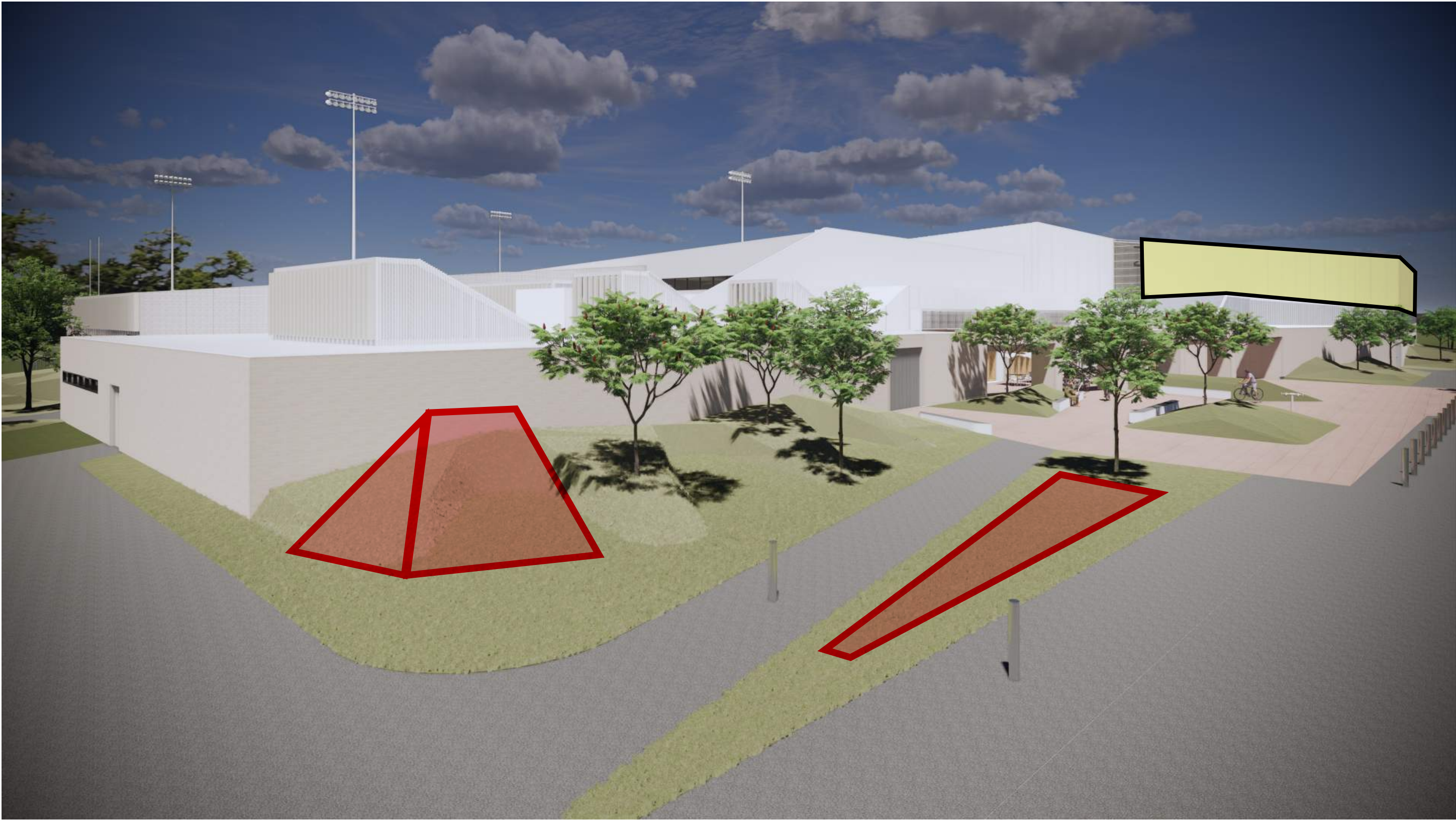
The central courtyard presents an obvious opportunity for sculptural artwork opportunities.

The internal geometry of the airlock and immediate areas internally provide opportunity for an entry mural.



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RE-RIGHT COLLECTIVE

HEFFRON CENTRE REDEVELOPMENT: PUBLIC ARTWORK COMMISSION

Client
Randwick City Council

Document Type
Concept Design

21 January
2022

RE-RIGHT COLLECTIVE

Carmen Glynn-Braun & Dennis Golding

Re-Right Collective is an artistic collective between Dennis Golding and Carmen Glynn-Braun. The collective centres on stories of contemporary life with an approach to heal and strengthen the voices of First Nations history and experiences.

The artists co-founded Re-Right to provide a safe space for emerging First Nations practitioners to form ideas and build a support network within the cultural arts. Re-Right strives to expand their creative practice through collaboration with a key goal to highlight resilience and truthful narratives of history and cultural identity.



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ARTIST PROFILES

Carmen Glynn-Braun is an emerging Indigenous Australian artist stemming from the Southern Arrernte, Kaytetye, and Ammatyerre nations across Central Australia. Carmen lived a dual life growing up between Alice Springs and inner-city Sydney. Glynn-Braun just completed a Bachelor of Fine Arts with UNSW Art and Design and takes a trans-disciplinary approach across many mediums. Her work predominantly explores lived experiences of Aboriginal women translated through gentle and experimental approaches to materials and form.

Dennis Golding is a Kamilaroi/Gamilaraay artist from the north west of NSW and was born and raised in Sydney. Working in a range of mixed media including painting, video, photography and installation, Golding critiques the social, political and cultural representations of race and identity. His practice is drawn from his own experiences living in urban environments and through childhood memories. Golding explores empowering notions of Indigenous cultural identity in which he challenges the categorical boundaries from both Indigenous and non-Indigenous experiences.

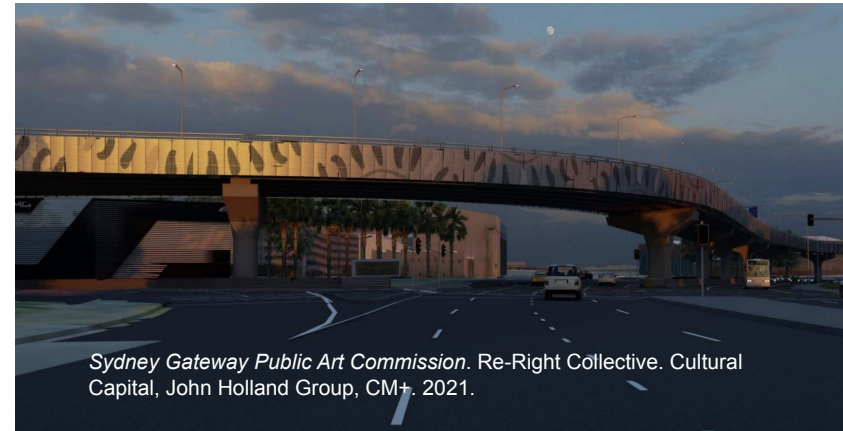


PREVIOUS WORKS



In her hands. 2019. Re-Right Collective. UNSW Kensington

Re-Right Collective have collaborated on a number of projects in exhibition programs, studio residencies and public art projects. Currently in residence at Carriageworks Clothing Store Artist studios, the artist team aim to collaborate and consult with community in developing artwork that reflects history, resilience and cultural practice. They have recently collaborated and consulted with senior Bidjigal and Dharawal artists in the Sydney Gateway project which will go under development over the next 3-4 years. Community Consultation is key to their practice and the artist have worked individually and as a collective across councils and community groups.



Sydney Gateway Public Art Commission. Re-Right Collective. Cultural Capital, John Holland Group, CM+. 2021.



Through the wind and water. Dennis Golding & Collide Public Art. 2021. Commissioned by Northern Beaches Council

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Elizabeth plays an instrumental role in delivering client projects including evaluating all key project deliverables to ensure project objectives are met and ensures projects meet internal and client expectations in respect to quality, budget, delivery timeline and strategy.

CONCEPT DESIGN

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Concept Rationale

The Heffron Centre area is on the Country of the Bidjigal clan of Eora Nation and is connected between the coastal lands of the Gadigal and Dharawal clans whose Country shares markings of history and storytelling.

There have been over tens of thousands of rock engravings that signify areas of importance and embed stories of cultural significance through objects and life. The impacts of colonisation have disrupted many of these traditional markings, and nearly over 2000 engravings still exist and are preserved in the Sydney areas.

These markings share stories of place and connect human experiences with marine life and cultural objects that become tools for food source, sustainability, and transportation. In this concept proposal, the Re-Right Collective recognise the histories of these practices that are deeply embedded within the traditional custodianship of this Country, that continues to survive and be celebrated as living legacies of culture.

Marine life is highly culturally significant and is connected to local Dreaming and Creation Stories such as the Whale 'Boori Boori' Dreaming Story. Along the coastlines of Sydney, there are engravings of fish, whales and other figures which are engraved with a stylised technique of hole grooving and etching.

Re-Right Collective propose a patterned design that incorporates visual impressions of the Botany Bay Coastline, marine life such as the mullet fish, along with other objects that connect history with contemporary experiences. The collective aim for their proposal to compliment the local histories and practices of rock engraving with an approach to share contemporary stories, memories and experiences that connect to today's local communities.



The artwork in the Western Entrance provides two components:

- Painting – Dulux supplier to provide durable paint to produce the base of the artwork across the wall
- Corten Steel Sculpture – Selected elements as shown in the visual impression will lift from the wall surface with a corten steel laser cut of the artwork

The components speak of the nature in which the artist team have outline the coastlines of the southeast Sydney region, including pathways that lead into Botany Bay. These components also reference sites in which traditional rock engravings are sited among the coastline between Bondi and Tamarama.

The corten steel components are presented in a higher level to avoid risks of touching material by visitors.

The artwork has also been translated into an etching graphic that swirls across the interior location on the windows. From both levels, the artwork can be seen as a sea current or pathway on land to connect stories of cultural practice on Country and along the shores of Bidjigal, Gadigal and Dharawal.



School of mullet



Fish hook



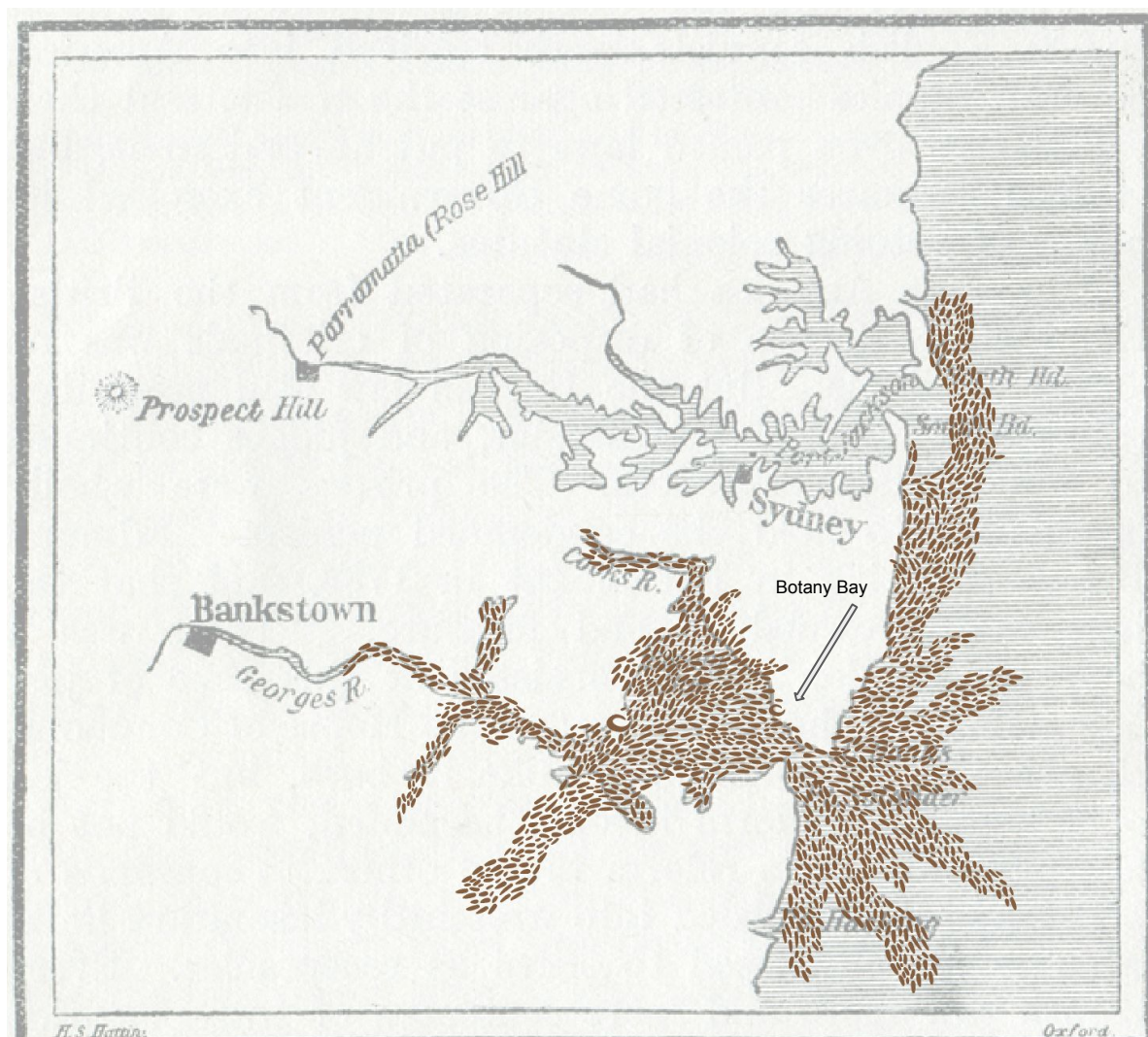
Flints



Footprints



Combined elements



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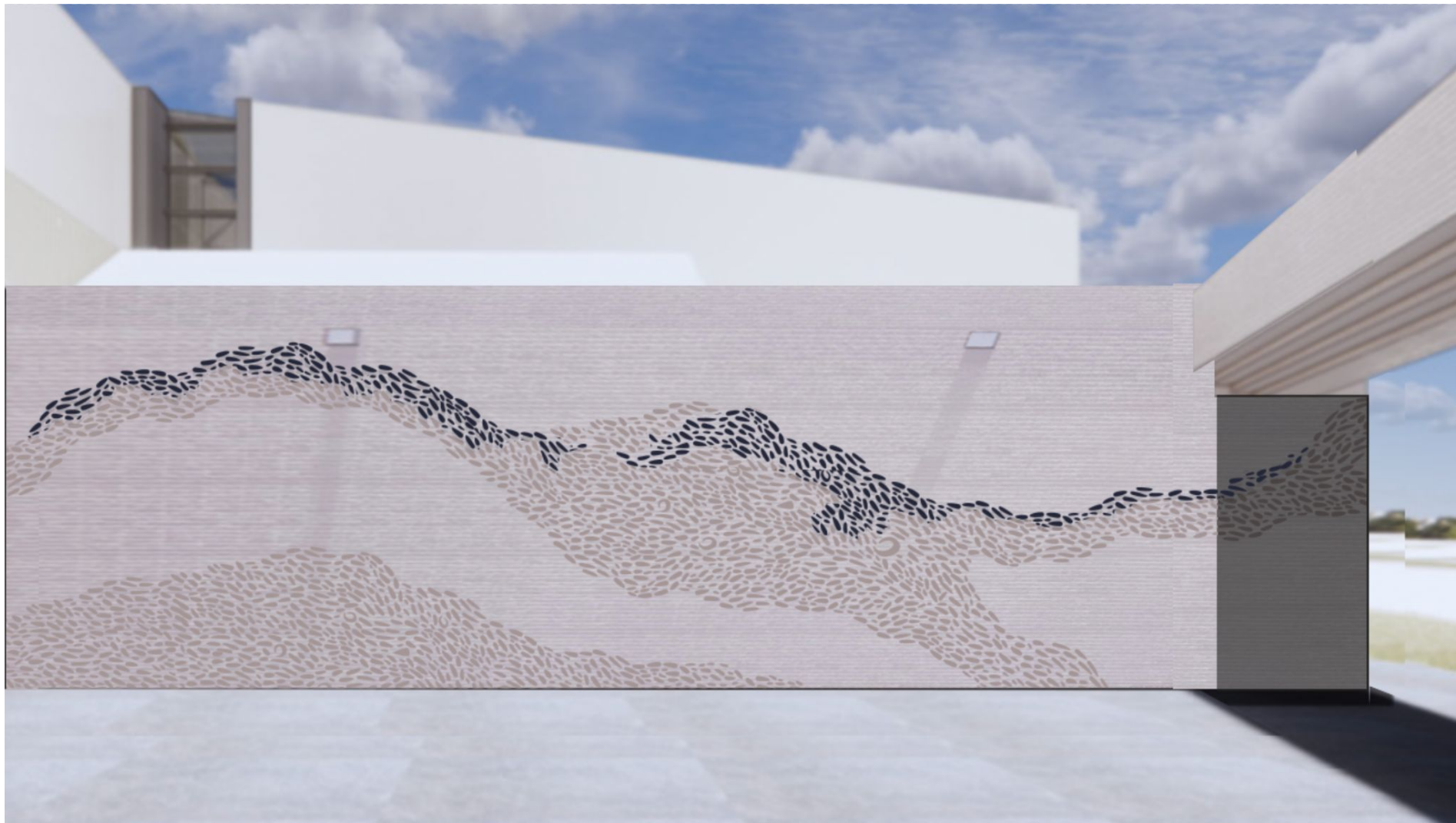
LOCATION ONE: WESTERN ENTRANCE WALL

The artwork incorporates imagery of marine life, human experience, and cultural objects through a current to create an immersive walk along the Western Entrance pathway. The placement of the design is informed by the coastline of southeast Sydney including Botany Bay where the Heffron Centre is closely connected.



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Artwork details

- Powdered coated corten steel laser cut with artist directed pattern/image
- Tilt to provide corten supplier with vector file to enable others to laser cut required opening
- Tilt to provide client with vector file of design to enable others to create

Planting

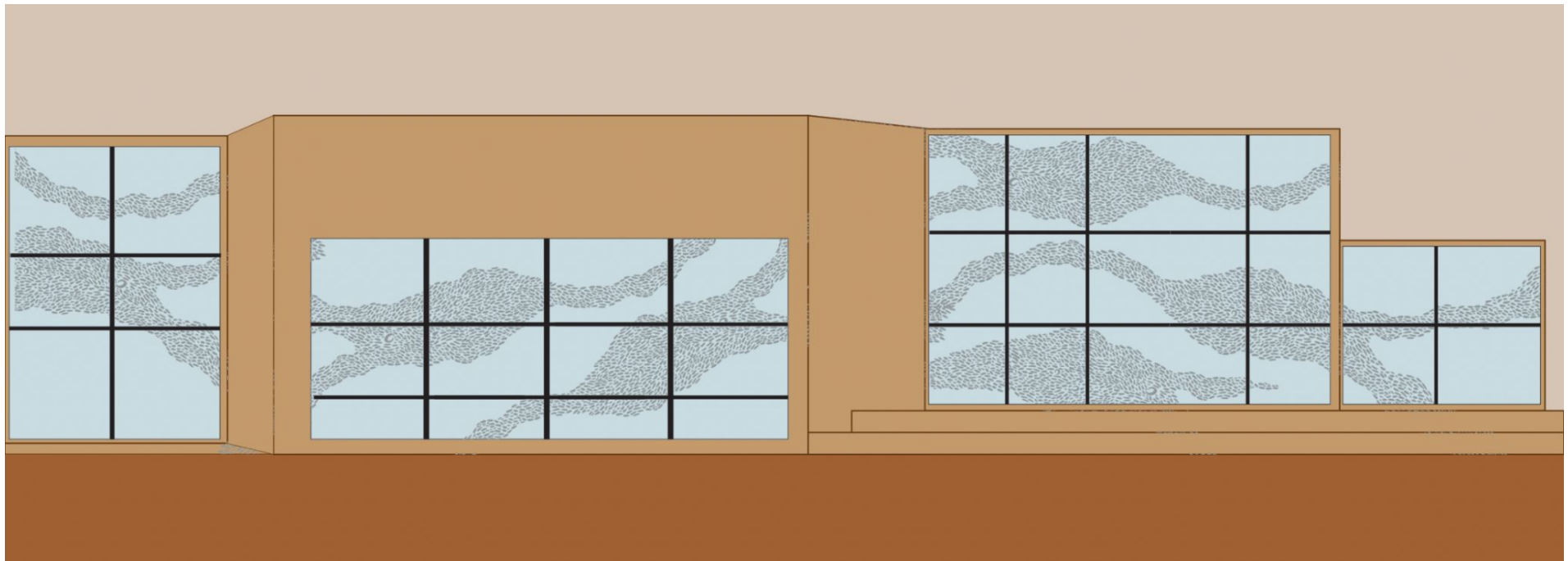
The artist team recommend local Indigenous plants that connect directly to the storytelling of mullet fish and local plants that grow in and around the coastline of Southeast Sydney. This includes the acacia plant which holds strong cultural significance to Bidjigal people and families who live in the La Perouse Aboriginal Community.

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LOCATION TWO: GLAZING

The artwork incorporates imagery of marine life, human experience, and cultural objects through a number of swirling forms that are etched onto glass to create an immersive walk along the interior space.

Concept Rationale



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COST PLAN

Item	Total
Artist Fees <ul style="list-style-type: none">Commission	\$20,000
Technical Design / Management <ul style="list-style-type: none">Technical Design Package for construction authorisationMaterial sampling	\$15,000
Project Delivery <ul style="list-style-type: none">Workshop drawingsFabrication materials and labour	\$140,000
Installation <ul style="list-style-type: none">Material to siteInstall labourEquipment hireProject Management	25,000
TOTAL <i>All fees quoted are exclusive of GST</i>	\$200,000

CONTACT

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CS16/22

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RE-RIGHT COLLECTIVE

HEFFRON CENTRE REDEVELOPMENT: PUBLIC ARTWORK COMMISSION

Client
Randwick City Council

Document Type
Concept Design

11 April
2022

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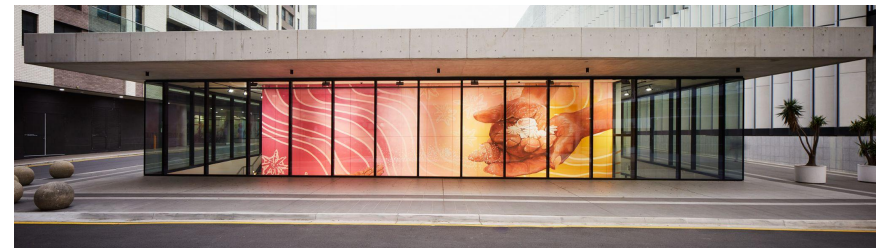


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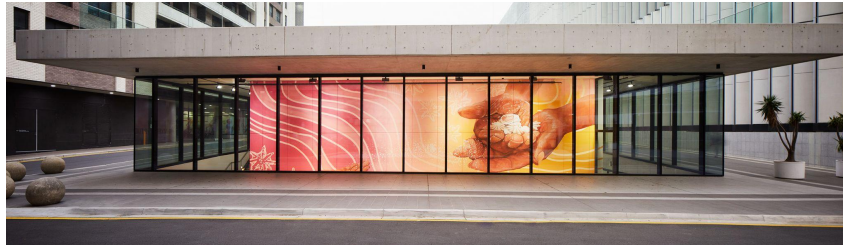
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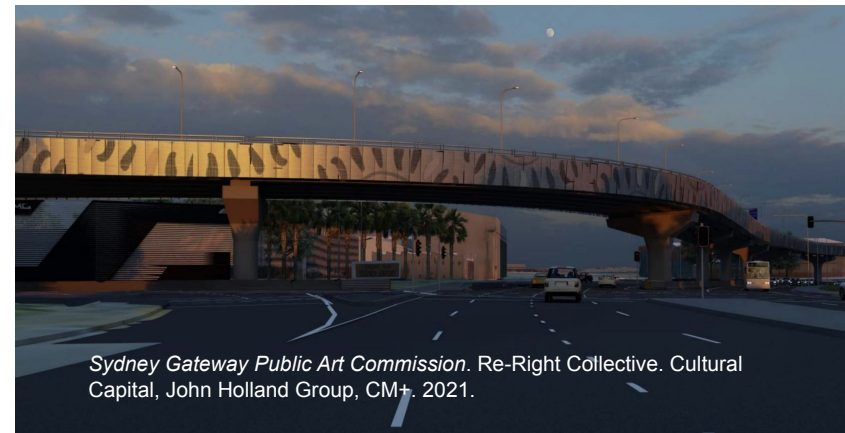


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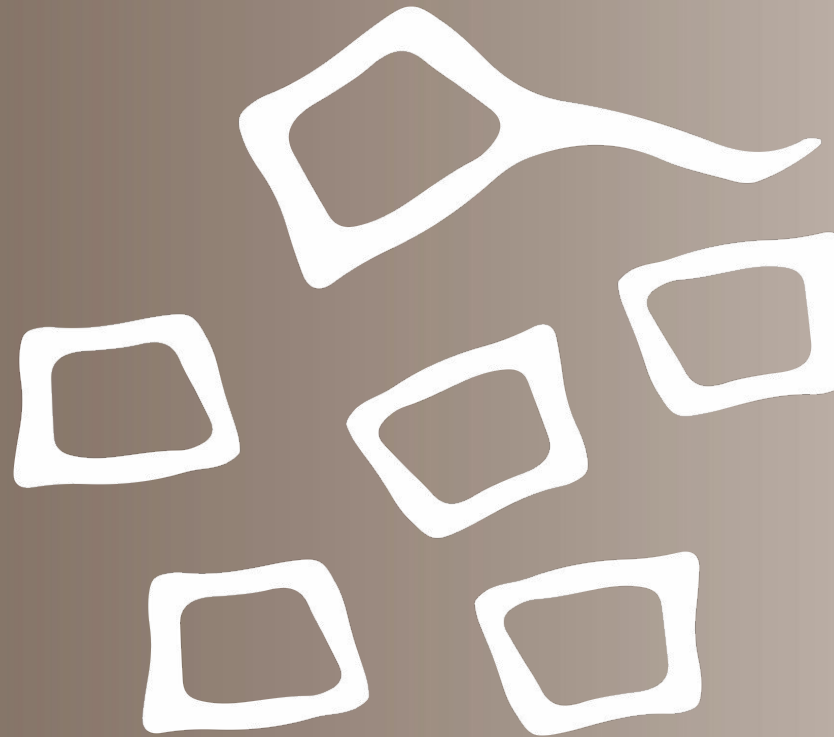


Through the wind and water. Dennis Golding & Collide Public Art. 2021. Commissioned by Northern Beaches Council

CONCEPT

The stingray are significant to the Bidjigal people and La Perouse community as it is commonly seen swimming among the waters of Kamay Bay. Before its name today, Kamay was once referenced as Stingray Bay as settlers found there were a number of them along the coastline of this region.

Through a contemporary lens, the artists have interpreted the site of Kamay (Botany) Bay with other elements that reference the coastline and the breakwalls that are much noticeable at Yarra and La Perouse Beach.



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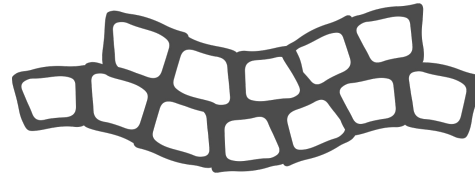
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Coastline

Inspired by the topographical patterning of the local coastline



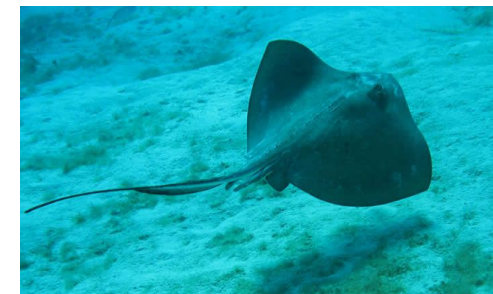
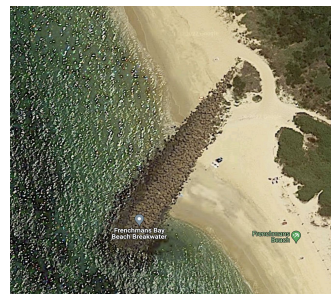
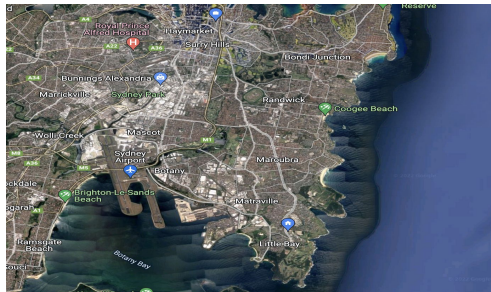
Breakwall

Waves created off the breakwalls in Yarra and Lapa, often where the stingray are seen



Stingray

Referencing local marine life and settler name of Kamay 'Stingray Bay'



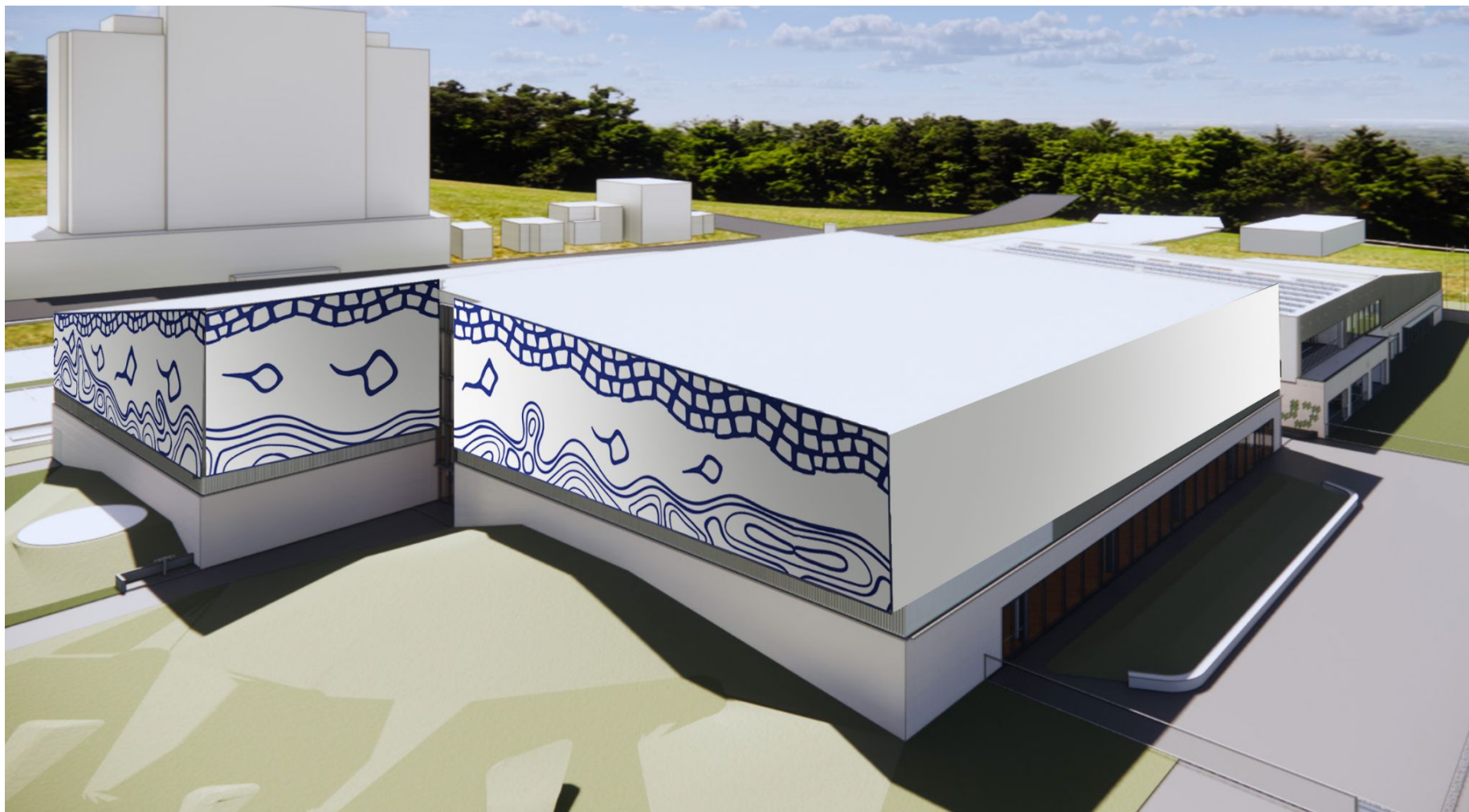


VARIATION ONE: LARGE-SCALE MURAL

This variation visualises a painted mural to cover the complete wall opportunities including the facade, side of building and back. The artist team are open as to how far the design can extend or be limited to. Colour of the mural is open for discussion that best reflects the artwork finish and building structure.

CS16/22





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COST PLAN

Total \$250,000

Artist fee (15%): \$37,500

Detailed design (10%): \$25,000

Fabrication (60%): \$150,000

- Procurement (hours): \$5,000
- Mural: \$105,000
- Lighting: \$30,000 (subject to further investigation regarding lighting onto the façade and preferred artist directions. We will also need to consider the broader construction program for any electrical integration)
- Fixings / hardware / small parts: \$10,000
- Offsite works (assembly, packing, freight, documentation): \$10,000

Installation (10%): \$25,000

Project management (5%): \$12,500

CONTACT

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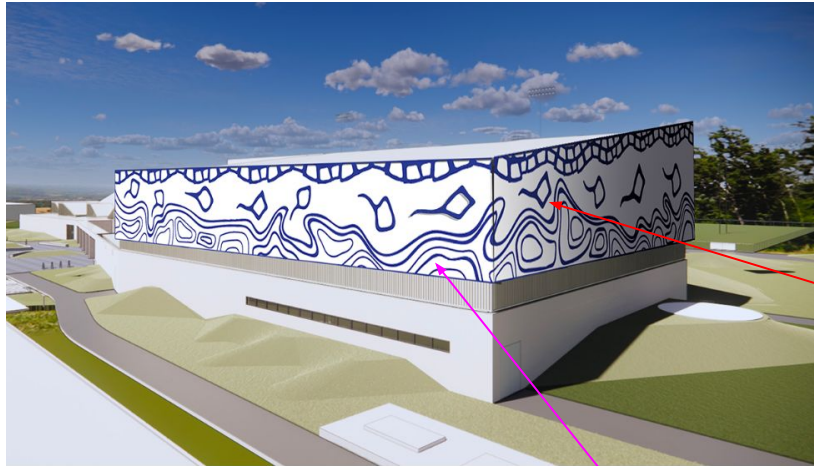
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VARIATION TWO:

MURAL & 3D ELEMENT

As this variation proposes two components, the artist team visualises a painted mural to cover two surfaces of the facade. Front and side. This introduces 3D elements of the stingrays to be a light-weight aluminium material. The artist team are open as to how far the design can extend or be limited to.

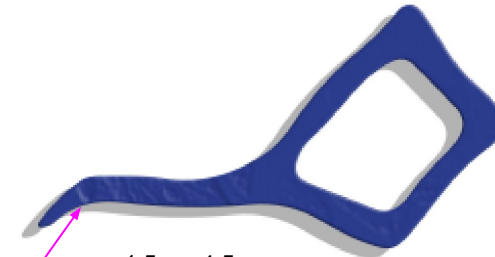
CS16/22



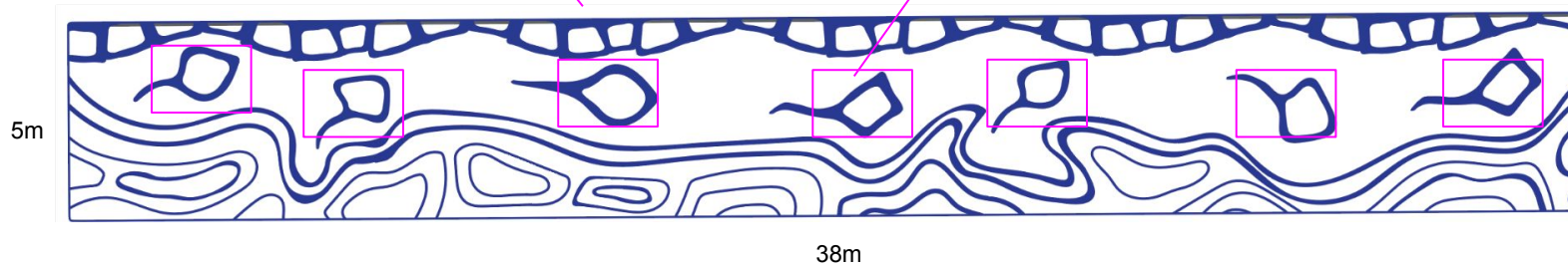
Stingrays

Sculpture - 7

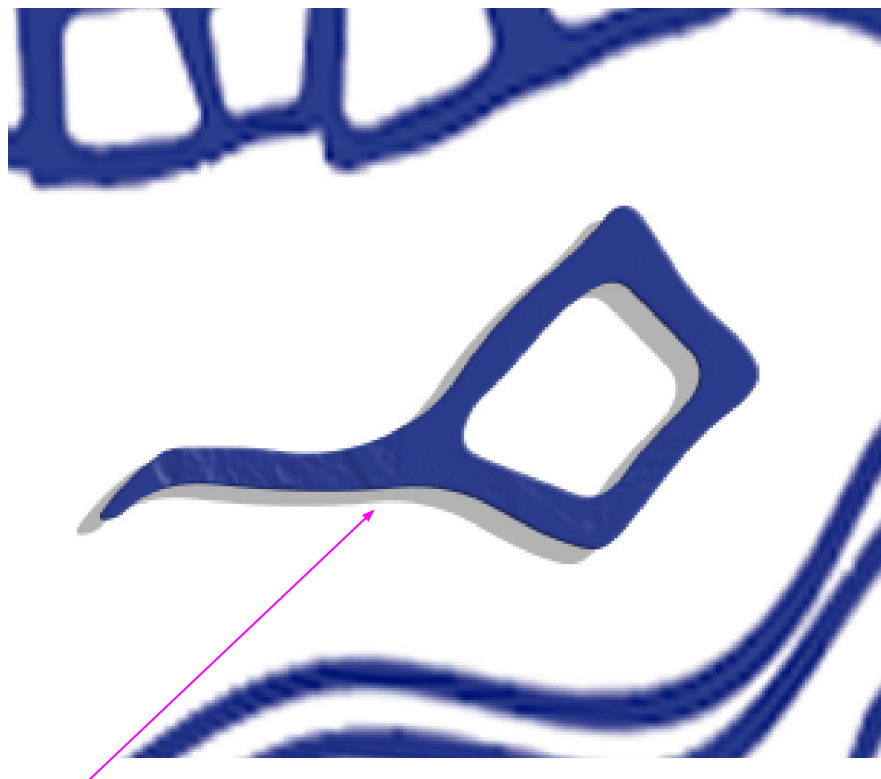
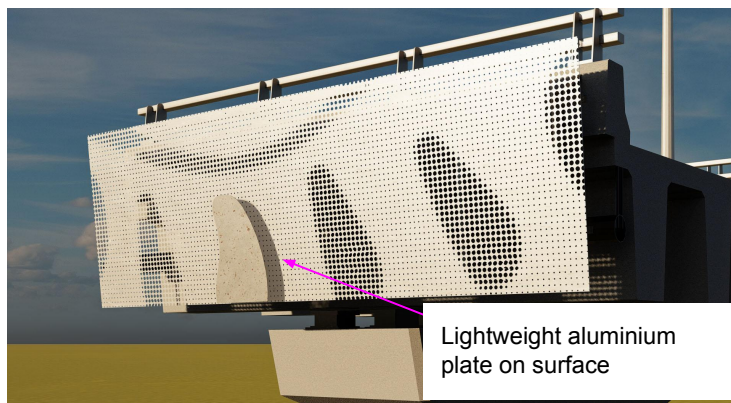
Mural - 4

Painted
stingrays

1.5m x 4.5m



Reference Imagery



A selection of stingrays to be cast in 3D aluminium plates to be attached over surface

CS16/22

COST PLAN

Total \$250,000

Artist fee (15%): \$37,500

Detailed design (10%): \$25,000

Fabrication (60%): \$150,000

- Procurement (hours): \$5,000
- 3D elements: \$80,000
- Mural: \$25,000
- Lighting: \$20,000 (subject to further investigation regarding lighting onto the façade and preferred artist directions. We will also need to consider the broader construction program for any electrical integration)
- Fixings / hardware / small parts: \$10,000
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Director City Services Report No. CS17/22

Subject: 2021-22 Capital Works - Reserve Transfer

Executive Summary

- Information is provided within this report regarding Council's performance in the delivery of the current Capital Works Program as at the March quarterly review of the 2021-22 financial year.
- To date 90 projects have been completed, 31 are currently in construction, 75 projects have commenced planning and 21 projects are behind schedule.
- Keys risks have been identified that have inhibited the delivery of certain projects within the current capital works program.
- Of the projects currently in planning, it has been identified that 15 will not be constructed in the 2021-22 financial year.
- It is recommended that the budget's allocated to these projects for the future construction phase be reallocated back to infrastructure reserves.

Recommendation

That Council endorse the reallocation of \$17,433,556 from the 2021-22 Operational Plan and Budget – Capital Works to Infrastructure Reserves for the nominated projects to be revoted into the 2022/23 financial year through the quarterly budget review process.

Attachment/s:

Nil

CS17/22

Purpose

To inform the Council of the status of projects identified within the 2021-22 Operational Plan and Budget – Capital Works Program (CWP) that will not be “constructed” in the current financial year.

This report will provide an insight into the following areas:

- Potential risks identified in program delivery
- Works completed
- Works in progress
- Work's to be transferred to Infrastructure Reserve.

Discussion

The information provided within this report is specifically regarding our performance in the delivery of the current CWP as of March of the 2020-21 financial year. A summary of total projects can be found in Table 1.

Planning		Construction	Complete	Total Projects
Delayed	Commenced			
21	75	31	90	217
10%	35%	14%	41%	100%

■ Planning - Delayed ■ Planning - Commenced ■ Construction ■ Complete

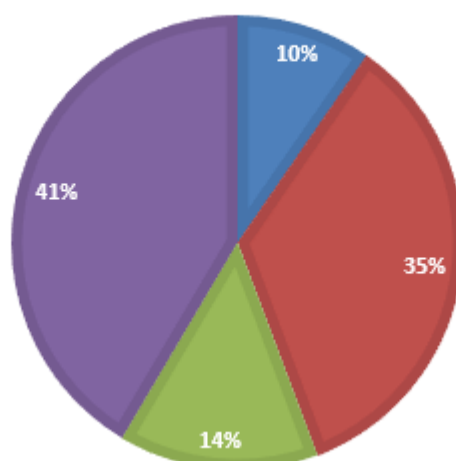


Figure 1 – Total Capital Projects – 2021-22 Operational Plan

1. Potential risks identified in program delivery

At this stage of the CWP several risks have been identified in a broad sense for the consideration of Council that may compromise the completion of some projects within the 2021-22 financial year.

a. Weather

For New South Wales overall, rainfall was 30% above the 1961–1990 average, the wettest summer since 2011–2012. Randwick specifically received the highest volume of rain we have experienced in the last 20 years, over 2.5 times the average rainfall.

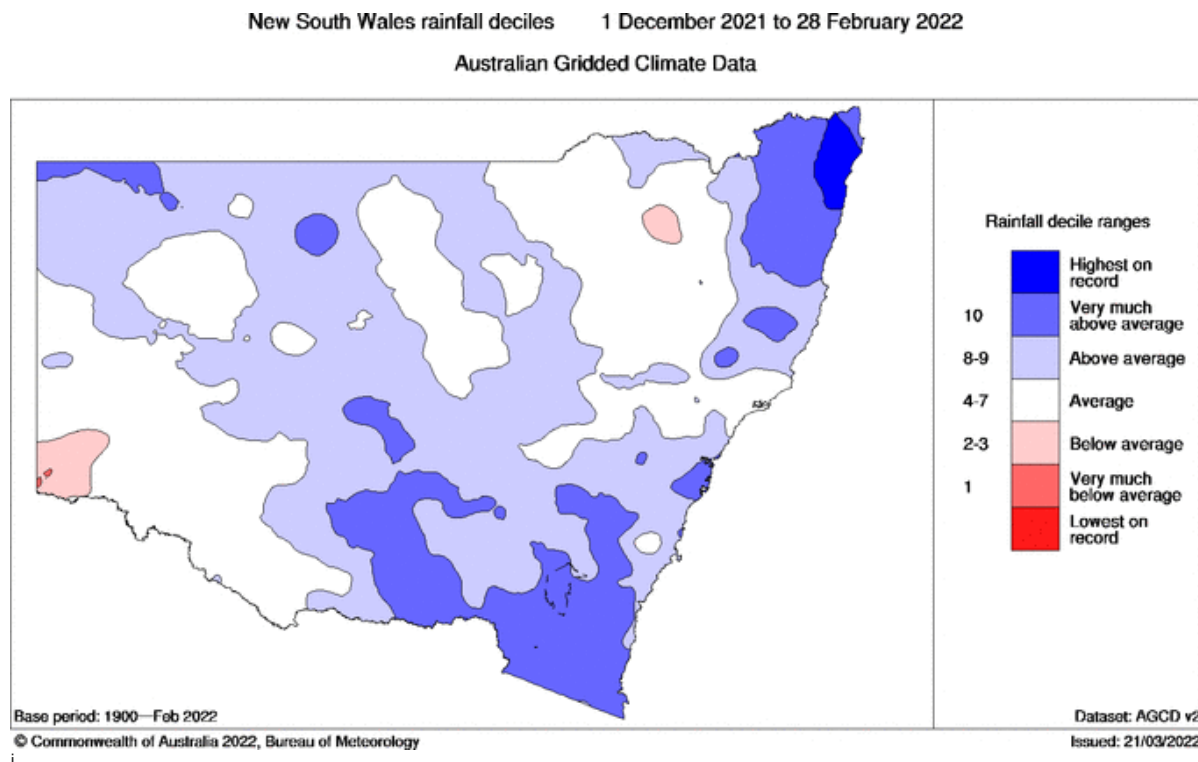


Figure 2 – NSW Summer 2021/22 Rainfall

Climate change continues to influence Australian and global climate. Australia's climate has warmed by around 1.47 °C for the 1910–2020 period. Rainfall across northern Australia during its wet season (October–April) has increased since the late 1990s. In recent decades there has been a trend towards a greater proportion of rainfall from high intensity short duration rainfall events, especially across northern Australia.ⁱⁱ

The La Nina weather pattern has caused delays on our civil construction projects including (but not limited to) the Roads Re-sheeting Program, Kerb and Gutter Reconstruction Program, footpath construction program etc.

b. COVID-19

The “construction” phase of some projects has been impacted by the pandemic. With a spike in positive cases in Sydney in March 2022, some of our contractors have had to temporarily close their sites when their business continuity has been compromised.

Since the beginning of the financial year the construction industry has been impacted severely by the pandemic resulting in industry shutdowns. It wasn't until quarter 2 of the new financial year when restrictions on work site were lifted allowing more than 50% capacity on worksites if unvaccinated were present. Primarily our roads and civil infrastructure projects have been impacted by COVID-19 implications on construction.

c. Market Prices

Closely linked to the impacts of COVID-19, *The Australian Property Journal* (April 2022) notes that construction tender prices are expected to increase between 5-6% in 2022.

"Fluctuating energy and commodity prices' impacts on key materials such as steel, timber and concrete are likely to become the most significant challenges to construction costs in the near term.

With labour supply also remaining constricted, while demand lifts and contractors become increasingly unwilling to take on price risks. The Omicron variant's impact on labour and material supplies has already recorded a drop in the construction activity over December and January."ⁱⁱⁱ

Sydney remains the most expensive city for construction in the country, overall major Australian cities are now cheaper to build in when compared to other global cities. A global material shortage has led to supply and demand issues causing materials prices to increase significantly, e.g., steel (30%), timber (100%), copper (37%) etc. Many of council's major construction contracts are lump sum or fixed price which poses significant contractual risk for our contractors whom in many cases across all industry absorbing price increase.

Where this risk has more directly impacted our CWP delivery performance is projects such as South Maroubra Amenities, Blenheim House, Matraville Youth and Cultural Hall in which have gone through the planning process and at time of tender (prior to construction) have suffered the market price increase and require additional funding to commence.

d. Additional Projects

Given the recent years carry over projects due to the pandemic and additional funding sources becoming available through state and federal government grants, Council was successful in gaining funding for projects that were originally not considered in both the 2020-21 and 2021-22 Operational Plan and budget(s). E.g., Local Roads & Community Infrastructure (LRCI) program, Pedestrian Safety Projects. While additional temporary resources can be allocated, the projects still require in house capacity to manage, provide direction and oversight. This has resulted in impact particularly in relation to the design phase of projects.

Councils across NSW are experiencing the same pressures in relation to stimulus funding and stretched capacity to deliver both newly grant funded projects within timeframe and councils existing program of works.

2. Program

a. Works completed

To date 90 capital works projects have been delivered as listed in the 2021-22 Operational Plan and Budget. Some of these projects (but not limited to):

- Coogee Croquet Club - Master Plan
- 15 Pedestrian Safety Projects
- 30 Road Construction Projects
- 34 Footpath Construction Projects
- Coogee Beach Facilities - Lower Promenade - Gate & Rail Remediation
- McIver Ladies Baths
- Clovelly Northern Sea Wall Study
- Pioneers Park Sportsfield Upgrade
- Randwick Environment Park Boardwalk
- Frenchman's Bay Staircase
- New GPT Anzac Pde, La Perouse
- Monument Restoration and Maintenance, La Perouse
- Kokoda Memorial Playground
- Bundock Park Playground
- Frenchman's Bay Landscaping - Stage 1
- Heffron Park - Extension of fencing beside Heffron South Amenities Building
- Heffron Park - Upgrade of existing PA system to netball courts
- Pioneers Park - Upgrade of shelving and storage shed to upper amenities building
- Pioneers Park - Installation of shower partitioning to upper amenities building to current standards
- Latham Park - New signage for Archery Club

b. Works in progress

To date 75 projects are in progress. These projects include (but not limited to):

Est. Completion

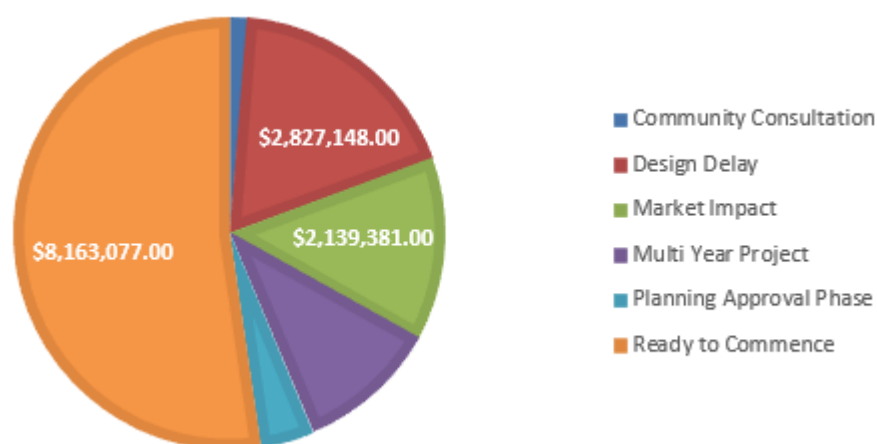
Planning	Knowles Avenue at Pozieres Ave - Roundabout	30/06/2022
Planning	Gross Pollutant Trap Rehabilitation Program	30/06/2022
Planning	Drainage Renewal/Upgrade Works (Various sites)	30/06/2022
Planning	Bond Street & Marine Parade Drainage Upgrade	30/06/2022
Planning	Waratah Ave Drainage Study & Design	30/06/2022
Planning	Apsley Avenue & Hayward Street Drainage	30/06/2022
Planning	Fitzpatrick Park Playground Upgrade - Design	30/06/2022
Planning	Ella Reserve Playground refurbishment - Design	30/06/2022
Planning	Snape Park Outdoor Gym	30/06/2022
Planning	Barwon Park Outdoor Gym	30/06/2022
Planning	Tree Data Collection	30/06/2022
Planning	Dunningham Reserve Amenities	30/10/2022
Planning	City Plaza - Meeks Street / Anzac Pde	27/04/2023
Planning	The Spot Streetscape	30/06/2022
Planning	Signalized Intersection - Anzac Parade at Franklin St	30/06/2022
Planning	Waratah Avenue Plaza	30/06/2022
Planning	Maroubra Junction Central Median	30/06/2022
Planning	Clovelly Rd / Carrington Rd Plaza	30/06/2022
Planning	Blenheim House - Cultural Centre	2022
Planning	Matraville Youth and Cultural Hall	2022
Planning	South Maroubra Amenities and Storage Building	2022
Planning	Malabar Memorial Hall – Planning	2022
Planning	Burrows Park Amenities and Field Upgrade	2023
Planning	Heffron Criterion - Design	2023
Planning	Snape Park Amenities Upgrade	2023
Planning	Malabar Pool Amenities	2023
Planning	Coogee Bus Shelter	2023
Planning	La Perouse Headland Toilets – Planning	2023
Planning	Maroubra Beach Master Plan	2023
Planning	Maroubra Junction Masterplan	2023
Construction	Retaining Wall Program	30/06/2022
Construction	5 Footpath Construction Projects	30/06/2022
Construction	18 Road Construction Projects	31/05/2022
Construction	Stormwater Relining Program	30/06/2022
Construction	Coral Sea Park Synthetic Field (construction)	30/10/2022
Construction	Burnie Park – New soft fall and edging	30/06/2022
Construction	Yarra Bay - Bicentennial Reserve Outdoor Shower	30/06/2022
Construction	Malabar Pool Remediation	2022
Construction	Mahon Pool Remediation	2022
Construction	Coogee Oval Lighting Upgrade	30/08/2022
Construction	Native Tree Planting	30/06/2022
Construction	Snape Park - Installation of compliant lighting to nets	30/08/2022
Construction	Bushland Regeneration and Park Tree Planting	30/06/2022
Construction	Bowen Library Carpet Replacement - Level 2	30/06/2022
Construction	La Perouse Museum - Capital Maintenance	30/06/2022
Construction	Regional Significant Program - Heffron Centre	28/10/2022
Construction	Playground Upgrade - Coral Sea	15/06/2022
Construction	6 Pedestrian Safety Projects	30/06/2022
Construction	Paine Reserve Upgrade - Building & Civil Works	30/10/2022
Construction	Clovelly Surf Life Saving Club	1/06/2022
Construction	Mahon Pool - Repairs and Restoration	30/06/2022
Construction	Clovelly Beach Fencing	30/06/2022
Construction	Monument for Fallen Life Savers - Coogee	22/04/2022

CS17/22

c. Works to be transferred to Infrastructure Reserves

To date 15 projects will not progress to construction this financial year. As such it is recommended that the budget is apportioned in accordance with the “planning” and “construction” phase of the project and the allowance for construction is transferred back to Infrastructure Reserves. This will allow true and accurate representation of performance in the 2021-22 Operational Plan and Budget.

Project	Status	Comment
City Plaza - Meeks St	Ready to commence	Currently in Tender. Report to the June Council meeting. Construction planned for early August 2022.
The Spot Streetscape	Design Delay	Design documentation at 90%. Final funding allocation requested in 22/23 Capital Works Budget
Waratah Avenue Plaza	Design Delay	Project funded 100% by grant. Design documentation at 90%
Clovelly Road and Carrington Road Public	Design Delay	Project funded 100% by grant. Design documentation at 60%
DRLC Splash Park	Market Impact	Tenders closed on March 2022. No conforming tenders received
Lionel Bowen Library - Lift	Market Impact	Extended lead times on mechanical equipment
Maroubra Surf Life Saving Club	Multi Year Project	3-year funding strategy currently being developed with a report to April Council meeting
Matraville Youth & Cultural Hall	Ready to Commence	Currently awaiting DA approval. RLPP @ May 22
Malabar Memorial Hall	Community Consultation	Council resolution to carry out Full Your Say Consultation before DA can progress
La Perouse Toilets - Headland	Planning Approval Phase	Council approval received to go to DA. Pre Lodgement meeting with Heritage office on 8 April
Southern Suburbs Youth Facility	Multi Year Project	Feasibility being conducted by Planning
Blenheim House - Cultural Centre	Ready to Commence	DA lodged 17 Jan 22
Dunningham Reserve Amenities	Ready to Commence	Out to Tender at present
Snape Park Amenities Upgrade	Multi Year Project	Consultation has occurred with clubs (NRL, Cricket) and brief is being created based upon their feedback
Malabar Pool Amenities	Multi Year Project	Project planning has commenced, and consultants engaged.



Strategic alignment

The relationship with the City Plan is as follows:

Outcome/Direction	Delivery Program actions
Outcome	1. Leadership in sustainability
Direction	1b. Council is a leader in the delivery of social, financial and operational activities.
Outcome	6. A liveable city.
Direction	6a. Our public infrastructure and assets are planned, managed and funded to meet the community expectations and defined levels of service.

Resourcing Strategy implications

For the reasons noted above it is proposed to transfer funds to the Infrastructure Reserve as a true representation of works to be completed this FY.

Project	2021-22 Remaining Budget	Transfer to Reserves
City Plaza - Meeks St	-	\$1,513,550.00
Waratah Avenue Plaza	-	\$1,717,226.00
The Spot Streetscape Upgrade		\$1,827,852.00
Clovelly Road and Carrington Road Public	-	\$1,109,922.00
DRLC Splash Park	-	\$1,499,381.00
Lionel Bowen Library - Lift	-	\$640,000.00
Maroubra Surf Life Saving Club	\$230,760.00	\$623,430.00
Matraville Youth & Cultural Hall	\$250,000.00	\$4,033,595.00
Malabar Memorial Hall	\$192,926.00	\$200,000.00
La Perouse Toilets - Headland	\$167,291.00	\$625,418.00
Southern Suburbs Youth Facility	\$60,000.00	\$240,000.00
Blenheim House - Cultural Centre	\$250,000.00	\$2,118,139.00
Dunningham Reserve Amenities	-	\$497,793.00

Project	2021-22 Remaining Budget	Transfer to Reserves
Snape Park Amenities Upgrade	\$100,000.00	\$400,000.00
Malabar Pool Amenities	\$350,000.00	\$387,250.00
Sub Total	\$1,609,909.60	\$17,433,556.00

Asset Management Indicators

	Renewal Ratio	Industry Benchmark	Result
Original 21/22 Operational Plan	140%	100%	✓
Predicted 21/22 after reserve transfer	70%	100%	✗
Estimated 22/23 after completion of Carry Over	193%	100%	✓

As discussed at the Councillor strategic workshop, the pipeline for delivery of capital works, includes consultation, planning, design and construction. This can result in lumpy capital works expenditure and fluctuating asset ratios. It is therefore important to consider asset ratios over a period of time.

The renewal ratio takes into account only those capital works projects that provide for the renewal of existing infrastructure and not funds spent on new assets.

In the four year period between 2017/18 and 2020/21, Council has had an average renewal ratio of 103.62%. The reduced renewal ratio predicted in 2021/22 will be overcome in 2022/23 as planning projects move into construction phase.

Policy and legislative requirements

Local Government Act 1993.

Conclusion

To date 90 projects have been completed, 31 in construction, 75 projects have commenced the planning phase and 21 projects are yet to commence. Whilst full momentum remains in the planning phase, 15 of these projects will not commence construction this financial year and are recommended for revote and delivery in the next 2022-23 Financial Year.

Key risks have been identified that have limited the delivery of the current works program. These include inclement weather impacts, COVID-19 associated impacts, local and global market implications, and carry over of additional projects added to capital works program through external funding sources (grants).

Responsible officer: Todd Clarke, Director City Services

File Reference: F2021/00364

Director Corporate Services Report No. CO13/22

Subject: Delegations of Authority

Executive Summary

- The *Local Government Act 1993*, and other relevant legislation authorise Council to undertake a range of functions.
- Section 377 of the *Local Government Act* allows the elected Council to delegate authority to the General Manager, by Council resolution, to make decisions and perform functions required for Council to operate business as usual activities. The General Manager sub-delegates these functions to Council staff in order to provide for the day-to-day operation of the Council.
- Councils are required to review their delegations within 12 months after each ordinary election (section 440(7) of the *Local Government Act*).
- It is recommended that the General Manager's current delegations be re-affirmed.

Recommendation

That:

- a) the General Manager's current delegations be re-affirmed by Council, delegating to the General Manager, or to the person acting in the position of General Manager, all the powers and functions of the Council that it may under any Act of Parliament lawfully delegate, subject to the limitations set out below:
 - i. those functions designated in Section 377(1) of the *Local Government Act 1993* as functions which may not be delegated.
 - ii. any function designated in any other Act of Parliament as a function which may not be delegated.
 - iii. the writing off of debts over the amount of \$10,000 in accordance with clause 213(2) of the *Local Government (General) Regulation 2005*, in that the amount above which debts to the Council may be written off only by resolution of the Council is set at \$10,000.
 - iv. the writing off of an individual rate or charge over the amount of \$1,000 in accordance with clause 131(1) of the *Local Government (General) Regulation 2005*, in that the amount above which any individual rate or charge may be written off only by resolution of the council is set at \$1,000.
 - v. any adopted policy, decisions or directions of the Council.
- b) in accordance with section 381 of the *Local Government Act 1993*, the Council re-affirms and delegates to the General Manager of the Council, or to the person acting in the position of General Manager, the plan making functions under Section 3.36 of the *Environmental Planning & Assessment Act 1979*.
- c) the Council re-affirms and delegates to the Mayor and Mayor and General Manager jointly, those delegations detailed in this report.

Attachment/s:

Nil

Purpose

This report addresses the requirement for Council to review their delegations within 12 months after each ordinary election (section 440(7) of the Local Government Act).

Discussion

Legislative requirements

There are certain functions contained in the *Local Government Act 1993* that Council is unable to delegate. Section 377 of the Local Government Act provides that:

- (1) A council may, by resolution, delegate to the general manager or any other person or body (not including another employee of the council) any of the functions of the council under this or any other Act, other than the following:
 - (a) the appointment of a general manager,
 - (b) the making of a rate,
 - (c) a determination under section 549 as to the levying of a rate,
 - (d) the making of a charge,
 - (e) the fixing of a fee,
 - (f) the borrowing of money,
 - (g) the voting of money for expenditure on its works, services or operations,
 - (h) the compulsory acquisition, purchase, sale, exchange or surrender of any land or other property (but not including the sale of items of plant or equipment),
 - (i) the acceptance of tenders to provide services currently provided by members of staff of the council,
 - (j) the adoption of an operational plan under section 405,
 - (k) the adoption of a financial statement included in an annual financial report,
 - (l) a decision to classify or reclassify public land under Division 1 of Part 2 of Chapter 6,
 - (m) the fixing of an amount or rate for the carrying out by the council of work on private land,
 - (n) the decision to carry out work on private land for an amount that is less than the amount or rate fixed by the council for the carrying out of any such work,
 - (o) the review of a determination made by the council, and not by a delegate of the council, of an application for approval or an application that may be reviewed under section 82A of the Environmental Planning and Assessment Act 1979,
 - (p) the power of the council to authorise the use of reasonable force for the purpose of gaining entry to premises under section 194,
 - (q) a decision under section 356 to contribute money or otherwise grant financial assistance to persons,
 - (r) a decision under section 234 to grant leave of absence to the holder of a civic office,
 - (s) the making of an application, or the giving of a notice, to the Governor or Minister,
 - (t) this power of delegation,
 - (u) any function under this or any other Act that is expressly required to be exercised by resolution of the council.
- (1A) Despite subsection (1), a council may delegate its functions relating to the granting of financial assistance if:
 - (a) the financial assistance is part of a specified program, and
 - (b) the program is included in the council's draft operational plan for the year in which the financial assistance is proposed to be given, and
 - (c) the program's proposed budget for that year does not exceed 5 per cent of the council's proposed income from the ordinary rates levied for that year, and
 - (d) the program applies uniformly to all persons within the council's area or to a significant proportion of all the persons within the council's area.

Section 381 of the Local Government Act refers to functions imposed on Council employees under other Acts and confirms that those functions are taken to be conferred or imposed on the Council:

381 Exercise of functions conferred or imposed on council employees under other Acts

- (1) If, under any other Act, a function is conferred or imposed on an employee of a council or on the mayor or a councillor of a council, otherwise than by delegation in accordance with this section, the function is taken to be conferred or imposed on the council.
- (2) Such a function may be delegated by the council in accordance with this Part.
- (3) A person must not, under any other Act, delegate a function to;
 - the General Manager, except with the approval of the council
 - an employee of the council, except with the approval of the council and the General Manager.

Section 3.36 of the Environmental Planning and Assessment Act requires a specific delegation to the General Manager due to the wording of that section:

3.36 Making of local environmental plan by local plan-making authority

- (1) The Planning Secretary is to make arrangements for the drafting of any required local environmental plan to give effect to the final proposals of the planning proposal authority. The Planning Secretary is to consult the planning proposal authority, in accordance with the regulations, on the terms of any such draft instrument.
- (2) The local plan-making authority may, following completion of community consultation;
 - (a) make a local environmental plan (with or without variation of the proposals submitted by the planning proposal authority) in the terms the local plan-making authority considers appropriate, or
 - (b) decide not to make the proposed local environmental plan.
- (3) The local plan-making authority may defer the inclusion of a matter in a proposed local environmental plan.
- (4) If the local plan-making authority does not make the proposed local environmental plan or defers the inclusion of a matter in a proposed local environmental plan, the local plan-making authority may specify which procedures under this Division the planning proposal authority must comply with before the matter is reconsidered by the local plan-making authority.

Delegations to the General Manager

At the 16 October 2018 Council meeting, the General Manager was delegated authority to exercise all the powers and functions of the Council that are detailed in this report and the recommendation. The General Manager has sub-delegated to the staff of Council all those matters that provide for the day-to-day operations of the Council. These sub-delegations are regularly reviewed to ensure that Council officers are acting to the full extent of their responsibilities and in a manner that is most efficient for the organisation.

Delegations to the Mayor and the Mayor and General Manager jointly

At the same meeting (16 October 2018), the Council also delegated to the Mayor and Mayor and General Manager jointly, those delegations detailed below:

Proposed delegations to the Mayor

Title	Detail
Matters for investigation	The Mayor is delegated authority to refer to the General Manager matters considered to need investigation and report with referral to Council, as necessary
Presentation of gifts	The Mayor is delegated authority to authorise the presentation of small gifts to visitor on appropriate occasions
Public Statement	The Mayor is delegated authority to make public statements on matters of official Council attitude or interpretation of Council policy
General Manager leave	The Mayor is delegated authority to determine leave applications of the General Manager, in accordance with the General Manager's contract of employment and relevant Council policies

Title	Detail
Certificates of Australian Citizenship	The Mayor is delegated authority to present Certificates of Australian Citizenship after applicants have pledged the Oath or Affirmation of Allegiance, as provided by the Australian Citizenship Act 2007
Correspondence	The Mayor is delegated authority to sign outgoing correspondence in relation to the Office of Mayor, however, those matters relating to the day-to-day management of Council are matters that remain with the General Manager to sign
Emergency expenditure	The Mayor is delegated authority to approve, in the event of an emergency, all necessary expenditure after consultation with the General Manager
Meeting recess	The Mayor is delegated authority to exercise, during meeting recesses, the powers, authorities, duties and functions of Council other than; (i) those reserved to the Council itself by section 377 and section 379 of the Local Government Act (ii) those powers and functions delegated to the General Manager by Council from time to time, with such delegations to be effective from midnight on the day of the last Council meeting prior to a recess period as approved by the Council, up to the time of commencement of the first Council meeting at the conclusion of the recess period
Senior staff consultation	The Mayor is delegated authority to consult with the General Manager (in accordance with section 337 of the Local Government Act 1993) prior to the appointment or dismissal, by the General Manager, of senior staff

Proposed delegations to the Mayor and General Manager, jointly

Title	Detail
Miscellaneous donations	The Mayor and General Manager, jointly, are delegated authority to approve donations up to the sum of \$3,000 provided that funds are available within the adopted budget for Miscellaneous Donations
Councillors attendance at conferences	The Mayor and General Manager, jointly, are delegated authority to authorise Councillors attendance at conferences, seminars and similar functions in accordance with Council's Councillor Expenses and Facilities Policy

Strategic alignment

The relationship with the City Plan is as follows:

Outcome/Direction	Delivery Program actions
Outcome	1. Leadership in sustainability
Direction	1c. Continuous improvement in service delivery based on accountability, transparency and good governance.

Resourcing Strategy implications

N/A.

Policy and legislative requirements

The list of Act and Regulations, under which Council has powers and functions, are substantial and varied. The list includes, but is not limited to:

- 1) Boarding Houses Act 2012
- 2) Building Professionals Act 2005
- 3) Coastal Protection Act 1979
- 4) Companion Animals Act 1998
- 5) Contaminated Land Management Act 1997
- 6) Criminal Procedure Act 1986
- 7) Crown Lands Act 1989
- 8) Electronic Transactions Act 2000
- 9) Environmental Planning and Assessment Act 1979
- 10) Food Act 2003
- 11) Government Information (Public Access) Act 2009
- 12) Heritage Act 1977
- 13) Home Building Act 1989
- 14) Impounding Act 1993
- 15) Land & Environment Court Act 1979
- 16) Library Act 1939
- 17) Liquor Act 2007
- 18) Local Government Act 1993
- 19) Noxious Weeds Act 1993
- 20) Protection of the Environment Operations Act 1997
- 21) Public Health Act 2010
- 22) Public Interest Disclosures Act 2013
- 23) Registered Clubs Act 1976
- 24) Road Transport Act 2013
- 25) Roads Act 1993
- 26) 27) Strata Schemes Management Act 2015
- 28) State Emergency & Rescue Management Act 1989
- 29) State Records Act 1998
- 30) Strata Scheme Management Act 1996
- 31) Swimming Pools Act 1992
- 32) Sydney Water Act 1994
- 33) Trees (Disputes between neighbours) Act 2006
- 34) Waste Avoidance & Resource Recovery Act 2001
- 35) Work Health & Safety Act 2011.

Conclusion

Delegations are a complex area. If comprehensive and practical delegations are not in place, however, the General Manager and Council staff will be unable to undertake their day to day activities and works and services will be severely impacted.

Responsible officer: Julie Hartshorn, Coordinator Administration

File Reference: F2004/06895

Director Corporate Services Report No. CO14/22

Subject: Initial Disclosure of Interest Returns as at 23 December 2021

Executive Summary

- A Councillor must complete and lodge with the General Manager, within 3 months after becoming a Councillor, a return in the form prescribed by the Model Code of Conduct.
- For new Councillors elected at the 4 December 2021 Local Government elections the initial disclosure returns were due on 23 March 2022 (3 months after the declaration of the poll by the Electoral Commission on 23 December 2021).
- The General Manager is required to keep a Register of Disclosure of Interests Returns and to table the Register at the first Council meeting after the due date.
- A person need not lodge a return within the 3-month period after becoming a Councillor if the person lodged a return in that year or the previous year (this applies to all the returning Councillors).

Recommendation

That it be noted that the Register of Disclosure of Interests Returns for those Councillors elected for the first time in December 2021, has been tabled at the Ordinary Council Meeting of 26 April 2022.

Attachment/s:

Nil

CO14/22

Purpose

To table the Register of Initial Disclosure of Interests Returns in accordance with the requirements of the Local Government Act 1993 and the Code of Conduct for Councillors.

Discussion

The Local Government Act and Model Code of Conduct requires Councillors to lodge Disclosure of Interest Returns.

Section 440AAB of the Local Government Act requires:

- “(1) The general manager must keep a register of returns disclosing interests that are required to be lodged with the general manager under a code of conduct.*
- (2) Returns required to be lodged with the general manager must be tabled at a meeting of the council, being the first meeting held after the last day specified by the code for lodgment, or if the code does not specify a day, as soon as practicable after the return is lodged.”*

In tabling the Register of Initial Disclosure Returns as at 23 December 2021, I report that all newly elected Councillors (being Cr Burst; Cr Chapple; Cr Hay; Cr McCafferty; Cr Olive; Cr Pandolfini; Cr Rosenfeld; and Cr Wilson) have submitted their duly completed returns within the prescribed timeframe (that is, within 3 months of becoming a Councillors). Given that the Poll was declared on 23 December 2021, returns were required to be submitted by 23 March 2022.

A printed version of the Register has been provided to the Mayor so it can be “tabled” at this Council meeting.

Redacted returns are published on Council's website in accordance with the Government Information (Public Access) Act, the Information and Privacy Commission's Guideline 1 and the public interest test conducted by Council in relation to that Guideline.

Redacted returns have been uploaded to our website and the link to the relevant page of the website and the returns is below:

Annual Disclosure of Interests Returns

Below is the Register (redacted) of 2020-21 Disclosure of Interests Returns. Please use the 'table of contents' functionality within the document to review the list of Councillors and officers who submitted Returns and to skip through the Returns.

Council has adopted a [Disclosure Returns Policy PDF, 76.72 KB](#) that details the definition of designated persons and the outcomes of the [Public Interest Test PDF, 70.23 KB](#) in relation to publishing returns on our website. Following a comprehensive Public Interest Test Council has determined that it is not in the public interest to publish the Returns in full on our website.

The unredacted Register of Returns is available for inspection at Council's offices subject to request. To inspect the Register of Returns (unredacted) please complete our [Access to Information request form PDF, 179.34 KB](#).

- [Initial Disclosure of Interests Returns as at 23 December 2021 \(new Councillors\) PDF, 9454.04 KB](#)
- [2020-21 Councillor Disclosure of Interests Returns PDF, 5033.07 KB](#)
- [2020-21 Staff A-K Disclosure of Interests Returns PDF, 13074.8 KB](#)
- [2020-21 Staff L-Z Disclosure of Interests Returns PDF, 16798.33 KB](#)
- [Public Interest Test - Disclosure Returns PDF, 70.23 KB](#)

Anyone is entitled to inspect the 'Returns of the Interests of Councillors, designated persons and delegates' under Government Information (Public Access) Act 2009.

Strategic alignment

The relationship with the City Plan is as follows:

Outcome/Direction	Delivery Program actions
Outcome	1. Leadership in sustainability
Direction	1c. Continuous improvement in service delivery based on accountability, transparency and good governance.

Resourcing Strategy implications

Nil.

Policy and legislative requirements

Local Government Act 1993
Government Information (Public Access) Act 2009
Code of Conduct for Councillors.

Conclusion

It is necessary for the Register of Disclosure of Interests Returns for newly elected Councillors to be tabled at this Council Meeting for the purpose of legislative compliance, as detailed in this report.

Responsible officer: Julie Hartshorn, Coordinator Administration

File Reference: F2022/01361

Director Corporate Services Report No. CO15/22

Subject: Investment Report - March 2022

Executive Summary

- This report outlines Council's investment portfolio and performance as at 31 March 2022.
- All investments have been made in accordance with the Act, Regulations and Council's Investment Policy.
- For the month of March, the portfolio provided a solid return of +0.07% (actual) or +0.87% p.a. (annualised), outperforming the benchmark AusBond Bank Bill Index return of 0.00% (actual) or 0.04% p.a. (annualised).
- The overweight position to AMP Bank following their credit downgrade in August 2019, from A- to BBB+ and a further downgrade to BBB has now rectified on maturity of the AMP FRN (BBB) on 30 March 2022. Council is now compliant across all individual counterparties.
- Cashflow will continue to be monitored closely, as central banks will move from their excessively loose policy measures to a potentially aggressive tightening cycle. Investments will be managed to ensure liquidity to meet operational requirements.

Recommendation

That the Investment Report for March 2022 be received and noted.

Attachment/s:

1.  Certificate by Responsible Accounting Officer - March 2022

CO15/22

Purpose

The Local Government (General) Regulation requires a written report to be provided to the Ordinary meeting of the Council giving details of all monies invested and a certificate as to whether, or not, the investments have been made in accordance with the Act, the regulations and the Council's Investment Policy.

Discussion

As at 31 March 2022, Council held investments with a market value of \$149.063 million. The portfolio value decreased during March by ~\$9 thousand. The decrease is representative of a negative cash flow for the month reflecting the net effect of revenue receipts, rates, grants and miscellaneous payments, offset by capital works expenditure and other operational payments.

The size of the investment portfolio varies significantly from month to month because of cash flows for the period. Cash outflows (expenditure) are typically relatively stable from one month to another. Cash inflows (income) are cyclical and are largely dependent on the rates instalment due dates and the timing of grant payments including receipt of the Financial Assistance Grants.

The investment portfolio as at 31 March 2022 is ~\$55.256 million more than the same time last year or \$21.756 million more excluding the loan funds. This represents a stable cash flow despite the continuing impacts of Covid-19.

Cashflow continues to be closely monitored, ensuring that there is enough cash in the business to operate on a day-to-day basis and:

- ensure that Council maintains a balanced operating result,
- ensure that payments are received on time to control debtors; and
- manage and financing capital projects.

At the RBAs last meeting on 5 April 2022 the RBA decided to:

- maintain the cash rate target at 10 basis points and the interest rate on Exchange Settlement balances of zero per cent

The Board's policies during the pandemic have supported progress towards the objectives of full employment and inflation consistent with the target. The Board has wanted to see:

- *"Actual evidence that inflation is sustainably within the 2 to 3 per cent target range before it increases interest rates"; and*
- The unemployment rate to fall to below 4 per cent this year and to remain below 4 per cent next year (current unemployment rate falling to 4 per cent in February); and
- A further pick-up in aggregate wages growth and broader measures of labour costs is in prospect; and
- Additional evidence will be available on both inflation and the evolution of labour costs over coming months.

On Call Funds

On call funds are held to meet Council's immediate cash flow requirements. The balance of available on call funds was increased to cover the shortfall in income over the pandemic period in 2020. The on-call funds balance has now gradually been reduced as the economic outlook improves and will be monitored and reviewed in line with anticipated operational requirements.

The on-call balance at month end is \$13.634 million or 9.15% of the total portfolio.

Investment	Rating	Balance - 1 March 2022	Movement	Balance - 31 March 2022	Interest Rate
CBA	AA-	\$7,708,620	-\$1,143,540	\$6,565,080	0.20%
Macquarie Bank	A+	\$7,065,674	\$3,059	\$7,068,732	0.60%

Term Deposits

- At month end, the portfolio included \$109 million in term deposits.
- Term Deposits made up 73.12% of the total investment portfolio.
- Three term deposits totaling \$5.0 million matured in March 2022.
- During March, four new term deposits totaling \$7.50 million were placed.
- As at the end of March, the term deposit portfolio was yielding 0.86% p.a. (up 1bp from the previous month).

A	Rating	Balance 1 March 2022	Movement	Balance 31 March 2022	Date Invested	Maturity Date	Interest Rate
ICBC	A	\$1,000,000	-\$1,000,000	0	21/09/2020	16/03/2022	0.83%
ICBC	A	\$2,000,000	0	\$2,000,000	21/09/2020	19/09/2022	0.85%
ICBC	A	\$1,500,000	0	\$1,500,000	3/11/2020	27/04/2022	0.70%
ICBC	A	\$1,000,000	0	\$1,000,000	13/11/2020	09/11/2022	0.82%
ICBC	A	\$1,500,000	0	\$1,500,000	03/12/2020	07/12/2022	0.70%
ICBC	A	\$1,500,000	0	\$1,500,000	11/02/2021	29/03/2023	0.62%
ICBC	A	\$2,000,000	0	\$2,000,000	11/02/2021	31/06/2023	0.65%
ICBC	A	\$2,000,000	0	\$2,000,000	01/03/2021	22/6/2022	0.55%
ICBC	A	\$2,000,000	-\$2,000,000	0	01/03/2021	09/03/2022	0.48%
CBA	AA-	\$2,000,000	0	\$2,000,000	15/04/2021	6/4/2022	0.41%
ING	A	\$2,000,000	0	\$2,000,000	15/04/2021	29/6/2022	0.45%
CBA	AA-	\$2,000,000	0	\$2,000,000	23/4/2021	20/4/2022	0.41%
NAB	AA-	\$2,000,000	-\$2,000,000	0	02/06/2021	23/03/2022	0.33%
NAB	AA-	\$1,000,000	0	\$1,000,000	26/08/2021	06/07/2022	0.31%
NAB	AA-	\$1,000,000	0	\$2,000,000	27/08/2021	14/09/2022	0.35%
CBA	AA-	\$2,000,000	0	\$2,000,000	30/08/2021	20/07/2022	0.39%
CBA	AA-	\$2,000,000	0	\$1,500,000	31/08/2021	04/05/2022	0.36%
NAB	AA-	\$1,500,000	0	\$1,500,000	31/08/2021	13/09/2023	0.65%
NAB	AA-	\$1,500,000	0	\$1,500,000	01/09/2021	20/09/2023	0.65%
CBA	AA-	\$1,500,000	0	\$1,500,000	01/09/2021	31/09/2022	0.42%
CBA	AA-	\$1,000,000	0	\$1,000,000	02/09/2021	27/07/2022	0.39%
CBA	AA-	\$2,000,000	0	\$2,000,000	03/09/2021	12/10/2022	0.41%
ICBC	A	\$2,000,000	0	\$2,000,000	09/09/2021	18/09/2024	0.94%
ICBC	A	\$1,500,000	0	\$1,500,000	27/09/2021	27/09/2023	0.60%
CBA	AA-	\$1,500,000	0	\$1,500,000	27/09/2021	19/10/2022	0.36%
WBC	AA-	\$1,000,000	0	\$1,000,000	21/10/2021	2/11/2022	0.46%
CBA	AA-	\$2,000,000	0	\$2,000,000	1/11/2021	19/04/2023	0.99%
ICBC	AA-	\$1,000,000	0	\$1,000,000	10/11/2021	3/12/2025	1.70%

CO15/22

CO15/22

CBA	AA-	\$1,000,000	0	\$1,000,000	10/11/2021	9/12/2026	1.88%
CBA	AA-	\$2,000,000	0	\$2,000,000	11/11/2021	13/12/2023	1.22%
CBA	AA-	\$1,500,000	0	\$1,500,000	11/11/2021	20/12/2023	1.27%
CBA	AA-	\$2,000,000	0	\$2,000,000	11/11/2021	27/12/2023	1.31%
CBA	AA-	\$1,500,000	0	\$1,500,000	11/11/2021	03/01/2024	1.29%
CBA	AA-	\$2,000,000	0	\$2,000,000	11/11/2021	10/01/2024	1.29%
CBA	AA-	\$2,000,000	0	\$2,000,000	11/11/2021	23/12/2024	1.64%
CBA	AA-	\$1,500,000	0	\$1,500,000	11/11/2021	31/12/2024	1.65%
CBA	AA-	\$2,000,000	0	\$2,000,000	11/11/2021	08/01/2025	1.65%
CBA	AA-	\$1,500,000	0	\$1,500,000	11/11/2021	15/01/2025	1.66%
CBA	AA-	\$2,000,000	0	\$2,000,000	11/11/2021	22/01/2025	1.66%
CBA	AA-	\$2,000,000	0	\$2,000,000	12/11/2021	31/12/2022	0.70%
WBC	AA-	\$2,000,000	0	\$2,000,000	12/11/2021	18/01/2023	0.63%
CBA	AA-	\$1,500,000	0	\$1,500,000	12/11/2021	25/01/2023	0.74%
CBA	AA-	\$2,000,000	0	\$2,000,000	12/11/2021	01/02/2023	0.76%
CBA	AA-	\$1,500,000	0	\$1,500,000	12/11/2021	15/03/2023	0.84%
CBA	AA-	\$2,000,000	0	\$2,000,000	18/11/2021	12/04/2023	0.85%
ICBC	A	\$1,500,000	0	\$1,500,000	18/11/2021	26/04/2023	0.83%
ICBC	A	\$2,000,000	0	\$2,000,000	18/11/2021	14/6/2023	0.95%
ICBC	A	\$1,500,000	0	\$1,500,000	18/11/2021	21/06/2023	0.96%
ICBC	A	\$1,000,000	0	\$1,000,000	18/11/2021	05/07/2023	1.00%
NAB	AA-	\$2,000,000	0	\$2,000,000	26/11/2021	15/06/2022	0.40%
NAB	AA-	\$1,000,000	0	\$1,000,000	02/12/2021	11/05/2022	0.44%
NAB	AA-	\$1,000,000	0	\$1,000,000	02/12/2021	13/07/2022	0.52%
NAB	AA-	\$1,000,000	0	\$1,000,000	02/12/2021	04/12/2022	0.52%
NAB	AA-	\$2,000,000	0	\$2,000,000	02/12/2021	05/04/2023	0.80%
ICBC	A	\$2,000,000	0	\$2,000,000	02/12/2021	05/07/2023	1.00%
ICBC	A	\$2,000,000	0	\$2,000,000	02/12/2021	11/10/2023	1.10%
NAB	AA-	\$2,000,000	0	\$2,000,000	02/12/2021	18/10/2023	1.05%
ICBC	A	\$2,000,000	0	\$2,000,000	02/12/2021	24/01/2024	1.36%
ING	A	\$2,000,000	0	\$2,000,000	17/02/2022	13/04/2022	0.30%
NAB	AA-	\$2,000,000	0	\$2,000,000	17/02/2022	22/6/2022	0.44%
NAB	AA-	\$2,000,000	0	\$2,000,000	31/02/2022	12/07/2023	1.20%
ICBC	A	\$2,000,000	0	\$2,000,000	31/02/2022	12/07/2023	1.20%
NAB	AA-	0	\$2,000,000	\$2,000,000	01/03/2022	11/01/2023	0.79%
NAB	AA-	0	\$2,000,000	\$2,000,000	01/03/2022	26/10/2022	0.65%
NAB	AA-	0	\$2,000,000	\$2,000,000	01/03/2022	19/07/2023	1.15%
ICBC	A	0	\$1,500,000	\$1,500,000	09/03/2022	25/10/2023	1.74%
Total		\$106,500,000	\$2,500,000	\$109,000,000			

Floating Rate Notes (FRNs)

- The portfolio includes \$24.802 million in floating rate notes, making up 16.64% of the total portfolio.
- FRNs are classified as “held for trading” and are required to be reported at the latest indicative market valuations at month end.
- The indicative market value of the FRNs as at the 31 March 2022 decreased by ~\$309 thousand. Over March, amongst the senior major banks FRNs physical credit securities marginally tightened up to 37bp at the long-end of the curve.
- The AMP FRN for \$1 million matured on 30 March 2022
- There is no new floating rate note placed during March.
- Council will continue to look at opportunities and new issuances as they become available, and switch if viable.

Investment	Rating	Purchase Price	Indicative Value 31 March 2022	Date Invested	Maturity Date	Interest Rate
Macquarie Bank	A+	\$2,000,000	\$1,994,972	07/08/2019	07/08/2024	90D BBSW + 80 bpts
Citibank	A+	\$1,000,000	\$998,694	14/11/2019	14/11/2024	90D BBSW + 88 bpts
NAB	AA-	\$2,000,000	\$1,996,262	21/01/2021	21/01/2025	90D BBSW + 77 bpts
Macquarie Bank	A+	\$2,000,000	\$1,988,640	12/02/2020	12/02/2025	90D BBSW + 84 bpts
UBS	A+	\$1,300,000	\$1,292,714	30/7/2020	30/07/2025	90D BBSW + 87 bpts
Bank of China	A	\$1,000,000	\$998,801	18/08/2020	18/08/2023	90D BBSW + 80 bpts
UBS	A+	\$3,000,000	\$2,929,470	26/02/2021	26/02/2026	90D BBSW + 50 bpts
CBC	A	\$1,000,000	\$993,187	11/03/2021	11/03/2024	90D BBSW + 58 bpts
ICBC	A	\$1,700,000	\$1,672,142	18/06/2021	18/06/2026	90D BBSW + 66 bpts
NAB	AA-	\$3,100,000	\$3,027,228	24/08/2021	24/08/2026	90D BBSW + 41 bpts
Suncorp	A+	\$1,750,000	\$1,700,123	15/09/2021	15/9/2026	90D BBSW + 48 bpts
CBA	AA-	\$1,500,000	\$1,475,198	14/1/2022	14/1/2027	90D BBSW + 77 bpts
Suncorp	AA-	\$1,800,000	\$1,766,993	25/1/2022	25/1/2027	90D BBSW + 78 bpts
Rabobank Australia Branch	A+	\$2,000,000	\$1,967,602	27/1/2022	27/1/2027	90D BBSW + 73 bpts
Total		\$25,150,000	\$24,802,025			

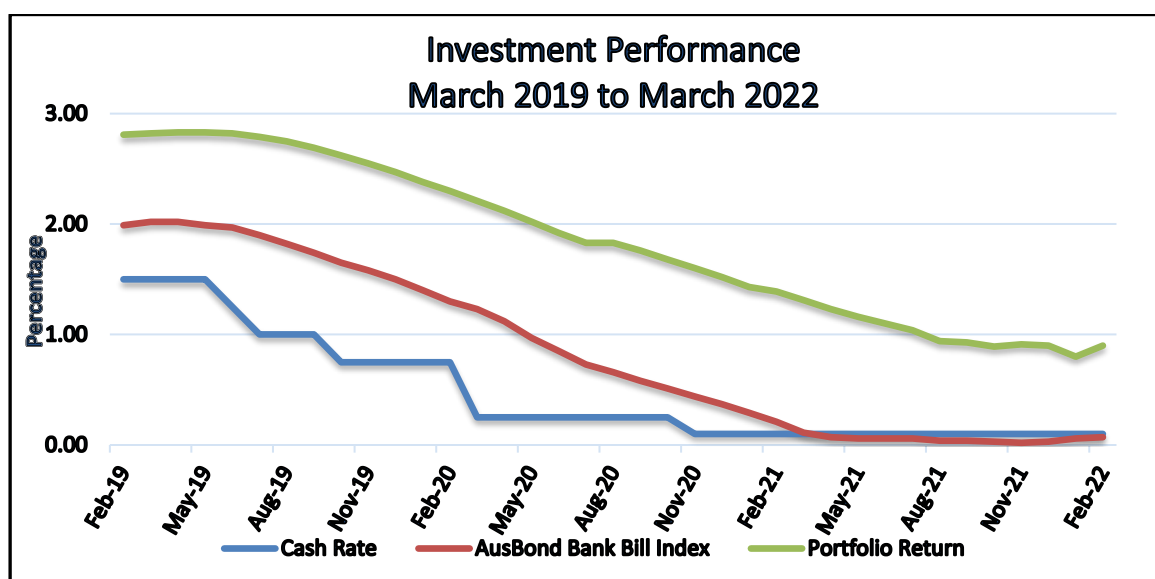
Fixed Bonds

In August 2021, Council purchased at discount \$1.8 million (face value) of the AAA rated covered fixed bond with ING Bank Australia. An attractive fixed coupon rate of 1.10% will be paid on a semi-annual basis on the \$1.8 million face value. The indicative value is the value Council would receive at 31 March if it were to consider selling this investment prior to its maturity date. Selling prior to maturity would only be considered if a capital gain resulted, while holding to maturity ensures a return of the full amount invested along with quarterly interest payments over the life of the investment.

Investment	Rating	Purchase Price	Indicative Value 31 March 2022	Date Invested	Maturity Date	Interest Rate
ING Bank	AAA	\$1,794,762	\$1,627,709	19/08/2021	19/08/2026	1.10%
Total		\$1,794,762	\$1,627,709			

Performance

The following graph shows the investment returns achieved against the AusBond Bank Bill Index and the official Reserve Bank of Australia (RBA) cash interest rate for the period March 2019 to March 2022.



For the month of March, the total portfolio of term deposits (T/Ds) and floating rate notes (FRNs) provided a solid return of +0.07% (actual), or +0.87% p.a. (annualised) outperforming the benchmark AusBond Bank Index return of +0.00% (actual) and 0.04% p.a. (annualised). The outperformance continues to be driven by a combination of deposits that were originally invested longer than 6 months, as well as the higher yielding FRNs locked in at attractive margins and sold prior to maturity, realising small capital gains and boosting returns.

Over the past year, the combined term deposit and FRN portfolio returned 0.86% p.a., outperforming bank bills by 0.82% p.a. The overall return remains solid given deposit rates have again surpassed their all-time lows following the RBA's successive interest rate cuts over the past 18 months.

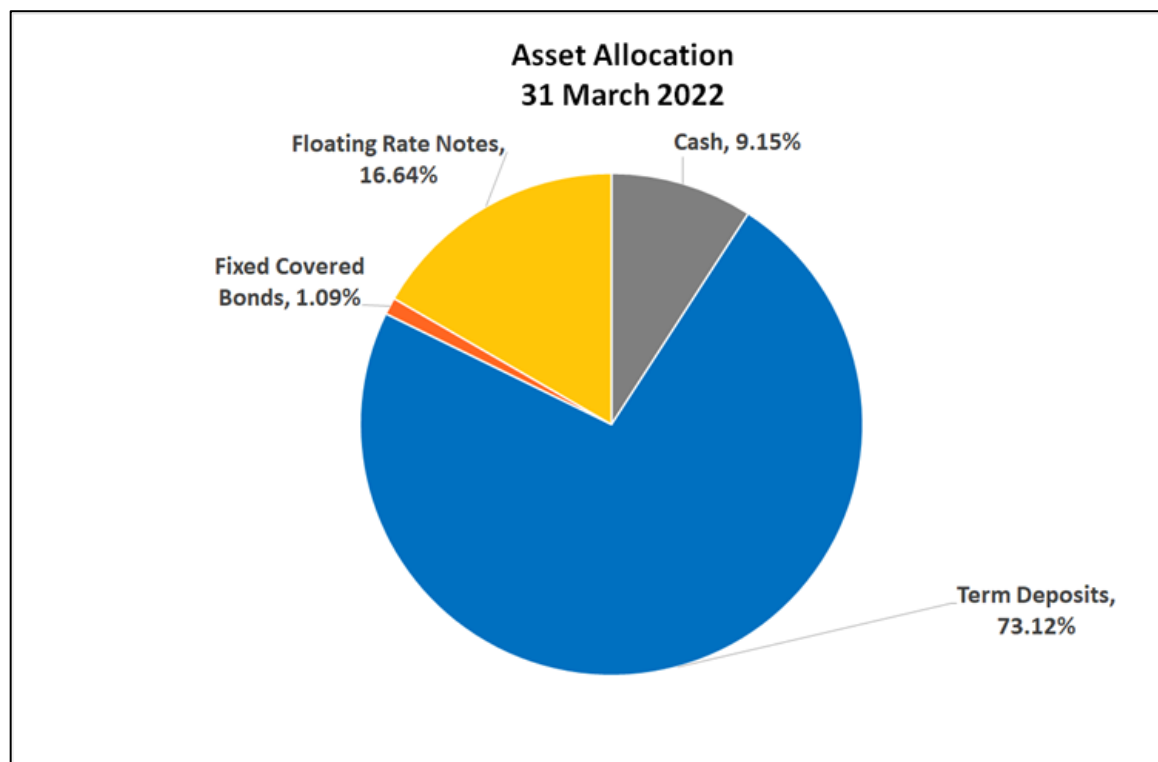
The performance for the month ending 31 March 2022 is summarised below.

Performance	1 month	3 months	6 months	FYTD	1 year	2 year
Official Cash Rate	0.01%	0.02%	0.05%	0.08%	0.10%	0.15%
AusBond Bank Bill Index	0.00%	0.01%	0.02%	0.03%	0.04%	0.07%
Council's T/D Portfolio	0.07%	0.21%	0.38%	0.52%	0.68%	1.00%
Council's FRN Portfolio	0.08%	0.20%	0.62%	0.96%	1.22%	1.26%
Council's Bond Portfolio	0.09%	0.27%	0.55%	-	-	-
Council's Portfolio	0.07%	0.21%	0.44%	0.66%	0.86%	1.08%
Outperformance	0.07%	0.20%	0.42%	0.63%	0.82%	1.01%

Council's Portfolio and Compliance

Asset Allocation

Most of the portfolio is spread between term deposits (73.12%) and senior floating rate notes (16.64%). The remainder of the portfolio is held in the overnight cash accounts with CBA and Macquarie Bank (9.15%) and the "AAA" rated fixed covered bond (1.09%). The FRNs add additional liquidity and are generally accessible within 2-3 business days. FRNs are also dominated by the higher rated ADIs which allows Council to maintain a bias towards the higher rated banks.

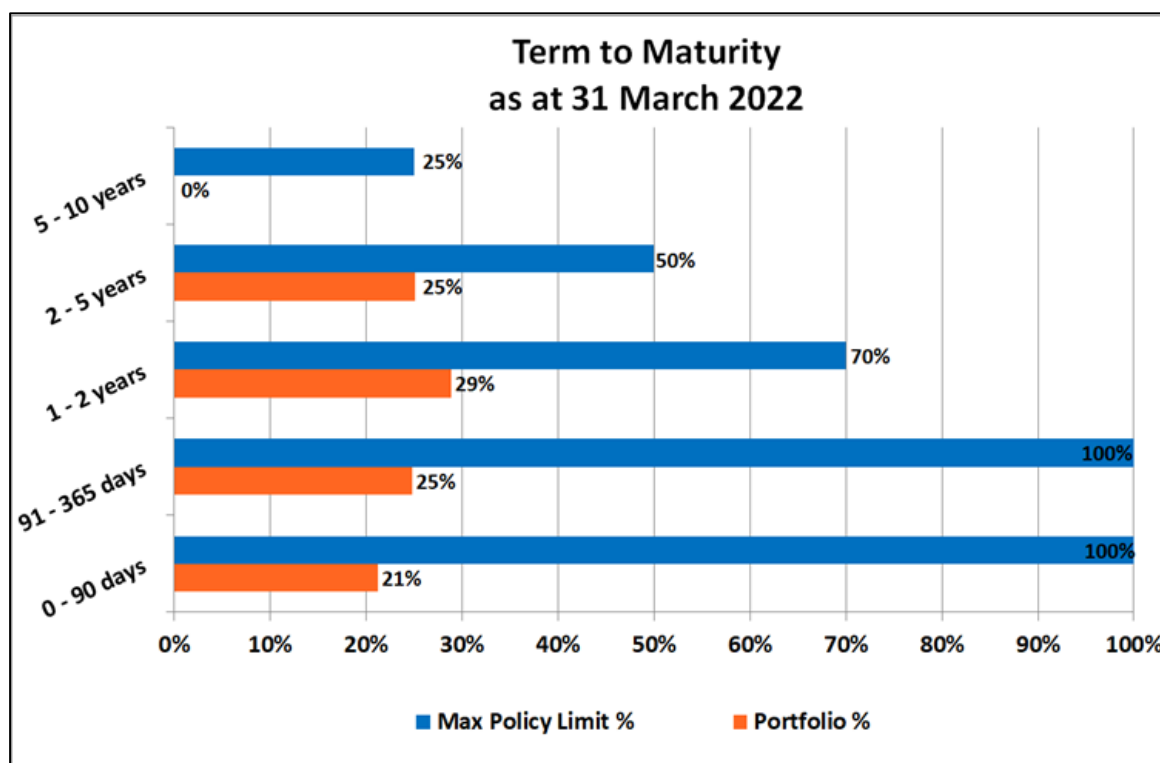


Term to Maturity

The portfolio remains diversified from a maturity perspective with a spread of maturities out to 5 years. Medium-term (2-5 years) assets account for around 25% of the total investment portfolio.

Compliant	Horizon	Invested	%	Min Limit	Max Limit
✓	0-90 days	\$31,633,812	21.22%	10%	100%
✓	91-365 days	\$37,000,000	24.82%	20%	100%
✓	1-2 years	\$42,991,988	28.84%	0%	70%
✓	2-5 years	\$37,437,746	25.12%	0%	50%
✓	5-10 years	0	0%	0%	25%

C015/22



The investment portfolio is regularly reviewed to maximise investment performance and minimise risk. Comparisons are made between existing investments with available products that are not part of the Council's portfolio. Independent advice is sought on new investment opportunities.

Credit Quality

As at the end of March, applying the long-term S&P ratings only, following the maturity of the AMP Bank (BBB) FRN on 30th March, Council is now compliant across all individual counterparties. The investment portfolio is entirely directly to assets rated "A" or higher, as per Council's adopted policy framework.

Compliant	Rating	Invested	Invested	Max. Limit	Available
✓	AAA Category	\$1,627,709	1.09%	100%	\$147,435,838
✓	AA Category	\$89,030,884	59.73%	100%	\$60,032,663
✓	A Category	\$58,404,954	39.18%	80%	\$60,845,884
✓	Unrated ADIs	\$0.00	0.00%	0.00%	\$0

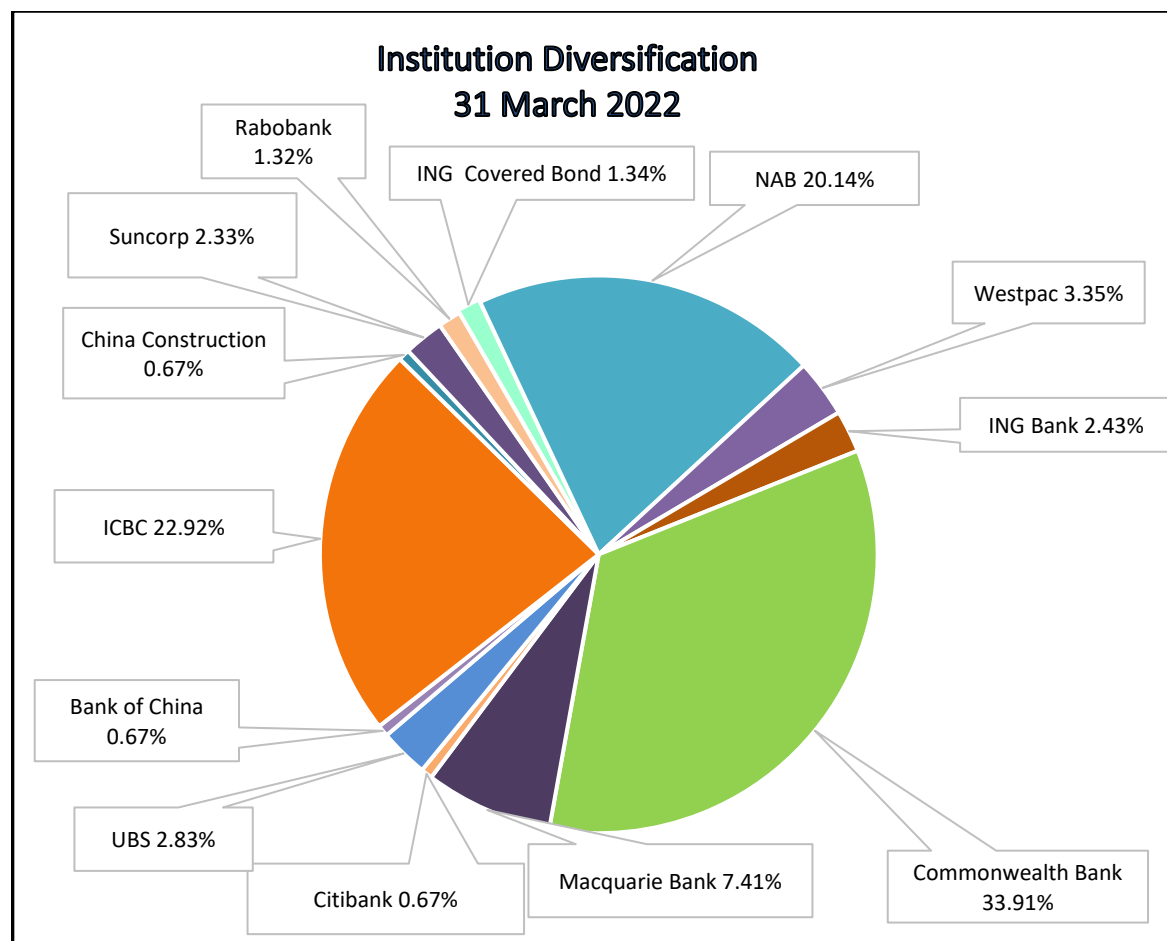
Counterparty

The table below shows the individual counterparty exposures against Council's current investment policy based on long term S&P ratings

Compliant	Issuer	Rating	Invested	%	Max. Limit	Available
✓	ING Bank	A	\$3,627,709	2.43%	25%	\$29,011,305
✓	Rabobank Australia Branch	A+	\$1,967,602	1.32%	25%	\$33,043,703

✓	CBA	AA-	\$50,540,278	33.91%	40%	\$9,085,141
✓	NAB	AA-	\$30,023,490	20.14%	40%	\$29,601,929
✓	Westpac	AA-	\$5,000,000	3.35%	40%	\$54,625,419
✓	Citibank	A+	\$998,694	0.67%	25%	\$36,267,193
✓	UBS	A+	\$4,222,184	2.83%	25%	\$33,043,703
✓	Bank of China	A	\$998,801	0.67%	25%	\$36,267,086
✓	Macquarie Bank	A+	\$11,052,344	7.41%	25%	\$26,213,542
✓	Suncorp	A+	\$3,467,117	2.33%	25%	\$56,158,302
✓	ICBC Sydney	A	\$34,172,142	22.92%	25%	\$3,093,745
✓	China Construction Bank	A	\$993,187	0.67%	25%	\$36,272,700
✓	ING Covered Bond	AAA	\$2,000,000	1.34%	40%	\$29,997,660

C015/22



Strategic alignment

The relationship with the City Plan is as follows:

Outcome/Direction	Delivery Program actions
Outcome	1. Leadership in sustainability
Direction	1a. Council has a long-term vision based on sustainability.

Resourcing Strategy implications

The budget provision for investment income is \$642,409.00. Income received to 31 March 2022 is \$646,258, representing 100.60% of the budget year to date. Historically low interest rates in conjunction with the government term funding facility which provided deposit-taking institutions with low-cost borrowings impacted returns during the first half of the financial year. Inclusion of loan funds into the portfolio since November has resulted in improved returns over recent months due to the increased portfolio balance.

Policy and legislative requirements

Council is authorised by Section 625 of the Local Government Act to invest its surplus funds. Funds may only be invested in the form of investment notified by Order of the Minister dated 12 March 2011. The Local Government (General) Regulation prescribes the records that must be maintained in relation to Council's Investment Policy.

Conclusion

Funds are invested with the aim of achieving budgeted income in the 2021-22 financial year and outperforming the AusBond Bank Bill Index over a 12-month period.

All investments as at 31 March 2022 have been made in accordance with the Local Government Act, the regulations and Council's Investment Policy.

Responsible officer: Xinyu Zhang, Financial Accountant

File Reference: F2016/06527

Randwick City Council

Investments

for the period ending 31 March 2022

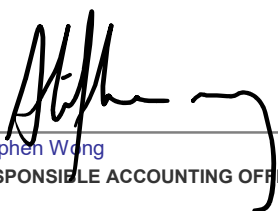
Certificate by Responsible Accounting Officer

made pursuant to Clause 212(1)(b) of the Local Government (General) Regulations 2005

I hereby certify that all investments as at 31 March 2022 have been made in accordance with Council's Investment Policy (adopted Sept 2021).

I hereby certify that all investments as at 31 March 2022 meet the requirements of section 625 of the Local Government Act 1993 including the Ministerial Investment Order (2011).

I hereby certify that all investments as at 31 March 2022, and this investment report, meet the requirements of clause 212 of the Local Government (General) Regulation 2005.



Stephen Wong
RESPONSIBLE ACCOUNTING OFFICER

11 April 2022

Date

Director Corporate Services Report No. CO16/22

Subject: Monthly Financial Report as at 31 March 2022




Executive Summary

- Monthly Financial Reports are produced as a means of monitoring the financial performance of the Council and ensuring that all appropriate financial controls are being adhered to.
- Council's liquidity remains sound as at 31 March 2022, with capacity to meet short term obligations as they fall due.
- Council's Chief Financial Officer, as the Responsible Accounting Officer, advises that the projected financial position is satisfactory.

Recommendation

That the Monthly Financial Report as at 31 March 2022 be received and noted.

Attachment/s:

1.  Monthly Financial Statements - Income Statement - March 2022
2.  Monthly Financial Statements - Balance Sheet - March 2022
3.  Monthly Financial Statements - Cash Flow Statement - March 2022

Purpose

Section 202 of Local Government (General) Regulation 2005 requires that the responsible accounting officer of a council must:

- a) establish and maintain a system of budgetary control that will enable the Council's actual income and expenditure to be monitored each month and to be compared with the estimate of the council's income and expenditure, and
- b) if any instance arises where the actual income or expenditure of the Council is materially different from its estimated income or expenditure, report the instance to the next meeting of the council.

Discussion

This report provides the financial results of the Council as at 31 March 2022.

2021-22 Financial Performance Summary

	Original 2021-22 Budget	2021-22 March YTD
Income from continuing operations	\$180,918,623	\$133,985,620
Expenses from continuing operations	\$164,938,993	\$117,796,617
Net operating result for 2021-22	\$15,979,630	\$16,189,003

Council's net operating result at the end of March 2022 was \$209.3K ahead of the original budget.

- **Income Statement** (Attachment 1):
The Income Statement summarises the Council's financial performance year to date (YTD). The income statement presents the financial results for a stated period of time. The statement quantifies the amount of revenue generated and the expenses incurred by the Council as well as any resulting net surplus or deficit.
- **Balance Sheet Statement** (Attachment 2):
A Balance Sheet is a statement of the financial position of the Council that lists the assets, liabilities, and equity at a particular point in time. In other words, the balance sheet illustrates a Council's net worth. The balance sheet provides a snapshot of the finances (what it owns and owes) as of a specific date.
- **Cash Flow Statement** (Attachment 3):
The cash flow statement is a financial statement that shows how cash moves in and out of a Council's accounts via three main channels: operating, investing, and financing activities. The sum of these three segments is called net cash flow. The cash flow statement measures how well the Council manages its cash position, meaning how well the council generates cash to pay its debt obligations and fund its operating expenses.

The current ratio is a liquidity ratio that measures Council's ability to pay short-term obligations or those due within one year. The current ratio as at 31 March 2022 is 2.17 compared to 2.49 as at 30 June 2021. The Council's target is a ratio equal to or greater than 1.5 based on the Long Term Financial Plan. Our current ratio exceeds this target and indicates Council's liquidity remains sound at the end of March 2022. Together with a positive net operating result at \$16,189,003, the financial position of the Council remains satisfactory.

Heffron Centre Project

As at 31 March 2022, the Heffron Centre Project is showing \$13.7M actual expense and \$8.4M in committed expenditure and purchase orders, from an approved budget for the financial year 2021-22 of \$47.5M. To date the project is on budget with circa \$4.6M contingency remaining.

Strategic alignment

The relationship with the City Plan is as follows:

Outcome/Direction	Delivery Program actions
Outcome/Direction	Delivery Program actions
Outcome	1. Leadership in sustainability

Resourcing Strategy implications

The adopted December 2021 Quarterly Budget Review indicates the 2021-22 projected budget has improved to a total surplus of \$614k through careful financial management, prioritisation of expenditure and strong financial governance.

Policy and legislative requirements

Section 202 of Local Government (General) Regulation 2005.

Conclusion

The Council's Chief Financial Officer, as the Responsible Accounting Officer, advises that the projected financial position is satisfactory.

Responsible officer: Stephen Wong, Chief Financial Officer

File Reference: F2021/00364

C016/22



INCOME STATEMENT

as at 31 March 2022

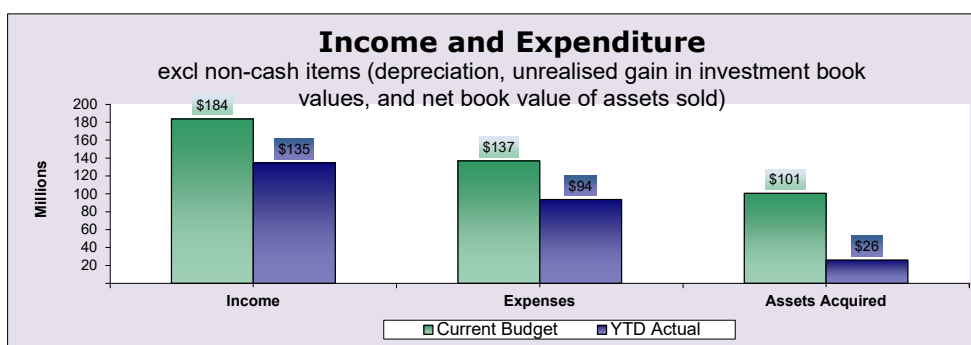
% OF YEAR EXPIRED
AT 31 Mar 2022

75%

	Original Budget (\$'000s)	Current Budget (\$'000s)	YTD Actuals (\$'000s)	% Spent or Earned
EXPENSES FROM CONTINUING OPERATIONS				
Employee Costs	73,925	73,789	52,025	70.5%
Borrowing Costs	565	565	-	0.0%
Materials and Contracts	57,195	57,306	38,378	67.0%
Depreciation and Amortisation	28,406	28,406	24,083	84.8%
Other Operating Expenses	4,848	5,143	3,159	61.4%
Loss on Disposal of Infrastructure Assets	-	-	151	0.0%
Total Expenses from Continuing Operations	164,939	165,208	117,797	71.3%
INCOME FROM CONTINUING OPERATIONS				
Rates and Annual Charges	131,977	132,268	100,771	76.2%
User Charges and Fees	19,575	17,260	11,869	68.8%
Interest	842	816	199	24.4%
Other Revenues	5,627	4,928	3,506	71.2%
Other Income	3,338	2,415	1,956	81.0%
Operating Grants and Contributions	7,215	7,670	4,644	60.6%
Capital Grants and Contributions	12,344	18,444	10,580	57.4%
Gain on Disposal of Plant & Fleet Assets	-	-	461	
Total Income from Continuing Operations	180,919	183,801	133,986	72.9%
Net Operating Result - Surplus/(Deficit)	15,980	18,593	16,189	

FUNDING STATEMENT

SOURCE OF FUNDS				
Surplus/(Deficit) from Operations - Accrual	15,980	18,593	16,189	87.1%
Add Back Non-Funded Transactions included in Operations above				
- Depreciation	28,406	28,406	24,083	84.8%
- Sales of Assets (Book Value)	1,266	1,266	371	29.3%
- Transfer from Internal Reserves	23,844	23,844	26,783	112.3%
- Transfer from External Reserves	10,149	10,149	(1,222)	-12.0%
- Unrealised Gain/(Loss) on Market Value of Investments	-	-	(639)	0.0%
- Special Contribution	18,884	18,884	6,560	34.7%
- Loan Borrowings	19,000	19,000	19,000	-100.0%
Net Funds Available	117,529	120,142	54,403	45.3%
APPLICATION OF FUNDS				
Assets Acquired	85,751	100,677	26,067	25.9%
Loan Principal Repayment	3,111	3,111	-	0.0%
Transfer to Internal Reserves	8,773	8,773	17,952	204.6%
Transfer to External Reserves	16,188	16,188	3,959	24.5%
Total Funds Applied	113,823	128,748	47,978	37.3%
Total Funds Surplus/(Deficit)	3,706	(8,606)	6,425	





BALANCE SHEET

at 31 March 2022

	Actual as at 31 March 2022 (\$'000s)	Actual as at 30 June 2021 (\$'000s)
CURRENT ASSETS		
Cash, Cash Equivalents & Investments	149,093	95,706
Receivables	4,199	10,491
Inventories	682	644
Other	49	825
TOTAL CURRENT ASSETS	154,023	107,666
NON-CURRENT ASSETS		
Investments	8	8
Receivables	592	592
Infrastructure, Property, Plant & Equipment	1,870,734	1,869,269
Right of Use Asset	235	235
TOTAL NON-CURRENT ASSETS	1,871,568	1,870,104
TOTAL ASSETS	2,025,591	1,977,769
CURRENT LIABILITIES		
Payables & Prepayments	49,571	21,427
Provisions	21,364	21,756
TOTAL CURRENT LIABILITIES	70,935	43,184
NON-CURRENT LIABILITIES		
Income received in advance	4,774	893
Lease Liabilities	242	242
Provisions	722	722
TOTAL NON-CURRENT LIABILITIES	5,739	1,857
TOTAL LIABILITIES	76,673	45,041
NET ASSETS	1,948,918	1,932,729
EQUITY		
Retained Earnings	864,461	848,272
Revaluation Reserves	1,084,457	1,084,457
TOTAL EQUITY	1,948,918	1,932,729

CO16/22

CO16/22



STATEMENT OF CASH FLOW

at 31 March 2022

	Actual as at 31 March 2022 (\$'000)	Actual as at 30 June 2021 (\$'000)
Cash Flows from Operating Activities		
Receipts:		
Rates & Annual Charges	105,090	130,088
User Charges & Fees	10,904	20,939
Investment & Interest Revenue Received	632	919
Grants & Contributions	22,037	19,117
Bonds, Deposits & Retention amounts received	1,323	1,627
Other	5,500	17,209
Payments:		
Employee Benefits & On-Costs	(54,154)	(65,953)
Materials & Contracts	(40,613)	(62,970)
Borrowing Costs		(6)
Bonds, Deposits & Retention amounts refunded	(963)	(1,525)
Other	(3,986)	(10,403)
Net Cash provided (or used in) Operating Activities	45,770	49,042
Cash Flows from Investing Activities		
Receipts:		
Sale of Investment Securities	68,145	70,848
Sale of Infrastructure, Property, Plant & Equipment	822	1,340
Payments:		
Purchase of Investment Securities	(126,839)	(67,200)
Acquisition of term deposits		(7,900)
Purchase of Infrastructure, Property, Plant & Equipment	(26,067)	(39,411)
Net Cash provided (or used in) Investing Activities	(83,939)	(42,323)
Cash Flows from Financing Activities		
Receipts:		
Proceeds from Borrowings	33,500	-
Payments:		
Repayment of Borrowings		-
Net Cash Flow provided (used in) Financing Activities	33,500	0
Net Increase/(Decrease) in Cash & Cash Equivalents	(4,669)	6,719
plus: Cash & Cash Equivalents - beginning of year	18,331	11,612
Cash & Cash Equivalents - end of the period/year	13,662	18,331
 plus: Investments on hand	 135,430	 77,375
Total Cash, Cash Equivalents & Investments	149,092	95,706

Motion Pursuant to Notice No. NM26/22

Subject: Notice of Motion from Cr D'Souza - Pedestrian Safety - corner of Fitzgerald and Walsh Avenues, Maroubra

Motion:

That Council investigate the pedestrian traffic conditions at the corner of Fitzgerald and Walsh Avenue Maroubra, in order to avoid potential pedestrian injuries at that location, with a report to be considered by the Randwick Traffic Committee.

Background:

Many concerned parents have approached me recently concerning the dangerous situation at the corner of Fitzgerald and Walsh Avenue Maroubra. The students at Champagnat College dart across the road at this intersection after school in order to access Heffron Park. It is a busy road with no traffic controls at that corner and cars travel at speed along Fitzgerald Avenue. It is an accident waiting to happen.

Attachment/s:

Nil

Submitted by: Councillor D'Souza, South Ward

File Reference: F2007/00187

NM26/22

Motion Pursuant to Notice No. NM27/22

Subject: Notice of Motion from Cr Burst - New zebra crossing - Anzac Parade, La Perouse

Motion:

That a zebra crossing be installed on Anzac Parade, La Perouse (just south of Goorawahl Avenue).

Background:

This area is approximately halfway the between Anzac Parade / Bunnerong Road intersection and Anzac Parade roundabout at La Perouse.

It is a key point where casual walkers and bike riders cross over from a double width path western side heading south to a double width path eastern side heading south into La Perouse.

The new zebra crossing would indirectly become a calming point for drivers moving through this section, making it safer for bike riders and walkers.

Source of funding:

TBC

Attachment/s:

Nil

Submitted by: Councillor Burst, South Ward

File Reference: F2005/00825

NM27/22

Motion Pursuant to Notice No. NM28/22

Subject: Notice of Motion from Cr Olive - Installation of electric vehicle (EV) charging stations

Motion:

That Council:

- a) investigate the installation of at least one fast EV charging station (50kw or faster) as part of its planned addition to EV charging infrastructure across the Randwick City LGA, as per 1.18 of the Integrated Transport Strategy;
- b) investigate strategies to assist or provide information to residents wanting to install EV charging stations in apartment blocks;
- c) receive a report at the July Ordinary Council Meeting.

Background:

Council has committed to installing 5 EV charging stations per year across the LGA as part of its Integrated Transport Strategy and supporting its goal of at least 60% carbon emissions reduction in Randwick City by 2030. Currently, there are 10 EV charging stations in Randwick City (Electric Vehicle Council map), of which four are part of a Council funded program. However, while important, none of this infrastructure is considered fast charging. Any of Randwick City's EV charging stations would take twice to seven times longer to charge an electric vehicle than would a 50kw EV charging station. To put this into perspective, the NRMA has installed more than 50 fast and ultrafast EV charging stations across NSW, and the State government has promised to install more than 1000 of these on travel routes in the coming years. This is an indication of how the technology is changing and the expectation that electric vehicle ownership will grow.

So, what are the benefits of Council installing (or partnering to install) fast EV charging stations? It could increase convenience for those without a home charging unit, attract tourism, give additional incentive for new car buyers to go electric, put pressure on EV charging station businesses to match capacity and reduce fees (these vary widely, from zero to 60c/kw at the moment) and prevent the EV charging network in this area from falling behind.

There are other considerations. Questions around a renewable energy supply, cost of installation, fees charged, appropriate location, suitability for different vehicle types, and the business model if Council partners with private operators.

Also, retrofitting EV technology into existing dwellings is important if council is to reach its goal. Residents in apartment blocks need to know how to go about getting EV charging stations installed. This might include access to technical, legal and financial information.

Attachment/s:

Nil

Submitted by: Councillor Olive, East Ward

File Reference: F2019/00761

NM28/22

Motion Pursuant to Notice No. NM29/22

Subject: Notice of Motion from Cr Chapple - Supporting solar in new builds

Motion:

That Council officers prepare a report by 30 July 2022 that details options for requiring solar installation and batteries on new builds in the Randwick LGA over \$200,000 or any building works that significantly impact on roof sections (eg adding a new level).

Background:

Randwick LGA has had 1129 DAs in the last year alone, a substantial proportion of these involved significant work to upper stories/roofs or the construction of new dwellings.

Council provides significant support to residents of existing dwellings to install solar with rebates of \$500 for houses, \$1000 for Businesses and units (private) and \$2,000 for units (shared): \$2,000.

Retrofitting our existing housing stock to support solar and batteries is a significant challenge, and we should be seeking to reduce this pressure going forward by ensuring that new builds are required to either install or consider installing solar at the point they are constructed.

Home solar delivers obvious environmental impacts and increases energy security. It also saves residents money and increases property values.

Installing solar at the build point makes sense as it can be properly integrated into building planning rather than requiring additional work later.

Ensuring new dwellings have solar also benefits renters and those in strata who often find the hurdles to get solar on their homes are significant.

Source of funding:

Covered in existing operations.

Attachment/s:

Nil

Submitted by: Councillor Chapple, Central Ward

File Reference: F2012/00581

Motion Pursuant to Notice No. NM30/22

Subject: Notice of Motion from Cr Veitch - Risks to the environment and human health from contamination in Kamay Botany Bay

Motion:

That Council:

1. notes the following strong concerns raised by local community members regarding impacts of marine sediment disturbance and mobilisation as a result of the proposed Kamay Ferry Wharves construction and operation DA SSI-10049. Transport for NSW contamination reports have failed to acknowledge the seriousness of potential contamination issues which if disturbed could result in adverse human and environmental health risks:
 - a) the EPA, and an independent site auditor, Dr Bill Ryall, have reviewed documentation and have both found the EIS contamination report was inadequate. Dr Ryall stated that testing was “grossly inadequate”. Kamay Botany Bay has experienced extensive historic industrial contamination which has travelled through water plumes and lies dormant in sediment. Appropriate testing in the top 1m of sediment is imperative. However, marine testing was mostly done at inappropriate depths rendering it irrelevant and not representative;
 - b) there are 3 EPA recognized PFAS contaminated sites on the bay, Sydney airport, Kurnell refinery and the Botany Industrial Park. Botany Bay is recognized by the EPA as a potentially contaminated site yet only one marine location was tested at La Perouse for PFAS and that site was tested at inappropriate depths where it was unlikely to be present;
 - c) there was a boat repair slipway at La Perouse at the site of the proposal yet despite Tributyltin (TBT which comes from boat antifoul) being a contaminant of concern on the proponents list to be tested, this test was omitted. No reasons were given for this omission;
 - d) although marine wharves are the purpose of the project less than 7% of testing was focussed on the marine environment. Over 93% of tests were land tests;
 - e) the proposed wharf is right beside busy Frenchman’s beach yet beach users were not specifically identified/ addressed in the contamination report as being at risk;
 - f) The EPA stated in their submission that in order to assess contamination fully, further tests were needed prior to approval in the form of a detailed site investigation as well as requiring audit advice from an EPA accredited site auditor. They also recommended an EPA accredited site auditor manage the process post approval. The proponent rejected and minimised EPA concerns in the Response to Submission;
 - g) It appears that no further testing is proposed prior to approval. This does not meet SEARs in terms of assessment and also appears to be contrary to due process. If there are no further investigations then beach users may be put at risk. If future investigations do find contamination then Frenchman’s beach may be permanently closed to the public. This should all be considered and determined prior to approval in order that the Planning Minister is making an appropriate, informed determination;
2. recognises that Randwick City Council has a duty of care to protect residents and visitors and will, as a matter of urgency, write to the Minister for Planning, Hon Anthony Roberts, and the Minister for Environment and Heritage, Hon James Griffin, requesting that independent marine sediment testing, overseen by an EPA accredited site auditor, take place before the

Planning Minister makes his decision, and requests that the report be made publicly available.

Background:

Our coastal landscape is a defining aspect of the Randwick City LGA. Our beaches hold critical value for our local communities for cultural, social and recreational activities including swimming, fishing, snorkelling and other in and on-water activities. Protecting our beaches and preventing damage to our marine ecosystems, including from potential contamination, should be of critical importance to the Council at all times.

The Kamay Ferry Wharves proposal is a project to 'reinstate' two wharves for a ferry service between La Perouse and Kurnell. Originally part of a National Parks and Wildlife Services (NPWS) plan this project is being delivered by Transport for NSW (TfNSW). As it is considered a State Significant Infrastructure it is ultimately determined by the Minister for Planning and does not go to an Independent Planning commission for consideration if there are significant concerns identified. The General Public and relevant Government agencies can provide advice/comment following the exhibition of an Environmental Impact Statement (EIS) which is meant to provide all information pertaining to the project. The contamination documents displayed at EIS stage, in August 2021, did not include vital documents detailing methodology and reasons for sampling and analysis which are critical elements in a contamination study. It also did not recognize the beach and users in extremely close proximity to the La Perouse wharf. The Environmental Protection Agency in their Submission highlighted a number of significant flaws/omissions and stated that "the nature and extent of contamination have not been fully assessed. Furthermore, the reports do not identify mitigation and management measures to safeguard the environment and people during construction and operation." The EPA concluded that they therefore they could not assess the contamination issue without more information. They detailed additional information and documents needed. In the Response to Submissions most of the EPA advice was publicly dismissed by TfNSW. No more information has been made available on the Planning website regarding EPA contamination concerns. The project is currently with Planning awaiting final assessment and determination by the Minister of Planning.

Dr Bill Ryall, is a former EPA accredited site auditor, with 30 years contamination experience including remediation of sediments. He has been an advisor to Federal, State and Local Governments regarding contamination including the Department of Defence and NSW Maritime Authority. Dr Ryall reviewed the marine part of the EIS contamination investigation documentation, pro bono for the community. He provided his opinion highlighting significant deficiencies and failures of the report, and it has been forwarded and acknowledged by Transport for NSW and Department of Planning, Industry and Environment. The concerns raised by the EPA and Dr Ryall have largely been dismissed in the Response to Submission by Transport for NSW.

Relevant document links

EPA advice on Environmental Impact Statement

<https://majorprojects.planningportal.nsw.gov.au/prweb/PRRestService/mp/01/getContent?AttachRef=PAE-24087355%2120210811T113541.567%20GMT>

Dr Bill Ryall's Opinion relating to the unreliability of assessment of the environmental condition of sediments at locations of proposed ferry wharves.

<https://laperousemuseum.files.wordpress.com/2022/04/bill-ryall4.pdf>

Kamay Ferry Wharves, Response to Submissions Report to the EIS (See Response to EPA and surface water and contamination from p36)

<https://majorprojects.planningportal.nsw.gov.au/prweb/PRRestService/mp/01/getContent?AttachRef=EXH-22051261%2120211020T045049.235%20GMT>

Targeted Site Investigation. Appendix Q of EIS by Environmental Resources Management Australia Pty Ltd (ERM) engaged by ARUP Australia Pty Ltd (Arup) for Transport for NSW.

<https://majorprojects.planningportal.nsw.gov.au/prweb/PRRestService/mp/01/getContent?AttachRef=SSI-10049%2120210625T030752.426%20GMT>

Sampling and Analysis Plan (SAQP). Appendix F of EIS

<https://majorprojects.planningportal.nsw.gov.au/prweb/PRRestService/mp/01/getContent?AttachRef=EXH-22051261%2120211020T044827.068%20GMT>

Preliminary Site Investigation - La Perouse Site. Appendix Q1 of EIS.

<https://majorprojects.planningportal.nsw.gov.au/prweb/PRRestService/mp/01/getContent?AttachRef=SSI-10049%2120210625T030718.078%20GMT>

Preliminary Site Investigation - Kurnell Site. Appendix Q2 of the EIS

<https://majorprojects.planningportal.nsw.gov.au/prweb/PRRestService/mp/01/getContent?AttachRef=SSI-10049%2120210625T030647.548%20GMT>

Major projects Planning Portal Kamay Ferry Wharves

<https://pp.planningportal.nsw.gov.au/major-projects/projects/kamay-ferry-wharves>

A SMH article by Carrie Fellner expands and exposes the matter of contamination with the Kamay Ferry Wharves

<https://www.smh.com.au/national/nsw/fears-ferry-project-could-unearth-contamination-near-popular-sydney-beach-20220119-p59per.html>

Attachment/s:

Nil

Submitted by: Councillor Veitch, West Ward

File Reference: F2021/01408

ⁱ [2021120120220228.png \(680x420\) \(bom.gov.au\)](#)

ⁱⁱ [Climate Driver Update \(bom.gov.au\)](#)

ⁱⁱⁱ [Construction costs ease but significant challenges in the near term - Australian Property Journal](#)