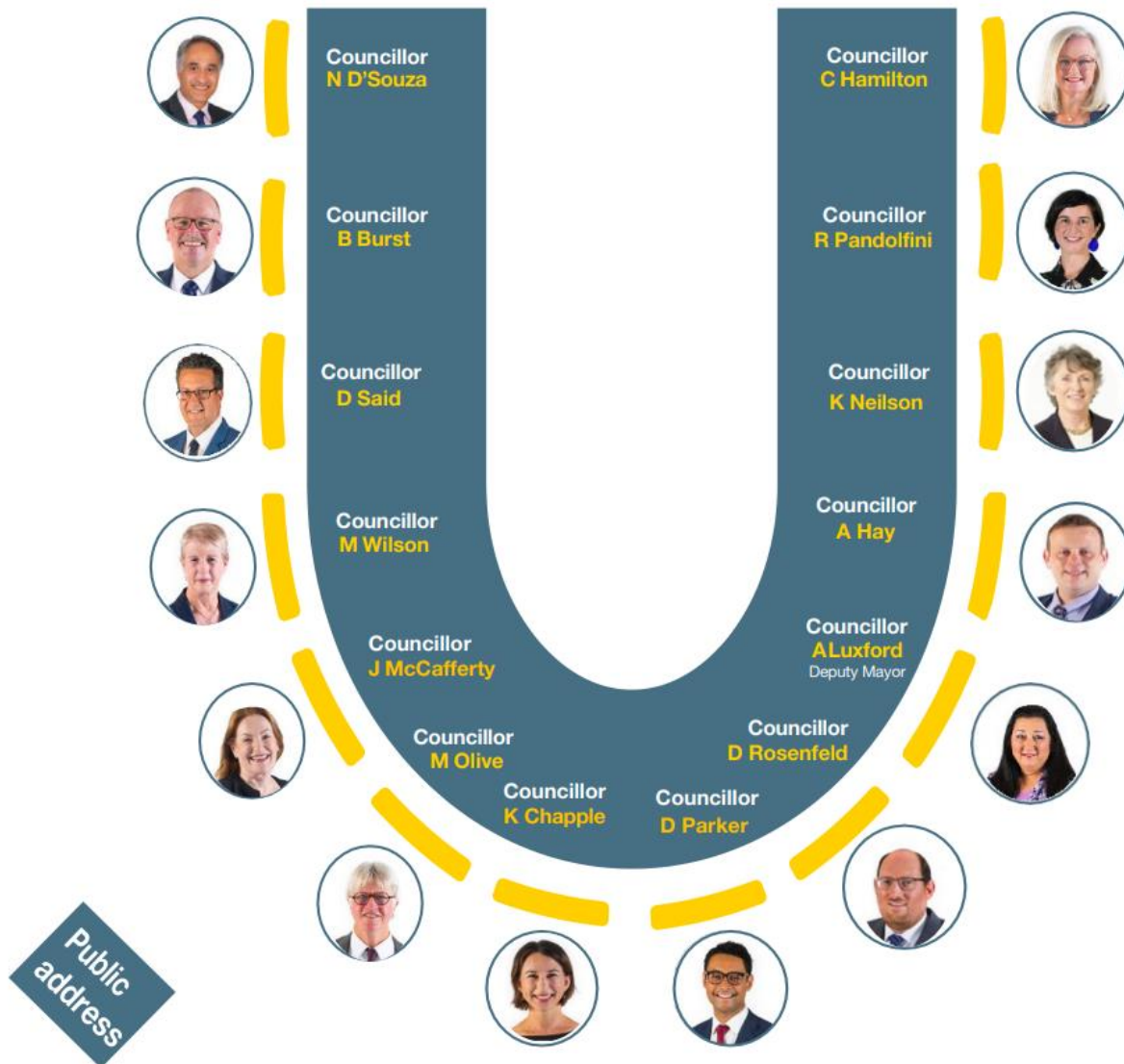


# Ordinary Council Meeting

Tuesday 25 June 2024

# Seating Plan for Council meetings



Public gallery

# Statement of ethical obligations

Obligations	
<b>Oath [Affirmation] of Office by Councillors</b>	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	
<b>Pecuniary interests</b>	<p>A Councillor who has a <b>pecuniary interest</b> 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"><li>a) at any time during which the matter is being considered or discussed, or</li><li>b) at any time during which the council is voting on any question in relation to the matter.</li></ul>
<b>Non-pecuniary conflict of interests</b>	A Councillor who has a <b>non-pecuniary conflict of interest</b> 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.
<b>Significant non-pecuniary interests</b>	A Councillor who has a <b>significant</b> 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.
<b>Non-significant non-pecuniary interests</b>	A Councillor who determines that they have a non-pecuniary conflict of interest in a matter that is <b>not significant</b> 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.



Notice is hereby given that an Ordinary Council meeting of Randwick City Council will be held in the Council Chamber, 1st Floor Randwick Town Hall, 90 Avoca St Randwick on Tuesday, 25 June 2024 at 7:00pm

### **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."*

### **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"*

### **Apologies/Granting of Leave of Absences**

### **Requests to attend meeting by audio-visual link**

### **Confirmation of the Minutes**

Ordinary Council - 28 May 2024

### **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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Nil

**Closed Session**

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**Confidential Director City Services Report (record of voting required)**

CS28/24	Administration Building Paint and Carpet Refurbishment - Tender No. T2024-31 <i>This matter is considered to be confidential under Section 10A(2) (d) Of the Local Government Act, as it deals with commercial information of a confidential nature that would, if disclosed (i) prejudice the commercial position of the person who supplied it; or (ii) confer a commercial advantage on a competitor of the Council; or (iii) reveal a trade secret. (Tender/ Procurement )</i>
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CO26/24 Cyber and Information Security Policy and Procedures

*This matter is considered to be confidential under Section 10A(2) (f) Of the Local Government Act, as it deals with matters affecting the security of the Council, Councillors, Council staff or Council property.*

### **Notice of Rescission Motions**

Nil

### **Petitions**

Ray Brownlee, PSM  
**GENERAL MANAGER**

## Mayoral Minute No. MM25/24

**Subject:** Vale Lynne Spender

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### Motion:

That Council express its deepest condolences to the family of Lynne Spender who passed away gently at the Prince of Wales Hospital on 31 May, amid a small gathering of family and friends; and acknowledge the passing of Lynne Spender with a minute's silence.

### Background:

Lynne Spender was a fearless and independent feminist. An avid ocean swimmer, Lynne was in the water early each morning and was a well-known Coogee local.

Lynne had an outstanding life and throughout her career remained focused on changing the lives of young women through education and careers and bringing attention to women's literary history. In her first role as a teacher, she taught two young women who were to become impactful Australian writers: Kathy Lette and Debra Adelaide. Lynne herself authored, co-authored and edited 30 books.

Lynne went on to obtain a Master's Degree in women's studies and a Law Degree. She developed and taught the first *Women and the Law* course at University of Technology, Sydney. She worked with Women's Legal Resources Centre (NSW) to publish the first legal guide for women. Lynne also wrote for various magazines, including a monthly column for Vogue Australia on legal issues that affected working and professional women.

For many years she was a volunteer committee member of McIver's Ladies Baths. In 2022 she initiated and edited a collection of essays and short history of the pool, *The Women's Pool*. With Rhonda Fadden, a friend from community legal centre days, and Colleen Kelly from the women's pool, she curated *While We Live We Swim*, an exhibition celebrating the pool's centenary, held at Bowen Library.

Enduring late-stage pancreatic cancer, Spender remained at her home in Coogee, with its views of the sea, supported by family, friends and a palliative care team. On her final morning, she continued to share her laughter, insights and love with those who were with her.

Lynne Spender is survived by her beloved brother Graeme, sons Jay and Aaron, daughters-in-law Belinda and Kate, and sister-in-law Monica. She was dearly loved by her grandchildren Lily, Darcy, Ivy, Blaire and Clancy and a dear friend and mentor to many women.

Vale Lynne Spender.

### Attachment/s:

Nil

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**Submitted by:** The Mayor, Cr Philipa Veitch

**File Reference:** F2024/06574

MM25/24

## Mayoral Minute No. MM26/24

**Subject:** Menstrual/Menopause leave provisions - call for a report

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### Motion:

That Council calls for a report on the possibility of providing Menstrual / Menopause leave for staff.

### Background:

There are growing calls for employees to be provided with paid menstrual and menopause leave in a bid to update work entitlements for specific health experiences.

According to a survey by YouGov, as many as 92 per cent of Australian women have, at some point, experienced period pain and gone to work, with 77 per cent of those saying their pain affected their ability to work.

One condition which can cause period pain is endometriosis, which, according to a study published in the International Journal of Obstetrics and Gynaecology, one in nine women have either been diagnosed with, or are suspected of having.

A survey on menopause in the workplace by Circle In found 83 per cent of respondents said their work was negatively affected by menopause.

45 per cent of respondents said they considered retiring or taking a break from work when their menopausal symptoms were severe – but of those, 72 per cent did not go through with it, largely due to financial reasons.

By calling for a report back to consider whether it is possible, Council can determine if this is a feasible way of supporting women working at Council with specific health experiences.

### Source of funding:

To be determined if required via report back.

### Attachment/s:

Nil

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**Submitted by:** The Mayor, Cr Philipa Veitch

**File Reference:** F2024/06574

MM26/24

## Mayoral Minute No. MM27/24

**Subject:** Financial Assistance and Donations - April - May 2024

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### Motion:

That Council:

- a) donate \$2000.00 to the Salvation Army's Red Shield Appeal with the donation going towards local programs including food relief and the tiny home for homelessness program in the Randwick LGA;

### Background:

#### a) Red Shield Appeal

The Red Shield Appeal is The Salvation Army's main appeal for funds each year nationally.

Locally, the Salvation Army run an Appeal at the same time which any funds raised goes straight to the work locally in the Eastern Beaches.

If funds are given to the Salvation Army at Eastern Beaches, the monies raised go towards their local programs. This includes their food relief programs such as free meals, food pantry and emergency hampers. The funds are also used for their hampers at Christmas time, for their BBQ trailer that is used at Lexington Hub, other public housing areas, and for the Salvation Army's tiny home for homelessness.

All funds raised locally go towards these programs.

### Source of funding:

The financial implications to Council will be \$2,000.00 funded from the 2023-24 Contingency Fund.

The current spend on the Mayor's Contingency Fund is 166,652.27 + proposed donations for June in this report (\$2,000.00) = \$168,652.27. The funding source for the overspend will be found and reported via Quarterly budget review.

### Attachment/s:

Nil

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**Submitted by:** The Mayor, Cr Philipa Veitch

**File Reference:** F2024/06574

MM27/24

## General Manager's Report No. GM4/24

**Subject: 2024-25 Operational Plan and Budget**

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### Executive Summary

- The draft 2024-25 Operational Plan and Budget was placed on public exhibition from 2 May to 30 May 2024. During this time a range of activities were undertaken to seek community feedback.
- A total of 79 submissions and 9 precinct requests were received during the exhibition period. 1 submission was incomplete and was not responded to. All other submissions and requests were logged, considered, and responded to (refer to Appendices 4 and 5).
- Several changes have been made to the draft 2024-25 Operational Plan. These are discussed in this report.
- The 2024-25 Operational Plan is a one-year plan that details the individual projects and activities that will be undertaken in the coming financial year to achieve the commitments made in the Delivery Program. It includes a detailed budget for the actions, our 2024-25 Fees and Charges, and a Statement of Revenue Policy.
- The recommended Budget for 2024-25, which includes the IPART approval of the special rate variation, ensures a continued strong financial position with a net operating result for the year, before grants and contributions for capital purposes, of \$3,828K.
- The recommended Budget for 2024-25 is balanced, with a modest \$1K surplus.

### Recommendation

That:

- a) the 2024-25 Operational Plan be adopted as per the attached, and that the General Manager be authorised to make minor administrative changes if required;
- b) the Budget for 2024-25 be adopted as per the attached;
- c) the Fees and Charges be adopted for 2024-25 as per the attached;
- d) the Confidential Fees and Charges be adopted for 2024-25 as per the attached;
- e) Council make and levy the ordinary Residential Rate for 2024-25 under s.494 and s.498(1)(a) and (2) of the Local Government Act 1993, as a rate of 0.096068 cents in the dollar on the land value of all rateable land within the City of Randwick being categorised as Residential;
- f) Council make and levy the ordinary Business Rate for 2024-25, under s.494 and s.498(1)(a) and (2) of the Local Government Act 1993, as a rate of 0.440929 cents in the dollar on the land value of all rateable land within the City of Randwick being categorised as Business;
- g) Council make and levy the ordinary Port Botany Business rate for 2024-25, under s.494 and s.498(1)(a) and (2) of the Local Government Act 1993, as a rate of 0.708543 cents in the dollar on the land value of all rateable land within the Port Botany Business sub-category area, defined by the SP1 Special Activities zone of the Three Ports SEPP 2013;
- h) Council make and levy the Environmental Levy special Rate for 2024-25, under s.495 and s.498(1)(b) and (2) of the Local Government Act 1993, as a rate of 0.009919 cents in the dollar on the land value of all rateable land within the City of Randwick;

- i) Council make and levy the ordinary Residential minimum rate for 2024-25 under s.548(1)(a), (2), (4) and (5) of the Local Government Act 1993, as \$1086.10;
- j) Council make and levy the ordinary Business minimum rate for 2024-25 under s.548(1)(a), (2), (4) and (5) of the Local Government Act 1993, as \$1,750.20;
- k) Council make and levy the Port Botany Business minimum rate for 2024-25 under s.548(1)(a), (2), (4) and (5) of the Local Government Act 1993, as \$1,750.20;
- l) Council make and levy the Domestic Waste Management Charge for 2024-25 under s.496 of the Local Government Act 1993, as \$689.90;
- m) Council make and levy a Domestic Waste Management Charge for an upgrade service for additional capacity for 2024-25 under s.496 of the Local Government Act 1993, as \$331.90;
- n) Council make and levy a Domestic Waste Management Availability Charge for vacant/unoccupied Residential land for 2024-25 under s.496 of the Local Government Act 1993, as \$345.65;
- o) Council make and levy the Stormwater Management Service Charge for residential properties for 2024-25 under s.496A of the Local Government Act 1993, as \$25.00;
- p) Council make and levy the Stormwater Management Service Charge for residential strata/Company titled properties for 2024-25 under s.496A of the Local Government Act 1993, as \$12.50;
- q) Council make and levy the Stormwater Management Service Charge for business properties for 2024-25 under s.496A of the Local Government Act 1993, as \$25.00 plus an additional \$25.00 for each 350m<sup>2</sup> or part thereof by which the parcel of land exceeds 350m<sup>2</sup>;
- r) Council make and levy the Stormwater Management Service Charge for business strata/Company titled properties for 2024-25 under s.496A of the Local Government Act 1993, calculated in accordance with the land area as per business properties and then apportioned by unit entitlement subject to a minimum charge of \$5.00 per business strata lot.
- s) the interest rate on overdue rates for 2024-25 be set at the maximum rate as determined by the Minister for Local Government under s.566(3) of the Local Government Act 1993, of 10.5 per cent per annum;
- t) Council grant a further \$100 rebate in addition to the existing statutory \$250 pensioner concession in 2024-25 for eligible pensioners, with the additional rebate to be split \$75 to the Domestic Waste Management Charge and \$25 to the Environmental Levy; and
- u) the General Manager be delegated to make minor changes if required.

#### Attachment/s:

1. [LINK TO VIEW](#) 2024-25 Operational Plan and Budget
2. [LINK TO VIEW](#) 2024-25 General Fees and Charges
3. 2024-25 Confidential Fees and Charges (this is not available to the public)
4. [LINK TO VIEW](#) 2024-25 Operational Plan & Budget - Community Submissions and Responses
5. [LINK TO VIEW](#) 2024-25 Operational Plan & Budget - Precinct Requests and Responses



## Purpose

The purpose of this report is to:

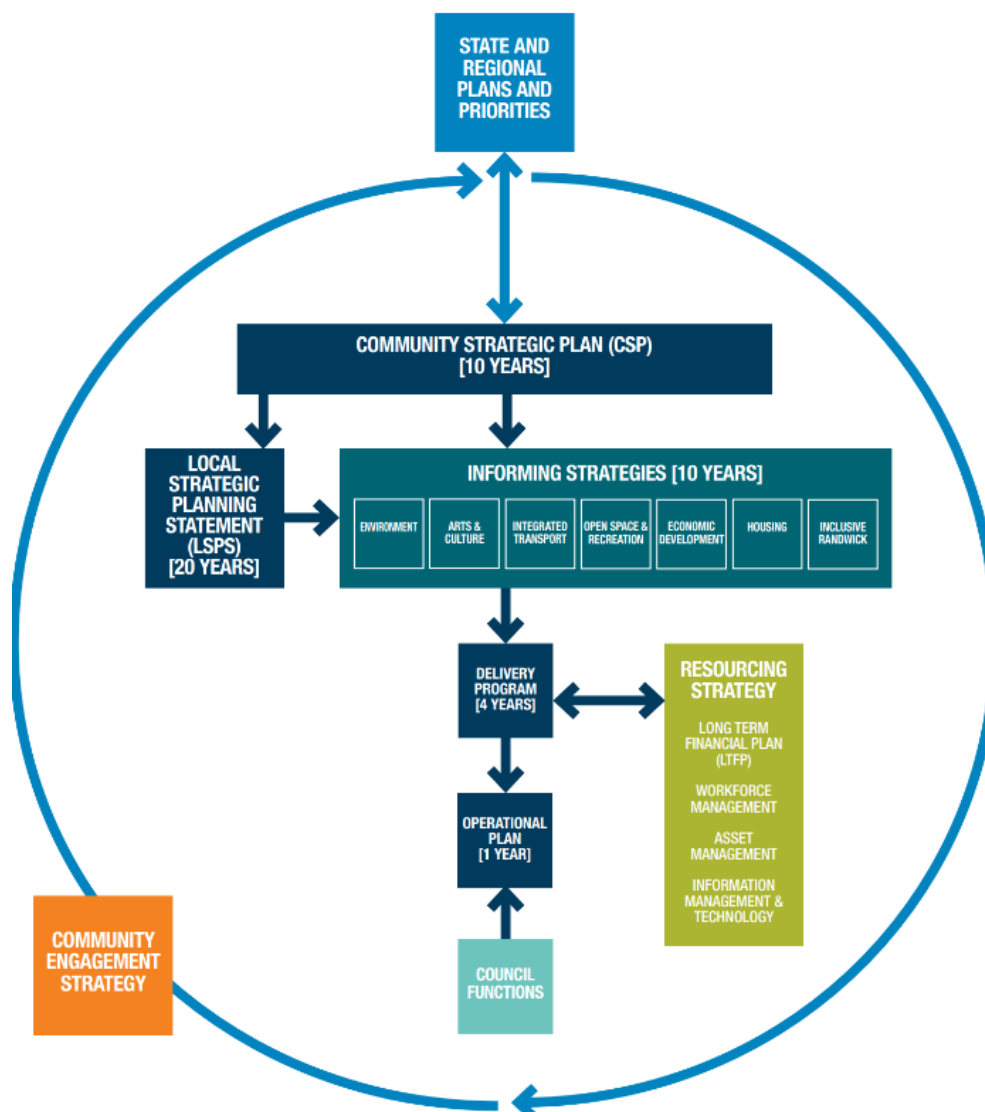
- Address all submissions received in response to the exhibition of the draft 2024-25 Operational Plan and Budget and associated Fees and Charges
- Detail any recommended changes to the 2024-25 Operational Plan and Budget and associated Fees and Charges
- Adopt the 2024-25 Operational Plan including the 2024-25 Budget and associated Fees and Charges.

## Discussion

### Background

All councils in NSW are required to use the legislated Integrating Planning and Reporting (IP&R) Framework from NSW Office of Local Government to guide their planning and reporting activities.

The following diagram shows how Randwick City Council plans to ensure we are working towards achieving the community's goals and aspirations captured in the Community Strategic Plan.



The Community Strategic Plan (CSP) is a 10-year plan which incorporates state and regional planning priorities and goals and aspirations of the Randwick City community. The CSP sets the direction for all of Council's activities.

The 2022-26 Delivery Program was adopted in June 2022 and covers all Council's commitment that relate to delivering the outcomes of the Community Strategic Plan and Informing Strategies together with Council's services and regulatory functions.

### **2024-25 Operational Plan**

The 2024-25 Operational Plan lists the projects and activities that will be undertaken in the 2024-25 financial year to achieve, or work towards achieving, the commitments in our 2022-26 Delivery Program. The Plan also includes our annual budget and Statement of Revenue Policy.

#### **Key activities**

The 2024-25 Operational Plan includes new activities, and activities that are ongoing from the 2023-24 Operational Plan. Some of the key activities planned for 2024-25 from each strategy area are detailed below:

#### **Arts and Culture Strategy**

- Complete the long-awaited Blenheim House upgrade, transforming the heritage building into a cultural hub for local artists
- Increase creative spaces by opening Randwick Town Hall for arts and cultural activity
- Recognise, value, and celebrate our First Nations history through targeted events, activities, or programs
- Finalise and implement the Public Art Plan

#### **Economic Development**

- Complete the Randwick Junction Planning Proposal providing opportunities for the support of economic activity
- Work with NSW state government agency, Office of the 24-Hour Economy, to build vibrant, diverse, inclusive, and safe opportunities for activity in Randwick City after 6pm
- Trial monthly markets at two locations in Maroubra for a 12-month period
- Streamline application and approval process for footway dining
- Develop a Food Truck Policy to support our local food trucks and activate open spaces

#### **Environment Strategy**

- Plant at least 5,000 new native and indigenous plantings to improve the connectivity of key bushland areas
- Plant a minimum of 2,000 trees to provide habitat, shade, and heat reduction benefits
- Run the highly successful environment and sustainability programs including the Eco Living Festival and the Marine and Coastal Discovery program
- Investigate ways to save water including blackwater re-use and Reedbed Irrigation facilities at Randwick Environment Park

#### **Housing Strategy**

- Complete the Stage 2 Review of Council's Comprehensive Development Control Plan
- Review the Affordable Housing Policy and opportunities for increasing affordable housing in councils' property
- Finalise the Randwick Junction planning proposal
- Exhibit the Maroubra Junction planning proposal

#### **Inclusive Randwick**

- Continue maintenance of the affordable housing at Lexington Place
- Continue work on the accessibility upgrade to Malabar Memorial Hall and Library
- Conduct an audit of council events to discover ways to improve accessibility of events to a wider audience, and increase diversity and inclusion of participants
- Provide a significant investment of over \$650,000 in grant funding for community partnerships and programs

#### **Integrated Transport Strategy**

- Commence the Maroubra Road Corridor Intersection interventions
- Implement actions identified in the Kensington Local Area Traffic Management Strategy
- Deliver five new publicly accessible EV charging stations

- Improve Road safety under Black Spot funding
- Continue work on the Anzac Parade cycle way designs

### Open Space and Recreation Strategy

- Finalise design of the first BMX Pump Park and move into construction phase
- Continue planning for the Coogee Beach Amenities, Bus Shelter and Cafe / Kiosk
- Install a new Gross Pollutant Trap at Bilga Crescent which will improve water quality in the south of our City
- Deliver a rock fishing awareness campaign to improve education on rock fishing and safety in our coastal areas

As part of our annual capital works program, the following works are also scheduled for 2024-25:

- Renewal of playgrounds at Grant Reserve, Wills Reserve, Woomera Reserve and Dr Walters Reserve
- Construction of the Malabar Pool Pump and Pump House, Ivo Rowe Rock Pool Access, and Finucane Reserve Playground
- Planning of Heffron Park Criterium
- Construction of Heffron Park Netball Shade Structure
- Planning for amenities at La Perouse Headland, Snape Park, Little Bay, Inglis Park, and Malabar Pool
- Clovelly Catchment Flood Study
- Flood mitigation and design for Anzac Parade Malabar, and Perry Street
- Planning and design of stage 2 of Matraville Town Centre Streetscape and Maroubra Junction Streetscape improvements

### 2022-26 Service Review Program and Continuous Improvement

The Delivery Program includes the 2022-26 Service Review program. Through this program, a comprehensive review of nominated Council services will be carried out. The service review process involves engaging with the community and key stakeholders to develop agreed priorities and expected levels of service. The comprehensive *Randwick City Council Service Review Framework and Template* is in use for all Service Reviews.

The following Service Reviews are completed:

- Development Assessment
- Lifeguard Services
- Coastal and town centre waste and cleansing services
- Sports field management
- Parking patrols
- Footway dining
- Event management

In 2024-25, the services of Heritage Assessments, Tree Assessments, Community Hall Management and Green Space Management (including Bushcare) will be reviewed.

Recommendations from previous service reviews will be implemented in 2024-25 and noted where relevant in council briefings and/or reports. Service reviews are utilised to find productivity improvements and cost containment activities as required by IPART.

The 2024-25 Operational Plan and Budget is attached for your consideration. Upon adoption, the Plan and Budget will commence 1 July 2024.

### Community Consultation

The 2024-25 Operational Plan & Budget was placed on public exhibition from 2 May 2024 to 30 May 2024. During the exhibition period the following activities were undertaken:

- The YourSay 2024-25 Operational Plan and Budget website was launched on 2 May 2024 at <https://www.yoursay.randwick.nsw.gov.au/budget2024-25>
  - The site provided links to the Draft 2024-25 Operational Plan and Budget and Draft 2024-25 Fees and Charges documents
  - During the exhibition period, Budget Snapshot flyers for suburbs were available for download
  - The site had 3164 visits during the exhibition period
  - 2798 documents were downloaded (422 Draft 2024-25 Operational Plan and Budget, 84 Draft Fees and Charges and the remaining 2292 downloads were the Budget Snapshots)
  - 59 submissions were made through Your Say.
- The public exhibition was featured in Council's email bulletin Randwick News every week during the exhibition period. A link to a video with the Mayor, explaining the operational plan and the consultation was included in Randwick News.
- A feature story was included in Council's SCENE magazine winter edition, which was distributed to 65,000 households in Randwick City.
- Bus shelter posters were displayed at 9 bus stops across Randwick City.
- A news item was posted on Randwick City Councils Latest News webpage.
- The Mayor's Message on 15 May included the draft 2024-25 Operational Plan and Budget.
- Exhibition materials were available online on Council's Your Say Randwick website and in hard copy at the Customer Service Centre & Council's three libraries.
- Precincts were notified of the consultation via email and a presentation given at the Precinct Coordination Committee meeting on 15 May 2024.
- The suburb specific information sheets (Suburbs in focus) were printed and distributed to each household in Randwick City.
- The suburb specific information sheets were also published online and downloaded as follows:
 

○ Clovelly	265 downloads
○ Coogee and South Coogee	272 downloads
○ Kensington and Kingsford	294 downloads
○ Malabar and Matraville	366 downloads
○ Maroubra	610 downloads
○ La Perouse, Chifley, Phillip Bay and Little Bay	84 downloads
○ Randwick	295 downloads
- Council's social media was used to promote the consultation; 4 posts on Facebook, 4 posts on Instagram and 2 post on X (Twitter)
- Digital display screens at all Randwick City Libraries, Customer Service Centre and Des Renford Leisure Centre

## Submissions

### *Public submissions*

79 formal submissions (including 59 through YourSay) were received in response to the exhibition. The submissions covered a wide range of topics including but not limited to:

Rates, Environmental Levy, capital works and expenditure, revenue, parks, reserves and playground upgrades (Burrows Park, Finucane Reserve, BMX / pump park,) Clovelly Bay PoM,

sports fields, basketball courts, off-leash dog parks and beaches, Integrated Transport Strategy, traffic management, parking, bus shelters, roads and footpaths, cycleways, waste management, ranger services, Local Environment Plan, Environmental Strategy, community batteries, solar, Housing Strategy, affordable housing, outdoor gyms, coastal walkway, stormwater, community centres, community programs, waste management, public place maintenance, public amenities, tree management and Council communications.

All formal submissions were logged, reviewed, and responded to. Attachment 4 provides a full list of the submissions and responses. 1 submission received through YourSay (submission 73) was not complete and did not refer to a specific topic. As a result the submission was not responded to and is not included.

#### *Precinct requests*

There were 9 issues / suggestions raised by the Precincts. These related to a range of topics including playground upgrades, beach accessibility, coastal walk, pathways and roads, bench seating, and trimming of trees.

All Precinct requests were logged, reviewed, and responded to. Attachment 5 provides a full list of the Precinct requests and responses.

## **Recommended changes**

### **2024-25 Operational Plan**

The following changes have been made to the draft 2024-25 Operational Plan:

- Update to the following activities within the Council's Operational Plan related to public transport.
  - A15.1 .1 Research opportunities to introduce on-demand transport in areas underserved by public transport and prepare a report for the executive leadership team detailing the results.
  - A15.2.1 Undertake research to identify priority areas, and then define objectives and scope for collaborating with TfNSW to improve public transport service frequency and capacity in the identified areas.
  - A15.3.1 Identify gaps in the public transport network and prioritise actions to address the gaps.
  - A15.4.2 Participate in meetings with TfNSW, bus operators, and neighbouring Councils for the proposed rapid bus links, when required.

The progress of these activities is dependent on a report from NSW Bus Industry Taskforce (a State Government commitment), which was due 1 May 2024. At this time, the status of the report is unknown. Actions relative these public transport related activities will be paused until the release of the final report.

The activities have been updated to "Deferred, pending report from NSW Bus Industry Taskforce" and will be reviewed following the release of this report.

- The Christmas Cheer program ceased in 2019. The identified budget of \$8,280 has been reallocated to deliver a broader range of Christmas events and programs targeting Seniors across the LGA.
- B8.1.5 Target value for indicator "Use of Randwick Community Centre (hours booked per month)" has been updated from 250 to 90 hrs/month (avg.) to reflect a more realistic target of venue utilisation.
- Activity A16.2.2 indicator "Number of publicly accessible Council operated EV charging stations" has updated target value from 10 to 15 EV Stations.
- Target value for activity A2.6.1 "Greenhouse gas emissions from Council operations (electricity, gas and transport)" was incorrectly transcribed as 0 CO2e. This target value reflects Council target to be reached by 2030, not 2024-25. Target value for 2024-25 will

be changed to 2,400 Tonnes to reflect the long-term nature of the activity. Actions will be undertaken to achieve the reduction of greenhouse gas emissions to meet Council's 2030 net zero target.

- Activity B33.1.3 “Ensure proactive management of risk to stakeholders’ health and safety” includes an indicator “Percentage of incidents that are reported within 24 hours”. Target value for this indicator has been changed from 95% to 90% to reflect a more realistic target that is consistent with the ongoing proactive education provided and past performance.
- Wording updated for activity A4.4.3 to “Pilot the integration of measuring circular economy practices in Council's operations across 2 business units.”. This is more reflective of the Delivery Program Commitment.
- Accountable person for Activity A3.1.1 indicator “Volume of illegally dumped material collected” is updated to Manager Waste, Cleansing and Public Safety” due to a dedicated officer within the business unit being assigned.
- Indicator for activity A16.1.4 has the word ‘subsidies’ replaced with ‘rebates’ for consistency of wording across Operational Plan activity, indicator and target value. “Total number of rebates provided for charging stations in residential and commercial buildings”
- As there is not a specific sustainability school rebate scheme Activity B9.1.2 has been updated to replace word ‘rebates’ with ‘grants’ for the indicator and target value. “Number of school grants delivered’.
- Information omitted for following indicators has now been added:
  - Target Trend added: A24.4.1, A27.3.1, A28.1.1, A31.4.2, A32.2.1, A32.4.1, A32.5.3, A33.2.1
  - Accountable Person and Date/Year added: B27.1.2
  - Date / Year added: B29.1.2
- Activity Dates corrected to reflect the financial year 2024-25 for the following activities: A10.4.1, A11.3.3, B26.1.10, B39.1.2
- Target Trend arrow corrected to Decrease for indicator B4.1.1 tracking “Net median assessment time” < 80 days
- Financial tables showing budget information in sections 4.5, 4.6 and 4.7 have been updated to sort in descending numerical order for ease of readability.
- Activities B43.1.1, B43.1.2, B43.2.1 updated to reflect new numbering assigned to Ranger Services.
- Activity B12.1.1 number corrected to align with Delivery Program item (B12.1)
- Activities with status “Delivery completed in 2023-24” have been removed where the Delivery Program commitment includes other activities that are in progress in 2024-25. Updated Delivery Program items: A14.1, A15.5, A17.6, B34B.1
- Target trend / value information is not relevant for contextual numbers and has been removed from contextual number under activity B18.1.4.
- Minor wording amendments have been made to clarify indicators under the following activities: A4.1.2, A1.7.1, B9.1.1, B25.1.3, B40.1.1
- Minor administrative corrections have been made to the source references in Section 1.1 and indicators A1.5.1, A1.5.2, B9.1.2



## 2024-25 Statement of Revenue Policy

The following changes have been made to the draft 2024-25 Statement of Revenue Policy:

- On the 14 May 2024, IPART announced that Council was successful with its 2024-25 SRV application. The Operational Plan and the 2024-25 Rating Structure table has been updated to reflect the announcement and the final rates, total rate income amounts as per IPART Instrument under S508(2) of the Local Government Act 1993.
  - Refer Page 165 under Rate Pegging section
  - Refer Page 166 under Environmental Levy section
  - Refer Page 167 under 2024-25 Rates Structure table
  - Refer Page 180 under 6.3 Environmental Levy section
- In accordance with section 566(3) of the Act, it has been determined that the maximum rate of interest payable on overdue rates and charges for the period 1 July 2024 to 30 June 2025 (inclusive) will be 10.5% per annum. This figure has been referenced in the section titled 'Interest charge 2024-25'
  - Refer Page 169 under Interest Charge 2024-25 section

## 2024-25 Fees and Charges

The following changes have been made to the draft 2024-25 Fees and Charges:

- The Section 603 Certificate fee (under s603 of the Local Government Act 1993) has increased by \$5.00 to \$100.00 as per the OLG determination received by Council on 22 April 2024

Section 603 Certificate (under s603 of the Local Government Act 1993)	\$100.00	\$0.00	\$100.00	per certificate
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- Following the Service Level Review of Footway Dining, the security deposit has been removed from the Initial Occupation of Footway Fees.

### Initial Occupation of Footway Fees

The initial fee consists of:

- Agreement Application and Preparation Fee;
- ~~Security Deposit;~~
- Footway Area Boundary Markers;
- Annual Occupation of Footway Fees

Occupation of Footway Agreement Application and Preparation Fee	\$172.00	\$0.00	\$172.00	per agreement	DR	2
<del>Occupation of Footway Security Deposit – Refundable</del>	<del>Equivalent to 3 Month Occupation of Footway Agreement Fees (min: \$1,000)</del>			<del>per agreement</del>	<del>DR</del>	<del>6</del>
Occupation of Footway Boundary Markers – Installation Fee	\$45.00	\$0.00	\$45.00	per marker	DR	2

- Development Assessment fees and Planning Certificate fees have been updated to comply with advice received from the NSW Department of Planning and Environment on 2 May 2024 regarding statutory planning service fees.

i) Dwelling houses where the estimated cost of the development is less than \$100,000	\$592.00	\$0.00	\$592.00	per application
ii) Development that does not involve the erection of a building, carrying out of work, the subdivision of land or the demolition of a building or work.	\$371.00	\$0.00	\$371.00	per application
iv) Development for 1 or more Advertising Structures	\$371	plus \$93 for each advertisement in excess of 1 or fees in Table 1, whichever is the greater		per application



vii) Development for the subdivision of land involving:

a) new road	\$865 plus \$65 per additional lot	per application
b) no new road	\$430 plus \$53 per additional lot	per application
c) strata title	\$430 plus \$65 per additional lot	per application

#### Assessment Fees (based on development cost)

Up to \$5,000	\$144.00	\$0.00	\$144.00	per application
\$5,001 – \$50,000	\$220 plus an additional \$3 for each \$1,000 (or part of \$1,000) of the estimated cost			per application
\$50,001 – \$250,000	\$459 plus an additional \$3.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000			per application
\$250,001 – \$500,000	\$1,509 plus an additional \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000			per application
\$500,001 – \$1,000,000	\$2,272 plus an additional \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000			per application
\$1,000,001 – \$10,000,000	\$3,404 plus an additional \$1.44 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000			per application
More than \$10,000,000	\$20,663 plus an additional \$1.19 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000			per application

#### ii) Advertising Fees (based on type of development)

Class 1 & 10 Buildings	\$876.00	\$0.00	\$876.00	per application
Class 2 – 9 Buildings	\$1,438.00	\$0.00	\$1,438.00	per application
Designated Development	\$2,889.00	\$0.00	\$2,889.00	per application
Prohibited Development and Integrated Development	\$1,438.00	\$0.00	\$1,438.00	per application

Designated Development	\$1,198.00	\$0.00	\$1,198.00	per application
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Consultation with Panel (payable each time the application is referred to the panel)

Up to \$2,000,000	\$2,882.00	\$0.00	\$2,882.00	per item
more than \$2,000,000	\$3,904.00	\$0.00	\$3,904.00	per item

#### A - Assessment Fee

(i) Modification under Section 4.55(1)	\$92.00	\$0.00	\$92.00	per application
(c) If the fee for the original application was \$100 or more and the DA involves the erection of a dwelling house with a cost of construction of \$100,000 or less	\$247.00	\$0.00	\$247.00	per application

(d) In the case of an application with respect to any other development application, the fees are based on the estimated cost as set out below:

Up to \$5,000	\$71.00	\$0.00	\$71.00	per application
\$5,001 – \$250,000	\$110 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost.			per application
\$250,001 – \$500,000	\$651 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000.			per application
\$500,001 – \$1,000,000	\$927 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000.			per application
\$1,000,001 – \$10,000,000	\$1,284 plus an additional \$0.40 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$1,000,000.			per application
More than \$10,000,000	\$6,166 plus an additional \$0.27 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$10,000,000.			per application

#### E. Design Excellence Panel Fees

i) If the application is accompanied by statement of qualified designer	\$989.00	\$0.00	\$989.00	per application
ii) If the application is to be referred to the Design Excellence Advisory Panel	\$3,904.00	\$0.00	\$3,904.00	per application

### 3 - REVIEW OF DECISION TO REJECT A DEVELOPMENT APPLICATION (C)

(Fee based on cost of works)

Less than \$100,000	\$71.00	\$0.00	\$71.00	per application
\$100,000 to \$1,000,000	\$195.00	\$0.00	\$195.00	per application
More than \$1,000,000	\$325.00	\$0.00	\$325.00	per application

### 4 - Planning Certificates

Section 10.7 (2) (Set by Govt)	\$69.00	\$0.00	\$69.00	per certificate
Section 10.7 (2) and (5) (Set by Govt)	\$174.00	\$0.00	\$174.00	per certificate

- Hire fee for organisations, for Main Town Hall – For Creative Access, has been updated due to incorrect fee amount on the draft 2024-25 Fees and Charges.

#### Main Town Hall - For Creative Access

Hire Fee: Organisation Programs Supported by Organisations	\$21.82	\$2.18	\$24.00	per hour
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### Strategic alignment

The relationship with our 2022-26 Delivery Program is as follows:

Delivering services and regulatory functions:	
Service area	Change and Performance Service
Function	Performance Management
Delivery program commitment	Identify, measure and develop the performance of Council.
Service area	Financial Management

Function	Financial Management and Control
Delivery program commitment	Support Council's sustainable delivery of projects and services through sound Financial Management and Control, including long term financial planning, budget preparation, and financial performance monitoring.

## Resourcing Strategy implications

The recommended 2024-25 Operational Plan and Budget has been compiled in accordance with the Council's adopted Resourcing Strategy (Asset Management Plans, Workforce Strategy, Digital Strategy and Long-Term Financial Plan).

The recommended Budget for 2024-25 has an approved IPART rate increase of 11.67% inclusive of the rate peg. This includes the continuation of the Environmental Levy. It is balanced and sustainable, with a budget result surplus of \$1k. The Budget ensures the Council continues to meet benchmark financial performance.

## Policy and legislative requirements

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 recommended 2024-25 Operational Plan and Budget has been prepared in accordance with section 405 of the Local Government Act 1993 and associated IP&R Guidelines.

## Conclusion

Our 2024-25 Operational Plan details the individual projects and activities to be undertaken in the 2024-25 financial year to achieve, or work towards achieving, the commitments made in our 2022-26 Delivery Program. It includes a detailed budget for the activities, the 2024-25 Fees and Charges, and a Statement of Revenue Policy.

All submissions received in response to exhibition of the draft 2024-25 Operational Plan and Budget and associated Fees and Charges have been considered and responded to.

The recommended Budget for 2024-25 is balanced and sustainable.

**Responsible officer:** Helen Cram, Manager Change Management

**File Reference:** F2024/03002

## Appendix 5: Council responses to precinct requests: Draft Operational Plan and Budget 2024-25

Precinct	No.	Community Submission	Council Response
Coogee	1	The Precinct applauds the plans to upgrade the Coogee Beach Amenities / Kiosk block.	Feedback noted. Thank you.
	2	Upgrade of Grant Reserve Playground – is that being addressed?	The Grant Reserve Playground is a project that was listed in the 2023-24 capital works program. Planning has begun. The project will be carried over into 2024-25.
	3	Disability access to lower promenade of Coogee Beach from the south end- is there the ability to use the elevator at Coogee Surf Club?	Due to the topography, there are significant level differences between the upper and lower promenade. There is currently a ramp to access the lower promenade in the middle of the beach and a second ramp further to access the beach. Significant planning and funding would be required to construct an access ramp at the southern end of the beach. To best manage and prioritise access, we are planning an access audit of our coastal facilities which will review existing access and make recommendations. Until this audit is completed, we have no plans to build ramps at the southern end of Coogee promenade. In relation to the lift in the Coogee Surf Club, Council does not manage the Surf Club facilities. The request should be made directly to the club.
	4	Coastal walkway: Is the continuation around Cuzco Street planned? Does the finance include vegetation not just the infrastructure?	Council has long term plans to connect the coastal walkway from Cuzco Street to Seaside Parade. These plans involve acquisition of private property. Following the property acquisition, planning for the coastal walkway will be scheduled accordingly. In the meantime, we are continuing the investigation and assessment of an elevated walkway around Lurline Bay.
	5	Rainbow Street Kingsford: Are there any plans for upgrade of this road which is clogged for much of the day now due to changes caused by the light rail?	Rainbow Street, between Anzac Parade and Avoca Street is classified as a State Road and is wholly managed by Transport for NSW (TfNSW). Randwick Council has no legal authority with regard to the management of this section of Rainbow Street. However, we will relay the concerns raised in this submission to our TfNSW representatives.

Precinct	No.	Community Submission	Council Response
Maroubra	1	The Maroubra Precinct Committee opposes Sydney Water proposal to fell/ remove trees in and around the Maroubra Reservoir. Further we request that Council obtain access on behalf of the Precinct RE (EIS), contour maps and survey of the Reservoir site.	Council has written to Sydney Water and requested that they investigate and seek to implement alternative measures so that the trees can be retained. We will continue to advocate for Sydney Water to address the objectives of the community and council.  Council will make a submission objecting to the removal of trees.
	2	Maroubra Road North side between Garden and Cooper Street footpath is uneven and requires repair in front of St Aidan's Church.	Thank you for your correspondence. I will have the team investigate this matter and action appropriately.
	3	That council install a bench seat on Maroubra Road from St Aidan's Church to St Brigid's Green (Nursing Home) between Garden and Cooper St) as many elderly people walk along this section and there is nowhere to stop and rest.	Agreed – the bench will be installed shortly.
	4	We request council attend to Trimming of plantation on Marine Parade footpath beachside opposite Bondi Street heading south.	Thank you for your correspondence. I will have the team investigate this matter and action appropriately.

## Director City Planning Report No. CP29/24

**Subject: Variations to Development Standards under Clause 4.6 - 1  
May to 31 May 2024**

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### Executive Summary

- On 15 September 2023, the NSW Government published amendments in relation to the operation and reporting requirements of Clause 4.6 of the Standard Instrument (including Randwick Local Environmental Plan 2012) to commence on 1 November 2023, in which it is no longer necessary to report determined variations to Council on a quarterly basis.
- This report provides Council with details of Development Applications (DA) that were determined within the period from 1 May through to 31 May 2024 in which a variation to a development standard under Clause 4.6 of the Randwick Local Environmental Plan 2012 was approved, in accordance with Council's internal reporting requirements.

### Recommendation

That the report be received and noted.

### Attachment/s:

1.  Clause 4.6 Register - May 2024

## Background

### Changes to Legislation

On 15 September 2023, the NSW Government published amendments in relation to the operation and reporting requirements of Clause 4.6 of the Standard Instrument (including Randwick Local Environmental Plan 2012) to commence on 1 November 2023.

Under Department's Planning Circular PS 20-002, Councils were required to provide quarterly reports to the DPE for all variations to development standards that were approved. Furthermore, the Circular required a report of all variations approved under delegation from a Council to be provided to a meeting of the Council meeting at least once each quarter. As part of the Clause 4.6 reform, Planning Circular PS 20-002 has been repealed as of 1 November 2023 and the amendments have introduced a new provision under Section 90A of the *Environmental Planning & Assessment Regulation 2021* (EP&A Regulation) which requires the following:

*"As soon as practicable after the development application is determined, the Council of the area in which the development is proposed to be carried out must notify the Planning Secretary of the Council's or panel's reasons for approving or refusing the contravention of the development standard."*

*The notice must be given to the Planning Secretary through the NSW planning portal."*

As of 1 November 2023, any variations approved by Council/Planning Panel will be made publicly available via a variation register published on the NSW Planning Portal. As such, in accordance with Section 90A of the EP&A Regulation, Councils are no longer required to submit quarterly reports to the Department of Planning, Housing and Infrastructure, as this information will be extracted from the NSW Planning Portal. Furthermore, as Planning Circular PS 20-002 has been repealed and the variation register shall be publicly available, it is no longer necessary to report determined variations to Council on a quarterly basis.

Notwithstanding the above, Council has resolved to provide monthly reporting on all variations and therefore this report provides Council with details of the relevant applications subject to a variation to a development standard pursuant to Clause 4.6 of RLEP 2012 for the period specified.

This report provides details of the relevant applications subject to a variation to a development standard pursuant to Clause 4.6 of RLEP 2012 for the period specified in accordance with Councils internal reporting requirements.

## Discussion

### **Clause 4.6 – Exceptions to Development Standards**

Clause 4.6 is required to be addressed if a development application seeks to vary a development standard in the Local Environmental Plan. The consent authority (i.e. Council, Randwick Local Planning Panel, Sydney Eastern Planning Panel or NSW Land and Environment Court) must not grant consent for development that contravenes a development standard unless, a written request has been provided by the applicant addressing Clause 4.6 of the LEP. If Council (or the relevant consent authority) is satisfied that the Clause 4.6 request is adequately justified, it may grant consent to the development even though the proposal does not comply with the relevant standard.

### **Details of Variations**

A table is attached to the report detailing all Clause 4.6 exceptions approved in the period between 1 May to 31 May 2024. Further analysis of the largest numerical variation for the relevant period is detailed below. It should be noted that a detailed assessment report is prepared for each DA with a Clause 4.6 exception and is publicly available through Council's website.

### May 2024

Seven (7) Clause 4.6 variations were approved in the May period (being 1 May through to 31 May 2024), with five (5) applications determined under delegation (less than 10%) and two (2) applications determined by Randwick Local Planning Panel (RLPP) due to variations greater than 10%.



Of the variations approved, the greatest extent of variation related to a Development Application for DA/766/2023 at 3/7 Battery Street, Clovelly, in which a variation of 89% to the Floor Space Ratio (FSR) development standard was approved. The RLPP supported the variation to the FSR standard for the following reasons:

- The application relates to an existing Residential Flat Building within a R2 low density residential zone and was subject to existing use rights, noting that RFBs are not permitted within the R2 zone pursuant to the Land Use Table in RLEP 2012. As such, the site is subject to a FSR of 0.5:1, consistent with the R2 zoning.
- The existing building on site had a FSR of 0.92:1 and already contravenes the maximum FSR applicable to the site.
- The application involved minor alteration and additions to one of the Units within the RFB and enclosure of an existing balcony.
- The proposed works resulted in an increase to Gross Floor Area (GFA) of 9.92m<sup>2</sup>, resulting in an increase to the FSR of 1.9%.
- The proposed works were largely contained within the existing building envelope and sought to improve the amenity of the existing unit.
- The detailed assessment demonstrated that the resultant development would not result in any unreasonable impacts upon the amenity of adjoining and surrounding properties with regards to visual bulk, privacy, view loss and overshadowing.
- In view of the above, the proposal was found to be consistent with the objectives of the FSR standard and the R2 zone, and it was considered that the site-specific circumstances warranted the variation in this instance.

### Strategic alignment

The relationship with our 2022-26 Delivery Program is as follows:

Delivering services and regulatory functions:	
Service area	Development Assessment
Function	Assessment of Development Applications
Delivery program commitment	Assess and determine Development Applications, Modification Applications and Review Applications under the Environmental Planning and Assessment Act 1979

### Resourcing Strategy implications

There is no direct financial impact for this matter.

### Conclusion

This report provides details of the relevant applications subject to a variation to a development standard pursuant to Clause 4.6 of RLEP 2012 for the period specified in accordance with Councils internal reporting requirements.

**Responsible officer:** Angela Manahan, Executive Planner

**File Reference:** F2008/00122

CP29/24

CLAUSE 4.6 REGISTER – MAY 2024														
DA number	Street No.	Street name	Suburb/Town	Postcode	Category of development	Zoning of land	Development standard to be varied	Justification of variation	Extent of variation	Concurring authority	Date DA determined dd/mm/yyyy	Approved by	Submissions	
													Objection	Support
DA/580/2023	238	Franklin St	MATRAVILLE	2036	3: Residential - New second occupancy	R2 - Low Density Residential	Clause 53(a) Housing SEPP - minimum lot size 450m <sup>2</sup>	Minimise likely adverse impact of development on the amenity of neighbouring properties and to ensure the lot size is able to accommodate development that is suitable for its purpose.	Lot size 441.6m <sup>2</sup> - 1.87%	DPE	02-May-24	DEL	0	0
DA/238/2023	59	Malabar Rd	SOUTH COOGEE	2034	14: Other	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 1-391m <sup>2</sup> / Lot 2 - 383m <sup>2</sup> ) or 2.25% / 4.25% respectively	DPE	03-May-24	DEL	1	0
DA/579/2023	244	Oberon St	COOGEE	2034	1: Residential - Alterations & additions	R2 - Low Density Residential	Clause 4.4 - FSR = 0.75:1	Maintains compatible scale with neighbouring buildings and does not adversely impact in terms of overshadowing, privacy and views.	FSR increased to 0.77:1 or 3.7%	DPE	12-May-24	DEL	2	0
DA/582/2022	19	Minneapolis Cres	MAROUBRA	2035	4: Residential - New multi-unit < 20 dwellings	R3 - Medium Density	Clause 4.4 - FSR = 0.75:1	Maintains compatible scale with neighbouring buildings and does not adversely impact in terms of overshadowing, privacy and views.	Lot 2: 0.79:1 or 5.1%, Lot 3: 0.81:1 or 7.3%, Lot 4: 0.79:1 or 4.8%	DPE	15-May-24	DEL	2	0
DA/960/2023	349	Alison Rd	COOGEE	2034	1: Residential - Alterations & additions	R3 - Medium Density	Clause 4.4 - FSR = 0.75:1	Maintains compatible scale with neighbouring buildings and does not adversely impact in terms of overshadowing, privacy and views.	FSR increased to 0.779:1 or 3.7%	DPE	27-May-24	DEL	0	0
DA/1084/2023	17	Flood St	CLOVELLY	2031	1: Residential - Alterations & additions	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 0.59:1 or 18% (Existing Variation - 0.56:1)	DPE	09-May-24	RLPP	0	0
DA/766/2023	7	Battery St	CLOVELLY	2031	1: Residential - Alterations & additions	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 0.94:1 or 89% (Existing Variation - 0.92:1)	DPE	09-May-24	RLPP	0	0

## Director City Planning Report No. CP30/24

### Subject: Venue Hire Fee Waiver for Sustainability Education and Engagement Activities

#### Executive Summary

- Council currently offers venue hire fee waivers through the Community Investment Program under the streams of Community Creative and Community Connect. The waivers are currently offered under two of the existing funding streams. This proposal seeks Council support to extend this to be offered also for the “Community Sustainable” stream.
- The new fee waiver would cover venue hire fees for environmental programs at the Randwick Sustainability Hub that deliver against Council’s Environment Strategy outcomes.
- The aim is to expand the quantity and diversity of workshops and activities offered to the community by incentivising greater utilisation of the Sustainability Hub by facilitators delivering sustainability engagement and education activities.
- The fee waiver would be provided and managed as per the “Community Creative” stream which:
  - is open all year round (or until funds are expended);
  - provides full or partial funding following consideration of the size of the organisation applying (based on annual revenue); and
  - prioritises fee-support for small to medium sized entities.
- Council has previously supported externally delivered programs by covering venue hire on an ad hoc basis via the Environment Levy. Introducing an official fee waiver for external educators and groups would enhance transparency and accountability and ensure alignment with Council’s Environment Strategy.
- It is recommended to allocate \$30,000 which will cover around 350 hours of community use of Randwick Sustainability Hub. The fee waiver would be allocated from the existing community workshops budget of the Environmental Levy for the fiscal year 2024/25.

#### Recommendation

That Council approve:

- a) a fee waiver for venue hire under the “Community Sustainable” stream to support sustainability service providers to deliver activities that achieve Environment Strategy outcomes at the Randwick Sustainability Hub; and
- b) the allocation of \$30,000 to this fee waiver from the existing community workshop budget of the Environmental Levy for financial year 2024-25.

#### Attachment/s:

Nil

## Purpose

To seek Council approval for a fee waiver under the “[Community Sustainable](#)” stream of Council’s Community Investment Program. The fee waiver would cover venue hire at the Randwick Sustainability Hub for external service providers that run programs delivering outcomes supporting the Environment Strategy.

The new fee waiver aims to:

- Expand the quantity and diversity of workshops and activities offered to the community at the Randwick Sustainability Hub;
- Reduce administration and staff time;
- Increase the use of the Randwick Sustainability Hub and associated room hire income; and
- Enhance transparency, accountability, and outcomes in venue/open space hire discounts.

## Discussion

### Background

The Randwick Sustainability Hub, has been developed into a sustainability demonstration site and attracts approximately 250,000 visitors per year, comprising schools, universities, residents, volunteers, childcare and aged care visitors, and event attendees. Council staff deliver a variety of educational activities at the Sustainability Hub each year that are aimed at informing and engaging the community on a wide range of sustainability priorities.

There are three venues and the open space for hire at the Sustainability Hub, each with varying fees based on factors such as the day of the week, commercial or non-commercial use, and regularity of hire. Room hire fees range from \$36/hr to \$195/hr. Detailed room hire information can be accessed here - <https://www.randwick.nsw.gov.au/facilities-and-recreation/buildings/randwick-community-centre>. And open space here - <https://www.randwick.nsw.gov.au/facilities-and-recreation/using-a-public-space>

For programs run by Council, staff are responsible for the administration of the entire program. This involves engaging educators through competitive procurement to deliver the program. In this model Council pays for both the cost of the educator and the room hire.

Council is approached on occasion by external sustainability service providers who wish to run their own sustainability programs and are seeking a location to deliver them. However, once these providers understand the cost of room hire, they often decline to proceed.

To encourage these suppliers to deliver courses that align with outcomes in the Environment Strategy to the Randwick community, we have supported them on an ad hoc basis by covering venue hire. This has enabled the delivery of more programs to the community with minimal staff time.

It has been identified that there is an opportunity to formalise this ad hoc process into a transparent fee waiver, in the same manner as is currently offered through Council’s Community Investment Program’s “Community Creative” stream. The fee waiver would aim to attract a wider range of sustainability service providers to conduct activities at the Sustainability Hub, focusing on the four key outcomes in Council’s Environment Strategy: Climate Change, Conserve Resources, Biodiversity, and Marine and Coastal Protection. This fee waiver could be expanded at a later date to include outcomes that deliver against the future Resilience Framework.

### Current usage of venues

The below occupancy and income are provided by the venue hire team and are based on current usage and estimated projections for the year:

<b>Hall:</b>	Approximately 25 hours per week. Annual Income = \$50,000 (includes fees for Meeting Room 3)
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- Meeting Room 3:** Approximately 6 hours per week. (Cost included with Hall hire as it is often also hired with this space).
- Classroom:** Approximately 26 hours per week. Annual income = \$60,000
- Open Space:** The open space area is hired out infrequently.

### Proposed Fee waiver

As per the existing fee waivers, we propose to administer the process through the existing Smarty Grants platform as a new offering under “Community Sustainable” investment stream on the [Randwick Council website](#).

It is proposed to set the fee waiver budget at \$30,000 per year from within the budget allocated to community workshops for 2024/25, sourced from the Environment Levy. It is estimated this would support around 350 hours of new venue hire and new programs for the community. This is equal to or greater than what the current process provides and results in a greater diversity of suppliers being able to deliver programs in any financial year.

The proposed room hire fee waiver budget of \$30,000 falls within the amounts currently issued through the other funding streams. Both Community Connect and Community Creative have a total budget for grants and room hire fee waivers of \$180,000. Of this Community Connect usually issues approximately \$50,000 per year in room hire fee waivers and Community Creative \$10,000.

A maximum total fee waiver for any one group would be set at \$3,000 per year. Examples of how this might be used include:

- Environment group hiring Meeting Room 3 to hold a 90-minute meeting once per week (\$2,700/year)
- Sustainability educators running 10x two-hour workshops in the Sustainable Classroom (\$2,100/year)
- Ticketed full-day sustainability event in the Village Green of more than 5,000 people (\$3,192/event, capped at \$3,000 waiver)

The fee waiver would be provided and managed as per the “Community Creative” stream which:

- is open all year round (or until funds are expended);
- provides full or partial funding following consideration of the size of the organisation applying (based on annual revenue); and
- prioritises fee-support for small to medium sized entities.

The criteria will be reviewed and reassessed by June 2025.

### Fee waiver documentation to be provided by applicants

Guidelines similar to the attached for venue hire fee waiver currently offered under “Community Creative” would be developed. This would include requiring all applicants regardless of organisation type to provide the following to have their application assessed:

- The expected impact of the proposed activity (including outcome referenced to Randwick Council's Environment Strategy)
- Evidence of capacity and experience to deliver the activity
- Expected number of participants
- Quote from venue/open space hire including dates and times
- Evidence of the organisation's annual revenue

The General Manager (or delegate, as per the existing guidelines) will approve submissions deemed to meet the criteria.

Fee waiver Acquittals

Following the activity, the successful applicants will need to provide the following:

- Evidence of impact (as per the evaluation plan)
- Promotional materials showing acknowledgement of Randwick Council
- Evidence of return to community (if any)

Strategic alignment

The relationship with our 2022-26 Delivery Program is as follows:

Delivering the Outcomes of the Community Strategic Plan:	
Strategy	Environment
Outcome	A community more knowledgeable, proactive and responsive to climate change impacts
Objective	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
Delivery program commitment	Increase residential and school participation in food waste avoidance and food growing initiatives such as, Love Food Hate Waste and Grow it Local, by 20% by 2025 from a 2020 baseline.
Outcome	A city that protects and conserves our limited natural resources
Objective	Increase residential recycling to 70% across Randwick City and divert 75% waste from landfill by 2025, from a 2017 baseline
Delivery program commitment	Reduce waste generation per capita across the LGA by 10% by 2030, from a 2017 baseline, through tailored education campaigns including but not limited to tours of our Randwick Recycling Centre, partnerships with other organisations, e.g. Compost Revolution, the Bower, Recycle SMART, and new programs targeting specific waste streams e.g. single-use plastics.
Delivering services and regulatory functions:	
Service area	Environmental Sustainability
Function	Environmental Sustainability
Delivery program commitment	Develop and deliver Council and community programs, projects and initiatives to achieve environmental and sustainability outcomes

Resourcing Strategy implications

- The allocation of \$30,000 is available within the budget allocated to community workshops for 2024/26, sourced from the Environment Levy.
- \$30,000 in venue hire translates to on average over 350 hours of hire and new activities delivered to the community. This represents a high return on investment as Council is only paying for room hire, while the delivery of 350 hours worth of programming and administration is covered by the supplier. It is more resource efficient to have the suppliers organise and facilitate the programs as a whole, and results in a better customer experience.
- Based on the occupancy rates and revenue received for the venues over 23/24, the impact of the proposal is expected to result in an overall increase in venue hire hours and annual income.
- Considering the current occupancy rates negative impact due to the displacement of possible commercial hirers with non-commercial hirers seeking a fee wavier is projected to be minimal.

- Staff will be required to approve the fee waiver applications on a weekly basis, in weeks where at least one application is received. This process aligns with that currently being administered by Community Development for existing streams and can be met with current resourcing.

## Policy and legislative requirements

Randwick City Council 2023/24 Fees and Charges: [General Fees and Charges Report 2023-24 \(nsw.gov.au\)](#)

Aligns with “[Living Sustainably](#): The Australian Government's National Action Plan for Education for Sustainability” prepared in conjunction with the National Council on Education for Sustainability by the Australian Government Department of the Environment, Water, Heritage and the Arts.

## Conclusion

The introduction of a fee waiver for venue hire for sustainability service providers to deliver activities that support Environmental Strategy Outcomes would provide a high return on investment method for expanding the quantity and diversity of programs offered to the community. At the same time, it would reduce the administrative burden on staff, increase usage of the Randwick Sustainability Hub and increase transparency and accountability for use of the assets.

It is recommended that the fee waiver be approved with a \$30,000 budget from the existing Community Workshop budget for 2024/25. A review of the program will be conducted by June 2025.

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**Responsible officer:** Julian Lee, Sustainability Education Officer

**File Reference:** F2012/00263



## Director City Planning Report No. CP31/24

### Subject: Affordable Housing Strategy Review - Progress Update

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#### Executive Summary

- This report provides an update on the progress of the draft Randwick City Affordable Housing Strategy along with background on Council's current Affordable Housing documents and recent state government housing reforms.
- The updated Strategy will further Council's strong advocacy, commitment and leadership in delivering affordable housing to date.
- The updated Strategy will provide the evidence base, clearly express the growing need for affordable housing in Randwick City, set new objectives on how affordable housing will be achieved and set actions and targets.
- Developing the draft Strategy with Council's inhouse Community Development team will ensure the Strategy sets clear expectations for future tenancy, transfer of properties to Council once completed, the management of dwellings by Community Housing providers (CHPs), design, amenity and adaptability requirements.
- State and Federal Government reforms including funding streams and planning incentives will also be outlined in the draft Strategy.
- The draft Affordable Housing Strategy will be reported to the newly elected Council in October 2024 for endorsement and commencement of public exhibition.
- This report recommends that the joint project to investigate a sub-regional approach to improve the delivery of affordable rental housing with Waverley and Woollahra Councils is discontinued due to the challenges associated with progressing the joint project, including the need for allocation of additional financial and staff resources. It is considered that Council's resources be focused on continuing the development of the City's comprehensive affordable housing program.

#### Recommendation

That:

- a) the report, providing an update and status of the Affordable Housing Strategy review, be received and noted.
- b) the joint project with Waverley and Woollahra Councils to investigate a sub-regional approach to improve the delivery of affordable rental housing is discontinued for the reasons outlined within this report.

#### Attachment/s:

Nil

## Purpose

This report provides an overview of the progress on the review of the Randwick City Affordable Housing Strategy and Action Plan.

Randwick City Council's Affordable Housing Strategy and Action Plan was adopted in 2008 and identified the need to facilitate affordable housing especially for key workers on lower incomes who live/or work in Randwick City. Since its implementation, a key focus for Council has been to increase the supply of affordable rental housing through available legislative frameworks.

The review of the Randwick City Affordable Housing Strategy and Action Plan commenced in late 2023 and seeks to increase the provision of affordable rental housing in the Randwick City Local Government Area (LGA). The Strategy will also provide clear guidance and specifications on Council's expectations and management of affordable rental housing properties.

## Discussion

### **Background**

Affordable housing is defined as housing that is appropriate for the needs of a range of very low, low and moderate income households and prices so that these households are also able to meet other basic living costs. The household income breakdown for very low to moderate income earners is as follows:

- Very low-income household - <50% of gross median household income for Sydney.
- Low-income household – 50-80% of gross median household income for Sydney.
- Moderate-income household – 80-120% of gross median household income for Sydney.

Randwick City's high land values, coupled with significant numbers of students, key workers and an aging population makes the delivery of affordable rental housing a priority for our area. Despite a steady increase in building approvals across the City, Randwick City has continued to lose housing stock that is considered affordable for moderate, low and very low-income households, meaning that adequate housing arrangements are becoming harder to secure for a growing proportion of the population.

An increase in affordable housing would see substantial social and economic benefits for Randwick City, such as retaining key workers in the LGA, allowing people to age in place in the communities that they know and fostering more community diversity, inclusivity and resilience.

### **Council's Affordable Housing documents**

#### *Overarching strategies*

Council currently has three key overarching documents that guide the delivery of Affordable Housing in the Randwick LGA. These are outlined below along with their respective intents:

#### *Affordable Housing Strategy + Action Plan 2008-2018*

- Affirm Council's support in the provision of affordable housing
- Describes actions Council will implement over 10 years to realise Directions
- Provide reference about current affordable housing issues facing Randwick LGA

#### *Affordable Rental Housing Program + Procedures 2006*

- Outlines eligibility criteria and assessment for allocation of Affordable Rental Housing (ARH)
- Establishes how Council will manage ARH properties

#### *Council's Affordable Housing Policy 2018 (dated 2006 and reviewed in 2018)*

- Key policy statement and five key principles as a basis for developing an Affordable Housing Strategy

In addition to the above key documents several minor procedures have been adopted for internal Council use. These include:

- *Procedures for staff: Randwick affordable rental housing units - Transfer of ownership to Council*

#### *Achievements to date*

Randwick City Council's Affordable Housing Strategy and Action Plan was adopted in 2008. Since its implementation, a key focus for Council has been to increase the supply of affordable rental housing through the legislative planning framework. Building on the Strategy and meeting actions contained within, Council has achieved the following outcomes:

#### *Current Affordable Rental Housing Plans*

Affordable Housing Contributions Schemes apply across the Kensington and Kingsford town centres (K2K) and within the five Housing Investigation Areas (HIAs) located in Kensington North, Randwick and Kingsford. These are enabled by the Randwick Local Environmental Plan (LEP) 2012 and seek in-kind (a built dwelling) or monetary (to pool and deliver) contributions to deliver affordable housing. Combined, these plans are anticipated to deliver the equivalent of some 300 affordable dwellings over the life of the plans.

#### *Major site redevelopments*

In 2015, the Newmarket Green site in Randwick was subject to a planning proposal implemented in its final stages by the former Department of Planning resulting in amendments to the Randwick Local Environmental Plan 2012 with corresponding increases in height and Floor Space Ratio. In response to the uplift, a 1.5% affordable housing contribution rate was applied to the site for all residential accommodation.

#### *Domestic Violence Transitional Housing*

Council currently utilises 6 out of the 33 asset owned affordable housing dwellings along with an additional 3 private rental properties for the purpose of transitional housing to support vulnerable people and their families escaping domestic and family violence.

#### *Residential accommodation above the Hub at Lexington*

To date, Council has received a total of approximately \$5 million in monetary contributions from developments to be used for affordable housing. From this, Council has purchased several properties that are used for affordable rental housing. One of Council's recent key purchases includes the residential component of the Hub at Lexington that will contain 9 affordable rental units.

#### *Draft Affordable Housing Plans*

Affordable Housing Plans are required for each new precinct subject to a planning proposal for uplift, to establish the contribution rate that will apply to future development. The rates are informed by feasibility testing. A draft Affordable Housing Plan has been prepared as part of the Randwick Junction Town Centre (RJTC) review that seeks to levy affordable housing on properties where uplift is proposed. The draft Plan will be placed on exhibition for public comment, once Gateway approval has been granted by the Department of Planning, Housing and Infrastructure (DPHI). This is anticipated to occur in late 2024.

### **Recent affordable housing reforms and metropolitan strategies**

#### *In-fill affordable housing reforms*

The NSW Government announced in late 2023 new measures to boost the supply of affordable housing in the State through the In-fill affordable housing reforms. These changes expanded incentives to encourage development to increase the provision of affordable housing and deliver more market housing through:

- residential development valued at more than \$75 million being eligible for a new State Significant Development (SSD) pathway, providing it includes at least 15 per cent of the total gross floor area as affordable housing; and
- Developments that provide up to 15% of the total gross floor area as affordable housing for a minimum of 15 years will be eligible for a floor space bonus of up to 30% and in some instances a height bonus of up to 30%.

Site-specific and other planning controls may limit what can be delivered on a particular site. To access the FSR and height bonus, development will still need to comply with the relevant DCP controls (including overshadowing). As such, in some cases not all the additional bonus FSR and height may be able to be achieved.

#### *Resilient Sydney strategy*

Resilient Sydney is a collaboration of all 33 metropolitan councils of Greater Sydney to develop and implement a city-wide resilience strategy that was published in 2018. It is a program for metropolitan Sydney to build the capacity of individuals, communities, institutions, businesses and systems to survive, adapt and thrive in the face of chronic stresses and acute shocks.

Specifically relating to affordable housing, *Direction 1 People Centred City* of the Strategy contains an action to *advocate affordable housing for everyone* through research and a focused policy agenda. It is anticipated that the updated resilience strategy for 2025-2030 will further address affordable housing as a critical component of city resilience.

#### **Actions relating to affordable housing**

On the 22 November 2022 Council resolved to:

- endorse the General Manager to review Council landholdings to identify a site where Council can partner with a community housing provider for the delivery of affordable housing;*
- bring a report back to Council that investigates a regional approach to affordable housing delivery with Waverley and Woollahra councils, that combines funding, land allocations and state and Commonwealth grants; and*
- work with Resilient Sydney to jointly advocate to the Federal and State Governments to establish effective evidence based policies and programs for the delivery of affordable housing.*

In late 2022, officers from Randwick, Waverley and Woollahra Council's formed a working group to investigate a sub-regional approach to improve the delivery of affordable rental housing, consistent with Action 4.1 of the endorsed *Randwick Local Housing Strategy 2021* and the above listed resolution.

In response to item a) of Council's November 2022 resolution for CP12/23, Council officers commenced a review of Council landholdings to identify potential sites for partnership with a community housing provider for the delivery of an affordable housing project. Sites were also being considered for a project in partnership with Waverley and Woollahra Council's in line with the sub-regional approach to affordable housing delivery.

Council at its meeting on 23 May 2023 considered a report providing an update on the sub-regional approach to affordable housing with Waverley and Woollahra Councils including the preparation of a joint discussion paper to establish the sub-regional context and identify opportunities and options to facilitate affordable housing. Council resolved to:

- note the report on the sub-regional approach to affordable housing delivery with Waverley and Woollahra councils; and*
- support the preparation of a joint discussion paper, to be reported back to Council, to facilitate affordable housing on a sub-regional basis.*

The draft discussion paper sought to outline the sub-regional context and identify opportunities and options to facilitate the delivery of affordable housing. A Councillor briefing was held in September 2023 outlining these opportunities and challenges of a sub-regional approach. The briefing also outlined short-listed Council-owned sites that were assessed as suitable for further investigations as a site to deliver an affordable housing project.

For a range of reasons the progression of this joint project has not progressed, including :

- *Differing Council priorities:* As the project was to be delivered across three LGAs and councils, several conflicting priorities arose that challenged a sub-regional approach to the delivery of affordable rental housing.
- *Governance:* The lack of an agreed project governance structure impacted the project's momentum.
- *Economic Feasibility:* preliminary assessment identified difficulties in demonstrating financial benefits for Council.
- *Internal reporting practices:* Varying reporting deadlines and timeframes for seeking required approvals / Councillor endorsement, resulting in reduced efficiencies when.
- *Institutional knowledge gap:* While knowledge sharing/collaboration between the three groups of Council was strong, the inconsistencies in development/project procurement knowledge posed a significant challenge.

To overcome these issues and to foster a greater collaborative culture, developing an empowering vision, streamlining reporting processes and developing a robust governance framework will require financial and staffing resources within each council. Funding for such resources is not currently allocated within the Council's 23/4 or 24/25 budget,

Due to the challenges associated with progressing the joint project, including the need for allocation of additional financial and staff resources, it is considered that the joint project does not proceed, and Council's resources are focused on the continuing the development of the City's comprehensive affordable housing program. This report recommends that the joint project to investigate a sub-regional approach to improve the delivery of affordable rental housing is discontinued. It is understood that the other councils are taking a similar approach.

### **Draft Strategy**

The review of the draft Strategy has two clear and simple overarching objectives that seek:

- To outline clear and achievable actions to increase the provision of Affordable Rental Housing in Randwick LGA; and
- To provide guidance and specifications on Council's expectations and management of ARH properties.

To realise these objectives, the draft Affordable Housing Strategy will build on the existing work achieved to date and further this by exploring the following key actions:

- Increase the provision of affordable rental housing in the Randwick City LGA by setting minimum targets for affordable rental housing:
  - On sites subject to uplift via a Planning Proposal
  - All development across the LGA (refer to section below in relation to the 1% levy to be applied by Waverley Council)
- To improve the liveability outcomes of affordable rental housing that is delivered
- Continue advocacy work with key partners within the industry to achieve change
- Continue to work with and improve relationships with existing organisations.

The review of the Strategy will also include a new action plan and a revised needs analysis.

### *Summary of accompanying policies*

The draft Strategy is proposed to include three policies that will provide guidance and specifications on Council's expectations and management of ARH properties. These are summarised in the table below.

Policy name*	Brief description
ARH Program + Procedures	<ul style="list-style-type: none"><li>• To outline eligibility criteria and assessment for allocation of ARH</li><li>• To establish how Council will manage ARH properties</li></ul>
Transfer of ownership	<ul style="list-style-type: none"><li>• To clearly outline for staff and external parties how ARH properties will be transferred into Council's ownership</li></ul>
Design requirements	<ul style="list-style-type: none"><li>• To outline dwelling composition (number of bedrooms, bathrooms, car parking and other facilities) along with dwelling design considerations such as ADG solar access, cross ventilation and accessibility requirements.</li></ul>

*\*note – exact policy name is subject to further refinement.*

*Waverley approach to levying 1% AH*

The draft Waverly Housing Contributions Scheme 2023 seeks to deliver affordable housing resulting from development contributions in the Waverly Local Government Area. The draft scheme aims to:

- *Support a socially diverse community*
- *Capture value attributed to individual landowners through uplift granted by the planning system for the public purpose of affordable housing*
- *Expand Council's existing affordable housing portfolio.*

The draft scheme applies a 1% fixed contribution levy on the total gross floor area on all new residential apartment development (including independent living units), multi-dwellings and mixed use developments. In addition, Waverley Council seeks to apply an affordable housing contribution target of 10% of total GFA for sites subject to uplift via a planning proposal.

The key difference between Waverley Council and Randwick City Council's current approach to affordable housing levies is that Waverley Council's draft affordable housing scheme seeks to apply a flat rate across the entire LGA for specific development types. Waverley Council has identified that there are limited sites within the LGA for large upscale zoning to deliver additional dwellings and subsequent levies.

Going forward, consideration needs to be given to which application is most appropriate to collect affordable housing contributions within in the Randwick LGA. Specifically, if it is more beneficial to seek to apply a rate in defined areas or apply a smaller flat rate levy across the whole LGA. Both approaches contain benefits and drawbacks, including differing administrative requirements and resourcing, preference for monetary contributions or dedication of built/completed dwellings to Council.

*Inhouse departmental engagement*

To date, the review and updating of Randwick City Affordable Housing Strategy has included liaison with Council's inhouse Community Development Team. As the draft Strategy is further refined, detailed engagement will occur with the Community and Culture Team, Property Team and the Development Assessment team to ensure the Randwick City Affordable Housing Strategy is current, legally robust, takes a cross-Council integrated approach and sets in place appropriate policy to take Randwick City into the next decade.

*Next steps and timeframes*

Council officers are currently refining the draft Strategy and will present it to Council at a future date.

**Strategic alignment**

The relationship with our 2022-26 Delivery Program is as follows:



### Delivering the Outcomes of the Community Strategic Plan:

Strategy	Housing
Outcome	A city with diverse and affordable housing that responds to local needs
Objective	Increase the percentage of all households that are either social or dedicated affordable housing to a minimum of 10% by 2040
Delivery program commitment	Review and update the Randwick Affordable Housing Strategy and Action Plan by 2024.
Delivery program commitment	Work with the Land and Housing Corporation to develop a staged approach for the renewal of social housing estates, and ensure that the number of social housing dwellings is increased in any future redevelopment of public housing estates in Randwick City.
Delivery program commitment	Provide additional housing opportunities for low income and key workers to support the Randwick Collaboration Area by 2031.
Delivery program commitment	Work with Waverley and Woollahra Councils to prepare a regional approach to affordable housing by 2031.

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### Resourcing Strategy implications

This work is being prepared by Council's Strategic Planning team and the Community Development team as part of the Council 2023- 2024 and 2024-2025 budget allocations.

### Policy and legislative requirements

Relevant policies and legislation in relation to the review of Council's Affordable Housing Strategy:

- Environmental Planning and Assessment Act 1979
- Environmental Planning and Assessment Regulation 2021
- The Six Cities Vision
- Eastern City District Plan
- Randwick Local Strategic Planning Statement
- Randwick Vision 2040 - Housing Strategy
- State Environmental Planning Policy (Housing) 2021 (Housing SEPP)
- Voluntary planning agreements under section 7.4 of the Environmental Planning and Assessment Act (EP&A Act)
- Randwick City Council Affordable Housing Schemes (Kensington and Kingsford Town Centers and the Housing Investigations Areas)
- NSW Affordable Housing Ministerial Guidelines 2023-24.

### Conclusion

The updated Affordable Housing Strategy will be based on current housing needs analysis and best practice planning approaches, taking into account recent State and Federal government affordable housing reforms and funding streams. The Strategy's objectives and actions will aim to further strengthen Council's commitment and leadership in delivering affordable housing to date. The updated structure will be easy to navigate, set clear priorities and include expectations on the design, amenity and management of properties.

The review and updating of the Strategy has included, and will continue liaison with Council's inhouse Community Development team and other teams to ensure the Strategy is current, workable and sets in place appropriate policy to take Randwick City into the next decade.

**Responsible officer:** Liam Stanley, Coordinator Strategic Planning

**File Reference:** F2023/00708

## Director City Planning Report No. CP32/24

**Subject: Public notification of Voluntary Planning Agreement - 277-291 Anzac Parade, Kingsford (DA/477/2022)**

### Executive Summary

- A draft Voluntary Planning Agreement (VPA) has been prepared by Marsdens Law Group on behalf of Council to provide for, and secure, public benefits in connection with the Development Consent for DA/477/2022 for the land at Nos. 277-291 Anzac Parade Kingsford.
- The draft VPA has been proposed by the Developer as per the provisions under Randwick Local Environment Plan 2012 and contains a total contribution of \$9,057,800 comprising of:
  - \$2,131,800 for the community infrastructure contribution as works-in-kind and monetary contribution for works on footpaths directly adjacent to the site including other public realm works & upgrades along Anzac Parade, local road improvement and upgrade along Strachan Street and laneway upgrade along Houston Lane;
  - \$1,317,250 for the Section 7.12 contribution as works-in-kind and monetary contribution for undergrounding of overhead powerlines and poles with street lighting on Strachan Street; and
  - \$5,608,750 for the affordable housing to be paid as monetary contribution to Council.
- Relevant issues relating to the timing and adequacy of the VPA have been assessed and addressed in the preparation and review of the VPA.
- A letter of offer from the Developer was reported to the Ordinary Council meeting on 25 July 2023 where Council resolved to accept the terms contained in the letter of offer subject to the Sydney Eastern City Planning Panel (SECPP) granting approval to the development and the subsequent endorsement of a VPA.
- The subject DA was approved by the SECPP on 27 September 2023 subject to deferred commencement conditions relating to the execution of the VPA.
- In accordance with Section 7.5(1) of the Environmental Planning and Assessment Act 1979, the draft VPA was placed on public exhibition for 28 days from 13 May to 10 June 2024.
- A total of 9 submissions were received in response to the public exhibition.
- This report advises Council of the outcome of the public exhibition prior to Council entering into the VPA and recommends that Council enter into the deed with the Developer.


### Recommendation

That Council:

- a) agree to enter into the Voluntary Planning Agreement in **Attachments 1** and **2** pursuant to Section 7.5 of the Environmental Planning and Assessment Act 1979; and
- b) authorise the General Manager to make minor drafting changes to the draft Voluntary Planning Agreement as required, prior to its execution.

### Attachment/s:

1. [LINK TO VIEW](#) Voluntary Planning Agreement - 277-291 ANZAC Parade Kingsford

2.  Explanatory Note for Voluntary Planning Agreement  
070524(17046274.1)



## Purpose

This report provides the outcome of the public exhibition of the draft Voluntary Planning Agreement (VPA) for the construction of a part 3 part 18 storey mixed use development comprising commercial premises at ground level and co-living housing with 286 rooms on floors above, a basement level for parking, associated indoor and outdoor communal space and landscaping at 277-291 Anzac Parade, Kingsford (see **Figure 1**), pursuant to Section 7.5(1) of the Environmental Planning and Assessment Act 1979 (EP&A Act).



**Figure 1: View of the approved development from the intersection of Anzac Parade and Strachan Street (Source: Batessmart)**

## Background

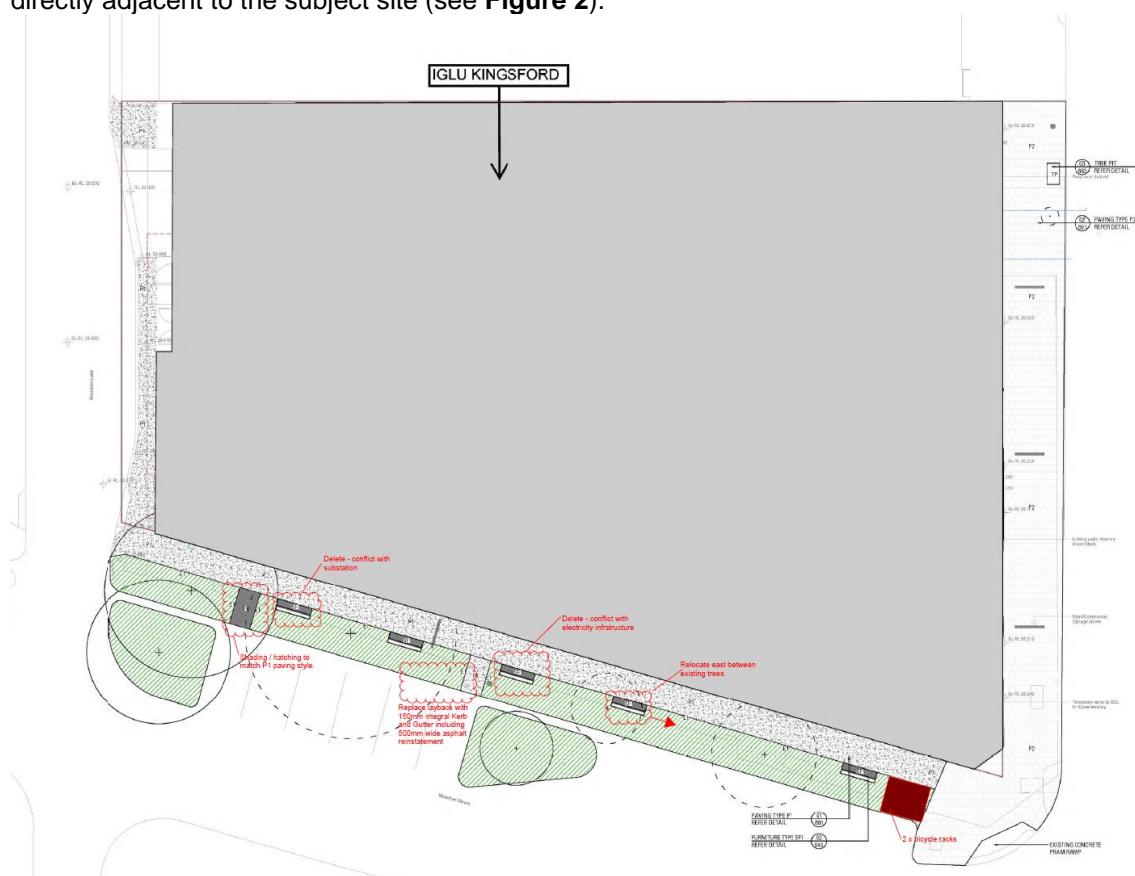
### Community Infrastructure Contributions Plan

Council's Community Infrastructure Plan (CIC) for the Kensington and Kingsford (K2K) town centres provides for infrastructure, public domain and physical facilities that support the growth and function of the town centres and benefit the existing and new population as well as the wider Randwick population. The total value of the infrastructure that would be provided for in the two town centres

is approximately \$37 million. It is important to note that the CIC contribution is only applicable to that part of the development over 6/7 storey as that was the maximum height under the previous standard. The proposed development is up to 18 storey with the retention of the contributory building façade and up to 4 storey street wall fronting Strachan Street.

The K2K strategy and its amending LEP was designed to allow additional height and density in the town centres and to capture that additional value through the CIC plan. The additional height and density were distributed across the town centres with the predominant height being 9 storey and up to 17/18 storey on the three key intersections (including the subject site). The CIC plan was a fundamental component of the overall strategy in that it allowed significant public benefits from the additional density.

The mechanism for delivery the Community Infrastructure items listed in this Plan is through a VPA. The contributions would be made towards Anzac Parade footpaths and intersections, other public realm works and upgrades, local road improvements and upgrades and laneway improvements directly adjacent to the subject site (see **Figure 2**).



**Figure 2: Site plan showing proposed CIC works (Source: BatesSMART)**

### **Affordable Housing**

The Kensington and Kingsford Town Centres affordable housing plan aims to ensure that lower income households continue to live and work locally within Randwick LGA, to facilitate a socially diverse and inclusive community; and to support the economic functions of the Randwick Education and Health Strategic Centre.

### **Section 7.12 Development Contributions Plan: Kensington and Kingsford Town Centres**

This Plan applies to development on land that is subject to a development consent or a complying development certificate within the Kensington and Kingsford town centres. This Plan authorises Council to grant consent to development to which this Plan applies, subject to a condition requiring the applicant to pay a levy based on the proposed cost of carrying out the development (i.e. 2.5% levy for cost of development greater than \$250,000).

The total cost of development (as submitted) is \$52,690,000 and the applicable Section 7.12 contribution levy is \$1,317,250, which would cover undergrounding of overhead powerlines and poles with street lighting on Strachan Street.

## Discussion

### Background

A letter of offer provided by the Developer was reported to the Ordinary Council meeting on 25 July 2023, at which Council made the following resolution:

- “(Hamilton/D’Souza) that Council agrees to the terms contained in the attached letter of offer subject to;
- a) the Sydney Eastern City Planning Panel granting approval to the development; and
  - b) the subsequent endorsement of a Voluntary Planning Agreements.”

On 27 September 2023, the SECPP granted development consent for the development at Nos. 277-291 Anzac Parade, Kingsford. In particular, the approved development incorporates the following components that would result in positive contribution to the public benefits of the community and the long term vitality of Kingsford town centre:

- Provision of Anzac Parade footpaths and intersections, other public realm works and upgrades, local road improvements and upgrades and laneway improvements directly adjacent to the subject site (refer to Figure 2 above).
- Provision of monetary contribution for affordable housing to Council.

The draft VPA contains the monetary contributions and/or works-in-kind for community infrastructure, Section 7.12 and affordable housing as required under Randwick Local Environmental Plan 2012.

The community infrastructure contribution is \$2,131,800 (being 4,488sqm of floor space payable at a rate of \$475/sqm), which will be paid as works-in-kind for Anzac Parade footpaths and intersections, other public realm works and upgrades, local road improvements and upgrades and laneway improvements directly adjacent to the subject site.

The Section 7.12 contribution is \$1,137,250, which will be paid as partial monetary contribution and works-in-kind for undergrounding of overhead power lines and poles with street lighting on Strachan Street, and approximate \$5.6 million will be paid to Council as monetary contribution for the affordable housing.

The total value of all contributions including the Section 7.12 contributions and affordable housing for the approved development is \$9,057,800.

### Public Exhibition

Section 7.5(1) of the EP&A Act requires that a planning agreement cannot be entered into, and a planning agreement cannot be amended or revoked, unless public notice has been given of the proposed agreement, amendment or revocation, and a copy of the proposed agreement, amendment or revocation has been available for inspection by the public for a period of not less than 28 days. Any public submission received must be considered before finalisation of the planning agreement.

The draft Voluntary Planning Agreement and the Explanatory Note for the Voluntary Planning Agreement was publicly notified in the Sydney Morning Herald and on Council's website on Your Say Randwick and Randwick eNews for 28 days, from 13 May to 10 June 2024. During this time, the website had:

- 883 visits.
- 322 downloads of the VPA.
- 186 downloads of the Explanatory Note for VPA.

As a result of the public exhibition, 9 submissions were received in relation to the draft VPA. A summary of the submissions is provided below:

Issue	Comment
Fully support the development in Kingsford but disappointed that a supermarket is unable to be provided on this site.	Noted. However, this matter is beyond the scope for consideration under the subject VPA.
Object to planting of Philodendron Xanadu, use of Terrabond and granite surrounding the trees.	Noted. Council will review the final specifications for planting and paving at the civil works application stage.
A pedestrian crossing should be provided across Houston Road for pedestrian walking along Strachan Street.	Noted. However, this matter is beyond the scope for consideration under the subject VPA.
What exactly is the affordable housing contribution for? How will Council monitor and enforce the affordable rent.	The VPA proposed a monetary contribution to affordable housing and the affordable housing contributions are to be pooled and managed by Council until such time as there is sufficient funding available to develop and/or acquire new affordable housing. All affordable housing is to be rented to low and moderate income households.
Support this VPA as it helps pay for upgrades to critical community infrastructure and improve the public domain of the surrounds.	Noted. Further details to be provided at the civil works application stage to ensure the community infrastructure being delivered to meet Council's standards.
There should be more street trees planted along Anzac Parade and more bins along Anzac Parade and Strachan Street.	Noted. Council will explore additional tree planting along Anzac Parade at the civil works application stage.
Too many students housing complex along Anzac Parade.	Noted. However, this matter is beyond the scope for consideration under the subject VPA.

### Strategic alignment

The relationship with our 2022-26 Delivery Program is as follows:

Delivering services and regulatory functions:	
Service area	Development Assessment
Function	Assessment of Development Applications
Delivery program commitment	Assess and determine Development Applications, Modification Applications and Review Applications under the Environmental Planning and Assessment Act 1979

### Resourcing Strategy implications

The execution of this voluntary planning agreement would result in monetary contributions and/or works-in-kind relating to

- Community infrastructure contribution to the value of \$2,131,800 to be paid as works-in-kind for Anzac Parade footpaths and intersections, other public realm works and upgrades, local road improvements and upgrades and laneway improvements.

- Section 7.12 contribution of \$1,137,250 to be paid as partial monetary contribution and works-in-kind for undergrounding of overhead power lines and poles with street lighting on Strachan Street.
- A monetary contribution of approximately \$5.6 million for affordable housing.

The total value of all contributions including the Section 7.12 contributions and affordable housing for the approved development is \$9,057,800.

### **Policy and legislative requirements**

The draft Voluntary Planning Agreement has been prepared and publicly notified in accordance with the EP&A Act and meets the principles and procedures of the Local Government Act and Council's Planning Agreement Policy.

### **Conclusion**

The draft VPA was publicly notified in accordance with Section 7.5(1) of the EP&A Act. As a result of the public exhibition, 9 submissions were received in relation to the draft VPA.

The draft VPA has been prepared, duly processed and publicly notified in accordance with the EP&A Act and meets the principles and procedures of the Local Government Act and Council's Planning Agreement Policy. On this basis, it is recommended that Council enter into the deed with the Developer.

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**Responsible officer:** Frank Ko, Manager Development Assessment

**File Reference:** DA/477/2022



## Explanatory Note Planning Agreement

### 277-291 Anzac Parade, Kingsford (DA/477/2022)

#### 1 Introduction

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- (1) The purpose of this Explanatory Note is to provide a plain English summary to support the notification of a proposed planning agreement (**Planning Agreement**) under s7.4 of the *Environmental Planning & Assessment Act 1979* (NSW) (**Act**).
- (2) This Explanatory Note has been prepared jointly between the parties as required by clause 205 of the *Environmental Planning & Assessment Regulation 2021* (NSW).
- (3) This Explanatory Note is not to be used to assist in construing the Planning Agreement.

#### 2 Parties to the Planning Agreement

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The parties to the Planning Agreement are as follows:

- (1) Randwick City Council (ABN 77 362 844 121) (**Council**).
- (2) Iglu No. 215 Pty Ltd (ACN 653 910 064) as trustee for the Iglu Property Trust No. 215 (ABN 42 518 096 550) (**Developer**).

#### 3 Description of the Subject Land

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The Planning Agreement applies to the Land comprising Lots A & B in DP394221, Lots 11 & 12 in DP716333, Lot 3 in DP129966 and Lot 101 DP 860478, known as 277-291 Anzac Parade, Kingsford (**Land**).

#### 4 Description of the Development

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The Planning Agreement relates to the development generally described in development application DA/477/2022 (**Development Consent**) consisting of the partial demolition of an existing structure and construction of a part three (3) and part eighteen (18) storey mixed use development over one (1) level of basement comprising retail, commercial and 285 coliving (student accommodation) rooms with associated indoor and outdoor communal space and landscaping (**Development**).

#### 5 Summary of objects, nature and effect of the Planning Agreement

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The **objective** of the Planning Agreement is to provide community infrastructure, amenities and resources to the Randwick LGA community by facilitating the delivery of development contributions consisting of the following (**Contributions**):

- (1) An Affordable Housing Contribution, being a Monetary Contribution to the value of the Contribution Value as set out in Item 1 of **Schedule 1**.
- (2) A Community Infrastructure Contribution (**CIC**) being:
  - (a) a Monetary Contribution to the value of the Contribution Value set out in Item 2 of **Schedule 1**; or

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- (b) if works in lieu of the Monetary Contribution in paragraph (a) are being carried out, the Works as set out in Items 3, 4, 5 and 6 of **Schedule 1** (or Monetary Contributions to the value of the Contribution Value set out in **Schedule 1** to the extent that each of those Works are not completed) (**CIC Works**).
- (3) A local infrastructure contribution pursuant to s7.12 of the Act (**s7.12**), being:
- (a) a Monetary Contribution to the value of the Contribution Value set out in Item 7 of **Schedule 1**; or
- (b) if works in lieu of the Monetary Contribution in paragraph (a) are being carried out, the Works as set out in Items 8 and 9 of **Schedule 1** (or Monetary Contributions to the value of the Contribution Value set out in **Schedule 1** to the extent that each of those Works are not completed) (**s7.12 Works**).

The Developer must notify Council of its intention to:

- (1) pay the CIC Monetary Contribution or carry out the CIC Works; and
- (2) pay the s7.12 Monetary Contribution or carry out the s7.12 Works,

prior to the issue of a Construction Certificate for above ground works in connection with the Development (which excludes any Construction Certificate for site preparation, all retaining structures, demolition, piling, shoring, excavation and basement works) (**Relevant CC**).

If it becomes apparent during the design process (with the detailed design to be agreed prior to the issue of the Relevant CC) that the parties cannot agree on the detailed design or the Works cannot be conducted at a reasonable cost by the Developer, then the Developer may elect to provide that Contribution Value as a Monetary Contribution instead. In that regard, Council must use that Monetary Contribution for works on any land upon which the Works were intended to be carried out. However, Council has the absolute discretion as to which parts of that land upon which it undertakes works and is not obligated to carry out works on all of that land.

The **intent** of the Planning Agreement is to facilitate the provision of the Contributions by the Developer.

The Planning Agreement will be registered on the title of the Land.

Council will be able to withhold Construction Certificates, Subdivision Certificates and Occupation Certificates until such time as those Contributions are made.

The Developer will provide Council with the following bank guarantees to ensure completion of the Contributions:

- (1) A bank guarantee for an amount equivalent to one hundred and ten per cent (110%) of the Contribution Value for the Works (**Work Security**).
- (2) A bank guarantee for an amount equivalent to ten per cent (10%) of the Contribution Value for each item of Works prior to the completion of an item of Work to satisfy any defects in the Works during the relevant Defect Liability Period (which will be twelve (12) months commencing from the date the item of Works is completed) (**Defects Security**).

The **nature** of the Planning Agreement is a contractual relationship between the Council and the Developer for providing the Contributions.

The **effect** of the Planning Agreement is that the Developer will provide the Contributions in the manner provided for by the Planning Agreement (as applicable) and as set out in **Schedule 1**.

## **6 Assessment of the merits of the Planning Agreement**

### **6.1 The planning purposes served by the Planning Agreement**

In accordance with section 7.4(2) of the Act, the Planning Agreement promotes the following public purposes:

- (1) Provision of contributions to accommodate and meet the demands of future developments and to mitigate the potential impacts of the Development on existing infrastructure.
- (2) The provision of monetary contributions to meet the demands for infrastructure in relation to affordable housing, public amenities and public services.
- (3) The monitoring of the planning impacts of development on the Land.

### **6.2 How the Planning Agreement promotes the public interest**

In accordance with the objects of the Act, the Planning Agreement promotes the public interest in the following manner:

- (1) By providing certainty for the Developer and Council as to the provision of the Contributions directed towards community infrastructure within the Randwick LGA community.
- (2) By promoting the social and economic welfare of the community and a better environment.
- (3) By promoting the delivery of affordable housing.
- (4) The promotion and co-ordination of the orderly and economic use and development of Land to which the Planning Agreement applies.
- (5) The Planning Agreement will provide an opportunity for involvement and participation by members of the community in development assessment and are invited to make comment on the Planning Agreement.

### **6.3 How the Planning Agreement promotes Council's guiding principles**

The Planning Agreement promotes a number of Council's guiding principles under section 8A of the *Local Government Act 1993* (NSW), as follows:

- (1) The exhibition of the Planning Agreement facilitates the involvement of members of the public in the consultation process for the Planning Agreement.
- (2) To plan strategically for the provision of effective and efficient services and regulation to meet the diverse needs of the local community.
- (3) To act fairly, ethically and without bias to the interests of the local community.
- (4) To recognise diverse local community needs and interests.
- (5) To have regard to the long term and cumulative effects of its decisions on future generations.

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- (6) Transparent decision-making and active engagement with local communities, through the use of the integrated planning and reporting framework and other measures.
- (7) To engage in long-term strategic planning on behalf of the local community;
- (8) The Planning Agreement makes it clear that Council has a statutory role as consent authority in relation to the development proposal and that the Planning Agreement is not intended to unlawfully influence the exercise of Council's regulatory functions.

## **7 Identification of whether the Planning Agreement conforms with the Council's capital works program**

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The Planning Agreement conforms with Council's local infrastructure delivery plans in meeting the development objectives for the establishment, ongoing management and development of infrastructure on community land, which are consistent with the community expectations for local infrastructure.

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**Schedule 1: Contributions**

Item	Contributions	Public Purpose	Timing	Contribution Value
1	Affordable Housing Levy Monetary Contribution	Provision of affordable housing	Prior to the issue of a Construction Certificate for above ground works (excluding any CC for site preparation, all retaining structures, demolition, piling, shoring, excavation and basement works).	<p>The amount of the contribution must be calculated at the time that it is required to be paid in accordance with clause 6.18 of the <i>Randwick Local Environmental Plan 2012</i> (RLEP) and the <i>Kensington and Kingsford Town Centres - Affordable Housing Plan</i> adopted by the Council on 10 December 2019 and will be calculated using:</p> <p>(1) the relevant indexed Affordable Housing Levy Monetary Contribution Rate pursuant to part 2.8 of the <i>Kensington and Kingsford Town Centres - Affordable Housing Plan</i> (being an amount of \$625.00 per square metre as at the date of this Planning Agreement); and</p> <p>(2) an area of 8,974 square meters of residential floor space approved by the Development Consent.</p> <p>The Affordable Housing Levy Monetary Contribution Rate is indexed twice a year, being the first day of January and July, with reference to the most recently published median strata dwelling price in Randwick City Local Government Area.</p> <p>As at the date of this Planning Agreement, the Contribution Value is estimated to be \$5,608,750.00 (being 8,974 square metres of residential floor space payable at a rate of \$625.00/sqm). <b>[Note: Final figure to be confirmed]</b></p>
<b>Community Infrastructure Contribution</b>				
2	CIC Monetary Contribution	Improvement of local infrastructure	Prior to the issue of a Construction Certificate for above ground works (excluding any CC for site preparation, all retaining structures, demolition, piling, shoring, excavation and basement works).	<p>If a CIC Monetary Contribution is payable, the amount of the contribution will be calculated at the time that it is required to be paid in accordance with clause 6.17 of the <i>Randwick Local Environmental Plan 2012</i> (RLEP), the <i>Kensington and Kingsford Town Centres – Community Infrastructure Contributions Plan (CIC Plan)</i> adopted by the Council on 10 December 2019 and will be calculated (which includes for the sake of clarity any indexation required in accordance with section 7 of the CIC Plan) using:</p> <p>(1) the relevant Community Infrastructure Contribution Rate (being an amount of \$475.00 per square metre as at the date of this Planning Agreement); and</p>

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				<p>(2) an area of 4,488 square metres of additional residential floor space within the Development above the maximum building height plane allowable under clause 4.3 of the RLEP approved under the Development Consent.</p> <p>As at the date of this Planning Agreement, the Contribution Value for the CIC Monetary Contribution is estimated to be \$2,131,800.00. (being 4,488 square metres of floor space payable at a rate of \$475/sqm). <b>[Note: Final figure to be confirmed]</b></p>
3	CIC Works in Lieu - Anzac Parade footpaths and intersections at Anzac Parade and Strachan Street.	Improvement of local infrastructure	Prior to the issue of the first Occupation Certificate in respect of the Development.	\$250,000.00
4	CIC Works in Lieu - Other public realm works and upgrades at Anzac Parade.	Improvement of local infrastructure	Prior to the issue of the first Occupation Certificate in respect of the Development.	\$481,800.00
5	CIC Works in Lieu - Local road improvement and upgrades at Strachan Street.	Improvement of local infrastructure	Prior to the issue of the first Occupation Certificate in respect of the Development.	\$600,000.00
6	CIC Works in Lieu - Laneway upgrades at Houston Lane.	Improvement of local infrastructure	Prior to the issue of the first Occupation Certificate in respect of the Development.	\$800,000.00
<b>Section 7.12 Contribution</b>				
7	Section 7.12 Monetary Contribution	Public infrastructure in the Kensington and Kingsford	Prior to the issue of a Construction Certificate for above ground works (excluding any CC for site preparation, all retaining structures, demolition, piling, shoring,	If a s7.12 Monetary Contribution is payable, the amount of the contribution will be calculated at the time that it is required to be paid as indexed in accordance with section 10 of the <i>Section 7.12 Development Contributions Plan – Kensington and Kingsford Town Centres</i> adopted by the Council on 10 December 2019.

		community.	excavation and basement works).	A s7.12 Monetary Contribution will not be payable if the value of the s7.12 Works is equal to the values of the s7.12 Monetary Contribution Amount.
8	Section 7.12 Works in Lieu - Undergrounding of overhead power lines on Strachan Street.	Public infrastructure in the Kensington and Kingsford community.	Prior to the issue of the first Occupation Certificate in respect of the Development.	\$900,000.00
9	Section 7.12 Works in Lieu - Poles with street lighting on Strachan Street, which must be delivered in accordance with V1 and PR4 categories of the Australian standard AS1158.1.1:2022.	Public infrastructure in the Kensington and Kingsford community.	Prior to the issue of the first Occupation Certificate in respect of the Development.	\$417,250.00

## Director City Planning Report No. CP33/24

**Subject: Draft Planning Proposal - 215, 215A & 215B Anzac Parade, Kensington**

### Executive Summary

- This report outlines the draft Planning Proposal and draft development control plan (DCP) at 215, 215A and 215B Anzac Parade (Pde) Kensington (collectively referred to as UNSW Western Campus). The Planning Proposal sets a maximum building height of 24m (equivalent to a 6 storey educational building or 7 storey student accommodation building) to the majority of the site, and protects the location and size of a proposed new plaza culminating the University Mall with a 1m height control and 12m height control for the western boundary adjoining the residential area.
- The draft Planning Proposal and built form urban design analysis has been prepared to create certainty in planning controls applying to the Western Campus site and reflect provisions contained in the Randwick Development Control Plan 2013 (RDCP).
- Council has sought advice from the Randwick Local Planning Panel (RLPP) at its meeting of 4 June 2024 on the draft Planning Proposal. This report responds to the RLPP advice to assist Council in forming its decision to proceed to the next stage of the planning process, being the Gateway determination stage and public exhibition.
- The draft Planning Proposal sets out the proposed changes to achieve appropriate future development on the site and ensure design excellence and bulk and scale outcomes are suitable on the site.
- An accompanying draft amendment to RDCP provides the framework for future built form, open space and public domain on the site and underpins the height controls with provisions to guide the bulk and scale of development and how the buildings interface with the street and surrounding development.
- The proposed amendments are supported by an urban design study, including 3D modelling of built form, street level building envelope photomontages and shadow studies (refer Attachment 2), to ensure that the proposed RLEP changes will result in appropriate redevelopment of the site, that is sympathetic and consistent with the surrounding land uses and built form of the UNSW Kensington Campus (including NIDA, the New College Postgraduate Village and the UNSW Regiment) and the surrounding streetscapes.
- A DA for student accommodation lodged in May 2023 for the site at 215B Anzac Pde Kensington remains undetermined. Once the draft Planning Proposal is placed on public exhibition, the Sydney Eastern City Planning Panel (SECPP), as the consent authority will need to have regard to the draft planning controls as part of determining the application. The draft Planning Proposal will specify that a savings provision should not be included for this amendment, so that the draft provisions will apply at the time of determination of the application.



### Recommendation

That Council:

- a) endorse the draft Planning Proposal for UNSW West Anzac Parade, Kensington comprising 215, 215A and 215B Anzac Pde Kensington to amend the Height of Building Map in Randwick LEP 2012 shown in Figure 20 as follows:
  - maximum 24m over the majority of the site
  - max 12m along the entire western boundary (adjoining the residential area)
  - maximum 1m over the new plaza area extending the University Mall

- b) submit the draft Planning Proposal to the Department of Planning, Housing and Infrastructure requesting Gateway Determination in accordance with s3.34 of the Environmental Planning and Assessment Act, 1979.
- c) exhibit the draft Planning Proposal for UNSW West Anzac Parade, Kensington comprising 215, 215A and 215B Anzac Pde Kensington following Gateway Determination and bring back a report to Council detailing the results of the community consultation for final consideration by Council.
- d) endorse the Draft Randwick Development Control Plan 2013 – E8 UNSW West DCP, provided as Attachment 3 to this report, for consultation and public exhibition concurrent with the Planning Proposal.
- e) endorse the advice of the Randwick Local Planning Panel provided at its meeting of 4 June 2024 supporting the draft Planning Proposal and draft DCP for the site and recommended design changes to building setbacks from Anzac Pde; legibility/treatment of the University Mall extension and vehicular access as outlined in this report.
- f) delegate authority to the Director City Planning to make any minor editing and formatting changes to the draft Planning Proposal – UNSW West Anzac Parade Kensington and Draft Randwick Development Control Plan 2013 - E8 UNSW West DCP to correct or clarify any drafting errors as may be required prior to submission for Gateway Determination.

#### Attachment/s:

1. [LINK TO VIEW](#) UNSW West ANZAC Parade Kensington\_Planning Proposal
2.  UNSW West Anzac Parade Urban Design Study DRAFT
3.  [LINK TO VIEW](#) E8 UNSW West DCP\_DRAFT

## Purpose

This report provides an overview of the draft Planning Proposal, including a summary of the site constraints and opportunities, identifies the key redevelopment issues, and the contextual relationship with the Kensington and Kingsford Town Centres Strategy, remainder of the UNSW Campus and adjoining land.

This report provides details on the advice by the RLPP in relation to a draft Planning Proposal for all sites within the triangular shaped UNSW Western Campus site being 215B Anzac Pde, Kensington and adjoining lands 215 and 215A Anzac Pde.

This report recommends Council endorse the RLPP advice, in part, and support the Council officer's recommended response to design changes for the site for building setbacks from Anzac Pde; legibility/treatment of the University Mall extension and vehicular access as outlined in this report

This report also recommends that Council endorse the draft Planning Proposal for submission to the Department of Planning, Housing and Infrastructure (DPHI) seeking a Gateway Determination, and that Council approve the draft amendment to Randwick Development Control Plan 2013 (draft DCP), provided in Attachment 3 to this report, to be publicly exhibited with the draft Planning Proposal.

## Proposed Amendments to RLEP 2012

The purpose of the draft Planning Proposal is to apply a Height of Building (HOB) control for the entire triangular block, incorporating properties at 215, 215A and 215B Anzac Pde, Kensington that contains the UNSW Regiment site, New College and NIDA facilities as shown in Figure 20 proposing maximum heights of 1m, 12m and 24m.

Proposed amendments will retain the 12m perimeter height control along the western boundary, extending 30m into the site. The new 1m height control will extend a maximum depth of 35m from Anzac Pde to secure open space and public domain outcomes. The proposed 24m height limit will extend beyond an existing 24m perimeter height control located along the sites southern and eastern boundaries, to apply to that portion of the site with no height of building control (refer to Figures 20 and 21).

As a result of planning investigations following Council's resolution of 30 April 2024, the proposed boundary for the draft Planning Proposal has been expanded to cover more than 215B Anzac Pde (being the UNSW car park and regiment site which is the site of the current development application for student housing).

The amendments to the RLEP are informed by a review of the existing planning controls, including the opportunities and constraints of the site, built form, scale, streetscape and the University Mall visual axis considerations. The draft Planning Proposal has also been informed by the Apartment Design Guide (ADG) requirements for building-to-building separation, the potential for impacts to the amenity of existing adjoining student accommodation (New College Postgraduate Village), the National Institute of Dramatic Art (NIDA) teaching facilities and on surrounding residents, including the visual and overshadowing considerations to residential properties to the south and west.

The proposed RLEP changes implement the relevant planning priorities and actions of the Randwick Local Strategic Planning Statement (LSPS) in relation to encouraging development that is responsive to the local character and desired future character of Randwick City.

## Discussion

### Location and context

The site of the draft Planning Proposal comprising the open/at-grade car park; the NIDA facilities; the UNSW Regiment buildings and New College Postgraduate Village is shown outlined in Figure 1. The site details including areas are as follows:



- 215 Anzac Pde (Lot 11 DP 1062204) – 10,610m<sup>2</sup>
- 215A Anzac Pde (Lot 1 DP 1173179) – 2,615m<sup>2</sup>
- 215B Anzac Pde (Lot 2 DP 1173179) – 14,250m<sup>2</sup>

The site is Crown land, zoned SP2 Educational Establishment under RLEP 2012.

The site is located at the western edge of the UNSW Kensington Campus (refer to Figure 2). The key east-west axis known as University Mall (red dashed line) is illustrated in Figure 1. The pedestrian spine and vista continues from the main campus, west across Anzac Pde into the subject site.

The site has frontages to Anzac Pde and Day Avenue. There is low scale residential development to the west, southwest and south of the subject site. The site is located adjacent to the UNSW Anzac Pde Light Rail stop and to a bus stop on Anzac Pde that provides services to the Sydney CBD and south to Kingsford, Maroubra Junction and La Perouse.

The site, the subject of Council's resolution of 30 April 2024 is located at 215B Anzac Pde, Kensington (shown shaded in Figure 1).



Figure 1: Aerial view of the site



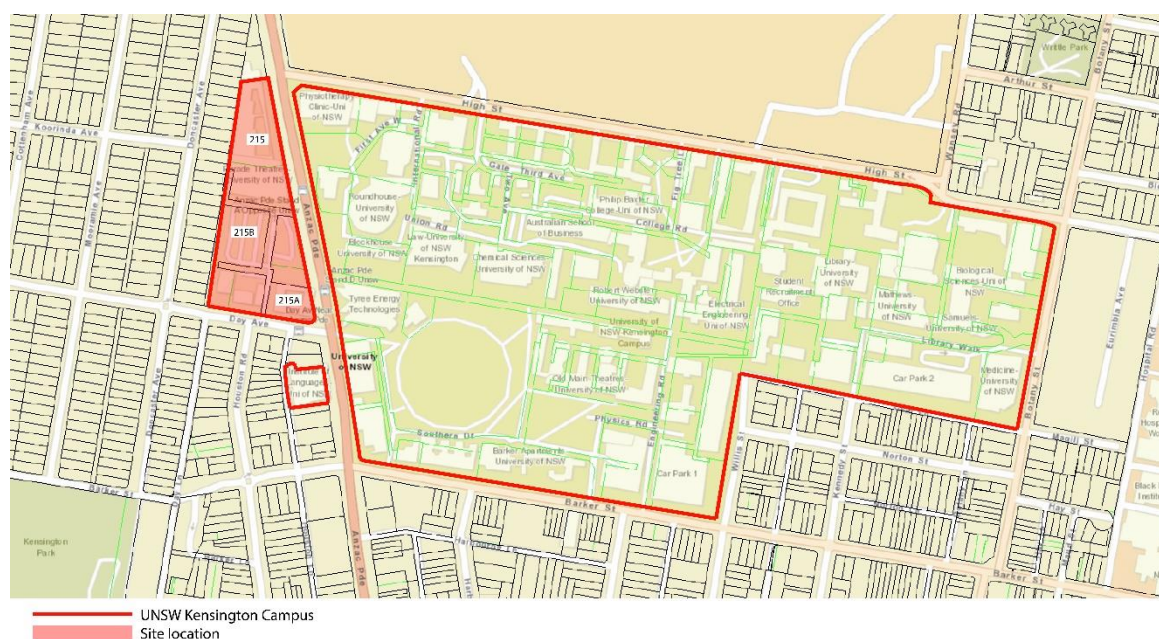


Figure 2: Site location within the UNSW Kensington campus

The subject site is relatively flat with a high point noted at the northeast corner of 215B Anzac Pde, which gently slopes down 0.34m to the west, 0.38m to the south and 0.64m to the southwest. Significant vegetation includes a row of mature brush box trees along the west and south boundaries of the site (see Figure 1).

### Background

Randwick DCP 2013, Part E2 Randwick Education and Health Specialised Centre, section 4. *UNSW Kensington* (page 33), provides detailed development controls for the subject site, including appropriate built form and building typology, number of storeys, requirements for the public domain and public places, and vehicular access and parking, based on the endorsed UNSW Campus 2020 Master Plan (UNSW 2005). The overall University campus vision, planning intent, and the Objectives and Controls provided in the DCP, have informed the preparation of the current draft Planning Proposal.

Clarification of the proposed building heights and envelope controls across the subject site as proposed in the draft Planning Proposal would provide certainty to the community on future redevelopment potential.

### Council resolutions

At its meeting of 28 November 2023, Council resolved as follows:

***(Luxford/Rosenfeld)*** that Council reinforces its objection to the development proposed by UNSW/Iglu at 215B Anzac Parade Kensington by reviewing its current LEP & DCP controls to ensure that any development on the site does not exceed 12m in height and incorporates a large civic space to Anzac Parade. This would preserve the amenity of the neighbouring residential properties and NIDA.

In response to the above resolution, Council officers prepared a report addressing opportunities for reviewing planning controls across the site and at its meeting of 30 April 2024 Council resolved:

***(Luxford/Rosenfeld)*** That Council:

- a) commence the process of preparing a Planning Proposal to amend the Randwick LEP 2012 for the UNSW western carpark site, known as 215B Anzac Parade, Kensington;

- b) *endorse the preparation of site-specific envelope controls and provisions to amend Randwick DCP 2013 for the subject site as part of the Stage 2 DCP review;*
- c) *endorse the submission of the draft Planning Proposal to the Randwick Local Planning Panel (RLPP), in accordance with Ministerial Direction and report back on their advice;*
- d) *receive a report back on the draft Planning Proposal with supporting urban design technical studies for Council's consideration prior to submitting the proposal to the Department of Planning, Housing and Infrastructure, requesting gateway determination and public exhibition; and*
- e) *reaffirms the elected Council's aspiration for commercial student accommodation not being developed on this crown land block.*

In response to a), Council staff have commenced the process of preparing a draft planning proposal for the consideration of Council (refer to Attachment 1). Note, the draft Planning Proposal at Attachment 1 is not a strict interpretation of Council's resolution and includes sites 215 and 215A Anzac Pde, in addition to 215B Anzac Pde. The approach to include 215 and 215A Anzac Pde is considered best practice, ensuring no parcels of land across the UNSW West campus site are left with no Height of Building (HOB) control. This approach has been endorsed by the Randwick Local Planning Panel at their meeting of 4 June 2024.

In response to resolution b), this report provides for Council's consideration, an amendment to Randwick DCP 2013 outlining site-specific envelope controls for the subject site.

In response to resolution c), this report provides the advice from the RLPP with regard to the draft Planning Proposal and draft DCP for Council's consideration.

In response to resolution d), this report provides for Council's consideration, a draft Planning Proposal supported by an urban design study for submission to DPHI to request Gateway determination and public exhibition.

In response to resolution e) regarding commercial student accommodation, this land use type, defined as Co-Living accommodation is permissible under the SP2 – Infrastructure (Educational Establishment) zone as it is ancillary to the predominant use as a university.

#### Randwick Local Planning Panel advice

The advice of the Randwick Local Planning Panel (RLPP) at their meeting on the 4 June 2024, is provided in Attachment 4, and in the below table with Council's corresponding response.

RLPP Resolution	Council Officer Response
That the Randwick Local Planning Panel advise Council that it supports the recommendations set out below:	Agreed, the whole triangle block HOB map will be included in the Planning Proposal i.e., Figure 20 in this report.
a) Amend Randwick LEP 2012 and the accompanying Height of Building Map/s to clarify the maximum permissible building height for the subject site, NIDA and adjoining Regiment land, setting a maximum building height of 24m, as illustrated in Figure 21.	
b) Endorse the draft DCP for the site outlining detailed controls supporting the Randwick LEP 2012 amendments with the following recommendations:	Agreed, the DCP block control plan will be amended to reduce the Anzac Pde setback, such that any new building would align with the upper storeys of the current NIDA building, the setback reduced from 12m to 10.5m.

RLPP Resolution	Council Officer Response
<ul style="list-style-type: none"> <li>In dimensioning the setback of Anzac Pde it should align with the top section of the NIDA building.</li> </ul>	
<ul style="list-style-type: none"> <li>The 18m north setback from the NIDA building should be reduced so as to avoid adverse visual and physical impacts, such as: exposure to servicing and parking environment from the public domain; reducing flexibility of future development on the subject site; constraining open space elsewhere on the site thereby reducing amenity, solar access; etc.</li> </ul>	<p>Not supported. Officers recommend retaining the 18m setback. It is important to ensure sufficient building-to-building setback is provided, from any new building on the 215B site to the existing NIDA facilities, to ensure the amenity of the NIDA teaching facilities and the proposed new student accommodation and/or university teaching spaces, including access to natural light, ventilation and privacy. A shared zone is possible with street trees that would provide an attractive outlook for facilities and student accommodation.</p> <p>The larger setback (18m) proposed setback is consistent with the design advice and direction of the Sydney Eastern City Planning Panel in relation to the current DA.</p>
<ul style="list-style-type: none"> <li>The termination of the University Mall axis on this site should have a legible and coherent architectural and/or landscape response.</li> </ul>	<p>Agreed, the axis termination will be addressed in the DCP block plan and in the accompanying DCP objectives and controls.</p>
<ul style="list-style-type: none"> <li>The centre line of the University Mall axis should be clearly shown on the DCP plans/diagrams to emphasis its significance and to structure potential design responses.</li> </ul>	<p>Completed. The University Mall centre line axis has been added to the DCP block plan.</p>
<ul style="list-style-type: none"> <li>Consideration should be given to widening the Day Avenue laneway for facilitating primary vehicular access to the site.</li> </ul>	<p>Agreed. The DCP block plan will be amended to make clear that the existing vehicular access to the hardstand carpark would be appropriately reconfigured to provide two-way ramp access to the proposed basement carparking and to accommodate vehicular access requirements based on civil engineering advice. The 18m building-to-building setback will remain.</p>
<p>c) The RLPP further recommends the following:</p> <ul style="list-style-type: none"> <li>Council invites the UNSW to collaborate in the review of its master plan in relation to this site.</li> </ul>	<p>Council will raise this matter with UNSW at the next RCC/UNSW quarterly meeting. Council officers have regularly requested updates to the master plan and it is understood that a review is yet to be completed.</p>
<ul style="list-style-type: none"> <li>That the termination of the University Mall axis be prioritised on this site in built form and landscaping treatments to complement the University Mall on the eastern side of Anzac Pde.</li> </ul>	<p>Agreed. The axis termination will be addressed in the DCP block plan and in the accompanying DCP objectives and controls.</p>
<p>This site is of great importance in evolving the character of the university campus particularly on its major entry point for the public and requires great sensitivity in terms of architectural response and urban design.</p>	<p>Agreed. The importance of the site within the university campus and along Anzac Pde will be reflected in the DCP.</p>



In response to the recommendation of the RLPP, Council officers have prepared a draft planning proposal to amend Randwick LEP 2012 and draft Part E2 West Campus update to Randwick DCP 2013 for Council's consideration and endorsement.

### Existing planning framework

#### Zoning

The site is zoned SP2 Educational Establishment under Randwick LEP 2012. The draft Planning Proposal does not seek to change the existing zoning.

#### Height of Building (HOB)

The Randwick LEP 2012 Height of Buildings Map currently sets a perimeter height control, extending 30m into the site from the west property boundary (rear fence line of the Doncaster Avenue residential properties), and south from the Day Avenue property boundary and east from the Anzac Pde boundary (refer Figure 3).

The west perimeter height control is set at a maximum of 12m, equivalent to a 3.5 storey residential building (or educational building of less storeys), whilst the south and east perimeter height controls are set at a maximum of 24m, equivalent to a 7 storey residential building (or educational building of less storeys). No maximum permissible building heights are applied to the remaining areas of the site as shown in Figure 3.

The draft Planning Proposal seeks to clarify permissible building heights across the site by applying a maximum permissible Height of Building (HOB) control to those areas of the site where no height control currently exists. The proposed changes, include a reduced HOB fronting Anzac Pde to enable the creation of a new plaza at the culmination of the University Mall.

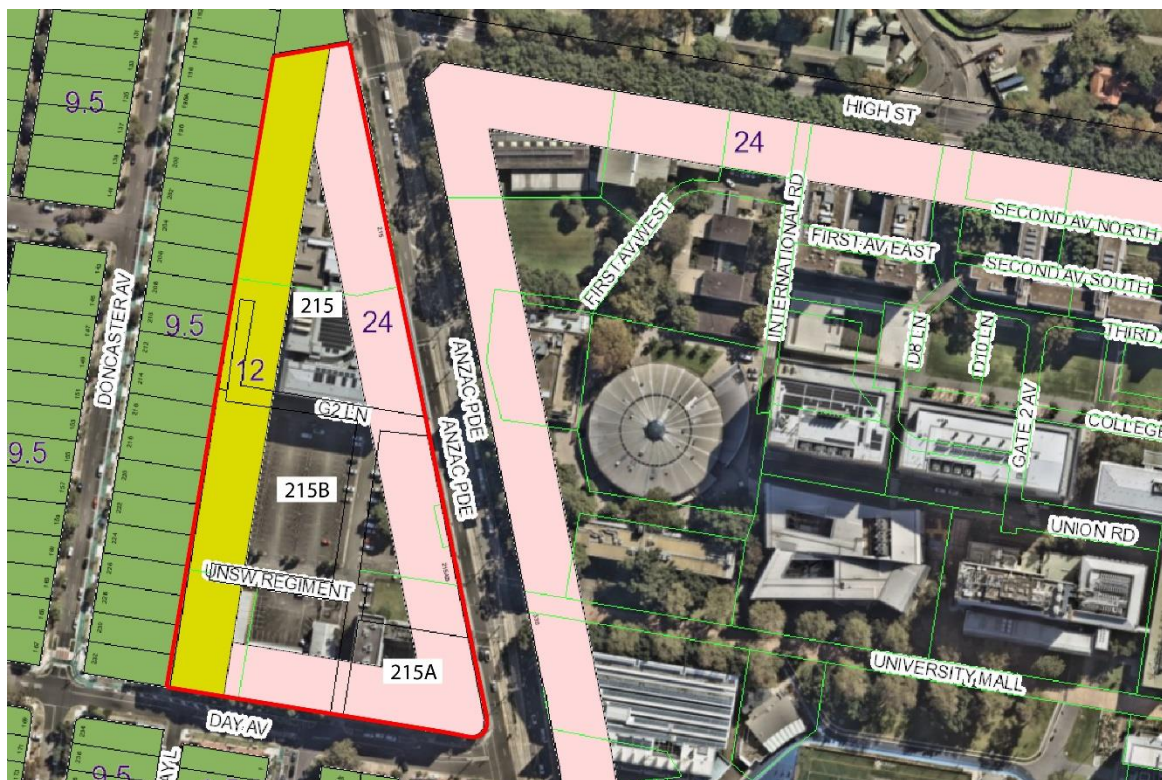


Figure 3: Existing Randwick LEP 2012 HOB Map

#### Floor Space Ratio

No density controls or Floor Space Ratio (FSR) apply to the site. No changes to FSR are proposed in the draft Planning Proposal.

#### Design excellence

Under clause 6.11 of Randwick LEP 2012, the consent authority must not grant consent to a development that proposes new buildings that are at least 15m in height unless it is satisfied that

the proposed development exhibits design excellence. The draft Planning Proposal does not seek to amend RLEP clause 6.11 which will continue to apply to any future redevelopment of the site.

### ***Randwick Development Control Plan 2013***

#### Part E2 - Randwick Education and Health Specialised Centre

In 2004 the UNSW commissioned the 'Campus 2020 Master Plan' for the Kensington Campus. The Master Plan was endorsed by Council following the public exhibition and community engagement undertaken for *Randwick Development Control Plan 2013* (RDCP 2013) and is included as Part E2 Randwick Education and Health Specialised Centre in the DCP.

Under Part E2, the relevant DCP planning controls for the site, include:

- The completion of the University Mall promenade and visual axis
- The continuation of University Mall onto the west side of Anzac Pde, to tie the east and west sides of campus together (see Figure 4)
- Creating a university 'primary hub' to the west of Anzac Pde in the form of a public 'outdoor room' with outwardly focused ground level activities, including a major new 'landscape space' with 'structural planting' reinforcing the University Mall spatial axis
- No towers were envisaged on the subject site (west of Anzac Pde). A slender tower building zone (up to 60m height) was envisaged on the main (east) campus in the centre of the block, under the DCP and Campus 2020 Master Plan, well setback from adjoining streets.
- Courtyard buildings on the site were envisaged (see Figure 4 and 6) to be a maximum of:
  - 12m in the 30m wide strip along the western boundary (equivalent to 3.5 residential storeys or 3 university storeys).
  - 14m in the northeast of the site (equivalent to 4 residential storeys or 3 university storeys)
  - 24m in the middle, and south of the site (equivalent to 7 residential storeys or 6 university storeys) (see Figure 5 and Figure 6).

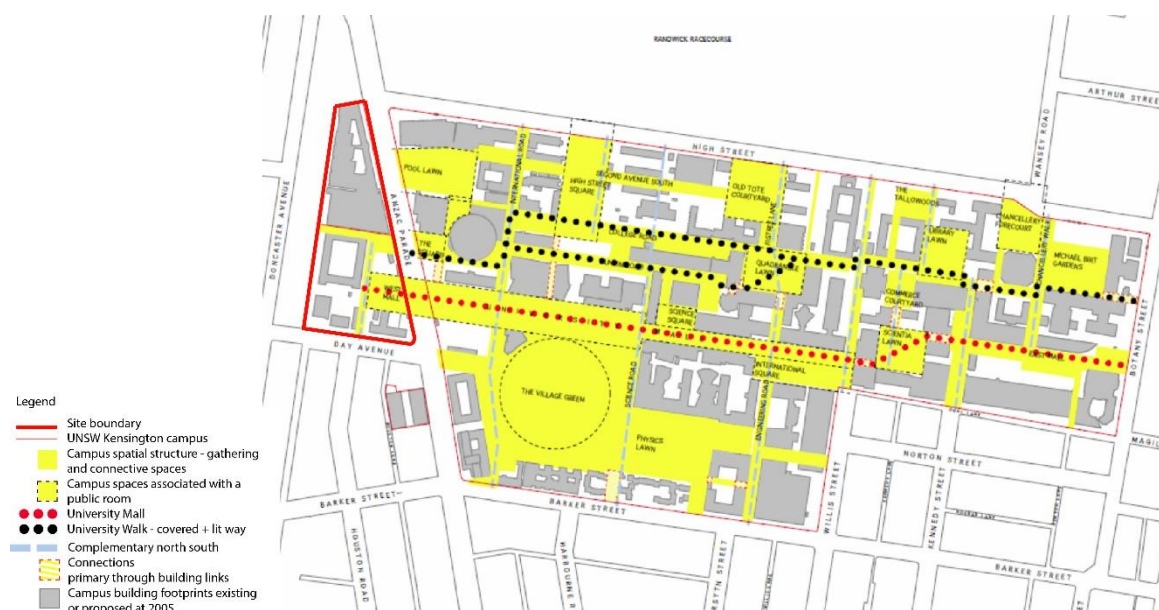


Figure 4: Existing and proposed campus building footprints and primary pedestrian paths (Source: RDCP)



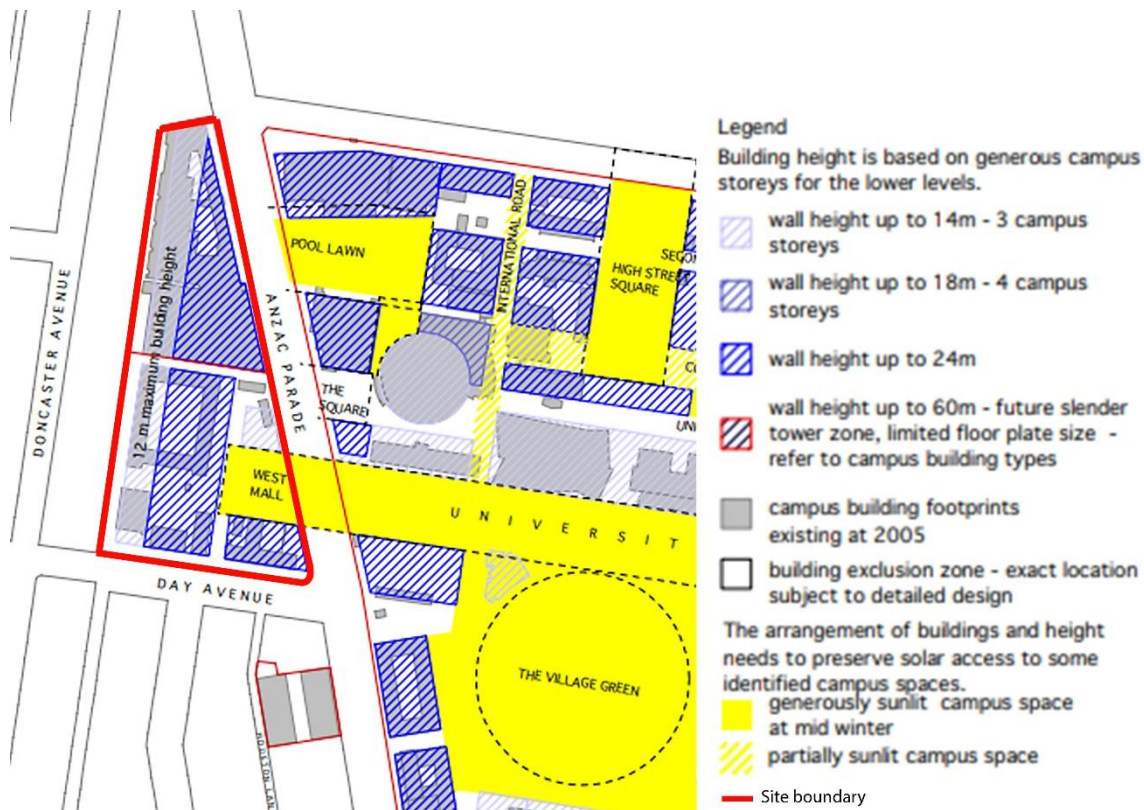


Figure 5: Height Map from RDCP 2013 with 12m and 24m height zones (Source: RDCP)

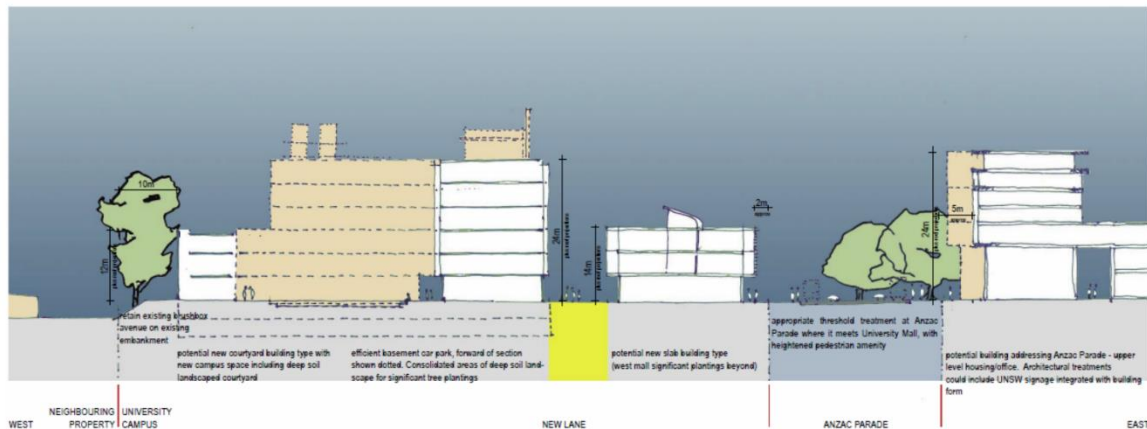


Figure 6: Cross Section 2-2 through Anzac Parade and the site (Source: RDCP)

### Strategic context - Kensington and Kingsford Town Centres

The Kensington and Kingsford Town Centres located along Anzac Pde, comprise an important urban renewal corridor in the Randwick Local Government Area (LGA). The town centres have been subject to a comprehensive planning review undertaken between 2016-2019 to address projected population growth, housing targets and expected demographic changes, improve the quality of building design and the public realm, and to accommodate the Sydney City to South East Light Rail infrastructure along Anzac Pde. The purpose of the K2K Strategy was to review planning controls of land zoned for business purposes within the two town centres and address challenges, opportunities and constraints to future development.

The culminating Planning Strategy: *Kensington and Kingsford Town Centres Strategy* (the Strategy) contains a suite of key directions, objectives, strategies, and actions to guide the future sustainable growth and development of the town centres. The Strategy's recommendations have formed the basis of *Part E6 Kensington and Kingsford Town Centres*.

The Strategy provides a clear delineation for each town centre (refer Figures 7 and 8) strictly applying only to E2 Commercial Centre zoned properties. The Strategy sets clear boundaries and forecasts for growth, including statements of desired future character, and supporting heights and densities. The Strategy nominates three strategic node sites adjacent to light rail infrastructure (public transport) and on key intersecting crossroads. The node sites, deemed capable of accommodating additional height and density, are required to satisfy a higher standard in sustainability, landscaping and design excellence, and the provision of public benefits through higher developer contributions, a higher proportion of commercial floor space and affordable housing contributions (that also applies to all sites within the town centres).

The strategic node sites help to define the corners of key intersections along Anzac Pde, through taller landmark buildings and enable a concentration of street level activation, where more intensive business floor space and community spaces can be achieved. The E2 zoned Kensington and Kingsford Town Centres are surrounded with R3 Medium Density Residential zones. A transition in density and building height has been applied to protect adjoining residential areas.

The subject site zoned SP2 -Educational Establishment together with the wider UNSW campus lands are outside the two town centres and were therefore not included in the K2K Strategy. An appropriate planning response is for this part of the UNSW Campus to be considered in conjunction with a revised Master Plan for the entire UNSW site.

Given its sensitive location to adjoining low density residential properties to the west, the subject site was intended to include lower scale buildings. Flexibility in building height was planned for in the main part of the campus, located in the middle of the block, well setback from adjoining streets. This strategy, described in the RDCP 2013 and the Campus 2020 Master Plan was intended to address the interface between the campus and adjoining land uses. The height strategy for the campus is for the middle part of the main campus accommodating larger scale education buildings and transitioning to lower buildings at the perimeter adjoining residential streetscapes and to avoid significant overshadowing of residences and footpaths of the surrounding streets.



Figure 7 (left): Kingsford Town Centre strategic node sites



Figure 8 (right): Kensington Town Centre strategic node sites

## Development Application DA/168/2023 for 215B Anzac Pde Kensington

### Timeline

DA/168/2023 for student accommodation incorporating 1066 student rooms with retail, university space, and communal open space. The proposal also includes a two-level basement car park with 250 spaces and 107 bicycle spaces, retail and education uses is currently being considered for the site by the Sydney Eastern City Planning Panel (SECPP). This application only applies to the on-grade car park and not the UNSW Regiment site. The following timeline summarises the planning process from the lodgement of the DA for the site in May 2023 to the present day:

- **11 May 2023**

Development Application submitted by the UNSW (the Applicant) for construction of five new buildings which primarily include student accommodation, with retail and university uses, and the creation of new public domain. Proposed buildings heights include:

-	76.1m	(RL 103.600)	23 storeys	Building A
-	66.45m	(RL 34.950)	20 storeys	Building B
-	24.7m	(RL 52.200)	7 storeys	Building C
-	12.9m	(RL 40.400)	4 storeys	Building D
-	12.9m	(RL 40.400)	4 storeys	Building E

- **15 August 2023**

Briefing to Sydney Eastern City Planning Panel (SECPP) by Council and Applicant.

- **6 September 2023**

The Randwick Design Excellence Advisory Panel (DEAP) comments provided on the development proposal were provided to the Applicant, with the key matters raised relating to scale and amenity, street and public domain network and aesthetics.

The Panel comments generally related to the following recommendations and improvements:



- Reduce Building A and B heights to retain amenity to surrounding dwellings and New College. Overshadowing and obstruction of views to the sky should be restricted to that which the DCP wall heights (i.e., up to 24m) would create. Reference is made to a sketch showing DCP controls.
  - Increase the setback to NIDA (6.875m proposed) and the western boundary (10.25m-10.475m).
  - Create a more generous and impactful termination to the western end of the mall and create a generous and activated civic plaza.
  - Improve treatment to the end of NIDA pathway to reduce the impact of the blank wall at its end.
- **14 November 2023**  
A Council Request for Additional Information (RFAI) was made to the Applicant and the Applicant requested the RFAI be held in abeyance until mid-February 2024 to submit an amended proposal.
  - **15 February 2024**  
Applicant briefing with Council to discuss amendments to the design.
  - **6 March 2024**  
The Applicant submitted amended plans and an interim response to Council's RFAI. The amended proposal submitted by the Applicant, included reduced tower heights of 1 storey (north tower) and 2 storeys (south tower) and increasing the north tower setback to the NIDA property boundary from 6.875m to 10.0m.
  - **14 March 2024**  
Meeting of SECPP. The Panel made the following comments:
    - Excessive height and density – consider a reduction in height of the amended scheme of five floors of each building (Building A 14 storeys, Building B 13 storeys), and introduce more separation between Building A and B.
    - Parking availability/operation – further clarification and consultation.
    - Building separation Building B to NIDA - consider an increase to 14m.
    - Confirm semi-trailer access.
    - Legal advice to confirm future subdivision permissibility.
  - **9 April 2024**  
The SECPP held a Briefing Meeting to clarify the comments of the previous briefing and discuss the progress of the application. The Panel discussed with the Applicant a reduction in the height of the two towers (reduced as previously discussed), legal advice regarding subdivision, NIDA vehicular access arrangements, building separation, NIDA parking provisions, whether re-exhibition will be required and Clause 4.6 update.  
  
A tentative date was set by the SECPP to determine the application. Council's DA Assessment team commenced preparing a report to assist the Panel in its determination.
  - **24 April 2024**  
Amended plans received to reduce the overall height of Building A to 15 and 16 storeys and Building B to 15 storeys, revise building envelopes, increased northern separation of Building B to 10m at podium and 14m for the tower and changes to front, side and rear setbacks, onsite landscaping, pedestrian and vehicle access arrangements.
  - **2 May 2024**  
Amended 'Response to Request for Information' provided to Council by the Applicant to compliment amended supporting documentation submitted to Council.

A revised tentative date to determine the application set by the SECPP is 6 August 2024. Council's DA Assessment team is preparing a report to assist the Panel in its determination.

To date, Council and the SECPP, have raised several concerns relating to the proposed development, as discussed below.

The original proposal included:

- Part 23, part 19 storey building (Building A)
- 20 storey tower (Building B)
- 7 storey building (Building C)
- 4 storey buildings (Building D and E).

The site plan submitted in support of the proposal is provided at Figure 9 and a 3D block image of the proposal is shown in Figure 10.

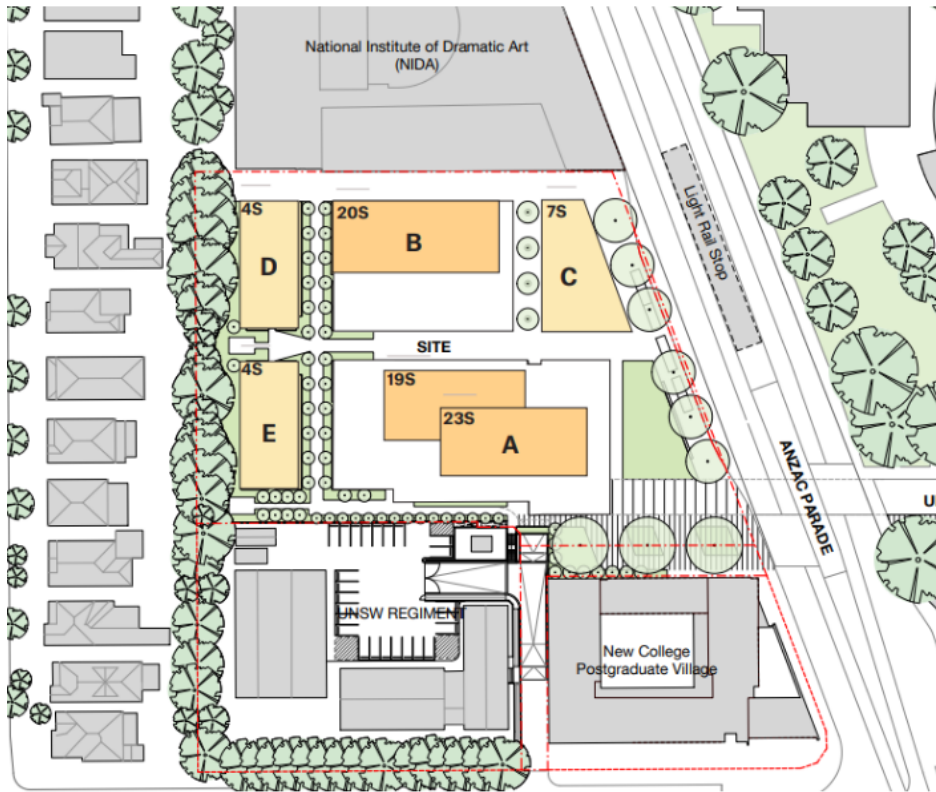


Figure 9: DA/168/2023 – Proposed Site Plan (Source: Bates Smart)



Figure 10: DA/168/2023 - Proposed Built Form (Source: Bates Smart)

The development is permissible with consent under the *State Environmental Planning Policy (Transport and Infrastructure) 2021* (Transport and Infrastructure SEPP). Section 3.45 of the Transport and Infrastructure SEPP states that development for the purposes of campus student accommodation may be carried out by a person with development consent on land within the boundaries of a university.

The DA is categorised as a regionally significant development, under *State Environmental Planning Policy (Planning Systems) 2021*, as the development has a cost of works greater than \$30M and is also a Crown Development with a CIV of more than \$5 million. This means that the SECPP is the consent authority and Council's role is to carry out the assessment of the application and make recommendations for the Panel's deliberation (Planning Portal reference PPSSEC-281). The UNSW intends to enter a 99-year lease with Iglu to develop, manage and maintain the development.

On 14 March 2024 the Applicant presented an amended scheme to the SECPP at a briefing meeting in response to issues raised in feedback provided from Council and the SECPP. After this briefing meeting, and additional consultation of the Applicant with Council, NIDA, New College Postgraduate Village, UNSW Regiment, and an additional briefing meeting with the Chair of the SECPP held on 9 April 2024, an amended scheme was submitted to Council pursuant to clause 37 of the *Environmental Planning and Assessment Regulation 2021*.

This amended scheme includes the following key changes:

- Reduction in the height of Building A (upper part) by 7 storeys (from 76.1m to 56.25m) resulting in a 16 storey building
- Reduction in height of Building A (lower part) by 4 storeys (from 61m to 49.75m) resulting in a 15 storey building
- Reduction in height of Building B by 5 storeys (from 66.45m to 51.45m) resulting in a 15-storey building
- Swapping of the building forms on Building A, such that the taller portion of the Building A tower is positioned on the north side of the tower closer to the centre of the site, and the shorter portion of Building A tower is positioned on the south side of the tower
- Increased Building B podium setback to NIDA from 6.875m to 10m at Ground Level and Level 1, and tower setback of 14m from Level 2 upwards, including a covered walkway and landscaped buffer along the northern ground plane boundary of Building B, and a widened 10m wide service lane
- Relocation of the service lane turning bay further to the west
- Increased setback for the Building A podium, including a revised and enlarged civic plaza, and revision to the materiality and expression of the Building A podium.

A summary of the proposed changes to building heights are shown in the extract below from the Applicants amended document package (refer to Table 1 and Figure 11).

Building	Original development		Interim amended development		Final amended development		Summary
	Parapet Height (m)	Height (storeys)	Parapet Height (m)	Height (storeys)	Parapet Height (m)	Height (storeys)	
Building A Upper	74.4m (RL 101.9)	23 storeys	68.75m (RL 96.25)	21 storeys	53.75m (RL 81.25)	16 storeys	7 storeys
Building A Lower	61.03m (RL 88.53)	19 storeys	50.75m (RL 78.25)	15 storeys	49.75m (RL 77.25)	15 storeys	4 storeys
Building B	63.95m (RL 91.45)	20 storeys	60.95m (RL 88.45)	18 storeys	48.95 (RL 76.45)	15 storeys	2 storeys

Table 1: DA168/2023 - Proposed height amendments (Source: Ethos Urban)

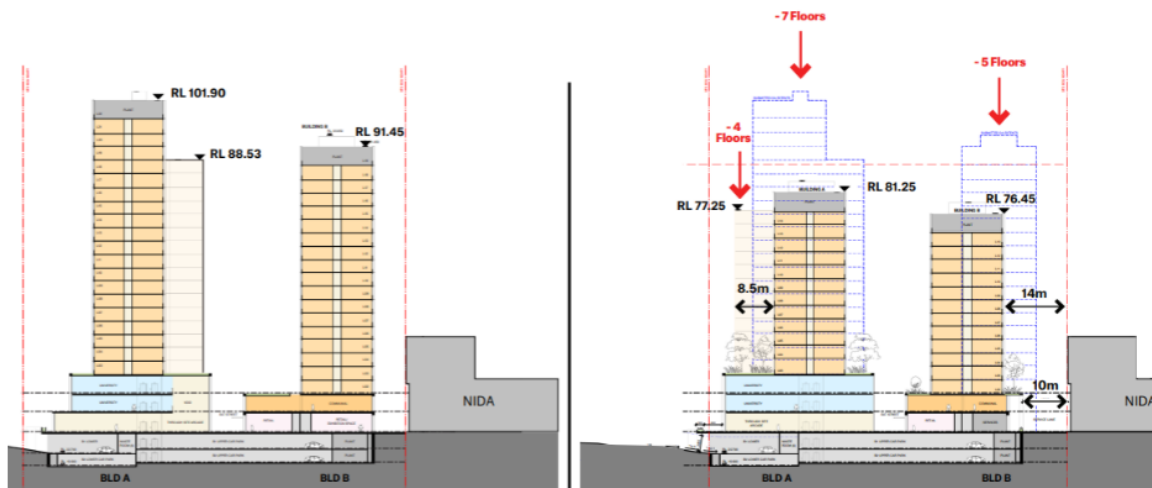


Figure 11: Comparison of building height of original development (left) and amended development (right)  
(Source: Bates Smart)

Council and the SECPP have continued to raise concerns regarding the DA with respect to building height, generally noting:

- Proposed heights detract from the existing and desired streetscape character
- Proposed heights result in an abrupt transition to the surrounding character comprised of low to medium density residential areas, and the current and emerging character of the Anzac Pde streetscape
- Visual impacts of the development
- Proposed building height sets an undesirable precedent for development of other sites along Anzac Pde, notably on the east side of the Campus fronting Anzac Pde as well as other properties within the Western Campus
- Overshadowing impacts on residential properties.

In response, the Applicant has provided a justification for the proposed tower height based on:

- Desired streetscape character, noting discussion on what constitutes future desired streetscape character in *Woollahra Municipal Council v SJD DB2 Pty Limited [2020] NSWLEC 115* (Woollahra v SJD)
- Visual impact analysis
- Overshadowing analysis.

The subject development application has highlighted the need to update the Randwick LEP 2012 and Randwick DCP 2013 to protect the amenity of the surrounding low and medium density residential neighbourhoods and the quality of the adjoining public streets.

While the assessment and determination of DA/168/2023 will be undertaken independent of this draft Planning Proposal, the issues identified by Council and SECPP have presented an opportunity to undertake a holistic review of the built form controls that apply to the site.

### Urban Design Study

An urban design study has been prepared for the site at 215B Anzac Pde only, to support the draft Planning Proposal (refer Attachment 1) in accordance with Council resolution of 30 April 2024. Built form controls for the NIDA and UNSW College sites (being 215 and 215A respectively), have not been prepared given the existing built form and established uses on these sites. The study therefore outlines the proposed strategic planning and urban design approach for 215B Anzac Pde, and provides clear direction on the optimum built form outcomes on this portion of the UNSW west campus site. The study included the following components:

- **3D modelling** –to allow testing of various built form options for the site, building-to-building setbacks, setbacks to major roads and streets, and to existing adjoining buildings and to sensitive land uses, such as habitable indoor and outdoor living spaces. To test



the location, size and orientation of proposed new public places and the resolution of key vistas, such the University Mall visual axis

- Shadow studies – undertaken for the proposed maximum building envelopes, at winter solstice, each hour from sunrise to sunset, that can be compared with the DA scheme
- Eye level photomontages – taken at key vantage points in the public domain, to compare the current street level view, with the proposed built envelope superimposed
- Block control plan and axonometric view – a block control plan and axonometric view illustrating the proposed DCP site specific development controls, including building envelopes, numbers of storeys, side and building-to-building setbacks, public places (location, size), through site pedestrian links, active frontages, landscaping protection zones, vehicular access points and truck servicing.

The proposed changes to the RLEP 2012 maximum HOB for the site at 215B Anzac Pde was established through a comprehensive contextual analysis outlined in the urban design study (refer Attachment 2). The urban design analysis considered the most appropriate building massing and building heights to ensure a suitable scale and fine grain character is achieved on the site with a grid of pedestrian walkways crisscrossing the site and the overall development broken down into a series of buildings that are setback from sensitive existing land uses – including houses, apartments and teaching facilities.

The strategic direction for the west of the campus is for a university educational uses comprising of mid-rise buildings (generally not more than seven storeys), importantly with the focus on providing a high quality network of pedestrian scaled interstitial public realm, comprised of urban streets, laneways, walkways, plazas and courtyards, and interspersed with urban parks, avenue and buffer tree planting.

The Urban Design Study was prepared to establish the optimum building heights by demonstrating an understanding of the site's built context, and the inherent constraints and opportunities. Specifically, the Urban Design Study provides:

- Guidance for the preparation of the draft Planning Proposal, through built form analysis and recommendations on principal planning standards
- The rationale for the design expectations and massing of future development which is essentially to respond to the surrounding context, including adjoining sites and surrounding neighbourhood, as well as the changing context of new public transport infrastructure, the Kensington and Kingsford Town Centres, as well as the UNSW Campus 2020 Master Plan and recent developments across the campus
- The basis for a future site-specific DCP using extensive 3D modelling of the site to test various scale and setback scenarios. The modelling assisted in visualising and establishing the optimum overall built form and public domain and its relationship to the UNSW campus and surrounding residential neighbourhood.
- An indicative maximum building envelope that will ensure future development is capable of meeting minimum solar access, acoustic and visual privacy, natural cross ventilation requirements, flooding standards, and the solar amenity of neighbouring developments.

### **Strategic merit**

The draft Planning Proposal demonstrates strategic merit by setting out proposed changes to achieve future development on the site (215, 215A and 215B Anzac Pde Kensington) consistent with Council's vision for heights and densities along the Anzac Pde corridor, as set out in Randwick LEP 2012 and Randwick DCP 2013.

Further to its consistency and alignment with the Sydney Region Plan, District Plan and Council's Local Strategic Planning Statement (LSPS), the draft Planning Proposal ensures the site's strategic relationship to the Kensington and Kingsford Town Centres and to the surrounding streetscapes is delivered by establishing development standards for height that encourage development that is responsive to the local character and desired future character of the Randwick LGA.

The delivery of built form as a result of the draft Planning Proposal ensures development outcomes are consistent with the UNSW campus master plan which envisages courtyard buildings on the site at a maximum height of 24m, whilst recognising that the Kensington and

Kingsford Town Centre planning controls allow for increased densities and heights within three (3) strategic node sites adjacent to light rail infrastructure (public transport) and on key intersecting crossroads only within the two town centres. These node sites, deemed capable of accommodating additional height and density, are required to satisfy a higher standard in sustainability, landscaping and design excellence, and the provision of public benefits through higher developer contributions, a higher proportion of commercial floor space and affordable housing contributions (that also applies to all sites within the town centres).

The draft Planning Proposal therefore ensures that the delivery of increased density along the Anzac Pde corridor is appropriately managed and regulated through the strategic planning framework established to prioritise Kensington and Kingsford Town Centres for increased heights, and UNSW western campus for the delivery of buildings at a more appropriate scale in keeping with surrounding built form and sensitive land uses.

Kensington and Kingsford Town Centres Strategy and UNSW Campus 2020 Master Plan  
Kensington and Kingsford are commercial centres where the surrounding R3 zone provides an appropriate transition in building scale and height to the surrounding lower height R2 zone.

The UNSW Master Plan sets the vision for the Kensington campus as an educational campus with primarily a mid-rise building scale, a safe pedestrianised public realm with a quality landscaped environment. Tower buildings are limited in number and to the larger eastern campus block, set back from surrounding streets, where a transition of height is possible to the surrounding streetscapes and low scale residential setting.

The mid-rise scale should be maintained on the site to ensure the vision for the campus, as described in the UNSW Campus 2020 Master plan and Randwick DCP 2013, is realised and the surrounding residential neighbourhoods are protected.

Supply of student accommodation  
Figures recorded in January 2024, show dwelling approval and assessment numbers within the Kensington and Kingsford Town Centres at 3,009 for co-living dwellings (student/boarder houses), and 428 for private dwellings (excluding UNSW/Iglu DA as proposed) (refer to Table 2). The figures clearly show Council has been responsive in assessing/facilitating the development of student housing in line with the expected growth and market demand for student accommodation. New development has been guided by the Kensington and Kingsford town centres planning controls which have been prepared as part of a comprehensive strategic review which resulted in appropriate heights, densities and urban design considerations. Importantly the strategic review and planning controls involved extensive opportunity for community input.

Development Application Stage (Kingsford/Kensington)	Private Dwellings	Co-living (student/boarder housing)	Total
Approved	215	2,367	2,582
Under assessment *	213	642	855
<b>Total (excluding refused)</b>	<b>428 (12%)</b>	<b>3,009 (88%)</b>	<b>3,437 (100%)</b>

Table 2: Dwelling numbers in K2K town centres

The draft Planning Proposal will continue to facilitate student accommodation within Kensington, albeit at a height and scale that is justified by the strategic and site specific merit test that has been undertaken and provide the opportunity for community and stakeholder input (following Gateway Determination).

Concurrence with Low and Mid Rise Housing Reforms  
The draft Planning Proposal will provide a bulk and scale transition commensurate with the height and density outcomes envisaged in the surrounding R2 and R3 residential zones as part of the State Government Low and Mid Rise Housing Reforms. Noting the location of the UNSW Light Rail station, the reforms will see development opportunities in the R3 zone to the south potentially increase from 3 storeys (9.5m max) to 6 storeys (21m max) for Residential Flat Buildings (RFBs) however, the more sensitive adjoining R2 residential zone to the west will retain a permissible building height of 9.5m, and therefore remain low scale in character. Within this R2 Low Density

area, opportunities for dual occupancy, terraces and manor homes will be permissible under the NSW Government reforms, as proposed.

#### Community consultation

The possibility of tower development on this site (the western campus) does not form part of the current UNSW Campus 2020 Master Plan and therefore no feedback from the community has been sought as to the prevailing views on introducing tower buildings where none are currently planned or legislated. A draft Planning Proposal will give the community and stakeholders the opportunity to consider the merits of applying height controls on this part of the campus.

Further consideration of the strategic merit of the draft Planning Proposal is provided below in this report under Policy and Legislative Requirements.

#### **Site specific merit**

##### Built form framework

The draft Planning Proposal's built form framework describes the optimum distribution of height across that part of the site known as 215B Anzac Pde Kensington. It enables development ranging in height from 1m for the proposed public plaza, to 24m to accommodate the tallest buildings of between 6 to 7 storeys.

A maximum height of 1m is proposed for an area set aside for a new public plaza at the culmination of University Mall. The proposed plaza is adjacent to Anzac Pde and is set aside for open space, to suitably finish and complement the University Mall, an important east-west pedestrian route and visual 'spine' through the UNSW campus, as illustrated in the UNSW Campus 2020 Master Plan.

The existing Randwick LEP Height of Buildings (HOB) Map is illustrated in Figure 3. The proposed maximum building height controls (refer Figure 12) will establish certainty in the maximum built form outcome possible on the site, and dovetail with the scale envisaged in the UNSW Campus 2020 Master Plan, including the existing built form surrounding the site, and the transition in height along Anzac Pde identified in the Kensington and Kingsford Town Centres Strategy.

Commensurate with the existing NIDA and New College Postgraduate Village building heights, that define the street wall along Anzac Pde, the new campus buildings would be of 6 to 7 storey height (24m), depending on whether they include student accommodation or lecture rooms that have different floor-to-floor heights, extending west across the middle of the site, and south to Day Avenue.

The building envelope steps down in height to 3 to 4 storeys, and there is a 10m landscape setback along the west boundary where the site adjoins the back gardens of R2 Low Density Residential along Doncaster Avenue properties and there is a row of established trees that provide a visual screen for privacy and assist in the transition in height. The proposed height framework does not impact the surrounding sensitive residential land uses to the south and west with undue scale or with overshadowing.

The draft Planning Proposal reference scheme (refer to Figures 13 and 14) illustrates the location for future built form and open space on that part of the site known as 215B Anzac Pde Kensington. The reference scheme provides the basis for the site specific DCP block controls, in support of the proposed RLEP 2012 HOB amendments.



CP33/24

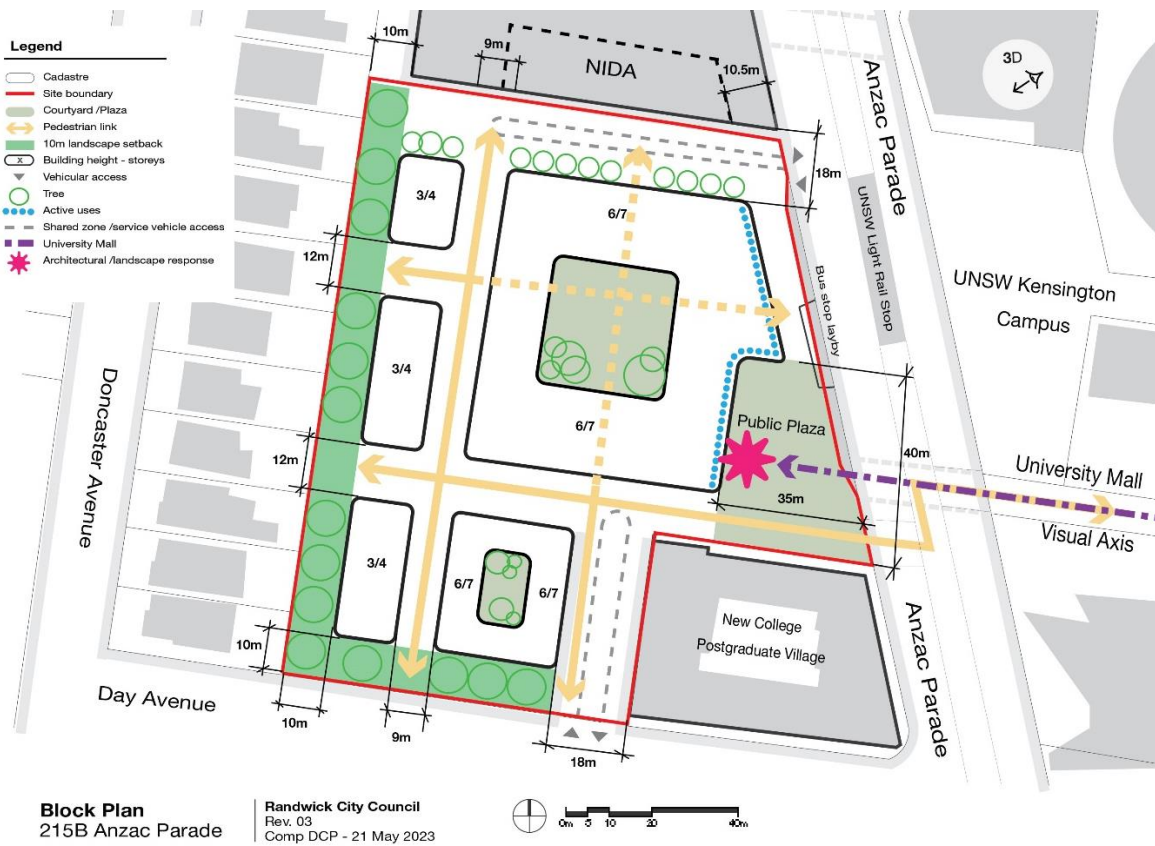


Figure 12: Indicative heights and built form massing (Source: RCC UDS)

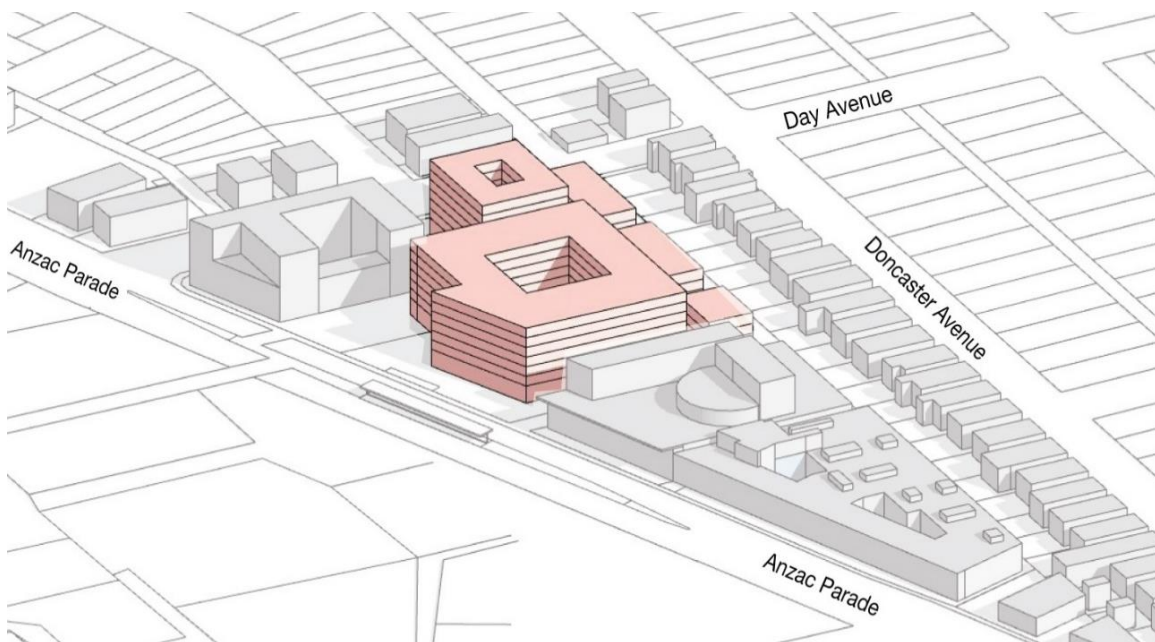


Figure 13: Indicative built form under proposed controls - northeast view (Source: RCC UDS)

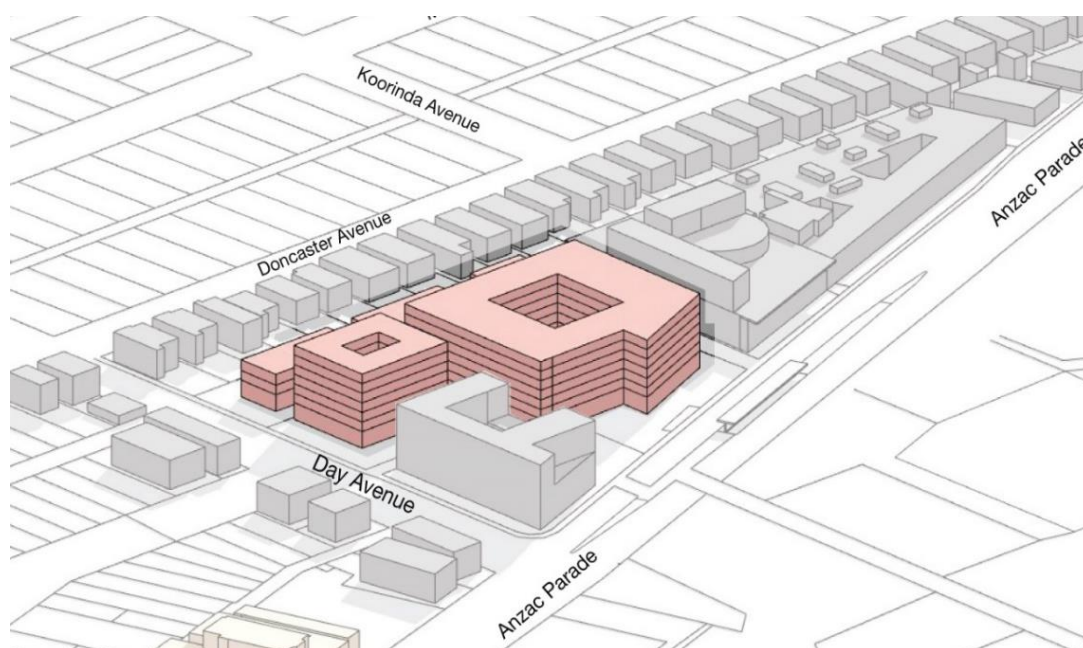


Figure 14: Indicative built form under proposed controls (northwest view) (Source: RCC UDS)

Buildings generally continue at a height of 24m west from Anzac Pde, and south to Day Avenue, reducing in height to 12m along the west site boundary to provide a transition to the 9.5m height limit of the adjoining R2 Low Density Residential zone.

Applying a maximum permissible building height of 24m on that part of the site that currently does not have a height control on the RLEP HOB Map, will ensure consistent building heights are achieved across the site in line with the findings of the Urban Design Study, and aligning with the height of the existing NIDA and New College Postgraduate Village buildings.

The proposed heights will also align with Council's DCP controls for the site which require a 10m landscape setback from the west and south boundaries of the site, a 12m maximum height to all buildings within 30m of the west boundary to preserve an appropriate scale of development when viewed from the Doncaster Avenue properties and streetscape.

#### Shadow study – proposed built form

Shadow studies have been prepared based on the shadow cast from the proposed maximum building envelopes, at winter solstice, hourly from sunrise to sunset (refer to Attachment 2). Figures 15, 16 and 17 illustrates the shadow cast at 11am, 12noon and 1pm at winter solstice, for the maximum building envelopes proposed in the draft planning proposal, compared with the original DA/168/2023 scheme submitted on 11 May 2023.

Since the original DA was lodged, the tower location, bulk and height has been modified several times in discussion with Council and the Sydney Eastern City Planning Panel. The original DA tower form illustrates the potential for overshadowing impacts that could result when there is no RLEP HOB control in place for the centre of the subject site.

Winter Solstice | June 21st - 11am

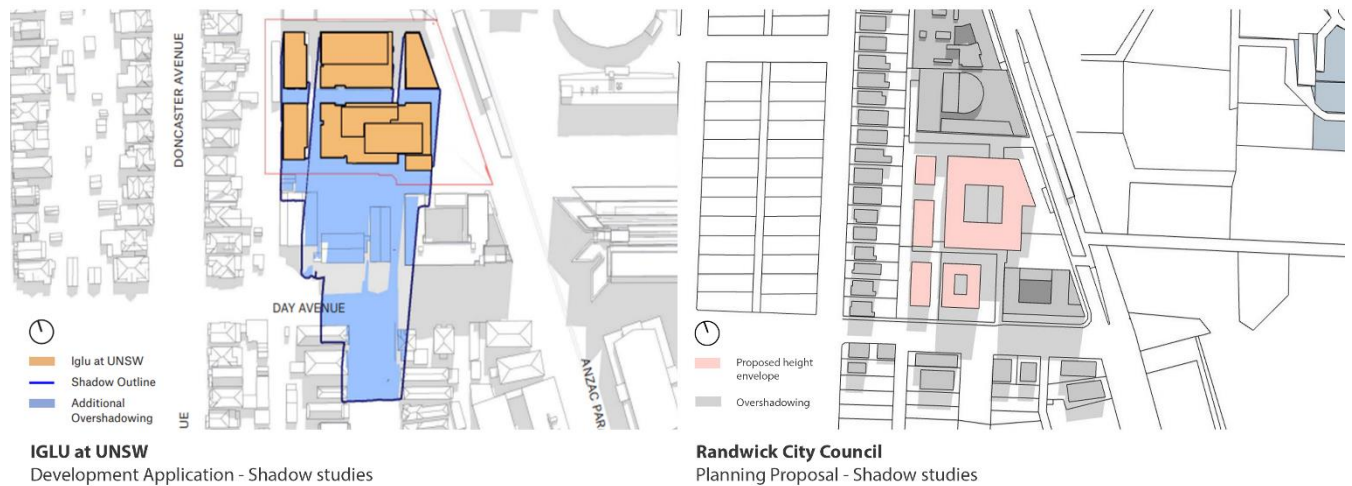


Figure 15: DA and Planning Proposal comparison of shadows winter solstice 11am (Source: UNSW/RCC)

Winter Solstice | June 21st - 12pm

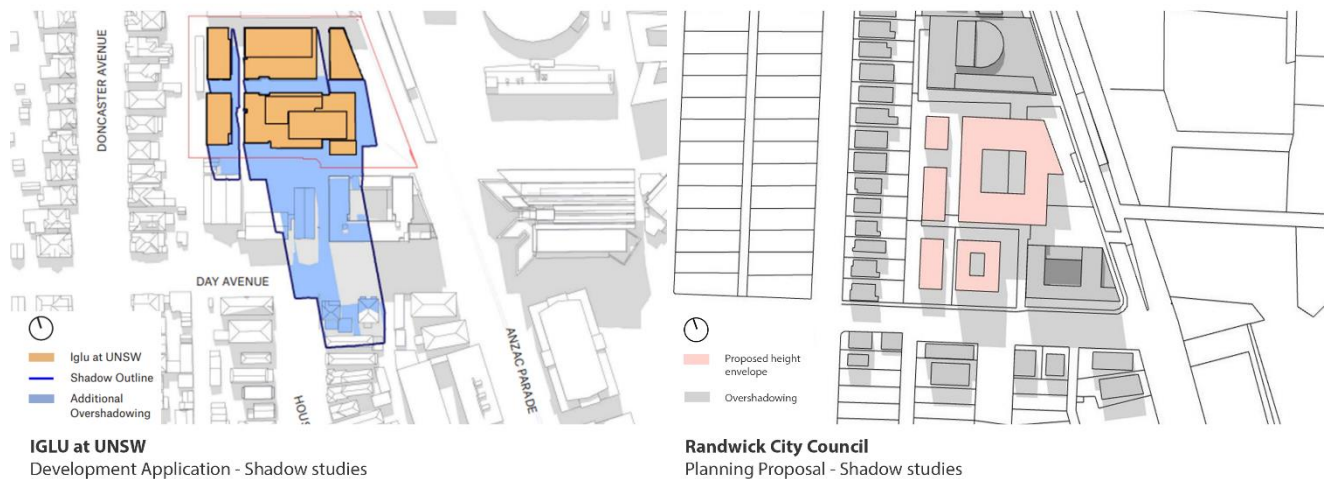


Figure 16: DA and Planning Proposal comparison of shadows winter solstice 12 noon (Source: UNSW/RCC)

Winter Solstice | June 21st - 1pm

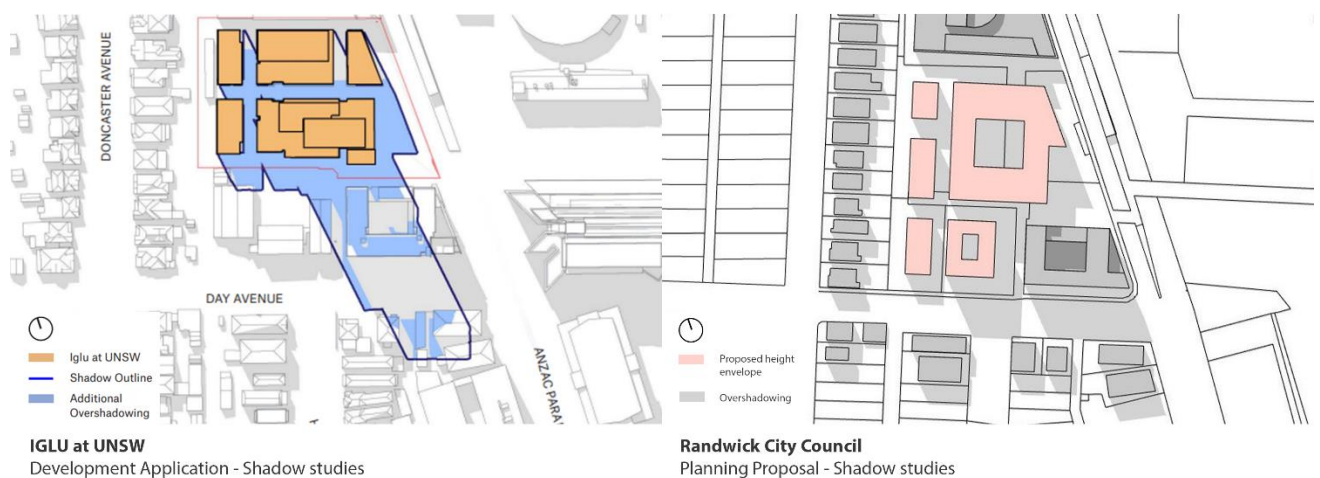


Figure 17: DA and Planning Proposal comparison of shadows winter solstice 1pm (Source: UNSW/RCC)



Overshadowing analysis of DA/168/2023 (lodged 11 May 2023)

The original DA dual tower and podium scheme lodged with Council on 11 May 2023, at winter solstice at 11am, 12 noon and 1pm casts significant shadows across the residential properties (individual dwellings and 2-3 storey RFBs) along the south side of Day Avenue. The solar access to the following properties is impacted by the DA scheme:

- 1, 2, 3-5, 7-7A Houston Road
- 45, 47 Day Avenue
- 217, 219 Anzac Pde

Overshadowing analysis of draft Planning Proposal

The draft Planning Proposal building envelopes (24m height) at winter solstice, at 11am, 12 noon and 1pm cast a shadow that extends south across Day Avenue, however, does not impact the properties along the south side of Day Avenue. The proposed shadows are equivalent to those cast by the existing New College building at the corner of Day Avenue and Anzac Pde.

The draft Planning Proposal winter solstice 12 noon shadows extend across approximately 50% of the proposed public plaza on Anzac Pde at the culmination of the University Mall axis. This means that even in the worst-case scenario of mid-winter, the plaza would still receive sunshine and provide an attractive place to gather, lunch and socialise, and to wait for buses.

Amendments to Randwick Local Environmental Plan 2012

The intent of the draft Planning Proposal is to provide:

- Alignment with the built form outcomes anticipated for the site under the current UNSW Campus 2020 Master Plan and the RDCP 2013.
- Alignment with heights of existing built form across UNSW west campus.
- Consistency in the built form outcomes across the site with the application of maximum building heights for the whole site.
- Improved planning and design outcomes, from comprehensive community consultation on the outcomes of the site through the exhibition of this draft Planning Proposal and supporting DCP.

Open space and the public domain

A 1m HOB control is proposed across land earmarked as 'West Mall' in the UNSW Campus 2020 Master Plan, extending to a maximum depth of 35m from Anzac Pde. This would protect this part of the site for a future public plaza, to ensure an appropriate urban spatial resolution of the visual axis of the University Mall that runs east-west through the main campus (east of Anzac Pde) and culminates in the site.

The proposed built form framework will provide the basis for the site specific DCP (refer Attachment 3) and protect areas set aside for new/upgraded public places consistent with the UNSW Campus 2020 Master Plan and RDCP.

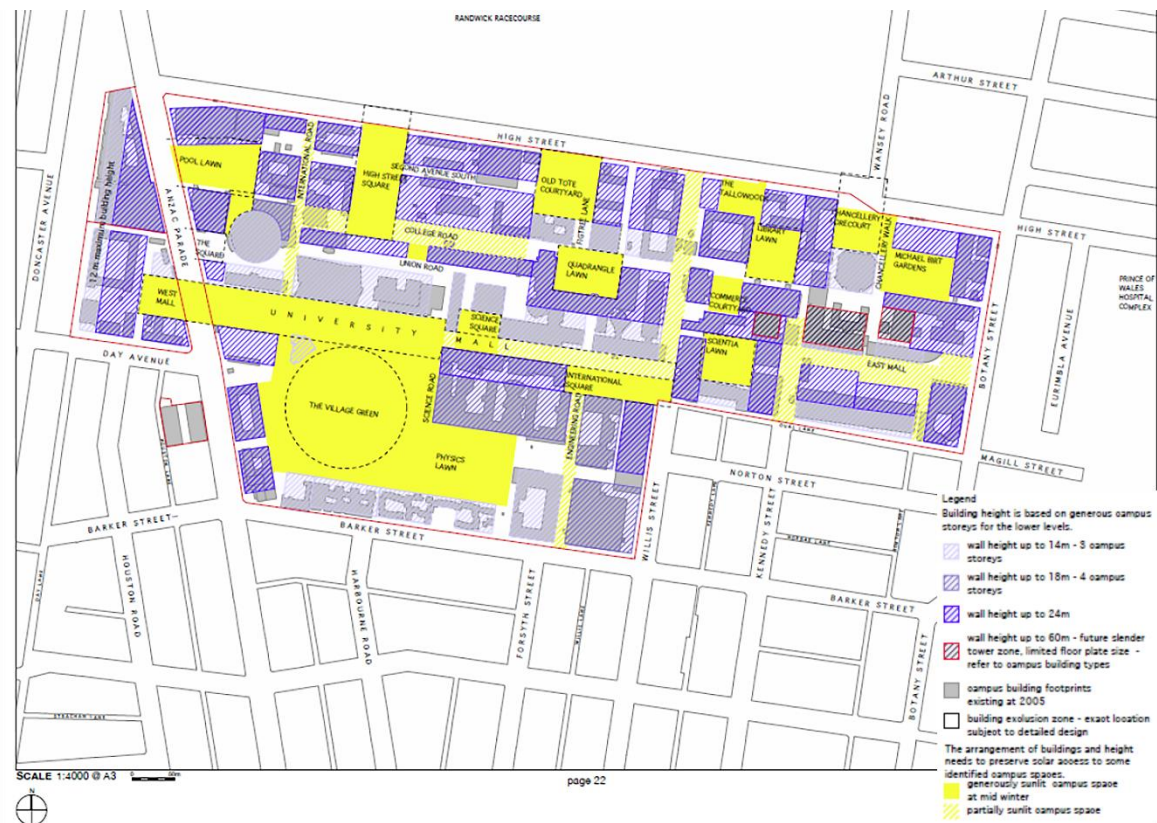


Figure 18: Building heights (Source: UNSW Campus 2020 Master Plan/RDCP 2013)

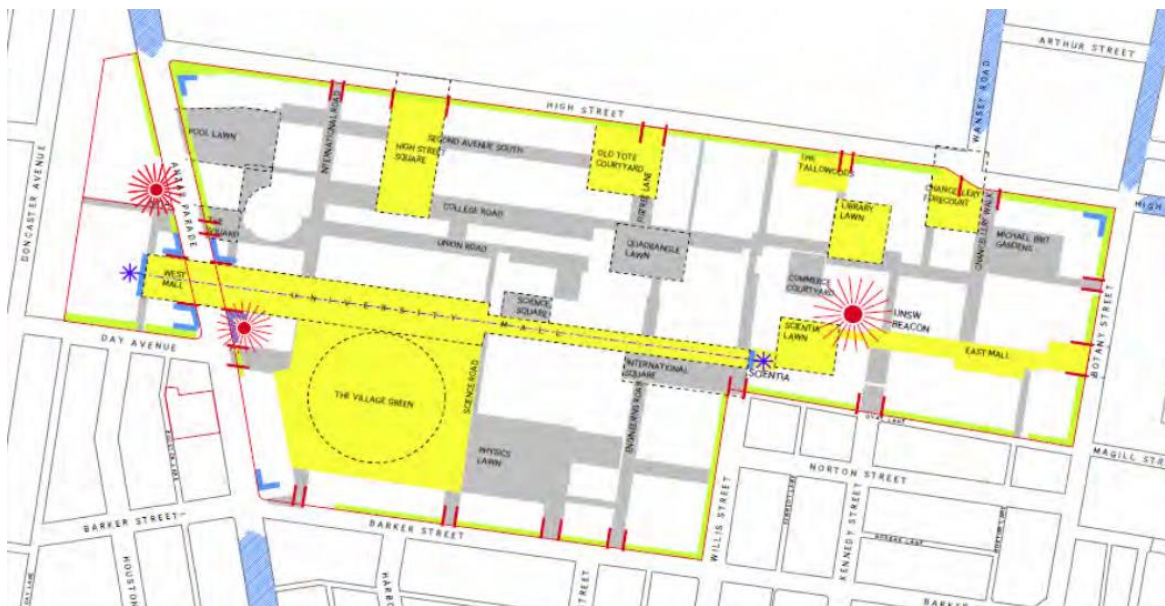


Figure 19: Existing and proposed open space (shown in yellow) (Source: UNSW/RDCP 2013)

The draft Planning Proposal supports a new planning framework for the site to establish certainty and guide growth and change in line with the UNSW Campus 2020 Master Plan and RDCP 2013. This new planning framework will be implemented via proposed amendments to the Randwick LEP 2012 and supported by new DCP provisions which will provide improved clarity and transparency in development outcomes on the site for the UNSW, the community, and Council.

The changes will provide a refined planning framework that supports development outcomes of an appropriate bulk and scale commensurate with surrounding land uses, built form and within the context of Anzac Pde, Day Avenue and the Kensington Town Centre.

The *Randwick Local Environmental Plan 2012* (RLEP 2012) is proposed to be amended by creating new maximum HOB provisions. Informed by the Urban Design Study, a draft Planning Proposal has been prepared (refer Attachment 1) to initiate these amendments. It sets out the actions and recommendations to achieve the vision for the future development of the site.

The proposed building heights will be achieved through the introduction of a new HOB Map Sheet. Figure 20 shows the proposed Height of Building Map.



Figure 20 (left): Proposed HOB map

Figure 21 (right): Existing HOB map

### Boundary of Planning Proposal – application across the wider block

Initial review of the appropriate heights across the site was based on the boundaries of the land parcel at 215B Anzac Pde, Lot 2 in DP 1173179, in accordance with the Council Resolution which includes the at grade car park and UNSW Regiment (land subject to the DA). As detailed in Figure 22, this approach left remaining parcels of land across the UNSW west campus site with no HOB control.

As such in preparing the draft Planning Proposal, it became evident that a more consistent and best practice planning approach would be to amend the RLEP HOB controls to all the UNSW lands to the west of Anzac Pde. Accordingly, in addition to 215B Anzac Pde, it is recommended for consistency to include in the draft Planning Proposal the following land parcels in the block shown in Figure 20:

- 215 Anzac Pde (Lot 11 DP 1062204) – NIDA
- 215A Anzac Pde (Lot 1 DP 1173179) – New College

The benefits to clarifying the HOB controls that apply across the full triangle of UNSW land to the west of Anzac Pde is:

- Implementing best planning practice, providing a consistent, comprehensive and orderly approach to the mapping of HOB controls in this part of the UNSW campus
- Alignment and consistency in the approach in responding to desired neighbourhood character
- Alignment with the UNSW Campus 2020 Master Plan and RDCP 2013
- Certainty in future planning and development outcomes for the site, for Council, landowners, and the community



- Undertaking a holistic approach to planning for both the site and surrounding land would ensure all land is considered and that no residual land parcels are left remaining without height of building controls.

This approach was endorsed by the RLPP as the preferred method of responding to amending RLEP HOB controls in the draft Planning Proposal.



Figure 22: Alternative HOB map in accordance with Council Resolution (applying to 215B only)

#### **Amendment to Randwick Development Control Plan 2013 (RDCP 2013)**

An amended DCP Part E8 (refer Attachment 3), has been prepared for the site at 215B Anzac Pde to provide guidance on the implementation of the draft Planning Proposal. The draft DCP controls respond to the recommendations of the RLPP and, include provisions relating to:

- Built form envelopes
- Public open space (to accommodate landscaped areas)
- Design excellence
- Minimum area requirements for public open space, clarification of public domain design requirements and connectivity with the main UNSW campus
- Building setbacks including relationship with adjoining buildings
- Street wall height controls
- Access requirements
- Landscape design requirements and solar access
- Environmental sustainability performance
- Servicing and parking

It is intended that the draft DCP controls be placed on public exhibition with the draft Planning Proposal.

#### ***Next Steps in planning process***

##### Gateway determination

After considering the advice of the RLPP, Council can determine whether to proceed with the draft planning proposal and request to the Minister for Planning for a Gateway Determination. The Gateway Determination is essentially a checkpoint by DPHI and enables those proposals that are not well founded, or not in the public interest to be stopped early in the process before significant resources are committed in carrying out more detailed technical studies or investigations.



The Minister's Gateway Determination will stipulate whether the subject draft Planning Proposal should proceed, whether it needs to be resubmitted, the timeframe for its completion (usually nine months from the date of the Determination), the community consultation requirements and State/Commonwealth agency requirements and whether a public hearing is needed.

#### Exhibition

Following the Gateway Determination, the draft Planning Proposal will be formally placed on public exhibition for comment. The final LEP and accompanying maps which amend the Council's principal planning instrument (i.e. the RLEP 2012) are made by the Minister for Planning (and notified on the NSW legislation website) in accordance with the EP&A Act. Certain LEPs which are of local significance can be finalised by Council via delegation from the Minister (this is determined at the Gateway stage).

### Strategic alignment

The relationship with our 2022-26 Delivery Program is as follows:

Delivering the Outcomes of the Community Strategic Plan:	
Strategy	Housing
Outcome	A city with excellent built form that recognises local character
Objective	100% of development applications approved from 2025 onwards are consistent with the desired future character of the local area and consider design excellence
Delivery program commitment	Require design excellence and sustainability principles in all new developments by 2025.
Delivery program commitment	Investigate opportunities for promoting exceptional architectural and urban design outcomes for high density developments in key locations by 2025.
Strategy	Integrated Transport
Outcome	A city with a transport network where sustainable transport options are the preferred choice for people
Objective	Increase the active transport mode share to 35% by 2031, from a 2018-19 baseline of 26%
Delivery program commitment	Investigate options to improve accessibility through large blocks and/or large developments, so as to enhance and strengthen our walking and bike riding networks, by 2027.
Outcome	A city with sustainable housing growth
Objective	Provide 4,300 new dwellings in 2021-2026, with 40% located in and around town centres
Delivery program commitment	Ensure future redevelopment sites are aligned with future transport investment as identified in the transport strategy.
Delivery program commitment	Ensure any future redevelopment is aligned with local infrastructure investment.

### Resourcing strategy implications

The costs associated with the development of this work is in accordance with the 2023/2024 budget allocations.

## Policy and legislative requirements

### Regional, district and local planning alignment

The Greater Sydney Commission's Greater Sydney Region Plan and Eastern City District Plan are used to shape strategic planning and infrastructure in metropolitan Sydney and align planning from the broadest regional area down to the local area.

The Randwick City Council Local Strategic Planning Statement – Vision 2040 (LSPS) sets the land use planning strategy for the Randwick LGA which aligns with the Region and District Plans. Accordingly, the LSPS is the consolidated strategic vision for Randwick City to guide growth underpinned by clear planning priorities, such as where housing, jobs, infrastructure and open space should be located. Council's planning controls then give effect to the strategic plans.

Preparation of the draft Planning Proposal has been informed by the strategies and plans prepared under the EP&A Act, including the Greater Sydney Commission's (GCC) Six Cities Region Plan and Greater Sydney Region Plan (A Metropolis of Three Cities), and the Eastern City District Plan.

The Region Plan, District Plan and LSPS adopt planning priorities of similar themes, being infrastructure, liveability, productivity, sustainability and governance. How this proposal gives effect to these priorities is discussed in detail in the draft Planning Proposal and summarised below:

- (a) **Infrastructure** – future development on the site, as an outcome of the draft Planning Proposal, will benefit from existing and future transport infrastructure. The site is in proximity to high frequency bus services and the LR2 line running along Anzac Pde with UNSW Light Rail station located adjacent to the site. Active transport routes surrounding the site with local access and connections for pedestrians and cyclists provided by designated pedestrian and cycle paths. Provision for ground floor commercial as part of any future development of the site will serve the day-to-day needs of workers, students and residents within the immediate walking catchment, without competing with and compromising the viability of the Kensington and Kingsford Town Centres. The proposal gives effect to the following infrastructure strategic planning priorities:
  - (i) Eastern City District Plan priorities:
    - E1 – Planning for a city supported by infrastructure
  - (ii) Local Strategic Planning Statement priorities:
    - 21. Develop an integrated approach to more sustainable transport
    - 22. Align planned growth with infrastructure delivery
- (b) **Liveability** – future development on the site will provide opportunities for neighbourhood improvements associated with access to a diverse range of land uses, services and facilities associated with the core operation of UNSW as an education establishment. The proposal gives effect to the following liveability strategic planning priorities:
  - (i) Eastern City District Plan priorities:
    - E3 – Providing services and social infrastructure to meet people's changing needs
    - E4 – Fostering healthy, creative, culturally rich and socially connected communities
  - (ii) Local Strategic Planning Statement priorities:
    - 3. Encourage development that responds to the local character and desired future character of our neighbourhoods

- 6. Support the delivery of social infrastructure to meet the need of our diverse community
  - Provide greater access and opportunities for walking and cycling
- (c) **Productivity** – the proposal will address the need for providing facilities and services at both local and regional scale associated with the university’s role as an educational establishment within a walking catchment of the local neighborhood, including the wider UNSW Kensington campus.

Furthermore, the amendments proposed as part of the draft Planning Proposal will ensure the viability of Kensington and Kingsford Town Centres are not compromised by redevelopment of the site. The provision for future non-residential floor space will provide for additional employment aligned with the universities core functions near transport infrastructure, supporting but not competing with the mixed-use role of Kingsford and Kensington Town Centres. The proposal gives effect to the following strategic planning priorities:

- (i) Eastern City District Plan priorities:
    - E10 - Delivering integrated land use and transport planning and a 30-minute city
    - E11 - Growing investment, business opportunities and jobs in strategic centres
  - (ii) Local Strategic Planning Statement priorities:
    - 8. Plan for and support strong connections to support a 30-minute city
    - 10. Support the long-term economic viability of our town and neighbourhood centres.
- (d) **Sustainability** - the future development includes stretch ESD targets to reduce carbon emissions in line with Randwick City’s 2026 targets, generating efficiencies for energy and water and incorporating provisions for electric vehicle charging. The proposal gives effect to the following sustainability strategic planning priorities:
- (i) Eastern City District Plan priorities:
    - E19 - Reducing carbon emissions and managing energy, water and waste efficiently
  - (ii) Local Strategic Planning Statement priorities:
    - 14. Provide high quality open space and recreational facilities
    - 16. Increase tree canopy cover

### Relevant legislation

- Environmental Planning and Assessment Act 1979
- Environmental Planning and Assessment Regulation 2000.

### Critical dates / timeframe

The program for the UNSW West Anzac Pde Kensington Planning Proposal is:

- 4 June 2024 – RLPP site visit and meeting to review draft planning proposal and draft DCP - *completed*
- 25 June 2024 – RLPP advice reported to Council alongside draft planning proposal and draft DCP
- If approved by Council at the June Ordinary Council Meeting:
  - Early July 2024 – submit to Department for Gateway determination

- *Aug/Sep 2024* – public exhibition/community consultation commencement
- *Oct/Nov* – Post exhibition report to Council
- *Early 2025* – Finalisation/Gazettal

In accordance with Council's recommendations of 30 April 2024, the consideration and advice of the RLPP on the draft planning proposal is provided to Council for its consideration. Should Council endorse the attached draft Planning Proposal, it will be forwarded to DPHI in accordance with section 3.34 of the Act for Gateway Determination to proceed with consultation.

### Public consultation

The public exhibition requirements for this draft Planning Proposal will be stipulated by the DPHI. The consultation will be in accordance with the requirements of the:

- Gateway Determination issued by DPHI under section 3.34 of the Act.
- Local Environmental Plan Making Guideline August 2023.
- Environmental Planning and Assessment Regulation 2000.
- Randwick Council Community Engagement Strategy 2022.

It is likely that the public exhibition for the draft Planning Proposal would be a minimum of 20 working days, with notification in accordance with the Gateway Determination and Council's Community Engagement Strategy.

### Conclusion

The draft planning proposal for the UNSW Western Campus site at 215 Anzac Pde, 215A Anzac Pde and 215B Anzac Pde, Kensington proposes to clarify the maximum building height permitted across the consolidated site. This will provide certainty around the required built form and open space outcomes across the site. The draft Planning Proposal seeks to implement a built form framework that achieves a bulk and scale commensurate with surrounding land uses and built form to protect the amenity of residents, streetscapes and local character. The recommended building heights align with the scale of development envisaged under current RDCP 2013 development controls for the UNSW West campus area.

The draft Planning Proposal has been based on the findings of an Urban Design Study, including built form analysis and recommendations on principal planning standards. In particular, the study outlines the rationale for the design expectations and massing of future development across the site. The study highlights existing and future challenges facing the site and seeks to respond to these by visualising and establishing the optimum overall heights and built form, as well as open space (where no building height is proposed) for the site that will assist in addressing these challenges.

It is recommended that the draft Planning Proposal specify that a savings provision will not be included for this amendment such that the proposed height amendments should be considered prior to any application being determined by the Sydney Eastern City Planning Panel for the site.

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**Responsible officer:** Paul Manning, Senior Environmental Planner; David Appleby, Coordinator Strategic Planner

**File Reference:** F2024/00242

STRATEGIC PLANNING

# Urban Design Study UNSW West Anzac Parade Kensington

23 May 2024



1300 722 542  
[randwick.nsw.gov.au](http://randwick.nsw.gov.au)

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## Executive summary

Following Council's resolution of 30 April 2024, this urban design study has been prepared to support the draft Planning Proposal for 215B Anzac Parade, Kensington (the site) to amend the RLEP 2012 Height of Building (HOB) control.

The proposal is to extend the current HOB control that applies to the perimeter of the site, and to introduce a new 24m HOB control to the centre of the site and to the Day Avenue part of the site where there are currently no HOB controls in place.

The study describes the proposed strategic planning and urban design approach for the site and identifies the optimum built form outcomes. The study includes the following components:

- Urban design analysis – constraints and opportunities analysis of the site/urban context
- 3D modelling – of the site context to allow testing of various built form options for the site, building-to-building setbacks, setbacks to major roads and streets, and to existing adjoining buildings and to sensitive land uses, such as habitable indoor and outdoor living spaces, and for a new plaza and green places in the public domain. To test the location, size and orientation of proposed new public places and the resolution of key vistas, such the University Mall visual axis.
- Shadow studies – undertaken for the proposed maximum building envelopes, at winter solstice, each hour from sunrise to sunset, that can be compared with the DA scheme that was lodged on 11 May 2023.
- Eye level photomontages – taken at key vantage points in the public domain, to compare the current street level view, with the proposed DA built envelope superimposed to understand the impact that tower buildings would have on the user experience of surrounding streets.
- Block control plan – a block control plan illustrating the proposed DCP site specific development controls, including building envelopes, numbers of storeys, side and building-to-building setbacks, public places (location, size), through site pedestrian links, active frontages, landscape protection zones, vehicular access points and truck servicing requirements.

In preparing this study the building massing and building heights were considered to ensure an appropriate scale and fine grain character is achieved on the site and integrates with the surrounding streets and main university campus. The urban design is comprised of a network of pedestrian walkways crisscrossing the site to provide pedestrian permeability. The overall block is broken down into a grid of buildings that are setback from, and yet integrated with, sensitive existing land uses, including houses, apartments and teaching facilities that adjoin the site.

## 1. The site

The site is located at 215B Anzac Parade, Kensington (in red outline in Figure 1). It is crown land, described as Lot 2 in DP 1173179, zoned SP2 Educational Establishment under RLEP 2012 to be used for educational purposes by the UNSW. The site area is approximately 14,100m<sup>2</sup> and is currently used as an on-grade UNSW campus car park and the UNSW Regiment.

The site has frontages to Anzac Parade and Day Avenue. The National Institute of Dramatic Art (NIDA) facilities are situated immediately to the north of the site, the UNSW Regiment buildings and New College Postgraduate Village accommodation is to the south. The low scale residential neighbourhood of Kensington is to the west, southwest and south of the subject site. The site is located adjacent to the UNSW Anzac Parade Light Rail stop and to a bus stop on Anzac Parade.

The site is in the west of the UNSW Kensington Campus. The east-west pedestrian 'spine', known as University Mall, continues from the main campus, west across Anzac Parade into the subject site.

Figure 1: Site plan (Source: RCC)



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## 2. Urban design analysis

Site constraints analysis (refer Figure 2) has identified sensitive interfaces with existing residents, teaching facilities and streetscapes that will need to be considered in the urban planning of the site. Existing truck and semi-trailer access from Anzac Parade to the NIDA theatre backstage and workshop facilities will need to be maintained in any future redevelopment.

The UNSW Regiment buildings and functions are to be retained in the short-medium term and therefore the planning of the overall block should be adaptable to retain the UNSW Regiment in the short term, however, be able to incorporate a potential new development on the site in the long term, completing the redevelopment of the overall western UNSW campus.

Site opportunities analysis (refer to Figure 3) has identified several opportunities to embrace existing university accommodation, facilities and landscape features and to establish a high quality pedestrian focussed campus precinct with a new plaza space on the Anzac Parade frontage to complete the University Mall pedestrian spine and visual axis and provide a social focal point for the western UNSW campus.

Figure 2: Site constraints analysis (Source: RCC)

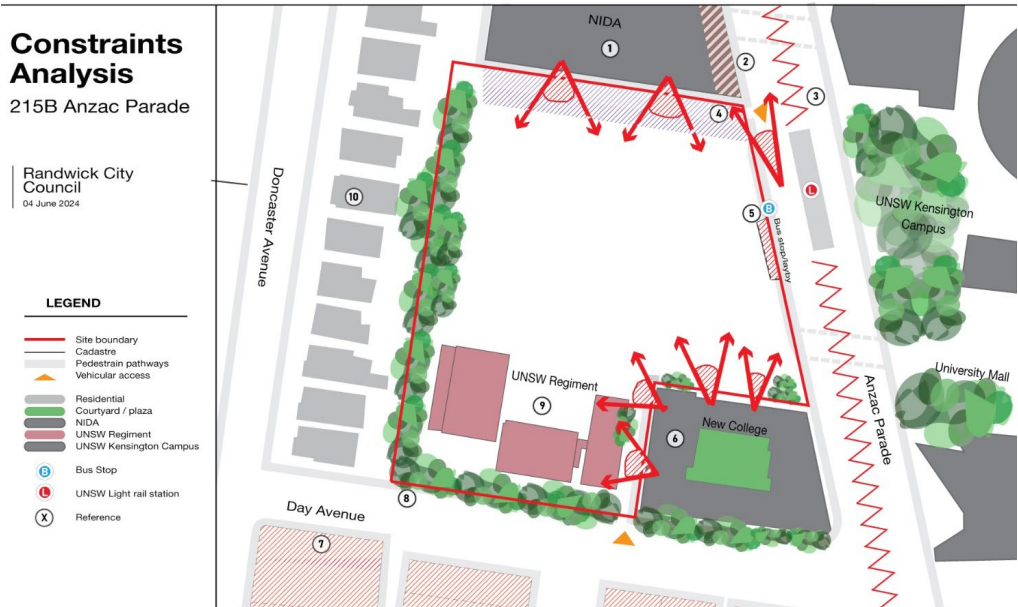


Table 1: Constraints analysis reference table

Reference	Constraints:
1	NIDA classrooms and library overlooks the site. Need to maintain access to light/ventilation
2	NIDA views establish identity and presence along Anzac Parade
3	Potential noise source from Anzac Parade traffic
4	Large truck access required to service theatres and workshops
5	Need to incorporate bus layby and stop.
6	Habitable spaces of residential college overlooks the site
7	Need to protect solar access to existing residential dwellings and flat buildings on the south side of Day Avenue
8	Existing trees to be retained to provide a buffer/height transition to low scale adjoining residential areas
9	Need for a flexible plan that retains the Regiment buildings in the short/medium term

Figure 3: Site opportunities analysis (Source: RCC)



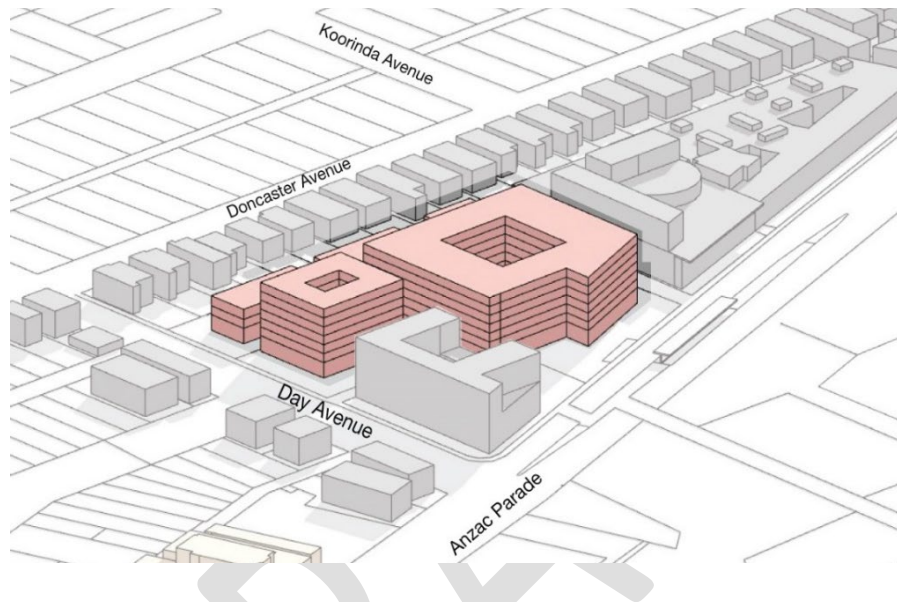
Table 2: Opportunity analysis reference table

Reference	Opportunity for:
1	Good connections to public transport (bus and light rail)
2	Complete University Mall visual axis
3	Footpath widening
4	New plaza and social space
5	New street access to site
6	Mid-rise permeable urban built form campus and pedestrianised environment
7	Replace hardstand carpark with basement car parking
8	Incorporate avenue of trees as landscape buffer
9	New shared zone access

### 3. Built form framework

The Planning Proposal built form framework describes the proposed distribution of height across the site, informed by the site analysis and 3D modelling testing undertaken for the study.

Figure 4: Indicative built form under proposed controls (northwest view) (Source: RCC)



The proposed height controls (refer to Figure 14) will establish certainty as to the maximum built form outcome possible on the site, and dovetail with the scale envisaged in the UNSW Campus 2020 Master Plan and Randwick DCP. The proposed urban form will integrate with the existing built form surrounding the site and align with the transition in height along Anzac Parade identified in the Kensington and Kingsford Town Centres Strategy.

Commensurate with the existing NIDA and New College Postgraduate Village building heights, that define the street wall along Anzac Parade, the new campus buildings would reinforce the 6 to 7 storey height (24m) and campus scale, extending this scale west across the middle of the site, and south to Day Avenue.

The building envelope steps down in height to 3 to 4 storeys, and there is a 10m landscape setback along the west boundary where the site adjoins the back gardens of R2 Low Density Residential properties (9.5m height limit) and there is a row of established trees that provide a visual screen for privacy and facilitate the transition in height. The proposed height framework does not impact the surrounding sensitive residential land uses to the south and west with undue scale or with overshadowing.

The proposed block plan (refer to Figure 17) illustrates the location for future built form and open space on the site. The plan provides the basis for the site specific DCP block controls, in support of the proposed RLEP 2012 HOB amendments.

The proposed built form would range in height from 1 metre, for the proposed public plaza on Anzac Parade, up to 24 metres to accommodate courtyard typology buildings of between 6 to 7



storeys – the numbers of storeys dependent upon the building use, as lecture theatres/class rooms or for student accommodation/communal areas.

An open space area is to be set aside on the site, adjacent to Anzac Parade, that establishes a social meeting place for students. The new public plaza, and surround building facades, would spatially complete the University Mall vista, that aligns with the important east-west pedestrian 'spine' through the UNSW campus, as proposed in the UNSW Campus 2020 Master Plan.

Figure 5: Indicative built form under proposed controls (northeast view) (Source: RCC)

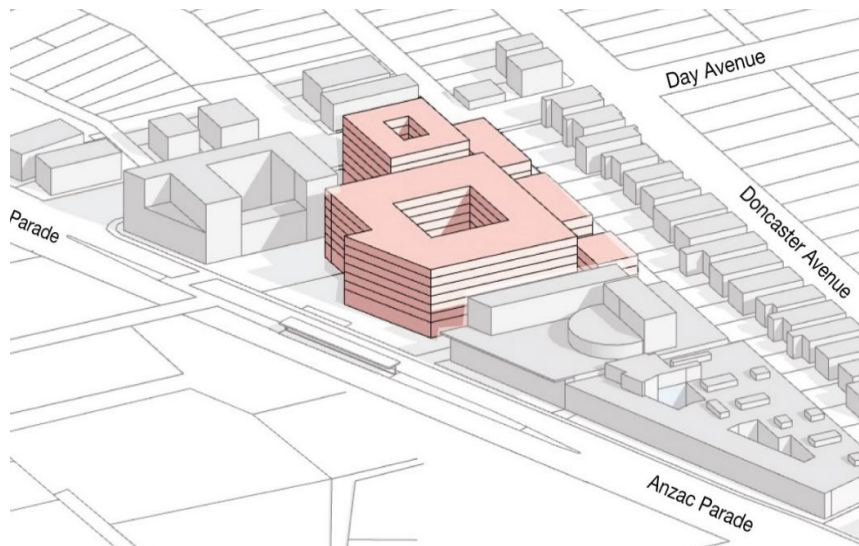
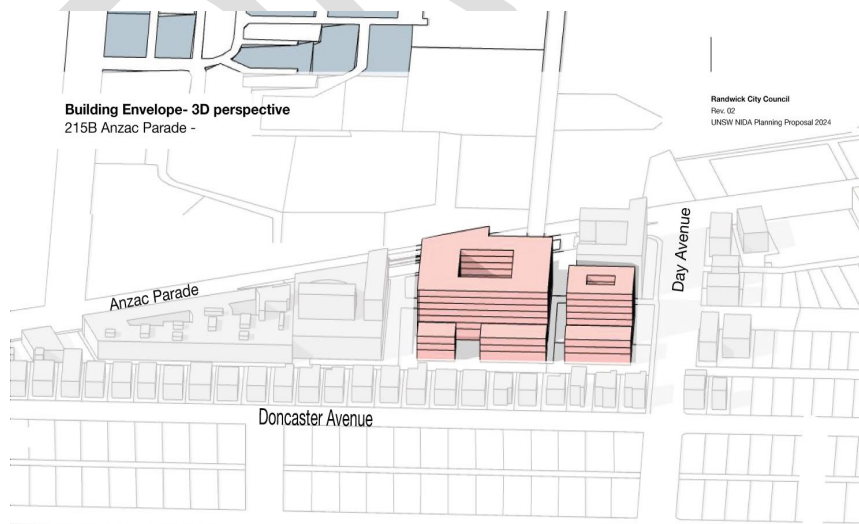


Figure 6: Indicative built form under proposed controls (western view) (Source: RCC)



Applying a maximum permissible building height of 24m on that part of the site that currently does not have a height control on the RLEP HOB Map, will ensure consistent building heights are achieved across the site in line with the findings of the urban design analysis and 3D modelling, and aligning with the height of the existing NIDA and New College Postgraduate Village buildings.

The proposed heights will also align with Council's DCP controls for the site, and incorporate a 10m landscape setback from the west and south boundaries of the site, a 12m maximum height to all buildings within 30m of the west boundary to preserve an appropriate scale of development when viewed from the Doncaster Avenue properties and surrounding streetscapes.

DRAFT

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## 4. Shadow study

Figures 7, 8 and 9 illustrate the shadows cast at 11am, 12noon and 1pm at winter solstice, for the maximum building envelopes proposed in the Planning Proposal, compared with the original DA/168/2023 scheme submitted on 11 May 2023.

### DA/168/2023 (lodged 11 May 2023)

The original DA twin tower and podium scheme, at winter solstice at 11am, 12 noon and 1pm, casts significant shadows across the residential properties (individual dwellings and 2-3 storey RFBs) along the south side of Day Avenue. The solar access to the following properties is impacted by the original DA scheme:

- 1, 2, 3-5, 7-7A Houston Road
- 45 and 47 Day Avenue
- 217 and 219 Anzac Parade

### Planning Proposal

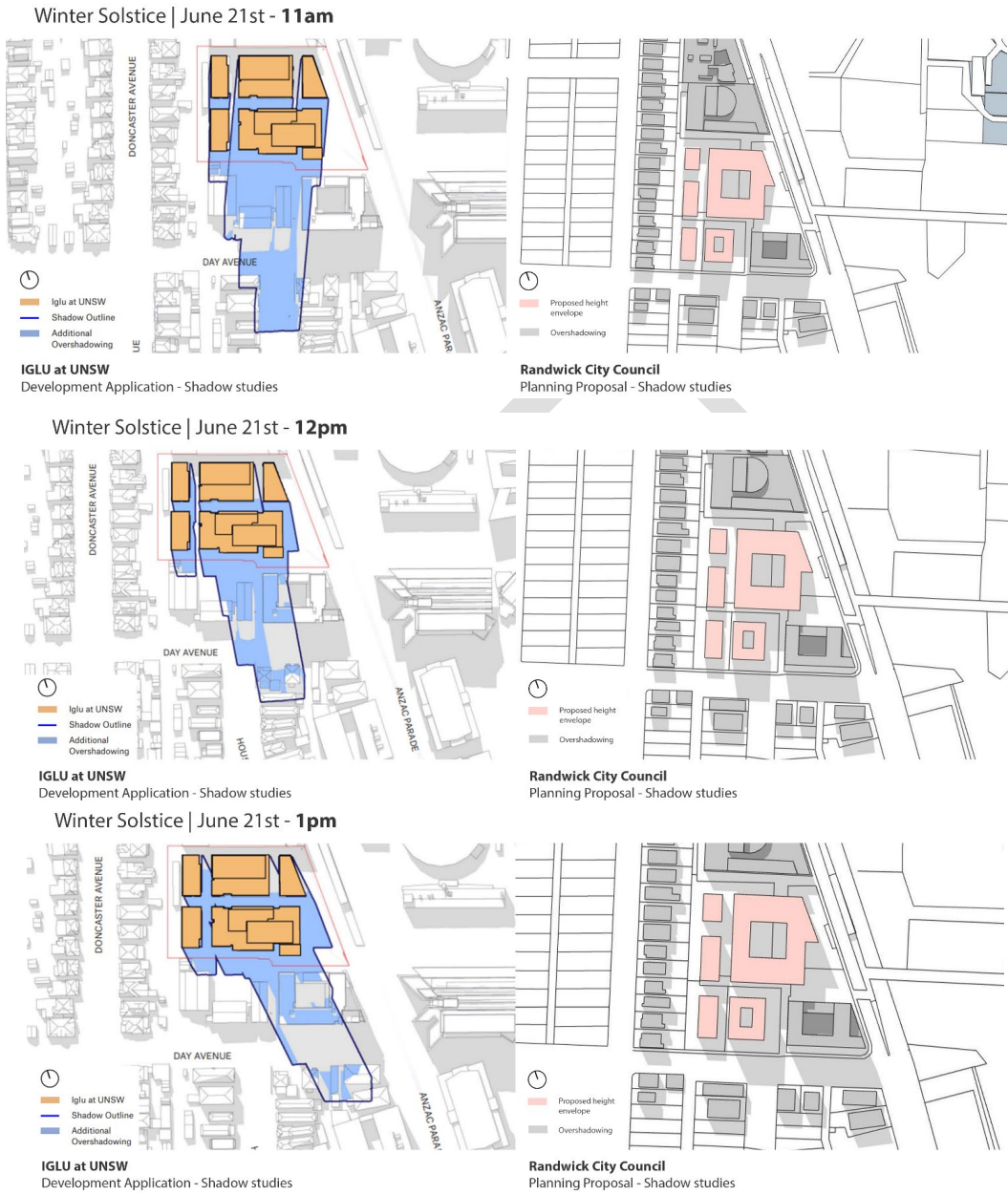
The Planning Proposal building envelopes (24m height) at winter solstice, at 11am, 12 noon and 1pm cast a shadow that extends south across Day Avenue, however the shadows would not extend to impact the properties on the south side of Day Avenue. The proposed shadows are similar in extent to those cast by the existing New College building at the corner of Day Avenue and Anzac Parade.

### Proposed public plaza

The study identified that the Planning Proposal winter solstice 12 noon shadows extend across approximately 50% of the proposed public plaza on Anzac Parade at the culmination of the University Mall axis. This means that even in the worst case scenario of mid-winter, the plaza would still receive sunshine and provide an attractive place to gather and socialise, and to wait for buses (see figures 7, 8 & 9 – shadow diagrams).

CP33/24

Figures 7, 8 and 9: DA/Planning Proposal comparison, winter solstice, 11am, 12noon and 1pm  
(Source: UNSW/RCC)



## 5. Photomontages

Figure 10: Existing street view looking north



Figure 11: Street view looking north with indicative maximum building envelope





Figure 12: Existing street view looking south



Figure 13: Existing street view looking south with indicative maximum building envelope





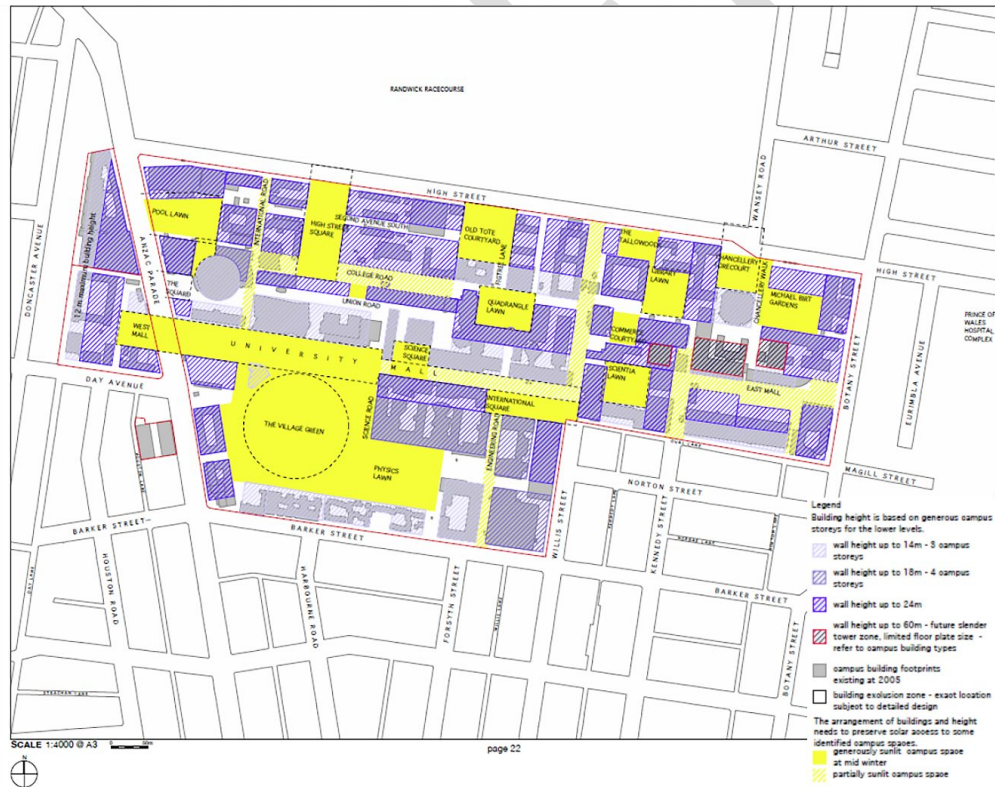
## 6. Open space and the public domain

The UNSW Campus 2020 Master Plan and the Randwick DCP 2013 includes a building height strategy that identifies the extension of University Mall west, across Anzac Parade, to the subject site. The building height strategy identifies the need for a public place and social hub to be established that would tie together the established eastern campus with the new western campus, including the subject site, and provide a fitting resolution of the University Mall pedestrian and visual axis.

It is proposed to protect the site for the future public plaza with the proposed Planning Proposal amendments to the height control in the RLEP Height of Building (HOB) map, with a 1m above ground level height control for this open space. The site specific DCP will provide more specific detail objectives and controls for the new/upgraded public places, consistent with the UNSW Campus 2020 Master Plan and Randwick DCP 2013.

The proposed maximum 24m building height limit across the subject site, aligns with the UNSW Campus 2020 Master Plan and Randwick DCP 2013, as illustrated in the building height map (Figure 14).

Figure 14: Building heights (Source: UNSW Campus 2020 Master Plan/RDCP 2013)



The site plan illustrates the High Street area in Bristol, showing a network of streets and various urban spaces. Key streets include High Street, Day Avenue, Barker Street, and others. The plan identifies several green spaces, including The Village Green, High Street Square, and various courtyards. It also shows the locations of various buildings and structures, such as the High Street Station and the High Street Market. The plan is color-coded with yellow and green areas, and includes a legend for different types of spaces and buildings.

**SECTION 2-2 THROUGH ANZAC PARADE**



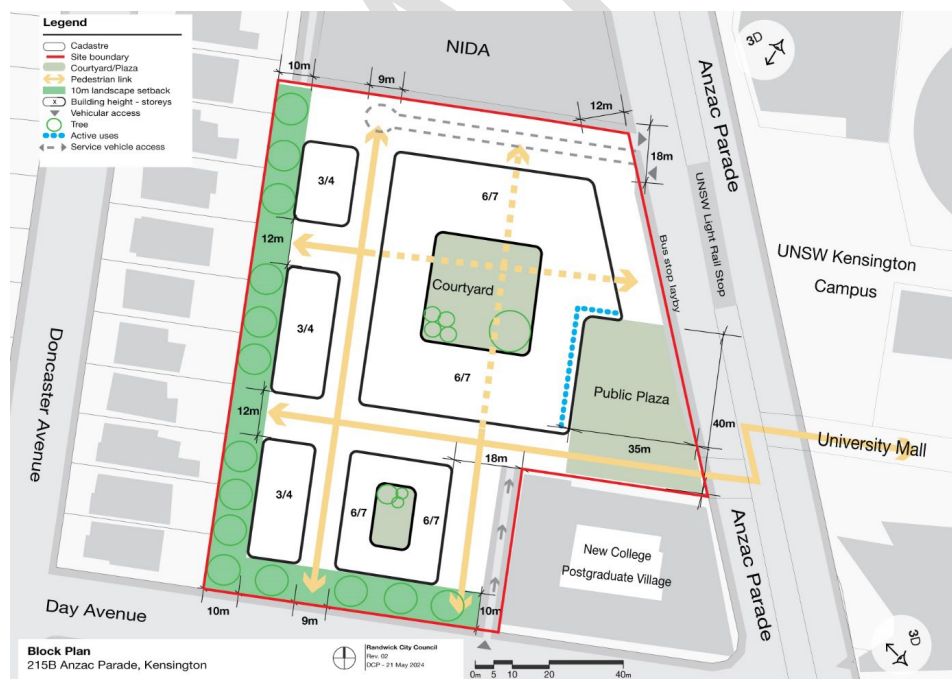
## 7. Block control plan

The block control plan (refer Figure 17) provides detailed controls for the site, including the location of building footprints and number of storeys in height, setbacks for landscape zones, for new plazas and from street frontages, building-to-building setbacks, pedestrian links, active frontages, general vehicular and large truck service access.

The layout for the block envisages a series of buildings that define a series of streets and pedestrian walkways, forming a grid of circulation that extends from the surrounding streets into the centre of the block. Car access is generally limited to the edge of the block, with carparking provided in basement levels, to create a pedestrian priority campus at ground level. Large semi-trailer access to the NIDA workshops and theatres is provided off Anzac Parade through a shared zone street that prioritises pedestrian access.

A public plaza is to be created on the Anzac Parade frontage as a culmination of the University Mall visual axis and to provide a social meeting place for the western part of the UNSW Kensington Campus. The urban planning integrates the existing NIDA facility, New College and the rear of the low density residential villas along Doncaster Avenue, into a coherent permeable urban precinct. The urban planning maintains the privacy and amenity of these existing developments through introducing appropriate building-to-building, ADG compliant, setbacks and landscape buffer zones.

Figure 17: Indicative block control plan



## 8. RLEP HOB map and alternative

Council staff have prepared the draft Planning Proposal, including proposed HOB mapping as a strict interpretation of Council's Resolution, thereby only applying the changes to the 215B Anzac Parade, Lot 2 in DP 1173179, land parcel.

Figure 18: HOB map



However, in preparing the draft Planning Proposal, it has become evident that a more consistent planning approach would be to amend the RLEP HOB controls to all the UNSW lands to the west of Anzac Parade. Accordingly, in addition to 215B Anzac Parade, it is recommended to the Panel for consistency to include in the draft Planning Proposal the following land parcels:

- 215 Anzac Parade (Lot 11 DP 1062204) – NIDA
- 215A Anzac Parade (Lot 1 DP 1173179) – New College

The benefits to clarify the HOB controls that apply across the full triangle of UNSW land to the west of Anzac Parade is:



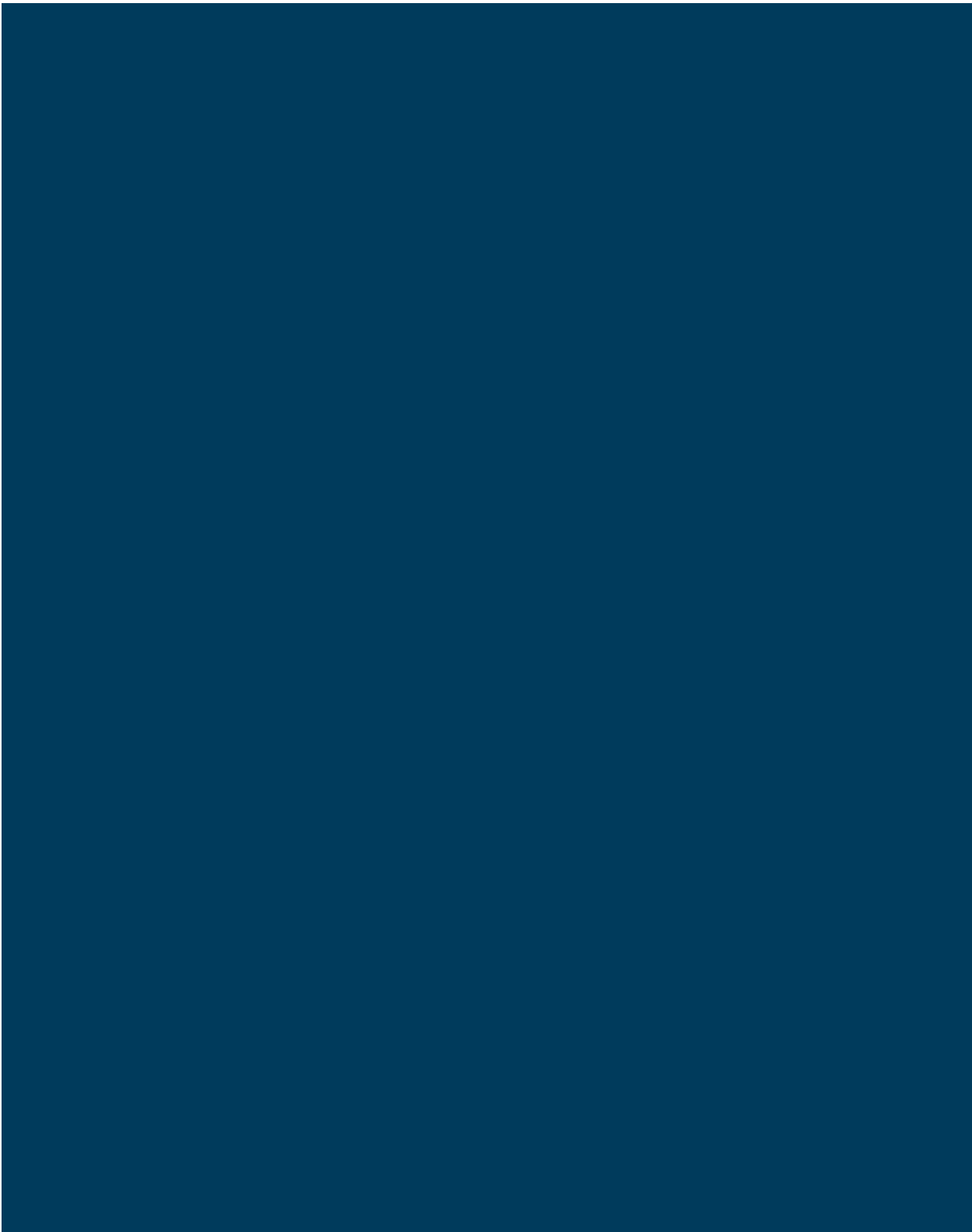
- Implementing best planning practice, providing a consistent, comprehensive and orderly approach to the mapping of HOB controls in this part of the UNSW campus
- Alignment and consistency in the approach in responding to desired neighbourhood character
- Alignment with the UNSW Campus 2020 Master Plan and RDCP 2013
- Certainty in the planning process and development outcomes for the site, for Council, landowners and the community
- Undertaking a holistic approach to planning for both the site and surrounding land would ensure all land is considered and that no residual land parcels are left remaining without height of building controls.

Accordingly, Council staff recommend that the draft Planning Proposal and HOB changes apply across all the UNSW campus lands west of Anzac Parade, not solely 215B Anzac Parade.

Figure 19: Recommended HOB map



CP33/24



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## Director City Services Report No. CS23/24

### Subject: Burnie Street Pocket Park - Community Consultation

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#### Executive Summary

- This project was identified in the Clovelly Road Masterplan and was brought to council in June 2023 to endorse the concept plan and to proceed to community consultation.
- The design was refined, and Stage 2 Community Consultation was undertaken.
- The feedback on the draft concept design for the project was divided with some members of the community welcoming the idea of additional green space and improvements to pedestrian safety, while others value the retention of car spaces over the delivery of green space on the site.
- Notably, the contingent of participants who are opposed to the project are most commonly residents and businesses located in the proximity of the site, who believe the loss of parking (Approx 10 spaces) will directly impact their businesses and way of life.
- In response to the feedback, a traffic/parking analysis was undertaken with a view to converting existing parallel parking on Burnie Street to 90-degree angled parking to increase parking spaces.
- The traffic/parking analysis found that converting a section of parking on Burnie Street from parallel to 90-degrees would see a net increase in parking by 10 spaces (20 spaces total). This additional angle parking would offset the loss of parking spaces with the original concept and help to calm traffic speeds.
- This report presents the Stage 2 consultation outcomes and the proposal to address community concerns regarding parking loss.
- Subject to Council approval of the design, Council's Technical Services and Economic Development and Placemaking Team will liaise directly with local shop owners to support pre, during and post construction.
- It is recommended that council officers complete the detailed design of an updated pocket park, incorporating community feedback and new angle parking along Burnie Street and proceed to construction.

#### Recommendation

That Council:

- a) supports the creation of 90-degree angle parking along Burnie Street between Winchester Road and Clifton Road to mitigate any parking loss resulting from the proposed pocket park.
- b) endorses the Burnie Street Pocket Park concept subject to incorporation of community feedback.
- c) endorses the project proceeding to detailed design and construction.

#### Attachment/s:

1. [LINK TO VIEW](#) Community Consultation Report, Burnie St and Clovelly St
2. [LINK TO VIEW](#) Parking Analysis Report - Burnie Street
3. [LINK TO VIEW](#) Concept Plan Clovelly Road and Burnie Street Pocket Park

## Purpose

At the ordinary council meeting in June 2023, council resolved as follows:

“(Pandolfini/Neilson) that:

- a) Council notes the draft concept plan for the Clovelly Road/Burnie Street Pocket Park;
- b) Council supports the concept being placed on exhibition for Stage 2 community consultation to receive feedback;
- c) a report with the final concept design and outcome of the community consultation be brought back to council; and
- d) a pop-up stall be held onsite as part of the second round of consultation.”

This report provides Council with an update on the Burnie Street Pocket Park project, the outcomes of Stage 2 community consultation and a new parking proposal.

## Discussion

A new pocket park at the corner of Burnie Street and Clovelly Road was identified in the Clovelly Master Plan (2020). The project was identified to create additional green open space, improve pedestrian friendly areas, increase canopy coverage, and provide a safe and comfortable spot to stop and rest when walking to or from the beach or local cafes.

The key project visions and priorities are:

- An inviting pocket park with trees and landscaping to stop and have a coffee in, with a design aesthetic that matches the local character of the beach side suburb.
- Increasing the size and density of green space and planting within the concept.
- A safer Burnie Street for pedestrians, children, cyclists, people with prams, and elderly people.
- The need for the space to host multiple separate groups of people at the same time.
- Minimising the loss of parking.
- Improved pedestrian safety across Burnie Street.

Following endorsement of the concept plan, council officers undertook Stage 2 consultation.

### Stage 2 - Consultation Outcomes (Refer Attachment 1)

Stage two consultation (7 August – 5 September 2023) asked community members and stakeholders to share how they felt about the proposed design elements and to provide feedback on the concept design.

The consultation captured feedback on the concept design by:

- Online Design board
- Survey
- Drop-ins to local businesses
- Onsite Drop-In Session
- Written Submissions
- Letterbox drop to all local residents.

Those who participated in the consultation included:

- 266 Community members participated. 96% were residents.
- 83% lived or worked within 10 minutes walking distance.
- People informed about the project = 1349.
- Survey responses = 235.

We received 74 supportive comments and 49 unsupportive comments.

Those who supported the project liked the opportunity of a new safe green space to have a coffee and some even advocated for solutions to reduce the amount of parking on the street further. They also highlighted excitement about the prioritisation of pedestrians and greenery in the design plans

and wished to see more robust greenery to be incorporated in the design. Notably, irrespective of their level of support, engagement participants highlighted the need to implement a parking scheme on Burnie Street that responded to local resident and business's needs and limited the use of Burnie as a place for long term parking or vehicle storage.

For those that opposed the park, the engagement data highlighted a strong concern for loss of parking, with the potential of this loss to greatly impact businesses on Burnie Street. Furthermore, those who objected to the project, questioned the business case and user demand for such as space, and felt that the park would not be used due to its proximity to the noisy and dangerous Clovelly Road.

#### Overall community consultation feedback

- Support for the greening and beautification to this part of Burnie Street.
- Improvement to the safety of the intersection.
- Concern about loss of parking and impact to residents and local businesses.
- Preference for more grass and greenery across the site, with less concrete and inorganic surfaces.
- Redesigning the proposed colourful tiled retaining wall to better suit the local environment, favoring natural materials and aesthetics.

#### Local business feedback

- Businesses were unanimously opposed to the project, mainly due to the loss of parking in the proposed plans.
- Businesses felt that 15-minute parking would improve the current lack of parking on the street. But also highlighted the need for long term (3 hours plus) parking to accommodate the hairdresser's needs.
- An immediate need for a parking scheme and resident parking stickers.
- Businesses thought that the closure of the slip road was inappropriate.
- Businesses felt the green space would not attract more customers because it would not be used.
- One business noted that they liked the idea of the park and thought it would attract more customers but feared that months of construction would hurt their business.

#### Clovelly Precinct Committee feedback

- The committee recognised both the positive and negative impacts the project may have.
- Some committee members emphasised the need for more parking at the site and felt the removal of parking would be detrimental to local businesses.
- Some committee members praised the design and recognised the need for such a space in the neighbourhood.

In summary, most of the community feedback was supportive of the proposal. A small but vocal minority were opposed mainly due to the proposed loss of 10 parking spaces.

#### **Addressing parking loss**

The consultation feedback was taken on board and subsequently a parking analysis was undertaken to assess the opportunity to minimise parking loss (Refer Attachment 2). This investigation found that if 90-degree parking was installed on the northern side of Burnie Street, between Winchester Road and Clifton Road, 20 parking spaces could be created along this section. This is an additional 10 parking spaces and would offset the loss of parking along the slip lane and around the median island. There is also an opportunity to create much needed 15min parking spaces outside the supermarket.

If Council is supportive of implementing the 90-degree parking option and proceeding with the pocket park proposal, the next stage would be for the Consultant Landscape Architects to finalise the design of the park and surrounding streetscape including angle parking. This will also include incorporating other community feedback received relating to the park's design and materiality choices.

Next Steps

The main concerns raised by the community during the stage 2 consultation have been assessed and can be addressed with the introduction of angle parking along Burnie Street or during the detailed design of the pocket park.

On this basis, it is proposed that the project proceed to detailed design based on the concept plan for the pocket park and incorporating community feedback.

Subject to Council approval of the design, Council’s Technical Services and Economic Development and Placemaking Team will liaise directly with local shop owners to support pre, during and post construction.

It is also proposed that we proceed to construction following the detailed design.

Strategic alignment

The relationship with our 2022-26 Delivery Program is as follows:

Delivering the Outcomes of the Community Strategic Plan:	
Strategy	Open Space and Recreation
Outcome	A city with open space that grows and changes with the community
Objective	Every home in Randwick City will have open space of 1000m2 within 800m by 2031
Delivery program commitment	Review Council owned land and road reserves to identify opportunities for new parks and open space, prioritising areas that have undersupply or limited walking access to open space.
Delivery program commitment	Identify opportunities for acquisition or repurposing of land for open space.

Resourcing Strategy implications

There is \$1.2 million for this project in the 2023-24 capital works budget. Should the recommendation be supported, the planning will continue into 2024-25 and the funding will need to be carried over to the 2024-25 capital works program for construction.

Policy and legislative requirements

- Randwick City Council Community Strategic Plan 2022-2032
- Randwick City Council, Vision 2040, Local Strategic Planning Statement (LSPS)
- Randwick City Council Economic Development Strategy May 2022
- Randwick City Council, Arts and Culture Strategy.
- Clovelly Road Masterplan
- Draft NSW Public Spaces Charter: Healthy and Active
- Sydney green grid plan.

Conclusion

The Burnie Street Pocket Park was identified in the Clovelly Road Masterplan as additional open space for passive recreation. The project seeks to increase canopy coverage and provides a secure space for individuals with limited mobility and, parents with young families to pause and relax during their journeys to and from the beach.

The results of the community consultation on the concept design are largely positive. However, there are concerns about loss of parking. The concerns and suggestions of the community have been taken on board and a new parking layout proposal for Burnie Street has been developed to offset the parking loss.

With the addition of angle parking to the project proposal, the development of the pocket park can proceed and meet the original objectives with minimal impact to the local community and businesses.

It is proposed to complete the detailed design, incorporating community feedback and proceed to construction.

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**Responsible officer:** Joe Ingegneri, Manager Technical Services

**File Reference:** F2022/00265

CS23/24



## Director City Services Report No. CS24/24

### Subject: Little Bay Beach Emergency Vehicle Access

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#### Executive Summary

- At present there is restrictive emergency vehicular access to Little Bay Beach, via the Coast Golf Club grounds.
- Vehicular access is required for emergency services vehicles and for Council operational support functions.
- The current Little Bay Beach Amenities building has onsite sewerage tanks that require emptying annually for the operation of this facility. Council Waste Management Services also need daily access to service waste and cleaning of the beach.
- It is not currently possible to use a beach cleaner truck (sand combing) as there is no available access for a vehicle of this size.
- Council has consulted with The Coast Golf Club to determine a suitable vehicle access way to the beach.
- Council and the Club have collectively determined a vehicle pathway that will provide safer and unfettered access to the beach for the Council and emergency vehicles access, while keeping in mind the functions of the Golf Course operations.
- Council have engaged Contractors to estimate the cost for the design and construction the proposed beach access.

#### Recommendation

That Council endorses:

- a) the proposal for the installation of emergency driveway access through the Coast Golf Course to the Little Bay Beach.
- b) the allocation of a \$500,000 budget in the 2025-26 Operational Plan and Budget to design and construct beach access.

#### Attachment/s:

Nil

## Purpose

This report intends to seek approval and the required budget allocation for the design and construction of the Little Bay Beach vehicle access path.

## Discussion

There is very limited and prohibitive emergency vehicle access to Little Bay Beach, via the Coast Golf Club grounds. The current access is very poor and highly restrictive. NSW Emergency Services, Lifeguards and Randwick City Council (RCC) Operational Teams utilise the existing access for emergencies and daily operational functions, required to services the beach.

There have been several past incidents that have required access to the beach due to an emergency response requiring emergency services attendance, some recent examples include the recent rock fishing response incidents, where fishermen were swept off the rocks, the shark attack of a swimmer in February 2022, further emergency response to medical emergencies for beach goers and golf club patrons and the continued management of asbestos contamination upon the beach.

Currently, all vehicles that use the Coast Golf Club access often result in damage to the surface of the Golf Course fairways, especially with concurrent day rain events. In the case of extensive rain, the Club doesn't permit the Council to use this access. The current vehicle access is ad-hoc and is not fit for purpose.

To deliver a new formalised vehicle access way, RCC requires agreement and permission from the Coast Golf Club. RCC and the Club Council has consulted with The Coast Golf Club to determine a suitable vehicle access way to the beach.

RCC and the Club have collective determined a vehicle pathway that will provide safer and unfettered access to the beach for the Council and emergency vehicles access, while keeping in mind the functions of the Golf Course operations.



Figure 1 - The concept design for emergency access driveway path of travel.

On 7 May 2024, the Coast Golf Club formally confirmed they are supportive of these works being carried out for access to Emergency and Council vehicles servicing Little Bay Beach. Further, they confirmed the attached concept design is representative of the Clubs preferred route, “.... *Thanks for your email and The Coast Golf Club is supportive of these works being carried out for access to Emergency and Council vehicles service Little Bay Beach....*”. (Feedback from GM Coast Golf Course).

Council have engaged a Civil Contractor the undertake preliminary investigations for a concept engineering design, including the engagement for a registered survey to provide details of the existing site conditions including levels, contours, services, and structures.

If this recommendation is approved, the ensuing design process will proceed to engage qualified geotechnical engineer to conduct site material testing and provide recommendations to the civil engineer to incorporate into the detailed final design, upon which time the construction phase will commence.

### Strategic alignment

The relationship with our 2022-26 Delivery Program is as follows:

Delivering services and regulatory functions:	
Service area	Infrastructure Services
Function	Asset construction
Delivery program commitment	Construct new public assets and infrastructure.
Function	Asset Maintenance
Delivery program commitment	Maintain public assets and infrastructure to meet operational requirements and agreed service levels.

### Resourcing Strategy implications

There is no allocated budget in the 2023/24 nor the 2024/25 Operational Plan (Capital Projects budget) to fund the project. The proposal for the \$500,000 allocation, would be funded in the 2025-26 Operational Plan and Budget to design and construct beach access.

### Conclusion

Access to Little Bay Beach has been a long-time issue for Council and emergency services, in consultation with the Coast Golf Course a pathway has been identified and agreed upon. The access pathway for vehicles will provide safer and unfettered access to the beach for the Council and emergency vehicles access, while keeping in mind the functions of the Golf Course operations. Based upon this proposal, funding is required to commence the works and install the nominated driveway access.

**Responsible officer:** Ryan Zammit, Manager Infrastructure Services

**File Reference:** F2019/00682

## Director City Services Report No. CS25/24

**Subject: Service Level Review - Parking Patrol Operations**

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### Executive Summary

- This report provides an update on the Service Level Review conducted for Council's Parking Patrol Operations in accordance with the integrated Planning and Reporting Program for the 2022-26.
- As a part of the service review process, each service was benchmarked and analysed in relation to its service environment's opportunities and threats, community satisfaction and contribution to community benefit.
- The review has identified areas for both operational improvements (for management implementation) and strategic service options (for Council consideration).
- This Service Level Review will be reported to the Audit, Risk and Improvement Committee in July 2024.

### Recommendation

That:

- a) Council note this Service Level Review will be reported to ARIC in July 2024; and
- b) following the meeting of ARIC, should any substantive adjustments to the review be required, a subsequent Briefing will be facilitated to Council regarding the changes.

### Attachment/s:

1. [LINK TO VIEW](#) Service Review Assessment - Parking Patrol Operations

CS25/24

## Purpose

The purpose of this report is to provide Council with an update on the Service Level Review of Council's Parking Patrol Services which was conducted in accordance with the Integrated Planning and Reporting Program 2022-26.

## Introduction

The Service Level review has considered the following elements:

- Review of relevant policies and procedures
- Review current service levels.
- Review operational strategies and priorities.
- Review resourcing, recruitment, and career opportunities
- Review of financial data
- Review previous Customer Satisfaction Survey results.
- Review the current use of technology and opportunities for introduction of new technology to improve service delivery.
- Review Industry benchmarking insights.

## Background

The Randwick City Council Parking Patrol service operates 365 days a year, providing essential parking management for over 156,000 residents as well as visitors.

The function of the service is to ensure the efficient use and management of parking resources, promote compliance with local parking regulations, enhance road safety, and minimise congestion in key areas.

This is achieved through actively monitoring parking behaviour, to deter illegal parking practices and to support the fair use of parking spaces in particular to support local businesses and visitors to our key coastal areas. As well as this the service responds to reports of illegal and obstructive parking throughout the LGA.

## Discussion

The review considered the legislative requirements, strategic alignment, and Council decisions for delivery of the services. It analyses the need for the service to be delivered, service delivery mechanism, resources used to deliver the service, efficiency and effectiveness of the service delivery including community satisfaction.

### A. Legislative requirements and strategic alignment

The Parking Patrol service is provided in response to state legislation and strategies including Council's strategies and delivery program.

### B. Service delivery and Performance

Council's service conducts daily proactive patrols of town centers, beaches carparks, school zones, and residential areas.

The service responds to over 5000 customer service requests per annum. A review of data from the past 7 years has identified that over 99.5% of these customer service requests are completed within defined SLA timeframes.

The service issues approximately 41,000 fines annually.

Results obtained from the 2023 Micromex community satisfaction survey identified an importance rating of 51% and a satisfaction rating of 83%. In 2021 the same survey results returned an importance rating of 60% and satisfaction rating of 87%.

**C. In-house vs outsourced services**

The review suggests that councils in Sydney provide parking patrol services in-house. As a statutory service this gives Councils greater oversight and control of enforcement activities throughout the LGA. Also, some cost analysis shows that in-house services for this service area is more cost effective compared to labour hire agencies.

**D. Operational improvements opportunities**

As discussed, the service review has identified that current service levels are performing at a reasonable level of customer satisfaction (83%) and efficiency. However, the review has identified four areas for operational improvement.

Area of Improvement	Action	Timeframe
Technology Integration	Investigate the extension the current trial of 'digital chalking' (Automated Licence Plate Recognition) systems on patrol vehicles to the rest of the city in order to increase the safety of staff, as well as the efficiency and accuracy of identifying parking violations in real-time.  It should be noted that digital chalking only involves original identification of vehicle. Should a vehicle overstay beyond time limit, officer is required to physically identify breach in person and take numerous photos of the breach at the time of the offence.	Short Term
Increase parking officer pool	Expansion of the current parking patrol officer pool and increase in salary budget to ensure adequate resourcing and management of both parking enforcement and public place regulation activities, particularly during peak periods.	Short Term
Data Analytics for Decision Making	Utilise data analytics to understand parking patterns, peak violation times, and high-demand areas. This information can guide the allocation of resources and the scheduling of patrols to focus on problem areas at times when violations are most likely to occur. Creating heat maps of violations can also identify trends and help in predictive enforcement.	Medium term
Process Optimisation	Dynamic Scheduling and Routing: Use software to dynamically schedule patrols and optimise routes based on real-time data, historical trends, and community input, maximizing coverage and effectiveness with limited resources.	Long Term

**Strategic alignment**

The relationship with our 2022-26 Delivery Program is as follows:

Delivering services and regulatory functions:	
Service area	Rangers Services
Function	Parking Patrol Operations
Delivery program commitment	– Implement Council's key regulatory functions, responsibilities and services relating to buildings, development, use of premises and land, public places and the natural environment.



- 
- |  |                                                                                                                                                                                                                                                           |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <ul style="list-style-type: none"> <li>– Undertake proactive and reactive parking patrols, investigations, and enforcement to ensure compliance with parking rules, including responding to parking related customer complaints and enquiries.</li> </ul> |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
- 

## Resourcing Strategy implications

The resourcing implications for this report will be funded under the existing budget for the 2023/24 financial year.

## Policy and legislative requirements

This service is a statutory service.

The following legislation applies to the delivery of this service:

- Road Rules 2014
- Road Transport Act 2013
- Fines Act 1996
- Local Government Act 1993
- WHS Act 2011.

Parking Patrol Operations operate within the scope of the Councils Compliance and enforcement policy.

## Conclusion

The parking patrol service has consistently met its Service Level Agreement (SLA) timeframes, achieving successful compliance in over 99% of more than 5000 instances in the last FY. This is achieved with only 1.9% of total workforce in comparison to 3.5% for Woollahra Council and 6% for Waverley Council. This demonstrates a high level of efficiency and effectiveness in addressing the current operational demands on the service.

While there is a regular review and monitoring system to ensure all areas of the LGA are adequately covered, there is an opportunity to establish an agreed service commitment regarding the patrolling frequencies of various localities throughout the LGA. This approach would ensure transparency and proactive measures in servicing all sectors, not merely in response to complaints. Additionally, it would enable reporting on key performance indicators derived from these agreed-upon patrol frequencies.

This would allow the service to report on KPI's derived from agreed scheduled patrolling frequencies of various localities throughout the LGA. This approach will contribute to a more evenly distributed service provision, fostering a sense of fairness and diligence that is crucial for maintaining public trust and satisfaction.

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**Responsible officer:** Duncan Scott, Manager Ranger Services

**File Reference:** F2005/00347

## Director City Services Report No. CS26/24

**Subject: Service Level Review - Sportsfields**

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### Executive Summary

- In accordance with Council's 2022-2026 Delivery Program, a detailed Service Level Review has been completed for the Sports Fields Business Unit, within the Open Spaces Department of Infrastructure Services
- The Service Level Review includes a comprehensive review of the services currently provided by the Council's Sports Fields Business Unit and identifies opportunities for improved or enhanced service levels and operational efficiencies.
- As such, the Service Level Review provides recommendations and opportunities for improvement. This report outlines the key findings because of the review and opportunities for implementation both in operational improvements (for management implementation) and strategic service options for Council consideration.
- This Service Level Review will be reported to the Audit, Risk and Improvement Committee in July 2024.

### Recommendation

That:

- a) Council note this Service Level Review will be reported to ARIC in July 2024; and
- b) following the meeting of ARIC, should any substantive adjustments to the review be required, a subsequent Briefing will be facilitated to Council regarding the changes.

### Attachment/s:

1. [LINK TO VIEW](#) Sportsfields Service Level Review Report

CS26/24

Purpose

The purpose of this report is to provide Council with an on the Service Level Review (SLR) of Council Sports Fields teams, the review was conducted in accordance with the Integrated Planning and Reporting program 2022-26.

Introduction

An independent Service Level Review for the Sports Fields team was conducted and completed in October 2023. This review coincided with the 2023 Micromex Community Satisfaction Survey completion.

The Service Level review has considered the following elements:

- Review of relevant policies and procedures
- Review current service levels.
- Review operational strategies and priorities.
- Review resourcing, recruitment, and career opportunities
- Review of financial data
- Review previous Customer Satisfaction Survey results.
- Review the current use of technology and opportunities for introduction of new technology to improve service delivery.
- Review Industry benchmarking insights.

Background

Randwick City Council Sports Fields operate 365 days a year providing maintenance and management of Councils sporting facilities to the community. The functional role of the Sports Fields services team is primarily as the daily operational team for sports field maintenance, sports field booking management and the first responders for service requests. The nature of the work has created a scheduled maintenance program where maintenance activities are undertaken on a rolling weekly schedule based on the seasonal needs of the sports field.

The services function is to ensure that our facilities and sporting grounds are well maintained and of a high quality, promoting sporting within the community as well as ensuring councils image as a sporting destination for community sports.

During the review process consultation occurred with the Service Review Team and an Independent Service Review Panel seeking feedback from the operational staff and key leadership staff (Finance, Internal Audit etc.).

Discussion

The review considered the legislative requirements, strategic alignment, and Council decisions for delivery of the services. It analyses the need for the service required to be delivered, service delivery mechanisms, resources used to deliver the service, efficiency and effectiveness of the service delivery including community satisfaction.

Outputs and Performance of Services

Service Outputs			Scheduled 22-23		Reactive 22-23		Customer Satisfaction Survey Results	
		Total No. Requests	% of Total Requests	Performance	% of Total Requests	Performance	Satisfaction	Importance
Output 1 – Sportsfield services	Mowing - Sportsfield	2477	99.77%	83.75%	0.28%	71.43%	80%	86%
	Mowing - Surrounds							
	Scheduled maintenance							

Service Outputs		Scheduled 22-23			Reactive 22-23		Customer Satisfaction Survey Results	
		Total No. Requests	% of Total Requests	Performance	% of Total Requests	Performance	Satisfaction	Importance
<b>Output 2 – asset maintenance</b>	Maintain Council's open space areas in accordance with established service level agreements. This includes maintenance of Council's parks and playgrounds, sports fields, bushland, coastal walkway, reserves, gardens, streetscapes, and landscaped areas within the cemetery.	12828	88.10%	74.2%	11.9%	70.44%	80%	86%
<b>Output 3 – property and land management</b>	Manage the hire and use of Council's sports fields by sporting groups, schools, charitable organisations, and the public.	831 hours per week (baseline 2019)	900	108.30%	N/A	N/A	80%	86%
<b>Output 4 – performance management</b>	Engage with the community and other stakeholders to determine service level expectations and appropriate measures in sports field management.	N/A	N/A	N/A	N/A	N/A	N/A	N/A

#### A. Legislative requirements and strategic alignment

The Sports Field Services functions are not a statutory service, these services are provided in response to Council's strategies and Operational Delivery program. The main strategic mechanism for this service is the Open Space and Recreation Strategy and 2022-2032 Community Strategic Plan.

#### B. Service Delivery and Performance

The service is currently being delivered 365 days a year with a combination of in-house and specialist sports field contractors, and it is noted within the review as meeting the current industry practice for resourcing and service delivery. There is commentary within the report regarding the administrative processes related to the current booking system and its flexibility, this is addressed as an opportunity for improvement.

The provision of sports fields for active recreation is a core service required and desired by the local community. The service is listed in Council's Community Strategic Plan and Open Space

Recreational Strategy and is highly valued by the community, with a satisfaction rating of 83% in the most recent community satisfaction survey.

Councils November 2023 Micromex Survey, completed after the SLR was completed, notes that Sports and Recreation received a 'good performance' score (>80%) this included Ovals and Sporting Facilities.

### C. In-house vs outsourced services

The review suggests that council's current model, inhouse and contractors, in the delivery of the service is effective and is currently working well. Also, some cost analysis shows that in-house services for this service area are more cost effective compared to external contractors. Allowing for a greater degree of flexibility, increased presence, and community connection, by managing these spaces through our teams, creating relationships with stakeholders and the community.

### D. Operational improvements opportunities

The conclusion of the review process has identified twelve operational improvements that focus on Operational improvements and Strategic service improvements. These opportunities have been analyzed and presented based upon their priority and perceived impact upon the services.

## Proposed Action Plan

The table below highlights the key actions required to deliver each of the areas of improvement, as well as indicative timeframes. They have been ranked according to timeframe and priority ranking.

Opportunity	Description	Time Frame	Priority
<b>Opportunity 1:</b>	The multi-skilling of staff provides efficiencies and improved business operational awareness to operational staff requires the organisation to have a documented verification of competency (VOC) procedure to ensure staff are trained and are competent before operating any item of plant or machinery.	Short Term	High
<b>Opportunity 2:</b>	Council to review the 'on call' arrangements for the Sports fields service to be shared with another park's supervisor or across a wider group on an emergency call out roster.	Short Term	High
<b>Opportunity 3:</b>	Increase the number of staff available on weekends by employing newer staff on roster A and review conditions of employment around hours of work to increase the service delivery over the seven days.	Medium Term	High
<b>Opportunity 4:</b>	Council to review the current sports field booking system to determine the best online platform for the management of bookings.	Medium Term	High
<b>Opportunity 5:</b>	Consider increasing the utilisation of the second (spare) tractor as core equipment rather than spare and equip the tractor with attachments that are essential for every day works. Council will need to ensure that staff have capability and capacity to utilise this second piece of equipment and integrate it into the delivery of the service.	Short Term	Medium
<b>Opportunity 6:</b>	As part of the existing levels of service, develop specific operational service levels with KPIs that can be reported to both the operational staff and asset owners. This then gives Council the option to record individual quality scores.	Medium Term	Medium
<b>Opportunity 7:</b>	Increased signage in relation to dog off-leash areas.	Short Term	Low
<b>Opportunity 8:</b>	To support long-term plans to build staff capability and capacity around succession planning and career development, it is recommended to complete a full capability matrix analysis on current staff to identify skills gaps for future training and recruitment needs.	Medium Term	Low
<b>Opportunity 9:</b>	The recognition of an ageing workforce requires Council to plan the retirement of skilled and knowledgeable staff. The knowledge transfer can be achieved by establishing an apprenticeship/ traineeship program for Operations by including the apprentices/trainees as part of the Council's EFT which also demonstrates ongoing support for the program.	Long Term	Low

Opportunity	Description	Time Frame	Priority
<b>Opportunity 10:</b>	Meet with the other participating councils, using the SSROC (Southern Sydney Regional Organisation of Councils) preferred supply agreement, to review and assess whether there are any amendments required in a future contract to further enhance the contracted services.	Long Term	Low
<b>Opportunity 11:</b>	Set up a simple agreement between the Sports fields team and the compliance team, which gives the Compliance (Rangers Team) team access to the sports field booking system.	Long Term	Low

### Strategic alignment

The relationship with our 2022-26 Delivery Program is as follows:

Delivering services and regulatory functions:	
Service area	Infrastructure Services
Function	Asset Maintenance
Delivery program commitment	Maintain public assets and infrastructure to meet operational requirements and agreed service levels.

### Resourcing Strategy implications

The prioritised opportunities identified in the report have an impact financially upon Council's operations. Should Council wish to increase the service levels in line with this review, this will require a future report be brought to Council with an accompanying funding strategy provided.

### Policy and legislative requirements

This service is not a statutory service and the Service Level Review forms part of Council's Delivery Program and Integrated Planning and Reporting obligations under the Local Government Act 1993.

### Conclusion

The Service Level Review of the Sports Fields Business Unit aims to review the scope of services undertaken and identify opportunities for improved service levels to our community. Opportunities for improvement have been identified noting the service should explore approaches to increase service levels and resourcing with the introduction of new technologies and efficient processes, that can improve service delivery to the community. The formal service level review is due to be presented to the Audit Risk and Improvement Committee in July 2024.

**Responsible officer:** Ryan Zammit, Manager Infrastructure Services

**File Reference:** F2019/00686



## Director City Services Report No. CS27/24

**Subject: 4 Barry Street, Clovelly - Fig Tree - Removal**

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### Executive Summary

- Council has received correspondence about damage to the property at 4 Barry Street, Clovelly since early 2011.
- Since receiving the correspondence from the property owners, council officers have undertaken measures including tree root investigation, root pruning and footpath repair to retain the fig tree.
- In 2019, the owner submitted a claim for damages but was denied by council's insurers.
- In September 2023, the owner submitted a further claim for costs to repair damage to the property that is claimed to have been caused by council's fig tree roots.
- Council's insurers have assessed the claim and recommend we settle the claim.
- Based on previous tree root investigations for this tree, further root pruning is not viable without impacting the tree's structural stability and long-term health.
- Following a successful insurance claim, council is not covered by our insurance for any further damage caused by the tree roots from this street tree and would be directly liable.
- This report recommends removal of the fig tree and planting of a suitable replacement street tree.

### Recommendation

That the Council owned *Ficus var. microcarpa* (Hill's Weeping figs) growing outside 4 Barry Street, Clovelly be removed and replaced with a super advanced *Waterhousia floribunda* (Weeping Lilly Pilly) as nominated in Council's Street Tree Masterplan.

### Attachment/s:

1.  Arbourists Report - 4 Barry Street Clovelly
2. [LINK TO VIEW](#) Structural Survey Assessment - 4 Barry Street Clovelly
3.  4 Barry Street - Fig Tree Photographs

## Purpose

This report details the background and assessment relating to property damage at 4 Barry Street, Clovelly, that has been claimed to be caused by the council owned *Ficus var. microcarpa* (Hill's Weeping figs) street tree. The tree is growing on the nature strip outside the property.

## Discussion

### Background

Council officers have been investigating fig tree root related requests from the owners of 4 Barry Street, Clovelly for over 10 years. In 2019, council received a claim for damage to the gas main, stormwater, sewer and property. The claim was denied by our insurers. However, in response to these requests, tree works were undertaken including canopy pruning away from the roof. We also conducted tree root investigations involving excavation of the footpath, exposure of the tree roots and pruning of minor roots.

Tree root and canopy pruning has been undertaken to manage the tree and address concerns raised by the owners, although only minor root pruning was possible. Photographs of the tree roots are shown in attachments 1 and 2. It should be noted that root pruning for mature fig trees is limited to tree roots up to 40mm in diameter to minimise impacts on the structural stability of the tree. Due to the proximity of the tree roots to the surface, the footpath could only be replaced with asphalt rather than concrete.

In 2019, council's insurer denied a claim for damage to the stormwater, path and the gas main. Tree roots only enter stormwater lines that are damaged and due to council not being aware of this damage previously, the claim was denied.

The owner submitted a further claim in September 2023 for damage to the property including the side path, front porch and structural damage of the dwelling walls. To support these requests, reports by Van de Meer Pty Ltd dated November 2021 and Apex Tree and Garden Experts, dated July 2023 have been submitted to council. These reports (Attachments 1, and 2) outline the damage to the property and conclude that the damage was caused by the roots of council's tree.

### Fig Tree Description

The subject tree is a mature tree in good health and condition with little deadwood in the crown. The tree is approximately 26m in height, has a canopy spread of around 23m and is estimated to be over 60 years of age. It provides important habitat and food source for a variety of fauna.

Using the methodology in Australian Standard *ASDR99307*, fig trees of similar size and condition are estimated to have an amenity value of approximately \$20,000 - 25,000 each.

This Council owned fig tree is not listed on Randwick Council's Register of Significant Trees.

There is a cluster of 5 *Ficus 'Hillii'* planted at the northern end of Barry Street. Due to the overlapping canopies of the fig trees at the northern end of the street, the proposed removal of this street tree will result in a moderate impact on the visual amenity of the streetscape.

### Viability of Root Pruning

It is stipulated in Australian Standard AS 4970 – 2009 – *Protection of trees on development sites* that wherever any proposed tree root cutting is greater than 10% of the Tree Protection Zone (TPZ) or is inside the Structural Root Zone (SRZ), it must be demonstrated that the tree will remain healthy and viable should any required root cutting take place.

The radius of the Tree Protection Zone (TPZ) is calculated by multiplying a tree's diameter at breast height (DBH) x 12, where DBH is measured at 1.4 metres above ground.

For this tree, the radius of the TPZ has been calculated to be 15m from the base of the tree. Pruning of roots at the property boundary would constitute an incursion into the TPZ of 40% which is significantly higher than the recommended 10% that is allowed by the Australian Standard. To meet the Australian Standard, root pruning would ideally be undertaken 10.3m from the tree which is behind the wall of the dwelling.

In relation to the SRZ of a tree, a general rule is that no root cutting works can be undertaken within the following recommended radial distances from any Council owned tree on public land.

Trunk Diameter (D)	Structural Root Zone (SRZ)
Up to 0.15m	1.5
0.15 to 0.3m	2.0
0.3m to 0.5m	2.5
0.5m to 0.8m	3.0
0.8m to 1.1m	3.5
1.2m to 1.6m	4.0

The tree's trunk diameter above the buttress is 1.5m and therefore the calculated SRZ radius is 3.9m. The tree is located 2.15m from the property boundary.

Root pruning at the property boundary would constitute root pruning within the measured SRZ which would potentially impact the trees structural stability.

Overall, it is considered that pruning of roots that have entered the property, at the property boundary, to prevent further property damage will impact the health and structural stability of the tree. On this basis, further root pruning is not a viable option.

### Assessment

The reported damage is to the front and side walls of the dwelling, the front garden, the side path and to underground pipes.

A large significant tree root 150mm in diameter was exposed within the property over 20m from the tree.

The tree root photographs are shown in the attached reports. They show that the tree roots radiate out from the tree and were deflected along and underneath the front fence and into the property.

Options to retain the tree have been explored. The root pruning at the property boundary is within the tree protection zone and structural root zone. This root pruning would require pruning of significant roots (>40mm diameter) and therefore, not viable as it will impact the tree's health and structural stability.

Further, following a successful insurance claim, council would no longer be insured for damaged caused by this tree and its roots. On this basis, it is recommended to remove this fig tree and plant a super advanced Weeping Lilly Pilly replacement street tree.

### Tree Replacement

To offset the visual amenity impact created by removal of the Hill's Weeping fig, it is proposed to plant a super advanced *Waterhousia floribunda* (Weeping Lilly Pilly) as replacement planting. These fast-growing rainforest tree species have proven to be an ideal replacement for the Hill's Weeping figs.

### Strategic alignment

The relationship with the City Plan is as follows:

Delivering services and regulatory functions:	
Service area	Infrastructure Services
Function	Tree & plant Management
Delivery program commitment	Manage public and private trees and plants with the LGA including tree assessments and tree work implementation; as well as Management of the Council Nursery.

Resourcing Strategy implications

It is estimated that the removal of the fig tree outside 4 Barry Street, Coogee and replacement with a super-advanced *Waterhousia floribunda* (Weeping Lilly Pilly) would cost in the vicinity of \$15,000. The funds are available in Council’s current annual tree management budget.

Policy and legislative requirements

- Tree Policy
- Urban Forest Policy
- Register of Significant Trees.

Conclusion

Up until this point, every effort has been made to retain the mature Hill’s Weeping fig tree growing outside 4 Barry Street, Clovelly by undertaking canopy and root pruning. Unfortunately, this fig tree has matured to an extent where damage to the property cannot be repaired without root pruning that would impact the structural stability of the tree or its health.

For the reasons outlined above, there are limited physical options available to prevent ongoing structural damage that is being caused to private property. Council’s insurers have assessed the claim and recommend we settle the claim. Further, following a successful insurance claim, council would no longer be insured for damaged caused by this tree and its roots. On this basis, it is recommended to remove this fig tree and plant a super advanced Weeping Lilly Pilly replacement street tree.

The habitation of birdlife and other fauna within Council tree assets is a primary consideration of tree management staff whenever trees are inspected for pruning or removal works. In addition, it is a requirement for all tree contractors to inspect trees for fauna/wildlife habitation prior to any tree works being undertaken on Council trees. This on-site inspection forms part of the site-specific risk assessment all tree contractors undertake prior to works being undertaken and if any wildlife is encountered, they ensure they contact WIRES to have any such fauna removed and relocated.

**Responsible officer:** Joe Ingegneri, Manager Technical Services

**File Reference:** F2007/00188

## Apex Tree & Garden Experts

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5 July 2023

Jeremy Bryceson  
4 Barry Street  
Clovelly NSW 2031

Email: [Jeremy.bryceson@outlook.com](mailto:Jeremy.bryceson@outlook.com)  
Ref: BrycesonJ.Clovelly.rpt2

### CONSULTATION at 4 BARRY STREET, CLOVELLY

We confirm that we have inspected the above site on Friday, 23<sup>rd</sup> June 2023 and now report as follows:

This report has been commissioned by Jeremy Bryceson of 4 Barry Street, Clovelly, in relation to a mature **Ficus microcarpa hillii** (Hills Weeping Fig) located on the footpath outside the property. Mr Bryceson has become concerned about the size of the tree and the wide ranging root system that has been causing some disruption to various masonry structures on the property.



**Photographs #1 & #2:** Shows the Hills Weeping Fig which is located on the footpath

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*Report*

The tree has been inspected by ground-based observations using Visual Tree Assessment techniques (VTA). VTA undertaken by tree professionals is a recognised systematic method of identifying tree characteristics and hazard potential.

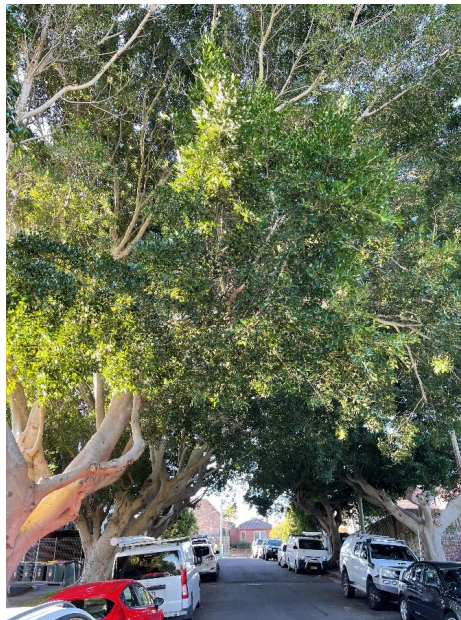
**TREE REPORT**

(Please see 'Definitions' below for terms used in the Tree Report)

Tree #1: **Ficus macrocarpa var. hillii** (Hills Weeping Fig)

(Located on the footpath outside the property)

The tree is one of five in an avenue planting on the northern end of Barry Street, with further plantings near the middle and the lower portion of Barry Street. Mr Bryceson indicated that some Hills Weeping Figs have been removed from the footpath in this street reasonably recently.



**Photograph #3:** Shows the avenue of planting on the northern end of Barry Street

This tree attains a height of approximately (~) 26 metres, has a canopy spread of ~ 23 metres and a diameter at breast height (dbh) of ~ 1.4 metres. The tree displays good vigour, is of fair to good form, has a long useful life expectancy (ULE) and a Significance Rating of '1' (Most Significant). The fair to good form rating has been attributed to the tree as it has been significantly crown lifted over several residences on the western side of the canopy, including 4 Barry Street. The Significance Rating of '1' has been attributed to the tree as it is a mature and healthy tree, has not been significantly damaged by poor pruning practices and is part of an avenue planting.

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*Report*

Mr Bryceson indicated that there were some Fig roots underneath his house. I observed a root with a diameter of ~ 150mm beneath the side pathway some 20 metres from the tree, which can be seen in Photographs #4 and #5, below.



**Photographs #4 & #5:** Shows the large Fig root growing under the pathway beside the house.



**Photographs #6 & #7:** Show the location of the lifted section of concrete pathway from the back and the front

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*Report*

Mr Bryceson's concerns also extend to the possibility of branch failure onto the roof of the residence. The tree has been extensively crown lifted over his house in the past and still has some longer branch ends overhanging over the roof line of the front of the house.

Should pruning of the tree be undertaken, I would recommend reduction pruning rather than crown lifting. Crown lifting is largely just a "feel good" exercise as it promotes growth upwards and outwards over areas that cannot be readily accessed in the future.

Reduction pruning can reduce the longer and heavier branch ends and provide many years of relief from large diameter branch growth over the roof of the house. There are 2 – 3 longer branch ends which would need to be reduction pruned by ~ 50% to provide fairly good clearance to the front of the house. Please see Photographs #8 and #9, below which provide an indication of the degree of overhang of some of the larger branches.



**Photographs #8 & #9:** Which shows some of the longer branch ends over the roof of the house which I would recommend be reduction pruned

There is also a small crack in the masonry wall of the front veranda. No digging was undertaken to ascertain whether there was a tree root beneath this location, however, it is certainly possible. This can be seen in Photograph #10, below. Three options are available to rule out problems associated with root damage to masonry structures within the property:

1. Remove the tree
2. Hand dig a trench ~ 1.5 metres wide, parallel with the front wall and to a depth of ~ 1 metre to ascertain as to whether there is a root causing this damage. If a root is present, it can then be severed and therefore stop any further involvement with the front veranda.

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*Report*

3. Install a root barrier at least 1 metre from the front wall of the house and down to at least 1 metre in depth for the width of the block. This root barrier would exclude the Fig's roots from growing into the property and any root related involvement in movement in the house would be eliminated.

Mr Bryceson also indicated that it is becoming increasingly difficult to keep the gutters adjacent to the slate roof at the front of the house, and even the gutters at the rear of the house, clear of debris. The slate roof limits some options for leaf exclusion devices so options to reduce the leaf load from the tree onto the roof would include:

1. Remove the tree. This would not entirely remove the leaf load as there are several other trees nearby, however it would reduce it.
2. Have the gutters professionally cleaned on an annual or biannual basis.
3. Install gutters with an overflow so that water damage into the house does not occur. Some gutter cleaning would still need to be undertaken.
4. Install Leaf Screener or Gutter Shield type leaf screening devices. These still require periodical maintenance to remove finer debris that settles in the gutters.

**DISCUSSION**

There are some options which will mitigate some of the effects of the tree on the house such as the installation of a root barrier across the front of the property, changing some of the guttering systems or regular paid maintenance to clear the gutters.

Mr Bryceson indicated to me that an engineer had said that the roots underneath the house could cause damage. A root barrier would prevent this damage from occurring. Mr Bryson has already had to replace the drain pipes due to root ingress. The possibility of damage, however, is not often considered by Council to be a valid cause for large tree removal, especially if there are options other than tree removal available.

Mr Bryceson also expressed his concern about the footpath being disrupted. This is Council's responsibility and, as such, would not generally form a significant part of the reason to remove the tree.

Despite the other options which are available, Mr Bryceson would prefer that the tree be removed and be replaced with other smaller growing tree species at the front of the property, as has been carried out in other locations in the street.

*Report* \_\_\_\_\_



**Photograph #10:** Shows the front yard. The bare soil area just outside the left hand side garden bed would be the location where a root barrier could be installed as it is sufficiently distant from both the house and the tree. The area circled in red is where the crack in the front veranda wall is located



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*Report*

We are grateful for the opportunity to assess your trees. Our professional business thrives on recommendations and would be pleased if you could assist us in this way. If you have any further questions, please do not hesitate to contact our office.

Yours faithfully,

  
**SCOTT GATENBY**  
*Managing Director*

**LEVEL 8 CONSULTING & PRACTICING ARBORIST**  
**DIP. APP. SCIENCE, AGRICULTURE**  
**GRADUATE DIP. EDUCATION**  
**U.P.C.A TREE CARE CERTIFICATE**  
**PEST CONTROL CERTIFICATE**  
**MEMBER OF INTERNATIONAL SOCIETY OF ARBORICULTURE**  
**MEMBER OF ARBORICULTURE AUSTRALIA No.1371**  
**MEMBER OF LOCAL GOVT. TREE RESOURCES ASSOCIATION**

**WAIVER/LIMITATIONS**

The findings of this report are based upon and limited to visual examination of the subject tree from ground level without any climbing, internal testing or exploratory excavation. Whilst the author provides comments on likely future hazards, this report does not claim to be exhaustive in its assessment of any potential hazards, or of any factors contributing to such hazards. If further practical investigation is required for any reason, including in response to any perceived or unresolved issue, then additional investigations or inspections can be undertaken if requested.

This report reflects the health and structure of the tree at the time of inspection. Apex Tree & Garden Experts cannot guarantee that a tree will be healthy and safe under all circumstances or for a specified period of time. There is no guarantee that problems or defects with the assessed tree, will not arise in the future. Liability will not be accepted for damage to person or property as a result of failure of the assessed tree.

This report has been prepared for the exclusive use of the client. Apex Tree & Garden Experts does not accept any responsibility for its use by any other party. This report must be read in its entirety. No part of this report may be referred to, verbally or in writing, unless taken in full context of the whole report.

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**Report****DEFINITIONS****Diameter at Breast Height (dbh).**

Tree trunk diameter measured (in mm) at breast height (1.3metres above ground level)

**Canopy Spread.**

Average canopy diameter in metres

**Vigour/Health.**

The general appearance of the above ground sections of the tree at the time of inspection. Ratings are Good (G), Fair (F) and Poor (P) or combinations of two (eg. F-G)

**Form.**

The general shape of the tree, taking into consideration growth patterns which may affect the health, safety or longevity of a tree. Ratings are Good (G), Fair (F) and Poor (P) or combinations of two (eg. F-G)

**Terms that may be used in relation to Tree Age and Size.**

<b>Sapling:</b>	A juvenile tree in the early growing stage
<b>Semi-mature:</b>	The tree is still actively growing in size
<b>Mature:</b>	The developmental growing stage is complete, and the tree is near full size
<b>Over-mature:</b>	The tree will not increase significantly in size and is likely to go into slow decline over ensuing years

**Useful Life Expectancy (ULE).**

A systematic tree assessment procedure which gives a length of time that the Arborist gauges a particular tree can be retained with an acceptable level of risk based on the information available at the time of the inspection.

**ULE Ratings**

<b>Long</b>	Retainable for 40 years or more with an acceptable level of risk
<b>Medium</b>	Retainable for 16-39 years with an acceptable level of risk
<b>Short</b>	Retainable for 5-15years
<b>Removal</b>	Tree requiring immediate removal due to imminent hazard or absolute unsuitability

**Significance Rating Scale**

The Significance Rating Scale is a site specific evaluation of a tree relative to its setting. The Arborist applies the rating by considering numerous factors including tree species, weed species, remnant trees, indigenous trees, tree health, visible defects, form, setting, age, longevity, commonality etc.

The Significance Rating indicates the relative importance of the tree and gives a general idea of whether a tree is worthy of retention and maintenance or if removal and replacement should be considered.

The categories of the Significance Rating Scale are as follows:

- 1. Most significant:** Warrants retention and design modifications and Tree Protection Zone (TPZ) to ensure this.
- 2. Significant:** Warrants retention and remedial pruning & treatments and design modifications.
- 3. Somewhat significant:** Warrants retention if no design changes are needed; or warrants removal if excessive pruning or treatment is required.
- 4. Least significant:** Removal would not result in any loss of site amenity. Can include weed species.
- 5. Hazardous:** Must be removed irrespective of any development.

**Tree Protection Zone (TPZ).**

The distance required to be fenced off and remain undisturbed for the duration of any development so the tree and its root zone can be protected.

**Structural Root Zone (SRZ).**

The area considered essential for tree stability. Loss of roots in this area are likely to cause the tree to become unstable in the ground.

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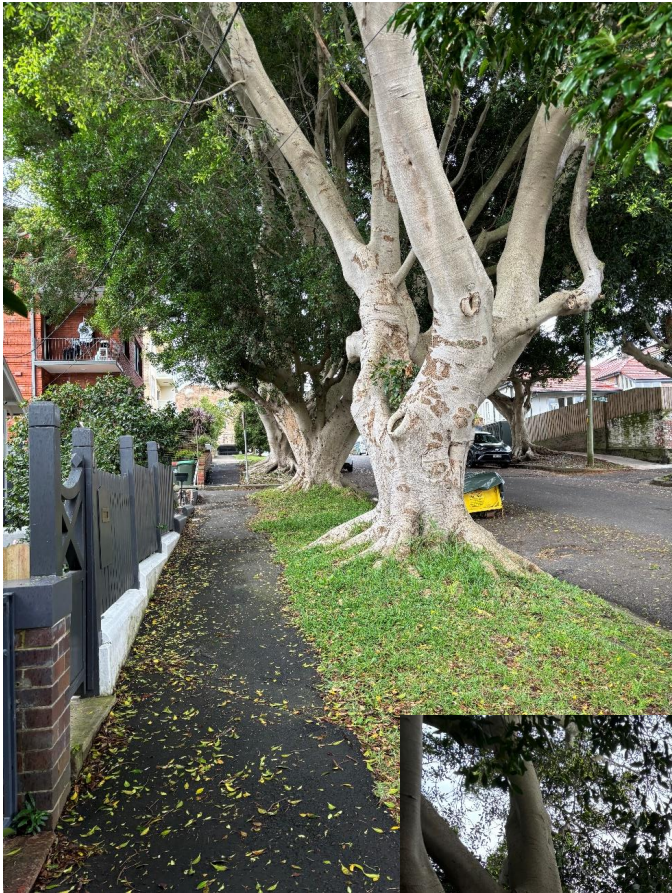
4 Barry Street, Clovelly – Fig Tree on nature strip



CS27/24



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## Director Community & Culture Report No. CC10/24

### Subject: Service Level Review - Events Management

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#### Executive Summary

- Events have been identified as a significant Council service with high level community impact and as a major indicator of Council's commitment to a sense of community, well-being, identity and celebration of place.
- In accordance with Council's 2022-2026 Delivery Program, a detailed Service Level Review has been undertaken and completed for Randwick Council's Events Management processes.
- The Events Service Level Review includes a comprehensive review of the Events Management Processes currently provided by various Council business units, with a focus on the primary specialist Events Team in the Economic Development and Placemaking Business Unit.
- This review focuses on the event management process used across council to manage events, **not the Events Calendar, or whether the events meet the community needs.**
- The Events Service Level review presents a review and analysis of the how the Events Management services are resourced, managed and delivered, and not of Council's list of events or the types of events delivered.
- Given events are delivered by a wide range of Council business units, the SLR is complex in terms of service owners and diverse approaches to events management. Despite a wide range of delivery models, common areas of challenges, risks and opportunities emerged during the Review process.
- The resulting SLR identifies opportunities for improved or enhanced service levels, operational efficiencies, and strategic opportunities. As such, the Service Level Review provides recommendations for improvement.
- The primary recommendation identified in the Events Service Level Review is to develop a governing Events Management Framework to be adopted council-wide.

#### Recommendation

That:

- a) Council note this Service Level Review will be reported to ARIC in July 2024; and
- b) following the meeting of ARIC, should any substantive adjustments to the review be required, a subsequent Briefing will be facilitated to Council regarding the changes.

#### Attachment/s:

1.  Events Management Service Review - FINAL

## Purpose

The purpose of this report is to deliver the Events Service Level Review 2024 to Council, summarising the key issues, challenges, risks, and opportunities for improvement found in the events management process service review. Additionally, this document seeks Council's approval for the strategic and operational recommendations outlined in the service review.

Following Council's endorsement, the Service Level Review will go to ARIC in July.

## Discussion

### Background

Council's 2022-2026 Delivery Program details what Council intends to do to perform its functions in the relevant 4-year period. It 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. The Delivery Program is supported by the yearly Operational Plan which details individual projects and activities that will be undertaken to work towards achieving the commitments made in the Delivery Program.

Council's 2022-26 Service Review Program is included in the 2022-26 Delivery Program, which entails a comprehensive review of Council services and involves engaging with the community and key stakeholders to determine service level expectations and appropriate measures. The reviews help to ensure that we focus our resources where they are needed most.

The primary service owner identified in the Service Level Review is the Events Team in the Economic Development and Placemaking Business Unit.

### Events Management Service Level Review Process

The Events Service Level Review process was coordinated by a Business Analyst from the Change Management team, in partnership with the Manager Economic Development and Placemaking and Producer Events. The process followed the key steps as outlined in the **Service Level Review Framework** and documented in the template:

1. Identification of key events management process service owners across Council and confirmation of the Events Team as the primary service owner (Section 1 SLR)
2. Review of key staff involved in delivery, resourcing, collaborations and information sharing (Section 2)
3. Benchmarking against a maximum of relevant comparable metropolitan councils and compare service levels and resources (section 2)
4. Desktop research on current Council events management processes and documentation, and satisfaction levels (Section 3)
5. Extensive consultation with key internal stakeholders on events planning and delivery based on a survey and focus groups (attached and Section 3)
6. Analysis of findings, operational opportunities and strategic opportunities (Section 4)
7. Recommendations (Section 5)

Key stakeholders interviewed included Economic Development and Placemaking (Events as primary owner, La Perouse Museum, Economic Development, Arts and Culture); Community Development; Recreation Business Services; Library Services; Sustainability; Strategic Planning, Major Projects, Infrastructure, Integrated Transport and the Communications Team.

This review focuses on the event management process used across council to manage events, not the Events Calendar, or whether the events meet the community needs.

The Events Management Process Service Level Review is attached to this report.



### Common Issues and Challenges

Given the lack of a formal events management process documentation or guidelines, the SLR consultation and findings were based around a topline events management process constituting five main steps:

- **Stage 1: Planning and Development**
- **Stage 2: Risk Assessment and Resourcing**
- **Stage 3: Promotion**
- **Stage 4: Delivery**
- **Stage 5: Evaluation and Review**

The following is a condensed synthesis of feedback from all stakeholders within these five steps, and summary of the challenges and risks identified. This section informed the Finding and Options section of the SLR.

#### ***Stage 1: Planning and Development***

Planning for an event includes budget setting, documenting the purpose, objectives, stakeholders and audience for an event (an event brief), establishing key milestones, content development and allocating responsibilities.

*Key challenges and risks* identified in the SLR include:

1. No formal, comprehensive events management system
2. Outdated and incomplete event/project briefs that establish objectives, aims, audiences etc.
3. Reliance on external project management tool (Monday.com) that is not accessible to all event owners
4. Timeframes required to secure internal approvals to ensure stakeholders are informed are inadequate

#### ***Stage 2: Risk Assessment and Resourcing***

Risk assessments for events are complex and highly specialised.

This section also identified a range of issues:

1. A risk assessment needs to be completed with an approved risk management plan for teams to know what to do on site to mitigate risks
2. The risks and mitigations associated with significant events are high level and often outside of scope and skillset of events owners
3. Education and training are required for all staff planning events

#### ***Resourcing***

Planning and delivering events requires adhering to Council's procurement processes; however the service review identified a further investigation is required to address the following challenges:

1. An improved understanding between procurement and events managers to better understand the unique challenges of events-based procurement, and a further need to events-specific procurement processes
2. Refresh training for new and existing staff to ensure procurement procedures are followed and any risks are mitigated
3. Improve and strengthen relationships across business units to support the Event Teams delivery calendar



**Stage 3: Promotion**

All events service owners work in close collaboration with Council's Communications team for graphic design, development of collateral and promotion. A finding identified greater ownership of material would empower event owners and ensure accuracy of content. Key issues raised included:

1. Clearer sign-off protocols need to be established for content and artwork
2. A need for data analytics reporting to ensure promotional material is reaching audiences.
3. Ownership on design, content, and written material to be the responsibility of event organisers

**Stage 4: Delivery**

Delivery refers to the on-site implementation of all planned activities and services as outlined in the Planning, Risk and Promotion stages. Key challenges and risks identified include:

1. Expectation of staff supporting the event outside of the events team requires commitment on top of existing workloads and schedules already committed
2. Event sites do not currently have adequate infrastructure such as power, lighting, heavy vehicle mitigation etc. for major event delivery, which an opportunity for more effective and efficient delivery of events.

**Stage 5: Evaluation and Review**

The Evaluation and Review stage assists with retrospective analysis of delivery success and what can be improved. Key challenges and risks identified:

1. The Events Team deliver a dense events and often fluid calendar which leaves limited time for post event analysis to aid future planning
2. Supporting documentation for evaluation and review need to be developed
3. A business requirement to capture data effectively needs investigation

From the above common issues and challenges opportunities were identified which are included in the Service Level Review. From those opportunities, key recommendations are proposed.

**Key Recommendations**

The Recommendations in the Events Management Process Service Level Review reflect and respond to the key stages of consultation and analysis undertaken by the SLR working party. They are divided into more attainable and shorter-term opportunities that address critical weaknesses in the current events management delivery at Randwick Council. The operational recommendations also create a stronger base for Council and the events management service owners to address and realise the longer-term strategic options.

The following Operational Improvements be implemented: 1 - 3 years

The Operational improvements provide practical solutions to improve the service provision of events management across Council and are based on the service analysis.

- Opportunity 1: **Develop and adopt a formal events management process framework**, for Council-wide use and requires a detailed event brief at the inception of any event planning to improve the internal and external customer experience. **Council to appoint a consultant to produce this.**  
*Expected consultancy fee: \$30,000*
- Opportunity 2: **Assess and analyse the staff resourcing** and identify skill gap with training needs  
*In-house*
- Opportunity 3: **Accuracy of budget allocation** to address increasing costs through an annual budgeting process for planned capital works projects. Further, actual costs for staff working on events could be recorded against specific events to give a more accurate picture of event costs.  
*In-house*

- Opportunity 4: **Establish an event specialist working group** to share knowledge, skills, strengthen communications across business units, building effective business rules for events, and share upcoming event plans  
*In-house*
- Opportunity 5: Collaborate with internal business units via the above working group to develop a shared and coordinated **‘live’ internal event calendar**  
*May be in-house but may require additional software*
- Opportunity 6: Better understanding and reporting of **data analytics** to inform marketing and promotions of events  
*In-house*
- Opportunity 7: **Strengthened communication documentation**, outcomes and cohesion between communications and teams that manage events.  
*In-house*
- Opportunity 8: **Develop a risk management framework for major events** which includes improved Risk Assessment templates, a risk management plan and appropriate training (to be included in Opportunity 1 and included in consultancy brief).  
*Consultancy fee included in Opportunity 1*
- Opportunity 9: Research and identify **events management, invitations and ticketing software** that meet Council’s security and data management requirements, to develop a total events management suite  
*To be costed – a business case and investigation into packages / collation of software is required*
- Opportunity 10: **Resource improved infrastructure for the delivery of events** including a secure and accessible storage facility at the Council Depot that allows for growth, asset management and a review of key Council locations and sites to improve access, power, water and safety for events reducing the need for some external repeat hires.  
*Purchase of shipping container for Depot site plus fit-out: \$20,000*  
*Fit out of Council sites for improved events infrastructure – to be costed for consideration*
- Opportunity 11: Establishment of event criteria i.e., **key principles for evaluating event success**  
*In-house*

The following Strategic Service Options be presented to Council for consideration: 3 – 10 years

The strategic service options provide longer-term opportunities to improve and evolve events management at Randwick Council. Many of these strategic options evolved from the SWOT analysis section of the SLR (refer Section 3.4 Environment influences [Political, Economic, Social, Technological, Environmental, Legal]).

- Option 1: An endorsed mechanism to regularly **evaluate the Events Calendar** to align with established current indicators, with an external events specialist  
*\$20,000 for an external specialist to review and set criteria*
- Option 2: **Resource the Events Team to become an expert advisory service** to other business units & community to empower and build capacity (with cost recovery and online event toolkits to be considered)  
*In-house: possibility to expand Events team*
- Option 3: Development of an **interactive online events calendar**  
*Expected additional costings aligned with future iterations of “What’s On” - costings to be reviewed*
- Option 4: Consider a **Sponsorship Policy** to explore options for partially funding key signature events

*Revenue stream***Strategic alignment**

The relationship with our 2022-26 Delivery Program is as follows:

Delivering the Outcomes of the Community Strategic Plan:	
Strategy	Arts and Culture
Outcome	A creative and culturally rich city that is innovative, inclusive and recognised nationally
Objective	Establish a strong cultural identity for the Randwick LGA by 2031 that is inclusive and founded on the contribution of First Nations people by 2031
Delivery program commitment	Recognise, value and celebrate our First Nations history through a minimum of 5 targeted events, activities or programs each year.
Delivery program commitment	Increase by 10% the programs, activities and initiatives that preserve and tell the stories of the cultural heritage of the city by 2031.
Delivery program commitment	Increase by 20% the opportunities available to Council and external producers for outdoor performance and festival programming, street art and mural installations, to generate a lively street culture both day and night in each town centre by 2031.
Strategy	Economic Development
Outcome	A city with a 24-hour economy including diverse night time activities and experiences
Objective	Increase night time spending by 7% by 2032 Note: night time is defined as 6pm - 6am
Delivery program commitment	Create partnerships and marketing opportunities for local businesses through events or activations that the City produces particularly night-time dining and entertainment events by 2025.
Delivery program commitment	Identify and promote Randwick's night time activities and experiences as part of developing the visitor destination and management plan by 2027.
Outcome	A city that attracts people from around Australia and the world to do business, work and visit
Objective	Increase Randwick City's visitor spend to 2.5% of NSW total visitor spend by 2032
Delivery program commitment	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.
Delivering services and regulatory functions:	
Service area	Change and Performance Service
Function	Performance Management
Delivery program commitment	Identify, measure and develop the performance of Council.

**Risks**

- Not complying with the Office of Local Government requirements in terms of Councils' obligations to undertake service level reviews

- By not following the operational and strategic recommendations, there is the continued risk of events management being delivered across Council without a framework, guidelines and adequate resourcing and evaluation
- This creates not only reputational risk to Council, but also accountability in terms of delivering programs with best value for money, ethically managed and best delivered to meet the needs of the community
- Innovation and adaptation are critical to ongoing event service management and delivery. Better resourcing and systems allowing for evaluation, more accountable usage of funds and stronger connections to community to be achieved via the recommendations, will be at risk if not endorsed
- There is a risk of staff turnover due to burnout and associated loss of corporate knowledge if range of issues identified in SLR are not addressed.

### Resourcing Strategy implications

Item	Cost	Funded via
<ul style="list-style-type: none"> <li>Several of the Operational Opportunities in the Recommendations may be delivered as part of each business unit's operational planning and delivery</li> </ul>	In-house/BAU	N/A
<ul style="list-style-type: none"> <li>A formal events process management framework delivered by a systems specialist consultant</li> </ul>	\$30 000.00	To be funded from 2023/24 Events Budget savings and 2024/25 Events budget
<ul style="list-style-type: none"> <li>Storage solution</li> </ul>	\$20 000.00	Capital budget allocation 24/25
<ul style="list-style-type: none"> <li>Strategic Service Option 1 - external events specialist to review calendar</li> </ul>	\$20 000.00	To be funded from 2023/24 Events Budget savings
TOTAL	\$70 000.00	

Further costings analysis is required for other Strategic Options Recommendations which will be reported back and/or considered as part of future budget allocations.

The \$70 000.00 will be funded via the Events Budget 24/25.

### Policy and legislative requirements

This service **is not** a statutory service

The following legislation applies to the delivery of this service:

- NSW Local Government Act 1993
- Food Act 2003
- Entertainment Industry Act 2013
- Procurement Policy (Goods and Services)
- Major Events Act 2009 NSW
- Management of Roads and Traffic
- Safety and Crowd Management at Major Events

- Local Environmental Plan (relevant per event).

## Conclusion

The Service Level Review of Events Management for Randwick Council has been undertaken through a collaboration between the Change Management and Economic Development and Placemaking teams, with an aim to review the scope of events management services undertaken by the relevant officers and identify opportunities for improved service levels to our community.

As the result of a comprehensive consultation, research and analysis, the Service Level presents a range of recommendations at the operational and strategic level with the critical recommendation to implement a documented events management framework by which the majority of short-term and longer-term actions will be governed.

The service level review once endorsed by Council is due to be reported to the ARIC Committee on 18th July. Once the SLR assessment has been endorsed by ARIC, Council can commence implementation of the recommendations and improvement initiatives.

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**Responsible officer:** Roxanne Fea, Manager Economic Development & Placemaking

**File Reference:** F2024/00202



COMMUNITY AND CULTURE

# Service Review Assessment – Events Management (Economic Development and Placemaking) Findings and Strategic Options

17 June 2024



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## 1. Service overview – Events Management Process Service Review

### 1.1. Service details

- **Service owner:** Economic Development and Placemaking (Events team as primary owner, La Perouse Museum, Economic Development, Arts and Culture); Community Development; Recreation Business Services; Library Services; Sustainability; Strategic Planning, Communications Team

In the present structure of Randwick City Council, events are managed by different business units, each responsible for planning and executing events tailored to meet the diverse interests of our community and the business unit's expertise. This service review assesses event management practices across the organisation and acknowledges that while there is not a formally adopted Council-wide events framework in place, most departments have aligned their practices with the overarching approach used by the Events team.

- **Service customers:** Residents, Visitors to LGA, Council Staff, Volunteers, Community Groups, School Groups, Precinct Groups and Chamber of Commerce, Elected Officials and Ministers of Parliament
- **Service delivery model:** In-house and unique to each business unit

**Service description:** Council delivers a diverse range of events aimed at promoting participation and visitation and embracing the community's diversity and inclusivity, annually. These events foster cultural understanding, build community pride and identity, and contribute significantly to the city's economy by supporting local businesses. Event Management performs event scoping, communications, operations, procurement and supplier management, risk management and (where relevant) the management of stallholders, and internal and external contractors, including casual staff, to support the delivery of the event.

### 1.2. Event definition

An Event is a planned gathering or occurrence that is organised for a specific purpose. It typically involves a group of people coming together to celebrate, discuss, or engage in a particular activity. Events can include entertainment or activities and involve the participation of other organisations such as artists, performers, 'stallholders', facilitators, as invited by Council to take part.

All events regardless of their scale require the same dedication of resources and planning to execute their success.

### 1.3. Legislative requirements

- This service **is not** a statutory service
- The following legislation applies to the delivery of this service:
  - NSW Local Government Act 1993
  - Food Act 2003
  - Entertainment Industry Act 2013
  - Procurement Policy (Goods and Services)
  - Major Events Act 2009 NSW
  - Management of Roads and Traffic
  - Safety and Crowd Management at Major Events
  - Local Environmental Plan (relevant per event)

## 1.4. Strategic alignment

- **Arts and Culture Strategy**
  - A creative and culturally rich city, that is innovative, inclusive and recognised nationally
  - Everyone can develop, express and enjoy creativity throughout their life
- **Economic Development Strategy**
  - Activate spaces to create an experience where people feel connected and/or inspired
  - Randwick City attracts people from around Australia and the world to do business, work and visit
- **Sustainability**
  - Develop and deliver Council and community programs, projects and initiatives to achieve environmental and sustainability outcomes
- **Community Development**
  - Provide activities and services that support community wellbeing, consistently enable care and promote community connections
- **Inclusive Randwick Strategy**
  - A resilient city where people are engaged, informed, connected and feel a sense of community and belonging
- **Communications**
  - Communicate with our local communities about Council's projects, strategies, goals, events and facilities, and value and make use of their knowledge and experience to make better decisions

## 2. Current service delivery and performance

### 2.1. Resource consumption

The table below outlines the budget allocation for resourcing the events management process for the fiscal year 2022-2023. The following is a combination of estimated FTE employee costs and the cost of materials and items required to ensure events are run efficiently.

Resource	FTE staff dedicated to events	Budget (Event & Contracts)	Other resources in delivery (e.g. materials, plant, equipment)
Arts and Culture	FTE 0.25	\$328,500	Council Venues, Public Space
Community Development	FTE 1.5	\$160,000	Using Council Venues and resources
Events Team	FTE: 4 <i>Note: 6 FTE in place by end 23/24</i>	\$1,709,871	Council Halls, Open Space, Public Space, Waste, Cleansing and Public Safety, Communications Team, Integrated Transport and Environmental Health
Economic Development	FTE 0.5	\$147,450	Council Venues, Public Space
La Perouse Museum	FTE 0.5	\$68,392	Council Venue, Public Space
Library Services	FTE 2	\$51,118	Library meeting rooms and Public Space
Sustainability (Eco Living Fair)	FTE 1.25	\$125,000	Open Space, Waste Team Operations, Sustainability Containers
Events budgets		<b>\$2,590,331</b>	
Est. cost of FTE wages	FTE 10 <i>Average salary across council \$90,000 p.a.</i>	<b>\$900,000</b>	
Total Cost of Councils Events Management Service		<b>\$3,490,331</b>	

\*Net cost of service = Income from running a service (capital and operating) – expenditure to run the service (capital and operating and the allocation of costs of internal services)

Data Source: The amounts are from the materials section, extracted from PowerBudget, and in discussion with Business Unit managers



## 2.2. Service utilisation

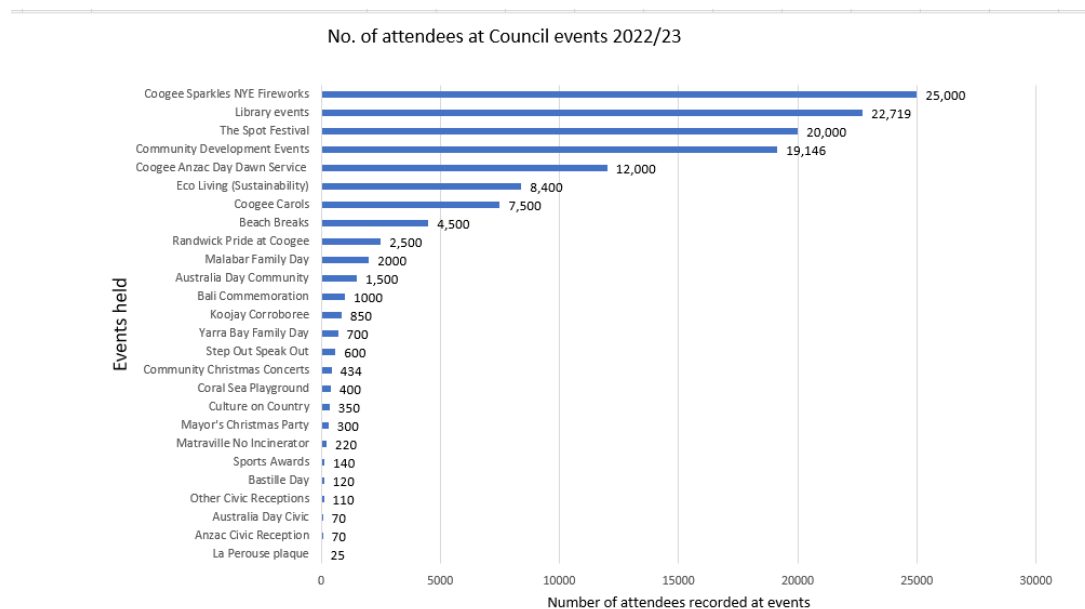
Council's event management service delivers various entertainment, educational, awareness, cultural, festive, civic and heritage initiatives throughout the year from different areas of Council. This review focuses on the event management process used across council to manage events, **not the Events Calendar, or whether the events meet the community needs.**

The Events team (Economic Development and Placemaking) is dedicated to delivering exceptional community experiences. They plan, produce, organise, set up, deliver and dismantle each of these signature events, as well as collect post-event feedback and debrief for future reference and reporting.

All teams responsible for organising and running events in Council completed a standardised survey as part of this service review. The results of this survey are used here for numbers of attendees and later in the Service Analysis section.

The Community Development and Library Services Teams host many regular activities which are not listed individually, hence the total number of attendees represents participation across all events planned and executed by those teams.

The graph below indicates the estimated number of people attending Council events and programs during the 2022 - 23 fiscal year:



### 3. Service analysis

This service review has identified key opportunities, challenges and gaps within the event management process used by teams at Council who are responsible for the delivery of events. Issues include inadequate resourcing, service-relevant procurement requirements, insufficient internal approval processes, opportunity for improvement in risk management, ownership of artwork (graphic designs or events content/copy), and management for stakeholder communication processes and protocols.

***An overarching Events Management Framework and Process with appropriate governance structure, roles and responsibilities, and work instructions for common event management tasks is required.***

Areas such as Community Development and Sustainability rely on the Events team as a resource of information such as 'how to' obtain utilities, approvals, and resources for events, preparing invites, who sends the invitations, how to determine if an event requires a VIP list of attendees etc. This process could be better planned for and addressed with a framework in place.

Below is a summary of the analysis undertaken as part of this service review.

#### 3.1. Community and Internal Stakeholders Satisfaction Surveys

We can gauge community satisfaction with Council's events service management overall via feedback on delivery of the Council events calendar by using the results from the two surveys below:

- The Micromex Customer Satisfaction Survey (2023) revealed that Council's events and festivals scored highly, with a satisfaction rate of over 80%. Although council events were not identified by respondents as an important driver for the community relative to other core Council services, they still reflect a high level of satisfaction from the community.
- The Woolcott report which is a summary of several surveys held at Council's key events FY 2022\_23 found the majority of the surveyed participants would return to Council events. This indicates the community is satisfied with Council's current events.

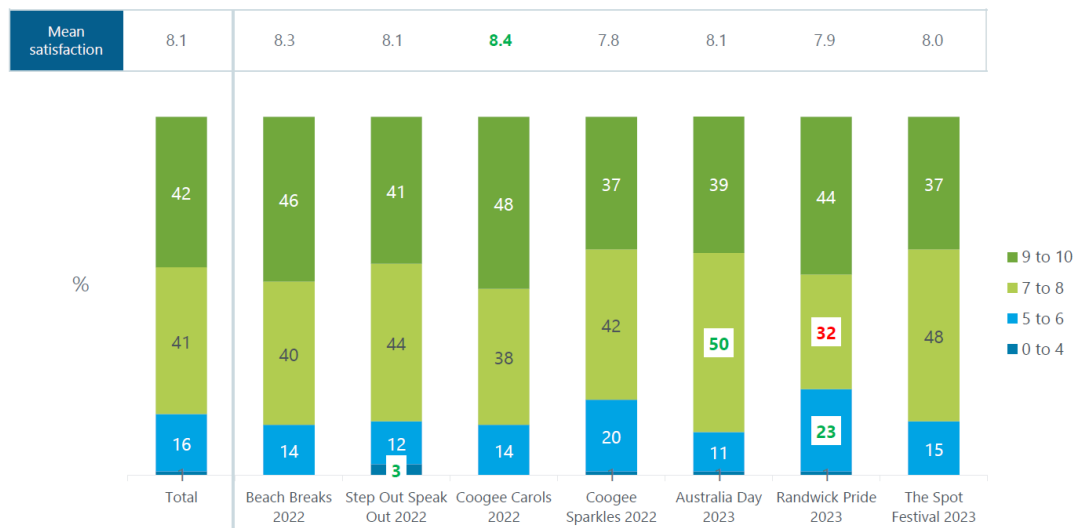
The following table provides the results from the Community Satisfaction Survey and/or other community consultations relevant to the service.

#### Community satisfaction survey results from Micromex

Service (or function of service)	Importance	Satisfaction
Festival and events	51%	80%
Cultural activities	N/A	80%
Museums	41%	60-79%
Pop-up activations	44%	60-79%

The graph below is taken from a [Woolcott Research and Engagement Summary](#) of surveys undertaken with attendees at 8 signature Council events across 2022/23. The graph shows high levels of satisfaction with Randwick's full program of events, with two fifths indicating a score of 9 or 10 out of 10.

## SATISFACTION WITH THE FULL PROGRAM OF EVENTS



Woolcott Research and Engagement Survey of Randwick Events FY 2022\_23

### Internal Stakeholders Survey

Internal stakeholders with responsibility for events were consulted via a Survey. Business units surveyed included Economic Development and Placemaking (Events team as primary owner, La Perouse Museum, Economic Development, Arts and Culture); Community Development; Recreation Business Services; Library Services; Sustainability; Strategic Planning, Major Projects, Capital Works Projects, Integrated Transport and the Communications Team.

35 participants shared their views and experiences managing events in the survey. The results have been used to formulate and inform the body of this Review, and to inform the findings and recommendations.

The primary findings from the Survey were:

- A need for a more structured Events Management Process
- Identification in improvement in risk management
- More support and advice from events specialists
- Other issues raised through the replies included procurement processes, improved communications

3.2. Benchmarking insights from other Councils

The following tables summarise the results from benchmarking with comparable Councils.

Council	Strategy	Guidelines	Toolkit
Woollahra	✓	✗	✓
Northern Beaches	✓	✓	✓
Sutherland Shire	✓	✓	✓
Randwick	✓	✗	✗

## Key benchmarking results Data from Financial Year of 2022\_23

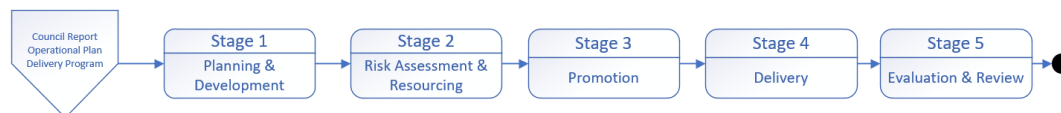
Council	Randwick City Council	Northern Beaches Council	Woollahra Municipal Council	Sutherland Shire Council
ERP (Estimated Resident Population)	135,275	264,481	53,505	231,273
Workforce FTE (Full-Time Equivalent)	515	1,304	416	1,129
FTE Events Team	4	9	3	4
Allocated Events Budget (excluding staff costs)	\$1.7 million estimate from operational plan (no staff costs)	\$2.1 million as confirmed by Northern Beaches	\$379,658 (cost includes staff cost from ELT Report – Event and programs review report)	\$1,450,000
Number of events the Event team host (excluding other business units)	32	60	30 (approx.)	50 (approx..)
Total No. venues used for the Events Team calendar	14	15	11	33
FTE per 1,000 residents	3.81	4.93	7.77	4.88
% workforce delivering service	0.58%	0.69%	2.16%	0.80%
\$ commitment per resident	\$12.36	\$7.94	\$7.10	\$6.27

- It is important to note that for each of the councils there are different factors that influence their spend on events. The return of investment can be measured in different ways per Council and this is more effective if there is an existing Strategy or Policy aligning to event objectives.
- Data above refers specifically to primary service owners, the Events teams.



### 3.3. Service management process review

For the purposes of this Event Management Service Review, a high-level process map as below is used to group the findings into stages and identify challenges and risks at each key stage. This diagram lays out the key stages of events management.



#### 3.3.1. Stage 1 – Planning and Development

The Planning and Development stage of the event management process outlines the intention and objective of the event.

Planning an event requires knowledge, skill, and effective communication management at all levels as each event is perceived as a project with specific high-level requirements. The Events team use a multiple-user external project management application as a planning tool. Other platforms used include MS Office and Teams, Outlook, an external invitation platform to house invitation lists and send online invitations as well as requirements such as dietary requirements and parking), PowerBudget and TRIM, and two external ticketing platforms.

The current external project management application used helps teams to manage projects, tasks, and workflows in a collaborative and efficient manner. The team defines their brief for each event, enters the contact details of stakeholders, and outlines key tasks specific to each event. It assists in events management, as it keeps historic information about event planning, while reference to TRIM documentation is easy to find for a specific event and provides a collaboration platform to keep the team updated through notifications and tracking each milestone. This project management tool taking note of each of the key stages and who is responsible for completing these tasks.

During the event planning stage, identifying storage space and sourcing of reusable assets (which already exist in-house) were not adequately addressed by most teams. The events team do take this into consideration, however there are issues of available suitable spaces. While these are not essentially a priority at this stage, they are integral components that contribute to the overall success and efficiency of the events management.

The findings reveal storage and assets are discussed at ad-hoc stages during the event management process. Further to this, the event team have several re-usable assets for events, stored in the basement of the Randwick Council administration building carpark, in a cage. This facility is not adequately protected from the weather (floods when rains and items are damaged), and is difficult to manage as multiple teams have access.

A key component of the planning is the budget allocation for running events. The long-term financial plan is set for five years and then reviewed annually. This leaves little capacity in the budgeting process to address any increased or unexpected costs on a yearly basis. There is a need to incorporate contingency annually to address this challenge.

Many of these issues can be addressed through an Events Management Framework and Process with appropriate governance structure, roles and responsibilities, and work instructions for common event management tasks.

**Observations:**

1. During events, data loss or corruption on the external project management application can occur if backups aren't in place, impacting the ability to refer to past event data.
2. Lack of standard procedures for VIP invitations can result in inconsistencies, misunderstandings, and missed engagement opportunities.
3. Using various software for ticketing and invitations, managed by different departments, can seem unprofessional and make it harder to meet council event needs, creating isolation and forcing ad-hoc solutions.
4. The Capital program presents the need throughout the year for events and activations at the completion of projects, and this process is not currently aligned with the event calendar or the events budgeting process.

CC10/24

### 3.3.2. Stage 2 – Risk Assessment and Resourcing

A risk assessment analyses what could go wrong, how likely it is to happen, what the potential consequences, how acceptable the identified risk is during an event and critically what the planned mitigation is for each risk. Safety at an event is vital. Members of the community expect to attend and enjoy an event safely and securely. Events of any size or nature will have risks. It is the responsibility of the Events Producer to identify and effectively manage these risks by putting preventative controls in place as mitigation.

The Event Service Level Review findings highlighted that only 66% of Council event organisers complete a risk assessment for all their events, while 28% do address risk in their planning but do not complete a separate Risk Assessment stage. 5% of staff complete a Risk Assessment sporadically and on the belief that not all events require this process.



### 3.3.3. Event Risk Assessment

The Events Team completes a risk assessment for all major events, usually two or three weeks prior to the event execution, especially when there are complex contractors or production elements involved. Due to the complexity of these events and corresponding Risk Assessments, the Risk and Safety team have a minimum timeframe of two weeks prior to the event for when these forms need to be completed. However recent feedback indicates more lead-in time is required by the Risk team to properly assess and review risk documents and share with Council's external insurance provider.

There is not currently an overarching risk management manual or management plan for events staff across Council to follow when identifying and mitigating risks both in planning and also whilst on site.

The current Risk Assessment template further does not adequately address all requirements for running events. The events team have worked with the Risk and Safety team to address additional risk factors specific to major events including type and size of the crowd expected, heavy vehicle mitigation, the level of crowd participation, mechanical and technical aspects like utilities such as stage coverages, wires, lights, electricity etc, the physical location and site area conditions, environmental factors such as weather and considerations to unexpected issues relating to terrorist or threatening incidents.

Assessing reputational risk is also complex and nuanced, and requires formal training for events producers across Council to appropriately plan mitigation and impacts.

The feedback from different business units reported the "current risk assessment template is irrelevant to events", "comes across as too comprehensive and as a result makes it difficult to complete" and "it takes too long to complete" or "we didn't know there was a risk assessment template" or "I thought it was part of the

planning stage". The different perspectives captured from various business units is evident to further investigate and consult to identify if this is a training or skill development component.

The events team are also often requested to provide advice to other business units on how to complete proper risk assessments for events and/or to provide examples for other teams to use as a basis. The Risk team have advised that often this results in other teams "copy-pasting" items from events' Risk Assessments into their own without proper understanding of the item or understanding that they are required to carry out the mitigations they have listed.

There is a need for a specific events management risk assessment training to all staff planning events on how to mitigate risks while delivering events and navigating social changes and pressures for safety and awareness.

Business Units suggested they would like the WHS Team to be more hands-on during events to ensure all areas are covered, and the duty of event producers, and staff on-site have the responsibility to address the events.

CC10/24

### 3.3.4. Resourcing Events

#### Internal Approvals

- **Open Spaces** – Council events held on Council managed land should be compliant with Council processes and procedures even when the event is managed by Council.
- **Integrated Transport** – provides some advice on traffic control and measures when addressing large audiences at events and require traffic management advice – the process to request an assessment requires more lead time and specialist experience in the transport team in relation to event specific traffic management.
- **Environmental Health** – request all food stallholders selling to the public to have an approved Temporary Food Permit (TFP), there is a price for the permit, and additional costs depending on the type when the stallholder is undertaking business at an event. Further investigation is required to improve the customer experience as they incur several costs from different departments.
- **Fees and Charges** – There is an opportunity to standardise fees to participate in events, taking into consideration cost recovery for event costs such as hired infrastructure and providing incentives for local suppliers (e.g. having a fee for local businesses). There is also an opportunity to combine invoicing for stalls with other event fees such as food health permits.
- **Stallholder selection** - There are no established and consistent criteria for how stallholders are selected to participate in events. The events team creates expressions of interest with criteria for choosing suppliers taking into account if the supplier is local or non-local, suitability for the event (for example if the event can accommodate food trucks or only marquee set ups), relevance to the event theme/objectives, variety of offerings etc, and selects via an informal panel from the team. Other teams use varying a varying process so there is opportunity to standardise this.
- **Charities at events** - There is no formal application process for charity suppliers seeking exemption to fees for participation in Council events. A guiding statement governing charity engagement or directing through Council's grants process would streamline this.



**Observations:**

1. **No customised risk assessments:** 27% of event organisers assume risk is covered in planning, leading to overlooked hazards and safety concerns.
2. **Inconsistent risk assessments:** Only 66% of event organisers complete risk assessments for all events, resulting in uneven safety measures.
3. **Complex risk templates:** Staff find the current risk assessment template too technical or irrelevant, causing incomplete or inaccurate assessments.
4. **Lack of comprehensive training and guidelines for Council events producers:** more training and guidelines for risk management are needed for staff responsible for delivering events.
5. **Limited storage space:** Lack of storage space across Council events teams causes inefficiencies.
6. **Last-minute risk assessments:** Conducting risk assessments close to events challenges coordination with external parties and identifying all risks.
7. **Complex procedures:** Different processes within business areas contributing to events cause confusion and inefficiency, weakening internal relationships.
8. **Confusing fees for stallholders:** Different departments have varying processes and fees for external stallholders, causing inconsistency.
9. **Contractor risk mitigation:** Not all events producers are aware of Council's Contractor Management System.
10. **Need for external expertise:** Some risks, like heavy vehicle mitigation and traffic management, require specialised advice that is time-consuming, expensive, and often beyond event planners' capacity.

Addressing these challenges requires clear communication of roles and responsibilities, comprehensive training on risk assessment procedures, simplification of assessment processes, and adequate time and resources for assessment activities.

### 3.3.5. Procurement

To ensure the delivery of events, business units follow Council's procurement procedures. However internal consultation shows that there are communication challenges especially between event producers and procurement. It would be beneficial for procurement and event producers to collaborate to ensure the specific needs of events management are understood and incorporated into procurement processes. Collaboration between the events team and procurement has commenced; however it would be beneficial to roll this process out across other events delivery units.

Providing resources (i.e. suppliers, contractors, infrastructure etc.) for events is a dynamic and complex process amongst many Council departments but predominantly for events; due to specialised suppliers, stakeholder expectations, community representation, and historical ownership of events. This results at times in difficulty in following Council's procurement due process. This has also seen a relatively high number of procurement exemptions (Sole Suppliers, General Managers Exemption etc.) submitted to Compliance and Management.

A particular ongoing challenge for the Events team is the repeated need to secure suppliers especially in AV and production for costings over \$100,000. Procurement protocols necessitate an Open (or Closed) RFQ process which requires more time, and reporting. This creates pressures on the events team who deliver a busy calendar of significant events working with a small pool of the same specialist suppliers.

A specific procurement process developed between procurement and the events team may be beneficial.

By addressing these issues and providing appropriate resources and support, we can improve the customer experience, enhance our event planning process and ensure seamless execution while maximising value for Council.

#### Observations:

1. **Event producers' lack of procurement understanding:** Inefficient event delivery, increased staff pressure, and reactive planning due to poor procurement knowledge.
2. **Ineffective approved supplier list:** Limited event supplier pool makes it hard to find specialised suppliers for events.
3. **Time constraints on supplier selection:** Limited time impacts the ability to find the best suppliers and obtain meaningful quotes.
4. **Procurement inefficiencies:** Events often require supplier engagement outside of standard procurement processes, which requires General Manager Exemptions and multiple quotes for non-approved suppliers
5. **Poor lead time:** As a result of short event planning timeframes, procuring items without proper lead time can increase costs, damage reputation, and raise safety concerns.

### 3.3.6. Stage 3 – Promotion

Promotion includes the graphic design, media releases and advertising to market and increase awareness and attendance of the event.

The Communications team provides range of services to brand and promote an event including graphic design for collateral (digital, flyers, banners, posters etc), plaques, media releases, news articles, social media posts and videos to support event producers for all Council (except Library Services which has an internal support team). The Events Team, Community Development, La Perouse Museum and Arts and Culture amongst other teams request designs for their events via an online form which initiates the collaboration between the teams. A new Communications request form has been recently implemented to assign a project manager in the Comms team to each event.

There is currently some confusion about the sign-off of content and artwork for events and the number of stakeholders currently involved in this process. Clearer guidelines for how designs or media copy are approved would be beneficial.

Other teams expressed a need for a guideline to assist event producers to develop a communications plan that confirms what promotional material and methods are available, their requirements and which are most effective. The following should be covered in the yet to be written **overarching Events Management Framework and Process with appropriate governance structure, roles and responsibilities, and work instructions for common event management tasks**;

1. The types of events that are prioritised to be published.
2. How to avoid competing real estate media platforms
3. The length of time required to complete an artwork to final stage of distribution.
4. To better gauge with costing of advertising via data analytics to determine best value for money and efficiencies

It is difficult to know which promotions are effective and support the event. This includes capturing and analysing data to know what events are effective and relevant and how often they are planned are aligned with community needs. The feedback from the surveys captured a need for data analytics for effectiveness of running what type of events and how often. For teams to capture data analytics Council will need to develop a system or process which information to measure the effectiveness, relevance, and timing of events.

Social media is especially complex. The event producers have indicated a preference to be more involved in creating and approving social media posts, and other communications copy, in terms of content. There is also the ongoing issue of negative discourse around Council's social media content.

Most Council communications are via digital platforms, which may exclude certain demographics such as older community members, those with accessibility needs or CALD community members for whom English is not their primary language. Some feedback suggests that the Council should broaden the use of more social media channels to reach a wider audience.

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**Observations:**

1. **Unclear project ownership for artwork and copy:** Inefficiencies due to unclear authorship, content ownership, and approval protocols., as well as lack of consultation with the event owner for culturally significant events.
2. **Lack of marketing insights:** better data analytics reporting would facilitate marketing strategies for events and would address missed opportunities to reach varied demographics and expand the Council's audience base.
3. **Negative social media feedback:** Can damage Council's reputation and reduce public trust.
4. **Primarily using digital communication:** May excludes community segments like the elderly and non-English speakers, limiting event reach and impact.

### 3.3.7. Stage 4 - Delivery

Delivery refers to the execution phase where all planned activities and services are implemented and managed in real-time to ensure the event is delivered and runs smoothly. For every event, the Events Team develop and deliver according to a complex plan including logistics, supplier management, attendee management, program execution, on-site operations, and communication to deliver the event.

Delivering an event on the day requires thorough planning and coordination across various areas to ensure success. Key considerations include logistics and venue setup and pack-down, technical aspects like AV equipment, internet connectivity, and ensure everything is on time according to the schedule / timetable of the event. The customer experience is a priority which means the focus of the whole day is to enable a smooth and entertaining attendee experience without any delays or issues.

Effective management with clear communication of staff and in some cases volunteers means the Events Team define the role and responsibilities on the day. This also helps the events producer to ensure the health and safety measures are in place and that the emergency services have been informed and on site ready to address any incidences in collaboration with staff and external security contractors.

#### Observations:

1. **Event setup and crowd management:** Extensive time and resources required for setup, pack down, transportation, and crowd management.
2. **Reliance on other departments:** Engaging support from other departments for which events management is not core business can impact event delivery and/or other business units.
3. **No documented processes:** Lack of clear processes for key event requirements like waste management, traffic control and space approvals leads to inefficiencies and wasted resources.
4. **Reliance on manual labour:** Without proper equipment, creates pressures on the on-site crew.
5. **Inadequate site maps:** Currently using unsuitable programs for creating site maps results in inaccurate documentation.
6. **Competing concurrent Council events:** Multiple events at the same time create audience competition and hinder team collaboration, affecting event success.
7. **Repeated hire costs:** Frequent hire of items like power, lighting, and HVM for recurring events could be reduced by upgrading existing infrastructure could be explored.
8. **Business Continuity Planning:** Small teams create risks of BCP in events delivery.

### 3.3.8. Stage 5 – Evaluation and Review

This stage of the Event Management Process is pivotal, offering teams an opportunity to decompress, and discuss insights from their experiences. While some areas of Council such as Library Services and Sustainability engage in this practice regularly and immediately, the Events team is resource-challenged by delivering multiple events often simultaneously. Consequently, time is limited to develop a summative evaluation, and critically to identify successes and weaknesses, trends, strengthen stakeholder relationships to ultimately improve the events calendar and the customer experience.

Currently, teams utilise external software platforms to track previous events planning and delivery, perpetuating existing challenges and hindering the adoption of best practices. This limitation impacts on the capacity for authentic post-event evaluations, highlighting the need for a more comprehensive approach.

It is important to note that currently across events service owners, forward planning for future events rarely incorporates previous events debriefings. The events team area is aware of debrief documents from previous events, as well as relevant / useful information documented in external project management systems, however more time is needed to properly review these documents as a team at the conclusion of the event, or in preparation for the next one. There is little evidence from other teams if any action is taken from previous events for improvement.

#### Observations:

1. **Limited post-event reflection:** Missing opportunities to improve and innovate due to lack of dedicated time for post-event analysis.
2. **Inadequate debriefing:** Decreased stakeholder satisfaction and retention due to poor engagement after events.
3. **Incomplete evaluation:** Overlooking key aspects like measurable objectives and feedback, leading to poor assessment of event success.
4. **Disparate tracking platforms:** Inefficiencies and inconsistent data management hinder effective post-event evaluation.
5. **Unclear guidelines:** Using external software platforms without clear guidelines prevents thorough and authentic evaluations.
6. **Competing priorities:** Valuable information may be lost if not properly documented and added to TRIM, especially with staff turnover.



### 3.4. Environment influences (Political, Economic, Social, Technology, Environmental, Legal)

The following table lists the various factors, both current and future (five years), that are likely to influence demand, supply, and cost of delivery.

Major factors	Strengths	Weaknesses	Opportunity	Threats
<b>Political</b>	<ul style="list-style-type: none"> <li>Council has strong connections and understanding of community needs and desires.</li> <li>Council has a good reputation in the wider community for events.</li> </ul>	<ul style="list-style-type: none"> <li>Full calendar means that the team may not be able to respond to ad-hoc requests for events that come via Notices of Motion</li> </ul>	<ul style="list-style-type: none"> <li>Aligning with State and Federal Gov organisations and bodies such as Destination NSW including co-delivery, and increased tourism.</li> <li>Grants from other levels of Government.</li> <li>Possible collaboration with other local government organisations.</li> </ul>	<ul style="list-style-type: none"> <li>Delivering events in a political environment requires a degree of adaptability and resourcing</li> </ul>
<b>Economic</b>	<ul style="list-style-type: none"> <li>Many major events have economic benefit to the local community by increasing visitation and spend at local businesses.</li> <li>Expertise in Council staff leads to accountable and economical decision making (value for money) on many events.</li> </ul>	<ul style="list-style-type: none"> <li>Currently limited spending / visitation data available to events producers</li> <li>Some existing events need some critical analysis of the overall value for money and alignment with strategic objectives.</li> <li>Issues with the Procurement process, as events/arts not traditionally core Council business</li> </ul>	<ul style="list-style-type: none"> <li>Sponsorship opportunities to partner on events and increase capacity.</li> <li>Opportunity to share processes, information and potentially resources across council teams resulting in better utilisation of resources and improved value for money.</li> </ul>	<ul style="list-style-type: none"> <li>Increasing cost of materials and logistics for events is putting strain on existing budgets and resources.</li> <li>Competition and limited number of suppliers leads to increased expense and /or inadequate services.</li> </ul>
<b>Social</b>	<ul style="list-style-type: none"> <li>Well established platform for communicating events to community.</li> <li>Events often reflect social need.</li> <li>Events provide opportunity for social connection.</li> </ul>	<ul style="list-style-type: none"> <li>Limited resources to do full communication coverage of events.</li> <li>Council may not be keeping up with changing demographics.</li> </ul>	<ul style="list-style-type: none"> <li>To widen programming to meet new or existing social objectives.</li> <li>Rise of arts and culture providing platform for stronger programming in this area.</li> </ul>	<ul style="list-style-type: none"> <li>Rising cost of living is creating questions about council's event expenditure, there could be a perception Council is wasting money.</li> </ul>

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Major factors	Strengths	Weaknesses	Opportunity	Threats
		<ul style="list-style-type: none"> <li>Some events lack accessibility; physical, sensory, inclusive, cultural.</li> <li>Lack of policy/guidelines to help ensure inclusivity and accessibility of events.</li> <li>Exclusion of older or non-technical community members due to reliance on digital methods to notify and communicate events.</li> <li>Lack of First Nations staff and / or resources to provide support and guidance on events.</li> </ul>	<ul style="list-style-type: none"> <li>More meaningful and appropriate First Nations events to align with Federal and State funding and to better meet community needs</li> <li>To collaborate with internal specialist to enhance programme development.</li> <li>Undertake an accessibility audit of all events and future events.</li> </ul>	<ul style="list-style-type: none"> <li>Increasing population may cause pressure on large scale event capacity.</li> <li>Increasing number of residents as density increases, more residents impacted.</li> </ul>
Technology	<ul style="list-style-type: none"> <li>Current event management software provides a great platform for the events team to cross collaborate and provide resources and guidelines for reproducing events.</li> <li>Events team utilise many different platforms to improve event management including invitation, ticketing and project management.</li> </ul>	<ul style="list-style-type: none"> <li>Events delivery currently relies on external software platforms (sensitive data, limited user experience / log in).</li> <li>Some concerns from Internal council teams about integration of event management technology with other council software such as TRIM or tech one.</li> <li>Not all internal event managers have access to external software to use for their event planning or to reference examples from the events team.</li> <li>Issues with licenses for other teams to access external software platforms.</li> </ul>	<ul style="list-style-type: none"> <li>To resource training across all service owners to use current technology.</li> <li>Investing in an invitation system to provide consistent invitations and attendance management for invited guests across all events across Council.</li> <li>Procure and implement an Events Management software suite that incorporates planning, invitations / stakeholder management, evaluation etc.</li> <li>To nominate a chosen event ticketing platform, providing guidelines and consistency across all council events.</li> </ul>	<ul style="list-style-type: none"> <li>If the corporate record system isn't maintained then Council is not meeting recording management obligations.</li> <li>Heavy reliance on current event management software, if this needed to change due to company dissolving, or Council choosing a different program, significant resources would be required to move to an alternative project planning system</li> <li>Cyber-attacks and data breaches, and digital failures.</li> </ul>

Major factors	Strengths	Weaknesses	Opportunity	Threats
		<ul style="list-style-type: none"> <li>No specific ticketing software nominated to be used by council event managers resulting in inconsistencies between events.</li> </ul>		
<b>Environmental</b>	<ul style="list-style-type: none"> <li>Minimal impact of major events on local natural and built environment.</li> <li>Good compliance with sustainability checklist on main events</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability on events needs to be improved (specifically waste management, provision of usage of power, water and management emissions).</li> <li>Lack of FOGO at major events.</li> <li>Lack of recycling at events (which also poses reputational risk).</li> <li>Heavy reliance on private vehicle use to get to events impacting parking and emissions</li> </ul>	<ul style="list-style-type: none"> <li>Integration of events into natural green spaces.</li> <li>Stronger collaboration with sustainability team on events programming and delivery.</li> <li>More ecologically focused events.</li> <li>Integrated improvement of open spaces for events – power, water, lighting, HVM to better serve large scale repeated events.</li> <li>A plan for waste and recycling at major events to be considered</li> </ul>	<ul style="list-style-type: none"> <li>Almost all Council events are hosted outdoors which means climate change becomes a threat. Such as increasing extreme weather conditions, bushfires, rising water levels and weakening infrastructure.</li> <li>Increased usage of EV Council needs better infrastructure to support these initiatives.</li> </ul>
<b>Legal</b>	<ul style="list-style-type: none"> <li>Access to skilled and specialist Council staff regarding risk, compliance and legal matters.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of these frameworks (for example Risk Assessments and Risk Management Plans) are not currently completed for all events</li> <li>Issues in policy regarding insurance on events (for example cancellation and uninsured stallholders).</li> <li>Small teams lacking experience and knowledge of risk – only a few</li> </ul>	<ul style="list-style-type: none"> <li>To be informed and continuously improve risk, compliance and legal protocols when planning and executing events.</li> <li>Create a specific special events compliance legal role to support key questions</li> </ul>	<ul style="list-style-type: none"> <li>Continuous changes in legislation and Statewide policies can be missed.</li> <li>Lax supplier / contractor management practices can leave Council open to liability.</li> </ul>

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Major factors	Strengths	Weaknesses	Opportunity	Threats
		staff specialise in high level risk issues.		
Other (please specify)	<ul style="list-style-type: none"> <li>Customer satisfaction with Council Festivals and Events is high.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of overarching Events Management Framework and Process with appropriate governance structure, roles and responsibilities, and work instructions for common event management tasks</li> <li>Lack of updated event service manual (how to produce event guidelines, and relevant pro-maps) resulting in teams asking events team for advice.</li> </ul>	<ul style="list-style-type: none"> <li>Improving the curation and creative programming of events to better link to objectives and audience needs</li> <li>Develop guidelines/manual and procedures and record them into Promapp for event management to reduce impact on events team and provide consistent clear guidelines for all events.</li> <li>Build capacity within Events team and across the council to increase the pool of available resources for event work.</li> <li>Potential for a common pool of casual events workers.</li> </ul>	

### 3.5. Community benefits

The following table details the key community benefits delivered, or contributed to, through the service. Randwick City Council ensures all events are executed with best practice to build the reputation of the Council, benefit the community, and ensure sustainability is embedded the events service.

Outcome	Description of benefit
<b>Promotion of Environmental Awareness</b>	Eco Living fair promotes sustainable practices, environmental conservation, and awareness of eco-friendly products and services, contributing to a greener community
<b>Support for Local Businesses</b>	Best Gift Markets, The Spot Festival, Night Markets, Buy Local Shop Local and Laneway Revitalised Plan and likely events provides a platform for local artisans, entrepreneurs, and small businesses to showcase and sell their products, boosting local economy by providing a space for community to experience.
<b>Celebration of Diversity</b>	Spot Festivals, Arts and Culture, Koojay Corroborree are some events that celebrate food and culture by showcasing the rich diversity within the community, fostering cultural exchange, understanding, and appreciation among residents.
<b>Community Cohesion</b>	Cultural events bring people together, and Council teams together, fostering a sense of belonging and unity among residents from diverse backgrounds.
<b>Social Inclusion and Integration</b>	Initiatives such as Mardi Gras, Multicultural events and Cultural Arts Program are focused on social inclusion ensure that all members of the community feel valued and included, regardless of their background, abilities or socioeconomic status.
<b>Cultural Enrichment</b>	Civic events and events celebrating First Nations culture provide opportunities for residents to learn about and celebrate the heritage and traditions of Indigenous peoples, promoting cultural enrichment and understanding.
<b>Enhanced Quality of Life</b>	Community events provide opportunities for residents and those outside of Randwick LGA (Local Government Area) to socialise, engage in recreational activities, and access resources and services that contribute to overall well-being and quality of life.
<b>Boost to Local Tourism</b>	Council's well-organised events such as Coogee Sparkles, The Spot Festival, Coogee Carols, Eco-Living Fair attract visitors from neighbouring areas, inner west, greater Sydney and overseas boosting tourism and bringing economic benefits to the community through increased spending on accommodation, dining, and leisure activities.
<b>Volunteer and Skill Development</b>	Participation in event planning and execution offers opportunities for residents to volunteer, develop new skills, increase their social network, and contribute to the community in meaningful ways.
<b>Promotion of Civic Events</b>	Events celebrating or commemorating Australia Day, Anzac Day, Bastille Day, Rotary Civic Reception, Koojay Corroborree are community milestones which foster a sense of pride and patriotism among residents, strengthening their connection to their community and country.
<b>Education Opportunities</b>	Events such as Step Out Speak Out, Community Development specialised events addressing vulnerable members of our community, Library events showcasing knowledge, information and resources and workshops, demonstrations provide opportunities for residents to learn new skills, gain knowledge, know where to go for support, and broaden their support system.
<b>Support for Charitable Causes</b>	Many events incorporate partnerships with charitable organisations, allowing residents to support important causes and make a positive impact on the community.

## 4. Key findings, insights, and options

### 4.1. Operational improvement opportunities

Operational opportunities to improve the service and/or reduce delivery costs are detailed below:

Area of Improvement	Implications (Including key political, financial, environmental & social risks & benefits)	Review Category*	Budget Impact	ABEF Category**
<b>Area 1 – Improve customer experience by developing a formal events management process framework, for Council-wide use</b>	<ul style="list-style-type: none"> <li>Introduce management systems that improve the customer experience (internal and external)</li> <li>More efficient development and delivery of events across all areas of Council</li> <li>Enhanced accountability for decision-making on events management</li> <li>More efficient and structured approach to capacity-building for Council staff</li> <li>Staff are aware of major expenditure, procurement and risk management responsibilities earlier in the process</li> <li>Capacity is given to the Events team to provide an internal, and in time external, mentoring and advice service to other stakeholders planning events</li> </ul>	Service efficiency	\$30,000 <i>Financial e resource – possibly a consultant</i>	Process management improvement and innovation  Information and knowledge  Strategy and planning
<b>Area 2 – Improve the internal communication process, including project briefs, roles and responsibilities to streamline the internal events delivery process</b>	<ul style="list-style-type: none"> <li>Council is able to produce an annual / six-monthly calendar of events that has many internal and external benefits</li> <li>Reduced competition amongst internal service owners for suppliers, resources, communications, venues and audiences</li> <li>Key service providers such as Communications, Waste and Cleansing, Open Spaces, Procurement can better plan for peak demand times in events management</li> <li>Council and community can better appreciate and celebrate the significant investments and delivery of major community events that majorly contributes to Randwick Council's reputation as a community-responsive leader</li> </ul>	Service efficiency  Service Increase	<i>Time resource – possibly a consultant or internal service provider</i>	Process management improvement and innovation  Information and knowledge  Results and sustainable performance
<b>Area 3 – Adequate resource allocation to deliver a best practice events programme</b>	<ul style="list-style-type: none"> <li>Better events management infrastructure would make events delivery safer and more efficient, such as a designated storage facility with a percentage of growth for equipment and support materials, heavy-lifting equipment and more accessible transport for events bump-in</li> <li>An events management software suite incorporating events planning, invitations and stakeholder management, and so on would greatly enhance best practice and efficient events delivery and build Council's reputation</li> <li>Increased skill capacity of events team professional development</li> <li>More time given to evaluation and improvements of the events service, leading to continual improvement of the events program</li> </ul>	Service increase	\$20,000 for storage  <i>A realistic spend on the Events managed by Council</i>  <i>A portal for data gathering for effective decision making</i>	Leadership  People  Process management improvement and innovation  Customers and stakeholders

\*Review categories include: Service saving, Service efficiency, Service increase, Service reduction, Alternative funding (see table below)

\*\*ABEF Categories include: Leadership, Customers and stakeholders, Strategy and planning, People, Process management improvement and innovation, Information and knowledge, Results and sustainable performance.



#### 4.2. Long term strategic service options

Strategic options for this service over the next five years include:

Service Option	Implications	Review Classification*	Budget Impact	ABEF Category**
<b>Option 1 – An endorsed mechanism to regularly evaluate the Events Calendar based on a set of key indicators</b>	<ul style="list-style-type: none"> <li>A robust review of the current and potential events calendar in line with set objectives would better impact Council's delivery of community-responsive events</li> <li>This would provide an opportunity for events that are no longer relevant or have community uptake could be replaced by new events with more innovation, collaboration and that incorporate new service areas in Council such as arts and culture, sustainability, First Nations programming and IT / digital technology for example</li> <li>An objective third-party specialist would provide invaluable insight on the extant calendar – also risk of analysis not appreciating nuanced history and community expectations of Council events</li> <li>A structured review of the calendar would facilitate delivery of events which are creative, curated and provide innovative experiences</li> </ul>	Service saving Service efficiency Service increase	<i>\$20,000 estimated for third Party specialist for review</i>	Process management improvement and innovation  People  Results and sustainable performance
<b>Option 2 – Resource the Events Team to become an expert advisory service to other business units &amp; community to empower and build capacity (with cost recovery and online event toolkits to be considered)</b>	<ul style="list-style-type: none"> <li>Resourcing the Events team to provide a meaningful advisory service would ensure the community has access to best practice events management advice – building capacity, events delivery and the success and pride in community-owned events and greatly improve the customer experience</li> <li>Reduction of risk, procurement and events programming and delivery weaknesses in internal Council events delivery and capacity-building</li> <li>Greatly reduced pressure and disruption to a relatively compact and under-resourced events team committed to an ambitious annual calendar of events</li> </ul>	Service efficiency Service increase	<i>N/A – requires further investigation</i>	Leadership  People  Results and sustainable performance
<b>Option 3 – Development of interactive online events calendar</b>	<ul style="list-style-type: none"> <li>The community will have increased pride, engagement, attendance at Council events and improved customer experience</li> <li>Council's reputation as a major events service provider is enhanced</li> <li>The local economy is better supported through increased attendance and more informed business engagement</li> </ul>	Service efficiency Service increase	<i>N/A – requires further investigation</i>	Process management improvement and innovation  Information and knowledge  Results and sustainable performance

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Service Option	Implications	Review Classification*	Budget Impact	ABEF Category**
	<ul style="list-style-type: none"><li>• Opportunities for new events are better identified and realised</li><li>• Duplication and competing events are more clearly apparent</li></ul>			
Option 4 – Consider a Sponsorship Policy to explore options for partially funding key signature events	<ul style="list-style-type: none"><li>• A Policy to explore external funding and sponsorship</li><li>• Reduced economic pressure on Council</li><li>• Better promotional resourcing</li><li>• Possibility of alignment with prestige or highly influential branding to increase impact and identity of events</li><li>• Also greater risk of conflict with community versus commercial ethos and agendas</li></ul>	Alternative funding	N/A – Increased revenue, reduction in core budget	Results and sustainable performance

\*Review categories include: Service saving, Service efficiency, Service increase, Service reduction, Alternative funding

\*\*ABEF Categories include: Leadership, Customers and stakeholders, Strategy and planning, People, Process management improvement and innovation, Information and knowledge, Results and sustainable performance.

## 5. Recommendation

The following Recommendations respond to the Operational Improvement opportunities (identified in Table 4.1 p.27) and the Long term strategic options (identified in Table 4.2 p.28).

*That:* **The following Operational Improvements be implemented:**

**Opportunity 1:** Develop and adopt a formal **events management process framework**, which includes the objectives, protocols, fees and charges, procurement procedures, rules and guidelines for Council-wide use and requires a detailed event brief at the inception of any event planning. Engage a systems specialist to implement this key opportunity.

**Opportunity 2: Assess and analyse staff resourcing**, and identify skill gap with training needs

**Opportunity 3: Accuracy of budget allocation** to address increasing costs through an annual budgeting process for planned capital works projects. Further, actual costs for staff working on events could be recorded against specific events to give a more accurate picture of event costs.

**Opportunity 4:** Establish an **event specialist working group** to share knowledge, skills, strengthen communications across business units, building effective business rules for events, and share upcoming event plans

**Opportunity 5:** Collaborate with internal business units to develop a shared and 'live' coordinated internal **event calendar**

**Opportunity 6:** Better understanding and reporting of **data analytics** to inform marketing and promotions of events

**Opportunity 7: Strengthened communication documentation**, outcomes and cohesion between communications and teams that manage events.

**Opportunity 8:** Develop a **risk management framework** for major events which includes improved Risk Assessment templates, a risk management plan and appropriate training.

**Opportunity 9:** Research and identify **events management, invitations and ticketing software** that meet Council's security and data management requirements, to develop a total events management suite

**Opportunity 10: Resource improved infrastructure** for the delivery of events including a secure and accessible storage facility at the Depot that allows for growth, asset management and a review of key Council locations and sites to improve access, power, water and safety for events reducing the need for some external repeat hires.

**Opportunity 11:** Establishment of a range of **event evaluation criteria** i.e., key principles for evaluating event success to improve delivery and the customer experience

*That:* **The following Strategic Service Options be Implemented:**

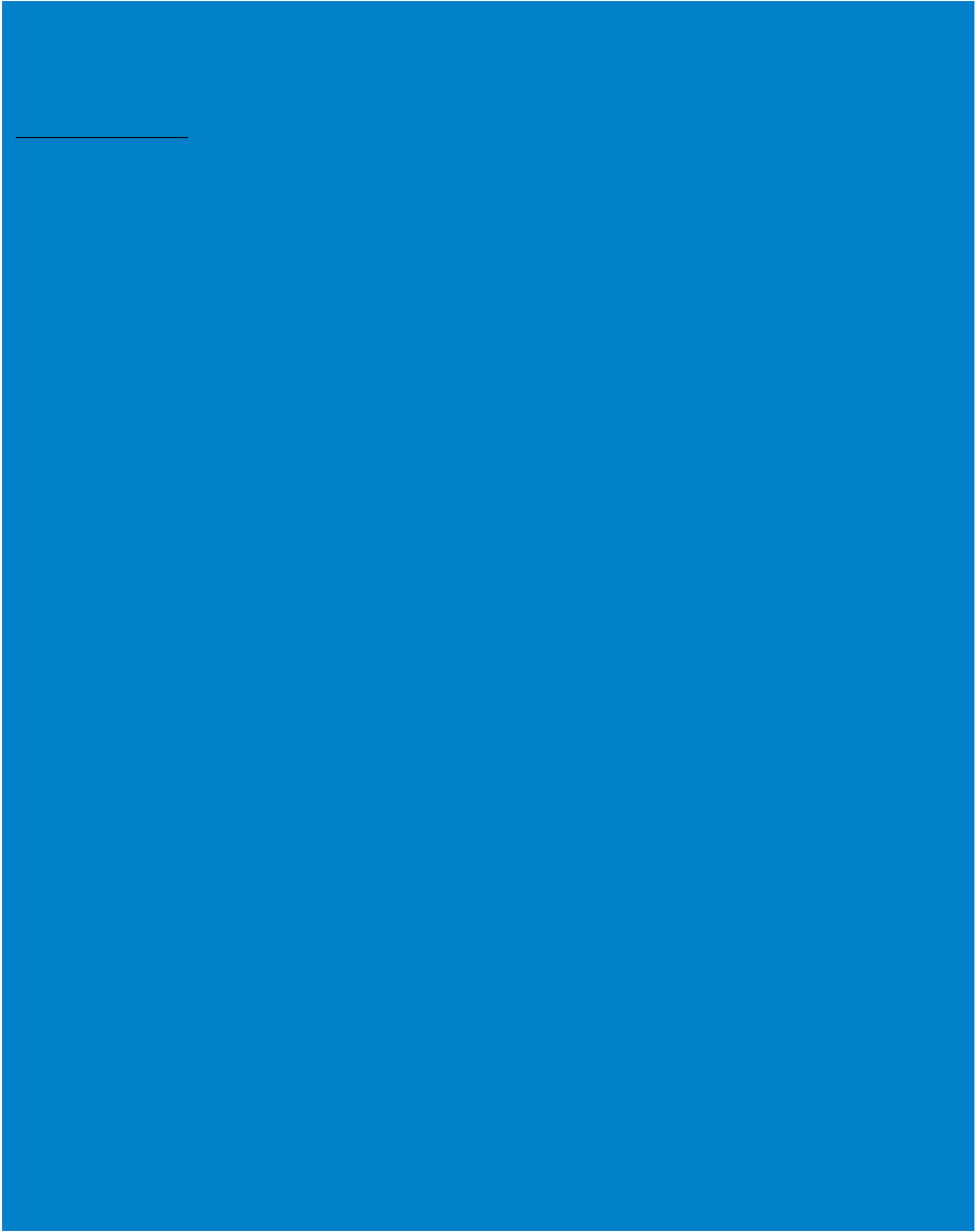
**Option 1:** An endorsed mechanism to regularly **evaluate Events Calendar** to align with established current indicators

**Option 2: Resource the Events Team to become an expert advisory service** to other business units & community to empower and build capacity (with cost recovery and online event toolkits to be considered) and to improve the internal and external customer experience

**Option 3:** Development of interactive online events calendar

**Option 4:** Consider a **Sponsorship Policy** to explore options for partially funding key signature events

CC10/24



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## Director Community & Culture Report No. CC11/24

### Subject: Service Review - Footway Dining Process

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#### Executive Summary

- A Service Review of the approval and management process of Footway Dining has been undertaken in Q3 2024.
- The Customer's experience of the process was the guiding principle for the review, due to customers (business operators) raising concerns on the complexity of the process and the length of time taken to assess the applications.
- The current process for Footway Dining application assessment and footway occupation agreement has 39 steps with time to conclude the assessment taking between 90 to 350+ days in some cases.
- The service review revealed 29 recommendations to streamline and refine the process to provide a better customer experience for the community.
- When implemented the Council will provide a 90% decrease in time taken to assess application from 101 to 10.75 days and a 78% reduction in operating expenses from \$15k to \$3.5k.

#### Recommendation

That Council;

- a) receive and note the report;
- b) endorse the removal of the requirement for applicants to put in a DA if they are in a residential zone; and
- c) endorse the removal of the requirement for applicants to provide a structural engineers report.

#### Attachment/s:

1. [LINK TO VIEW](#) Service Review Report - Footway Dining Process

## Purpose

The purpose of report is to document the results of the Service Review of the Footway Dining Application and Agreement process. This report outlines the key issues, improvements and risks highlighted in the Service Review.

## Background

A Service Review was conducted on the Footway Dining application and agreement process in Q3 2024.

Stakeholders consulted:

- Customer & Compliance (Customer Service)
- Customer & Compliance (Property Services)
- Development Assessment
- Economic Development and Placemaking
- Health Building and Regulatory
- Ranger Services
- Technical Services

The review also relied on internal documentation of processes, policies and procedures and various KPIs of the current process.

The purpose of the review was to simplify the customer experience of the process for the business operator and remove internal red tape to support the approval of outdoor dining and agreement process for suitable food premises in Randwick City.

The service review examined information available to customers and the process our customers must use to obtain footway dining consent. The Footway Dining web pages were found to be difficult to find, complex, Council jargon and there was some missing information. The application process was very manual and complicated, which results in customers having to contact Council to seek further information.

The internal review recommended 29 improvements to remove the red-tape and streamline the process. The key improvements of the process include; uplift of the public website, removal of a development assessment prior to application for footway dining for operators in a residential zone, reduced requirements for seating plans, removal of a structural engineers report and removal of the bond.

## Discussion

### Randwick Website

Due to information being difficult to find, the organisation sees this as an opportunity to create a new targeted 'Business' section on the public Council website. The new section will include all content covering economic development and business support information. **Seating Plans**

The regulations and rules for footway dining are rigorous. These dependencies result in the seating plan being the single item which takes the most time and effort for customers. All applications in the past year have been returned to the customer for revision of their seating plans, increasing processing time of applications. By removing the requirement for seating plans to contain specific table and chair numbers this will sufficiently simplify the process. The introduction of templated seating plans will remove applicants having to pay drafts people to draw the rigorous plans, resulting in a cost saving of approximately \$1,000 for operators while maintaining the accuracy and public safety seating plans provide.

### Operators in Residential Zones

Current process requires all operators in residential zones applying for footway dining to lodge a development assessment first, adding a significant amount of time for operators in a residential zone. By removing this step of the process, it will allow for an equitable process for all business operators and significantly reduce processing time for operators in residential areas.



### Structural Engineers Report

A structural engineers report is required for all buildings constructed before 1990 to ensure the awning is adequate and fit for purpose if above the footway dining area. Engineer reports can cost up to \$3,000. Implications of engineers' reports are included in the attached service review.

Requiring operators to provide this report targets the incorrect party accountable for awning safety. The owner of the property is accountable and responsible for the structural integrity and fitness for purpose of the awning. The purposed online form will include a question to ensure business operators have liaised with their property owner to ensure the awning is structurally adequate and satisfies the requirements set out in the Building Code of Australia (BCA).

### The Bond

Currently business owners pay a bond equivalent to 3-months occupation fees upfront (or \$1,000), whichever is higher. RCC holds approximately \$260,000 in bond for active customers. The bond provides assurance for unpaid occupation fee arrears and can be an incentive for operators to inform the organisation when they are leaving the premises. The removal of the bond will reduce the entry fees for new operators who may not be able to afford a bond for footway dining.

**This table summarises the impact of the recommendations on the current and future processes for the organisation:**

Process	Time (Days) *		Cost *	
	Current	Future	Current	Future
Application for Footway Dining process	90	8	\$9,341.94	\$1,946.45
Application for Occupation Agreement	11	2.75	\$6,280.85	\$1,544.96
Total for processes	101	10.75	\$15,622.79	\$3,491.41

\* Note: more information on timing and cost is in the full report attached.

### Cost Savings to Business Operator applying for Footway Dining

The process improvements result in savings for the Business Operator when applying for the consent to trade on the footway.

Process	Cost Saving
Removal of structural engineer's report requirement	\$3,000
Drafts person to draw the seating plan	\$1,000
Average cost of a bond	\$1,800
Total	\$5,800

### Risks

The currently risk appetite for footway dining is at the lowest, safe as possible inheriting no risk. Councils risk appetite statement states Council has a cautious to open risk appetite for risks due to Council activity.

CC11/24

Trigger	Risk	Mitigation	Residual Risk
Remove requirement for applicants to put a DA in first if they are in a residential zone	Complaints due to additional noise	Only allowing for hours of operational only	Low
Remove requirement for seating plan to contain specific table and chair numbers	Customers may take up more space than the operator is paying for	<p>Marking clear boundaries using plaques on the ground.</p> <p>Developing a relationship with all business owners</p> <p>Ask for an indicative number of patrons that the space will be used for. Provide rangers and other staff access to this information if required through the corporate system.</p>	Low
Remove requirement for applicants to provide a structural engineers report	Awning falls and Council may be responsible	Transfer onus onto the property owner by notifying them they are accountable for the adequacy of the awning. This will be done via a regular notification to property owners of the obligation to ensure the safety of awnings on their buildings.	Medium / Low
Removal of the bond	<p>A new operator that buys an existing business may begin to trade without an occupation agreement with Council.</p> <p>No ability to collect on occupation fee arrears</p>	Develop a relationship with all business owners so the organisation is informed about movements of operators.	Low

## Strategic alignment

The relationship with our 2022-26 Delivery Program is as follows:

Delivering services and regulatory functions:	
Service area	Economic Development and Placemaking
Function	Place Making
Delivery program commitment	Activate spaces to create an experience where people feel connected and/or inspired
Service area	Change and Performance Service
Function	Performance Management
Delivery program commitment	Identify, measure and develop the performance of Council.

## Resourcing Strategy implications

Resource	Amount
<b>Number of full-time equivalent employees required to deliver the service</b>	<p>Staff from Customer &amp; Compliance, Development Assessment, Health Building and Regulatory, Economic Development and Place Making work on footway dining applications and management <b>as a portion</b> of their full time roles.</p> <p>The new process will involve staff from Customer &amp; Compliance, Economic Development and Place Making staff and where possible, steps will be automated.</p> <p>This will free up staff from the departments currently involved in the process to undertake other duties in the planning, development assessment and regulatory areas.</p>

## Policy and legislative requirements

This service is a statutory service.

The following legislation applies to the delivery of this service:

- Roads Act 1993 No 33 (Part 9, Division 1, Section 125).
- Local Government Act 1993.
- Randwick Development Control Plan 2013: Section D12 - Footpath Dining and Trading
- State Environmental Planning Policy (Exempt and Complying Development Codes) 2008
- Building Code of Australia, Volume 1, B1P1 and B1P2.

## Conclusion

This report provides an overview of the changes to improve the efficiency and effectiveness of the Footway Dining process and customer experience of the process. The time and effort in application processing will significantly reduce the time required and make it a simple and easy process for the customer.

By assisting customers with seating plans and ensuring priority for Footway Dining application assessment, the experience of the application process for the customer will be improved.

Footway dining is growing in popularity and economic development is a key strategic approach in Randwick City and provide opportunities for business to expand their operations to encourage the economy and build a sense of community.

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**Responsible officer:** Zachary King, Human Resources Administration Officer

**File Reference:** F2024/00190

CC11/24

## Director Corporate Services Report No. CO24/24

**Subject: Monthly Financial Report as at 31 May 2024**

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### 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 May 2024, 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 May 2024 be received and noted.

### Attachment/s:

1.   Monthly Financial Statement - Income Statement - May 2024
2.   Monthly Financial Statement - Balance Sheet - May 2024
3.   Monthly Financial Statement - Cash Flow Statement - May 2024

## 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 May 2024.

- **Income Statement (Attachment 1):**  
The Income Statement summarises the Council's financial performance year to date (YTD) and presents the financial results for a stated period. The statement quantifies the amount of revenue generated and the expenses incurred by the Council as well as any resulting net surplus or deficit.
  - In May, ~\$68K of insurance claim recoveries from storm damage relating to Clovelly pool handrails were received; and
  - ~\$18.5M of rates payment has been earned since the 4<sup>th</sup> rates instalment was due on 31 May.

### 2023-24 Financial Performance Summary

	Original Budget 2023-24 (\$'000)	Current Budget 2023-24 (\$'000)	YTD Actual May 2024 2023-24 (\$'000)
Income from continuing operations	191,689	211,392	199,874
Expenses from continuing operations	185,695	187,308	180,672
Net operating result	5,994	24,084	19,202
Net operating result before Capital Grants and Contributions	214	4,544	(4,028)

- **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<sup>st</sup> May 2024 is 3.31. The Council's target is a ratio equal to or greater than 1.5 based on the Office of Local Government benchmarks. Our current ratio meets this target and indicates Council's liquidity remains sound at the end of May 2024. Together with a Net Operating Result before Capital Grants and Contributions of



-\$4.0m, the financial position of the Council remains satisfactory. The Council in preparing the Budget for the 23-24 period expects the payment of the Financial Assistance Grant at the end of the June Period.

### Performance Ratio Summary

Based on 22 August 2023 Council meeting feedback, performance ratio indicators will be reported bi-annually, as part of the Annual Financial Statements and the December monthly report. This will provide better indicators to inform Council of the performance in progress.

### Strategic alignment

The relationship with our 2022-26 Delivery Program is as follows:

Delivering services and regulatory functions:	
Service area	Financial Management
Function	Financial Management and Control
Delivery program commitment	Support Council's sustainable delivery of projects and services through sound Financial Management and Control, including long term financial planning, budget preparation, and financial performance monitoring.
Function	Accounting
Delivery program commitment	Manage and record the financial transactions arising from Council's activities, including the levy and collection of rates and charges, and the preparation of financial statements and returns.

### Resourcing Strategy implications

The Current Budget for 2023-24 as of the March 2024 QBRS is balanced and sustainable with a Net Operating Result before Capital Grants & Contributions of \$4.5m. The Council's financial position remains sound. The Council continues to have a strong balance sheet demonstrated through the robustness of working capital and sound liquidity through healthy cash generation.

### 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

CO24/24



# INCOME STATEMENT

For the period ended 31 May 2024

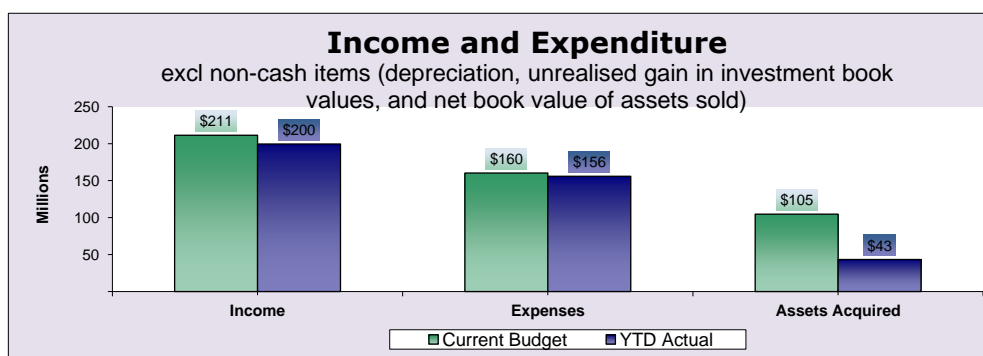
% OF YEAR EXPIRED  
AT 31 May 2024

92%

	Original Budget (\$'000s)	Current Budget (\$'000s)	YTD Actuals (\$'000s)	% Spent or Earned
<b>EXPENSES FROM CONTINUING OPERATIONS</b>				
Employee Costs	82,711	82,842	71,135	85.9%
Borrowing Costs	625	625	569	91.0%
Materials and Contracts	65,880	71,208	73,060	102.6%
Depreciation and Amortisation	30,851	27,001	24,751	91.7%
Other Operating Expenses	5,628	5,632	4,949	87.9%
Loss on Disposal of Infrastructure Assets	-	-	6,209	0.0%
<b>Total Expenses from Continuing Operations</b>	<b>185,695</b>	<b>187,308</b>	<b>180,672</b>	<b>96.5%</b>
<b>INCOME FROM CONTINUING OPERATIONS</b>				
Rates and Annual Charges	141,279	141,698	129,514	91.4%
User Charges and Fees	22,204	23,118	21,673	93.8%
Interest	4,429	6,429	7,283	113.3%
Other Revenues	6,311	6,996	8,510	121.6%
Other Income	4,356	4,347	4,506	103.7%
Operating Grants and Contributions	7,330	9,265	5,048	54.5%
Capital Grants and Contributions	5,780	19,540	23,230	118.9%
Gain on Disposal of Plant & Fleet Assets	-	-	112	0.0%
<b>Total Income from Continuing Operations</b>	<b>191,689</b>	<b>211,392</b>	<b>199,874</b>	<b>94.6%</b>
<b>Net Operating Result - Surplus/(Deficit)</b>	<b>5,994</b>	<b>24,084</b>	<b>19,202</b>	

## FUNDING STATEMENT

<b>SOURCE OF FUNDS</b>				
Surplus/(Deficit) from Operations - Accrual	5,994	24,084	19,202	
<b>Add Back Non-Funded Transactions included in Operations above</b>				
- Depreciation	30,851	27,001	24,751	
- Sales of Assets (Book Value)	3,186	3,186	5,455	
- Transfer from Internal Reserves	13,825	51,985	23,515	
- Transfer from External Reserves	7,029	21,602	12,837	
- Unrealised Gain/(Loss) on Market Value of Investments	-	-	315	
<b>Net Funds Available</b>	<b>60,885</b>	<b>125,025</b>	<b>82,615</b>	
<b>APPLICATION OF FUNDS</b>				
Assets Acquired	48,808	104,680	43,359	
Loan Principal and Lease Repayment	3,523	3,523	4,026	
Transfer to Internal Reserves	3,427	5,146	11,879	
Transfer to External Reserves	5,001	5,171	16,466	
<b>Total Funds Applied</b>	<b>60,759</b>	<b>118,519</b>	<b>75,730</b>	
<b>Total Funds Surplus/(Deficit)</b>	<b>126</b>	<b>6,506</b>	<b>6,885</b>	





# BALANCE SHEET

	Actual as at 31 May 2024 (\$'000s)	Actual as at 30 June 2023 (\$'000s)
<b>CURRENT ASSETS</b>		
Cash, Cash Equivalents & Investments	154,003	151,071
Receivables	5,421	12,793
Inventories & Other	92	1,881
<b>TOTAL CURRENT ASSETS</b>	<b>159,516</b>	<b>165,745</b>
<b>NON-CURRENT ASSETS</b>		
Receivables	626	626
Infrastructure, Property, Plant & Equipment	1,984,179	1,969,265
Right of Use Asset	227	227
<b>TOTAL NON-CURRENT ASSETS</b>	<b>1,985,033</b>	<b>1,970,118</b>
<b>TOTAL ASSETS</b>	<b>2,144,549</b>	<b>2,135,863</b>
<b>CURRENT LIABILITIES</b>		
Payables & Prepayments	27,745	33,213
Provisions	20,478	21,437
<b>TOTAL CURRENT LIABILITIES</b>	<b>48,223</b>	<b>54,650</b>
<b>NON-CURRENT LIABILITIES</b>		
Income received in advance	20,973	21,870
Borrowings	22,606	25,805
Lease Liabilities	243	237
Provisions	711	711
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>44,533</b>	<b>48,623</b>
<b>TOTAL LIABILITIES</b>	<b>92,756</b>	<b>103,273</b>
<b>NET ASSETS</b>	<b>2,051,793</b>	<b>2,032,591</b>
<b>EQUITY</b>		
Retained Earnings	913,305	894,103
Revaluation Reserves	1,138,488	1,138,488
<b>TOTAL EQUITY</b>	<b>2,051,793</b>	<b>2,032,591</b>

CO24/24



## STATEMENT OF CASH FLOWS

	For the period ended 31 May 2024 (\$'000)	Actual for the year ended 30 June 2023 (\$'000)
<b>Cash Flows from Operating Activities</b>		
<b>Receipts:</b>		
Rates and annual charges	133,767	137,811
User charges and fees	24,185	35,625
Interest received	6,818	3,051
Grants and contributions	27,464	27,784
Bonds, deposits and retentions received	3,004	2,048
Other	14,193	24,841
<b>Payments:</b>		
Payments to employees	(71,894)	(72,715)
Payments for materials and services	(77,263)	(73,589)
Borrowing Costs	(569)	(786)
Bonds, Deposits & retentions refunded	(1,831)	(1,555)
Other	(6,265)	(16,156)
<b>Net cash flows from (or used in) Operating Activities</b>	<b>51,610</b>	<b>66,359</b>
<b>Cash Flows from Investing Activities</b>		
<b>Receipts:</b>		
Sale of investments	71,500	99,000
Proceeds from sale of IPPE	(6,131)	821
Distribution received from joint ventures and associates	-	-
<b>Payments:</b>		
Purchase of investments	(73,350)	(110,500)
Payments for IPPE	(39,732)	(58,131)
<b>Net cash flows from (or used in) Investing Activities</b>	<b>(47,713)</b>	<b>(68,810)</b>
<b>Cash Flows from Financing Activities</b>		
<b>Receipts:</b>		
Proceeds from borrowings	-	-
<b>Payments:</b>		
Repayment of borrowings	(3,129)	(3,061)
<b>Net cash flows from (used in) Financing Activities</b>	<b>(3,129)</b>	<b>(3,061)</b>
<b>Net Increase/(Decrease) in Cash and Cash Equivalents</b>	<b>768</b>	<b>(5,512)</b>
<b>plus: Cash and cash Equivalents - beginning of year</b>	<b>8,007</b>	<b>13,519</b>
<b>Cash and cash Equivalents - end of the year</b>	<b>8,775</b>	<b>8,007</b>
<b>Additional Information:</b>		
plus: Investments on hand at end of year	145,228	143,064
<b>Total cash, cash equivalents and investments</b>	<b>154,003</b>	<b>151,071</b>

CO24/24

## Director Corporate Services Report No. CO25/24

**Subject: Investment Report - May 2024**

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### Executive Summary

- This report outlines Council's investment portfolio and performance as at 31 May 2024.
- All investments have been made in accordance with the Act, Regulations and Council's Investment Policy.
- For the month of May, the total portfolio (Term Deposits (T/D), Floating Rate Notes (FRN) and Bonds), provided a return of +0.42% (actual) or +5.06% p.a. (annualised<sup>1</sup>), outperforming the benchmark AusBond Bank Bill Index return of +0.37% (actual) or +4.50% p.a. (annualised).
- Our overall investment return remains solid. Investment income received to 31 May 2024 is \$6,663,152, exceeding current budget expectations by \$952,909 up to the end of May and representing 106.96% of the current budget year to date.
- In early April 2024, ratings agency Standard & Poor's (S&P) upgraded the long-term credit rating for Bank of Queensland and Bendigo-Adelaide Bank from BBB+ credit rating to A- credit rating. This change is beneficial to Council as it allows for a more diversified portfolio with a potential of higher interest rates offered by these banks.
- Cashflow will continue to be monitored closely, as the RBA expects to take further steps in the process of normalising monetary conditions over the coming months. Investments will continue to be managed to ensure liquidity to meet operational requirements.

### Recommendation

That the Investment Report for May 2024 be received and noted.

### Attachment/s:

1.  Copy of Certificate by Responsible Accounting Officer - May 2024 SW Signed

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<sup>1</sup> The annualised rate is the rate for a one-year period, based on periodic rates.

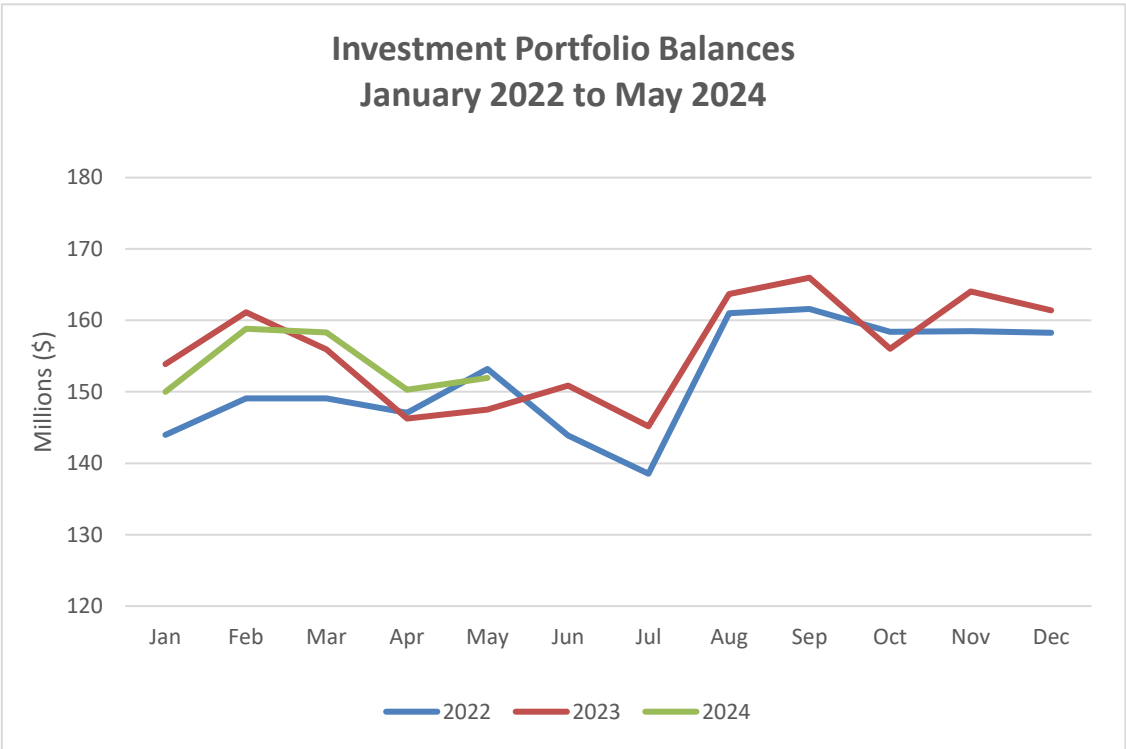
Purpose

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 the investments have been made in accordance with the Act, the regulations, and the Council's Investment Policy.

Discussion

As of 31 May 2024, Council held investments with a market value of \$151.9 million. The portfolio value increased during May by \$1,638,418. The increase is representative of a positive 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. The variances for the period January 2022 to May 2024 are shown below. 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 portfolio balance movement is the result of the net impact of the cyclic cash outflows versus cash inflows.



Cashflow continues to be closely monitored, ensuring that there is enough cash in the business to operate on a day-to-day basis, to:

- Ensure that Council maintains a balanced operating result.
- Ensure that payments are received on time to control debtors; and
- Manage and finance capital projects.

The RBA's decision in its last meeting on 7 May 2024 was to maintain the cash rate at 4.35 per cent.

The RBA stated in its *May 2024 Statement on Monetary Policy* that 'inflation continues to moderate but is declining more slowly than expected.'

The RBA also stated 'The economic outlook remains uncertain and recent data have demonstrated that the process of returning inflation to target is unlikely to be smooth' The



expectations are for inflation to return to the target range of 2-3 per cent in the second half of 2025, and to the midpoint in 2026. Returning inflation to target within a reasonable timeframe remains the Board's highest priority.

The Consumer Price Index (CPI) rose 1.0 per cent in the March 2024 quarter bringing the annual CPI inflation to 3.6 percent according to the latest data from the Australian Bureau of Statistics (ABS). The most significant contributors were Education (+5.9%) followed by Health (+2.8%).

The next update of the cash rate will be released by the RBA on 18 June 2024.

### On Call Funds

On Call funds are held to meet Council's immediate cash flow requirements. The on-call balance at month end is \$6.71 million representing 4.42% of the total portfolio.

Investment	Rating	Balance 1 May 2024	Movement	Balance 31 May 2024	Interest Rate
CBA	AA-	\$4,414,062	\$2,298,172	\$6,712,234	4.35%

### Term Deposits

- At month's end the portfolio included \$106.5 million in term deposits.
- Term Deposits made up 70.09% of the total investment portfolio.
- Two term deposits matured in May 2024 totaling \$3.5 million.
- One new term deposit was placed in May 2024 for \$2 million.
- As at end of May 2024, the term deposit portfolio was yielding 4.87% p.a. (up 3bp from the previous month).

Investment	Rating	Balance 1 May 2024	Movement	Balance 31 May 2024	Date Invested	Date Maturity	Interest Rate
ICBC	A	\$2,000,000	0	\$2,000,000	9/09/2021	18/09/2024	0.94%
Westpac	AA-	\$1,000,000	0	\$1,000,000	10/11/2021	3/12/2025	1.70%
Westpac	AA-	\$1,000,000	0	\$1,000,000	10/11/2021	9/12/2026	1.88%
NAB	AA-	\$1,500,000	-\$1,500,000	\$0	11/08/2022	8/05/2024	4.05%
Westpac	AA-	\$2,000,000	-\$2,000,000	\$0	31/08/2022	1/05/2024	4.24%
Westpac	AA-	\$2,000,000	0	\$2,000,000	31/08/2022	19/06/2024	4.25%
Westpac	AA-	\$2,000,000	0	\$2,000,000	31/08/2022	26/06/2024	4.25%
Westpac	AA-	\$2,000,000	0	\$2,000,000	1/09/2022	12/06/2024	4.35%
CBA	AA-	\$2,000,000	0	\$2,000,000	9/01/2023	23/12/2024	4.80%
CBA	AA-	\$2,000,000	0	\$2,000,000	9/01/2023	31/12/2024	4.80%
CBA	AA-	\$2,000,000	0	\$2,000,000	9/01/2023	8/01/2025	4.80%
CBA	AA-	\$2,000,000	0	\$2,000,000	9/01/2023	15/01/2025	4.80%
CBA	AA-	\$2,000,000	0	\$2,000,000	9/01/2023	22/01/2025	4.80%
CBA	AA-	\$2,000,000	0	\$2,000,000	12/01/2023	17/07/2024	4.67%
CBA	AA-	\$2,000,000	0	\$2,000,000	12/01/2023	25/09/2024	4.67%
CBA	AA-	\$2,000,000	0	\$2,000,000	12/01/2023	16/10/2024	4.67%
Westpac	AA-	\$2,000,000	0	\$2,000,000	12/01/2023	3/07/2024	4.60%
Westpac	AA-	\$1,500,000	0	\$1,500,000	25/01/2023	24/07/2024	4.40%

C025/24

Investment	Rating	Balance 1 May 2024	Movement	Balance 31 May 2024	Date Invested	Date Maturity	Interest Rate
Westpac	AA-	\$1,500,000	0	\$1,500,000	25/01/2023	9/10/2024	4.38%
CBA	AA-	\$1,500,000	0	\$1,500,000	31/01/2023	10/07/2024	4.63%
CBA	AA-	\$2,000,000	0	\$2,000,000	21/02/2023	31/07/2024	4.98%
CBA	AA-	\$2,000,000	0	\$2,000,000	21/02/2023	2/10/2024	4.98%
CBA	AA-	\$1,000,000	0	\$1,000,000	28/02/2023	12/03/2025	4.98%
Westpac	AA-	\$2,000,000	0	\$2,000,000	28/02/2023	18/06/2025	4.94%
Westpac	AA-	\$2,000,000	0	\$2,000,000	28/02/2023	25/06/2025	4.94%
NAB	AA-	\$1,500,000	0	\$1,500,000	2/03/2023	9/04/2025	4.95%
NAB	AA-	\$2,000,000	0	\$2,000,000	23/05/2023	23/10/2024	4.95%
CBA	AA-	\$2,000,000	0	\$2,000,000	01/06/2023	12/06/2024	5.06%
CBA	AA-	\$2,000,000	0	\$2,000,000	01/06/2023	19/06/2024	5.06%
Westpac	AA-	\$2,000,000	0	\$2,000,000	06/06/2023	29/01/2025	5.00%
Westpac	AA-	\$2,000,000	0	\$2,000,000	06/06/2023	05/02/2025	5.00%
NAB	AA-	\$1,000,000	0	\$1,000,000	08/06/2023	26/06/2024	5.34%
Westpac	AA-	\$2,000,000	0	\$2,000,000	1/08/2023	19/03/2025	5.20%
Westpac	AA-	\$2,000,000	0	\$2,000,000	1/08/2023	30/10/2024	5.28%
ING Bank	A	\$2,000,000	0	\$2,000,000	8/08/2023	16/04/2025	5.16%
ING Bank	A	\$2,000,000	0	\$2,000,000	8/08/2023	10/07/2024	5.25%
NAB	AA-	\$2,000,000	0	\$2,000,000	15/08/2023	24/07/2024	5.24%
CBA	AA-	\$3,000,000	0	\$3,000,000	16/08/2023	31/07/2024	5.56%
CBA	AA-	\$2,000,000	0	\$2,000,000	24/08/2023	17/07/2024	5.42%
NAB	AA-	\$1,500,000	0	\$1,500,000	25/08/2023	18/09/2024	5.22%
NAB	AA-	\$1,500,000	0	\$1,500,000	30/08/2023	25/09/2024	5.24%
NAB	AA-	\$2,000,000	0	\$2,000,000	31/08/2023	11/09/2024	5.21%
ING Bank	A	\$2,000,000	0	\$2,000,000	1/09/2023	26/03/2025	5.05%
Westpac	AA-	\$2,000,000	0	\$2,000,000	1/09/2023	9/10/2024	5.14%
NAB	AA-	\$2,000,000	0	\$2,000,000	5/09/2023	18/12/2024	5.13%
NAB	AA-	\$2,000,000	0	\$2,000,000	14/09/2023	7/08/2024	5.21%
ING Bank	A	\$2,000,000	0	\$2,000,000	3/11/2023	5/11/2025	5.52%
ING Bank	A	\$2,000,000	0	\$2,000,000	30/11/2023	6/11/2024	5.37%
Suncorp	A+	\$2,000,000	0	\$2,000,000	1/12/2023	23/04/2025	5.38%
Westpac	AA-	\$2,000,000	0	\$2,000,000	5/12/2023	2/04/2025	5.35%
Suncorp	A+	\$2,000,000	0	\$2,000,000	30/01/2024	15/01/2025	5.17%
ING Bank	A	\$2,000,000	0	\$2,000,000	30/01/2024	30/04/2025	5.13%
Suncorp	A+	\$2,000,000	0	\$2,000,000	8/02/2024	7/05/2025	5.09%
Suncorp	A+	\$2,000,000	0	\$2,000,000	8/02/2024	17/09/2025	5.00%
Westpac	AA-	\$1,000,000	0	\$1,000,000	29/02/2024	9/04/2025	5.01%

Investment	Rating	Balance 1 May 2024	Movement	Balance 31 May 2024	Date Invested	Date Maturity	Interest Rate
Westpac	AA-	\$2,000,000	0	\$2,000,000	29/02/2024	2/07/2025	4.99%
Suncorp	A+	\$2,500,000	0	\$2,500,000	7/03/2024	22/01/2025	4.99%
Westpac	AA-	\$1,000,000	0	\$1,000,000	29/04/2024	18/06/2025	5.35%
Nab	AA-	0	\$2,000,000	\$2,000,000	20/05/2024	09/05/2025	5.15%
<b>Total</b>		<b>\$108,000,000</b>	<b>-\$1,500,000</b>	<b>\$106,500,000</b>			

### Floating Rate Notes (FRNs)

- The portfolio includes \$37.07 million in floating rate notes, making up 24.40% 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 31 May 2024 increased by ~\$32 thousand.
- There was one new floating rate note placed during the month.
- 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 May 2024	Date Invested	Maturity Date	Interest Rate
UBS AG	A+	\$1,300,000	\$1,303,423	30/07/2020	30/07/2025	90D BBSW + 87 bpts
UBS AG	A+	\$3,000,000	\$2,988,285	26/02/2021	26/02/2026	90D BBSW + 50 bpts
ICBC	A	\$1,700,000	\$1,693,426	18/06/2021	18/06/2026	90D BBSW + 66 bpts
NAB	AA-	\$3,100,000	\$3,087,175	24/08/2021	24/08/2026	90D BBSW + 41 bpts
Suncorp	A+	\$1,750,000	\$1,741,143	15/09/2021	15/09/2026	90D BBSW + 48 bpts
CBA	AA-	\$1,500,000	\$1,501,377	14/01/2022	14/01/2027	90D BBSW + 70 bpts
Suncorp	A+	\$1,800,000	\$1,800,693	25/01/2022	25/01/2027	90D BBSW + 78 bpts
Rabobank Australia	A+	\$2,000,000	\$1,999,298	27/01/2022	27/01/2027	90D BBSW + 73 bpts
CBA	AA-	\$1,750,000	\$1,760,638	17/08/2023	17/08/2028	90D BBSW + 95 bpts
ANZ Bank	AA-	\$2,800,000	\$2,814,426	11/09/2023	11/09/2028	90D BBSW + 93 bpts
NAB	AA-	\$3,200,000	\$3,226,390	16/11/2023	16/11/2028	90D BBSW + 103 bpts
Rabobank Australia	A+	\$2,250,000	\$2,271,303	21/11/2023	21/11/2028	90D BBSW + 115 bpts
ANZ Bank	AA-	\$750,000	\$753,925	5/02/2024	5/02/2029	90D BBSW + 96 bpts
Rabobank Australia	A+	\$2,000,000	\$2,008,020	26/02/2024	26/02/2029	90D BBSW + 103 bpts
Suncorp	A+	\$2,500,000	\$2,504,800	19/03/2024	19/03/2029	90D BBSW + 98 bpts
ING Bank	A	\$500,000	\$501,243	22/03/2024	22/3/2027	90D BBSW + 95 bpts
NAB	AA-	\$1,800,000	\$1,804,851	22/03/2024	22/03/2029	90D BBSW + 90 bpts
Bank of Queensland	A-	\$2,500,000	\$2,511,140	30/04/2024	30/07/2029	90D BBSW + 128 bpts
Bendigo and Adelaide Bank	A-	\$800,000	\$800,977	14/05/2024	14/05/2027	90D BBSW + 105 bpts
<b>Total</b>		<b>\$38,200,000</b>	<b>\$37,072,533</b>			

Fixed Bonds

In August 2021, Council purchased, at a discount, \$1.8 million (face value) of the AAA-rated covered fixed bonds with ING Bank Australia. A 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 May 2024 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 semi-annual interest payments over the life of the investment.

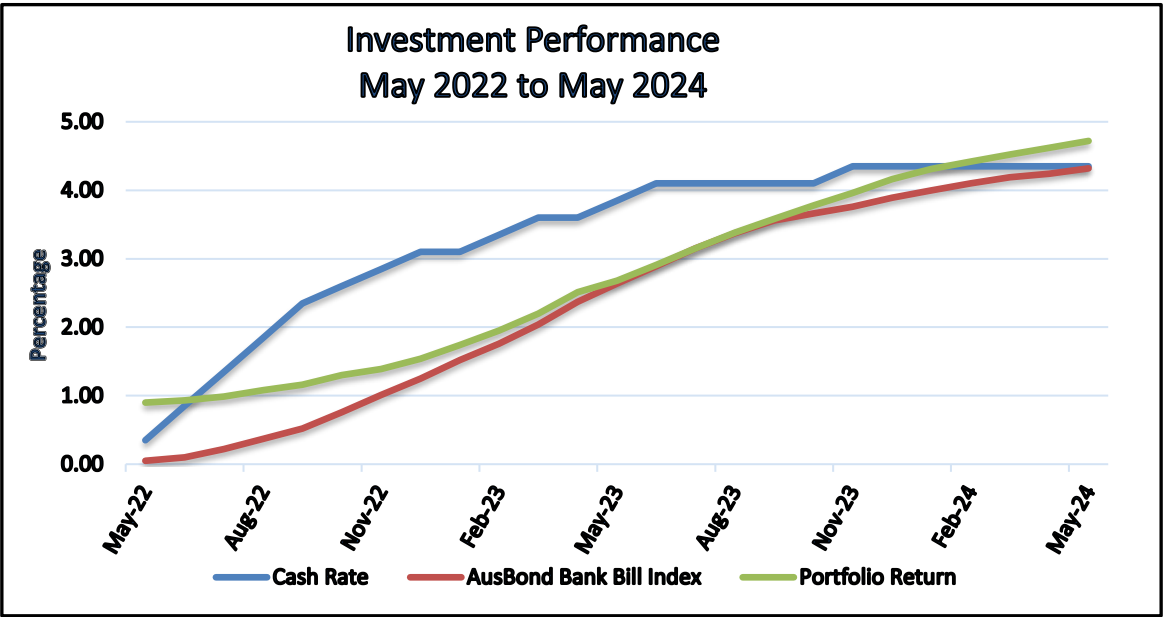
Investment	Rating	Purchase Price	Indicative Value 31 May 2024	Date Invested	Maturity Date	Interest Rate
ING Covered Bond	AAA	\$1,794,762	\$1,655,624	19/08/2021	19/08/2026	1.10%
Total		\$1,794,762	\$1,655,624			

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 May 2022 to May 2024.

For the month of May, a return of +0.42% (actual) or +5.06% p.a. (annualised<sup>2</sup>), outperforming the benchmark AusBond Bank Bill Index return of +0.37% (actual) or +4.50% p.a. (annualised).

Over the past year, the combined term deposit and FRN portfolio returned +4.72% p.a., outperforming bank bills by 0.40%.



<sup>2</sup> The annualised rate is the rate for a one-year period, based on periodic rates.

Performance	1 month	3 months	6 months	FYTD	1 year	2 year	3 year
Official Cash Rate	0.36%	1.08%	2.16%	3.91%	4.26%	3.47%	2.34%
AusBond Bank Bill Index	0.37%	1.10%	2.20%	4.01 %	4.32%	3.48%	2.32%
Council's T/D Portfolio	0.42%	1.23%	2.42%	4.31%	4.64%	3.57%	2.62%
Council's FRN Portfolio	0.45%	1.34%	2.68%	4.83%	5.23%	4.38%	3.33%
Council's Bond Portfolio	0.09%	0.28%	0.55%	1.01%	1.10%	1.10%	-
Council's Portfolio	0.42%	1.24%	2.46%	4.38%	4.72%	3.69%	2.75%
Outperformance	0.05%	0.15%	0.26%	0.37%	0.40%	0.22%	0.43%

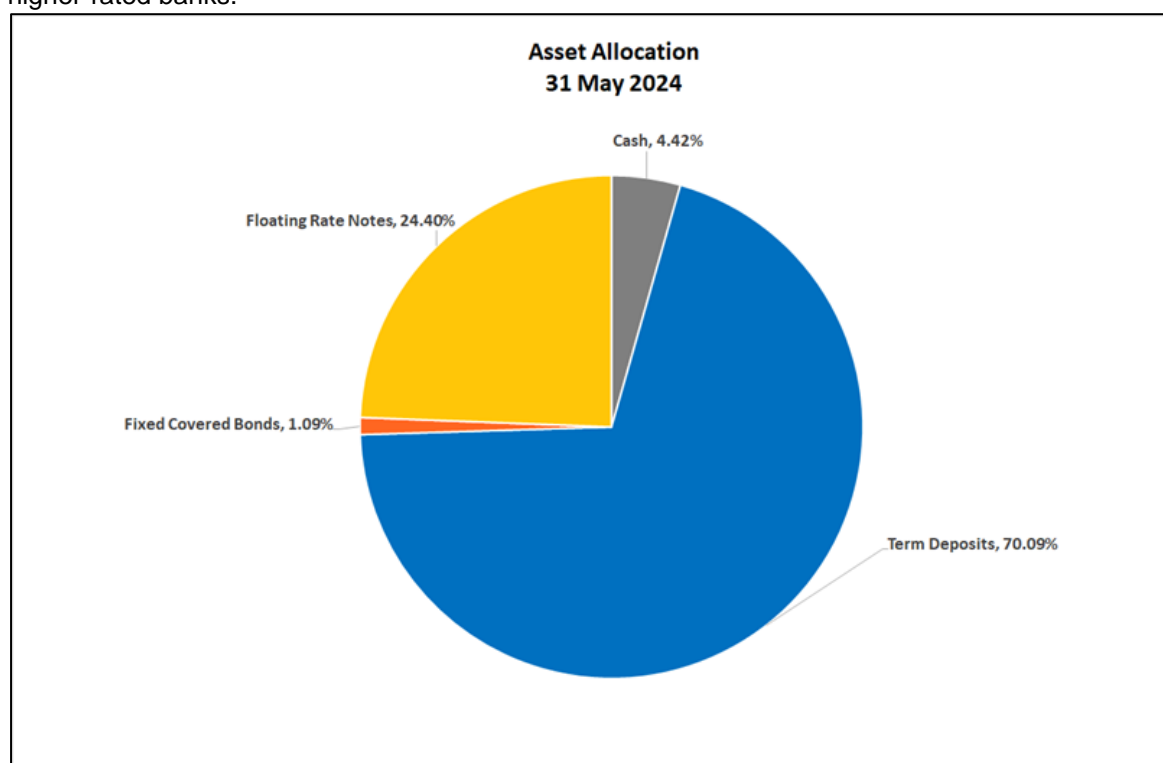
C025/24

## Council's Portfolio and Compliance

### Asset Allocation

Most of Council's portfolio is spread between term deposits (70.09%) and senior floating rate notes (24.40%). The remainder of the portfolio is held in the overnight cash accounts with CBA (4.42%) 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.

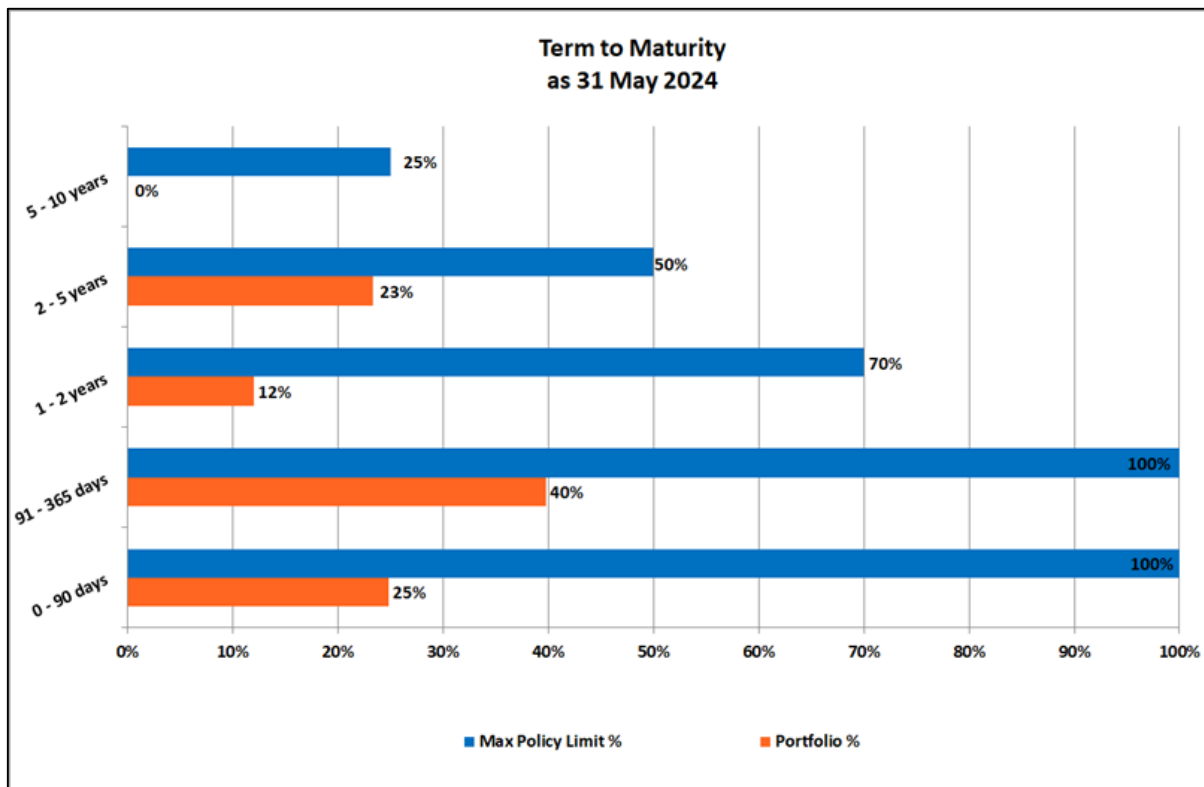


### Term to Maturity

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 23.32% of the total investment.

C025/24

Compliant	Horizon	Invested	%	Min Limit	Max Limit
✓	0-90 days	\$37,712,234	24.82%	15%	100%
✓	91-365 days	\$65,500,000	39.82%	15%	100%
✓	1-2 years	\$18,291,708	12.04%	0%	70%
✓	2-5 years	\$35,436,449	23.32%	0%	50%
✓	5-10 years	\$0	0%	0%	25%



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 end of May 2024, applying the long-term S&P ratings only, Council is compliant across all individual counterparties. The investment portfolio is entirely directly to assets rated "A" or higher, as per Council's adopted policy framework.

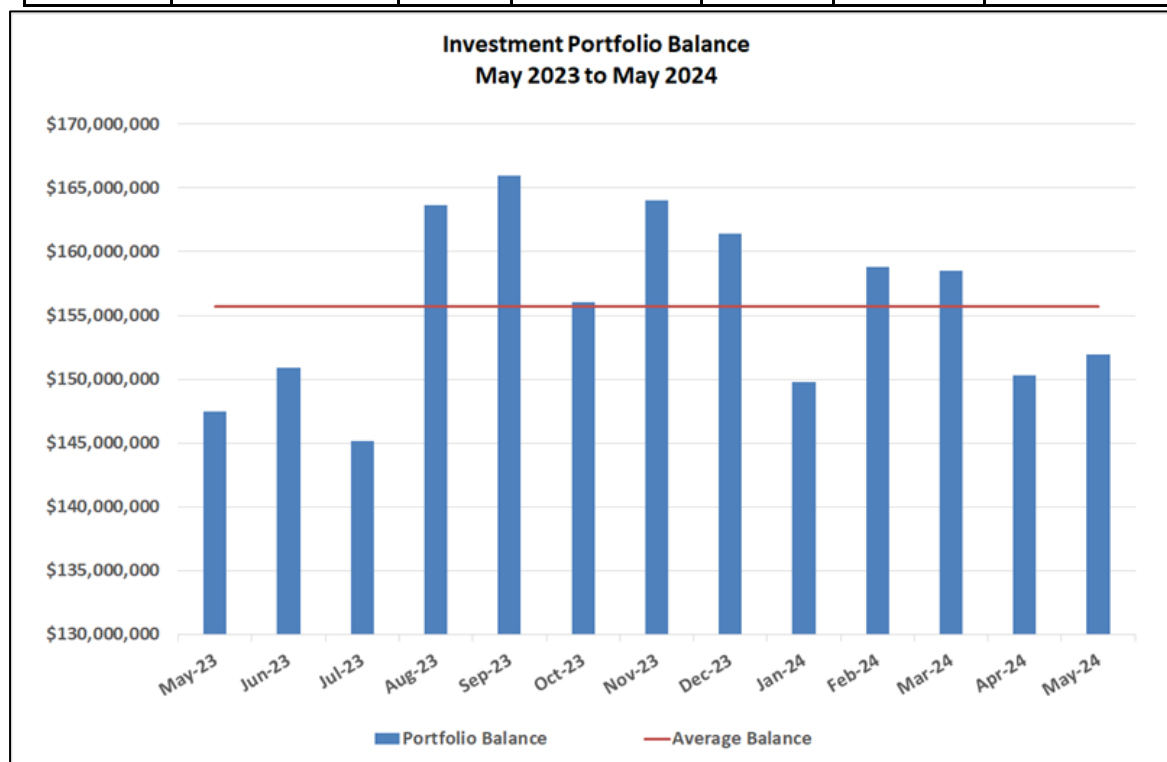
Compliant	Rating	Invested	Invested	Max. Limit	Available
✓	AAA Category	\$1,655,624	1.09%	100%	\$150,284,767
✓	AA Category	\$103,661,016	68.22%	100%	\$48,279,375
✓	A Category	\$46,623,751	30.69%	80%	\$74,928,562
✓	Unrated ADIs	\$0	0%	0%	\$0



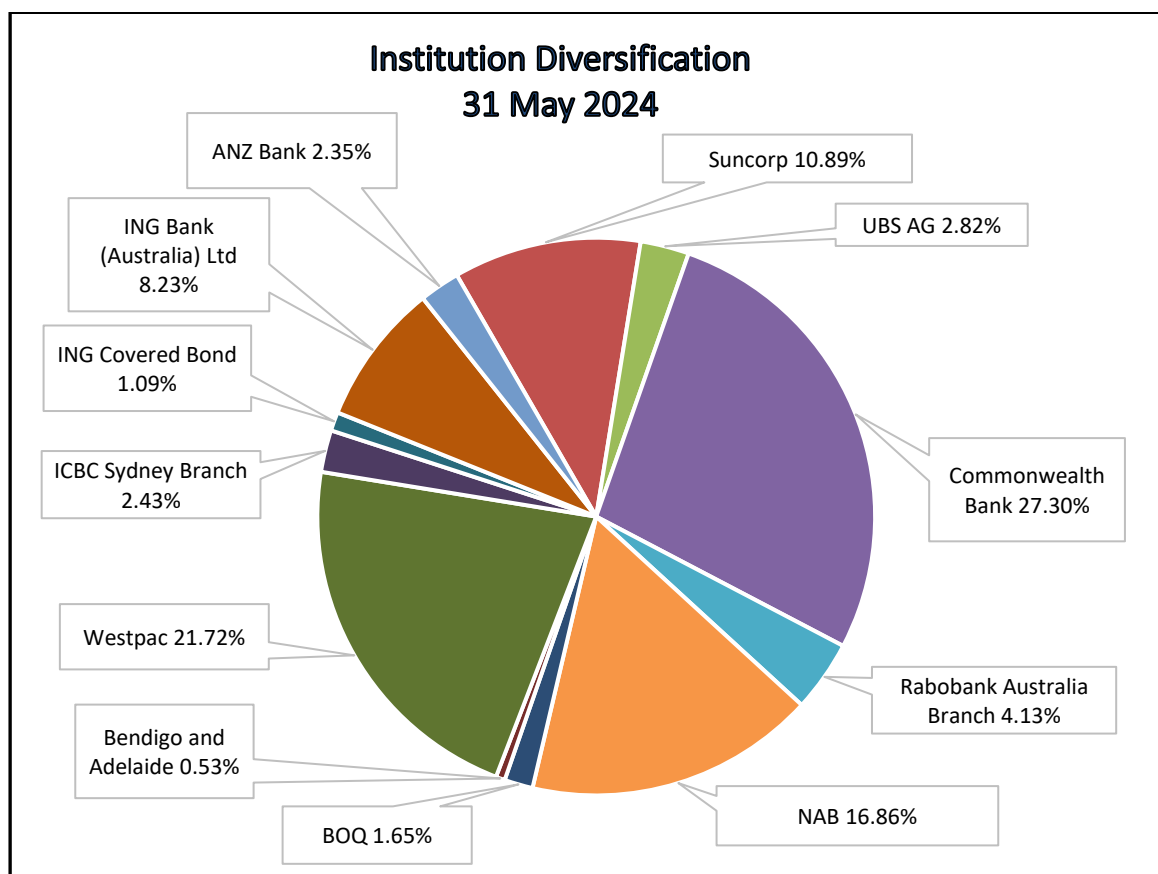
## Counterparty

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 Covered Bond	AAA	\$1,655,624	1.09%	40%	\$59,120,533
✓	ANZ Bank	AA-	\$3,568,350	2.35%	40%	\$57,207,806
✓	CBA	AA-	\$41,474,249	27.30%	40%	\$19,301,907
✓	NAB	AA-	\$25,618,417	16.86%	40%	\$35,157,740
✓	Westpac	AA-	\$33,000,000	21.72%	40%	\$27,776,156
✓	Rabobank Australia Branch	A+	\$6,278,621	4.13%	25%	\$31,706,477
✓	Suncorp	A+	\$16,546,636	10.89%	25%	\$21,438,461
✓	UBS AG	A+	\$4,291,708	2.82%	25%	\$33,693,390
✓	ICBC Sydney	A	\$3,693,426	2.43%	25%	\$34,291,672
✓	ING Bank	A	\$12,501,243	8.23%	25%	\$25,483,855
✓	Bendigo and Adelaide	A-	\$800,977	0.53%	25%	\$37,184,121
✓	Bank of Queensland	A-	\$2,511,140	1.65%	25%	\$35,473,958



C025/24



### Restricted Funds (*Local Government Act 1993 s409*)

Councils' preliminary calculations of restricted and unrestricted funds for 31 May 2024 are shown below. Unrestricted Cash is the cash that is readily available or convertible to cash for Councils' day-to-day management. The restricted cash is either externally or internally restricted. Externally restricted cash can only be spent as permitted in line with legislative responsibilities and/or contractual obligations, while internally restricted cash is to be spent on Council-specific funding commitments as per the operational plan and adopted Council budget.

Investment Portfolio Balance as at 30 April 2024		\$151,940,391
Restricted Cash	Internal	\$83,805,954
	External	\$59,082,120
Unrestricted Cash		\$9,052,317
Total Restricted & Unrestricted		\$151,940,391

### Green Investment

Council's investment policy includes guidelines that give preference to placing funds with institutions identified as not dealing with fossil fuel companies, where financial institutions offer equivalent investment returns with the same credit rating. The big four banks and other institutions rated A- and above have some exposure to fossil fuels. The banks with little or no exposure to fossil fuels are the lower-rated institutions. The current policy does not permit investments in these BBB-rated institutions.

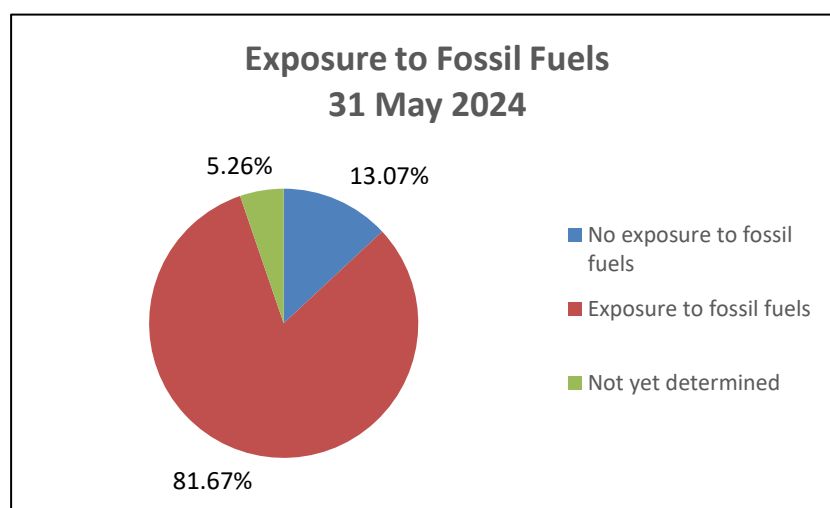
Council's exposure to fossil fuel funds is shown below:

Counterparty	Credit rating	Funding fossil fuel	Position
ING Covered Bond	AAA	Yes	Loaned to fossil fuels in Australia since 2016
ANZ Bank	AA-	Yes	Loaned to fossil fuels since 2016
Commonwealth Bank	AA-	Yes	Loaned to fossil fuels globally since 2016
NAB	AA-	Yes	Loaned to fossil fuels globally since 2016
Westpac	AA-	Yes	Loaned to fossil fuels globally since 2016
Rabobank	A+	Yes	Loaned to fossil fuels globally since 2016
Suncorp	A+	No	Loans to fossil fuels in 2008/2009, but released the position statement that they have withdrawn from the sector
UBS	A+	Not yet determined	No Position provided
ICBC, Sydney Branch	A	Not yet determined	No Position provided
ING Bank	A	Yes	Loaned to fossil fuels since 2016
Bank of Queensland	A-	No	Do not loan to fossil fuels
Bendigo and Adelaide	A-	No	Do not loan to fossil fuels

CO25/24

Based on the portfolio balance of \$151.94 million at 31 May 2024, funding with green initiatives banks made up 13.07% of total investment, or \$19.86 million. Funding with banks that have exposure to fossil fuels constitutes 81.67%, or \$124.10 million. The remaining 5.26% are not yet determined as no position has been provided by the financial institutions.

Institutions	Invested	Invested %
<b>No exposure to fossil fuels</b>	\$19,858,753	13.07%
<b>Exposure to fossil fuels</b>	\$124,096,504	81.67%
<b>Not yet determined</b>	\$7,985,134	5.26%



## Strategic alignment

The relationship with our 2022-26 Delivery Program is as follows:

Delivering services and regulatory functions:	
Service area	Financial Management
Function	Financial Management and Control
Delivery program commitment	Support Council's sustainable delivery of projects and services through sound Financial Management and Control, including long term financial planning, budget preparation, and financial performance monitoring.

## Resourcing Strategy implications

The Original Budget provision for investment income is \$4,229,356. The September, December and March quarterly budget reviews have been adopted by Council with an additional \$700,000, \$800,000, and \$500,000 respectively for investment interest. The total revised interest on investments FY23/24 budget will be \$6,229,356. Interest received to 31 May 2024 is \$6,663,152.11 representing 106.96% of the current budget year to date. The increased portfolio balance and increases in interest rates continue to result in overall improved returns.

## Policy and legislative requirements

Council is authorised by Section 625 of the Local Government Act to invest its surplus funds. Funds will only be invested in the form of investment notified by Order of the Minister dated 12 January 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 objective of capital preservation and maximising returns as per the Investment Policy for the 2023-24 financial year. Our current investment return remains strong. Investment income received to 31 May 2024 is \$6,663,152, exceeding current budget expectations by \$952,909 and representing 106.96% of the current budget year to date.

All investments as at 31 May 2024 have been made in accordance with the Local Government Act, the Regulations and Council's Investment Policy.

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**Responsible officer:** Xinyu Zhang, Financial Accountant

**File Reference:** F2016/06527

## Randwick City Council

### Investments

for the period ending 31 May 2024

### 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 May 2024 have been made in accordance with Council's Investment Policy (adopted Feb 2024).

I hereby certify that all investments as at 31 May 2024 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 May 2024, and this investment report, meet the requirements of clause 212 of the Local Government (General) Regulation 2005.

  
Stephen Wong

RESPONSIBLE ACCOUNTING OFFICER

6 June 2024

Date

## Motion Pursuant to Notice No. NM51/24

**Subject:** Notice of Motion from Cr D'Souza - Investigate building an Indigenous Yarning Circle Space at La Perouse

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### Motion:

To investigate in consultation with the La Perouse Aboriginal Land Council, building a Yarning Circle Space at La Perouse.

### Background:

Aboriginal and Torres Strait Islander people have used Yarning Circles for thousands of years. A Yarning Circle is a culturally significant place that enriches learning experiences and fosters respect. It's a safe place to talk, share, discuss, educate, and have a yarn together. It helps Aboriginal and Torres Strait Islander people to connect with their history and culture on Country.

### Attachment/s:

Nil

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**Submitted by:** Councillor D'Souza, South Ward

**File Reference:** F2010/00087

NM51/24



## Motion Pursuant to Notice No. NM52/24

**Subject:** Notice of Motion from Cr Rosenfeld - Chanukah Event 2024

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### Motion:

That Council request a report with regards to an event to be held to celebrate the Jewish holiday of Chanukah. As Chanukah falls late this year, and commences on December 25, the event would likely need to be held in mid-December.

### Background:

Rabbi Zalman Goldstein from Maroubra Synagogue has requested that Randwick council hold an event to celebrate Chanukah. Waverley Council have been doing this for a few years. As there is also a prominent and growing Jewish community in Randwick it would seem fitting to hold an event ourselves.

Chanukah is one of the more prominent and joyous holidays on the Jewish calendar.

### Attachment/s:

Nil

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**Submitted by:** Councillor Rosenfeld, Central Ward

**File Reference:** F2021/00020

NM52/24

## Motion Pursuant to Notice No. NM53/24

**Subject:** Notice of Motion from Cr Hay - Assess safety of narrow section of Duke Street Kensington

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### Motion:

That Randwick Council assess the safety of Duke Street Kensington, immediately west of Kensington Road; considering road width, the covering of the tree roots and potential pothole formation.

### Background:

The section of Duke St immediately west of Kensington Road is not wide enough for two cars to pass.

This could force cars to drive over the tree roots, as well as over a section which is not covered by asphalt and is causing a dip in the road, see attached pictures.



### Source of funding:

No financial implications - an assessment can be conducted internally.

### Attachment/s:

Nil

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**Submitted by:** Councillor Hay, West Ward  
**File Reference:** F2006/00050

NM53/24

## Motion Pursuant to Notice No. NM54/24

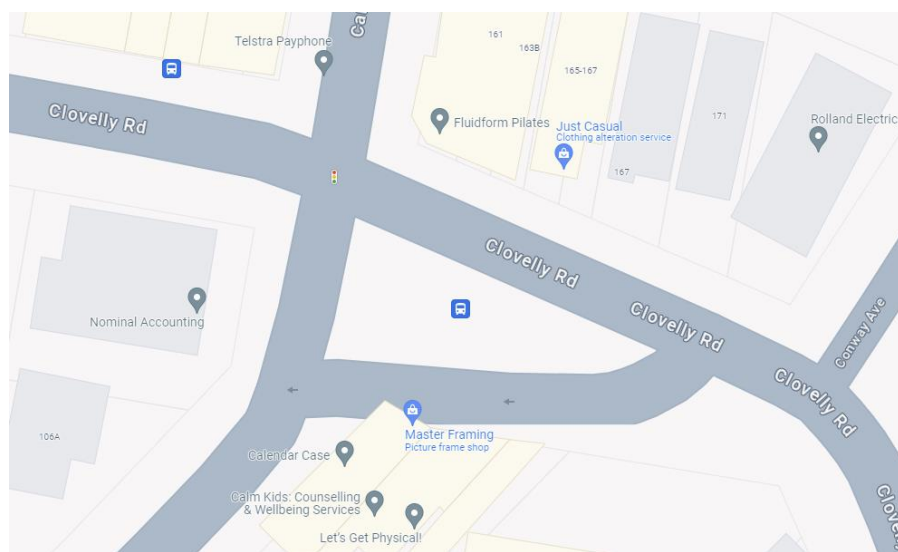
**Subject:** Notice of Motion from Cr Hamilton - Pocket Park Clovelly and Carrington Road Map updates

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### Motion:

That Council:

- a) note construction completion of the pocket park project on the corner of Clovelly and Carrington Roads on the [yoursay](#) page; and
- b) update Google Maps to correctly reflect the road removal and recognise the space as green space.



### Attachment/s:

Nil

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**Submitted by:** Councillor Hamilton, North Ward

**File Reference:** F2021/00655

NM54/24

## Motion Pursuant to Notice No. NM55/24

**Subject:** Notice of Motion from Cr Pandolfini - Multicultural Festival Funding

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### Motion:

That Council:

- a) note the effect that COVID, rental increases and cost of living crisis has had on small businesses and town centres in Randwick;
- b) note what a multi-cultural LGA Randwick is and the importance of celebrating this;
- c) note the 2024-25 Christmas in Randwick budget allocation has jumped approx. \$300,000 to \$524,725. In 2023-24 the actual spend on this item was \$171,000; and
- d) reallocate \$300,000 to a Multicultural festival/s to enliven in most appropriate town centre/s.

### Background:

There is a serious cost of living crisis going on affecting the community, small businesses and many of our town centres.

A multi-cultural festival has been suggested and has been on the agenda for Randwick council for some time.

Council has also resolved numerous times to support small businesses as much as possible. This significant increase in budget for Christmas decorations should be reallocated in a more constructive, celebratory and inclusive way which will also assist the community and small businesses at such a challenging time.

### Attachment/s:

Nil

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**Submitted by:** Councillor Pandolfini, North Ward

**File Reference:** F2004/06281

NM55/24

## Motion Pursuant to Notice No. NM56/24

**Subject:** Notice of Motion from Cr Neilson - Investigate annual visitor parking vouchers

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**Motion:**

That Council investigate the introduction of annual visitor parking vouchers to all residents of the area impacted by timed parking.

**Background:**

Some Councils e.g. the City of Sydney has a scheme where residents with or without parking permits, can purchase a limited number of vouchers that can be used by visitors or tradespersons.

**Source of funding:**

No financial implications - an assessment can be conducted internally.

**Attachment/s:**

Nil

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**Submitted by:** Councillor Neilson, North Ward

**File Reference:** F2021/00673

NM56/24

## Motion Pursuant to Notice No. NM57/24

**Subject:** Notice of Motion from Cr Wilson - Gender Pay Gap

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### Motion:

That Council note the work undertaken to achieve an equitable organisation in relation to the gender pay gap and congratulate Council officers for their actions in addressing this issue.

### Background:

Australia's national gender pay gap is 12%. As of November 2023, the full-time adult average weekly ordinary time earnings across all industries and occupations was reported as \$1,982.80 for men and \$1,744.80 for women. For every dollar on average men earned, women earned 88 cents.

Randwick City Council (Council) conducted an audit of pay in October 2023 and reported that the gender pay gap was significantly below the national average, at +1.1%.

### Attachment/s:

Nil

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**Submitted by:** Councillor Wilson, East Ward

**File Reference:** F2023/00603

NM57/24