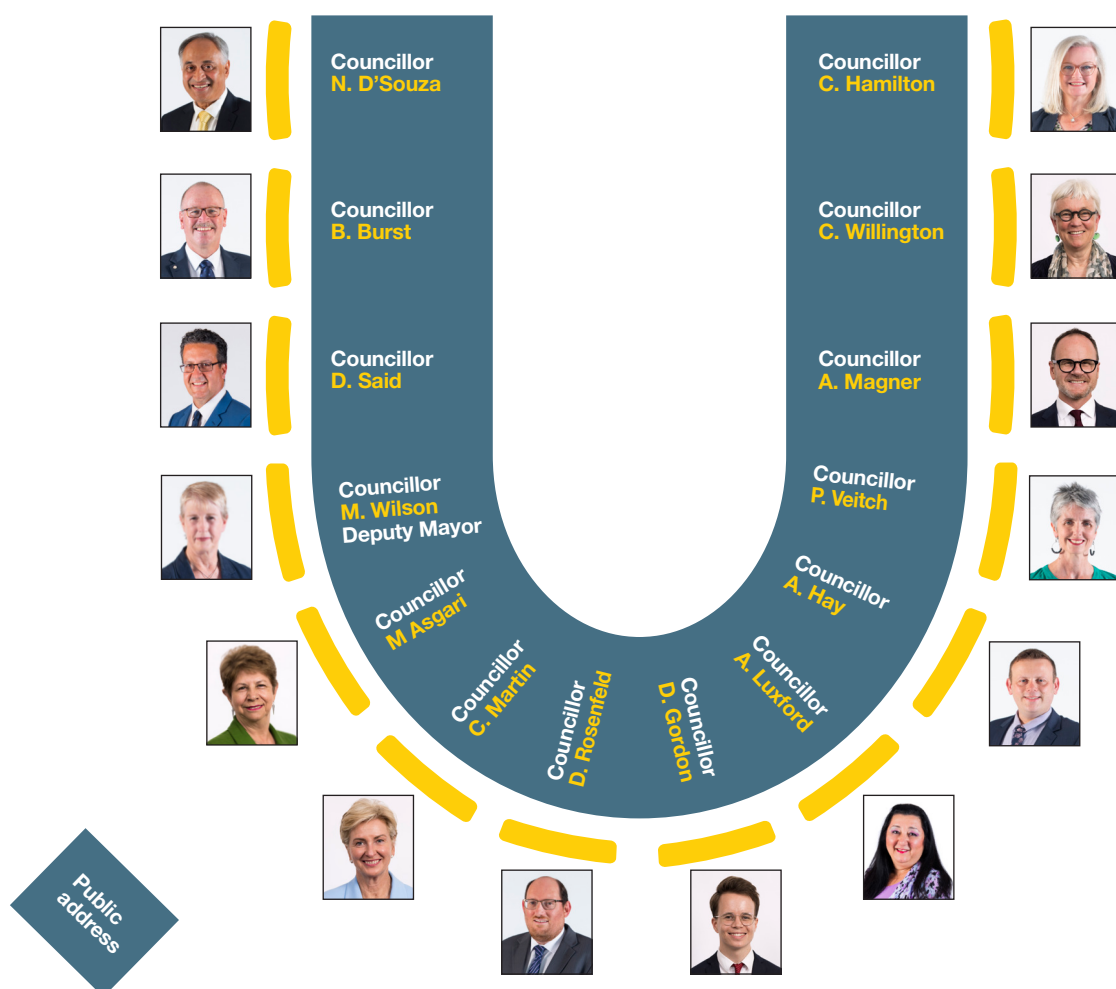


Ordinary Council Meeting

Tuesday 17 June 2025

Seating plan for Council meetings



Statement of ethical obligations

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



Notice is hereby given that an Ordinary Council meeting of Randwick City Council will be held in the Council Chamber, 1st floor Town Hall building, 90 Avoca Street, Randwick on Tuesday, 17 June 2025 at 7pm

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 - 27 May 2025

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.

Mayoral Minutes

MM16/25	Commemorate 80 years since the nuclear destruction of Hiroshima and Nagasaki on 6 and 9 August 1945	1
MM17/25	Financial Assistance and Donations - May - June 2025	3

Urgent Business

General Manager's Reports

Nil

Director City Planning Reports (record of voting required)

CP17/25	Randwick Junction Planning Proposal: Gateway Conditions	5
CP18/25	Draft Affordable Housing Strategy	31

Director City Planning Reports

CP19/25	Community Sustainable - Sustainable School Grants Program 2024-25	56
CP20/25	Variations to Development Standards under Clause 4.6 - 1 May to 31 May 2025	63
CP21/25	Heritage Service Level Review	67

Director City Services Reports

CS24/25	Waiving of Trade Waste Fees for Not-for-Profit Organisations	73
CS25/25	Kensington and West Kingsford Local Area Traffic Management Study Consultation.....	83
CS26/25	Draft Urban Forest Policy	93
CS27/25	Service Level Review - Tree Management	103
CS28/25	Maroubra Surf Life Saving Club - Concept design	111
CS29/25	Pump Park, Malabar	119
CS30/25	Service Level Review - Green Space.....	127

Director Community & Culture Reports

CC17/25	Community Halls Management - Service Level Review 2025	135
CC18/25	Surfing NSW - request for financial assistance	145

Director Corporate Services Reports

CO32/25	2025-35 Community Strategic Plan, 2025-29 Delivery Program, 2025-26 Operational Plan and Budget, Fees and Charges, and Resourcing Strategy.....	149
CO33/25	Monthly Financial Report for 31 May 2025.....	163
CO34/25	Monthly Investment Report - May 2025	169

Motions Pursuant to Notice

NM58/25	Notice of Motion from Cr Martin - Micromobility Parking and Management.....	181
NM59/25	Notice of Motion from Cr Asgari - Report into Safe Battery Disposal.....	183
NM60/25	Notice of Motion from Cr Veitch - 80th anniversaries of the atomic bombings of Hiroshima and Nagasaki	185
NM61/25	Notice of Motion from Cr Veitch - Calming traffic and improving pedestrian safety in the Kingsford East Precinct	187
NM62/25	Notice of Motion from Cr Willington - Wildlife Friendly Declaration and Second Generation Anticoagulant Rodenticide (SGAR) phase-out	189

Questions with Notice

QN6/25	Question with Notice from Cr Hay - Play Space Strategy Update	191
QN7/25	Question with Notice from Cr Martin - Coogee Stormwater Diversion Project.....	193

Petitions**Notice of Rescission Motions**

NR2/25	Notice of Rescission Motion from Councillors Hamilton, Hay and Rosenfeld - The Spot Streetscape Upgrades - Concept Design and Community Consultation.....	195
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Closed Session**Confidential Director City Planning Report**

CP22/25	Update on the 'Renewables for Sydney' Project <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.</i>
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Confidential Director City Services Report (record of voting required)

CS31/25	Provision of Horticulture, Soil and Turf Goods and Services - SSROC Tender T2024-05 <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.</i>
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CS32/25 Mattress Collection and Processing Services - SSROC Tender T2024-06

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.

CS33/25 Electric Vehicle Charging Infrastructure at the Administration Building and Depot Tender No. T2025-07

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)

Confidential Director Corporate Services Report**CO35/25 Confidential Fees and Charges - Operational Plan and Budget 2025-26**

This matter is considered to be confidential under Section 10A(2) (c) Of the Local Government Act, as it deals with information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

Ray Brownlee, PSM
GENERAL MANAGER

Mayoral Minute No. MM16/25

Subject: Commemorate 80 years since the nuclear destruction of Hiroshima and Nagasaki on 6 and 9 August 1945

Motion:

That Council:

- a) Commemorate 80 years since the nuclear destruction of Hiroshima and Nagasaki on 6 and 9 August 1945 by holding a minute silence and making a commemorative post about the anniversary on social media noting Council's longstanding membership of the below mentioned organisations; and
- b) Notes that Randwick City Council became a member of Mayors for Peace Network in 2005 (Mayor Matson), endorsed the International Campaign to Abolish Nuclear Weapons (ICAN) 'Cities Appeal' in 2018 (Mayor Neilson), attended the ICAN Special Councillors Roundtable in 2021 (Cr Veitch) and visited the Mayors for Peace exhibit in Hiroshima in 2023 (Mayor Parker and Cr Said).

Background:

This August, it will be 80 years since the nuclear destruction of Hiroshima and Nagasaki. 80 years on, the threat of nuclear weapons to cities and civilians remains very real.

A single nuclear weapon can destroy a city and kill most of its people. Several nuclear explosions over modern cities would kill tens of millions of people. All over the world cities are rejecting this threat and calling for urgent action.

Council would like to mark the 80th Anniversary of the atomic devastation of the Japanese cities of Hiroshima and Nagasaki on 6 and 9 August 1945.

The City of Randwick endorsed the international Campaign to Abolish Nuclear Weapons 'Cities Appeal', a global call from cities and towns in support of the UN Treaty on the Prohibition of Nuclear Weapons, on 27 November, 2018.

More information about The City of Randwick's support of the Cities Appeal can be found here: <https://icanw.org.au/randwick-nsw/>

The Cities Appeal has now been joined by almost 50 cities across Australia and many [hundreds of cities around the world](#), and half the world's nations have now joined the Treaty on the Prohibition of Nuclear Weapons.

The City of Randwick is also part of the [Mayors for Peace](#) network, established by the cities of Hiroshima and Nagasaki.

Attachment/s:

Nil

Submitted by: The Mayor, Cr Dylan Parker

File Reference: F2025/06574

MM16/25

Mayoral Minute No. MM17/25

Subject: Financial Assistance and Donations - May - June 2025

Motion:

That Council:

- a) donate an established indoor plant as a prize to Our Lady of Rosary Primary School, Kensington to the value of \$200 for a fundraising raffle for the school.

Background:

- a) **Our Lady of Rosary Primary School, Kensington**

The school has requested an established indoor plant to be raffled as a prize for their fund-raising raffle which will be drawn in August 2025.

Source of funding:

The financial implications to Council will be funded from the 2024-25 Contingency Fund.

Attachment/s:

Nil

Submitted by: The Mayor, Cr Dylan Parker

File Reference: F2025/06574

MM17/25

Director City Planning Report No. CP17/25

Subject: Randwick Junction Planning Proposal: Gateway Conditions

Executive Summary

- This report provides an overview of the Gateway Determination received for the Randwick Junction Planning Proposal, and details amendments to the subject Planning Proposal to address these conditions.
- The Randwick Junction Planning Proposal (RJPP 2023) (endorsed by Council on 23 September 2023) seeks amendments to the *Randwick Local Environmental Plan 2012* (RLEP 2012) to facilitate commercial and residential growth in the Randwick Junction Town Centre (RJTC). It sets out the changes to achieve a future town centre with a strong economically viable commercial component; provision of affordable housing, a high standard of design excellence and sustainability; greater heritage protection; provision of affordable housing, new areas of public domain, footpath widening; and opportunities for future landscaping treatments and greening opportunities.
- Gateway Determination conditions received from the Minister for Planning dated 16 February 2025 has requested several changes to the RJPP 2023 before it can proceed to the community consultation stage. These are addressed in this report and include revised heights and FSRs, revised affordable housing rates, removal of the proposed design excellence provision.
- To address the Gateway Determination, Council undertook a review of the 3D built form modelling to determine the potential for additional uplift in the RJTC. In addition, SGS Economics and Planning was commissioned to undertake analysis to determine the feasibility of the revised HOB and FSR as well as the affordable housing contribution rate.
- The Gateway Determination conditions have been addressed in the attached updated planning proposal (referred to as RJPP 2025 in this report). Key changes in response to the Gateway Conditions, revised 3D modelling and updated SGS advice include:
 - Revised HOB and FSR for several sites within the Centre
 - Amendments to the affordable housing rate
 - Removal of 3 sites from the zone boundary adjustments
 - Removal of the active street front provision from secondary streets and laneways
 - Removal of the design excellence provision
- The post gateway planning proposal changes have been informed by revised technical studies including built form and urban design modelling, heritage conservation, development feasibility, flooding and contamination.
- The proposed LEP amendments under the post gateway planning proposal would deliver the following:
 - 800 new dwellings (up from 430 dwellings)
 - Approximately 750 additional jobs
 - 62 new affordable housing dwellings (up from 31 dwellings).
- The draft RJTC DCP 2023, previously endorsed by Council, is being amended to reflect the updated RJPP 2025, including updates resulting from the Department's Gateway Conditions, regarding:
 - Design excellence requirements
 - Site specific block controls and associated mapping
 - Car parking rates and requirements

- It is recommended that the attached revised RJPP 2025 be endorsed for public exhibition.

Recommendation

That Council:

- a) note the attached revised Randwick Junction Planning Proposal 2025 will be forwarded to the Department of Planning, Housing and Infrastructure as delegate to the Minister for Planning for information prior to exhibition;
- b) endorse the draft Randwick Junction Planning Proposal 2025 for exhibition in accordance with conditions of the Gateway Determination, and a further report detailing results of community consultation be submitted to Council for consideration;
- c) endorse the draft Randwick Junction Town Centre DCP to be updated in accordance with the revised Randwick Junction Planning Proposal 2025 and placed on public exhibition at the same time;
- d) note that the RJTC Urban Design Report and Affordable Housing Plan, be updated in accordance with the revised Randwick Junction Planning Proposal 2025 and placed on public exhibition at the same time;
- e) delegate the General Manager to make representation to the Minister for Planning requesting that Randwick City Council undertake the assessment of any applications for state significant development, and state significant development with concurrent rezoning, approved under the Housing Delivery Authority planning pathway; and
- f) endorse that the General Manager be authorised to make typographical, grammatical or formatting changes to the documentation relating to the Randwick Junction Planning Proposal 2025 prior to it being placed on public exhibition.

Attachment/s:

1. [LINK TO VIEW](#) Randwick Junction Planning Proposal (Post Gateway)

Purpose

The purpose of this report is to advise Council of the Gateway Determination received on 16 February 2025 in relation to the draft Randwick Junction Planning Proposal 2023, and to detail amendments to the subject planning proposal to address these conditions, prior to public exhibition. The Gateway Determination conditions and changes to the planning proposal relate to the maximum height of building (HOB) and density (FSR) standards for several sites across the Randwick Junction town centre, as well as the proposed affordable housing, design excellence and active street frontage provisions which are detailed further in this report.

Background

Randwick Junction Planning Proposal (RJPP 2023)

The RJPP 2023 was prepared over 2022/2023 to implement the vision of the Randwick Junction Town Centre Planning Strategy and built form framework of the Randwick Junction Town Centre Urban Design Report 2023. The RJPP 2023 seeks amendments to the *Randwick Local Environmental Plan 2012* (RLEP 2012) to facilitate moderate commercial and residential growth within Randwick Junction, boost its economic potential and livability, enhance its contribution to the broader Randwick Health and Education Strategic Centre and strengthen heritage protection for the Randwick Junction Heritage Conservation Area (HCA).

The RJPP 2023 is the culmination of an extensive planning review of the Randwick Junction town centre (RJTC) undertaken since 2015. This review is timely as the current planning framework for the centre is not meeting expectations for the restoration of heritage items, higher design quality and sustainability outcomes.

The planning review incorporated various technical studies covering urban design, built form modelling, economic feasibility, heritage conservation, transport, traffic and parking, flooding, and contamination. The changes proposed under the initial RJPP 2023 are intended to offer public benefits to the community including provision of affordable housing, enhancing design excellence and sustainability, greater heritage protection of heritage items and contributory buildings, and an improved public domain including the creation of new public spaces, vibrant laneways, wider footpaths, landscaping and greening opportunities as part of the redevelopment process.

Key amendments proposed under the initial **RJPP 2023** included:

- Rezoning of several properties on the RJTC periphery from R3 Medium Density to E2 Commercial Centre to reflect current retail/commercial uses and facilitate a contiguous business zone;
- Rezoning of Waratah Plaza from E2 Commercial Centre to RE2 Public Recreation to formalise it as public open space;
- Considered increases to the HOB and FSR of sites across the centre to encourage urban renewal and heritage restoration;
- A new non-residential floor space ratio (FSR) provision to increase employment opportunities on strategic sites;
- A new heritage special provision to ensure development proposals conserve heritage fabric and contribute to the character of the HCA;
- An active street frontage provision for main streets, laneways, and through-site links to promote economic vibrancy, natural surveillance, and pedestrian safety;
- An affordable housing contribution through the dedication of units or monetary contributions as part of redevelopment;
- A design excellence provision for the Royal Randwick and Randwick Plaza strategic sites to achieve high standards in design innovation and sustainability; and

- Minor housekeeping matters including rectification of mapping anomalies.

The RJPP 2023 was reported to Council at its meeting of 23 September 2023 where it was endorsed and subsequently forwarded to the Department of Planning, Housing and Infrastructure seeking a ‘Gateway Determination’.

A Gateway Determination is essentially a ‘checkpoint’ in the formal plan making process under the *Environmental Planning and Assessment Act 1979* (EP&A Act), to ensure that a planning proposal has strategic/site specific merit, has addressed the relevant plan making requirements under legislation as well as to determine whether it should proceed to public exhibition. A Gateway Determination is issued by the Minister for Planning following a review of the planning proposal by the Department of Planning, Housing and Infrastructure.

Gateway conditions

A Gateway Determination was received from the Minster for Planning on 16 February 2025 which outlined several prerequisite conditions to be addressed in an amended planning proposal prior to proceeding to public exhibition. The Gateway Determination also stipulates that the RLEP 2012 amendments sought under the planning proposal are to be gazetted by November 2025.

The subject Gateway Conditions are indicated in the Table 1 below with a comment on how these have been addressed in the revised RJPP (referred to as RJPP 2025 in this report) (Attachment A):

Table 1: Gateway condition and RJPP 2025 response

No	Gateway condition	Planning proposal response
1(a)	<p>Provide a plain English explanation of the rationale for the proposed heights and FSRs, including:</p> <ul style="list-style-type: none">i. the alignment between the proposed heights and FSRsii. how it achieves the intended outcomes and enables flexibility for lot amalgamation and design excellenceiii. how the transition to fine grain heights and FSRs is the simplest way to achieve the desired resultiv. reasoning for certain contributory buildings not being identified for uplift that the proposal does not unintentionally limit future development potential by being overly prescriptive	<p>The RJPP 2025 has been updated with a plain English explanation to address this condition. See sections 4.7 and 4.8 of the attached RJPP 2025 for further information.</p>
1(b)	<p>Review proposed height and FSR controls for the following areas to identify additional capacity, whilst being sympathetic to heritage items, on sites:</p> <ul style="list-style-type: none">i. in the block closest to the intersection of Alison Road and Belmore Roadii. along Belmore Road where lot depths would allow sufficient setbacks to mitigate any visual impact from the street.	<p>A review has been undertaken of the proposed height of building (HOB) and FSR standards for several sites across Randwick Junction to ascertain if additional capacity could be realised. These include:</p> <ul style="list-style-type: none">• Sites at the corner of Belmore Road and Alison Road;• Sites along both sides Belmore Road; and• Four Strategic Sites <p>Refer section 4.5 and 4.6 of the attached RJPP 2025 and further</p>

No	Gateway condition	Planning proposal response
		below in this report for additional discussion.
1(c)	Amend the planning proposal and draft Affordable Housing Contribution Scheme to be consistent with the Department's <i>Guideline for Developing an Affordable Housing Contribution Scheme</i> . This must be supported by adequate information demonstrating that the proposed rates are viable at the proposed FSRs.	Council commissioned SGS Economics and Planning to update the feasibility model regarding cost and sales/revenue inputs for the viability testing of sites in Randwick Junction (SGS May 2025). The viability results for the 14 test sites have informed the updated proposed FSR and Special Provisions Area (Affordable Housing) Maps. This updated independent expert advice has ensured that the affordable housing rates, as proposed, are generally viable.
1(d)	Remove the proposed requirement for Active Street Frontages from secondary roads and proposed new through-site links.	<p>The draft active street frontages map has been amended so that it only applies to Belmore Road, Alison Road, High Street and Avoca Street (see section 4.11 of the attached RJPP 2025).</p> <p>A supplementary DCP active street frontages provision and map will be incorporated into the draft RJDCP to apply to laneways and through-site links to support vibrancy and passive surveillance on secondary streets. A similar approach has been successful for K2K.</p>
1(e)	Remove references to the proposed new 'Affordable Housing Area' LEP map and update the Special Provisions Area map to reflect changes to the draft Affordable Housing Contribution Scheme required to meet Condition 1(c).	References to the Affordable Housing Area map have been removed, and the Special Provisions Area Map has been updated.
1(f)	Address the Randwick Local Housing Strategy.	The RJPP 2025 has been amended to include reference to the Randwick City Housing Strategy under section 5 (ministerial directions) of the document.
1(g)	Remove the proposed new design excellence clause.	The proposed design excellence provision has been omitted from the RJPP 2025 in accordance with this condition.
1(h)	Update heritage mapping to reflect changes made as part of the Comprehensive LEP which came into effect on 1 September 2023.	The RJPP 2025 heritage map has been updated to reflect the gazetted heritage items under the Comprehensive LEP (see figure 2 of the RJPP 2025).

No	Gateway condition	Planning proposal response
1(i)	Address Ministerial Direction 4.4 Remediation of Contaminated Land.	<p>A Preliminary Contamination Study has been completed which has indicated:</p> <ul style="list-style-type: none"> - The planning proposal would not alter contamination risks as it is not seeking consent for a new use or new developments on sites. - Properties which have had on-site land uses relating to contamination would require a Preliminary Site Investigation (PSI) and Detailed Site Investigation (DSI) as part of the redevelopment process. - Further investigation of the contamination conditions for each individual property would be required in future when assessing individual development applications, with regards to Chapter 4 of SEPP (Resilience and Hazards) 2021 - Consistent with Ministerial Direction 4.4, future sites could be made suitable for future developments supported by the planning proposal, subject to further investigations (and remediation, where required) tailored to the specific development proposals associated with new development.
1(j)	Address consistency with Ministerial Direction 4.1 Flooding, with consideration to the NSW Flood Planning Framework, the findings and recommendations of the 2022 NSW Flood Enquiry, and evacuation and access for emergency services.	<p>A comprehensive Flooding Study has been commissioned for the RJTC which has found that:</p> <ul style="list-style-type: none"> - No portion of the developable area within RJTC intersects with a floodway area - Most of the properties included in the town centre are flood-free or have a minor intersection only with flood fringe areas. - High hazard flooding is only present on one site in RJTC (2 Albert Street). Future development would be required to be located outside the high hazard areas on the site via applicable DCP flooding provisions to ensure compliance with this direction. - Only a few properties are located within the Flood Planning Area

No	Gateway condition	Planning proposal response
		<p>(FPA) extent. Compliance with the ministerial direction could be achieved by ensuring works are located outside of the FPA.</p> <p>- Evacuation would be possible as all properties in RJTC have rising road access along low-hazard routes to flood free land in a Probably Maximum Flood (PMF) event and does not increase requirements for government spending on emergency management services, flood mitigation and emergency response measures.</p>
2.	Prior to exhibition, the planning proposal is to be amended in accordance with Condition 1 and forwarded to the Minister under s 3.34(6) of the Act.	This report seeks endorsement from Council for the submission of the revised planning proposal to the Minister in accordance with this condition.
3.	<p>Consultation is required with the following public authorities and government agencies under section 3.34(2)(d) of the Act and/or to comply with the requirements of applicable directions of the Minister under section 9 of the Act:</p> <ul style="list-style-type: none"> • Transport for NSW • Department of Climate Change, Energy, the Environment and Water: • Heritage NSW • NSW Health – South Eastern Sydney Local Health District • University of NSW • Relevant utility providers, including Sydney Water and AusGrid. <p>Each public authority is to be provided with a copy of the planning proposal and any relevant supporting material via the NSW Planning Portal and given at least 30 working days to comment on the proposal.</p>	The identified agencies will be notified during the public consultation process and their feedback considered as part of the post public exhibition report and finalisation of the planning proposal.
4.	The planning proposal should be made available for community consultation for a minimum of 30 working days.	This condition will be addressed as part of the comprehensive community consultation program whereby the planning proposal and associated documentation will be placed on Council's website, and in the administration building and libraries.

Proposed changes to HOB and FSR

The proposed HOB and FSR indicated in the RJPP 2023 was based on a comprehensive built form review of all properties within the town centre, including extensive 3D modelling to assess the scope for additional height and massing and to understand potential visual impacts on the public domain and the wider HCA. The study investigated the street eye level experience of pedestrians viewing potential taller buildings at these locations from footpath vantage points along

Belmore Road and Alison Road. The review also identified several properties within the town centre which are constrained including building types of varying heritage significance.

The 2023 modelling identified the following site categories which formed the basis for the subsequent built form strategy and proposed amendments to the RLEP 2012:

- **State heritage items/highly valued heritage items and contributory buildings:** These buildings are highly intact and have a high level of integrity and heritage significance.
- **Strategic sites:** These sites are less constrained and have been assessed as being capable of supporting substantial uplift. The sites share one or more of the following characteristics:
 - Minimal heritage and strata constraints
 - Large floorplate, consolidated properties, with a single or limited number of owners – making these sites less constrained for future redevelopment
 - Located in proximity to key transport infrastructure such as the Light Rail and employment land uses such as Randwick Hospital and the UNSW campus; and
 - Located on blocks that are separated from adjoining uses by adjacent roads and open space.
- **Heritage items and contributory buildings:** These sites comprise heritage items and contributory buildings in varying states of conservation/integrity. Although not expected to significantly increase residential or commercial capacity, they have the potential to accommodate a modest uplift generally towards the rear of sites with appropriate setbacks. Any future uplift to these sites would be subject to a proposed RLEP 2012 special heritage provision (applicable only to the RJTC) requiring the restoration /reinstatement of historic fabric and the removal of detracting elements as part of the development process.
- **Infill sites (detracting or neutral buildings):** These sites either do not belong to a key period of significance or have been irreversible altered (neutral) or are intrusive to the HCA due to inappropriate scale, bulk, setting or materiality. Several of these existing buildings have commercial frontages added on from the 1960s-1980s and front Belmore Road, Alison Road and Avoca Street. These sites have the potential to accommodate moderate uplift in conjunction with the removal of intrusive building form or elements.

Building envelopes for sites along Belmore Road, sites located at the corner of Belmore Road and Alison Road and the strategic sites derived from the 2023 3D modelling have been further tested and refined to provide additional uplift in accordance with the Gateway conditions. The proposed and revised building envelopes have been underpinned by the following urban design principles:

- Preserve and enhance the area's distinctive heritage identity and sense of place;
- Focus density and taller buildings in a limited number of strategic sites with large floor plates and potential to deliver improved public domain and urban design outcomes;
- Permit additional floor space to the rear extensions and along laneways where applicable so these are less visible from the main street frontages where heritage streetscapes are to be preserved;
- Provide a maximum street wall height at three storeys for new buildings in RJTC with the fourth storey setback by 4m, and subsequent levels progressively setback;
- Incorporate front setbacks for new development along High Street, to create a wide footpath near the Light Rail stop;
- Encourage opportunities for through site/midblock pedestrian links, internal courtyards, and new or upgraded public places as part of any comprehensive redevelopment of major opportunity sites; and
- Encourage active frontages along main streets, continuing down the side streets and laneways.

The built form modelling has resulted in the update of building envelopes for several sites in RJTC. The following table provides a summary of the key changes proposed to the HOB and FSR

under the revised RJPP 2025 for the different site categories in response to the Gateway conditions.

Table 2: Proposed changes to HOB and FSR

Site Category	RJPP 2023	RJPP 2025 Proposed HOB	RJPP 2025 Proposed FSR	Comments
<p>State Heritage Items/highly valued heritage items and contributory buildings:</p> <ul style="list-style-type: none"> • 143, 145 Alison Rd • 11 Silver St • 1, 48-60, 128, 141-145M Belmore Rd • 25 Waratah Ave • 17, 19 Clara St • 110,116, 124, 146-162, 147 Avoca St 	No change to zone, HOB or FSR	No change	No change	No changes are proposed to the land use zoning or development standards for these sites to safeguard the heritage significance of these buildings. Therefore, the E2 Commercial Centre zoning, 12m maximum building height and 2:1 FSR are to be retained.
Strategic Sites				
<p>The Randwick Club</p> <ul style="list-style-type: none"> • 119-139 Alison Rd 	<p>HOB: 24.5m stepping down to 18m on east/west of block. 12m for two heritage items within The Randwick Club site</p> <p>FSR: 2.5-3:1</p>	HOB: 21-36m (6-11 storeys)	FSR 2.2-4.5:1	Following a planning review of the height, density and updated feasibility report, the height and FSR for this Strategic Site has been amended.
<p>Royal Randwick Shopping Centre</p> <ul style="list-style-type: none"> • 73-109, 111-115 Belmore Rd 	<p>HOB: 28.5m (7 storeys with 2 commercial podium levels)</p> <p>FSR: 2.75:1</p>	HOB: 45m (13 storeys)	FSR 4.5:1	Following a planning review of the height, density and updated feasibility report, the height and FSR for this Strategic Site has been amended.
<p>Randwick Plaza Shopping Centre, High Street and Gateway Site</p> <ul style="list-style-type: none"> • 130-158, 160-168 Belmore Rd • 60-66 High St 	<p>HOB: 34.5m corner of Belmore Rd/High St stepping down to 28.5m across remainder of the block</p> <p>FSR: 2.75:1 & 4:1</p>	HOB: 42m (12 storeys)	FSR: 3.5:1 – 4.5:1	Following a planning review of the height, density and updated feasibility report, the height and FSR for this Strategic Site has been amended. The proposed contributory building status at 60 High Street is retained.
<p>Former Commonwealth Bank Site</p> <ul style="list-style-type: none"> • 16-24 Belmore Rd • 4 Elizabeth St 	<p>HOB: 21.5m</p> <p>FSR: 3:1</p>	HOB: 39m (12 storeys)	FSR: 4.5:1	Following a planning review of the height, density and updated feasibility report, the height and FSR for this

Site Category	RJPP 2023	RJPP 2025 Proposed HOB	RJPP 2025 Proposed FSR	Comments
				Strategic Site has been amended.
Heritage Items and Contributory Buildings Heritage Items <ul style="list-style-type: none"> 167-171, 179-181, 191-193, 200 Alison Rd 115-145, 126-128, 130-138, 194 Avoca St 35-43, 70-90, 120-126, 119-133 Belmore Rd Contributory Buildings <ul style="list-style-type: none"> 153-159, 173, 195, 202-204, 206, 206T Alison Rd 2-10, 3-15, 16-20, 23-33, 32-42, 62-68, 96-104, 112-118 Belmore Rd 118-122, 149-153, 140-144 Avoca St 20 Silver St 71-73 Arthur St 56-58 High St 	HOB: 12m - 18m FSR: 1.1:1 - 2.75:1	HOB: 18m – 21m (5-6 storeys)	FSR: 2.5:1 - 2.75:1	Following a planning review of the height, density and updated feasibility report, the height and FSR for these sensitive heritage and contributory building sites has seen a increase.
Infill Sites (detracting and neutral buildings) <ul style="list-style-type: none"> 1 Elizabeth St 7-9, 13-15, 18 and 22 Silver St 12-14, 21, 44-46, 45-71, 92-94, 135-139 Belmore Rd 175-177, 183-187, 196-198, 204R Alison Rd 122A, 155-161, 196 Avoca St 	HOB: 15m – 27.5m FSR: 2.25:1 - 3:1	HOB: 15m – 40.5m (4-12 storeys)	FSR: 2.2:1 – 3:1	Following a planning review of the height, density and updated feasibility report, the height and FSR for these infill sites has been amended.

The following **Figures 1 and 2** show the HOB and FSR maps indicated under the previous RJPP 2023 and the revised RJPP 2025 for comparative purposes.

Council is to note that the Low-Mid Rise Housing Reforms introduced planning provision that allow a maximum building height of 21m (6 storeys) and floor space ratios of 2.2:1 on R3 zoned land within 400m from Randwick Centre. The draft height controls proposed in the revised planning proposal for the Centre and the provisions in the draft DCP should ensure an appropriate built form relationship between the Centre and surrounding residential areas/ R3 zoned land.

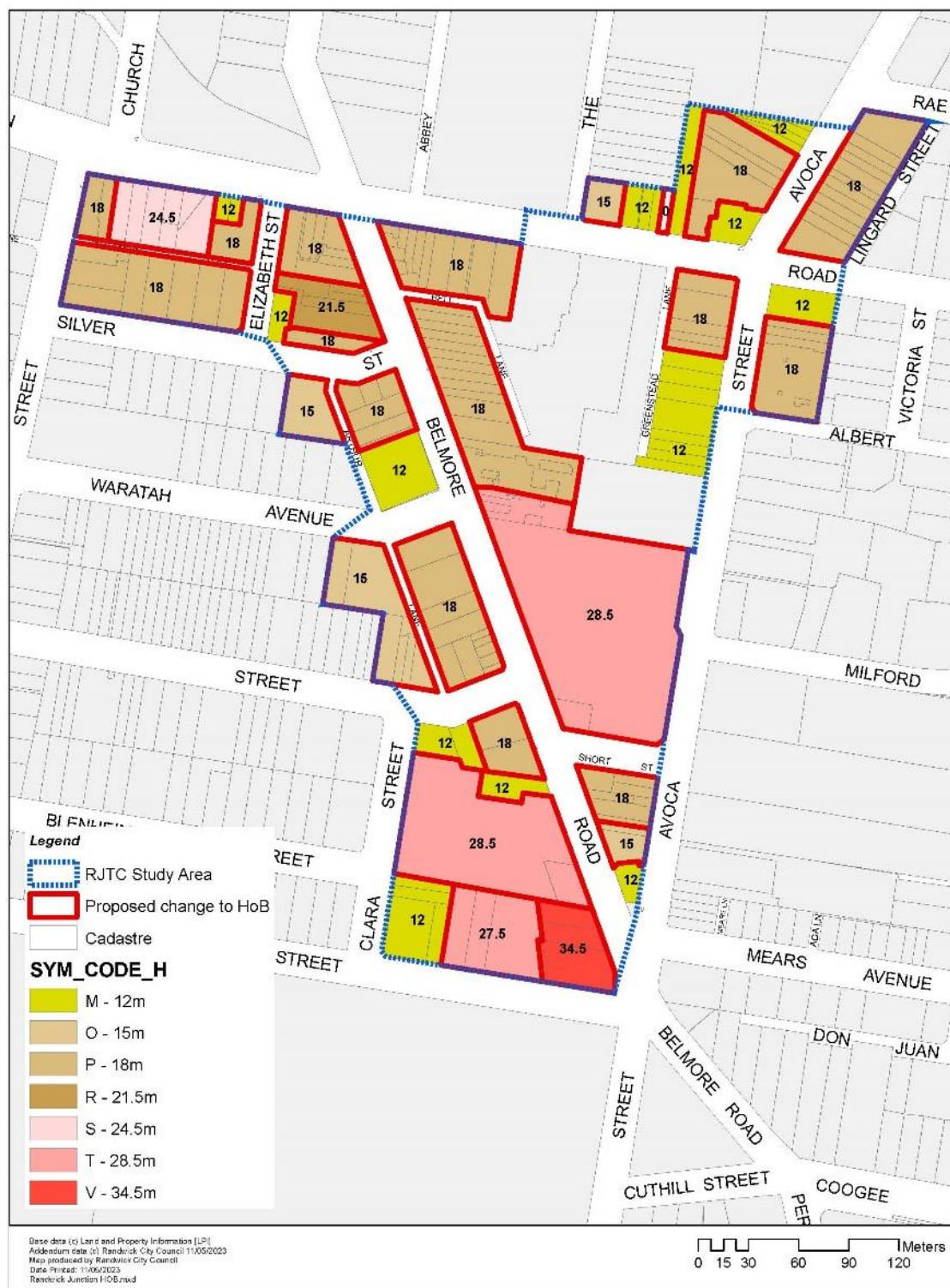


Figure 1 – RJTC Planning Proposal 2023 HOB Map
Source: Randwick City Council

CP17/25

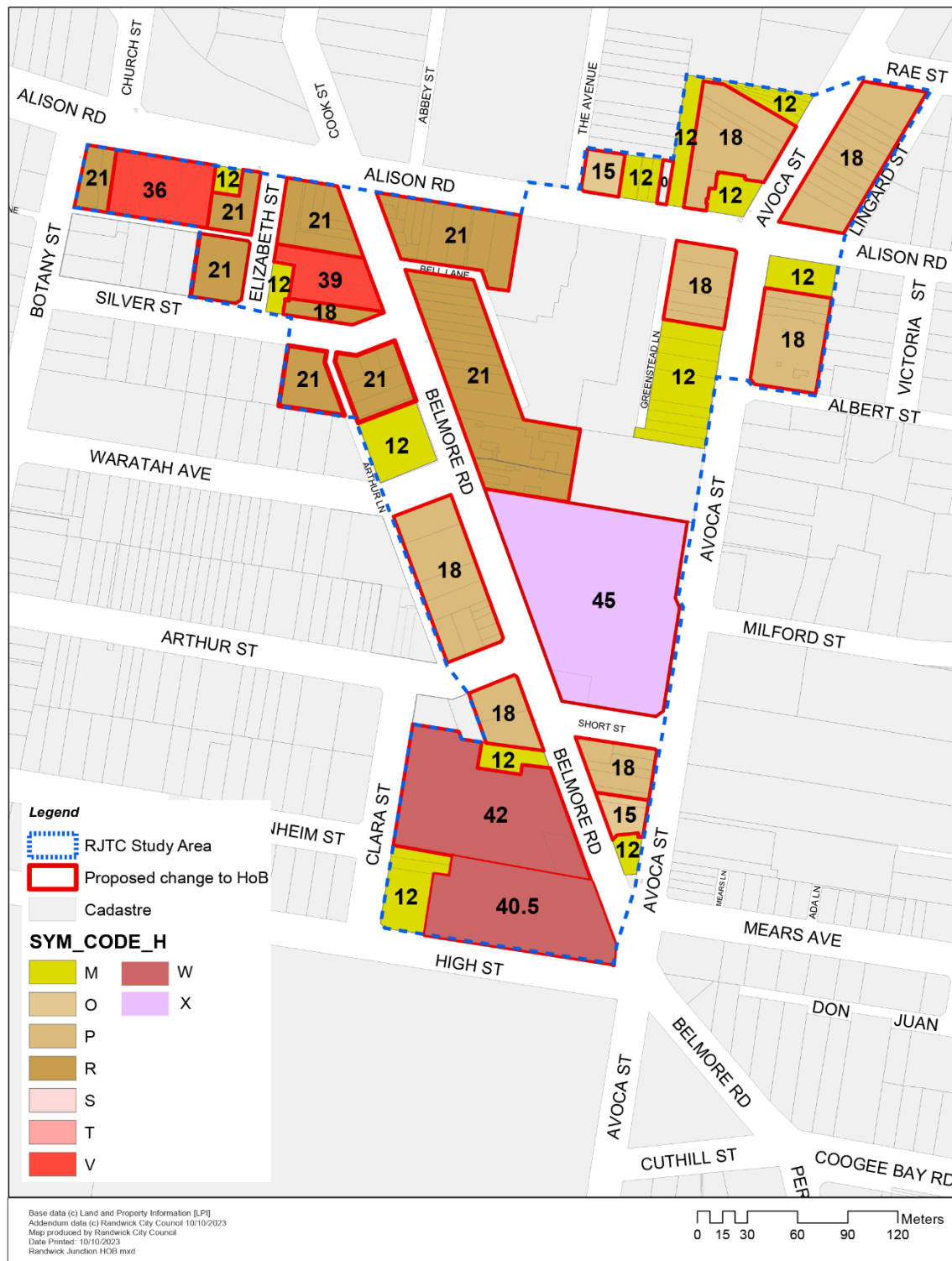


Figure 2 – RJTC Planning Proposal 2025 HOB Map – Post Gateway
 Source: Randwick City Council

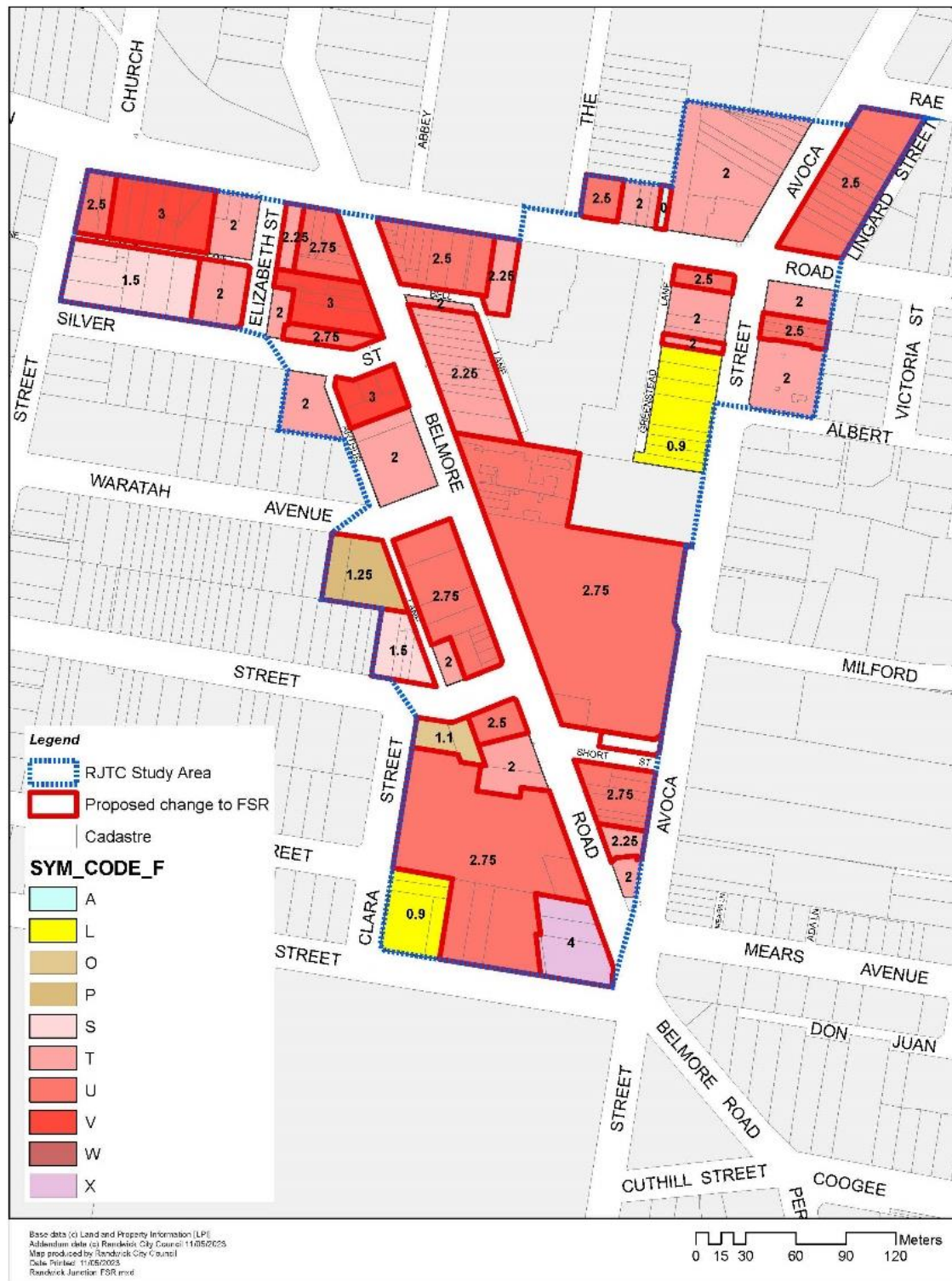


Figure 3 – RJTC Planning Proposal 2023 FSR Map

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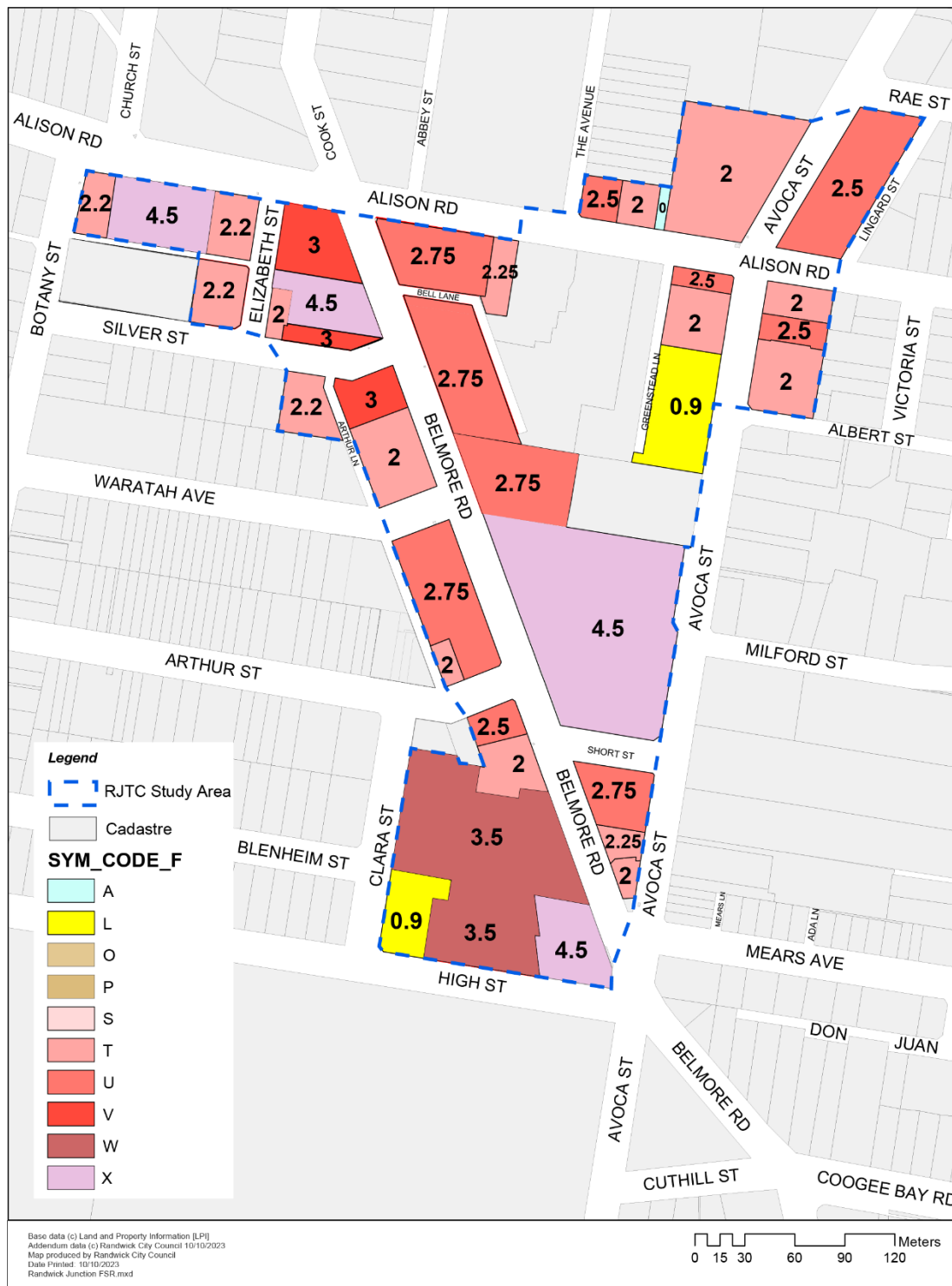


Figure 4 – RJTC Planning Proposal 2025 FSR Map – Post Gateway

Local provision: heritage restoration

As noted earlier, a key component of the proposed planning framework for RJTC is the introduction of a new RLEP 2012 local provision which would apply to the redevelopment of State/Local heritage items, contributory buildings, and infill sites within the town centre. The purpose of this provision is to require a high standard of design that is sympathetic to the heritage values and streetscape character of the HCA.

The proposed local provision would apply to sites identified for uplift whereby development approval would be contingent upon the applicant's commitment to conserving and restoring historic fabric, as well as removing any intrusive built form or architectural elements. Development applications would be required to submit an expert study which identifies significant fabric and a plan for the restoration of the heritage building/item fabric to the satisfaction of Council. Small scale alterations and additions (less than 10% of the building footprint area) would be exempted from this provision. It is proposed that this proposed local provision be retained in the revised RJPP 2025 as it is an integral measure in ensuring that any redevelopment within RJTC responds sensitively to the surrounding heritage context while delivering a sound heritage conservation outcome for the HCA.

Local provision: objective to encourage shop top housing in RJTC

A new objective is proposed to be included in Randwick LEP 2012 with the aim to encourage shop top housing in Randwick Junction Town Centre. Advice from SGS Economics and Planning and evidence from current and pipeline development in the Kensington and Kingsford (K2K) town centres is that current market conditions typically favour co-living (student accommodation).

Several thousand rooms are projected to be constructed in the K2K town centres in the medium term. Co-living is a permissible land use within the E2 Commercial Centre zone which applies to the RJTC. Co-living development is currently provided a development (FSR) bonus of 10% under the State Government Housing SEPP legislation. The new RLEP objective would encourage shop top housing in the RJTC, justified based on ensuring a diversity of dwelling accommodation within the town centre, in line with the Randwick City Housing Strategy.

Affordable housing

The Department requires the rezoning proposal to be consistent with the Department *Guideline for Developing an Affordable Housing Contribution Scheme*, which in turn requires that any rezoning proposal is tested for, and meets, the threshold of economic feasibility. SGS Economics and Planning have provided an updated feasibility assessment for the 14 test sites within the Randwick Junction Town Centre.

This review identified the need to revise the proposed affordable housing levy rates that would apply in Randwick Junction Town Centre.

Figure 5 illustrates the proposed Special Provisions Area (Affordable Housing) Map that would be updated in the revised Randwick Junction Town Centre Affordable Housing Scheme. Affordable housing levy rates are proposed as a percentage of the residential floor area of a development proposal. All rates generally align with the findings of the recent feasibility review by SGS and address the viability requirement of the Department's Guidelines.

CP17/25

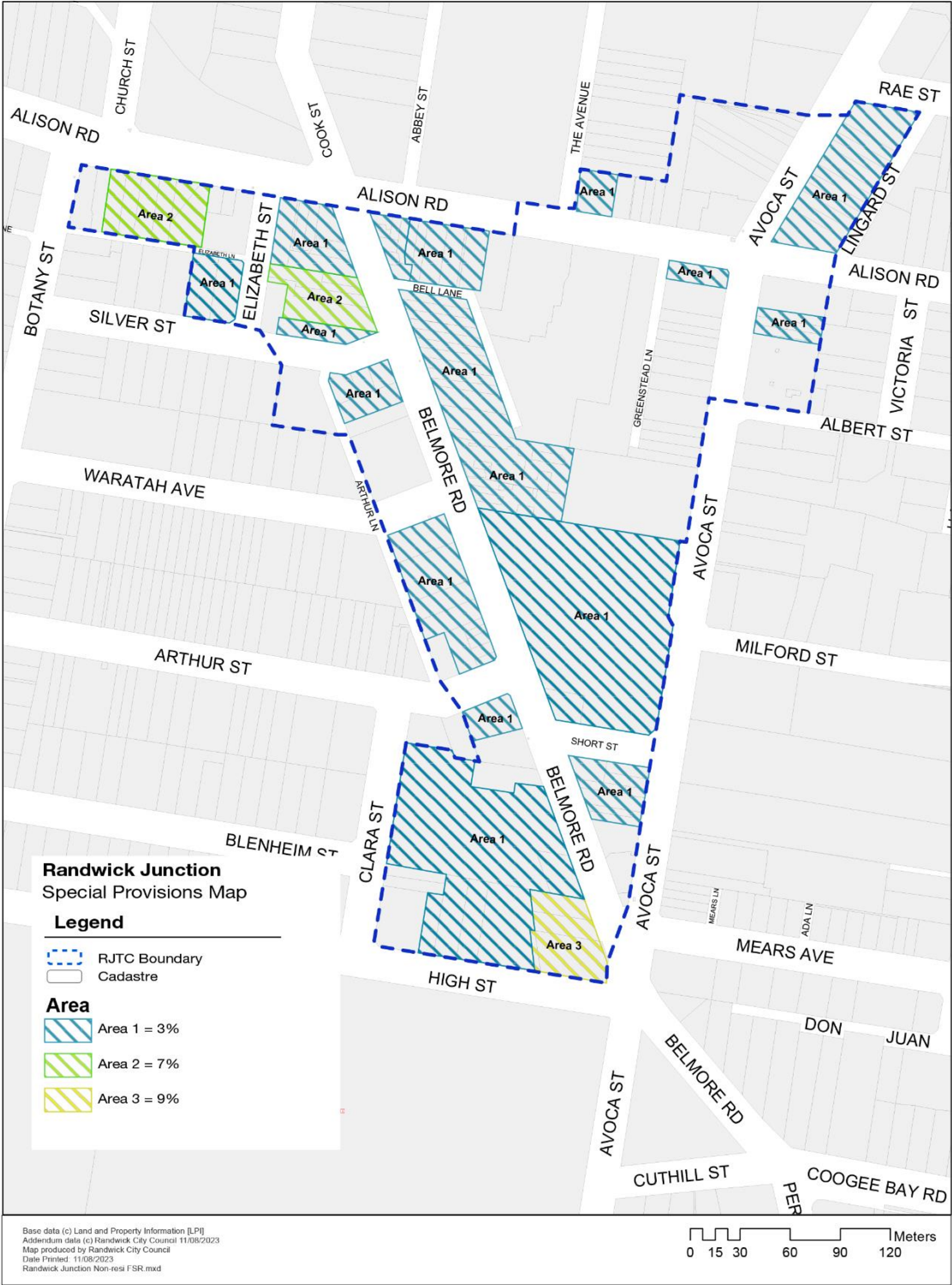


Figure 5 – RJTC Planning Proposal 2025 Special Area Provisions (Affordable Housing) Map

Non-residential FSR

The retention and progressive growth of employment floor space within RJTC is a key planning objective of the RJTC Planning Strategy. Accordingly, a desk top analysis of the town centre's existing employment floor space was undertaken to identify if there is sufficient employment floor space to meet future demands. The analysis identified that RJTC has a lower quantity of floor space than what is required to service future health and education floor space requirements of nearby major institutions, and that the current planning controls are insufficient to generate an adequate amount of employment floor space to meet the supply deficit.

The current E2 Commercial Centre zoning for the RJTC requires that all sites provide a non-residential ground floor use. Stand-alone residential uses such as flat buildings and dwelling houses are not permitted in the E2 Commercial Centre zone unless the development relates to a building that existed before the RLEP 2012 came into effect and was designed or constructed for the purposes of a dwelling house or RFB (clause 6.14 of the RLEP 2012).

To address the existing supply deficit, it is proposed to increase the amount of employment floor space in the RJTC by introducing a new non-residential FSR of 1.15:1 for the strategic sites, requiring both the ground and first floor to be a commercial use.

SGS Economics and Planning have since provided an updated feasibility assessment for the 14 test sites within the RJTC. The outcomes of this review have informed proposed changes to the RJTC Minimum Non-Residential FSR Map to ensure that development incorporating a non-residential component on the strategic sites would remain feasible. The proposed changes to the non-residential FSR map are indicated in **Figure 6**.

CP17/25



Figure 6 – RJTC Planning Proposal 2025 Minimum Non-Residential FSR Map

Amalgamation of 60, 62 and 64 High Street

For 60, 62, and 64 High Street, the RJTC DCP will contain a lot amalgamation requirement for a minimum 20m frontage for redevelopment.

By enabling greater density, this approach would help support development viability while making it easier to comply with key urban design controls, such as setbacks that define the building envelope. The larger site area would also allow for more efficient and flexible building configuration and would contribute to a better streetscape outcome through a more cohesive built form.

Zone boundary sites

The previous RJPP 2023 proposed the rezoning of five sites located on the boundary of the RJTC from residential to the E2 Commercial Centre zone to reflect the existing pattern of retail/commercial uses, achieve a contiguous zoning pattern across the block and to provide a defined edge to the business zone. The sites included in RJPP 2023 were:

- 119, 121, 123, 125 and 127-129 Alison Road: 18m - 24.5m HOB and 2.5:1 - 3:1 FSR
- 1-5 Botany Street & 1-9 Silver Street: 18m HOB and 1.5:1 - 2:1 FSR
- 144 Avoca Street: 18m HOB and 2:1 FSR
- 42-44 Waratah Avenue, 63-69 Arthur Street & 9 Arthur Lane: 15m HOB and 1.25:1-1.5:1 FSR
- 62 High Street: 27.5m HOB and 2.75:1 FSR

The built form modelling and building height transition from the Belmore Road main street to the R3 Medium Density Residential zone to the west of the town centre has been reviewed due to the release of the Low and Mid Rise (LMR) Housing legislation that permits up to six storey RFBs adjoining the west edge of the town centre (within a 400m walking catchment).

Accordingly, the following sites have been removed from the zone boundary extension section of the revised RJPP 2025:

- 1-5 Botany Street & 1-5 Silver Street
- 42-44 Waratah Avenue, 63-69 Arthur Street & 9 Arthur Lane

The proposed boundary extension sites in the revised planning proposal are as follows:

Table 3: Proposed RJPP 2025 zone extension sites

Site	Current Zone	Proposed Zone	Proposed Height	Proposed FSR
119, 121, 123, 125 and 127-129 Alison Road	R3 Medium Density Residential	E2 Commercial Centre	21m (119-121 Alison Rd) 36m (123-129 Alison Road)	2.2:1 4.5:1
7-9 Silver Street	R3 Medium Density Residential	E2 Commercial Centre	21m	2.2:1
144 Avoca Street	R3 Medium Density Residential	E2 Commercial Centre	18m	2:1
60 and 62 High Street	R3 Medium Density Residential	E2 Commercial Centre	40.5m	3.5:1

Removal of 1, 3 and 5 Botany Street and 1, 3 and 5 Silver Street

These properties were removed from RJPP 2025 as the State Government Housing Reforms, including the Low and Mid Rise (LMR) Housing legislation, was brought into force following the lodgement of RJPP in October 2023. The new LMR reforms permit a six storey (FSR 2.2:1) Residential Flat Building (RFB) to be built in R3 Medium Density Residential zoned areas that occur within 400m of the E2 Commercial Centre zone.

The previous transition in height from the Randwick Club Strategic Site of 7 storeys to 5 storeys on these properties, to 3-4 storeys on the surrounding R3 zoned land would no longer occur. By removing these properties from RJPP 2025, an appropriate transition in building height would be achieved – from the revised 11 storey height of the Randwick Club, stepping down to 6 storeys in the surrounding R3 zoned area, available under the SEPP Housing LMR legislation.

Removal of 42 and 44 Waratah Avenue and 63, 65, 67, 69 Arthur Street and 9 Arthur Lane

As above, these properties were removed from RJPP 2025 as the State Government Housing Reforms, including the Low and Mid Rise (LMR) Housing legislation, was brought into force following the lodgement of RJPP in October 2023.

The previous transition in height from properties along Belmore Road of 5 storeys, to 4 storeys west side of Arthur Lane, to 3-4 storeys on the R3 zoned land to the west would no longer occur. By removing these properties from RJPP 2025, an appropriate relationship in building height would be achieved – from the 5 storey height in this section of Belmore Road (due to heritage considerations), stepping up one level, across Arthur Lane to the 6 storeys in the surrounding R3 zoned area, available under the SEPP Housing LMR legislation.

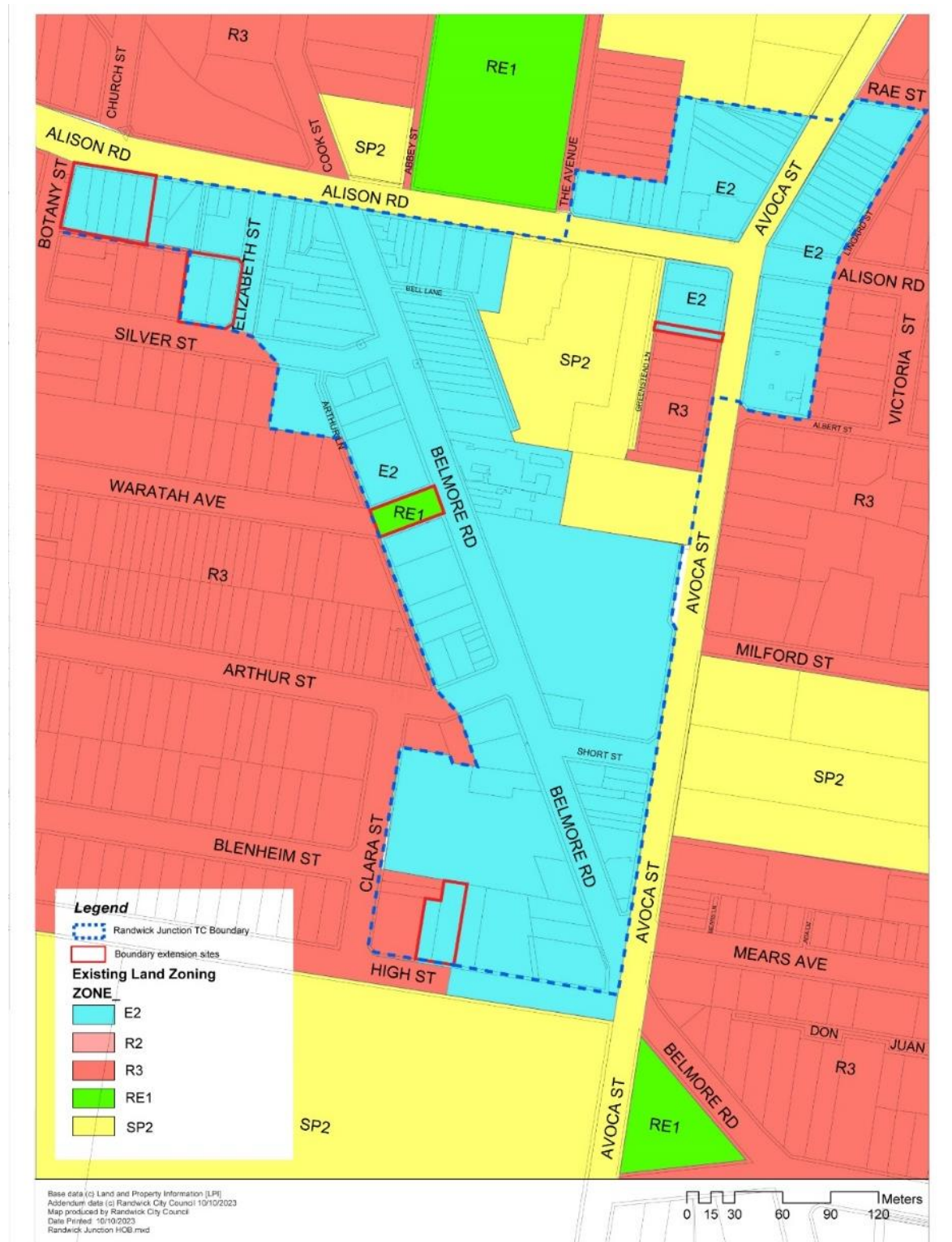


Figure 7 - Proposed boundary extension sites in red outline proposed in RLPP 2025.

CP17/25

Draft Randwick Junction DCP

The draft RJTC DCP 2023, previously endorsed by Council, is being amended to reflect the updated Planning Proposal (RJPP 2025), including updates resulting from the Department’s Gateway Conditions, regarding:

- Design excellence requirements
- Site specific block controls and associated mapping
- Car parking rates and requirements.

Design excellence clause

In line with the Gateway Conditions required by DPHI, the requirement for an Architectural Design Competition for strategic sites has been removed from the design excellence section of the DCP.

Car parking rates

Following a review of the development outcomes of the Kensington and Kingsford Town Centres (K2K) car parking rates, the requirements will be adjusted for Co-Living (student accommodation) development to align with the Housing SEPP 2021. The rate will be amended from zero spaces per co-living room to a minimum of 0.6 car parking spaces per room. The carparking provision would be amended as follows:

Land use	Current DCP Requirement (RJTC DCP 2023)	Proposed RJTC DCP 2025 - Minimum parking rates
Co-Living (Student accommodation)	0 spaces per room	0.6 spaces per room (consistent with Housing SEPP)

The draft DCP will be placed on public exhibition with the RJPP 2025. The following provisions will be included in the site specific DCP for RJTC:

- Existing and desired character
- Affordable housing
- Built form and building envelopes
- Design excellence
- Street walls
- Building setbacks
- Building depth and bulk
- Building exteriors
- Heritage and contributory buildings
- Awnings
- Public domain and access
- Active street frontages
- Site specific controls as required
- Parking.

These provisions will aim to address scale, overshadowing and the transition of height between the Centre and adjoining residential areas.

Next steps

As per the Gateway Determination, once Council endorses the revised RJPP 2025, a copy will be forwarded to the Minister for Planning for information. The RJPP 2025 and technical studies will be formally placed on public exhibition for a period of 30 business days for comment.

Once submissions are considered by Council, a final report will be prepared for the Minister’s consideration. The final LEP and accompanying maps which amend the Council’s principal

planning instrument (i.e. the RLEP 2012) will be made by the Minister for Planning (and notified on the NSW legislation website) in accordance with the EP&A Act.

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	Identify appropriate areas to apply an affordable housing contributions scheme requiring a proportion of all development to be dedicated as affordable housing and amend LEP 2012 to give effect to this by 2025.
Delivery program commitment	Provide additional housing opportunities for low income and key workers to support the Randwick Collaboration Area by 2031.
Objective	Increase the proportion of medium density housing supply by 3% by 2028 from a 2016 baseline of 27.9%
Delivery program commitment	Investigate opportunities to increase provision of affordable rental accommodation by 2031.
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	Review the LEP 2012 to provide for additional capacity to meet the target of providing 4,300 new dwellings between 2021 and 2026.
Delivery program commitment	Prepare and implement town and strategic centre strategies to support increased densities in appropriate locations from 2021 onwards.
Delivery program commitment	Ensure future redevelopment sites are aligned with future transport investment as identified in the transport strategy.
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.
Delivery program commitment	Advocate for sustainable building and urban design excellence outcomes including higher BASIX requirements for residential flat buildings in Randwick City by 2025.

Risks

The following strategic planning risks and mitigation measures have been identified:

Risks	Mitigation
Future shifts in the economy (cost of construction and sales/rental value) that change the economic viability of development in the town centre.	The inputs and updates to the feasibility model prepared by SGS Economics and Planning were recently prepared (May 2025), and timelines to viability and the limitations of predicting future development outcomes has been considered in the preparation of the planning proposal.
Changes to State Government planning legislation.	All State Government housing reforms to date have been considered in the planning of the RJTC and in the preparation of the Planning Proposal. If post Gazettal, new planning legislation is released that significantly impacts the proposed RLEP legislation, Council would be notified, and recommended courses of action made to Council to address potential impacts.
Potential for the large Strategic Sites to be accepted by the Housing Delivery Authority (HDA) for fast-track assessment which would negate the proposed planning controls under RJPP 2025.	Framing of the planning controls for the RJPP for the four strategic sites has explored the potential to maximise the development potential within the urban planning and heritage constraints of the town centre. This approach will encourage developers to utilise the Council development approval pathway. See further comment on this below.

Housing Delivery Authority (HDA) – development proposals in Randwick Junction

The HDA was established in late 2024 to oversee a new state-led approval pathway for major residential housing projects and for state-led rezonings to stimulate additional proposals and speed up the delivery of new homes across NSW.

This new State Significant Development (SSD) approval pathway is available for new housing developments above an Estimated Development Cost (EDC) of \$60 million in Greater Sydney and EDC of approximately \$30 million in regional NSW. The HDA also addresses a new State rezoning process that enables a concurrent planning proposal with the SSD.

The process for a development application to be considered by the HDA is as follows:

- Applicants submit an EOI to the HDA addressing criteria for a major residential development. EOIs submitted with the Department of Planning, Housing and Infrastructure (Department) is not public information.
- The Department consider the application against criteria such as housing yield, delivery and construction timeframe and affordable housing provision.
- HDA will review the recommendations from the Department relating to the EOIs and make a recommendation to the Minister on whether the application is to proceed to:
 - SSD major residential
 - SSD with a concurrent rezoning.
- The recommendations are finalised via State Significant Development Declaration Order issued in the Government Gazette.

The applications are assessed by the Department which aims to assess them within 275 days. This includes the key steps in the assessment process such as public exhibition of the proposal. However, the Department notes that assessment times may be longer if the proposal is complex or if it takes the applicant a long time to answer information requests from the Department.

The Minister for Planning and Public Spaces (or a delegate) is the consent authority for development applications under this state significant development pathway, and state significant development pathway with concurrent rezoning.

Council is aware that three EOIs have been submitted for sites in Randwick Junction. However, information on the sites that have lodged an EOI is not public information.

On 26 May 2025 *Declaration of State Significant Development Order (No.8)* declared Royal Randwick Shopping Centre at 73-109 Belmore Road, Randwick a SSD. The proposal is for shop top housing, provision of affordable housing, community facilities and through site links.

Council has not yet been advised on the outcome of the other two EOIs.

The assessment of these development applications by the Department raises concerns that a comprehensive assessment of applications may not occur in relation to issues such as:

- The development complies with Council's strategic vision for the centre
- Consideration of the scale of the development within the context of the site and its relationship to the heritage significance of the area
- Design solutions and development outcomes that enhance the amenity and function of the centre
- Comprehensive traffic and transport assessment in relation to the functions of the local road network and the delivery of mitigation measures
- The delivery of infrastructure to support the development
- The delivery of community infrastructure such as the library.

To address these concerns, it is proposed that Council delegate the General Manager to make representation to the Minister for Planning requesting that Randwick City Council undertake the assessment of any SSD applications approved under the HDA planning pathway for Randwick Junction Town Centre.

Resourcing strategy implications

The costs associated with the development of this work is in accordance with the 2024-2025 and 2025-2026 budget allocations.

Policy and legislative requirements

Environmental Planning and Assessment Act 1979
 Environmental Planning and Assessment Regulation
 Randwick Local Environmental Plan 2012
 Randwick Development Control Plan 2013.

Conclusion

The revised draft **RJPP 2025** supports a new planning framework for RJTC to guide growth and change over the next 15-20 years. This new planning framework will be implemented via several amendments to the RLEP 2012 and supported by a new Randwick DCP provisions which will allow for a higher intensity of development at appropriate locations and scale while respecting the heritage context of the centre. The **RJPP 2025** would also deliver community benefits including affordable housing dwellings for essential key workers and low-income households.

Responsible officer: Asanthika Kappagoda, Senior Strategic Planner; David Appleby, Coordinator Strategic Planner; Jack Beale, Environmental Planning Officer – Strategic Planning

File Reference: RZ/2/2023

Director City Planning Report No. CP18/25

Subject: Draft Affordable Housing Strategy

Executive Summary

- The purpose of this report is to provide an outline of the draft Randwick Affordable Rental Housing Strategy which has been prepared to set a new affordable housing framework for the delivery of affordable housing. It details priorities, directions and actions to address the affordable housing need in Randwick City over the next 10 years.
- The draft Strategy reinforces Council's long-standing commitment to planning, advocating for and facilitating the delivery of affordable housing.
- The existing Affordable Strategy and Action Plan 2008 has provided Council with an effective policy to implement a range of affordable housing initiatives. The 2008 Strategy together with more recent legislative and policy changes, have enabled Council to levy affordable housing contributions on new residential development and enhance its affordable housing program.
- This report details Council's affordable housing initiatives to date; an analysis of the planning context and governmental roles and responsibilities at the Federal, State, and Local levels; current demographic trends and challenges; priorities and actions to address housing needs and how the draft Strategy will be implemented.
- The draft Strategy is supported by the draft Affordable Housing Design Guideline. The purpose of the Guideline is to set design requirements for affordable housing to ensure the dwellings, layout and design are equivalent or greater than market rate dwellings.
- It is recommended that the draft Affordable Housing Strategy and accompanying design document be endorsed by Council for public exhibition.

Recommendation

That Council endorse the draft Affordable Rental Housing Strategy and the draft Affordable Housing Design Guideline for public exhibition and community consultation.

Attachment/s:

1.  Draft Affordable Housing Design Guideline
2. [LINK TO VIEW](#) Draft Affordable Rental Housing Strategy

Purpose

This report seeks Council's endorsement of the draft Affordable Rental Housing Strategy and its accompanying design document for public exhibition. The Strategy establishes a new framework with targeted actions to accelerate the delivery of affordable rental housing in Randwick City.

The draft Affordable Rental Housing Strategy is structured as follows:

- A brief history of Randwick Council's affordable housing initiatives, including key milestones, achievements, and challenges, as well as how these efforts have shaped housing policies to date.
- The planning context for affordable housing, examining the roles and responsibilities of Federal, State, and local governments in housing provision, along with relevant policies, funding mechanisms, and legislative frameworks.
- Outlines the current demographic trends and housing challenges
- Key priorities with corresponding actions.

Background and context

Households Facing Unmet Affordable Housing Need

Data from the 2021 Census shows that 3,355 households within the Randwick LGA, (equating to 6.5% of all households) experience an unmet need for affordable rental housing. Analysis by household type indicates that families constitute the largest segment facing challenges in accessing affordable housing.

With significant employment growth in health, education and research expected to continue particularly within the Education and Health Specialised Centre, along with the need for additional jobs in health, education and related services, Randwick City will experience increased demand in housing for essential (key) workers.

In the five years (2019- 2024) median unit rents have increased by 5.9% p.a whilst wages (across Australia) have increased by an average of 2.74% p.a. This gap coupled with limited rental housing supply have exacerbated access to affordable rental housing.

Increasing affordable rental housing in Randwick City is critical for retaining residents close to their place of employment, community networks and established social connections. The availability of affordable rental housing also plays a key economic role by supporting local productivity. Randwick City has some of the highest median rents and property prices in the Eastern Suburbs. Migration trends reveal a significant outflow: between 2016 and 2021 with residents relocating to neighbouring areas with more affordable housing options, particularly for families and first home buyers—3,393 to Bayside, 937 to Sutherland, and 607 to the Central Coast— with similar trends between 2021 to 2023.

History of Randwick Council's affordable housing initiatives

Randwick City Council has been a leading advocate for affordable housing for nearly two decades. As one of the first local governments in New South Wales to proactively address the growing challenge of housing affordability, Council has implemented a range of strategic initiatives to support the provision of affordable housing in the LGA. In particular, the following initiatives have been significant:

- In 2004, Randwick City Council adopted a site-specific Development Control Plan (DCP) for the Prince Henry Site, which notably included a requirement that 1% of all dwellings on site to be dedicated to Council as affordable housing. Achieved during the development of the master plan for the site, this initiative was groundbreaking as it represented the Council's first affordable housing project led by Council.

- In 2008 Randwick City Council's Affordable Housing Strategy and Action Plan identified the need to facilitate affordable housing especially for lower income households who live and/or work in Randwick City. Since its implementation, a key focus for Council has been to increase the supply of affordable rental housing through the legislative planning framework.
- In 2018 Randwick City Council was one of the first councils in the Greater Sydney Region to be included in the State Environmental Planning Policy No. 70 – Affordable Housing (Revised Schemes) (now repealed – provisions are now held under the State Environmental Planning Policy (Housing) 2021). This identified Randwick City as an area in need of affordable housing which allowed for the collection of affordable rental housing contributions linked to the loss of affordable housing stock under the Environmental Planning and Assessment Act 1979.
- In 2019, an amendment to the Randwick LEP introduced an inclusionary planning mechanism for land within the Kensington and Kingsford Town Centres LEP. Under this new amendment, developers are required to make a contribution towards affordable housing (3-5% of total residential floor space) by either dedicating affordable dwellings in-kind to Council or making a monetary contribution towards Council's affordable housing initiatives.
- In 2020, the Council adopted its Local Strategic Planning Statement (LSPS) and Housing Strategy which addressed the need for affordable housing. These initiatives are detailed below.

Planning Context

While the above-listed initiatives have contributed to improved affordable rental housing outcomes for Randwick City, housing affordability has continued to decline, affecting a broader segment of the community. Consequently, the affordable housing policy landscape has considerably evolved, with greater recognition that coordinated efforts from all levels of government to address the complex challenges of housing affordability.

Commonwealth Government

The Commonwealth Government plays a central role in shaping Australia's housing landscape—including affordable housing—by leveraging national-level policy instruments, funding initiatives, and regulatory frameworks. Its responsibilities include setting strategic national targets and frameworks through initiatives like the National Housing Accord and the National Housing and Homelessness Plan, which establish goals for new housing delivery and allocation of federal funding to support state, territory, and local governments. Additionally, the Commonwealth influences market conditions with fiscal policies—such as tax incentives for investors and adjustments to migration policy (that impact housing demand). Through entities like Housing Australia, it also facilitates investment in the social and affordable housing sectors, ensuring a coordinated, whole-of-government approach to addressing Australia's housing challenges.

Specifically, the Commonwealth provides tax incentives designed to encourage affordable housing development, such as reduced withholding tax rates for eligible projects and enhanced capital works tax deductions that lower construction and operational costs. Additionally, in 2023, the government established the Housing Australia Future Fund (HAFF), a dedicated \$10 billion investment vehicle aimed at increasing the supply of social and affordable housing nationwide. Complementing these efforts, targeted loan and grant programs—such as those provided through the National Housing Infrastructure Facility for Social and Affordable Housing (NHIF SAH)—offer concessional financing to support new affordable housing projects. Together, these initiatives have created an improved framework to address housing affordability across Australia.

State Government

The NSW State Government plays a pivotal role in advancing affordable housing by establishing a planning framework and development programs that boost the supply of social and affordable housing for low and moderate-income households. A key element of its strategy is the implementation of State Environmental Planning Policies (SEPPs) under the Environmental Planning and Assessment Act 1979, which shape planning decisions across the state.

SEPP 10 (Retention of Low-Cost Rental Accommodation) introduced in 1987 aimed to protect the loss of existing stock of low-cost rental housing. Key aspects include a comprehensive

assessment of the loss of stock; minimum allocation requirements for affordable housing as a contribution or requiring those properties to be managed by approved community housing providers for a minimum period—typically at least 15 years.

SEPP 2009 (Affordable Rental Housing) was introduced to incentivise the development of affordable rental housing by offering bonus provisions for in-fill projects, outlining guidelines for innovative housing models (including secondary dwellings and group homes), and ensuring that newly delivered housing remains affordable over the longer term. Building on these principles, the current SEPP 2021 (Housing) represents a consolidated and updated framework that merges several previous housing-related policies, including SEPP 2009.

Prior to SEPP 2009 and SEPP 2021, SEPP 70 - formally known as the Affordable Housing (Revised Schemes) SEPP - provided a targeted framework for incorporating affordable housing provisions into planning decisions. It set out revised schemes and guidelines to ensure that developments included affordable housing, complementing SEPP 2009, which focused specifically on affordable rental housing. Specifically, SEPP 70 allowed local councils to impose monetary contributions on development proposals that result in the loss of affordable housing through demolition, alteration, or conversion. This was intended to offset the impact of their loss by generating funds that support the replacement or creation of new affordable rental housing. The expenditure of these funds is monitored by the Department of Community and Justice.

Homes NSW plays a central role in implementing a range of housing initiatives by coordinating housing delivery through development of government land to increase the amount of social and affordable housing; managing funding programs, and working with community housing providers and other stakeholders to facilitate the delivery of social and affordable housing.

Local Government

Local government's role in affordable housing is focused on:

- planning controls and policy initiatives;
- provision of affordable housing through the purchase of existing buildings and development of Council owned land;
- advocate for affordable housing initiatives with State Government and other Stakeholders.

At the local government level, Randwick Council has adopted two key documents that provide the strategic direction for meeting affordable housing objectives, namely the:

Randwick City Local Strategic Planning Statement (LSPS) which outlines a 20-year vision for land use planning in the Randwick LGA reflecting the community's aspirations for how Randwick City should grow and evolve, focusing on liveability, sustainability, productivity and infrastructure needs. In relation to housing, the LSPS prioritises diversity of housing types, addresses housing supply gaps and supports the delivery of affordable housing.

Housing Strategy (Vision 2040) which was part of the Vision 2020 community engagement program sets a staged approach to housing growth, focusing growth in and around town and strategic centres and supports planning mechanisms that require developers to contribute to affordable housing, especially in areas where development uplift is proposed.

In line with the LSPS and Housing Strategy, Council has been proactive in implementing opportunities for affordable housing by:

- Delivery of housing units for affordable housing. Council now has a total of 33 units in its portfolio;
- Purchasing of housing stock (as in the case of 3-7 Lexington Place, Maroubra) and development of affordable housing at Minneapolis Cres Maroubra collaborating with a Community Housing Provider (CHP);
- Preparing Affordable Rental Housings Contribution Schemes comprising the following:
 - The Kensington and Kingsford Town Centres Affordable Housing Plan commenced in 2019 and applies a 3% or 5% affordable housing contribution rate dependent on

the time of the development application (DA) lodgement. The rate applies to the total residential floor area of the development and the Plan 2019 anticipated the planning provisions would deliver approximately 200 affordable rental housing dwellings over 15 years based on dwelling yield floor space modelling.

- The Housing Investigation Areas Affordable Housing Plan commenced in 2023 and requires a 3% or 5% affordable housing contribution dependent on the site location. The rate also applies to the total residential floor area of the development and the Plan 2023 anticipated the controls would deliver approximately 99 affordable rental housing dwellings over 15 years based on dwelling yield floor space modelling.
- A draft affordable housing contribution plan proposed for the Randwick Junction Town Centre under the draft Randwick Junction Town Centre Planning Proposal. The draft Randwick Junction Town Centre Affordable Housing Plan seeks to apply a varying affordable rental housing rate on selected sites within the town centre in order to provide a component of affordable housing on each site. The Planning Proposal and Affordable Housing Plan will be placed on public exhibition in mid 2025 following Council's endorsement.
- Funds for the delivery, purchase and development of affordable housing are sourced from:
 - funds from loss of affordable housing as per SEPP 70 Affordable Housing;
 - funds from K2K and Housing Investigations Areas affordable housing contributions plans (Council's LEP);
 - Dedication of dwellings utilising Voluntary Planning Agreements with developers (VPAs have been negotiated for the Prince Henry Site and Newmarket, Randwick).

Council resolutions

During preparation of the draft Strategy the relevant Council resolutions were considered and incorporated as actions in the Strategy. The following resolutions have been incorporated into the draft Strategy:

Key Worker Housing

At the Ordinary Council Meeting on 23 July 2024 (Hay/Hamilton), it was resolved:

RESOLUTION: (Hay/Hamilton) that Council:

- a) *endorse needs-based eligibility/selection criteria for tenants in the draft Affordable Housing Strategy, including keyworkers, as recommended by Council staff; and*
- b) *support the lodgement of a submission to the Parliamentary Inquiry into Housing for Essential Workers, which includes the need for such housing to be provided in the Randwick LGA.*

In late 2024-early 2025 a NSW Parliamentary Inquiry heard submissions from the public on options for essential worker housing in NSW with a report on the findings due in June 2025. Randwick City lodged a submission to the Committee addressing the Randwick Strategic Centres as a health and education precinct and the demand for essential workers in the area. The submission also acknowledged the importance of the Inquiry in setting a planning direction and outlined possible measures to ensure any State Government reforms adequately addresses affordable essential worker housing needs in the Randwick LGA.

Council's Housing Strategy specifies that essential worker housing should be located within reasonable commuting distances to employment centres to ensure essential workers can perform their duties effectively and without unnecessary commuting challenges.

In line with the Council resolution on 23 July 2024, the draft Strategy contains a section on essential worker housing and highlights the Parliamentary Inquiry options for essential worker housing in NSW.

No Net Loss of dwellings

At the Ordinary Council Meeting on 25 March 2025 (Gordon/Veitch), it was resolved:

RESOLUTION: (Gordon/Veitch) that Council:

- a) notes the ongoing issue of housing affordability in the Randwick LGA;
- b) notes and acknowledges that adequate supply of affordable housing is necessary to put downward pressure on rents and help aspiring homeowners achieve their goals, and that developments which result in an overall net loss of dwellings work contrary to that objective and reduce the overall housing diversity in an area;
- c) notes recent reports of affordable apartment buildings in highly sought-after areas such as City of Sydney being demolished to construct “luxury” apartment buildings with a smaller overall quantity of dwellings, and given the rising attractiveness of the Randwick LGA to wealthy property investors and our significant stock of legacy apartment buildings, expresses concern that this practice could spread to the Randwick area;
- d) notes that Woollahra, Waverley, and City of Sydney LGAs have similarly resolved in favour of protections against a net reduction of dwellings; and
- e) calls for a report into the introduction of planning controls to proactively protect against the overall net loss of dwellings at a particular site.

Consideration has been given to issues that have emerged in recent years in the Woollahra, Waverley and City of Sydney LGA’s with the demolition and redevelopment of apartments located in high amenity areas and their conversion into larger luxury apartments with fewer dwellings.

Council officers have conducted a review of development applications lodged in the past 5 years in the Randwick LGA and have identified at least 8 applications that have, or propose to result in, a net loss of dwellings. Two most notable applications include one in Coogee that proposed a net loss of 6 dwellings and one in Clovelly that proposed a net loss of 5 dwellings.

A net loss of dwellings can increase competition for remaining rental properties and increase rents in the immediate local housing market. In turn, this is likely to impact overall affordability of housing in the LGA. Council officers have examined and reviewed the approach taken by neighbouring councils, and identified possible paths and actions to address the issue that include:

- Amend Randwick LEP 2012 to add a clause which is aimed at preventing a net loss in dwellings in future development applications. A planning proposal will need to outline the evidence and justification for the change. The Planning Proposal process must follow a statutory process outlined in the Environmental Planning and Assessment Act, 1979 and the Department of Planning Guidelines.
- Development Control Plan the inclusion of development controls that prohibit a net loss of dwellings on a development site is a possible way to address the ongoing issue of net loss. However, as DCP provisions can be varied, this planning mechanism is less effective than controls in the LEP particularly in court matters.
- Capturing data on net loss from development applications will be required to accurately report on and analyse the impacts on the local housing market. Strategic Planning will work with Development Assessment officers to implement a process to capture data from applications that would result in a net loss of dwellings.

Accordingly, the draft Strategy contains a specific action to identify and address the impacts of net loss of dwellings by strengthening planning provisions to address the net loss of dwellings and low-rental housing through demolition/redevelopment.

Discussion

What is Affordable Rental Housing?

Affordable rental housing is housing that is reasonably priced for households on very low to moderate incomes and costs no more than 30% of household gross income. Households that generally fall into this category can include those employed in lower paid jobs in the health care, child care, aged care, hospitality and retail industries.

To ensure housing cost is no more than 30% of household income, the NSW Affordable Housing Ministerial Guidelines requires rent for affordable housing to be capped at no more than 74.9% of market rent (within the local area). To explain this further, if a typical two-bedroom apartment in Randwick rents for \$800 per week on the private market, under the NSW Affordable Housing Ministerial Guidelines, an equivalent affordable rental property would be capped at no more than 74.9% of this market rate, meaning eligible tenants would pay a maximum of \$599 per week. This reduction makes a significant difference for individuals and families struggling with housing affordability, ensuring they can access secure, well-located housing at a more sustainable cost. By keeping rents below market rates, affordable housing helps lower-income households avoid financial stress while remaining connected to their jobs, schools, and support networks within their local community.

Whilst capping rents at 74.9% may be effective for households on moderate incomes, for those on lower incomes, rent may still exceed 30% of household incomes. For example, a single parent earning \$900 per week, market rent would consume nearly 80% of their income, leaving very little for essentials like food, transport, and medical expenses. With affordable housing capped at 74.9% of market rent their rental costs would be reduced to around 66% of their income which whilst a significant reduction would likely impact a households ability to afford basic necessities and housing and financial security.

It is therefore recognised that capping rents at 30% of household income or 74.9% of market rent (whichever is less for the household) will ensure all households can secure housing whilst meeting basic necessities. This is currently reflected in the Affordable Housing Plans primarily for Kensington and Kingsford as well as for HIAs. This approach helps ensure that tenants can also afford other essential living expenses, such as food, clothing, transportation, healthcare, and education, even if this rent cap differs from the discounted market rate model.

The Draft Affordable Rental Housing Strategy

The Affordable Rental Housing Strategy (Attachment 1) is the result of in-depth research and strategic analysis of the current and emerging affordable housing challenges facing Randwick City. This comprehensive framework outlines clear priorities and practical actions to improve access to affordable housing locally. It also recognises that meaningful progress requires coordinated policy, financial investment, and regulatory support from all levels of government.

Affordable Rental Housing Target for Randwick City

To address this decline and the broader challenges affecting affordable housing provision in the Randwick LGA, an aspirational target of 7.5% of all dwellings in the Randwick Local Government Area being social or affordable by 2036 is contained in the draft Strategy. This target will restore the levels of provision in 2001 reducing current and future market pressures

Housing affordability will continue to be a key challenge for Randwick City (and across Sydney) unless concerted and urgent action is implemented. As the demand for housing continues to increase with population growth, the availability of affordable rental housing for low to moderate income households must also keep pace with this growth. A key consideration is the marked decline in the provision of social housing over the last two decades – from 7.5% of all dwellings in 2001 to 6.1% in 2021. This 1.4% drop has generated additional pressure and competition for market housing, with fewer properties at the lower end of the market for low and moderate income households and has increased the social housing waitlist.

To meet this target, an additional 1,494 social and affordable dwellings are required by 2036 (or 4,762 in total). The target has been informed by:

- current estimates from Homes NSW regarding social dwellings in the pipeline,
- Council's own affordable housing program (using the affordable housing reserve to purchase and develop affordable housing),
- Affordable housing dedications to Council (including K2K, housing growth precincts, Randwick Junction Planning Proposal)
- Other developments utilising the Housing SEPP bonus provisions

This target will restore the area's previous capacity to support vulnerable and low income households, while aligning with Council's objectives of housing diversity, equity and social inclusion and community resilience. This target also demonstrates Council's ongoing leadership and provides a benchmark for affordable housing planning, advocacy and collaboration with State Government and community housing providers. Table 1 below provides a summary of the current and projected social and affordable housing to 2036, assuming an aspirational target of 7.5% of all dwellings.

6.1% of all households in social housing (based on total household number of 53,843)	3,267
Existing Affordable (CHP and Council)	265
Future target of 7.5% of all households to be affordable/social by 2036 (based on projected total household number of 63,494)	4,762
To meet current and future need by 2036, an additional 1,494 social or affordable dwellings required	

Table 1: Adjusted proposed target for social and affordable housing (7.5% of all dwellings in the Randwick Local Government Area by 2036)

The target of the provisions of 1,494 social and affordable housing by 2036 whilst ambitious. will be affected by factors such as:

- Acceptance of the development industry to deliver affordable housing within developments.
- Viability and economic feasibility of the development sector including the cost of materials, labour, land value.
- State government and LEP planning frameworks that allow for the provision of affordable housing
- Progression of the program to develop State own land to increase the stock of social and affordable housing.
- The strategic vision of Council and its continuation of programs to deliver affordable housing.

The success of delivering this target will be via the 4 key priorities and corresponding actions in the draft Strategy which will assist in progressing a 7.5% target. In summary, the delivery of the target will be measured by:

- Monitoring census data to measure progress toward achieving this housing goal at each census year.
- Monitoring the redevelopment program of Home NSW in relation to the number of sites redeveloped and the percentage of social and affordable housing provided on the sites.
- Working with CHPs and monitoring to ensure low- and moderate-income households have access to secure rental accommodation.
- Collection of data and monitoring the provisions affordable housing via the planning system including:
 - Delivery through the Housing SEPP
 - The Affordable Housing Plans for Kensington and Kingsford as well as for HIAs.
 - Creating affordable housing schemes for areas subject to uplift (inclusionary zoning and/or voluntary planning agreements with developers)

- The successful outcome of introducing a broad based affordable housing contribution for all sites

Contents of the draft Strategy

There are 10 sections in the draft Strategy, as summarised below:

Section 1: Executive Summary

This section provides an overview of the document including the draft Strategy's objectives and priorities.

Section 2: Purpose and Context

This section outlines the existing affordable housing framework and why a new affordable rental housing strategy is required.

Section 3: What is Affordable Rental Housing?

This section provides a definition for affordable rental housing including the household income brackets to be eligible for affordable rental housing. It provides various examples/scenarios of who affordable housing is for and outlines the housing spectrum.

Section 4: Population, Housing Profile and Need

This section presents Randwick City's residents' population and housing characteristics based on the 2021 Census as well as from other relevant housing statistics. The section highlights mismatches in household structure and housing, student housing demand and addresses essential worker housing.

Section 5: What are the Affordable Housing Challenges?

This section highlights the significant undersupply of affordable housing stock, and the numerous market and macro-economic factors impacting housing affordability across the Randwick LGA.

Section 6: Who delivers affordable housing and how?

This section discusses the role of all levels of government and non-government organisations in delivering social and affordable housing dwellings.

Section 7: What are we currently doing?

This section provides a review of actions and outcomes since the Randwick City Affordable Housing Strategy and Action Plan since it was adopted in 2008.

Section 8: What we need to achieve?

This section details the target to increase the proportion of social and/or affordable housing in the Randwick Local Government Area (LGA) by 2036.

Section 9: Strategic Priorities

This section identifies and details the priorities that that will assist in progressing Council's target for social and affordable housing in the LGA by 2036.

Section 10: Actions and implementation

This provides a summary of the priorities and actions matched with timeframes and corresponding responsibilities for delivery by Council department/s.

Priorities and Actions

To achieve the goal of expanding affordable rental housing, the following key priorities have been established, aligning with existing Randwick City Council strategies and documents:

- *Accelerate the delivery and retention of quality affordable and low-cost housing through the use of planning provisions*
Optimising the planning system and framework will facilitate the expansion of affordable rental housing supply and housing diversity.
- *Provision of affordable rental housing led or supported by Council*
Council-led initiatives for the direct provision of affordable housing stock.

- *Collaboration and advocacy with key government organisations for increased provision of affordable housing*
Strategic collaboration and proactive advocacy with key government organisations - supported by community groups and private sector partners – will drive increased provision of affordable housing.
- *Review and establish processes for the ongoing management of affordable housing*
Development of policies and guidelines to support and regulate the provision and long-term management of affordable rental housing.

The actions corresponding to the 4 Priorities are shown in Table 2 below.

Priority	Action
1. Accelerate the delivery and retention of quality affordable and low-cost housing through the use of planning provisions.	<i>1.1 For sites subject to uplift, require a strategic target up to 10% of the total gross floor area to be provided as affordable housing subject to feasibility (inclusionary zoning mechanism).</i>
	<i>1.2 For all new development, investigate an LGA wide affordable housing contribution scheme.</i>
	<i>1.3 Ensure both dwelling dedications and Council led developments of affordable housing meet Council's Affordable Housing Design Guidelines.</i>
	<i>1.4 A Council program to encourage the renting out of bedrooms in households with spare bedrooms and review planning controls to encourage additional forms of housing such as secondary dwellings to provide housing choice.</i>
	<i>1.5 Review planning controls to encourage additional forms of housing such as secondary dwelling, providing housing choice.</i>
	<i>1.6 Investigate the impacts of short term rentals across the LGA and the loss of traditional low-cost and affordable dwellings through the redevelopment of sites to understand the impacts on housing affordability.</i>
	<i>1.7 Strengthen planning provisions to address the net loss of dwellings and low-rental housing through demolition/redevelopment.</i>
	<i>1.8 Investigate and implement planning incentives and mechanisms to encourage residential apartments in areas where there is competition for residential floor space.</i>
2. Provision of affordable rental housing led or supported by Council.	<i>2.1 For the development of Council owned land, develop a priority list of sites and undertake land use analysis and feasibility assessment to investigate opportunities for the delivery of affordable rental housing.</i>
	<i>2.2 Explore joint venture opportunities or partnerships with Community Housing providers or other organisations for delivering affordable housing on Council owned land.</i>
	<i>2.3 Undertake an acquisition program for purchasing existing stock, for use as affordable housing based on Council's Site Selection Criteria.</i>

Priority	Action
3. Collaboration and advocacy with key government organisations for increased provision of affordable housing	<i>3.1 For the redevelopment of existing social housing sites advocate for 100% social housing to be retained, whilst ensuring a mix of dwelling sizes appropriate to the needs of the community. Council will advocate for a high level of engagement with both Council and social housing residents in the redevelopment of these sites.</i>
	<i>3.2 Advocate to Homes NSW to increase the number of social and affordable dwellings through high-quality redevelopment of their strategic sites and for improved data in relation to housing delivered and in the pipeline in the Randwick LGA.</i>
	<i>3.3 Advocate for affordable essential/key worker housing to be delivered as essential infrastructure required to support large scale non-residential re-development on government land or in proximity to proposed new infrastructure.</i>
	<i>3.4 Work constructively with industry to advocate for increased federal government investment in social and affordable housing and a review of property tax and regulatory structures to address barriers for downsizers, disadvantages to first home buyers when competing against investors and to explore incentives or regulation to prioritise the delivery of low-cost and affordable housing over luxury developments.</i>
	<i>3.5 Advocate to the NSW Government to address the affordability of Co-Living developments through the planning system.</i>
4. Review and establish processes for the ongoing management of affordable housing.	<i>4.1 Improve the allocation and management of affordable housing by refining the tenancy arrangements around need, based on income and rent in the 'Affordable and Transitional Housing Guidelines' and apply these to new and renewed management contracts awarded to CHPs.</i>
	<i>4.2 Require better reporting for affordable housing managed by CHPs and owned by Council, including data on essential workers. Also advocate for CHPs to better report data on the number of dwellings within the LGA where ownership sits outside Council.</i>

Accompanying Documents – Affordable Housing Design Guidelines

To support developers and Council in the assessment and allocation of affordable housing dwellings provided by the development process, an Affordable Housing Design Guidelines has been prepared (see Attachment 2). It sets design requirements to ensure these new dwelling dedicated to Council match or exceed market-rate units in terms of amenity, facilities, and design. Additionally, it clarifies the NSW Government's Apartment Design Guide (ADG) to ensure its provisions are correctly applied to dedicated affordable housing units. The Guidelines outline dwelling composition (number of bedrooms, bathrooms, car parking and other facilities) and dwelling design considerations (including ADG solar access, cross ventilation and accessibility requirements)

Next steps and time frames

Following Council's endorsement of the draft Strategy, the draft Strategy and accompanying documents will be placed on public exhibition for a minimum 4 weeks to seek and consider community feedback (see Figure 7). Council Officers will provide a report to Council on the consultation outcomes following the exhibition period.



Figure 7: Next steps in the process and broad time frame.

The consultation engagement activities will include:

- Draft Strategy and accompanying documents available on Council's YourSay website
- Preparation of explanatory material (e.g. pamphlet) and FAQ
- Engage with relevant housing industry stakeholders e.g. Community Housing and other providers
- Seek feedback from adjoining councils

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.

Risks

To assist in considering the endorsement of the report's recommendations, the following potential risks have been identified:

Risk	Mitigation
Legislation considerations Changes in state or federal policies, or delays with regulatory approvals (e.g., planning or zoning changes), could adversely	Maintain policy monitoring of policy developments and regulatory changes. Establish regular communication channels with state and federal agencies to anticipate policy shifts.

Risk	Mitigation
affect the project's timeline and targets.	
Financial Considerations: <ul style="list-style-type: none"> Budget overrun due to high development costs, market fluctuations, interest rates and construction costs exceeding initial budgets can lead to financial strain. Managing and maintaining affordable housing can be costly, especially where rental income does not cover these expenses. 	Council has robust feasibility analysis and strict cost control measures for affordable housing projects.
Reputational considerations: <ul style="list-style-type: none"> Local residents may oppose affordable housing developments due to concerns about property values, increased traffic, or changes in neighborhood character which can lead to negative publicity. Delays in project completion can damage the council's reputation, especially if the delays are associated with financial strain. Purchase of additional land to expand the redevelopment site area 	<p>Council has a robust, open and transparent community consultation process which can build trust and demonstrate accountability in implementing its Affordable Rental Housing Strategy.</p> <p>Council maintains clear and open communication about affordable housing project goals, progress, and challenges, regularly updating the public and stakeholders to build trust and enhance credibility.</p> <p>Council implements appropriate measures to manage property purchases in a sensitive and diligent manner.</p>

Resourcing Strategy implications

This work has been 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 draft Affordable Housing Strategy is based on current housing needs analysis and best practice planning approaches. The draft Strategy's objectives and actions aim to further strengthen Council's commitment and leadership in delivering affordable housing to date.

The draft Strategy sets clear priorities and actions to ensure the growth of affordable rental housing in Randwick City over the next 10 years.

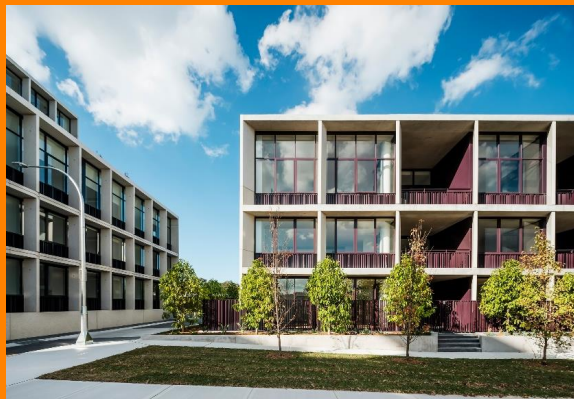
Responsible officer: Stella Agagiotis, Manager Strategic Planning; David Ongkili, Coordinator Strategic Planning

File Reference: F2023/00708

CITY PLANNING

CP18/25

Draft Affordable Housing Design Guidelines



Adoption Date:
Click or tap to enter a date.

Review Date:
02 June 2025

Version:
Draft

Responsible Department:
City Planning

TRIM Document Number:
D05734058



Contents

1. Introduction	3
1.1. Purpose	3
1.2. How to use this document	3
1.3. Land to which the design guidelines apply	4
2. Design guidelines	5
2.1. Design requirements for affordable housing dwellings	5
3. Design Guideline Checklist	9

1. Introduction

1.1. Purpose

The purpose of the affordable housing design requirements is to assist developers and Council in the assessment and allocation of affordable housing dwellings to be dedicated to Council in accordance with the Randwick City Council Affordable Housing Strategy and Scheme.

Specifically, this Guide:

- Outlines the design requirements for affordable rental dwellings that have been dedicated as affordable housing dwellings on sites or as an 'in kind' contribution.
- Seeks to ensure that dedicated affordable housing dwellings are functionally equivalent, or greater than, market-rate dwellings that are within the same development in terms of amenity, facilities and design.
- This document seeks to further clarify requirements in the NSW Government's Apartment Design Guide (ADG) ensuring that its broad provisions are correctly applied to dedicated affordable housing units.

1.2. How to use this document

This design guide was publicly exhibited with the Randwick City Affordable Housing Strategy and Action Plan and the associated documents. The guide should be read in conjunction with the relevant Randwick City Affordable Housing Strategy.

The guide should be used to guide the design of proposed affordable housing dwellings to be dedicated to Council. The document aims to guide developers in the development of their proposals to ensure the proposed affordable housing units are acceptable.

This guide in itself does not impose obligations on development, however it acts as an explanatory document for Council policy and legislation. Having a guide for applicants will create further certainty in design development and feasibility stages as Councils requirements and expectations are clearly outlined, avoiding unnecessary delays during the assessment stage.

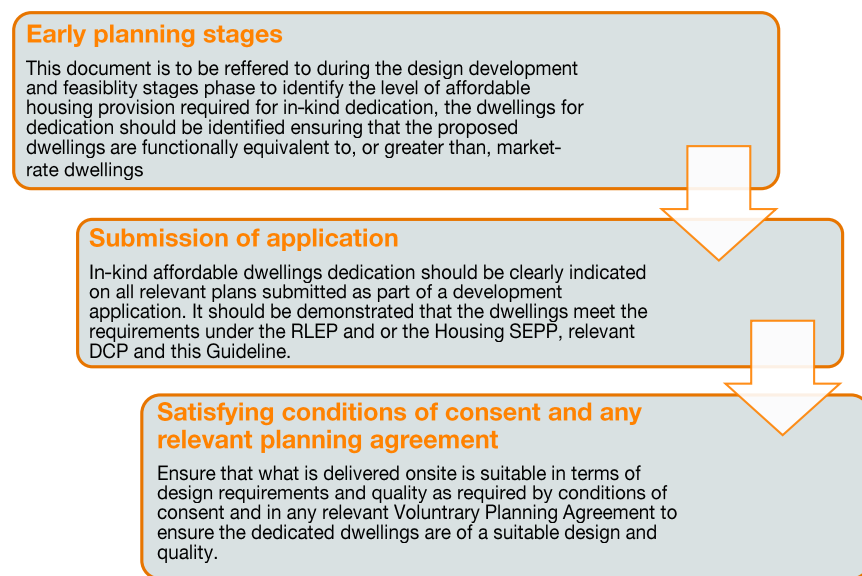


Figure 1. Affordable Housing Dedication Process

1.3. Land to which the design guidelines apply

The affordable housing design requirements apply to all dwellings that have been dedicated to Council for the purposes of affordable housing dwellings, provided through an 'In kind' contribution under any relevant adopted affordable housing contribution scheme within the Randwick City Local Government Area. While the guideline largely focus on dwellings within residential flat buildings, they can be generally applied to all residential dwellings.

2. Design guidelines

2.1. Design requirements for affordable housing dwellings

Council will have regard to the following matters in considering an affordable housing dwelling offer:

Dwelling size, location and mix accessible units

Dwelling Size

- a. Each dwelling has a gross floor area (GFA) of at least 50m² measured in accordance with *Division 2 Affordable housing* of the Randwick LEP.
- b. For gross floor area dedications exceeding 50m², the following minimum dwelling sizes apply:
 - i. 2 bedroom dwelling – 70m² (GFA)
 - ii. 3 bedroom dwelling – 90m² (GFA)

Note – As defined in the Randwick LEP, gross floor area is the measurements within the internal walls of a dwelling, excluding car parking areas and any associated vehicular access along with basement storage areas. The dedication of apartments is to be outlined to Council as part of the lodgement of an application to Council. Dedication should be indicated on submitted floor plans.

Dwelling Mix & location

- c. Where more than one affordable housing dwelling is to be dedicated to Council:
 - i. The dwelling mix, defined by the number of bedrooms per unit, should align with the overall development composition and reflect current demographic demands within the suburb.
 - ii. The dwellings are to be distributed throughout the building / development, including at least one dwelling above the ground floor level.
 - iii. A higher proportion of one-bedroom units may be appropriate in areas with a significant presence of essential workers, such as Randwick; however, it does not permit an exclusively one-bedroom unit provision.
 - iv. In co-living developments that include studio apartments, the affordable housing provision must align with the broader development mix.
 - v. In larger developments leading to the provision of multiple units, consideration should be given to the provision of adaptable/accessible units within the mix.

Example – For a development with a *total floor area (TFA)* of 7,000m² and an affordable housing contribution rate of 5%, a contribution of 350m² is required.

The 350m² contribution could comprise the following dwelling mix:

- 2 x one bedroom apartments - totaling 100m²(GFA)
- 2 x two bedroom apartments - totaling 140m² (GFA)
- 1 x three bedroom apartment - totaling 90m² (GFA)

The remainder of the dedication as a monetary contribution equivalent to the TFA of the above 5 dedicated apartments.

Accessible and Adaptable dwellings

- d. In instances where the mix requires the provision of accessible or adaptable dwellings, the dwellings must comply with all relevant accessible and adaptable legislation and policy.

Design and amenity

- e. The following design considerations are to be the same or greater than market rate dwellings within the development:
 - I. General layout and circulation: the layout and circulation should be considered practical and usable with minimal “dead space”. In the design of larger developments floor plates often result in some spaces that are not considered usable space and what is commonly referred to as ‘dead space’. An example of this would be an apartment with an excessively long hallway in lieu of sufficient habitable space as demonstrated in example 1 of Figure 2, Council will not accept dwellings that are considered to have excessive dead space or poor circulation.
 - II. Private open space: private open space should meet the requirements under the ADG and/or relevant DCP as demonstrated in example 2 of figure 2.
 - III. Storage Space: storage space is to meet the requirements under the ADG and and/or relevant DCP as demonstrated in example 2 of figure 2.
 - IV. Energy Efficiency: All integrated appliances and mechanical heating and cooling should be of a high standard in terms of efficiency and be of the same standard as those provided throughout the development. For new apartments Council requires 100% electric apartments to keep future running costs low for residents and to reduce health and safety impacts of managing units supplied with gas. Air conditioning should be provided unless the design allows for the dwelling to be adequately heated and cooled using passive and/or low-energy methods. Ceiling fans should be installed to provide a low-energy cooling option.

- V. Thermal efficiency & Passive Design: Council encourages high rating passive design in terms of thermal insulation, orientation and external shading. Affordable housing dwellings dedicated to Council should be of the same standard or greater than the market rate dwellings in the development. For example, if the development includes double glazing and high performance insulation to market rate dwellings, the dwellings dedicated for the purposes of affordable housing should also include the same insulation and double glazing.
- VI. Water efficient dwellings: all dwellings dedicated are to be fitted with water efficient fixtures including taps and showerheads.
- VII. General Amenity: Under the ADG, a specified percentage of dwellings must meet high amenity standards while allowing the remainder to have a lower level of amenity. To prevent dedications comprising solely of lower amenity dwellings—especially when dedicating more than one affordable housing unit to Council—the overall dedication must adhere to the amenity percentage standards detailed in the Apartment Design Guide as follows:
 - a. 60% or more of affordable housing dwellings dedicated to Council are to have good cross ventilation
 - b. a minimum of 70% of affordable housing dwellings dedicated to Council achieve adequate solar access; and
 - c. 20% of affordable housing dwellings dedicated to Council to incorporate the Liveable Housing Guideline's silver level universal design.

Note – Prior to dwellings being fitted out, the proponent is to provide to Council a materials schedule to ensure the fitout is of an acceptable level. This will be conditioned at time of consent and must be met prior to any issuing of an occupation certificate and to satisfy any voluntary planning agreement that may be in place for the development.

Examples of good and poor provision

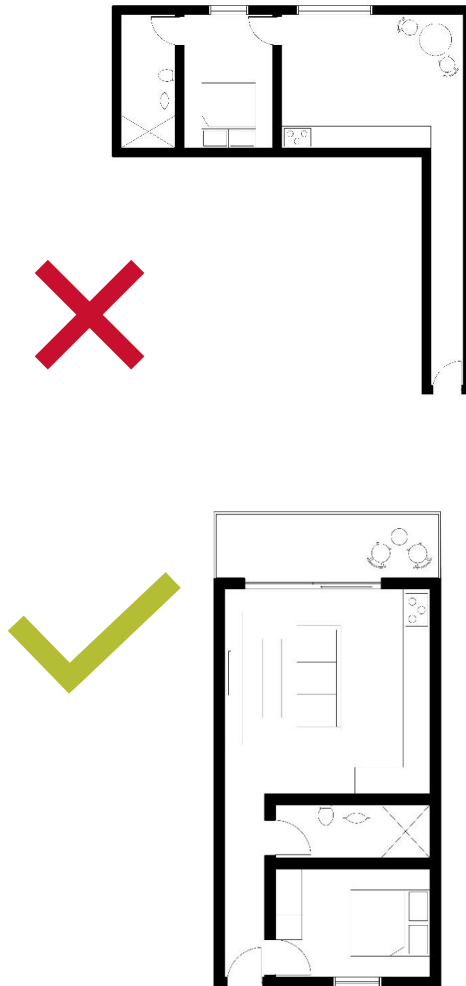


Figure 2. Provision examples

Example 1) an apartment with an excessively long hallway that is not considered useable space. The general layout and circulation is poor, the bathroom can only be accessed via the bedroom.

There is no built-in storage in the bedroom or any private outdoor space, both are requirements under the ADG.

The apartment is also single aspect and south facing which would be considered poor in terms of solar access and cross ventilation.

Example 2) an apartment with a hallway with purpose, it is not excessively long and provides separate access to the bedroom and bathroom as well as creating separation between the entry and living spaces.

The apartment includes built in storage in the bedroom and private outdoor space.

The apartment is also dual aspect East/West providing good solar access across the apartment and cross ventilation.

Fit out of dwellings

The same if not greater than market rate dwellings

1. Affordable housing dwellings must meet or exceed the quality of market dwellings—not by offering luxury, but by ensuring durable, well-performing features. This means that the amenity level, storage provisions, and location within the development should be on par with or superior to market standards. Council may approve more cost-effective finishes when the substitution reflects a move away from luxury rather than a compromise in quality. For example, laminate benchtops rather than marble may be acceptable, but opting for lower-quality, less efficient appliances or reducing the standards for mechanical heating, cooling, or insulation is not.

Provision of facilities

2. Each dwelling must feature a full-sized private kitchen and bathroom. Any dwelling larger than two bedrooms (>70m²) is to have a second bathroom. Council also requires the provision of a bathtub in family sized dwellings.

Bathroom and Kitchens	
1 bedroom	1 small bathroom (toilet, shower and sink)
	A full sized kitchen
2 bedrooms	1 full sized bathroom (shower/bathtub, toilet and sink)
	A full sized kitchen
3 bedrooms and greater	1 full sized bathroom (shower/bathtub, toilet and sink) & 1 small bathroom (toilet, shower and sink)
	Full sized kitchen

Parking Requirements and SecurityCar, bicycle and motorcycle parking

3. All parking is to be provided in line with the relevant DCP for the site or under the Housing SEPP.

Secure Dwellings

All new dwellings are to be secure, with quality locks to the entry door and windows. All units within residential flat building developments are to have secure common areas and intercom is to be installed.

3. Design Guideline Checklist

Design Requirement Checklist for dwelling dedication	Yes/No
Does each dwelling meet size requirements?	
Is the size of each dwelling calculated to exclude those areas defined as exclusions under the RLEP?	
Are the dwellings to be dedicated as affordable housing clearly outlined on submitted floor plans at the time of lodgement?	
Is the dwelling mix reflective of the needs of community and in accordance with these guidelines? Please indicate mix	
Is the location of the dwellings suitable? Briefly explain	
Is the layout and circulation acceptable? Briefly explain	
Are the dwellings (if apartments) ADG compliant?	
Is the energy performance of the dwellings the same or greater than other dwellings within the development?	
Is the thermal efficiency of the dwellings the same or greater than other dwellings within the development?	

Is the water efficiency of the dwellings the same or greater than other dwellings within the development?	
Are the aspects and outlooks of the dwelling considered acceptable within this guidance?	
Does the fit out of dwellings comply with this guidance?	

CP18/25



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Randwick City Council
30 Frances Street
Randwick NSW 2031

Director City Planning Report No. CP19/25

Subject: Community Sustainable - Sustainable School Grants Program 2024-25

Executive Summary

- Council offers the Sustainable School Grants as part of The Community Sustainable Program. The grants support local schools to improve sustainability outcomes in their schools and support programs that foster sustainable behavioural changes throughout their communities. The program currently has \$30,000 allocated per year.
- The 2024-25 Sustainable School Grants funding round opened on 28 February 2025 and closed on 11 April 2025. Applicants were able to apply for up to \$5,000 each.
- Nine (9) applications were received, requesting a total of \$30,549. The applications were assessed against the programs funding guidelines and assessment criteria.
- The assessment panel recommends that all nine (9) applications, presented below, receive funding:
 - OLSH Kensington
 - St Mary St Joseph Maroubra
 - St Margarets Mary's Catholic Public School
 - Claremont College
 - Malabar Public School
 - Maroubra Bay Public School
 - Randwick High School
 - South Coogee Public School
 - La Perouse Public School
- This report is seeking approval for Council to award the recommended nine (9) grants for a total \$29,792. The recommended grant funding is less than the total requested as staff were able to identify cost savings for a number of the projects through the 3-Council Compost Revolution program.
- The recommended total is within allocated budget of \$30,000 for the 2024-25 Sustainable School Grants.

Recommendation

That Council approve the 2024-25 Sustainable School Grants funding allocation of \$29,792 to the nine (9) recommended school projects.

Attachment/s:

Nil

Purpose

This report seeks approval from Council to award the 2024-25 Sustainable School Grants in accordance with the assessment panels' recommendation.

Background

Community Sustainable - Sustainable School Grants

The Community Sustainable investment stream provides financial support to houses, units, businesses, schools, educators and environment groups in the Randwick Local Government Area to implement environmental initiatives, with the Sustainable School Grants Program providing funding to support school communities to improve sustainability outcomes in local schools and implement programs that foster sustainable behavioural changes.

\$30,000 per year is allocated to the Sustainable School Grants Program, with applicants able to apply for up to \$5,000 each.

Discussion

The 2024-25 Sustainable School Grants round opened for applications on 28 February 2025 and closed on 11 April 2025. Nine (9) submissions were received this year.

Application assessment

An assessment panel of three staff from the Sustainability and Resilience Department reviewed all applications received. The skills and experience of the assessment panel include sustainability, community development, biodiversity, waste and resource recovery.

Each application was assessed against six core criteria outlined in the Sustainable School Grants 2025 Guidelines:

1. The project must be aligned with one or more of the program objectives
2. There is a proven need and tangible on-ground benefit for the proposed project
3. The school demonstrates how learning associated with the project is linked to the curriculum
4. Demonstrate environmental outcomes (additional social wellbeing outcomes will be considered as adding value in the assessment process)
5. Demonstrated commitment to the proposed project and its outcomes of the school community e.g. parents, teachers and students (both formal and informal contributions to projects and supporting activities can be included)
6. All WHS, building, safety and legal procedures and requirements are met by the school and its community in the conduct of proposed projects and include ongoing maintenance projects on the school premises.

Recommended funding allocations

A summary of the recommended allocations for the 2024-25 round is provided below, with the assessment panel agreeing that all applications met the criteria.

Nine (9) applications were considered, requesting a total of \$30,549.00 in funding.

Nine (9) Sustainable School Grants applications are recommended for funding, totaling \$29,792. The recommended grant funding is \$208 less than the 2024-25 Sustainable School Grants allocated budget of \$30,000 and \$757 below the total requested. This reduction reflects cost savings made possible through the 3-Council Compost Revolution program including worm farms, live worms, hessian sacks and compost tumblers.

Recommended projects:**2024/25 Sustainable School Grants**

School and Project	To be funded
<p>OLSH Kensington</p> <p>Transform an unused, overgrown area of the school into a vibrant, sustainable outdoor learning space that fosters environmental stewardship, biodiversity awareness, and hands-on sustainability education. The project will include installing a rainwater tank and watering facilities, accessible planter boxes, composting/gardening equipment, new soil, agricultural plants, and seating to support student-led gardening and sustainability initiatives. Native, stingless bees will enhance biodiversity and pollination while educating students about their ecological role.</p>	\$3,500.00
<p>St Mary St Joseph Maroubra</p> <p>Develop a native garden at the entrance to the school, planted predominantly with native Australian plants including plants traditionally used by First Nations people for food, medicine, tools, and cultural practices that provide a cultural learning space for the school and community.</p> <p>The project includes consultation, purchase and building of an irrigation system (drip irrigation), cost of plants, soil, fertiliser and garden guards until the plants have reached maturity.</p>	\$5,000.00
<p>St Margaret Mary's Catholic Primary School</p> <p>Install a worm farm in the school garden (supplied through Compost Revolution). A teacher will run class workshops with each year and coordinate set up.</p> <p>(The school initially requested \$1,049. This was adjusted in discussion with the school as worm farms, worms and hessian worm blankets are supplied to schools free through the Compost Revolution Program)</p>	\$600.00
<p>Claremont College</p> <p>Revitalise approximately 30m² of unused school land, transforming it into a garden with native plants and bush food ingredients, a play area intertwined throughout and native stingless bees. Collaboration with various local and small businesses within Sydney to deliver the education component of the nature revitalisation project including First Nations-led organisations, Koori Kinnections, and Rooftop Bees to bring topic-specific expertise for education.</p>	\$5,000.00
<p>Malabar Public School</p> <p>Through the 'Waste Warrior' project, implement a school-wide Waste Action Plan (WAP). The WAP includes the installation of colour-coded waste infrastructure in each classroom and office space. The colour-coded system will extend to outdoor areas, with new bin stations placed in strategic locations to encourage waste-wise behaviour.</p> <p>In 2022, a small number of nominated student Green Warriors conducted a playground bin audit. With an odd assortment of indoor and outdoor waste bins around the school, it was found that many recyclable items and compostables were being sent to landfill.</p>	\$5,000.00
<p>Maroubra Bay Public School</p> <p>Creation of a mini orchard in the school garden, using innovative wicking plant pots to support sustainable water use. The initiative is designed to</p>	\$1,000.00

2024/25 Sustainable School Grants

enhance environmental education, provide tangible sustainability outcomes, and foster greater community involvement in ecological stewardship.

Randwick High School

\$1,000.00

The funding will go towards the creation of a sustainability education program run as part of the current SPARK program and will involve the creation and implementation of several smaller projects such as a chicken coop, a food/permaculture garden, native bee hives, an upgraded yarning circle, and the renewal of existing green spaces and garden beds.

South Coogee Public School

\$4,000.00

Funding to support the replanting, expansion, and maintenance of a garden space adjacent to the school's newly renovated outdoor kitchen. The garden plantings will include a variety of herbs, fruits, vegetables, and native bush produce, which students will cultivate and utilise in the kitchen. Further, the garden will include native Lilly Pilly screening and additional benches and seating for children to utilise during lessons, introduce habitats for native wildlife, such as a lizard lounge, bird boxes, and expanded native gardens.

La Perouse Public School

\$4,692.00

Enhance and revitalise the existing school garden, transforming it into a dynamic outdoor learning space that fosters environmental responsibility, supports wellbeing, and embeds sustainability as a cross-curricular priority within our teaching practices.

The funding will go to purchase essential garden resources, including self-watering garden beds, a compost system, a worm farm, a rainwater tank, tools, gloves, and benches. These additions will allow students to actively engage with real-world environmental practices such as organic gardening, composting, water conservation, and waste reduction.

(The school initially requested \$5,000. This was adjusted in discussion with the school as worm farms, worms and compost tumblers are supplied to schools free through the Compost Revolution Program)

TOTAL RECOMMENDED FUNDING \$29,792.00

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 city with diverse ecosystems that are restored and protected
Objective	Increase by at least 60% the number of native and indigenous plantings across Randwick City by 2030 from a 2018 baseline
Delivery program commitment	Improve the connectivity of key bushland areas by planting and maintaining 14,000m ² of native and indigenous ground covers, shrubs and trees starting in areas between Kamay National Park, Bunnerong Rd Chifley Eastern Suburbs Banksia Scrub, Yarra Bay Bushland areas and Malabar Headland National Park by 2026 and extending into additional areas of the City.
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.
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.

Risks

Risks to this program associate with each school's capacity to complete the project and future maintenance.

Risk	Mitigation
Financial and resources risk in schools completing their projects.	Staff will undertake ongoing engagement with schools to assist them work through challenges which may arise.
Meeting the reporting and compliance requirements acknowledging already demanding administrative burden experienced in schools.	The schools are to be provided with clear acquittal requirements and a template. They will also be provided with regular reminders.
Ongoing maintenance of projects and programs.	Continued engagement with schools will be undertaken, including an annual follow-up.

Resourcing Strategy implications

Funding

The total budget allocated for the 2024-25 Sustainable School Grant Program is \$30,000. The recommended funding of all nine school projects totals \$29,792.

As project delivery is the responsibility of the schools, staff involvement is limited to administering the grant program and following up with schools on delivery.

Policy and legislative requirements

- Local Government Act 1993 - Section 356
- Local Government Act 1993 - Section 377.

Conclusion

The Community Sustainable - Sustainable School Grants Program enables the Randwick school community to improve sustainability outcomes for local schools and foster sustainable behavioural change within the wider community.

It is recommended that Council approve the award of nine grants totalling \$29,792. These grants are focussed on gardening and biodiversity and will support schools to create hands-on learning spaces that promote habitats, improve local ecosystems and empower students, teachers and parents to take an active role in caring for the environment.

Responsible officer: Helen Morrison, Senior Sustainability Officer - Community

File Reference: F2025/00215

CP19/25

Director City Planning Report No. CP20/25

**Subject: Variations to Development Standards under Clause 4.6 - 1
May to 31 May 2025**


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.
- Notwithstanding the above, a monthly report providing details of applications subject to a variation of a development standard under clause 4.6 of Randwick Local Environmental Plan 2012 has been submitted to the Ordinary Council meeting since February 2009.
- This report provides Council with details of Development Applications (DA) that were determined within the period from 1 May through to 31 May 2025 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 Council receive and note the report – Variations to Development Standards under Clause 4.6 of Randwick Local Environmental Plan 2012.

Attachment/s:

1.  Clause 4.6 Register - May 2025

Purpose

This report provides Council with details of Development Applications (DA) that were determined within the period from 1 May through to 31 May 2025 in which a variation to a development standard under Clause 4.6 of the Randwick Local Environmental Plan 2012 was approved.

Discussion

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, a monthly 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 in accordance with Council's internal reporting requirements.

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 through to 31 May 2025. Further analysis of the largest numerical variation for the 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 2025

Four (4) Clause 4.6 variations were approved in the May period (being 1 May through to 31 May 2025), with three (3) applications determined by the Randwick Local Planning Panel (RLPP) due to variations greater than 10% and one (1) application determined under delegated authority (less than 10% variation).

Of the variations approved, the greatest extent of variation related to DA/1251/2024 at 9 Sully Street, Randwick, in which a 31.9% variation to the building height development standard was approved. The RLPP supported the variation to the building height standard for the following reasons:

- The application sought consent for alterations and additions to an existing dwelling including an attic addition, rear extensions, and construction of a new carport and bin storage area.
- The site is zoned R2 Low Density Residential and is subject to a maximum building height of 9.5m.
- The proposal has a maximum building height of 12.539m. The variation is primarily resultant of the sloping topography of the site, as well as the height of the existing dwelling, which does not comply with the 9.5m standard. The proposed dwelling will generally present as a one (1) to two (2) storey dwelling to Sully Street. The side dormers are well integrated with the existing roof form and are suitably recessed from the front façade. Similarly, the rear dormer is suitably setback behind the main roof form and so will not be visible from the street or the surrounding public domain. The proposal was considered to respond appropriately to the context of the site and the character of the locality, which comprises development of varying scale, architectural style, and typology.
- The detailed assessment demonstrated that the proposed development would not result in any unreasonable impacts upon the amenity of adjoining and surrounding properties with regard 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 building height 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 Council's reporting requirements.

Responsible officer: Julia Warren, Senior Environmental Planning Officer

File Reference: F2008/00122

CP20/25

CLAUSE 4.6 REGISTER – MAY 2025														
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/1251/2024	9	Sully Street	Randwick	2031	1: Residential – Alterations & additions	R2 – Low Density Residential	Clause 4.3 – Building Height = 9.5m	Maintains compatible scale with neighbouring buildings and does not adversely impact in terms of overshadowing, privacy, and views.	Building height = 12.539m or 31.9%	DPHI	08/05/2025	RLPP	4	0
DA/78/2025	1/184	Storey Street	Maroubra	2035	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 = 0.59:1 or 18%	DPHI	08/05/2025	RLPP	0	0
DA/185/2025	24	Amour Street	Maroubra	2035	2: Residential – New dwelling	R2 – Low Density Residential	Clause 4.4 – FSR = 0.65:1	Maintains compatible scale with neighbouring buildings and does not adversely impact in terms of overshadowing, privacy, and views.	FSR = 0.83:1 or 28.6%	DPHI	08/05/2025	RLPP	0	0
DA/1096/2024	18	Gordon Avenue	Coogee	2034	2: Residential – New dwelling	R2 – Low Density Residential	Clause 4.3 – Building Height = 9.5m	Maintains compatible scale with neighbouring buildings and does not adversely impact in terms of overshadowing, privacy, and views.	Building height = 9.93m or 4.56%	DPHI	21/05/2025	DEL	3	0

Director City Planning Report No. CP21/25

Subject: Heritage Service Level Review

Executive Summary

- The provision of heritage services is a key planning activity for the City Planning Directorate. The services aim to manage and protect the heritage of our City. This includes managing the 498 local heritage items, 38 State Heritage items, 21 heritage conservation areas and 20 archeological sites
- This Heritage Service Review is being undertaken as part of the 2022-26 Delivery Program.
- The review undertook a comprehensive analysis of the services provided by Council. The services were benchmarked against the heritage services provided by Waverley, Woollahra and Inner West Councils. The benchmarking related to the number of heritage planners in each council, number of heritage items, conservation areas, number of DA heritage referrals, customer enquiries and previous heritage updates or studies.
- The Service Review identified an opportunity to review the current combination of capability and delivery to manage and protect the City's heritage and meet community expectations.
- The Service Review provides recommendations and opportunities for improvement and recommends:
 - retain the current staffing level at 1.4 FTE
 - engage consultants on an as-needed basis to undertake DA referrals, court work, studies and investigations into heritage issues.
 - develop and implement processes and practice improvements relating to heritage matters.

Recommendation

That:

- a) Council note this Heritage Service Review will be reported to Audit Risk and Improvement Committee in July 2025; and
- b) following the meeting of Audit Risk and Improvement Committee, 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](#) Heritage Service Level Review

Purpose

The purpose of this report is to outline the findings and outcomes of the Heritage Service Level Review to Council. The review has considered existing strengths, challenges and opportunities for improvement to ensure the service aligns with community expectations, legislative requirements, KPIs and best practice heritage management.

Three options have been considered to address heritage service levels as follows:

- Option 1 - Maintain the current staffing level of 1.4 FTE and engage consultants on an as-needed basis; to undertake process improvements;
- Option 2 - Fully outsource all heritage DA referrals, policy and planning (\$120,000-\$200,000)
- Option 3 – Increase the existing staffing by 0.6 FTE (from 1.4 to 2 full time staff)

Heritage Legislative Framework

Councils have responsibility for heritage management outlined in the Heritage Act 1977 and the Environmental Planning and Assessment Act, 1979. Both establish the legislative framework for integrating heritage conservation into the broader planning system, ensuring heritage significance is identified, assessed and protected consistent with local environmental plans.

Service Analysis

The 2023 Customer Satisfaction Survey has found that 90% of Randwick City residents are satisfied with Council's protection of heritage items. This is 12% over the benchmark for other councils and this metric achieved a 'Good' rating. Residents also highly rate the importance of heritage protection (74%).

The Service Analysis responds to the Service Delivery and Performance program under Council's Service Level Review Framework, benchmarks Randwick Council's heritage service delivery with other councils and considers other models of delivering the service.

This Heritage Service Level review involved:

- review of Council's current level of heritage staffing and resourcing;
- performance level indicators for service requests from external customers, heritage exemption requests and DA referrals;
- benchmarking with Woollahra, Waverley and Inner West Councils to understand the number, diversity and status each Council's heritage items, heritage staff and organisational structure, number of applications and quality of resourcing (i.e. heritage studies, inventory sheets, request for information/advice etc).

Key Service Outputs in the next five years

The Strategic Team will be undertaking the following projects and activities within the next five years to improve, update and broaden Council's heritage inventory:

- Investigation and research into potential heritage items identified by the community during the previous heritage study (not progressed) based on preliminary desktop heritage assessment and undertake assessment of other properties and landscape elements;
- Undertake a Planning Proposal to update Schedule 5 of the *Randwick Local Environmental Plan 2012* that includes potential heritage items based on studies, research and investigations;
- Prepare an Aboriginal Cultural Heritage Study, informed by the principles in the Reconciliation Action Plan (RAP);
- Complete draft and missing State Heritage Inventory sheets (SHI) for existing and proposed heritage items and sites and upload onto Heritage Management System (HMS); and
- review the status of all buildings within the Heritage Conservation Area (HCAs) and update the existing contribution mapping and publish on Council's website.

Key operational issues identified

The Heritage Service review has identified several operational challenges and areas of improvement:

- Need to review and improve internal processes for analysing and listing potential heritage items in the Randwick LGA and updating the list of heritage items and heritage conservation areas.
- Lack of detail in the existing heritage inventory sheets and contributory heritage mapping which is needed for DA assessments and evidence in Land & Environment Court cases.
- Need to prioritise gaps in data - missing, incomplete and out of date State Heritage Inventory (SHI) sheets and to create a complete set of SHI sheets for each heritage item.
- Need for improvements in searching historical records to address heritage information gaps, potentially having flow-on effects on DA heritage referral and heritage exemption application assessment times.
- Ensuring heritage resources can meet the expected growth in the number of heritage items, contributory items and heritage conservation areas following a comprehensive heritage study
- Lack of clear and user friendly information on Council's website which contributes to inefficiencies and uncertainty for applicants and stakeholders and higher volume of customer enquiries.

Benchmarking Insights

To provide a benchmark for Randwick Council's heritage service, three councils were surveyed – Waverley, Woollahra, and Inner West. Key insights from these councils' heritage services, which informed the recommendations and could enhance Randwick's service delivery, include:

- Randwick and Waverley have similar levels of heritage items and staff resources allocated to heritage services.
- Woollahra and Inner West Councils have been more proactive in undertaking regular heritage updates, including LGA wide comprehensive heritage studies in the last 5-10 years, given higher level of staff resourcing.
- Randwick and Waverley Councils have a similar range of heritage items of significance, Aboriginal Sites, and items of State and National Significance and in relation to development activity that require complex and detailed review and assessment such as external referrals to other levels of government.
- Randwick City Council has a lower ratio of heritage planner resources compared to Woollahra and Inner West (and similar to Waverley) and a higher number of heritage enquiries per month compared to the other strategic planning teams in other councils.

Key findings of Review

The service review reinforced that Randwick Council provides a sound level of heritage services, through its policies, plans and practices that support the management and protection of a wide and diverse environmental heritage in Randwick (comprising heritage items, heritage conservation areas, archaeological sites, and Aboriginal objects and sites). While 90% of Randwick City residents (2023 Customer Satisfaction Survey) are satisfied with Council's protection of heritage items, there are areas for improvement that can be identified from the service review and findings.

Several opportunities for improvement have been identified in the Review. The key areas of improvement are:

- **Enhancing internal efficiencies and processes** for strategic heritage projects, such as the preparation of heritage studies, revised and updated inventory sheets (which inform DA assessments), reviews of Heritage Conservation Areas and updates to Local Environmental Plan (LEP) heritage schedules;

- **Improving assessment timeframes of DA heritage referrals** and ensuring adequate resourcing (including heritage data) to undertake heritage referrals in a timely manner;
- **Exploring opportunities to enhance Randwick's website** to improve the user experience and support applicants in submitting heritage-related applications or heritage exemption requests, including clearer guidance material and on-line tools;
- **Implementing proactive community engagement initiatives**, including delivering heritage education to promote and celebrate Randwick's built and cultural heritage;
- **Strengthening collaboration with key stakeholders** to ensure heritage planning reflects community values and benefits from local knowledge and expertise.

Having regard to Council's roles and responsibility to identify, assess and protect heritage - and informed by benchmarking, and in order to meet KPIs - the Service Review considered three options to meet the required resourcing:

- Option 1 - Maintain the current staffing level of 1.4 FTE and engage consultants on an as-needed basis; with process improvements.
- Option 2 - Fully outsource all heritage DA referrals; advice and studies (\$120,000 – \$200,000).
- Option 3 – Increase the existing staffing by 0.6 FTE (from 1.4 to 2 full time staff).

The preferred option is option 1 which balances service continuity with enhanced efficiency to ensure that Council's heritage responsibilities are met effectively and sustainably.

The Service Level Review recommends:

- retain the current staffing level at 1.4 FTE.
- engage consultants on an as-needed basis to undertake DA referrals, court work, studies and investigations into heritage issues.
- develop and implement processes and practice improvements relating to heritage matters.

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	Undertake a heritage review of Randwick City to identify additional heritage items and HCAs including boundary adjustments where necessary, by 2023.

Risks

Risk	Mitigation
Delay in responding to customer enquiries may result in poor customer experience	<ul style="list-style-type: none"> • Ensure internal processes for responding to customer heritage queries are robust • Implement greater internal efficiencies to streamline Heritage DA referrals such as improving review reports • Use of consultants to assist with heritage advice
Inability to undertake quality assessments may compromise	<ul style="list-style-type: none"> • Use of consultants to assist with heritage advice for more complex and court matters

Risk	Mitigation
heritage protection and may have legal implications	<ul style="list-style-type: none"> • Undertake additional heritage review to ensure adequate heritage protections • Ensure staff have necessary expertise in heritage planning and ongoing training
Reactive rather than strategic heritage service delivery	<ul style="list-style-type: none"> • Use of consultants to assist with heritage advice • Ensure internal expertise and robust processes are available so as to respond to strategic services • Upskill staff to assist with heritage services and expected increase in heritage assessments

Resourcing Strategy implications

Heritage services including DA assessments, heritage advice, policy updates and some Land and Environment Court cases can be managed and delivered in house as part of the business unit's operational planning and service delivery. As is currently the practice, consultant services are engaged on an as-needed basis to provide independent expert advice on projects led by the Strategic Team, including town centres and reviews, and court-related matters. In the 2024-25 Strategic Planning Budget \$245,000 has been allocated for consultancy services and this will be required to ensure ongoing service levels.

The budget required for the preferred option (Option1) for consultants will be available in the Strategic Planning 2025/26 Budget.

Policy and legislative requirements

Environmental Planning and Assessment Act, 1979
 Heritage Act 1977
 Burra Charter
 Randwick Local Environmental Plan 2012
 Randwick Development Control Plan 2013.

Conclusion

The Service Level Review of Heritage Services for Council has been informed by a benchmarking survey of comparable councils to provide insights into other approaches in delivering heritage services and heritage protection. The Review documented and analysed the current service delivery model, projects that need to be completed in the coming years and has identified several areas for improvement, as outlined in this report.

The Service Level review presents three options for consideration with the preferred option, Option 1- which maintains the current service level with targeted process improvements and strategic use of consultancy support, is recommended as the preferred approach. This option balances service continuity with enhanced efficiency to ensure that Council's heritage responsibilities are met effectively and sustainably.

Responsible officer: Stella Agagiotis, Manager Strategic Planning

File Reference: F2019/01535

Director City Services Report No. CS24/25

Subject: Waiving of Trade Waste Fees for Not-for-Profit Organisations

Executive Summary

- Randwick City Council provides businesses in the local government area with an option for a commercial ("Trade Waste") waste disposal service on a contractual basis.
- At a Works Committee Meeting of Council in September 2016, Council resolved (Cr Matson / Cr Stavrinou), the provision of free trade waste services to identified local community organisations in Randwick City Council.
- Whilst these services are still in effect today, it has been identified that a formal "fee waiver" policy for Trade Waste Services is yet to be developed.
- Council Officers have developed a policy to support the community through the provision of Trade Waste collection and disposal services to eligible not-for-profit Community and Charitable organisations in an equitable, transparent, and accountable manner.
- The criteria noted within the report (except criteria 1) are directly consistent with Councils Grants Donations and Subsidies Policy 2021
- The Draft policy was reported to Audit Risk and Improvement Committee for consideration in December 2024.

Recommendation

That Council endorses the Draft Trade Waste Fee Waiver Policy.

Attachment/s:

1.  Trade Waste Fee Waiver Policy - Draft

Purpose

At the Works Committee of Council on the 13 September 2016, Council resolved:

RESOLUTION: (Matson/Stavrinou) that Council approves the free provision of Trade Waste Services to the groups listed below:

- Clovelly Child Care
- Coogee Surf Life Saving Club
- Wylies Baths
- WindGap
- Kooloora Community
- St Mark's Anglican Church
- Duffys Child Care Centre
- St Andrew's Church.

In the absence of a formal policy, the purpose of this report is to inform the Council of the new *Draft Trade Waste Fee Waiver Policy* and supporting information for Council's Commercial Trade Waste services.

Background

As a result of the 2016 resolution of Council several community and non-profit organisations have received 'fee waiver' for commercial trade waste services. Additionally, there was no clearly defined process or policy to justify the waiving of these fees.

Through direct applications to Council's Waste Cleansing and Public Safety Department, the number of organisations receiving fee waivers has risen. Whilst the organisations receiving the waiver currently have been considered on a case-by-case basis and are consistent with businesses originally resolved by Council it has been identified that a formal fee waiver policy does not exist.

To ensure fairness, impartiality, consistency, and accountability regarding the provision of free commercial trade waste services for community organisations it is recommended to Council that future trade waste fee waiver application decisions are made based on a predetermined policy.

Proposal

This *Draft Trade Waste Fee Waiver Policy* is intended to ensure consistency and fairness in the process of waiving fees for community groups.

The proposal outlines a set of guidelines and procedures for consideration in waiving of trade waste fees, ensuring that all community organisations receive equally and fairly.

To be eligible, not for profit, charity and community organisations must satisfy at least 1 of the following criteria:

1. Promote and educate residents on waste avoidance, sustainability, and landfill diversion.
2. Contribute to improving the quality of people's lives
3. Provide an effective use of Council's resources
4. Achieve equity
5. Produce better outcomes for the community
6. Foster accountability.
7. Promote strong community networks, community cohesion and social support

The above criteria (except criteria 1) are directly consistent with Council's Grants Donations & Subsidies Policy 2021.

Strategic alignment

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

Delivering services and regulatory functions:	
Service area	Waste, Cleansing and Public Safety
Function	Waste and Recycling Services
Delivery program commitment	Manage the collection and processing of residential, commercial and public place waste.

Risks

The *Draft Trade Waste Fee Waiver Policy* should it be adopted by Council seeks to mitigate the following risks:

Risk	Description
Reputation	The Council's reputation within the Local Government Area (LGA) may suffer due to the community's perception of insufficient support
Governance	Failing to establish a transparent process for providing free Trade Waste Services to not-for-profit organisations and community groups.
Finance	Ensuring all fee waivers and / or subsidies are accounted for in Council's Budget.

Resourcing Strategy implications

The financial implications of new fee waiver requests will be considered in the future Operational Plan and Budget – Waste Cleansing and Public Safety Divisional Budget.

The current costs of fees that have been previously approved is approximately \$16,638 per annum and is included in the 2024-25 Operational Plan and Budget.

Policy and legislative requirements

- Local Government Act 1993 – Section 610E.
- Grants, Donations & Subsidies Policy.

Conclusion

To allow Council to continue to support key community organisations that operate within our Local Government Area, it is recommended that Council adopts the *Draft Trade Waste Fee Waiver Policy* which sets out to provide clear eligibility criteria for future application determination.

Responsible officer: Mark Bush, Manager Waste, Cleansing and Public Safety

File Reference: F2019/00678

CS24/25

CITY SERVICES

DRAFT **Trade Waste Fee Waiver Policy**

Adoption Date:

TBD

Review Date:

**TBD – 12 months after
adoption**

Version:

1

Responsible Department:

**Waste Cleansing & Public
Safety**

TRIM Document Number:

D05456812

Randwick City Council
a sense of community

Contents

Contents	
1. Overview	3
2. Objective	3
3 Definition	3
4 Scope	4
5 Eligibility	4
6 Applicable Legislation	5

CS24/25

1. Overview

To support the community through the provision of Trade Waste collection and disposal services to eligible not for profit community and Charitable organisations in an equitable, transparent, and accountable manner.

2. Objective

Many local community, and charitable groups offer significant social benefits to our community but often operate with limited financial resources.

In alignment with Council's Grants, Donations & Subsidies Policy 2021, to support these groups, the Council has developed *Draft Trade Waste Fee Waiver Policy* to provide fee relief for eligible community and charitable organisations using Council-operated Trade Waste disposal services.

Randwick City Council is dedicated to managing waste in a cost-effective and sustainable manner, ensuring maximum resource recovery and minimal environmental impact.

3 Definition

- **Trade Waste** - waste generated by commercial businesses
- **Not for profit** - A not-for-profit is generally an organisation that does not operate for the profit, personal gain or other benefit of particular people (for example, its members, the people who run the organisation, or their friends or relatives).¹
- **Charitable organisations** - organizations focus on areas such as (including but not limited to education, poverty relief, healthcare, environmental protection. For the purpose of this policy a charity must be consistent with the definition of a charity in the Charities Act 2013²
- **Fee** - is a payment made in exchange for services
- **Waive** - refers to the act of removing or exempting a required payment

¹ Not-for-profit | ACNC

² Charities (Consequential Amendments and Transitional Provisions) Act 2013

4 Scope

The scope of this policy in relation to Trade Waste includes:

- General waste collection services seven days per week inclusive of public holidays.
- Cardboard recycling collections as required.

5 Eligibility

5.1 Not for Profit and charitable community organisations must meet at least one (1) of the following criteria to be eligible for fee waiver:

1. Promote and educate residents on waste avoidance, sustainability, and landfill diversion.
2. Contribute to improving the quality of people's lives
3. Provide an effective use of Council's resources
4. Achieve equity
5. Produce better outcomes for the community
6. Foster accountability.
7. Promote strong community networks, community cohesion and social support

These organisations are eligible to apply for waived charges for Trade Waste services. An annual list of "fee-free" services will be presented to the Council and included in the Council's Management Plan and Annual Report.

5.2 Current Fee Free Services Provided as of September 2024

Senior Care Facilities	Community Sporting	Childcare Centres	Community Centres/ Church	Council Related Asset
Clovelly Senior Citizens	Coogee Croquet Club	Duffy's Childcare	Kooloora Community Centre	Grant Reserve
Maroubra Senior Citizens	Snape Park Tennis Centre	Moverly Childcare	Munda St Community Centre	Burnie Park
Meals On Wheels			Kensington Community Centre	Coogee Surf Lifesaving
Windgap			St Andrews Church	Council Nursery (Barker St)
				Storey St Depot
				Prince Henry Center

Senior Care Facilities	Community Sporting	Childcare Centres	Community Centres/ Church	Council Related Asset
				Randwick Literary Institute
				La Perouse Museum
				Des Renford Centre
				Town hall

6 Applicable Legislation

6.1 Local Government Act

In accordance to LOCAL GOVERNMENT ACT 1993 - SECT 610E

- (1) A council may waive payment of, or reduce, a fee (whether expressed as an actual or a maximum amount) in a particular case if the council is satisfied that the case falls within a category of hardship or any other category in respect of which the council has determined payment should be so waived or reduced.

6.2 Associated Policy and documents

- 2022-2026 Operational Delivery Program
- Waste Management Strategy 2017-2030
- Randwick City Council, Grants, Donations & Subsidies Policy 2021.
- 2022-2032 Community-Strategic-Plan



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Randwick City Council
30 Frances Street
Randwick NSW 2031

Director City Services Report No. CS25/25

Subject: Kensington and West Kingsford Local Area Traffic Management Study Consultation

Executive Summary

- This report is in response to a resolution of Council (Magner / Veitch) made at the 26 November 2024 Council meeting regarding, the release of the Kensington/West Kingsford Local Area Traffic Management (KWK LATM) study for community consultation by March 2025.
- Community consultation regarding the KWK LATM study was undertaken from 19 December 2024 to 28 February 2025.
- This report informs Council of the outcomes of the community consultation process and recommends further actions for each of the proposed treatments. The recommendation to Council with respect to each of the individual traffic management treatments considers different factors including, but not limited to, community feedback, safety concerns and any high-level design constraints identified.
- It is proposed that all traffic devices recommended for installation within this report will be delivered by June 2027.

Recommendation

That Council:

- a) note the outcomes of the community consultation process for the Kensington and West Kingsford Local Area Traffic Management Study.
- b) endorse the recommendations detailed within the report in relation to each of the proposed traffic treatments within the Kensington West Kingsford Local Area Traffic Management Study area.
- c) endorse the installation of the following Stage 1 and Stage 2 traffic devices within the Kensington / West Kingsford local area traffic management area:
 1. A continuous raised footpath across Abbotford Street at Doncaster Avenue
 2. A continuous raised footpath across Mooramie Avenue near Barker Street
 3. a kerb nib in Goodrich Avenue near Eastern Avenue
 4. A one-way southbound restriction applying to Eastern Avenue, north of Day Avenue
 5. A pedestrian refuge in Ascot Street near Kokoda Park
 6. A pedestrian refuge in Day Avenue at Eastern Avenue
 7. Pedestrian refugees in Day Avenue at Mooramie Avenue
 8. A pedestrian refuge and kerb nib in Balfour Road near Addison Street
 9. A raised intersection treatment at the intersection of Addison Street and Kensington Road
 10. A raised intersection treatment at the intersection of Barker Street and Doncaster Avenue
 11. A raised intersection treatment at the intersection of Cottenham Avenue and Barker Street
 12. A raised intersection treatment at the intersection of Cottenham Avenue and Borrodale Road
 13. A raised intersection treatment at the intersection of Cottenham Avenue and Edward Street
 14. A raised intersection treatment at the intersection of Cottenham Avenue and Koorinda Avenue
 15. A raised intersection treatment at the intersection of Koorinda Avenue and Mooramie Avenue
 16. A raised intersection treatment at the intersection of Tunstall Avenue and Goodrich Avenue

17. A raised intersection treatment at the intersection of Tunstall Avenue and Tresidder Avenue
18. A raised intersection treatment at the intersection of Day Lane and Barker Street
19. A raised intersection treatment at the intersection of Day Lane and Strachan Street
20. A roundabout with associated raised 'wombat' pedestrian crossing at the intersection of Houston Road and Strachan Street
21. Slow points near No.5 Tunstall Avenue
22. A raised 'wombat' pedestrian crossing across Addison Street near Kensington Road
23. A raised 'wombat' pedestrian crossing across Addison Street west of Anzac Parade
24. A new footpath along Barker Street between Day Lane and Cottenham Avenue
25. An area wide 40km/h speed limit.

Attachment/s:

1. [LINK TO VIEW](#) KWK LATM - Appendix to Council Report - Detailed list of traffic devices

Purpose

At its Ordinary meeting on 26 November 2024, the Council resolved:

RESOLUTION: (Magner/Veitch) that:

- a) the Kensington/West Kingsford Local Area Traffic Management study be released for Community Consultation by March 2025, with a further report coming back to the Council regarding the outcomes of the consultation processes; and
- b) alternatives be considered to road cushions and road humps where possible.

The purpose of this report is to inform the Council of the outcomes of the community consultation regarding Kensington West Kingsford Local Area Traffic Management (KWK LATM) study and to recommend further actions.

Discussion

The KWK LATM study report proposes a number of treatments in the form of physical devices, non-physical measures, streetscaping treatments and other measures to influence road user behaviour to create safer, slower, and more pleasant streets. The measures recommended within the KWK LATM study also aid in alleviating the possible impacts of increased through traffic due to surrounding developments and changes to traffic conditions such as the completion of the WestConnex.

This report is related to the second stage of community consultation, noting that these treatments have been recommended following consideration of the initial community consultation which was conducted from 11 September to 24 October 2023.

The recommendation to Council with respect to each of the treatments considers different factors including community feedback, safety concerns and other identified high-level design constraints.

Community Consultation Summary

Consultation period

The consultation was open for 10 weeks from 19 December 2024 to 28 February 2025. The project was assessed as having a lower level, local area impact.

IAP2 Consultation level: Consult

"We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision."

Activities

Community Consultation was undertaken between 19 December 2024 and 28 February 2025 to gather resident feedback on the recommended treatments within the KWK LATM study. During this period, the following activities were undertaken.

- Dedicated website: Your Say Randwick webpage, including link to interactive mapping webtool
- Flyer drop to the Kensington West Kingsford Study area
- Information sessions at Kensington Park Community Centre
 - 29 January 2025, 5:30pm-7:30pm
 - 1 February 2025, 11:00am-1:00pm
- Presentation by Manager, Integrated Transport at Kensington West Kingsford Precinct meeting on 3 February 2025
- Email to Your Say subscribers and all Randwick City Council Precincts
- Email to external stakeholders:
 - Kensington Public School
 - Eastern Beaches Police Area Command
 - UNSW
 - Australian Turf Club

- NIDA
- Kingsford Chamber of Commerce
- BikEast
- Randwick eNews (weekly email): Listed every week during consultation period
- Social media: two posts each on Facebook and Instagram
- Digital display screens at Randwick City Libraries, Des Renford Aquatic Centre and Customer Service Centre
- Listing on Randwick City Council's Current Consultations webpage
- Notification of all Councillors.

Consultation Methods

Interactive map webtool

An interactive map was created on Social Pinpoint, an online platform for community engagement (Figure 1). The study area, as defined by the KWK LATM, was marked by a pink outline. A total of 44 'pins' were created on the map – one for each individual treatment, and one for the overall speed limit change from 50km/h to 40km/h. Pin icons were grouped based on type of treatment (e.g. 'raised intersection', 'wombat crossing'). Participants were not required to sign up to Social Pinpoint to provide feedback via the platform.

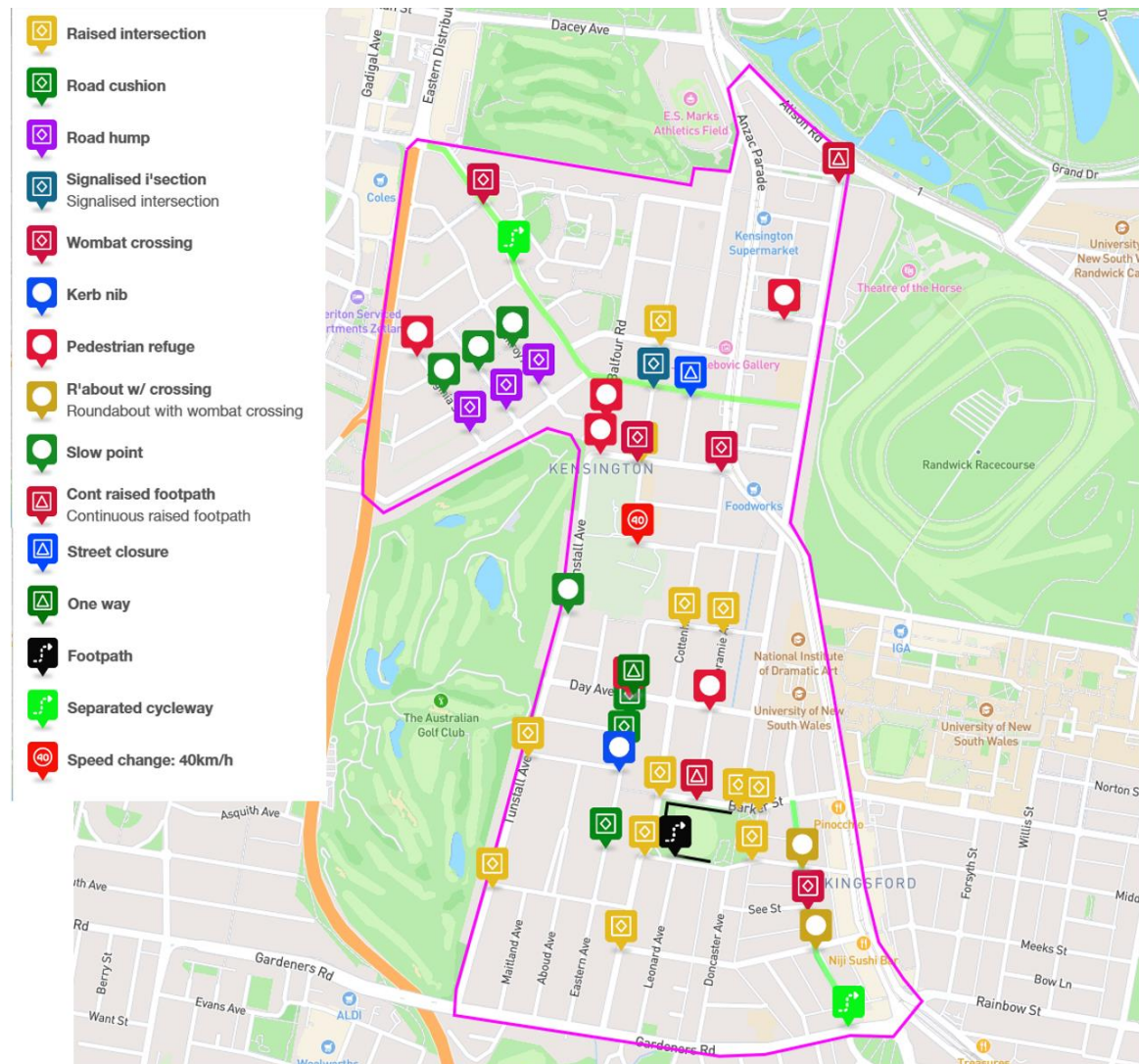


Figure 1. Interactive map on Social Pinpoint, with legend on left hand side and study area bounded by pink outline.

When selecting a pin on the map, a pop-up window appeared with an indicative image of the proposed treatment and a short description of why the treatment was proposed (Figure 2). A short survey was embedded for each pin, where comments, name, and email address were all required. Participants could submit feedback on as many proposed treatments as they wished.

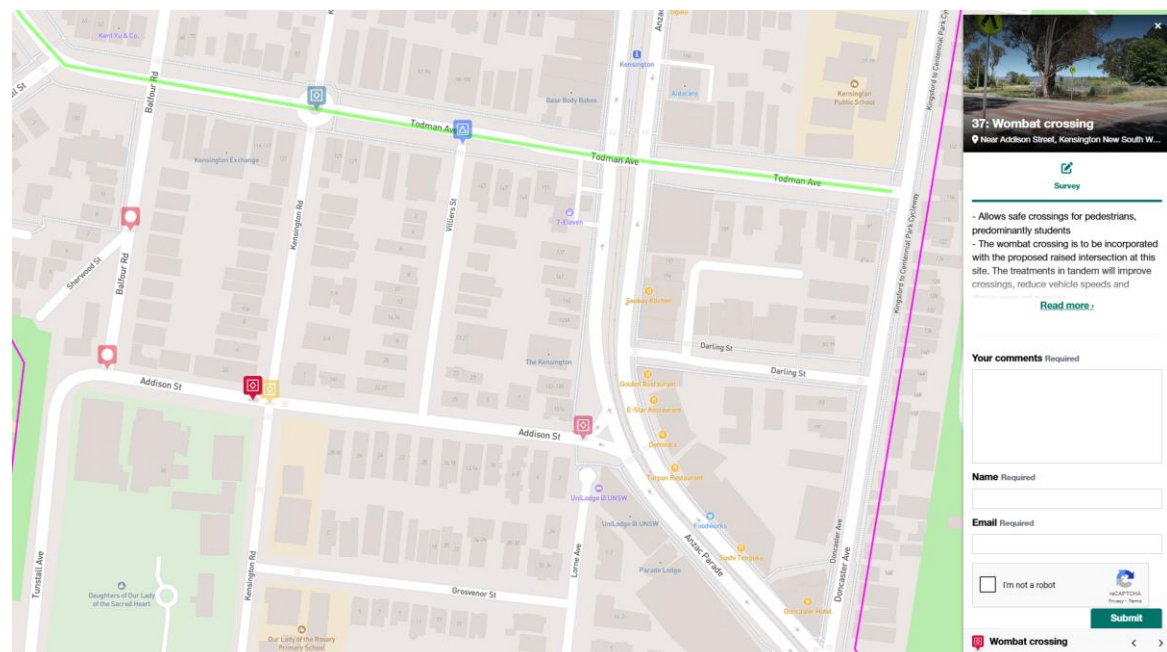


Figure 2. Example of further information and survey appearing once a pin was selected.

Written submissions

Written submissions were also accepted via Your Say Randwick, email, or mail to Council. The following table indicated community participation according to each aspect of the consultation process:

Information Sessions

Two information sessions were held at Kensington Park Community Centre, on 29 January 2025 from 5:30-7:30pm and 1 February 2025 from 11:00am-1:00pm. To aid with the sessions, printouts of the KWK study area map, summaries of each proposed treatment, and example images of traffic treatments were placed around the hall.

At these sessions, an overview presentation of the KWK LATM was followed by a question-and-answer session; these were led by Council's Manager Integrated Transport. Attendees were then able to break off into small groups and ask Integrated Transport engineers any specific questions.

There were approximately 30 attendees at the 29 January 2025 evening session, and approximately 36 attendees at the 1 February 2025 morning session.



Figure 3. Photos from the 29 January 2025 and the 1 February 2025 information sessions, respectively.

Consultation Outcomes

The table below summarises all consultation outcomes and social media engagement respectively, between 19 December 2024 and 28 February 2025.

Participation Type	Number
Total number of submissions	1049
Contributions to the interactive map	948
Submissions via email or mail to Council	55
Total visits to the Your Say Randwick website (https://www.yoursay.randwick.nsw.gov.au/kensingtonlatm)	2080
Total document downloads from Your Say Randwick website	321
Total visits to the interactive map webtool (https://randwick.mysocialpinpoint.com/kwk-latm)	2727
Approximate total combined attendees at 29 January 2025 and 1 February 2025 information sessions	66

Results

Community members were able to provide feedback through multiple avenues. 16 people who provided a written submission (via Your Say Randwick or the council email address) also made at least one comment through the interactive map.

As participants were not limited to how many comments they could make on the interactive map, the number of comments provided by each participant ranged from one to 35, with an average of approximately three comments made per participant.

Support for each treatment has been indicated by identifying the number of positive submissions received, as a percentage of total submissions received for each individual treatment.

Analysis of the second round of community consultation

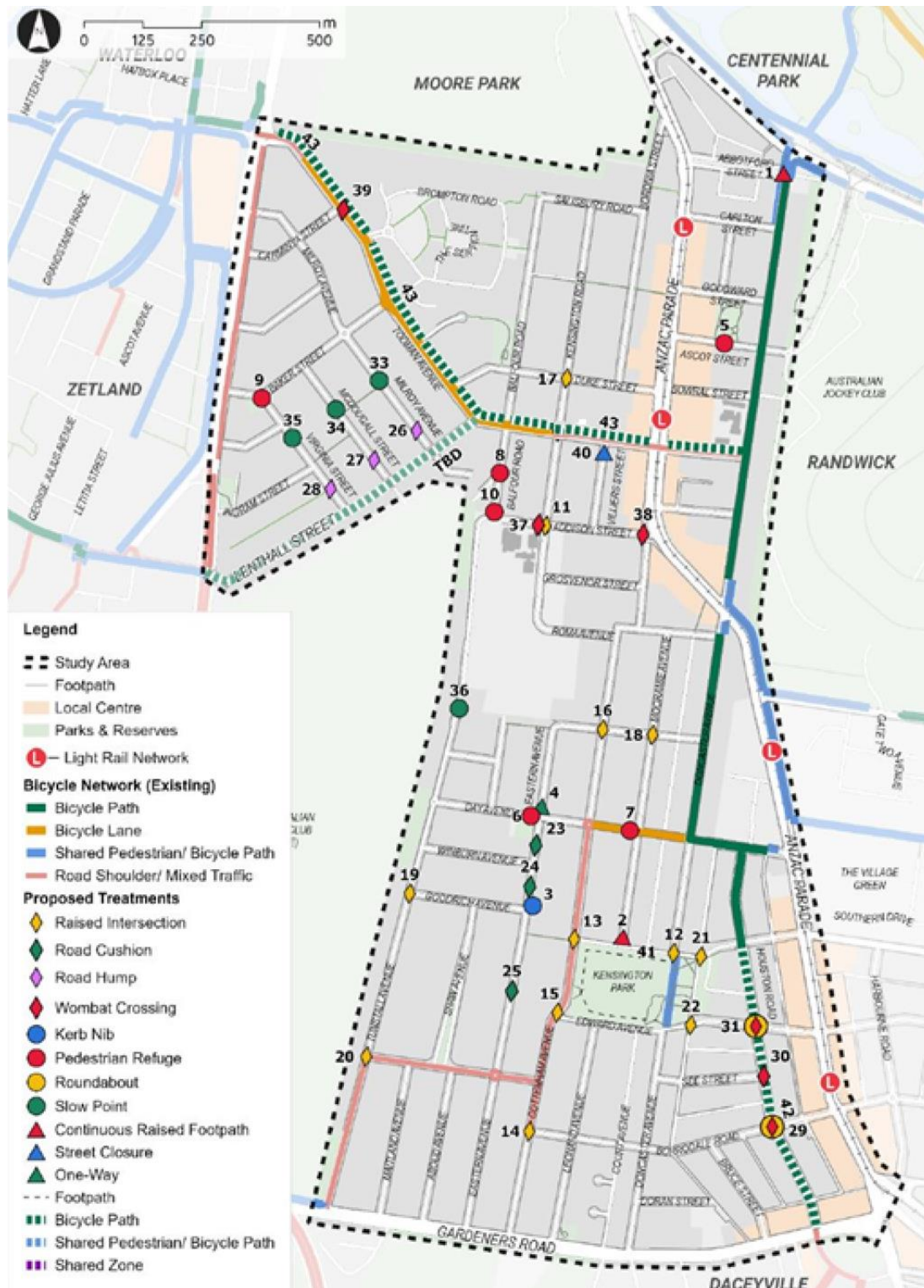
This section identifies the proposed treatment at each location as per the figure on the following page. It provides a summary of the recommendation for each of the locations. Appendix A includes responses from the community including key themes, verbatim quotes and officer’s comments in relation to any common concerns and queries.

Some written submissions included specific references to proposed treatments, tallies of these are included in the summary tables in this section where applicable. Some interactive map submissions also included additional comments regarding other treatments, particularly about the proposed speed limit change in the area.

Verbatim comments from Community members

A lengthy list of all verbatim comments is available at Council's Your Say website. It can be accessed by clicking [HERE](#)

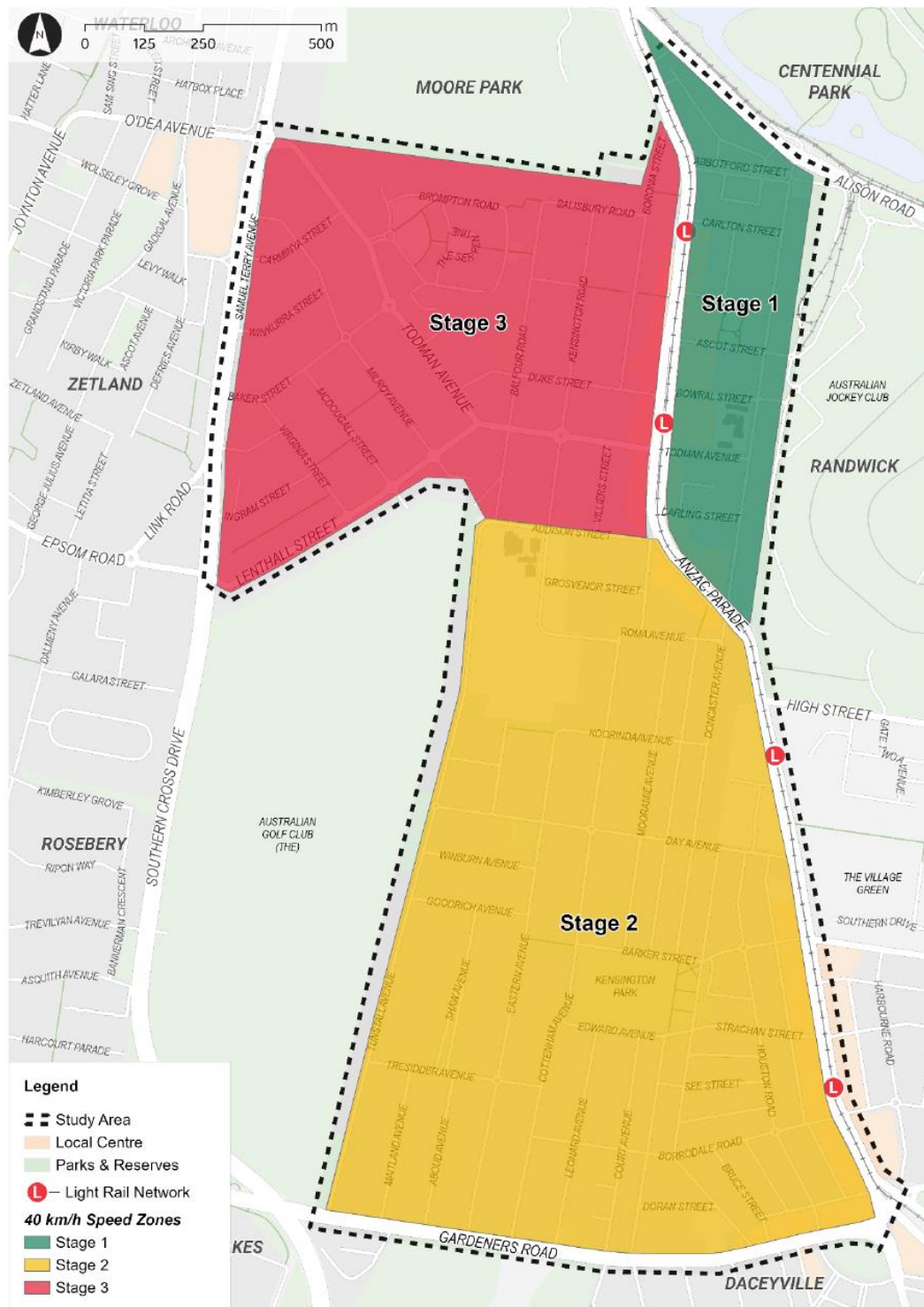
(<https://www.yoursay.randwick.nsw.gov.au/88304/widgets/461659/documents/307031>)



KWK LATM Proposed Treatment Map

Commencing on the following page is a summary of each of the numbered proposed treatments, with summary comments and recommendations. The attached Appendix provides greater details about each proposed treatment.

Generally, the delivery of these projects will be aligned with the following staging plan.



However, there may be circumstances when some projects will proceed quickly, or some may experience delays. This may result in an altered delivery timetable.

Delivery and Program

Council officers are currently arranging a request for quotation (RFQ) from consultants with respect to detailed design aspects of some of the proposed treatments. Some smaller projects will also be designed internally by Council officers. The RFQ will be finalised following the endorsed recommendations of the Council meeting.

The funding details are discussed in greater detail within the Resourcing Strategy Implications section below. Noting that project is funded in part by TfNSW under the Safer Roads Program, those devices included within this funding application are aimed to be delivered by June 2027.

Those devices funded by Council or any traffic treatments that overlap with other on-going projects are aimed to be delivered concurrent with the TfNSW funded projects.

Strategic alignment

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

Delivering the Outcomes of the Community Strategic Plan:	
Strategy	Integrated Transport
Outcome	A city with a safe, efficient and sustainable road network that balances the needs of movement and place to ensure roads are used for their intended purpose
Objective	Achieve a 50% reduction in casualties on the road network from a 2018 baseline of 269 incidents by 2031
Delivery program commitment	Work with TfNSW to review speed limits (differentiating between town centres and residential areas) in 2 identified areas each year until 2031.

Risks

The following risks have been identified with respect to commencing with the design and implementation of the recommended treatments.

Reputational	Feedback from residents following further localised notification may impact the final recommended traffic devices and implementation of these devices. Concerns raised may relate to the possible impact on parking, lighting, noise etc. Changes may result in additional costs. For those designs that are endorsed, once a concept design is available, localised consultation will commence and feedback will be taken into consideration when progressing the design.
Operational	Development of the detailed designs may impact on feasibility of each proposed device due to various constraints such as existing utility services, flooding / drainage issues, lighting, Road Safety Audit findings etc. This may then result in a variation or elimination of a proposed device. This may be questioned by the community and any changes may result in additional costs.
Legislative (Safety)	Changes / removal of devices due to the results of the community consultation may reduce the effectiveness of addressing the previously considered aspects including road safety and residential amenity such as vehicle speeds and volumes.

Resourcing Strategy implications

Council has budgeted \$1M of its own funds for the implementation of traffic facilities arising from the KWK Study. Additionally, Council was successful with an application made under TfNSW Safer Roads Program, for funding of \$6.25M.

At this stage it is anticipated that the remaining 8 identified sites in the southern area and 6 identified sites in the northern area (not currently funded) is anticipated to cost \$1.6 million.

As the project will continue through multiple financial years, Council Officers will recommend further funding allocations to Council in future Capital Works Programs to complete the remaining \$1.6 million of unfunded works. In the future 4-year capital works program, it is proposed that \$1M be allocated to this project in the 2025-26 year and that \$700,000 be allocated in the 2026-27 year.

Policy and legislative requirements

The Kensington West Kingsford Local Area Traffic Management Study aligns with the intent of the following documents:

- Randwick Integrated Transport Strategy (2021)
- Randwick Community Strategic Plan (2022)
- Randwick Local Strategic Planning Statement.

It is also consistent with relevant NSW Government plans and policies including:

- Future Transport Strategy (TfNSW 2022)
- Movement and Place Framework (NSW Government)
- Active Transport Strategy (TfNSW 2022)
- Strategic Cycleway Corridors: Eastern Harbour City (TfNSW 2022)
- South-East Sydney Transport Strategy (TfNSW 2022).

Conclusion

The above recommendations for each of the traffic treatment proposals identified within the Kensington West Kingsford Local Area Traffic Management Study have been prepared with consideration of the outcomes of the community consultation process. Specific actions are proposed for each of the proposed treatments, taking into consideration different factors which include but are not limited to community feedback, safety concerns and any high-level design constraints identified

It is considered that Council should note and endorse the recommendations in relation to the proposed treatments of the Kensington West Kingsford Local Area Traffic Management Study, including the implementation of the traffic treatments identified.

Responsible officer: Shenara Wanigasekera, Transport Engineer

File Reference: F2023/00774

Director City Services Report No. CS26/25

Subject: Draft Urban Forest Policy

Executive Summary

- This report is in response to:
 - a resolution of Council dated 24 October 2024 (Veitch/Magner) for the draft Urban Forest Policy to be presented to the Resilience Advisory Committee, and
 - a resolution of Council dated 29 April 2025 (Magner/Willington) that included the draft Urban Forest Policy being presented to the Resilience Committee, a review of comparable tree canopy targets from Waverley Council and the City of Sydney and the development of tree canopy targets.
- Feedback from the Resilience Advisory Committee, provided at their meeting on 7 May 2025, has been considered and included in a revised Urban Forest Management Framework and updated draft Urban Forest Policy (the draft Policy).
- The draft Policy replaces three existing policies relating to the urban forest and tree management and is a critical component of the Urban Forest Management Framework. It is supported by a suite of plans, procedures and guidelines to provide for holistic management of the urban forest, including public and private trees within Randwick.
- The review of comparable tree canopy targets, including for Waverley Council and the City of Sydney, was undertaken and a target of 22% canopy cover by 2040 for Randwick City is included in the draft Policy.
- Following the adoption of the Urban Forest Policy, Council will bring the Urban Forest Strategy to Council for consideration.
- This report seeks endorsement from Council to place the draft Urban Forest Policy on public exhibition.

Recommendation

That Council endorse:

- a) the Urban Forest Management Framework, as presented in the draft Urban Forest Policy;
- b) that the draft Urban Forest Policy replaces the following existing policies relating to trees:
 - i. Urban Forest Policy (September 2007),
 - ii. Tree Policy (March 1993),
 - iii. Significant Street Tree Removals - Public Notification Policy (May 2004);
- c) the draft Urban Forest Policy be placed on public exhibition; and
- d) a report on the outcomes of the public exhibition/community consultation of the draft Urban Forest Policy be brought back to Council.

Attachment/s:

1. [LINK TO VIEW](#) Draft Urban Forest Policy

Purpose

At its ordinary meeting on 22 October 2024, Council resolved:

RESOLUTION: (Veitch/Magner) that the draft Urban Forest Policy be referred to the Resilience Committee for consideration, followed by a councillor briefing on any recommendations that may be proposed prior to being reported to Council.

At its ordinary meeting on 29 April 2025, Council resolved:

RESOLUTION: (Magner/Willington) that Council:

1. authorises the relevant Council officers to:
 - a) progress development of the Urban Forest Policy in accordance with the proposed work plan, including:
 - finalising the draft policy for Resilience Committee consideration;
 - scheduling a Councillor briefing for Q3 2025;
 - ensuring public exhibition occurs by Q3 2025;
 - b) accelerate development of the two supporting procedures (Tree Vandalism Investigations and Root Claim Assessments) by:
 - commencing the RFQ process by May 2025;
 - reporting draft procedures to Council concurrently with the Urban Forest Policy;
 - c) prioritise updating the Register of Significant Trees by:
 - allocating funding in the 2025/26 budget;
 - commencing community consultation by August 2025;
2. requests a report to the September 2025 Council meeting addressing:
 - a) specific canopy coverage targets and climate resilience strategies, benchmarked against other comparable Councils Waverley Council and City of Sydney;
 - b) proposed budget allocations and staffing resources for implementation;
 - c) integration with the DCP review and other sustainability strategies;
 - d) detailed implementation plan with performance indicators;
3. endorses the draft strategy framework principles including:
 - a) a 25% canopy cover target by 2030, with suburb-specific implementation plans;
 - b) climate-adapted species selection and water-sensitive urban design approaches;
 - c) enhanced community stewardship programs and annual reporting;
4. directs that all policy development incorporate risk management approaches including:
 - a) differential insurance arrangements where appropriate;
 - b) prioritising tree retention through mitigation measures; and
 - c) clear protocols for assessing and managing tree-related risks;
5.
 - a) notes the essential contribution of the Urban Forest to the continuing existence and wellbeing of the citizens and wildlife of Randwick, as a key green infrastructure asset;
 - b) investigate the inclusion of the Urban Forest on Council's register of assets, adding it into the Draft Infrastructure Asset Management Policy June 2025-June 2029 in Section 2 Scope, page 3 of the draft policy as a "key infrastructure asset" together with other critical infrastructure items such as open space assets; and
 - c) investigate the inclusion of the Randwick City Urban Forest as an essential infrastructure asset in Council's draft Asset Management Strategy 2025-2035.

This report provides information to the Council to make a decision in relation to the response to the October 2024 resolution and items 1a), 2a) b), 3a) b) c) and 4 a) b) c) of the April 2025 resolution. Actions to progress the remaining items, being 1 b) c), 2 c) d) and 5 b) c), are underway and updates will be provided in separate report/s to Council. In summary this includes endorsing the Urban Forest Management Framework and the public exhibition of the draft Urban Forest Policy, including the tree canopy target.

Discussion

Background

Randwick Council currently has three separate policies relating to Tree Management. The policies are:

- Urban Forest Policy (September 2007)
- Tree Policy (March 1993)
- Significant Street Tree Removals – Public Notification Policy (May 2004).

Council has several resolutions dating back to 2019 relating to the review of these policies as well as tree management and the local urban forest in general. These resolutions include the two outlined above, as well as a further four which are presented in the table below.

Table 1: Council resolutions relating to the review of these policies and tree management.

Council Meeting Date	Resolution
6 August 2019	<p>RESOLUTION: (Veitch/Shurey) that Randwick City Council:</p> <ol style="list-style-type: none"> conduct a review of its Significant Street Tree Removals – Public Notification Policy (2004), with the aim of improving notification and reporting procedures for local residents; bring a report back to Council on the draft policy; and place the draft policy on public exhibition for a minimum of 28 days.
6 August 2019	<p>RESOLUTION: (Hamilton/Stavrinou) that Council:</p> <ol style="list-style-type: none"> note that to celebrate National Tree Day, Council will be holding an event at the Community Nursery including a tree giveaway and horticulturalist advice; develop and implement a communications and engagement plan to assist residents with information in regards to how Council manages its tree canopy and options in relation to tree issues impacting their property; and prepare a briefing for Councillors outlining Council's current street tree management plan including the approach taken for tree replacement and tree canopy renewal in areas that are causing damage to residential property.
24 August 2021	<p>RESOLUTION: (Parker/Matson) that Council conduct a review of its tree management policy, balancing the competing interest of owners and increasing our tree canopy, including a review of the policies of other Councils and holding a Councillor briefing.</p>
27 August 2024	<p>RESOLUTION: (Olive/Neilson) that Council:</p> <ol style="list-style-type: none"> note that the Significant Tree Register has not been updated since 2007; note that Council policy is to have 40% tree canopy cover by 2040; note that trees beautify our streets and add value to properties; note that trees play an incredible role in cooling our cities, reducing pollution, mitigating traffic and other noise, creating privacy, providing habitat for native animals, and more; note the increase in tree poisonings occurring in this LGA and others across the Sydney region; begin a process of updating Council's significant tree register that includes community consultation;

Council Meeting Date	Resolution
	<div><div>g)</div><div>build a campaign promoting the value of trees to our community that could include education, photo exhibitions, consultation with stakeholders such as WIRES and UNSW, and be done in conjunction with an update of the Significant Tree Register; and</div></div> <div><div>h)</div><div>points (f) & (g) be incorporated in a report to Council that includes recommendations and resourcing implications.</div></div>

Resilience Advisory Committee Feedback

In accordance the resolution of October 2024 and April 2025, the draft Urban Forest Policy was presented to the Resilience Advisory Committee at its meeting held on 7 May 2025. The feedback from the Committee included recommendations to:

- broaden the definition of the urban forest to more than tree canopy i.e. include other key features such as understory planting
- strengthen references to the benefits of the urban forest, in particular its trees
- highlight the role of the urban forest in helping to cool the environment and improve resilience to the urban heat island effect
- develop a realistic canopy cover target, based on data and research
- reference the planting of trees that are resilient and able to withstand the local conditions
- support local biodiversity objectives, including selecting trees to support diversity of fauna and provide habitat for migratory birds

Discussion also outlined the broader Urban Forest Management Framework and relationship between the draft Policy and the other documents which should be incorporated into the proposed Urban Forest Strategy.

This feedback has been addressed in the revised draft Policy, which now includes a broader definition of the urban forest, emphasises its critical role in resilience, urban heat mitigation, water management, biodiversity support and includes a revised tree canopy target, discussed below.

Tree Canopy Target Review

In 2018 the Greater Sydney Commission set a target to increase the tree canopy across Greater Sydney to 40% by 2036. Since then, Randwick Council has been actively working to enhance our tree canopy through a series of projects involving planting on public land as well as educating, promoting and implementing planning controls on private land.

Despite these efforts, the 2022 canopy cover survey conducted by the NSW Government in 2022 measured a canopy cover for Randwick Local Government Area of only 16%. This highlights the significant challenges faced in expanding urban tree canopy within our LGA.

Randwick Council is not alone in experiencing these challenges. Several other councils with similar urban characteristics have independently determined that a 40% tree canopy coverage target is not realistic or achievable for their local government area. These councils include City of Sydney, City of Parramatta, North Sydney Council and Woollahra Council, who have each adopted reduced targets that better reflect their local conditions and constraints. Examples of these adjusted targets are shown in Table 2.

There are a wide range of identified barriers to expanding the tree canopy, which are relevant not only to Randwick, but throughout Greater Sydney, which include:

- **Limited control of trees on private land.** Council cannot increase overall canopy cover by focusing solely on public domain planting, however it has limited control over private land under NSW Government legislation, making it difficult to enforce tree planting or prevent canopy loss in these areas. Council does prevent tree loss through the tree development application/removal application process, which can include replacement plantings.

- Inaccurate data:** Historical inconsistencies in canopy data have made it challenging to set realistic targets and track progress effectively. This has been improved recently with the State government's tracking, working with Aborcarbon, which provides a consistent approach to measuring trees throughout Greater Sydney. This tool includes trees with a height of 3 meters or more within the tree canopy. It is proposed Council continue to use this tracking approach which ensures consistency across Greater Sydney.
Council will also continue to collect tree data for our public trees and maintain a database to facilitate decision making, prioritise resources and to maintain accurate historical data including tree planting, maintenance work and removals. This is done using TreePlotter™ the asset management and tree mapping software.
- Land use conflicts:** On public land Council needs to balance the expansion of the tree canopy with other essential infrastructure needs in streets and parks, such as utilities and social amenities, which limits the space available for tree planting. On private land there can be many competing issues including parking, swimming pools, solar access and hard landscaping.
Approximately 8.41km², or nearly a quarter of the entire Randwick LGA, is green open space that is currently leased or owned by others. As such this land is outside of Council's direct care or control and restricted in terms of suitability for Council-led planting initiatives. This green open space is used for a variety of uses including golf courses, ports, hospitals, headlands and national park, a rifle range, sewer treatment plant, cemeteries, army barracks, correctional facility, racecourse and market gardens. While many some of these uses are ecologically beneficial and will result in retention of canopy cover, many others have competing priorities and operational or spatial constraints which restrict tree canopy expansion.
- Financial constraints:** Achieving high canopy targets would require substantial investment which needs to be balanced against other competing priorities across the portfolio of Council. The cost of planting and maintaining a tree can vary greatly based on the tree's size, species, specific needs and planting location. Advanced tree stock, such as large 100-200L trees, will contribute to the canopy cover quickly but typically cost between \$500 and \$1,000. A seedling on the other hand may cost as little as \$1 - \$5 but will take longer to form part of the tree canopy. Ongoing establishment and maintenance (pruning, inspections etc) also varies depending on tree species, site conditions and care requirements.
- Community sentiment:** Trees are often perceived as hazards and creating nuisance. Further studies are needed to understand the local community perceptions toward trees on private and public land (i.e. street verges) in order to use this information to influence behaviour change and support for tree planting initiatives.

These barriers highlight the need for a strategic approach, one that includes realistic target setting, increased funding, community engagement and advocacy, all of which will be addressed in the proposed Urban Forest Strategy and supporting documentation.

A review of canopy cover targets by other councils with similar urban environments to Randwick Council was undertaken, refer to Table 2. The review shows targets ranging between 20 - 34.4% by dates ranging from 2032 to 2050. The increase ranges from 2.2% to 11%.

Table 2: Comparison of other Local Government tree canopy targets.

Council	Current Canopy	Target Canopy	Difference	Year	Annual Increase Rate (%/yr)
City of Sydney	18%	27%	9%	2050	0.36
Waverley	16.2%	20%	3.8%	2032	0.54
North Sydney	28.2%	34.4%	6.2%	2050	0.26
Parramatta	22.7%	30%	7.3%	2050	0.29

Council	Current Canopy	Target Canopy	Difference	Year	Annual Increase Rate (%/yr)
Adelaide	27.8%	30%	2.2%	2045	0.11

Given the barriers identified, achieving a 40% canopy cover target by 2040, or a 25% target by 2030 as proposed in the April 2025 Council resolution, is not considered feasible. Even with substantial funding and resources large portions of the LGA fall outside Randwick Council's direct management. Achieving a 40% canopy cover would require significant contributions from the private domain, where Council has limited oversight and control under current NSW Government legislation. Further, within the lands that are managed by Council, there are numerous competing priorities and constraints which limit the suitability of public land for tree planting. These include the presence of underground and overhead utility services, provision of sports fields, playgrounds and other community uses.

It is considered that a more feasible, yet still ambitious, target would be to achieve a 22% tree canopy cover by 2040. This represents a 6% increase in canopy cover over 15 years, which is an annual increase rate of 0.4%. This target is included in the draft Policy.

Draft Urban Forest Policy

The new draft Policy includes elements of tree management to grow and enhance the Urban Forest within the Randwick LGA.

The draft policy recognises the governance framework and outlines our approach to best practice urban forest management. This Policy responds to the feedback provided by the Resilience Advisory Committee by defining the Urban Forest for Randwick in line with that adopted by Local Government New South Wales (LGNSW). It emphasises the critical role the Urban Forest plays in supporting local resilience through urban heat mitigation, supporting water sensitive urban design and protecting and enhancing local biodiversity. The Policy includes a revised tree canopy target, developed with consideration for current data and targets for similar regions. The Policy recognises the importance of community education and awareness, including notification practices for removals, and is supported by a strategy, plans, procedures and guidelines.

Urban Forest Management Framework

The draft Urban Forest Policy is a key document in a suite of documents that Council officers will utilise to plan, assess, and undertake works to manage trees in the LGA. The supporting documents, listed below and represented in Figure 1, form the Urban Forest Management Framework. The framework includes the development of an Urban Forest Strategy that will consolidate five documents into one comprehensive strategy.

- Draft Urban Forest Policy, May 2025
- Urban Forest Strategy 2025-2035 (to be developed)
 - Randwick Street Tree Masterplan
 - Tree Management Technical Manual
 - Register of Significant Trees
 - Street Tree Identification Manual
 - Technical Guidelines for Urban Planting
- Procedures - Tree Vandalism (to be developed)
- Procedures - Claims for Damages (to be developed)

The draft Urban Forest Policy and framework recognises Randwick Council's current comprehensive tree preservation provisions in our Development Control Plan (DCP) for private trees.

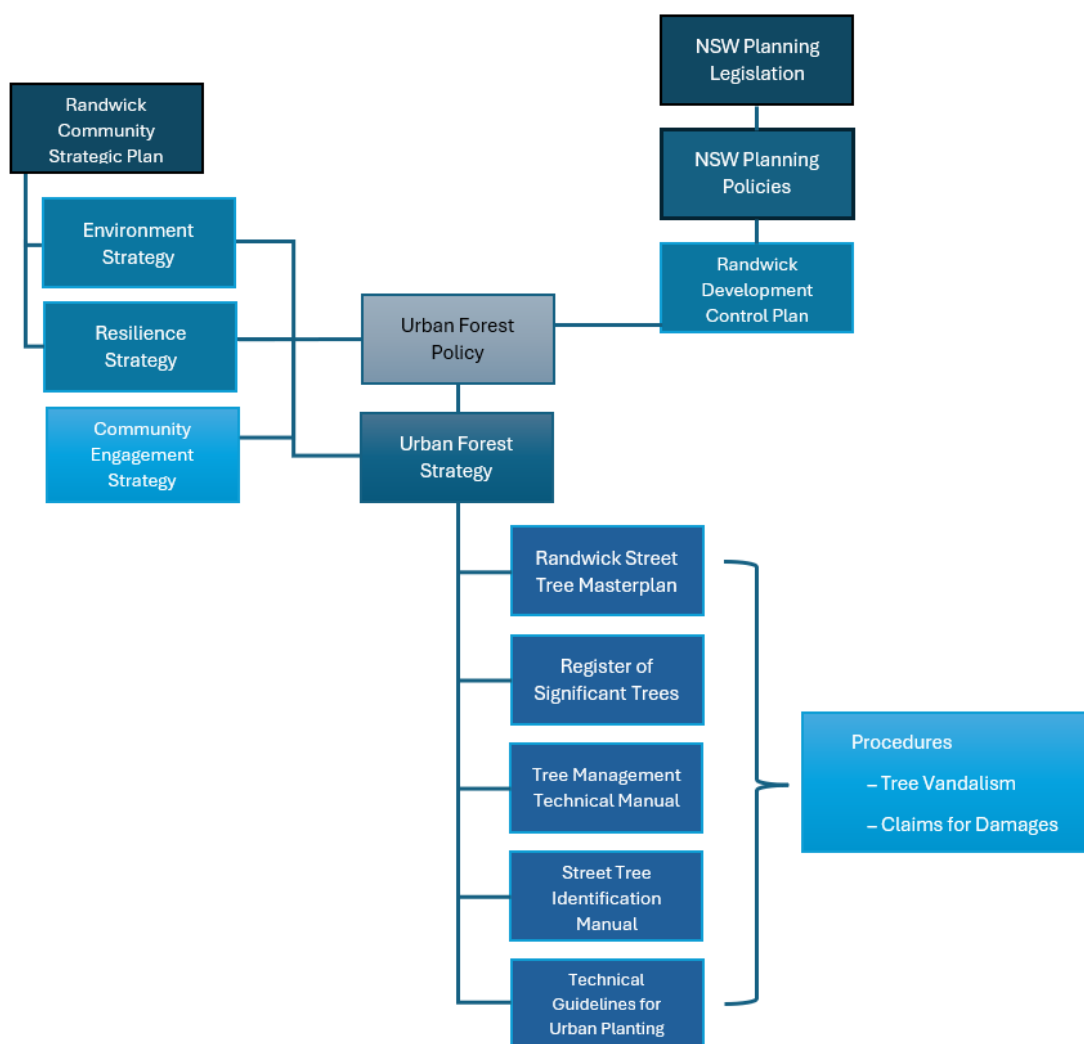


Figure 1: Urban Forest Management Framework

Next steps

The following outlines the next steps in implementing the Urban Forest Management Framework:

- **Urban Forest Strategy:** Staff will develop the Urban Forest Strategy which will bring together the suite of documents identified in the framework into one comprehensive strategy.
- **Procedures:** Staff are in the process of reviewing existing practices and developing new operating procedures for managing key aspects of tree management, including the two listed above for tree vandalism and assessing tree root clams.
- **Register of Significant Trees:** The Register of Significant Trees identifies trees with a heritage significance to the local area. To action the Council resolutions of August 2024 and April 2025, it is planned to update the Register of Significant Trees. Funding for this project has been nominated in the draft 2025-26 capital works program.
- **Review DCP:** These provisions will be reviewed as part of the update of the Randwick Development Control Plan. Feedback provided by the Resilience Advisory Committee will be considered in this review.
- **Community Education / Awareness:** In alignment with the draft Urban Forest Policy, Council will continue to implement community education and engagement initiatives aimed at raising public awareness and appreciation of the vital role trees play in enhancing urban environments.

This is already a key role of Council's Urban Forest Planner and includes celebrating initiatives such as National Tree Day and other events or programs.

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 (CO ₂ -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	Monitor and increase the number of trees planted, retained and maintained to provide habitat, shade and heat reduction benefits and increase plantings by 100% (by approx. an additional 180 trees) in 2021 and annually increase after that to achieve meeting the Greater Sydney Commission target of 40% tree canopy cover across council managed land by 2040.

Risks

Risk	Mitigation
A poor-quality urban forest and tree loss results in negative environmental impacts and reduced resilience.	Trees are key assets in an urban environment and provide many environmental benefits to the community. Failure to preserve and maintain existing trees and plant new trees to grow our tree canopy can lead to adverse environmental impacts and reduced community resilience. The risks associated with tree preservation and management include increase in the heat island effect, poorer air quality, reduction of food source and habitat for fauna and increased public safety risks.
Negative community sentiment prevents tree canopy expansion. Not recognising the benefits of trees which can lead to tree vandalism and unauthorised removals.	The draft Policy includes community engagement and education to increase the community's knowledge and understanding of the importance of the urban forest. This will include continued participation in activities such as National Tree Day and other events, activities and promotions. Staff are also preparing procedures for investigating tree vandalism.
Financial resources will be required to support progress towards the target and expanding the tree canopy.	Council has identified funds in the forward budget to support a tree planting program, biodiversity and habitat programs and other engagement and education programs. Council will also continue to seek opportunities for grant funding to support acceleration of action, such as the recent Greening our City grant.

Resourcing Strategy implications

Funds will be required to be allocated within Councils' annual budgets to reach the target set in the policy. \$200,000 has been allocated in the draft 2025-26 capital budget to deliver the Tree Planting Program, as outlined in the draft *2025-29 Delivery Program and 2025-26 Operational Plan and Budget*.

Additional funding is allocated within the Environmental Levy Special Rate Variation (SRV) as part of the \$2.5M, five-year budget for Biodiversity and Habitat Protection.

The development of the Urban Forest Strategy and the delivery of associated tree-related projects and programs will require dedicated staff resources. This work will be led by the Sustainability Team within the Sustainability and Resilience Department, with support from various teams across Council

Policy and legislative requirements

- Local Government Act, 1993
- Environmental Planning and Assessment Act, 1979
- Biodiversity Conservation Act, 2016
- State Environmental Planning Policy (Biodiversity and Conservation) 2021 (SEPP)
- Randwick City Council Development Control Plan (DCP).

Conclusion

The draft Urban Forest Policy and tree canopy target have been developed with consideration for feedback received from the Resilience Advisory Committee and research with comparable local government areas. The draft Policy acknowledges the wide-ranging benefits of the urban forest and sets a strong statement of intent to preserve and enhance it. It includes a broader definition of the urban forest, emphasises its critical role in resilience, urban heat mitigation, water management and biodiversity support.

The draft Policy consolidates three existing policies relating to the urban forest and tree management. It is a critical component of the Urban Forest Management Framework and is supported by a suite of plans, procedures, and guidelines.

It is recommended that the draft Urban Forest Policy be endorsed for public exhibition.

Responsible officer: Joe Ingegneri, Manager Technical Services; Kara Taylor, Manager Sustainability & Resilience

File Reference: F2004/06494

Director City Services Report No. CS27/25

Subject: Service Level Review - Tree Management

Executive Summary

- In accordance with Council's 2022-2026 Delivery Program, a detailed Service Level Review ("the review") has been completed for Tree Management, a function that falls within the responsibility of the Road Services Department - Infrastructure Services.
- The review was informed by current performance and service delivery, including required resources, budget considerations, and achievement of operational plan targets. The service analysis also incorporated benchmarking, community satisfaction, and a SWOT analysis.
- The review identifies key opportunities to strengthen the protection and management of Council's urban forest, which includes approximately 40,000 trees in road reserves. While current service delivery provides value, through a hybrid model of in-house assessment and outsourced high-risk works, there is potential to enhance outcomes by shifting towards a more proactive approach and further investigating into the in-house versus contract resource delivery model.
- Transitioning from a reactive to a proactive maintenance model will enhance the long-term health of our urban forest, reduce risks, deliver improved service efficiency, and community satisfaction.
- The review does not recommend full outsourcing, as it would reduce operational flexibility and increase annual costs. Instead, a targeted combination of internal capability and external delivery is proposed to protect and sustain the urban forest while meeting community expectations and tree protection goals.
- The resulting Service Review as attached to this Report, identifies opportunities for improved or enhanced service levels, operational efficiencies, and strategic opportunities.

Recommendation

That:

- a) Council note this Service Level Review will be reported to ARIC in July 2025; 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](#) Tree Management Service Review - Report

CS27/25

Purpose

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

Introduction

The Service Level Review includes a comprehensive review of the services currently provided by the Council's Tree Services Business Unit and identifies opportunities for improved or enhanced service levels and operational efficiencies.

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 the introduction of new technology to improve service delivery.
- Review Industry benchmarking insights.
- Feedback from staff in Tree Section, Technical Services, Development Assessment and contractors currently used by Tree Services Business Unit.

Background

The Tree section in Infrastructure Services (City Services) is dedicated to the protection and preservation of our urban forest, comprising approximately 40,000 street trees within the road reserve. The team plays a crucial role in safeguarding this valuable green infrastructure by assessing all requests related to tree health and safety, including pruning, removal, and planting. They also respond to urgent issues and organise necessary works to ensure the long-term vitality and resilience of our street trees.

The team operates in a hybrid model of in-house service delivery, supported by contractors under a panel arrangement for reactive works. The in-house crew deals with all ground works (about 30% of the requests) and anything that requires plant to facilitate access above ground level is conducted by contractors (about 70% of the requests).

The team also assess private Tree Applications and Heritage Tree Applications (Development Application) and provide support to all internal and external stakeholders regarding tree matters (Technical Services, Open Spaces, Project Department, Development Engineering, and State Emergency Services).

The service delivers outcomes under the 2022-2026 Delivery Program, ensuring that Council's tree assets are well maintained within the community.

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.

A. Legislative requirements and strategic alignment

The Tree Services functions are not a statutory service, these services are provided in response to Council's strategies and Operational Delivery program.

B. Outputs and Performance of Services

The table below present key activities, performance indicators and current performance.

Service Output	Key Activities	Key performance indicators*	Target	Current performance
Output 1 – Service Request (SR)	Respond to service requests <ul style="list-style-type: none"> TR2 - Investigate Condition of Tree/s TR4 - Tree Planting TR5 - Pruning/Removal of Branches TR7 - Removal/Stump Grinding of Tree/s TR9 - Tree Root Pruning/Removal 	Number of customer service requests received, and percentage of customer service requests responded to within SLA	TR2 - 10 working days TR4 - 6 months TR5, 7 and 9 – 30 working days Base line 20/2021 FY: <ul style="list-style-type: none"> 2506 requests 90% within SLA 	Year: 2023/2024 Results: <ul style="list-style-type: none"> 3,672 requests, 80% completed within SLA
Output 2 – Tree Application and Heritage Tree Application	Respond and provide determination letter for Tree Applications and Heritage Tree Applications	Number of applications received, and percentage of applications responded to within SLA	Applications to be determined within 20 working days Base line 20/2021 FY: <ul style="list-style-type: none"> - 337 applications - 75% within SLA 	Year: 2023/2024 Results: <ul style="list-style-type: none"> -313 Applications -93% within SLA

Output 1 - Service requests:

The service is currently being delivered with a combination of in-house and contractors. The service is not currently delivered as efficiently or sustainably as possible, when compared to the current SLA of 90%.

The table below presents the increase in service requests since 2020/21 and the team performance.

Financial Year	Number of SR	Performance against target	Comments
2020/21	2,506	90%	Baseline period used in quarterly report
2021/22	2,220	89%	Target achieved – 10% less requests than base line year
2022/23	2,426	53%	Team transferred to Infrastructure Service's (current organisation) in April 2023
2023/24	3,672	80%	Very large amount of request compared to Baseline period, + 47% - including clearing backlog of works.

Strategic improvements (particularly in proactive maintenance, use of contractors, workforce planning, and business process improvements) could yield significant gains in productivity, better tree protection, improved customer satisfaction, and long-term cost savings.

Output 2 - Tree Applications:

The tree application process has proven to be a successful aspect of the business, with a revised process being devised. This conclusion is supported by the robust processes, including a thorough initial assessment and review procedure. For all Tree Applications, Council Tree Preservation and

Maintenance Officer conducts a Visual Tree Assessment along with a risk assessment in accordance with industry best practice. All data, including photographs, are recorded in our Urban Forest Database, providing a detailed and time-stamped record of each inspection to support future claims or dispute resolution.

C. In-house vs outsourced services

The review suggests that Council's current hybrid model offers value for money, including;

- INTERNAL - an in-house assessment of the requests, determination of application, conducting reactive ground-based / low risk pruning works (30% of service requests); and
- OUTSOURCE - outsourcing aerial (tree climbing) and high-risk works (70% of request),

This model supports effective tree protection, canopy retention, and a positive customer experience.

Fully outsourcing the service (including assessment of trees requests and assessing applications) would result in an estimated annual cost increase of \$534,000. The estimate has been generated using applicable industry rates from existing panel contractors and costs associated with the services that are currently delivered.

The review recommends continuing to outsource aerial (tree climbing) and high-risk tree works, while expanding the use of contractors to further develop Councils proactive maintenance approach and street planting to improve service delivery.

Additionally, the review recommends assessing opportunities to review in-house capacity including team structure, roles, and resource allocation, particularly in the areas of reactive tree maintenance, focus on transitioning to more proactive maintenance and tree protection, and planting, to support more efficient, cost-effective, and responsive service delivery.

D. Strength, Weakness, Opportunities and Threats (SWOT) analysis

The SWOT analysis reveals that the service benefits from community interest, a committed workforce, and a valuable urban tree canopy supporting biodiversity and livability. It faces challenges due to the reactive maintenance approach and increasing service demands.

Weaknesses such as increased maintenance costs, and community dissatisfaction are exacerbated by minimal proactive maintenance delivery. However, there are opportunities to enhance the protection and resilience of our urban forest by shifting towards a proactive maintenance, expanding and diversifying planting programs, updating the Urban Forest Policy and Significant Tree Register, and reviewing business process to optimize service delivery.

Failure to act risks continued deterioration of the tree portfolio, rising costs, unmet canopy targets, and reputational or legal exposure. Outcomes which can damage Councils customer experience focus.

E. Operational improvements opportunities and proposed action plan

The review identifies the key operational improvement opportunities, including:

- Strengthening the protection and management of Council's urban forest
- Improving productivity and cost-efficiency in service delivery by shifting towards a more proactive approach and the increase of contracted out works.
- Improving customer satisfaction

Risk Targeted	Issues Addressed	Recommendation
Recommendation 1- Tree Protection		
Asset deterioration	<p>Gradual degradation of our urban forest</p> <p>Shift to proactive maintenance</p>	<p>Proactive maintenance</p> <p>Consider refocusing service delivery to adopt a more balanced approach between reactive and planned maintenance.</p> <p>Undertake an initial review to identify the requirements for transitioning to a proactive maintenance model. This should include defining the scope and elements of maintenance activities needed, assessing resource implications, and</p>

Risk Targeted	Issues Addressed	Recommendation
		<p>determining the systems or processes necessary to support effective implementation. Develop an annual program that targets specific areas for proactive maintenance based on agreed criteria (to enable budget control); as the program matures, it can be widened to cover different priorities.</p> <p>Consider contractors to deliver planned proactive maintenance in addition to reactive works.</p> <p>Conduct preparatory planning to establish service levels, delivery options, volume, frequency and budget options.</p>
Loss of significant trees	Tree Protection	<p>Urban Forest Policy</p> <p>Update of the Significant Tree Register.</p> <p>Consider conducting condition inspections of the street tree portfolio of either targeted areas, agreed high priority areas or the whole portfolio to enable planning of maintenance</p>
Quality assurance	Auditing, data management and customer experience	<p>Compliance</p> <p>Formalise a regime of both quality and safety auditing of the delivery conducted onsite by both in-house teams and contractors, target areas for improvement and ensure value for money.</p> <p>Liaise with utilities to ensure works are conducted as per standard and specification and develop a more proactive approach to relationship management with Ausgrid regarding tree maintenance practices.</p> <p>Ensure maintenance and assessment history (including pictures, condition assessment and risk assessment) is retained and transferred against each tree in our Urban Forest database.</p> <p>Review notification process to be in line with Community Engagement Strategy and Draft Urban Forest Policy to provide better communication and customer experience with residents.</p> <p>Council will place notices on a tree or within a public area, stating that a tree/ trees have been vandalised and in response to vandalism that is undertaken, and Council may install view blocking screens, in certain cases.</p>
Strategic Canopy Targets	Delivery of the urban tree planting program	<p>Tree planting</p> <p>Undertake a comprehensive review of the current tree planting process to ensure it continues to meet both current and future service needs.</p> <p>This review should consider whether the service is best delivered through external contractors or by establishing a dedicated in-house crew.</p> <p>The scope of works will include replacing removed trees, delivering the annual planting program, liaising with the community, maintaining newly planted trees, meeting Council's planting targets, and updating the Urban Forest database.</p> <p>Additionally, a budget review is recommended to ensure adequate funding is in place to support the effective and sustainable delivery of the program.</p>
Recommendation 2 - Workforce Planning		
Workforce Planning	Workforce Upskilling and Succession Planning	<p>Learning and Development:</p> <p>Continue the professional development of the team via TAFE to be qualified arborist (AQF5) and certified to be in line with</p>

Risk Targeted	Issues Addressed	Recommendation
		<p>industry best practice including QTRA and TRAQ certifications.</p> <p>Continue training of in-house crew to ensure all staff have an arborist qualification (AQF3).</p> <p>Continue upskilling Council staff by organizing further qualifications of other staff. It will allow to address staff shortage as required and increase Council capacity regarding tree maintenance. Qualified staff will be able to act in the tree team as required.</p>
Workforce Planning	Service efficiency	<p>Structural Realignment</p> <p>Assess opportunities to strengthen in-house capacity by reviewing team structure, roles, and resource allocation—particularly in the areas of reactive tree maintenance, protection, and planting—to support more efficient, cost-effective, and responsive service delivery.</p>
Resourcing	Service efficiency	<p>Increased Contract Support</p> <p>Investigate feasibility of available contracts for tree management and tree works. Conduct further investigations into service levels and program preparation to create the circumstances for proactive maintenance to take place. Consider contractors to deliver planned proactive maintenance in addition to reactive works.</p>
Recommendation 3 – Business and Technology Improvements		
Technology and Business Improvement	Business improvement process to streamline service request process	<p>Business process and Enhanced Technology</p> <p>Consider business improvement through the revision of the service request process to streamline the multiple systems and steps within the existing process.</p> <p>Consider business improvement to support teams in conducting and recording inspections, allocating work orders and liaising with community.</p> <p>Following the successful trial of corporate urban forest management software, proceed with the procurement of a permanent software to effectively manage Council's tree population.</p> <p>Service response and subsequent delivery would benefit from a review of how service requests are prioritised, and response times amended to reflect risk and associated priority for remediation.</p>

Strategic alignment

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

Delivering services and regulatory functions:	
Service area	Infrastructure Services
Function	Tree and 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

Risks

There are several risks associated with not implementing the outcomes of the service review. A risk, in this context, refers to any factor that introduces uncertainty into the organisation. The primary risk relates to the customer experience and how customers perceive their interactions with Council in the delivery of these services. From Council's perspective, and based on the opportunities identified in the review, these risks can be grouped into the following key categories:

Risk	Risk Description	Mitigation
Service Delivery and Performance	Risks leading to the disruption of the service delivery and performance, through inappropriate works programming, and workforce resourcing.	Review and develop team structure and efficiencies that can address the sustainability and efficiency of the current model of maintenance.
Financial Sustainability	Decrease in services through overspending/underspending of budgets, alignment of services to the budgets, and increased maintenance costs. Impacting Council's service delivery and performance.	Review and develop the existing processes and team alignment. Efficiencies will address the financial sustainability and efficiency of the current model of maintenance.
Legal Risk	Arises from legal liabilities, from tree assets and risks posed leading to increased public liability claims.	Consideration of reactive and proactive maintenance regime. Record keeping and proof of service
People and Culture	Risk from the staff who deliver the services, through workforce planning and resourcing.	Development of workforce resourcing strategies will mitigate and address this risk.
Strategic Risk	Poor customer service resulting in increased public pressures, leading to reduced performance and increased risk.	Implementation of the service review will directly address this risk and increase the performance and quality of the service delivered.
Environmental Risk	Increased community influence in the manner and tool utilised to managed tree assets, impacting the efficiency of the service and performance.	Implementation of Council strategic approaches will address this risk through the Environmental Strategy.

Resourcing Strategy implications

Within the current 2024-25 Operational Plan and Delivery Program there is funding to deliver this service. For the proposed recommendations that require funding an additional funding source would need to be identified within future Operational Plan and Delivery Programs. The opportunities identified in the report will require a future report be brought to Council for consideration 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 Tree Management aimed to review the scope of services undertaken by Council Tree Services Business Unit and identify opportunities for improved service levels to our community.

The review recommends strengthening tree protection through the implementation of a proactive maintenance program and expanded use of contractors. Shifting from a reactive model to a more planned and preventative approach will support the long-term health of the urban forest, reduce risks, and improve service outcomes. Increased contractor involvement—particularly for specialised and proactive works—will enhance delivery capacity and flexibility.

The formal service level review is due to be presented to Council in June 2025 and then to the Audit Risk and Improvement Committee in July 2025.

Responsible officer: Sebastien Le Coustumer, Coordinator Road Services

File Reference: F2019/01554

Director City Services Report No. CS28/25

Subject: Maroubra Surf Life Saving Club - Concept design

Executive Summary

- This report is in response to the resolution of Council (resolved Cr Magner / Cr D'Souza) on the 29 October 2024 regarding an update of the Maroubra Surf Life Saving Club (MSLSC) project progression and funding strategy.
- As per the resolution, this report provides an update of concept design for a new Maroubra Surf Life Saving Club (MSLSC) for Council approval.
- The redevelopment of Maroubra Surf Life Saving Club includes a new lift, upgraded changerooms, enhanced storage, AV training equipment, and fire safety upgrades. These facilities will improve lifesaving training, support surf patrols, and create accessible, inclusive spaces, benefiting club members, community groups, and the broader public at Maroubra Beach.
- The cost consultant had provided estimation of the concept design to be \$15M, which is within the approved budget. A total of \$9,340,000 funding has been approved to date by Council with the balance to be secured from further funding opportunities. One of which was offered by NSW Government under Surf Club Facility Program with Grant funding of \$960,000 and \$3,500,000 from the Federal Government.
- In May 2025, the MSLSC membership voted in support of the concept. If the concept is endorsed by Council to proceed, feedback from the greater community is the recommended next step.

Recommendation

That Council:

- a) endorses the concept design for the redevelopment of Maroubra Surf Life Saving Club, along with the funding strategy.
- b) endorses the design to proceed to community consultation.
- c) notes the results of the community consultation will be reported back to Council for consideration.

Attachment/s:

1. [LINK TO VIEW](#) Maroubra SLSC - Concept design report

Purpose

At its extra-ordinary meeting on 29 October 2024, Council resolved:

RESOLUTION: (Magner/D'Souza) that Council:

- a) endorse the revised funding strategy for the future redevelopment of Maroubra Surf Lifesaving Club building; and
- b) note a subsequent report will be brought back to Council seeking final adoption of the concept plan in line with the revised budget in early 2025.

This report presents concept design proposals for the redevelopment of Maroubra Surf Life Saving Club. It also outlines the updated costs for the concept design proposals and recommends next steps for the project.



Figure 1: Location of the Maroubra Surf Life Saving Club

Discussion

Background

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

MSLSC is one of Australia's first Lifesaving clubs and was established on 7 November 1906. It is an active community organisation, providing volunteer patrols of Maroubra Beach, lifesaving education, surf sport activities and maintains a focus on educating children within the local community. The club is currently having 1410 members.

With Community Strategic Plan in place, Maroubra Surf Life Saving Club Project is a nominated project in the 2024-25 Capital Work projects in the operational plan and budget due to the needs and expectations from the Community. However, the building has undergone several additions and alterations over its long life, the current configuration does not meet the MSLSC's functional requirements and future goals and continue services to the community.

At is Ordinary Council Meeting held on 26 April 2022, Council resolved:

(Luxford/D'Souza) that Council:

- a) *endorse a “knock down and rebuild” renewal/replacement strategy for Maroubra Surf Lifesaving Club building;*
- b) *endorse the funding strategy for the future redevelopment of Maroubra Surf Lifesaving Club building.*
- c) *future planning for the club needs to consider affordable access by the public for community and cultural events; and*
- d) *all plans for the club must be considered with respect to the draft Maroubra masterplan.*

Since this resolution, the project planning phase has well commenced, and the Project Control Group comprising of both Council Officers and representatives of MSLSC's board of management has been activated.

At is Ordinary Council Meeting held on 27 February 2024, Council resolved:

(Luxford/Rosenfeld) that Council:

- a) *Council enters into the Memorandum of Understanding with Maroubra Surf Lifesaving Club Inc;*
- b) *the General Manager be delegated authority to sign the Memorandum of Understanding; and*
- c) *the General Manager to be delegated authority to make any minor grammatical and wording changes in the finalisation of the Memorandum of Understanding.*

Since this resolution, governance structure of the project has been well established. Concept design stage of the project has commenced.

At is extraordinary meeting held on 29 October 2024, Council resolved:

(Magner / D'Souza Said) that Council:

- a) *endorse the revised funding strategy for the future redevelopment of Maroubra Surf Lifesaving Club building; and*
- b) *note a subsequent report will be brought back to Council seeking final adoption of the concept plan in line with the revised budget in early 2025.*

This report provides an update to Council on the concept plan in response to item b) of the above resolution.

Project Progress Update

Under robust governance structure, and the memorandum of understanding in placed, the MSLSC redevelopment project has followed a systematic approach from 2023 to 2025 to identify, confirm, prioritise, and refine its objectives. Each phase of investigation and collaboration has been meticulously documented and shared, allowing for feedback and refinement. The club also engaged the wider membership through various methods, including online surveys, an Architect's presentation night, and member voting.

Design was based on the needs from the club within the approved project budget. Closed monitoring on cost and design quality was performed during the course of the concept design development by weekly Project management meetings and daily dialogue between the consultants, quantity surveyors, external project manager and RCC. Monthly PCG meeting (Project Control Group) provided timely decision making and instance design collaboration with the Club. The concept design attached in **Appendix A** was well established and supportive from the Club.

Extraordinary general meeting at the club was held on 25 May 2025, where the concept design was displayed online and on site for 21 days for members' voting. A webinar presentation by the Architect was also arranged on 7 May 2025.

At is extraordinary meeting held on 25 May 2025, the board of management resolved:

“That, for the purposes of the Associations Incorporation Act 2009 NSW and for all other purposes, approval is given to the Board to approve the New Building Plans and take any action it considers necessary to amend such plans for the benefit of the members and in pursuit of the objects of

Maroubra Surf Life Saving Club Incorporated, and to execute any documentation required to implement such plans."

Site context, form and landscape

The new facility is positioned to set back from the promenade with landscape to provide sense of welcoming. The landscape elements define space, protect from wind and sun, create zones to muster, train, washdown gear, as well as a place to gather and socialise after events. All the entrances are recessed at ground level to intuitively signal entry and exit points and provide shelter from the elements. Southern wind was sheltered by wind guide at first floor to have passive protection to the training room and outdoor training area.

The building edges are activated by introducing members BBQ, kitchenette, Merch shop, barista window, and deep overhangs and bench seat planters, to provide amenity, shelter and encourage interaction.



Figure 2: Artist image of the Maroubra Surf Life Saving Club

Storage

It is essential to have a spacious storage area that allows for easy maneuvering of large equipment and surfboards, as well as the organisation of various types of equipment within the space. The design now includes large entrances on the East, South, and West sides of the building, making access more convenient and safer. Additionally, the large-span structure provides flexible space to accommodate and re-configure the storage of several large pieces of equipment and boats.

Supportive facilities

All the supportive facilities are located at Ground floor, including admin office, first aid room, keg, cool room, lockers, toilets, shower and changing room facilities. Generous entrance foyer not only connects the South and West of the building, but also memorabilia display area.

The Gym is located at the northwest side of the building, with separate access from outside to avoid heavy traffic inside the building.

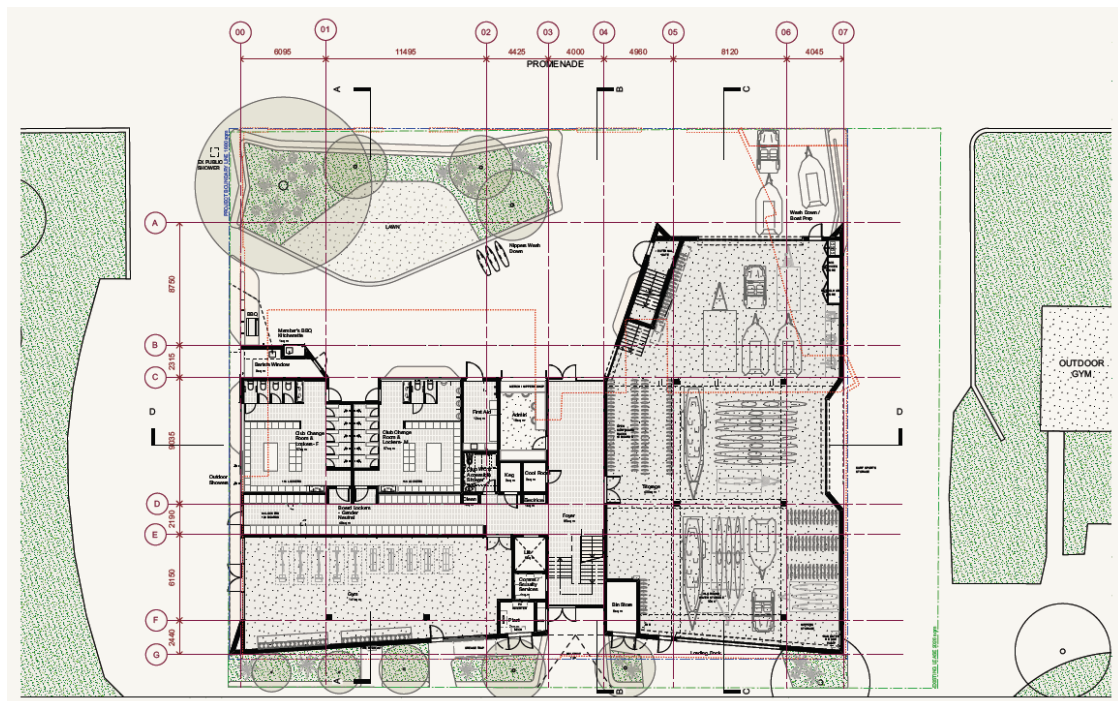


Figure 3: Ground floor of Maroubra Surf Life Saving Club

Training facility

There are large training room and function room at first floor, each equipped with its own storeroom and access to shared kitchen and member's bar. The Function room can accommodate approximately 150 guests, while the training room is flexible to open as one big room, or partition into smaller rooms with movable partition to suit different occasions.

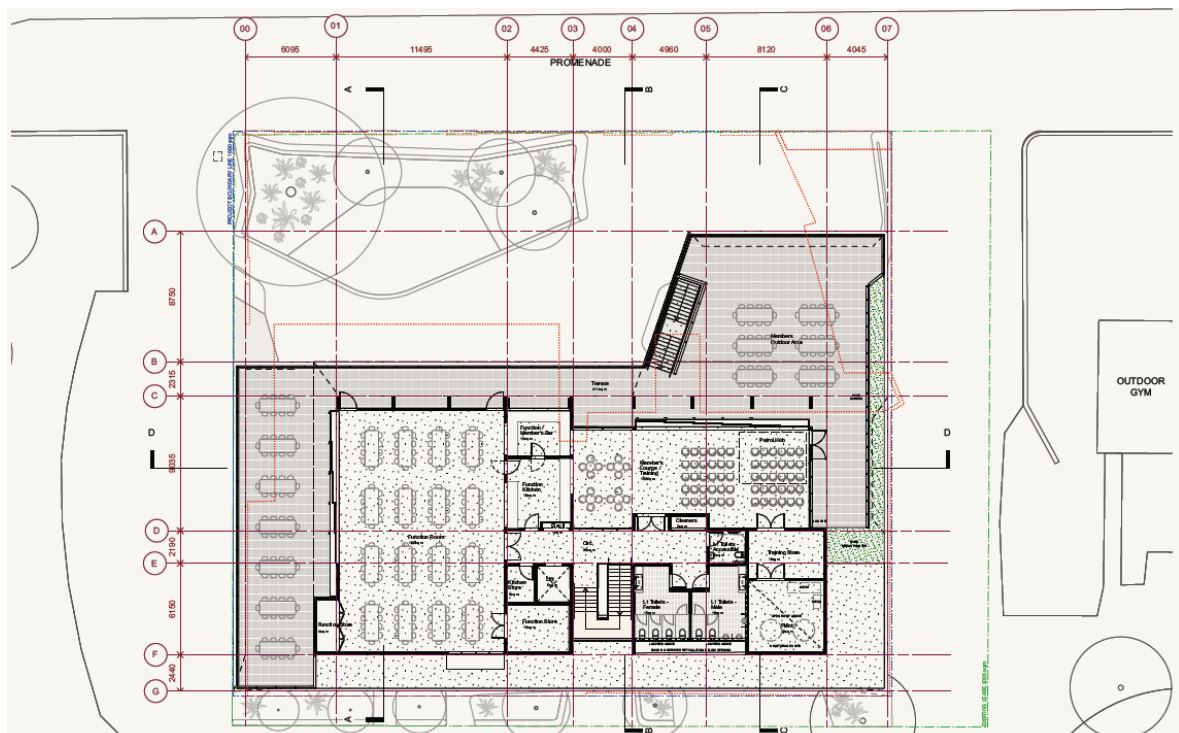


Figure 4: First floor of Maroubra Surf Life Saving Club

CS28/25

Outdoor Deck

The outdoor training can also be the club's social space. It provides strong connection to the ground plane, more private but open area. It also provides best view for the lifesaving guide to provide safety service to the public at the beach.

The strong southern wind is catered by passive wind break. Detail design of the wind break will be further developed in design development stage. To introduce more daylight into the building, a skylight above the central corridor at first floor is provided.

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 community where everyone has the opportunity to participate in sport and recreation
Objective	75% or above satisfaction with new open space and recreation facilities within 2 years of implementation
Delivery program commitment	<p>Work with the Local Aboriginal Land Council and Aboriginal Elders to develop and implement projects to increase knowledge and awareness of the local Aboriginal culture, traditions and connection to country through open space (i.e. interpretive signage for the bush tucker trail).</p> <p>Through the preparation of the Maroubra Beach master plan, incorporate a multipurpose youth recreation precinct, expanding on existing skate park, playground and outdoor fitness station, in consultation with community and young people.</p>

Delivering services and regulatory functions:

Service area	Infrastructure Services
Function	Asset construction
Delivery program commitment	Construct new public assets and infrastructure
Service area	Technical Services
Function	Asset Lifecycle Planning
Delivery program commitment	Manage asset lifecycle planning (including creation, renewal, operation, maintenance and disposal) to ensure sustainable service delivery

Risks

Risk	Description	Mitigation
Financial	The proposed funding is not sufficient to proceed	by constraining the footprint of the building and use of robust materials to lower the cost of the building. Also, by sourcing different kind of grant funding opportunity
Reputational	Objection from local residents	Community and stakeholders are consulted and engaged throughout the project. Their feedback will be reviewed, considered and incorporated where possible.

Resourcing Strategy implications

The concept design has been costed by a Quantity Surveyor, with project costs anticipated in the order of \$15 million as per the table below.

PROPOSED PIONEERS PARK CLUBHOUSE - COST PLAN (ex.GST)	
Construction Cost	\$7,885,819
Contingencies, Preliminaries, Margin	\$3,819,580
Consultants and Authorities' fees:	\$2,358,121
Escalation to July 2026	\$936,480
TOTAL PROJECT COST	\$15,000,000

The proposed funding strategy below is recommended to Council for inclusion in Council's Long Term Financial Plan and future Operational Plan and Budget – Capital Works Program.

Year	Budget allocation	Budget Allocation	Rolling Total	Budget Status
0	2021-2022	\$600,000	\$600,000	Allocated
1	2022-2023	\$2,600,000	\$3,200,000	Allocated
2	2023-2024	\$2,140,000	\$5,340,000	Allocated
3	2024-2025	\$1,000,000	\$6,340,000	Allocated
4	Surf Club Facility Program Grant Funding	\$960,000	\$7,300,000	Allocated
5	Federal Government Grant	\$3,500,000	\$10,800,000	Allocated
6	2025-2026	\$1,500,000	\$12,900,000	<i>Proposed</i>
7	2026-2027	\$2, 600,000	\$15,000,000	<i>Proposed</i>

Policy and legislative requirements

The land is Crown land, owned by NSW Department of Land – Crown Land Division. Care, control, and management is the responsibility of Randwick City Council, appointed under the NSW Crown Land Management Act 2016, as Crown Land Manager of the Reserve.

Due regard will be given to the relevant planning instruments in the design of the refurbishment, or a new facility, including:

Due regard needs to be given to the relevant planning instruments, including:

- Relevant SEPPs
- Randwick Local Environmental Plan 2012
- Relevant DCPs.

Conclusion

The concept design of Maroubra Surf Life Saving Club is modern, functional, and welcoming. The redevelopment aims to enhance the beach's safety and appeal, support local activities, and provide a safe and welcoming environment for all visitors. Thorough continuous collaboration between the Project Manager, the Consultant Team and the Club, the design has met the requirements of the surf club, reflecting their input and expectations.

It is recommended that the concept design of the proposed redevelopment of Maroubra Surf Life Saving Club be endorsed by Council to now proceed to community consultation.

Responsible officer: Cindy Lam, Planning Project Manager

File Reference: PROJ/10482/2020/4

Director City Services Report No. CS29/25

Subject: Pump Park, Malabar

Executive Summary

- Following the recently completed community consultation, this report is in response to a resolution of Council (resolved Cr Chapple / Cr D'Souza) in the 30 April 2024 endorsing Cromwell Park (North) as a suited site for design development and consultation for the newly proposed Pump Park.
- Randwick City Council is planning to build a new pump park to provide a dedicated space for BMX riding, mountain biking, skateboarding and scootering. This proposal is in accordance with a Strategic Approach Council's Open Space and Recreation Strategy.
- Prior to the community consultation, Council officers received feedback the Malabar Precinct Committee regarding Cromwell Park as a suitable site and suggesting that Pioneers Park (north of the AFL fields) should be also considered as a potential site. Council initially ruled out Pioneers Park because it is a designated dog off-leash area. However, based upon feedback it was determined to include Pioneer Park in the consultation.
- Community consultation was undertaken to seek community feedback on whether the pump park should be built at Cromwell Park (north) or Pioneers Park and to learn more about the potential users of the park.
- This report presents the outcomes of the consultation with strong support for Cromwell Park compared to Pioneers Park.
- It is recommended that council endorses the Pump Park project proceeding at Cromwell Park (north).

Recommendation

That Council:

- a) endorses the Pump Park being built at Cromwell Park (North), Malabar.
- b) notes a subsequent report will be brought back to Council with the final design prior to the next phase of community consultation.

Attachment/s:

1. [LINK TO VIEW](#) Pump Park Consultation Report

CS29/25

Purpose

At the ordinary meeting on the 30 April 2024, Council resolved:

RESOLUTION: (Chapple/D'Souza) that:

- a) Council endorse Cromwell Park (North), Malabar, as the site; and
- b) design development and consultation for a bike facility at Cromwell Park (North), Malabar proceed.

This report presents the outcomes of community consultation regarding the preferred location for a proposed Pump Park—either Pioneers Park or Cromwell Park (North).

Subsequent feedback from the precinct committee and local residents prompted further investigation into Pioneers Park as an alternative site for consultation. The consultation process provided valuable insights into how each space is used and the community's preferences.

Based on the findings, this report recommends proceeding with Cromwell Park (North), Malabar as the preferred site for the proposed Pump Park.

Discussion

Background

Council's *Open Space and Recreation Strategy* outlines a strategic approach to identify potential temporary and/or permanent sites for active informal sports. These include BMX tracks, BMX jump courses, mountain bike courses, and outdoor bouldering facilities for children and young people in both existing and new open spaces.

To advance this objective, Council officers have been working to develop a BMX/pump bicycle ("Pump Park") facility within the Randwick Local Government Area (LGA).

As previously reported to Council in April 2024, an initial review was conducted to identify suitable permanent locations for a pump/BMX bike facility. The study analysed ten open spaces across the Randwick LGA. Of these, three sites were identified as suitable for further investigation:

- 1903R Botany Road, Matraville
- Cromwell Park (North), Malabar
- Anzac Parade Median between Austral Street and Mitchell Street, Chifley

A feasibility analysis of these three sites was undertaken by specialist consultants. The analysis identified a preferred site and included supporting information outlining the reasons for this preference. Trailscapes, the consultant engaged for the feasibility study, provided a concise report detailing the assessment criteria, opportunities and constraints, and an estimated cost comparison.

The feasibility report also addressed a separate Council resolution from December 2023, which requested consideration of a Disc Golf course at Cromwell Park (North).

Community Consultation

The Malabar Precinct Committee and local residents indicated opposition to Cromwell Park as the selected site. The Malabar Precinct Committee resolved for council to investigate alternative location options, nominating Pioneers Park. The key issues raised included:

- Lack of community awareness about the project
- Absence of prior consultation
- Unclear origin of the proposal
- High levels of existing passive recreational use at Cromwell Park
- Demographic unsuitability for such a facility
- Potential traffic and parking impacts

Based on the concerns raised and feedback from local stakeholders, South Ward Councillors and the precinct, council officers determined to:

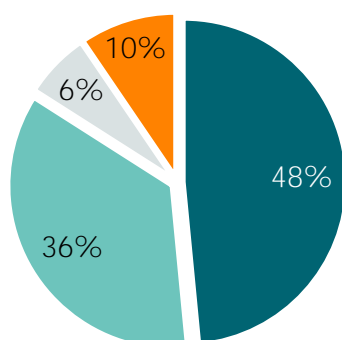
- reduce the scope to a pump park and supporting infrastructure only
- investigate the viability of an alternative location at Pioneers Park, given its size and accessibility, making it a potentially suitable site for a pump park.

Community consultation was open for 4 weeks from 9 April to 7 May 2025. It included:

- Dedicated website: Your Say Randwick webpage.
- Letterbox drop: A5 flyer sent to residents surrounding Pioneers and Cromwell parks
- Signage: A2 posters around Pioneers and Cromwell parks
- Email campaigns: Sent to key stakeholders (sports fields bookings, Sydney Water, South East Equestrian Club, Malabar Wastewater Treatment Plant, NSW Rifle Association),
- Your Say subscribers, and Randwick City Precincts.
- Weekly eNews: Featured in Randwick News during the consultation period
- Social media: Facebook and Instagram posts
- Digital Displays: Libraries, Des Renford Aquatic Centre, and Customer Service Centre
- Randwick Council Website: Listed on Current Consultations webpage
- Councillor Notification: Local Councillors were informed.

The key findings from the recently completed consultation are outlined below.

Cromwell Park is the preferred location for the pump park, with 48% of survey respondents supporting it compared to 36% for Pioneers Park.



Preference	Number
Cromwell Park (48%)	255
Pioneers Park (36%)	187
No preference (6%)	34
Do not support a pump park (10%)	50
Total	526

Park users	Pump Park location preference:
87% use Cromwell and/or Pioneers Park (460)	Of the 460 people who use Cromwell and/or Pioneers Park: <ul style="list-style-type: none"> • 231 prefer the pump park at Cromwell • 164 prefer Pioneers • 22 have no preference • 43 don't support a pump park
13% do not use Cromwell or Pioneers Park (66)	Of the 66 non-users: <ul style="list-style-type: none"> • 24 prefer the pump park at Cromwell • 23 prefer Pioneers • 12 have no preference • 7 don't support a pump park

Support for Cromwell Park as identified in the feedback is driven by its lower usage, greater available space, distance from homes, natural terrain, and existing tree cover, which are seen as better suited for a pump park.

Survey respondents reported using both parks primarily for walking/jogging and dog walking or off-leash play. Cromwell Park was also used for relaxing, while informal sports were more commonly mentioned at Pioneers Park.

Pioneers Park is preferred by some, particularly residents of Malabar, Chifley, Little Bay, and Phillip Bay, due to perceived better parking, public transport access, and a desire to preserve Cromwell Park's natural character.

Of the survey respondents, 54% would use the pump park.

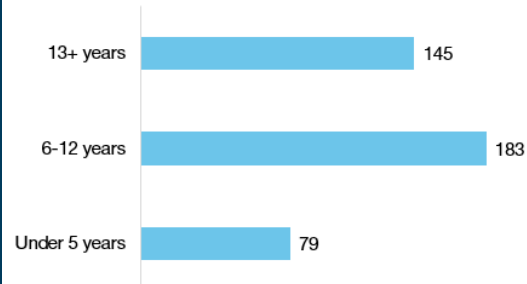
Commonly requested facilities include shaded seating, drinking fountains, toilets, parking, and lighting. Respondents emphasised the need for a high-quality, all-ages design that reflects current trends and includes features like jump lines, skills areas, and mountain bike trails.

285 (54%)

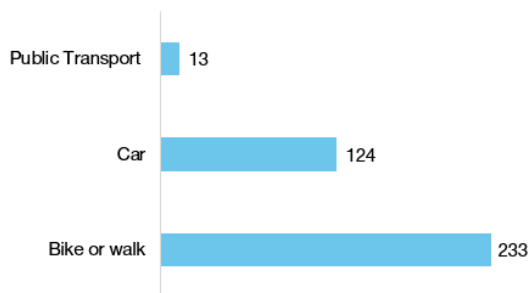
respondents would use the pump park

- **136** prefer Cromwell
- **121** prefer Pioneers
- **28** no preference

Age of users:

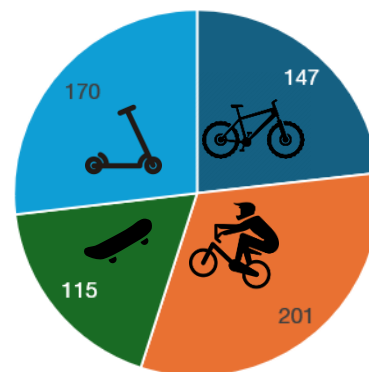


Travel to the pump park:



Users would bring a mix of equipment

BMX, scooter, mountain bikes, and skateboards.



Suggested additional facilities

Top 3: Shaded seating, drinking fountains and toilets

Other ideas: Plenty of parking, basketball court, small playground, lighting, BBQs, bike maintenance station, CCTV

Top pump park ideas

- Design for all ages and skill levels
- Combine a high-quality pump track with mountain bike trails, jump lines, flow sections, and a skills area to offer varied and engaging experiences.
- Avoid basic layouts, involve experienced riders in the design process to meet community needs and current trends.
- Install lighting (e.g. timed or motion-sensor), consider surveillance, and design for safe access to and around the park.

Most respondents support the concept of a pump park and view it as a valuable recreational asset, especially for teens.

"Everyone we know is absolutely in favour of this pump track - there is nothing like this in the eastern suburbs and so many kids would love this and families too."

This is a great initiative, and exactly the type of things I support our council doing. I strongly support the pump park as there are not many facilities for teens that are free to use within the Randwick Council area. A well designed and built mountain bike trail and pump track is an incredible asset for the local community."

Support for pump park at Cromwell Park

The following table summarises the main reasons given by the 255 respondents who prefer Cromwell Park as the location for the pump park rather than Pioneers Park.

Key reasons	Verbatim comments
Cromwell Park is less busy and offers more space than Pioneers Park, which is a heavily used, multi-purpose community park.	<p><i>"Pioneers Park is currently used to capacity and adding another facility or use will overextend its capacity. Cromwell Park is underused and allows for activities to have space and parking."</i></p> <p><i>"Cromwell Park is an underutilised space currently compared to Pioneers – Pioneers can get very busy with organised sports games and the dog area."</i></p> <p><i>"There is already a lot of activity at Pioneer as is. Cromwell is hardly used and the few houses across the road have the trees as barriers from the noise and lights."</i></p>
Preserve Pioneers Park as an off-leash dog area, rather than relocating it to Cromwell Park.	<p><i>"Pioneers Park is good for the dogs as its open so dogs won't go missing in the vegetation as they might in Cromwell Park."</i></p> <p><i>"Why force the relocation of the dog park when the pump park can simply be built elsewhere?"</i></p> <p><i>"I am a dog owner...and find Pioneers Park a much better location for dog walking than Cromwell due to the uneven ground."</i></p>
Cromwell Park's natural terrain and shade make it more suitable as a pump park than Pioneers Park.	<p><i>"The terrain and trees are much better at Cromwell for a pump park."</i></p> <p><i>"Cromwell has some elevation which can make things a lot more interesting for bike enthusiasts... It also has trees and shade which would give the park a more natural feel."</i></p> <p><i>"Cromwell Park seems like a fantastic area for the entire bike park, using a space with interesting vegetation and tree cover (shade and sun safety must be an essential consideration) and would allow a bike park to be built within the existing undulating topography."</i></p>
Pioneers is used by local AFL clubs to warm up	<p><i>"The space proposed is used as a warmup area for AFL games currently and it would be detrimental to the club to lose this space."</i></p> <p><i>"The pump park means that space will no longer be available for players to use to warm up and it will disrupt where spectators sit."</i></p> <p><i>"We use Pioneers Park all year around for organised sport (AFL and cricket) and for off-leash dog-walking, and social functions. The junior AFL teams do their warm-ups on Pioneer Park while other teams are playing their games..."</i></p>

Key reasons	Verbatim comments
Cromwell Park's distance from homes makes it a better site than Pioneers Park.	<p><i>"Pioneers Park backs directly onto homes...Cromwell Park is near a school, not homes, and is already better suited to use by young people."</i></p> <p><i>"The proposed location at Cromwell Park is more appropriate...increased activity won't affect as many residents as it borders a school and a park."</i></p> <p><i>"Putting the pump park in Pioneers Park will affect many residential houses which back onto Pioneers Park with increased noise levels. Leaving it in Cromwell will not affect any houses with regard noise."</i></p>
Some concern that a pump park at Pioneers Park, will worsen existing issues with antisocial behaviour.	<p><i>"Pioneers Park location is too close to houses. Kids hang out in the bushes here and drink. This will make it worse."</i></p> <p><i>"If a pump park is built at pioneers park, locals will suffer as kids and teens will be running around the neighbourhood during the late hours of the night."</i></p> <p><i>"Too many hoons on trial bikes frequent this area and it will cause more problems for us."</i></p>

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 community where everyone has the opportunity to participate in sport and recreation
Objective	75% or above satisfaction with new open space and recreation facilities within 2 years of implementation
Delivery program commitment	Identify potential temporary and/or permanent sites for active informal sports including BMX track, BMX jumps course and/or mountain bike course, or outdoor bouldering for children/young people in existing or new open space.

Resourcing Strategy implications

There is \$1,350,000 in the current 2024/25 Operational Plan and Budget – Capital Works Program for this project. The project scope will be developed to this budget.

Estimated project delivery program as follows;

Project Phase	Start/Finish
Pre - Concept Phase	2024 – 19/05/2025
Concept Phase	01/07/25 – 22/12/25
Construction Phase	05/01/26 – 25/05/26
Maintenance Phase	25/06/26 – 25/06/27

Risk

Category	Mitigation
Reputational	<p>Create an iconic and first of it's kind facility within the eastern suburbs</p> <p>Create a facility that can drive economic benefit for the area</p> <p>Create a facility to add to the suite of play adventure offerings within the LGA</p> <p>Create a facility that the community have been calling for</p>
Financial	<p>Costs are relatively small for a facility of this size (comparative to other play spaces).</p>

Policy and legislative requirements

- Local Government Act, 1993
- Randwick City Council Community Strategic Plan 2022-2032
- Randwick City Council Local Strategic Planning Statement (LSPS)
- Open Space and Recreation Strategy.

Conclusion

Council has undertaken community consultation to seek feedback on a preferred site for the Pump Park. Cromwell Park (North) has emerged as the preferred location for the design and construction of a local bike facility, based on strong community support.

A pump park at Cromwell Park (North) can be sensitively integrated into the natural environment, without requiring the removal of trees, disturbance of habitat or interference with overland stormwater flows. The majority of the park would remain available for passive recreation with minimal disruption to existing users. In contrast, the consultation indicates that a facility at Pioneers Park would significantly impact multiple user groups within this already highly utilised space.

There has been considerable support for such a facility, particularly from young families, for the creation of a dedicated space for younger residents of the LGA. This facility would cater for an age group often underrepresented in recreational planning.

It is recommended to proceed with the development of concept designs for a Pump Park / bike facility at Cromwell Park (North).

Responsible officer: Ross Mills, Landscape Architect

File Reference: F2023/00448

Director City Services Report No. CS30/25

Subject: Service Level Review - Green Space

Executive Summary

- In response to Councillor Parker and Councillor Luxford's resolution at the November 2023 Council meeting, Council conducted a detailed Service Level Review on Council's Open Spaces Business Unit, within Infrastructure Services focusing upon Council's Green Space assets.
- The Service Level Review includes a comprehensive review of the services currently provided by the Council's Open Spaces Business Unit and identifies opportunities for improved or enhanced service levels and operational efficiencies.
- The review highlights key opportunities to enhance the management of Council's Green Spaces. Through the process of the review considering the current model of in-house and outsourced services, there is potential to improve outcomes by adopting a more proactive approach and review expansion of the use of contracted services.
- The review identifies an opportunity to review the current combination of internal capability and external delivery, to protect and sustain Green Space management while meeting community expectations.
- 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 and strategic service options.

Recommendation

That:

- a) Council note this Green Space Service Review will be reported to ARIC in July 2025; 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](#) Green Space Service Review June 2025

Purpose

At its ordinary Council meeting in November 2023, Council resolved:

RESOLUTION: (Parker/Luxford) that Council adds to the schedule of service level reviews for the period 2023-26 the following:
Green space - town centre garden beds; parks; coastal foreshore gardening; weed removal; maintenance; and watering.

This report provides Council with the information and supporting documentation for the Service Review into Green Space.

Discussion

The Service Level Review includes a comprehensive review of the services currently provided by the Council's Open Spaces Business Unit and identifies opportunities for improved or enhanced service levels and operational efficiencies.

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 the introduction of new technology to improve service delivery.
- Review Industry benchmarking insights.
- Feedback from staff in Parks Maintenance, and Streetscapes Maintenance sections.

Background

Open Space maintenance teams are responsible for the maintenance of over 450 open space assets including numerous parks across the open space hierarchy (consisting of regional, district, local, neighborhood and pocket parks) and approximately 140 streetscape gardens in town centres areas, coastal foreshore areas, gateways to the city, main roads and residential areas.

A green space is an area of land that is partly or completely covered with grass, trees, shrubs, or garden beds. Within Council they are designed and maintained to provide environmental, recreational, aesthetic, and health benefits to the community.

This service review broadly covers the following maintenance activities:

1. **Parks Maintenance** (excluding sports fields) – Teams are responsible for maintaining over 350 open space assets. The workforce is in-house, with some contract support for scheduled and reactive maintenance.
2. **Streetscape Gardening** – Teams maintain over 140 city streetscape gardens, including streetscape garden maintenance, and water carts for garden and asset irrigation. The workforce is in-house, with some contract support for scheduled and reactive maintenance.
3. **Weed Removal/Control** – Primarily for streetscape maintenance, managed by a one-person team using an ATV and pump-driven herbicide sprayer. The function provides weed control across the 308km road network.
4. **Watering** – Mobile watering of streetscape gardens, newly laid turf, recently installed trees, and stressed assets.

The service delivers outcomes under the 2022-2026 Delivery Program, ensuring that Councils Open Space assets are well maintained within the community.

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.

A. Legislative requirements and strategic alignment

The Open Spaces Services functions are not a statutory service, these services are provided in response to Council's strategies and Operational Delivery program.

B. Outputs and Performance of Services

The tables below present key activities, performance indicators and current performance.

Output 1 Scheduled Maintenance;

Service Output	Key Activities	Key performance indicators*	Target	Performance 23/24	2023 Micromex Survey Community Satisfaction
Output 1 – Scheduled Maintenance	Parks Maintenance	Open spaces assets are maintained according to the SLA (i.e., on a two or three cycle dependent on the park or reserve type).	>90% within SLA	77%	94%
	Garden Maintenance (Streetscape)	Street gardens are maintained according to the SLA (i.e., three-week cycle).	>90% within SLA	79%	81%

Output 1: the current performance of the key activities within output 1 Scheduled Maintenance for Parks Maintenance and Garden Maintenance (Streetscape) below the performance target set at 90%. Parks Maintenance performing at 77% and Garden Maintenance (Streetscape) performing at 79%. Underperformance can be attributed to issues related to proactive scheduling, increase maintenance complexity, business improvement processes and workforce planning.

Output 2 Reactive Maintenance:

Reactive Service Output	Key Activities	Key performance indicators*	Target	Total number of requests	Within Target	Performance 23/24
Output 2 – Reactive Maintenance	OS1 Cemetery Maintenance	5 days	>90% within SLA	2	2	100%
	OS3 Landscape Maintenance	10 days	>90% within SLA	18	15	83%
	OS4 Nature Strip Mowing	10 days	>90% within SLA	152	137	88%

OS5 Nature Strip Maintenance	15 days	>90% within SLA	254	228	89%
OS61 Street Weed Removal	20 days	>90% within SLA	134	126	95%
OS9 Parks Electrical Maintenance	3 days	>90% within SLA	28	23	79%
OS11 Parks Lighting Maintenance	15 days	>90% within SLA	57	52	88%
OS12 Park Maintenance	5 days	>90% within SLA	410	348	83%
OS13 Parks Tree Maintenance	10 days	>90% within SLA	190	160	82%
OS15 Street Garden Maintenance	5 days	>90% within SLA	85	21	24%
OS16 Parks Water Service Maintenance	3 days	>90% within SLA	254	195	76%
OS17 Bees in Council Trees	2 days	>90% within SLA	23	19	82%

Output 2: the current performance of the key activities within Output 2 Reactive Maintenance are below the performance target that has been set at 90%.

For Output 1 (scheduled maintenance) and Output 2 (reactive maintenance) for Parks Maintenance and Streetscapes Gardening Maintenance, there has been a reduced performance in meeting service level targets. The review identifies recommendations by way of proactive scheduling, business improvement processes, increased maintenance complexity, and workforce planning to address these targets.

C. In-house vs outsourced services

The review of council's current model, predominantly inhouse capabilities (90%) and contractors (10%) and recommends enhancing the in-house capacity through reviewing proactive scheduling and developing workforce planning solutions for greater efficiency and cost-effectiveness.

Fully outsourcing the service for grass mowing and garden maintenance would see a decrease in costs to Council of **\$368,820** and warrants a review of the use of contracted services, through an increase to contractor capability to assist in the delivery of the service.

Fully outsourcing the streetscape maintenance service would see an increase in costs to Council of **\$344,917**.

Whilst there is no recommendation to directly "outsource" the service to Council in this report, this review presents a further opportunity to evaluate the sustainability and efficiency of the current resourcing model, and to explore whether a revised increase balance between in-house and contracted services to meet community expectations and service level targets.

A further review will be undertaken regarding the percentage breakdown of in-house versus contractors to ensure Council provides this service efficiency with flexible arrangements to address the expectations of the community.

D. Strength, Weakness, Opportunities and Threats (SWOT) analysis

The analysis reveals that the service has a committed workforce, and strong community interest, facing challenges due to increasing community expectations and increased market costs.

There are clear opportunities to improve outcomes through the review and development of existing service levels in consideration of the Open Space Hierarchy, reviewing team's organisational structure and efficiencies, to strengthen inhouse capacity, increase use of contractors were appropriate and the development of workforce planning strategies.

Risks can be related to reputational or legal exposure through poor service delivery and performance, increased operational costs and Councils ability to meet community expectations. Outcomes which can damage Councils customer experience focus.

E. Operational improvements opportunities and proposed action plan

The review identifies key operational improvement opportunities, including:

- Proactive Scheduling
- Workforce planning
- Proactive Weed Management
- Asset Management
- Technology and Business Improvements

The tables below highlight the key actions required to deliver each of the areas of improvement, as well as indicative timeframes. Each recommendation responds to an issue identified in the service review and aims at mitigating the associated risks.

Risk Target	Issues Addressed	Recommendation
Recommendation 1- Proactive Scheduling		
Service Performance and Works Programming	Addressing the performance of the unit in exceeding the performance targets.	Review and develop the existing service levels (service frequency expectations) for the various open space hierarchy levels that are articulated in Councils Open Space and Recreation Needs Study (Dec 2020).
Service Performance and Works Programming	Addressing the performance of the unit in exceeding the performance targets.	Assess opportunities to strengthen in-house capacity by reviewing team organisational structure, roles, and resource allocation, particularly in the areas of reactive maintenance, to support more efficient, cost-effective, and responsive service delivery.
Service Performance and Works Programming	Addressing the performance of the unit in exceeding the performance targets.	Evaluate the sustainability and efficiency of the current model of maintenance, and explore whether a revised balance between in-house and contracted services could improve outcomes
Service Performance and Works Programming	Resource allocation in the development of the Streetscape Citywide Urban Garden Strategy.	Provide additional resources as the streetscape strategy progresses to meet the objectives and improve strategic alignment.
Recommendation 2 - Workforce Planning		
Workforce Planning	Workforce Resourcing	Develop staff recruitment strategies and staffing solutions that enable the uninterrupted delivery of services.
Workforce Planning	Staff attraction and retention	Development of initiatives to encourage/recruit skilled staff, to assist in the retention of staff
Workforce Planning	Learning and Development of staff	Implement a training program to upskill operators on the ways in which to increase the longevity of Fleet and Plant items, including pre-trip checks, assessment of suitability for the task, general maintenance requirements, adherence to manufacturer requirements, and hazard avoidance.
Recommendation 3 – Proactive Weed Management		

CS30/25

Risk Target	Issues Addressed	Recommendation
Weed Management	Address the current and ongoing issue related to the management of weeds in Randwick	Development of a proactive approach using pre-emergent herbicides to increase weed management capability.
Weed Management	Address the current and ongoing issue related to the management of weeds in Randwick	Development of a Weed Control Policy and Strategy.
Weed Management	Address the current and ongoing issue related to the management of weeds in Randwick in streetscapes.	Complete the report to Council on the results of the trial into glyphosate alternatives trial, to be reported to Council end of 2025.
Weed Management	Address the current and ongoing issue related to the management of weeds in Randwick specifically in this review related to weeds within Streetscapes operations	Review the current service considering high risk sites, high profile sites and high priority sites to determine the best delivery model. Investigate the use of a mixture of inhouse and contractors to improve the service efficiency and delivery.
Recommendation 4 - Asset Management		
Asset Management	Plant and Fleet Asset Management	Review fleet and plant items (with a focus on weed control and battery powered items) to determine if they will create further service delivery efficiency and prepare a business case to have these items included in future budgets (i.e., remote control mower, stand-behind mower, etc.).
Asset Management	Plant and Fleet Asset Management	Reassess access to spare resources to ensure that a reasonable level of provision is in place to enable uninterrupted delivery of services in the event of breakdowns.
Asset Management	Improve Maturity of existing Open Space assets database	Update the Open Space Asset Register to ensure that all current maintenance locations are captured and the details for each asset are complete to ensure work is evenly distributed to ensure teams are as productive as possible.
Asset Management	Open Space Asset Design Specification	Inclusion in the design process for Open Space assets considering a standardised design process related to maintenance and operational requirements to reduce impacts to service delivery as noted in Section 5 Key Findings.
Asset Management	Proactive management of Councils water management assets	Conduct a review of the current water harvesting and water treatment plant and equipment including a condition audit and upgrades reviews for future capital works considerations.
Recommendation 5 – Technology and Business Improvement.		
Technology and Business Improvement	Business improvement process to streamline service request process	Develop business improvement through the revision of the service request process to streamline the multiple systems and steps within the existing process.
Technology and Business Improvement	Improved Financial Reporting	Set-up future budgets to enable/show a split of the Parks Maintenance North and South performance to facilitate better analysis of financial performance and tracking of expenditure.
Technology and Business Improvement	Improved Financial Reporting	Provide the ability to track expenditure levels at as Asset-based account level (i.e., expenditure per park location), to enable more in-depth financial and performance analysis.

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.

Risks

There are several risks associated with the service review not being realised, noting that a risk is anything that generates uncertainty within an organisation. The risk primarily is to the customer experience and the perception of the customer resulting from their interactions with our business operations in the delivery of these services. From Councils perspective based upon the opportunities noted within the review, the risks can be categorised to the following key groups;

Risk	Risk Description	Mitigation
Service Delivery and Performance	Risks leading to the disruption of the service delivery and performance, through incorrect works programming, and workforce resourcing.	Review and develop the existing service levels in relation to Open Spaces hierarchy and development of Team Structure and Efficiencies can address the sustainability and efficiency of the current model of maintenance.
Financial Sustainability	Decrease in services through overspending/underspending of budgets, alignment of services to the budgets, and increased maintenance costs. Impacting Councils service delivery and performance.	Review and develop the existing service levels and the development of Team Structure and Efficiencies will address the financial sustainability and efficiency of the current model of maintenance
Legal Risk	Arises from legal liabilities, from assets located within Councils Green Spaces and risks posed leading to increased public liability claims.	The updating of Councils open space assets register, and standardised design guidelines will mitigate the risk through appropriate knowledge retention and programming development.
People and Culture	Risk from the staff who deliver the services, through workforce planning and resourcing.	Development of workforce resourcing strategies will mitigate and address this risk.
Strategic Risk	Poor customer service resulting in increased public pressures, leading to reduced performance and increased risk.	Implementation of the service review will directly address this risk and increase the performance and quality of the service delivered.
Environmental Risk	Increased community influence in the manner and tool utilised to managed Councils Open Spaces and Green Space assets, impacting the efficiency of the service and performance.	Implementation of Council strategic approaches will address this risk through the Environmental Strategy and Open Space and Recreation Strategy.

Resourcing Strategy implications

Within the current 2024-25 Operational Plan and Delivery Program there is funding to deliver this service, Council resolved to amend in the 2025/26 Operational Plan and Delivery Program. The opportunities identified in the report will require a future report be brought to Council for consideration 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 Council's Green Space, aimed to review the scope of services undertaken and identify opportunities for improved service levels to our community. The review was conducted in response to Councillor Parker and Councillor Luxford's resolution endorsed at the November 2023 Council meeting, with review process conducted based upon the criteria defined within the resolution.

The review recommends a range of actions aiming at improving efficiency in services, delivery, and performance, and providing a better customer experience to our residents.

Responsible officer: Ryan Zammit, Manager Infrastructure Services

File Reference: F2019/00686

Director Community & Culture Report No. CC17/25

Subject: Community Halls Management - Service Level Review 2025

Executive Summary

- Community Halls management has been identified as a significant Council service with high level community impact, offering a diverse portfolio of venues that provide gathering and event spaces for our community, contributing to the community's sense of well-being, cultural and social enrichment, economic development and capacity building.
- In accordance with Council's 2022-2026 Delivery Program, a detailed Service Level Review has been undertaken and completed for Randwick Council's Community Halls management processes.
- A comprehensive review was undertaken of 20 community halls and venues, comprising 18 community halls and hire centres, and 2 meeting spaces currently provided across numerous Council business units.
- Data was informed by current performance and how the service is delivered, including required resources, utilisation rates and performance of operational plan targets. The analysis of service also included benchmarking exercises, gauging community satisfaction and a Strengths, Weaknesses, Opportunity and Threat (SWOT) analysis.
- Council currently has a wide range of venue management service owners and procedures (booking systems, user definitions, administration and promotion), from which common challenges and opportunities emerged during the Review. These include centralised management, improving the customer experience, revenue opportunities, and venue operations.
- The resulting Service Review, as attached to this Report, identifies opportunities for improved or enhanced service levels, operational efficiencies, and strategic opportunities. As such, the Service Review provides recommendations for improvement.
- Many of the key operational recommendations will be addressed by the ongoing and successful council-wide implementation of the new unified booking software and platform.

Recommendation

That Council endorse:

- a) the Community Halls Management Service Review;
- b) the Recommendations as outlined in this report;
- c) the submission of the Review to the Audit Risk and Improvement Committee on 17 July 2025, noting that 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](#) Community Halls Service Review - 4 June

CC17/25

Purpose

The purpose of this report is to deliver the Community Halls Management Service Review to Council, summarising the key issues, challenges, risks, and opportunities for improvement found in Council's community halls management processes. Additionally, this document seeks Council's endorsement of the strategic and operational recommendations outlined in the service review.

This report further seeks Council endorsement for this Service Review to be presented to the ARIC Committee on 17 July 2025.

Discussion

Background

Council's 2022-2026 Delivery Program details what Council is committed to undertake to deliver in the relevant 4-year period and outlines how Council will work towards realising the outcomes of the 2022-2032 Community Strategic Plan (CSP). The Delivery Program is supported by the yearly Operational Plan which details 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 primary service owners identified in this Service Level Review were the Economic Development and Placemaking, and Customer and Compliance Business Units.

Community Halls Management Service Review Process

The Community Halls management service review was coordinated by the Corporate Planning and Performance team, in partnership with Economic Development and Placemaking. The process followed the key steps as outlined in the **Service Level Review Framework** and documented in the template:

1. **Service Overview of Community Halls Management** – *nature of the service, legislation, strategies and recent council relevant decisions* (Section 1)
2. **Current Service Delivery and performance** – *resources required, utilisation, performance, and emerging areas of delivery* (Section 2)
3. **Service Analysis** – *key issues, benchmarking insights, community satisfaction, SWOT analysis, community benefits* (Section 3)
4. **Key findings, insights and options** – *operational opportunities (short-term), quick fixes, strategic (longer-term) options* (Section 4)
5. **Recommendations** (Section 5)

A cross-functional project team comprising Hall Hire, Venues, Arts and Culture and Property convened weekly to provide data and input into the Review. Other key stakeholders interviewed included the Libraries, Infrastructure and Finance.

The Service Review is attached to this report.

Community Halls Management – overview of purpose and venues included in the Review

For the purpose of this Review, community halls management is defined as the service supporting the booking, maintenance, and administration of Council-managed indoor venues available for community activities, programs, and events. These spaces are open for public and private use, serving as inclusive gathering places for local residents, community groups, and organisations. The service excluded management of any Open Spaces and venues with highly bespoke use (such as Barrett House – a House allocated solely for the purposes of arts and culture with residencies via targeted Expression Of Interest applications).

20 venues were included in the Review – 18 halls/centres and 2 meeting rooms as follows:

Halls/Centres:

- Randwick Town Hall
- Clovelly Seniors Centre
- Burnie Park
- Coogee East Ward Seniors Centre
- Kensington Community Centre 1, Kensington Community Centre 2
- Malabar Memorial Hall
- Maroubra Senior Citizens
- Matraville Youth and Cultural Hall
- Totem Hall
- Randwick Literary Institute (RLI)
- Randwick Community Centre Main Hall
- Randwick Community Centre Sustainable Classroom
- Prince Henry Centre
- Gale/Anzac/Maroubra room(s) (Lionel Bowen Library)
- Vonnie Young Auditorium (Bowen Library).

Meeting rooms available for hire:

- Margaret Martin Meeting Room 1 and Margaret Martin Meeting Room 2.

Service delivery and performanceService delivery

Management of Council's venues is complex, spread across 7 teams and 3 directorates. An equivalent of 7.5 FTE positions is currently required to deliver the service (noting a new position, Coordinator Venues, is being recruited at the time of this Report).

Estimated annual income and expenditure figures across the different business units with venues management responsibility (Section 2.2) are as follows:

- Income FY 2023-24: \$1,034,194
- Expenditure FY 2023-24 - \$936,489

During 2024, the 20 venues were booked for a total of 25,575 hours, with varying utilisation rates from 20% to 85%. Utilisation rates were calculated by comparing booked hours against the venue's bookable times. Table 5 (Section 2.2.2) in the Service Review provides a breakdown, showing that utilisation rates are very much determined by the unique characteristics of each venue.

Outputs and Performance

A number of management and performance issues and opportunities emerged from this stage of the review, which are divided into Costs and Revenue (more fully outlined in Service Review Section 2.4);

COSTS

- There is an opportunity to improve the efficiency of staffing time spent on venue management. Manual processes such as bond refunds, invoicing, and booking management currently place extra time burdens on staff.
- Key card management: The current system for issuing and retrieving swipe cards for casual hirers is labour-intensive for both staff and customers, requiring in-person appointments and follow-up finance procedures.
- Time spent on enquiries and venue inspections: Due to limited website information, some teams spend considerable time responding to enquiries and conducting site tours, with a low uptake rate.
- Differing booking systems across council: There is an opportunity to better integrate booking enquiries across different teams (indoor / outdoor for example). Staff currently spend extra time coordinating booking enquiries manually across departments. This would improve the customer experience.

- Cleaning costs: Council spends approximately \$300,000 annually on venue cleaning, and while a review is underway to improve value for money, the current model remains a significant cost.

REVENUE

- Booking hours have increased across Community Halls (+15%), Library spaces (+23%), and Prince Henry Centre (+11%) from 2023 to 24. However, there is still untapped revenue potential. Some older venues, like Burnie Park and Totem Hall, show a decline due to their condition, while others rely heavily on regular term-time hirers, leaving them underutilised during school holidays. Targeted upgrades and a seasonal booking strategy could help unlock further gains.
- Booking demand is concentrated in peak periods, while there is an opportunity to increase midday and early morning hours. The current 3-hour minimum hire policy requires a review to increase shorter and casual bookings. Optimising booking patterns and exploring more flexible hire options could help activate these off-peak periods and increase overall utilisation.
- Complex fee structures: Multiple pricing tiers and varying rate definitions confuse customers and increase administrative workload, highlighting the need for a simpler, more consistent model to support income generation, to be included in the 2026/27 Fees and Charges ongoing.

These key issues inform Section 3. Service Analysis and Section 4. Key Findings, Insights and Options.

Service Analysis

Service Analysis in the Review responds to the Service Delivery and Performance section, and benchmarks Randwick Council's service delivery with other councils and other models of delivering the service (outsourcing). A SWOT analysis was also undertaken and informed by all members of the project team.

Key operational and customer challenges identified:

- *Centralised Management:* The management of community halls is spread across multiple business units and systems, leading to some inefficiencies affecting the service delivery
- *The Booking Experience:* While customers are satisfied with the experience relating to communication with the venue officers, customers face challenges in making bookings. The booking process is unclear and complex, and there is limited online-available detail on each venue. The rates categories also require improvement, and there are reported issues with the maintenance and cleanliness of unstaffed halls.
- *Missed Revenue Opportunities:* Our current website does not include a comparison option between venues. There is an opportunity to compile all venues under one webpage or portal to give a potential hirer a better view of all venue options. There are further opportunities to improve peak, and off-peak booking offerings for users, and to review the fee structures to simplify the pricing tiers that better suit the venue, and community needs.
- *Streamlining Operations:* Across all teams booking processes are managed differently, resulting in multiple handling and inefficiencies. There is a pressing need for streamlined operations and consolidation of management to improve efficiency.

Benchmarking Insights

Other Councils:

Two other councils – Waverley Council and the City of Parramatta – were interviewed to provide a benchmark comparison to Randwick Council's service. Key insights from both councils' venue management that would optimise Randwick's service delivery and that informed the Recommendations, include:

- *Organisational structure:* both councils have a single manager (and team) looking after the venues and community hall management process, and that are booked through a unified system.
- *User Types, Simplifying Fee Structures:* both councils have simplified their user types to reduce confusion e.g. replacing "community" with "not-for-profit" and have introduced concessionary categories

- *Technology Upgrades for all venues:* keyless access, standard AV equipment and reliable Wi-Fi

Option of Outsourcing Community Hall Management:

The project team also investigated the viability of outsourcing venue/community hire hall management to an external company.

One organisation provided a quote of \$650 000 - \$1 million dollars to run the 20 diverse venues on behalf of Council. This cost did not include cleaning or maintenance. 25% of topline revenue would be retained by the operator, with the remainder coming back to Council.

Other advice on outsourcing the management of community halls had costs ranging from \$25,000 to \$150,000 per year, per hall, depending on the size and service scope.

Based on current expenditure and income there is no cost benefit to Council to move to outsourced venue management. In addition, risks were considered in moving to this model which include reputational and governance risks around autonomy, community access and expectation. This is further outlined in the Service Level Review.

Customer feedback and satisfaction:

Customer feedback and satisfaction was gathered from three key sources of input:

- Community Satisfaction Survey 2023
- Questionnaires sent to casual hirers of the unstaffed community halls/centres in 2024
- Staff interviews conducted as part of this service review

Together, these sources provide a well-rounded view of customer satisfaction and operational challenges related to Council-managed community halls.

The Community Satisfaction Survey 2023, which includes all community centres and halls, shows moderate importance (3.25/5) and high satisfaction (3.73/5) among residents. The lower importance score may reflect somewhat niche access and usage of the venues in that not all residents who completed the CSS may have need to book a Council venue.

A total of 81 casual hirers responded to a 2024 questionnaire relating to the community halls portfolio. The results indicate strong satisfaction:

- **98%** would use the halls again.
- **96%** felt their expectations were met.
- **94%** agreed the halls offer value for money.
- **95%** rated the halls in good condition.

Key issues raised included:

- **Cleanliness & Maintenance:** Common complaints about dirty kitchens, bathrooms, and inadequate cleaning supplies—especially at Kensington Hall 2, Burnie Park, and Malabar Memorial Hall (scheduled for refurbishment in 2025).
- **Facility Features:** Calls for better lighting, more bins, and improved technology.
- **Value & Pricing:** Some felt hire fees were high and suggested better options for residents and clearer information about insurance requirements.
- **Parking & Accessibility:** Notably, Burnie Park was flagged for poor parking access.
- **Customer Service:** Staff were frequently praised, particularly in booking the Matraville Youth Centre, which received 100% positive feedback.

Informal staff feedback aligned with community survey results and highlighted an additional common customer issue regarding confusion over hiring rates. Many casual users mistakenly identify as “non-commercial” and expect a discounted rate. The term is currently misunderstood, as it is intended for not-for-profit users only. Staff across all venues suggested replacing “non-commercial” with “not-for-profit” to reduce confusion, booking amendments, and support calls. Not-for-profit groups typically include charities, and other organisations that are not charities but service the community e.g. most sporting and recreational clubs, community service organisations, cultural and social societies.

A cross-functional team will be established to review rate categories and improve clarification to propose for the 2026/2027 Fees and Charges Schedule.

Key Findings, Insights and Options

There are clear and achievable areas for improvement identified from the service review. Many of the issues stem from an organic evolution of the service across multiple teams, which now offer a variety of operational and strategic opportunities for improvement.

Based on the extensive analysis as fully detailed in the Service Review attached, options for service delivery improvements are collated and summarised into two delivery tables: Section 4.1.1: Operational Opportunities (1 – 2 years) and Section 4.2: Long term strategic service options (3 – 5 years). The tables can be found in Section 4 of the Service Review.

The implementation of the new booking software and platform, currently underway, addresses many of the operational recommendations below including administration resourcing, data capture, promotion, increasing utilisation and improving the customer experience.

The options and opportunities tables are included in detail in Service Level Review.

Recommendations

The Community Halls Management Service Review Recommendations are divided into attainable and shorter-term opportunities that address critical weaknesses in council's current Hall Hire management delivery. The operational recommendations also create a stronger base for Council and the Community Hall Hire service owners to address and realise the longer-term strategic options.

Operational Improvements Recommendations: 1 - 2 years

The Operational improvements provide practical solutions to improve the service provision of community halls management across Council and are based on the service analysis (Section 5.1):

- **Opportunity 1: Organisational structure optimisation**
 - **Appoint a temporary leadership level role** initially to lead implementation of operational and strategic opportunities of the Service Review.
 - **Implement the management of all venue hire centralised in a single business unit**
This would require a re-alignment of current staffing allocations under a venue management team – the outcome would be to improve accountability and efficiency – and in keeping with benchmarking analysis.
 - **Integrate booking of outdoor spaces** with booking of venues to maximise user experience
Resourcing: Currently recruiting for a Coordinator Venues for a 12-month contract. New centralised business unit would review alignment across teams and staffing structure.
- **Opportunity 2: Fees, Charges and User groups**
 - Audit and implement a categorised and tiered system **to simplify the fee structure** across all venues.
 - Conduct **an analysis of user types and fees** across all venues and standardise rate categories as part of review **and the user types to be amended in the 2026/2027 Fees and Charges**. This could include rates for peak/off peak times and more definitive rate categories.
Resourcing: in-house, a cross functional team will work together on this.
- **Opportunity 3: Booking system**
 - Implement the **new booking software and platform** – and migrate all venues into systems including imagery and details of hire spaces and fees.

- As part of the **new software implementation phase**, undertake a **review of venue bond and fee structures**, including the rationale for holding bonds, application processes, and the potential removal of amendment fees. An assessment of financial risks, administrative costs, and customer experience to be included, to establish clear and equitable business rules aligned to venue type.

Resourcing: New booking system budgeted for implementation in 2025/26. The implementation of this project will result in FTE savings and allow up to 3 FTE to be redeployed to other projects created through improved efficiencies. Included as part of the redeployment will be working on a project to promote and market the venues with lower utilisation.

- **Opportunity 4: Technology**

- **Conduct an audit review of technological capacity** and current and required infrastructure to meet community / hire standard and are equipped with WIFI and where possible standard AV capacity.
- **Install remote access systems for all venues**, to integrate with online booking platform
Resourcing: Audit will be reviewed in-house. Future budget for additional IT and keyless access technology will be subject to a business case.

- **Opportunity 5: Promotion and Marketing**

- **As part of new booking software migration, development of new documentation and photographs** to visually represent all venues with high-quality, consistent images per venue including unoccupied and activated spaces.
- **Update 360-degree tours capacity** for each venue
Resourcing: in-house

- **Opportunity 6: Rebranding and promotional strategy of all venues**

- Staged after implementation of the new booking software and platform– **marketing strategy**, a rebranding of all venues as a cohesive portfolio with on-site signage, consideration of renaming of venues in Language, online map of all venues with link to the online booking platform. A cohesive marketing strategy will lead to increase in utilization rates, especially for the spaces with lower utilisation.
Resourcing: in-house

- **Opportunity 7: Review of Terms and Conditions and Plans of Management for all venues**

- An audit of all Plans of Management and other governance plans of venues to ensure compliance and relevancy of use (including operational hours, commercial activities, licencing, leasing restrictions, LEP zoning etc.)
Resourcing: in-house

- **Opportunity 8: Increase Capacity & Utilisation**

- **Increase staff training** for staff across teams undertaking venues management processes to ensure consistent approach.
- **Audit and review current opening and booking hours** to identify opportunities to increase overall utilisation, including potential changes enabled by remote access. Consider how booking prioritisation (e.g., internal vs external, casual vs regular) and revised access hours may optimise venue use and better align with community needs.
Resourcing: in-house

- **Opportunity 9: Data capture for Performance**
 - **Improve data capture for performance** by establishing consistent venue hire targets and indicators that consider venue hire/usage across all hireable spaces and that track user data, trends, growth and opportunities / risk.
 - **Implement QR codes** across all venues for hirers to report faults with the venues. and improve user experience.
Resourcing: included in 2025/26 budget as part of operational delivery

Strategic Service Options Recommendations: 3 – 5 years

The strategic service options provide longer-term opportunities to improve and evolve events management at Randwick Council.

- **Option 1: Venues technological and infrastructure audit and upgrade: strategic improvements**

To follow Opportunity 4 Operational Improvements, a Technology Audit, a strategic review of potential technological improvements to meet best practice in venues to meet increasingly sophisticated user needs, and to resource specific venue audience (Town Hall – creative and performance, RLI – performance, Library - community, PHC - commercial) with infrastructure to meet purpose. This may include sound / lighting / digital / more equipment).
Resourcing: would require review of infrastructure needs and cost plan / business plan once fit out needs determined
- **Option 2: Revenue diversification and expansion of hospitality services for some venues**

Investigate currently outsourced cafe at PHC as a Council run venue, and addition of cafe/hospitality capacity within other venues such as the Town Hall, and Randwick Literary Institute.
Resourcing: would require a business cases for consideration by Council
- **Option 3: Repositioning of Town Hall and RLI management to increase usage via cultural initiatives**

Aligned with the Arts and Culture Strategy and as a potential outcome of the Feasibility Project (for RLI), investigate transition of both venues to primary arts and culture use including management model, and to increase usage of both venues.
Resourcing: would require business cases / budget planning for any required additional and bespoke infrastructure to align with repurpose

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.

Risks

Risk	Mitigation
Not complying with the Office of Local Government requirements in	<i>Community Halls Management Service review completed 2024-25 and endorsed by GMT, Council and ARIC</i>

Risk	Mitigation
terms of Councils' obligations to undertake service level reviews	
Failure to realise short-term recommendations / no change to current models of delivery	<i>Establishment of a coordinator role to oversee implementation of recommendations across key teams</i>
Not responding to Recommendations adequately continues to provide an inefficient service	<i>Implementation of Bookable and ownership of software across key service providers address many inefficiencies in a streamlined manner with high customer experience improvements</i>
Community Halls do not meet community needs / expectations despite improved management processes	<i>Recommendations include better data capture of damage, cleanliness and will be better serviced through the Cleaning Tender 2025</i> <i>Audit of current venues for basic infrastructure including WIFI, AV and condition of buildings</i>
Not enough internal resources to implement Recommendations	<i>Alongside new supervisor level Venues role, longer-term recommendation to include a venues management team or unit.</i>
Increased utilisation is in conflict with Council's community service obligations (internal bookings, not-for-profit and community bookings)	<i>Business rules to be established to prioritise hierarchy and allocations of bookings per venue to ensure council meets its community service and operational obligations</i>

CC17/25

Resourcing Strategy implications

- Many of the Recommendations, in particular the short-term operational recommendations may be delivered in-house as part of each business unit's operational planning and delivery.
- Resourcing for the Coordinator Venues role is included in the Economic Development & Placemaking FTE budget for 12-months.
- Remote access for venues aligned with the new booking software platform will need to be costed and considered as part of a future IMT and Capital budgets.
- Further costings analysis is required for the Strategic Options Recommendations.

Policy and legislative requirements

- This service **is not** a statutory service.

Conclusion

The Service Level Review of Community Halls Management for Randwick Council has been undertaken through a cross-functional collaboration between Economic Development and Placemaking and Change Management with the input of a wider project team.

The Review documented and analysed the current service delivery, which is spread across multiple council teams and delivered through a wide range of different and time-consuming processes and systems.

Whilst there were many positive outcomes documented including a high community satisfaction, increases in utilisation across many of our venues, and a unique portfolio of venues managed by Council, there are also a number of areas that can be improved.

From the 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 the new online booking software and platform, improve the administration efficiencies, customer experience and data capture.

Following Council's consideration, the Community Halls Management Service Review is due to be reported to the Audit Risk and Improvement Committee on 17 July. Once the Service Review assessment has been endorsed by ARIC, Council can commence implementation of the recommendations and improvement initiatives.

Responsible officer: Roxanne Fea, Manager Economic Development & Placemaking

File Reference: F2024/00633

CC17/25

Director Community & Culture Report No. CC18/25

Subject: Surfing NSW - request for financial assistance

Executive Summary

- Council has received a request from Surfing NSW for a financial contribution and fee waiver towards a Surfing event to be held in conjunction with the 2025 Beach Breaks Carnival, in Maroubra on 20 July.
- The event will have a local link and include all board rider clubs from La Perouse to Bondi competing on the day.
- Incorporating the local surfing event with Beach Breaks will be beneficial and highlight the surfing culture tied to the event and to Maroubra Beach.
- It is proposed that this event is built on in future years to ensure there is a surfing event linked to Beach Breaks.

Recommendation

That:

- a) Council approves \$7,500.00 cash sponsorship and \$960.00 fee waiver for Surfing NSW for the Surfing Southern Beaches Event scheduled for 20 July at Maroubra Beach with funds to be sourced from the 2025-26 Economic Development & Placemaking budget;
- b) In recognition of Council's support, Surfing NSW be requested to appropriately and prominently acknowledge and promote Council's contribution to the production of the event; and
- c) An annual allocation of \$7500 is added to the proposed Community Donations budget from 2026-27 onwards.

Attachment/s:

Nil

CC18/25

Purpose

The purpose of this report is to put forward for Council's consideration, a request for financial support from Surfing NSW. The proposed surfing event will be held in conjunction with Council's Beach Break event.

Discussion

Council has held the Beach Breaks Carnival for over 10 years. The event includes entertainment, stalls, activities and live music. It also includes the induction of the Surfing Walk of Fame which aims to recognise local surfers and surf savers and pays tribute to the strong and historic local surf culture at Maroubra Beach.

In past years, a NSW Grommets Surfing event has been held in conjunction with Beach Breaks. This event is now hosted on northern NSW beaches.

Surfing NSW have proposed to bring a more local surfing event back and hold in conjunction with the Beach Breaks Carnival. This event will have a much stronger local link, with all board rider clubs from Bondi to La Perouse competing in a team's challenge.

Teams will have a mixture of female and males, with grommets through to open and over 35. The event will aim to highlight the growing nature of team surfing in Australian Surfing at present.

In recognition of Council's support, Surfing NSW have indicated that they will include Councils logo on all merchandise - t shirts, tote bags, rashies & media walls. The funding will also cover trophies, as well as medallions for all competitors, a free BBQ for all teams and supporters. This event will have a community feel and Surfing NSW is looking to build on this to be a part of Beach Breaks moving forward.

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 city where everyone can develop, express and enjoy creativity throughout their life
Objective	Increase attendance at Council's arts and cultural programmes, events and venues by 10% by 2031, from a 2018-19 baseline
Delivery program commitment	Expand and distribute Council's program of cultural activities and events to allow for a minimum of 1 cultural activity in each suburb (13) from 2025 onwards.

Resourcing Strategy implications

The request is for \$7500.00 cash donation, and \$960 fee waiver. The total amount of \$8460.00 can be funded from the Economic Development & Placemaking budget 2025-26.

Fee waiver costs:

Application Fee:	\$219.00
Beach Hire Fee (day hire)	\$741.00

Policy and legislative requirements

N/A

Conclusion

The proposed funding request from Surfing NSW will allow delivery of a local surfing event in conjunction with Council's Beach Breaks. This will elevate the event and support local boardriding clubs.

Responsible officer: Roxanne Fea, Manager Economic Development & Placemaking

File Reference: F2024/00143

CC18/25

Director Corporate Services Report No. CO32/25

Subject: 2025-35 Community Strategic Plan, 2025-29 Delivery Program, 2025-26 Operational Plan and Budget, Fees and Charges, and Resourcing Strategy

CO32/25

Executive Summary

- The reviewed 2025-35 Community Strategic Plan, draft 2025-29 Delivery Program, draft 2025-26 Operational Plan and Budget, draft Fees and Charges, and draft Resourcing Strategy (2025-35 Long-Term Financial Plan and 2025-35 Asset Management Strategy) were placed on public exhibition from 1 May to 29 May 2025. During this time a range of consultation activities were undertaken to seek community feedback.
- 41 submissions and 5 requests (from 2 precincts) were received during the exhibition period. 1 submission was incomplete and was not responded to. One other submission has been directly addressed with the submitter.
- Responses to submissions and requests are reported in Attachments 1 and 2.
- Changes have been made to the draft 2025-26 Operational Plan and Budget and the draft 2025-26 Fees and Charges. These are discussed in this report.
- The **Community Strategic Plan** (CSP) is an integrated 10-year plan that identifies the community's main priorities and aspirations for the future. The attached version covers the period of 2025-35 and is a minor update of the endorsed 2022-32 version, with recent social, economic and environmental data included.
- The 2025-29 **Delivery Program** is a new 4-year program listing the commitments made by this council to the community to deliver on the Community Strategic Plan outcomes and objectives over the next 4 years.
- The 2025-26 **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 new Delivery Program. It includes a detailed Budget, our 2025-26 **Fees and Charges**, 2025-26 **Confidential Fees and Charges** (see confidential business paper) and the **Statement of Revenue Policy**.
- The **Resourcing Strategy** details how Council will provide the resources to deliver the activities and commitments to the community whilst maintaining the long-term sustainability of the organisation. The Resourcing Strategy consists of three inter-related elements:
 - Long-Term Financial Plan (exhibited)
 - Asset Management Strategy (exhibited)
 - Workforce Management Strategy
- The 2025-26 **Budget** ensures a continued strong financial position, with a net operating result for the year before capital grants and contributions of \$1.1m and a balanced budget result.

Recommendation

That:

- 1) the attached 2025-35 Community Strategic Plan be endorsed;
- 2) a copy of the Community Strategic Plan be posted on Council's website and subsequent advice made to the Chief Executive of the Office of Local Government as to the specific URL;

- 3) the 2025-29 Delivery Program be adopted as per the attached;
- 4) the 2025-26 Operational Plan be adopted as per the attached;
- 5) the Budget for 2025-26 be adopted as per the attached;
- 6) the Fees and Charges be adopted for 2025-26 as per the attached;
- 7) the 2025-29 Workforce Management Plan be endorsed as per the attached;
- 8) the 2025-35 Long-Term Financial Plan be adopted as per the attached;
- 9) the 2025-35 Asset Management Strategy and associated plans be adopted as per the attached;
- 10) Council make and levy the ordinary Residential Rate for 2025-26 under s.494 and s.498(1)(a) and (2) of the Local Government Act 1993, as a rate of 0.092765 cents in the dollar on the land value of all rateable land within the City of Randwick being categorised as Residential;
- 11) Council make and levy the ordinary Business Rate for 2025-26, under s.494 and s.498(1)(a) and (2) of the Local Government Act 1993, as a rate of 0.417393 cents in the dollar on the land value of all rateable land within the City of Randwick being categorised as Business;
- 12) Council make and levy the ordinary Port Botany Business rate for 2025-26, under s.494 and s.498(1)(a) and (2) of the Local Government Act 1993, as a rate of 0.682135 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;
- 13) Council make and levy the Environmental Levy Special Rate for 2025-26, under s.495 and s.498(1)(b) and (2) of the Local Government Act 1993, as a rate of 0.009656 cents in the dollar on the land value of all rateable land within the City of Randwick;
- 14) Council make and levy the ordinary Residential minimum rate for 2025-26 under s.548(1)(a), (2), (4) and (5) of the Local Government Act 1993, as \$1,126.29;
- 15) Council make and levy the ordinary Business minimum rate for 2025-26 under s.548(1)(a), (2), (4) and (5) of the Local Government Act 1993, as \$1,814.96;
- 16) Council make and levy the Port Botany Business minimum rate for 2025-26 under s.548(1)(a), (2), (4) and (5) of the Local Government Act 1993, as \$1,814.96;
- 17) Council make and levy the Domestic Waste Management Charge for 2025-26 under s.496 of the Local Government Act 1993, as \$731.30;
- 18) Council make and levy a Domestic Waste Management Charge for an upgrade service for additional capacity for 2025-26 under s.496 of the Local Government Act 1993, as \$351.80;
- 19) Council make and levy a Domestic Waste Management Availability Charge for vacant/unoccupied Residential land for 2025-26 under s.496 of the Local Government Act 1993, as \$366.40;
- 20) Council make and levy the Stormwater Management Service Charge for residential properties for 2025-26 under s.496A of the Local Government Act 1993, as \$25.00;
- 21) Council make and levy the Stormwater Management Service Charge for residential strata/Company titled properties for 2025-26 under s.496A of the Local Government Act 1993, as \$12.50;

- 22) Council make and levy the Stormwater Management Service Charge for business properties for 2025-26 under s.496A of the Local Government Act 1993, as \$25.00 plus an additional \$25.00 for each 350m² or part thereof by which the parcel of land exceeds 350m²;
- 23) Council make and levy the Stormwater Management Service Charge for business strata/Company titled properties for 2025-26 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.
- 24) the interest rate on overdue rates for 2025-26 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;
- 25) Council grant a \$100 rebate in addition to the existing statutory \$250 pensioner concession in 2025-26 for eligible pensioners, with the additional rebate to be split \$75 to the Domestic Waste Management Charge and \$25 to the Environmental Levy; and
- 26) the General Manager be delegated to make minor administrative changes if required.

Attachment/s:

1. [LINK TO VIEW](#) Community Submission Responses
2. [LINK TO VIEW](#) Precinct Request Responses
3. [LINK TO VIEW](#) Community Strategic Plan 2025-35
4. [LINK TO VIEW](#) 2025-29 Delivery Program 2025-26 Operational Plan & Budget 2025-26 Fees & Charges
5. [LINK TO VIEW](#) 2025-26 Fees and Charges
6. [LINK TO VIEW](#) 2025-35 Long-Term Financial Plan
7. [LINK TO VIEW](#) 2025-29 Workforce Management Strategy
8. [LINK TO VIEW](#) 2025-35 Asset Management Strategy
9. [LINK TO VIEW](#) Asset Management Policy
10. [LINK TO VIEW](#) Asset Management Plan - Roads - 2025-35
11. [LINK TO VIEW](#) Asset Management Plan - Retaining Walls - 2025-35
12. [LINK TO VIEW](#) Asset Management Plan - Open Space - 2025-35
13. [LINK TO VIEW](#) Asset Management Plan - Kerb and Gutter - 2025-35
14. [LINK TO VIEW](#) Asset Management Plan - Footpaths - 2025-35
15. [LINK TO VIEW](#) Asset Management Plan - Drainage - 2025-35
16. [LINK TO VIEW](#) Asset Management Plan - Buildings 2025-35

Purpose

At the ordinary meeting on 29 April 2025, Council resolved:

RESOLUTION: (Martin/Hamilton) that:

- a) *the following draft documents be endorsed for a period of public exhibition from 1 May to 29 May 2025, inviting submissions from the public:*
 - i. *2025-35 Community Strategic Plan*
 - ii. *2025-29 Delivery Program, 2025-26 Operational Plan and Budget*
 - iii. *2025-26 Fees and Charges*
 - iv. *Resourcing Strategy components (2025-35 Asset Management Strategy and 2025-35 Long Term Financial Plan);*
- b) *Council receives a report at the conclusion of the period of public exhibition, providing the outcomes of public exhibition for consideration;*
- c) *the General Manager be authorised to make any minor changes if required;*
- d) *that the 2025/2026 Capital Works Projects include the significant project of the Coogee Storm Water Diversion Program project phase, indicated as planning;*
- e) *the capital works project reflect this amount has already been allocated to this project;*
- f) *the budget booklet being amended on page 121 - Summer Sounds - Annual Pop-up Summer Music Program – being changed to ‘Annual Music Program,’ and*
- g) *that communications including the 2025-26 Capital Works Map be updated to reflect that the Meeks Street Plaza toilet is being upgraded and that the Anzac Parade cycling works will be in South Kingsford.”*

The purpose of this report is to:

- Address submissions received in response to the exhibition of the reviewed 2025-35 Community Strategic Plan, draft 2025-29 Delivery Program, draft 2025-26 Operational Plan and Budget, draft Fees and Charges, and draft Resourcing Strategy (2025-35 Long-Term Financial Plan and 2025-35 Asset Management Strategy);
- List the changes to the 2025-35 Community Strategic Plan, 2025-29 Delivery Program, 2025-26 Operational Plan and Budget, Fees and Charges, and 2025-35 Long-Term Financial Plan and 2025-29 Asset Management Strategy as a result of the consultation;
- Endorse the 2025-35 Community Strategic Plan and 2025-29 Workforce Management Strategy; and
- Adopt the 2025-29 Delivery Program, 2025-26 Operational Plan and Budget, Fees and Charges and Resourcing Strategy including the three components: 2025-35 Long-Term Financial Plan; and the 2025-35 Asset Management Strategy and associated asset management policy and plans.

Discussion

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 illustration captures 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 subject documents of this Business Paper are marked in red dotted boxes overleaf.

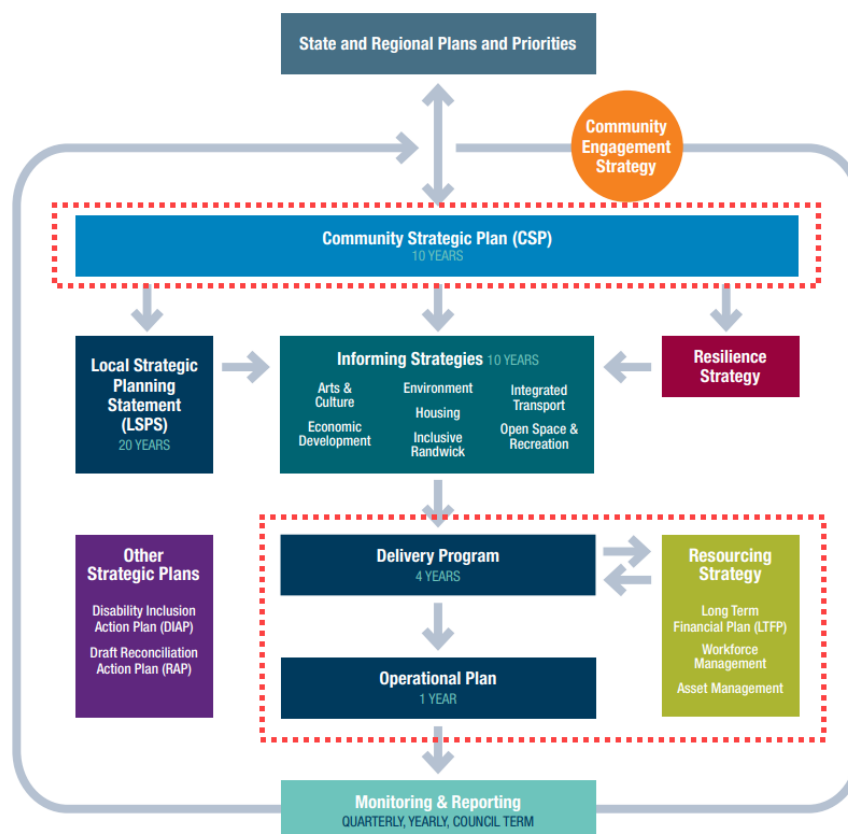


Illustration of RCC's Integrated Planning cycle

2025-35 Community Strategic Plan (CSP)

The CSP is a 10-year plan which incorporates state and regional planning priorities and goals and aspirations of the local community. The CSP sets the direction for all of Council's activities and is endorsed by Council.

2025-29 Delivery Program

The Delivery Program is new for this council term, listing the commitments relating to delivering the outcomes of the Community Strategic Plan together with Council's support services and governance functions for the next 4 years. The Delivery Program includes the 2025-29 Service Review program. This lists the Council services to be reviewed in the council term to determine service level expectations and appropriate measures agreed priorities and expected levels of service.

2025-26 Operational Plan and Budget

The 2025-26 Operational Plan lists the activities that will be undertaken in the 2025-26 financial year to achieve, or work towards achieving, the commitments in our 2025-29 Delivery Program. The Plan also includes our annual budget and Statement of Revenue Policy. Fees and Charges are also updated in line with the new budget.

2025-35 Resourcing Strategy

This suite of plans and strategies details how Council will provide the resources required to delivery on its commitments to the community whilst maintaining the long-term sustainability of the organisation.

The Resourcing Strategy consists of three inter-related elements:

- **Long-Term Financial Plan** – 10-year horizon
- **Asset Management Planning** (including Asset Management Policy, Asset Management Strategy and Asset Management Plans for each asset class) – 10-year horizon
- **Workforce Management Strategy** – 4-year horizon

The Long-Term Financial Plan and Asset Management Planning must be adopted by the council. The Workforce Management Strategy is required to be submitted to Council for endorsement.

Community Consultation

The draft 2025-35 Community Strategic Plan, 2025-29 Delivery Program and 2025-26 Operational Plan & Budget, 2025-26 Fees and Charges and Resourcing Planning documents, Long-Term Financial Plan and Asset Management Strategy were placed on public exhibition from 1 May to 29 May 2025. During the exhibition period the following activities were undertaken:

- The Your Say 2025-29 Delivery Program 2025-26 Operational Plan and Budget website was launched on 1 May 2025 at <https://www.yoursay.randwick.nsw.gov.au/budget2025-26>
 - The site provided links to the draft documents including the 2025-29 Delivery Program and 2025-26 Operational Plan and Budget; 2025-35 Community Strategic Plan; 2025-26 Fees and Charges; 2025-35 Long-Term Financial Plan; 2025-35 Asset Management Strategy
 - Budget Snapshot flyers for suburbs were available for download
 - The site had 1840 visits during the exhibition period
 - 1330 documents were downloaded
 - 26 submissions were made through Your Say.

Engagement Tool	Visitors	Downloads / Views
Draft 2025-29 Delivery Program 2025-26 Ops Plan and Budget 2025-26	467	579
Draft 2025-35 Community Strategic Plan	171	182
Draft General Fees and Charges 2025-26	136	154
Draft 2025-2035 Asset Management Strategy	81	91
Draft 2025-35 Long Term Financial Plan	51	59
Maroubra snapshot 2025-26 Draft Operational Plan and Budget	47	55
Randwick snapshot 2025-26 Draft Operational Plan and Budget	40	42
Clovelly snapshot 2025-26 Draft Operational Plan and Budget	35	41
Coogee snapshot 2025-26 Draft Operational Plan and Budget	33	34
Kensington and Kingsford snapshot 2025-26 Draft Operational Plan and Budget	32	37
Malabar Matraville snapshot 2025-26 Draft Operational Plan and Budget	25	28
La Perouse Chifley Little Bay Phillip Bay snapshot 2025-26 Draft Operational Plan and Budget	23	29
Video: Bikes, basketball and playgrounds - our Budget 2025-26 plan for young people	6	6
Video: Roads, Intersections and Footpaths - Our Budget 2025-26 plan for Roads and Traffic	0	0

Engagement Tool	Visitors	Downloads / Views
Video: Reformer Pilates, Outdoor Gyms and Surf Clubs - our Budget 2025-26 plan for Health & Fitness	0	0

- The public exhibition was featured in Council's email bulletin Randwick News on 7 May (18 clicks), 14 May (120 clicks), and 21 May (115 clicks).
- The weekly Mayor's video on 14 May (201 clicks) and 21 May (272 clicks) featured the public exhibition.
- 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 from 6-19 May.
- A news item was posted on Randwick City Council's Latest News webpage, and the exhibition was placed on the website home page news carousel.
- Exhibition materials were available online on Council's Your Say Randwick website and in hard copy at the Customer Service Centre and Council's three libraries, and stories were included on the digital display screens at all Randwick City Libraries, Customer Service Centre and Des Renford Leisure Centre.
- Precincts were notified of the consultation via email and a presentation given at the Precinct Coordination Committee meeting on 21 May 2025.
- Council's social media was used to promote the consultation; 6 posts on Facebook and 6 posts on Instagram

Submissions

Public submissions

41 submissions (including 26 through Your Say) were received in response to the exhibition. The submissions covered a wide range of topics including but not limited to:

Road resurfacing, overly complex documents, coastal footpath extension, EV infrastructure, project expenditure versus core services, employee costs, local roads, Maroubra corridor upgrade, capital items funding, playgrounds including Maroubra Beach, cycling safety, maintenance of Heffron Park cycle track, rate increases, indoor recreation facilities, Maroubra Junction streetscape, development and green space, dog off-leash areas, transport safety infrastructure for pedestrians, city cleanliness and maintenance, public art and streetscape, integrating sustainable transport into the city's infrastructure, public place maintenance, public amenities, tree management and Council communications.

All formal submissions were logged and reviewed.

The document, *Attachment 1 - Community Submission Responses*, provides the list of the submissions and responses. 1 submission received through Your Say was not complete. As a result, the submission was not responded to and is not included. One other submission has been directly addressed with the submitter and also not included.

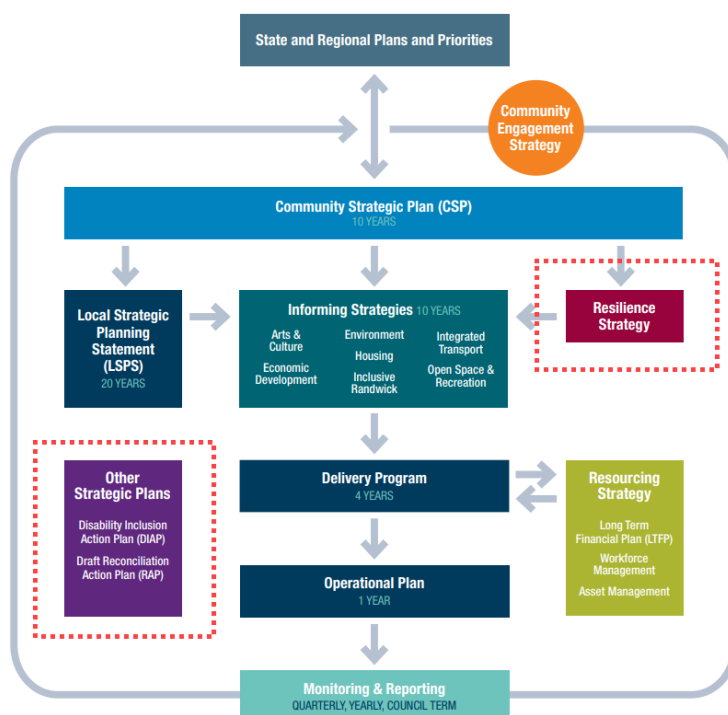
Precinct requests

There were 5 issues/suggestions raised by the Precincts. These related to a range of topics including Coogee stormwater diversion, multi-purpose courts, public amenities in Meeks Street Plaza, upgrades for Kingsford and Kensington town centres, and cycle paths.

All Precinct requests were logged, reviewed, and responded to. The document *Attachment 2 - Precinct Request Responses*, provides the list of the Precinct requests and responses.

Recommended changes

- CO10/25 Resolution items (d) through (g) were addressed prior to the documents being placed on exhibition.
- The Randwick City Council Integrated Planning and Reporting Framework diagram was updated across the suite of documents. This was updated to incorporate additional strategies and strategic plans that are integral to the process. Additions to the diagram are indicated by the red dotted boxes.



2025-26 Operational Plan & Budget

The following changes have been made to the draft 2025-29 Delivery Program and 2025-26 Operational Plan & Budget:

- A13.4.1 – Combined 3 indicators with matching targets for each waste type (residential, recyclables and FOGO) into single indicator

A13.4.1 Provide residential waste collection and processing services for FOGO, recyclables and rubbish.	The diversion rate for waste collected through the residential bin collection service (i.e. FOGO and recyclables tonnage as % of garbage, FOGO and recycling tonnage together)	↑	≥ 50%	30/06/26
	Percentage of bins missed (residential waste collection service)	↓	≤ 0.04%	30/06/26
	Percentage of bins missed (residential recyclables collection service)	↓	≤ 0.04%	30/06/26
	Percentage of bins missed (residential FOGO collection service)	↓	≤ 0.04%	30/06/26
A13.4.1 Provide residential waste collection and processing services for FOGO, recyclables and rubbish.	The diversion rate for waste collected through the residential bin collection service (i.e. FOGO and recyclables tonnage as % of garbage, FOGO and recycling tonnage together)	↑	≥ 50%	30/06/26
	Percentage of bins missed (residential waste, recyclables and FOGO collection services)	↓	≤ 0.04%	30/06/26

- All references to Manager Sustainability updated to Manager Sustainability and Resilience due to restructure of the Sustainability department

2025-26 Statement of Revenue Policy

The following changes have been made to the draft 2025-26 Statement of Revenue Policy:

- The Operational Plan and the 2025-26 Rating Structure table have been updated to reflect the final rates, total rate income amounts as per the Local Government Act 1993 Section 497.
 - Refer Page 128 under Environmental Levy
 - Refer Page 129 under 2025-26 Rates Structure table
 - Refer Page 132 under Domestic Waste Management Charge
 - Refer Page 132 under Stormwater Management Service Charge

2025-26 Fees and Charges

The following changes have been made to the draft 2025-26 Fees and Charges:

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

A - Assessment Fee

If two or more fees are applicable for a single development application (such as an application to subdivide land and erect a building on one or more lots created by the subdivision), the maximum fee payable for the development is the sum of those fees.

i) Dwelling houses where the estimated cost of the development is less than \$100,000	\$606.00	\$0.00	\$606.00	per application	AP	4
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.	\$379.00	\$0.00	\$379.00	per application	AP	4

A - Assessment Fee [continued]

iii) Development involving the erection of a building or carrying out of work or the demolition of a building or work (unless otherwise specified in these fees)	Amount calculated in accordance with Table 1 (below), based upon the estimated cost of the development			per application	AP	4
iv) Development for 1 or more Advertising Structures	\$379	plus \$93 for each advertisement in excess of 1 or fees in Table 1, whichever is the greater			per application	AP 4
vii) Development for the subdivision of land involving:						
a) new road		\$885	plus \$65 per additional lot	per application	AP	4
b) no new road		\$440	plus \$53 per additional lot	per application	AP	4
c) strata title		\$440	plus \$65 per additional lot	per application	AP	4

Assessment Fees (based on development cost)

Up to \$5,000	\$147.00	\$0.00	\$147.00	per application	AP	4
\$5,001 – \$50,000	\$226	plus an additional \$3 for each \$1,000 (or part of \$1,000) of the estimated cost			per application	AP 4
\$50,001 – \$250,000	\$469	plus an additional \$3.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$50,000			per application	AP 4
\$250,001 – \$500,000	\$1,544	plus an additional \$2.34 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000			per application	AP 4
\$500,001 – \$1,000,000	\$2,325	plus an additional \$1.64 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000			per application	AP 4
\$1,000,001 – \$10,000,000	\$3,483	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	AP 4
More than \$10,000,000	\$21,146	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	AP 4

ii) Advertising Fees (based on type of development)						
Class 1 & 10 Buildings	\$905.00	\$0.00	\$905.00	per application	AP	1 + 4
Class 2 – 9 Buildings	\$1,472.00	\$0.00	\$1,472.00	per application	AP	1 + 4
Designated Development	\$2,957.00	\$0.00	\$2,957.00	per application	AP	4
Prohibited Development and Integrated Development	\$1,472.00	\$0.00	\$1,472.00	per application	AP	4

D - Integrated Development and Concurrence Fees

Integrated development and developments requiring concurrence	A processing fee of \$187 is payable to Council. An additional fee of \$426 will be payable to the relevant approval or concurrence authority through the NSW Government's online planning portal.			per referral	AP	4
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E - Designated Development Fees

Designated Development	\$1,226.00	\$0.00	\$1,226.00	per application	AP	4
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F - Design Excellence Panel Fees

Consultation with Panel (payable each time the application is referred to the panel)

Up to \$2,000,000	\$2,977.00	\$0.00	\$2,977.00	per item	AP / RC357	1 + 4
more than \$2,000,000	\$3,996.00	\$0.00	\$3,996.00	per item	AP / RC357	1 + 4

A - Assessment Fee

(i) Modification under Section 4.55(1)	\$95.00	\$0.00	\$95.00	per application	AP	4
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(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

	\$253.00	\$0.00	\$253.00	per application	AP	4
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(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	\$73.00	\$0.00	\$73.00	per application	AP	4
\$5,001 – \$250,000	\$113 plus an additional \$1.50 for each \$1,000 (or part of \$1,000) of the estimated cost.			per application	AP	4
\$250,001 – \$500,000	\$666 plus an additional \$0.85 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$250,000.			per application	AP	4
\$500,001 – \$1,000,000	\$949 plus an additional \$0.50 for each \$1,000 (or part of \$1,000) by which the estimated cost exceeds \$500,000.			per application	AP	4
\$1,000,001 – \$10,000,000	\$1,314 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	AP	4
More than \$10,000,000	\$6,310 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	AP	4

B. Notification and Advertising Fees

i) Notification Fee with Advertising for reviews under Division 8.2	\$826.00	\$0.00	\$826.00	per application	AP	1 + 4
ii) Notification Fee with Advertising for modifications under Section 4.55(2) and Section 4.56(1)	\$886.00	\$0.00	\$886.00	per application	AP	1 + 4

E. Design Excellence Panel Fees

i) If the application is accompanied by statement of qualified designer	\$1,013.00	\$0.00	\$1,013.00	per application	AP	4
ii) If the application is to be referred to the Design Excellence Advisory Panel	\$3,996.00	\$0.00	\$3,996.00	per application	AP	4

3 - REVIEW OF DECISION TO REJECT A DEVELOPMENT APPLICATION (Clause 257A)

(Fee based on cost of works)

Less than \$100,000	\$73.00	\$0.00	\$73.00	per application	AP	4
\$100,000 to \$1,000,000	\$199.00	\$0.00	\$199.00	per application	AP	4
More than \$1,000,000	\$333.00	\$0.00	\$333.00	per application	AP	4

7 - MISCELLANEOUS SERVICES

Miscellaneous Assessment Services

i) Development Advisory Services						
Minimum fee, first hour	\$174.00	\$0.00	\$174.00	per hour	RC 362	1
Minimum fee for each 1/2 hour thereafter	\$87.00	\$0.00	\$87.00	per 30 mins	RC 362	1
i) Issue of S88G Certificate (No inspection)	\$12.00	\$0.00	\$12.00	per item	RC 88	4
ii) Issue of S88G Certificate (Inspection undertaken)	\$43.00	\$0.00	\$43.00	per item	RC 88	4

- Non-Commercial definition amended for our facilities. (Clarification)

Non-Commercial: Applies to registered not-for-profit organisations, charities, schools, government entities, or incorporated community groups operating for public or community benefit. To be eligible, groups must:

- Not operate for the purpose of generating profit; and
- Provide one of the following forms of evidence:
 - A Certificate of Endorsement as a charitable entity; or
 - A copy of the organisation's constitution showing a not-for-profit clause.

Council may request additional information to confirm eligibility.

- Mobile Food Vending Vehicles fees amended per Council Resolution CC16/25 on 27 May 2025.

Monthly Fixed Sites for Mobile Food Vending Vehicles - April to November	\$1,527.27	\$152.73	\$1,680.00	per month	DR	2
Monthly Fixed Sites for Mobile Food Vending Vehicles - December to March	\$2,036.36	\$203.64	\$2,240.00	per month	DR	2

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	Communications
Function	Community engagement
Delivery program commitment	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.
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.

Risks

Risk	Description	Mitigation
Legal/Governance Risk	If NSW government legislated deadlines and/or time to exhibit are missed, council may demonstrate poor governance of the strategic planning process. The documents require a 28-day exhibition before report for endorsement/adoption.	Finalised documents to be presented for endorsement and adoption in the June council meeting will meet legislated deadlines.
Reputational/Image	Missing deadline for an adopted budget or other corporate planning may result in loss of confidence of the community.	Documented timeline above will meet all requirements of the NSW Office of Local Government and the RCC Community Engagement Plan.
Financial	Missing deadline for an adopted budget may result in significant financial constraints for council, potentially leading to service disruptions and financial instability.	Documented timeline above will meet all requirements of the NSW Office of Local Government and the RCC Community Engagement Plan.
Reputational/Image	Meeting changing needs of the community.	Responding with amendments to the strategies or plans in line with community feedback.

Resourcing Strategy implications

The Community Strategic Plan is the highest-level plan that council prepares. The purpose of the Plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals.

The Delivery Program and Operational Plan detail specific actions that Council will take to work towards achieving the outcomes of the CSP in this council term.

The Resourcing Strategy is the critical link between the Community Strategic Plan and the Delivery Program. It details how Council will provide the resources required to perform its functions, including implementing the strategic approaches, whilst maintaining the long-term sustainability of the organisation. Our Resourcing Strategy considers our workforce, our finances and our assets.

Once adopted, the 2025-35 Resourcing Strategy will replace the 2022 Resourcing Strategy.

The draft Budget for 2025-26 is balanced and sustainable.

Policy and legislative requirements

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

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

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

Section 403 requires council must have a long-term Resourcing Strategy for the provision of the resources required to perform its functions (including implementing the strategies set out in the Community Strategic Plan that it has responsibility for).

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

Section 405 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 new 2025-35 Community Strategy Plan, 2025-29 Delivery Program and 2025-26 Operational Plan and Budget and 2025-35 Resourcing Strategy documents have been prepared in accordance with sections 401 through 405 of the Local Government Act 1993 and associated Office of Local Government Integrated Planning and Reporting Guidelines.

Conclusion

Submissions received in response to the May 2025 exhibition of draft CSP, the Delivery Program, the Operational Plan and Budget and associated Fees and Charges, and the resourcing strategies have been logged and reviewed.

The 2025-26 Operational Plan details the individual projects and activities to be undertaken in the 2025-26 financial year to achieve, or work towards achieving, the commitments made in our 2025-29 Delivery Program. It includes a detailed budget for the activities, the 2025-26 Fees and Charges, the 2025-26 Confidential Fees and Charges (see confidential business paper), and the Statement of Revenue Policy.

The recommended Budget for 2025-26 is balanced and sustainable.

Responsible officer: Edel Dickson, Coordinator Corporate Planning and Performance

File Reference: F2025/03004

Director Corporate Services Report No. CO33/25

Subject: Monthly Financial Report for 31 May 2025




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 2025, with sufficient capacity to meet short - term obligations as they fall due.
- Due to the earlier scheduling of the Council meeting, the financial results for May 2025 are based on preliminary estimates. The complete financial position for the full year will be reflected in the year-end financial statements as at 30 June 2025.
- The Chief Financial Officer, as the Responsible Accounting Officer, advises that the projected financial position remains sound.

Recommendation

That the Monthly Financial Report for 31 May 2025 be received and noted.

Attachment/s:

1.  Monthly Financial Statement - Income Statement - May 2025
2.  Monthly Financial Statement - Balance Sheet Statement - May 2025
3.  Monthly Financial Statement - Cash Flow Statement - May 2025

CO33/25

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 for 31 May 2025.

Due to the earlier scheduling of the Council meeting, the financial results for May 2025 are based on preliminary estimates. The complete financial position for the full year will be reflected in the year-end financial statements as at 30 June 2025.

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.
- Interest income received to date continues to exceed budget expectations. This favourable result is driven by a higher-than-anticipated portfolio balance and prevailing interest rates. The investment income budget has been revised upward in the March Quarterly Budget Review.
- User charges and fees—primarily from work zone permits and paid parking, have exceeded the year-to-date (YTD) budget by \$597K as at May.
- Operating Grants include an additional \$59K grant for the Randwick CARE Food Waste Program (1st instalment). This program will support local cafes, restaurants and food outlets to reduce food waste and prevent it from ending up in landfill.

2024-25 Financial Performance Summary

	Original Budget (\$'000)	Current Budget (\$'000)	April 2025 YTD Actual (\$'000)
Income from continuing operations	\$203,225	\$246,916	\$219,018
Expenses from continuing operations	\$193,607	\$205,820	\$181,519
Net operating result	\$9,618	\$41,096	\$37,499
Net operating result before Capital Grants and Contributions	\$3,828	\$523	\$6,848

Balance Sheet Statement (Attachment 2):

The Balance Sheet provides a snapshot of Council's financial position at a specific point in time, detailing its assets, liabilities, and equity. In essence, it reflects the Council's net worth, showing what the Council owns and owes as at the reporting date.

Cash Flow Statement (Attachment 3):

The Cash Flow Statement outlines how cash is generated and used across three key activities: operating, investing, and financing. The net result of these activities is referred to as net cash flow. This statement provides insight into Council's ability to manage its cash position, demonstrating how effectively it generates sufficient cash to meet its debt obligations and fund day-to-day operations.

The current ratio is a key liquidity measure that assesses Council's ability to meet its short-term financial obligations - those due within one year. As at 31 May 2025, Council's current ratio stands at 3.69, well above the Office of Local Government's benchmark of 1.5. This result confirms that Council's liquidity position remains strong and well within the target range.

The year-to-date (YTD) Operating Result as at May 2025 is \$37.5M, including a \$6.8M surplus in the Operating Result before Capital Grants and Contributions.

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

There are nil implications from this report.

Policy and legislative requirements

Section 202 of Local Government (General) Regulation 2005.

Conclusion

Council's Chief Financial Officer as the Responsible Accounting Officer advises that the financial position is sound.

Responsible officer: Stephen Wong, Chief Financial Officer

File Reference: F2021/00364



INCOME STATEMENT

For the period ended 31 May 2025

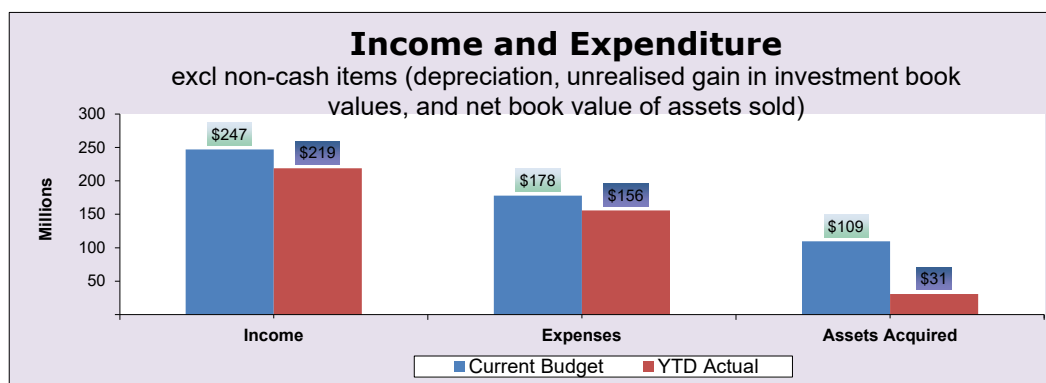
% OF YEAR EXPIRED
AT 31 May 2025

92%

	Original Budget (\$'000s)	Current Budget (\$'000s)	YTD Actuals (\$'000s)	% Spent or Earned
EXPENSES FROM CONTINUING OPERATIONS				
Employee Costs	88,817	88,900	79,026	88.9%
Borrowing Costs	547	547	505	92.2%
Materials and Contracts	71,085	79,579	70,003	88.0%
Depreciation and Amortisation	27,351	28,051	25,713	91.7%
Other Operating Expenses	5,807	5,244	4,661	88.9%
Loss on Disposal of Infrastructure Assets	-	3,500	1,611	46.0%
Total Expenses from Continuing Operations	193,607	205,820	181,519	88.2%
INCOME FROM CONTINUING OPERATIONS				
Rates and Annual Charges	148,948	149,832	136,611	91.2%
User Charges and Fees	23,616	25,675	25,222	98.2%
Interest	5,175	7,645	7,366	96.4%
Other Revenues	6,807	7,867	7,689	97.7%
Other Income	5,704	5,793	5,092	87.9%
Operating Grants and Contributions	7,185	9,531	5,808	60.9%
Capital Grants and Contributions	5,790	40,573	30,651	75.5%
Gain on Disposal of Plant & Fleet Assets	-	-	578	0.0%
Total Income from Continuing Operations	203,225	246,916	219,018	88.7%
Net Operating Result - Surplus/(Deficit)	9,618	41,096	37,499	

FUNDING STATEMENT

SOURCE OF FUNDS				
Surplus/(Deficit) from Operations - Accrual	9,618	41,096	37,499	91.2%
Add Back Non-Cash Items				
included in Income & Expenses Items above				
- Depreciation	27,351	28,051	25,713	
- Sales of Assets (Book Value)	1,138	5,808	2,347	
- Unrealised (Gain)/Loss on Market Value of Investments	-	-	(132)	
Reserve Movements				
- Transfer from Internal Reserves	5,084	47,013	12,684	
- Transfer from External Reserves	12,629	28,839	12,876	
Net Funds Available	55,819	150,807	90,988	60.3%
APPLICATION OF FUNDS				
Assets Acquired	42,153	109,453	30,626	
Loan Principal and Lease Repayment	3,803	3,803	4,024	
Transfer to Internal Reserves	4,136	7,043	16,475	
Transfer to External Reserves	5,727	26,639	38,085	
Total Funds Applied	55,818	146,937	89,211	60.7%
Total Funds Surplus/(Deficit)	1	3,870	1,777	





BALANCE SHEET

	Actual as at 31 May 2025 (\$'000s)	Actual as at 30 June 2024 (\$'000s)
CURRENT ASSETS		
Cash, Cash Equivalents & Investments	153,218	137,991
Receivables	4,977	11,819
Inventories & Other	998	2,008
TOTAL CURRENT ASSETS	159,193	151,818
NON-CURRENT ASSETS		
Investments	26,000	16,000
Receivables	653	653
Infrastructure, Property, Plant & Equipment	2,035,350	2,032,839
Right of Use Asset	224	224
TOTAL NON-CURRENT ASSETS	2,062,227	2,049,716
TOTAL ASSETS	2,221,420	2,201,534
CURRENT LIABILITIES		
Payables & Prepayments	12,771	24,152
Income received in advance	1,533	3,005
Contract liabilities	3,547	3,716
Lease liabilities	3	3
Borrowings	3,270	3,199
Provisions	22,043	23,434
TOTAL CURRENT LIABILITIES	43,167	57,509
NON-CURRENT LIABILITIES		
Income received in advance	19,835	19,835
Borrowings	19,336	22,606
Lease Liabilities	234	234
Provisions	782	782
TOTAL NON-CURRENT LIABILITIES	40,187	43,457
TOTAL LIABILITIES	83,354	100,966
NET ASSETS	2,138,066	2,100,568
EQUITY		
Retained Earnings	960,707	923,209
Revaluation Reserves	1,177,359	1,177,359
TOTAL EQUITY	2,138,066	2,100,568

C033/25



STATEMENT OF CASH FLOWS

	For the period ended 31 May 2025 (\$'000)	Actual for the year ended 30 June 2024 (\$'000)
Cash Flows from Operating Activities		
Receipts:		
Rates and annual charges	132,217	141,271
User charges and fees	24,493	27,225
Interest received	6,985	7,289
Grants and contributions	36,233	27,553
Bonds, deposits and retentions received	2,533	3,269
Other	14,742	24,639
Payments:		
Payments to employees	(79,164)	(76,601)
Payments for materials and services	(75,380)	(84,796)
Borrowing Costs	(505)	(615)
Bonds, Deposits & retentions refunded	(2,273)	(2,808)
Other	(2,321)	(9,500)
Net cash flows from (or used in) Operating Activities	57,560	56,926
Cash Flows from Investing Activities		
Receipts:		
Sale of investments	100,791	82,500
Proceeds from sale of IPPE	1,315	972
Payments:		
Purchase of investments	(129,295)	(82,832)
Payments for IPPE	(30,572)	(52,184)
Net cash flows from (or used in) Investing Activities	(57,761)	(51,544)
Cash Flows from Financing Activities		
Payments:		
Repayment of borrowings	(3,199)	(3,129)
Net cash flows from (used in) Financing Activities	(3,199)	(3,129)
Net Increase/(Decrease) in Cash and Cash Equivalents	(3,400)	2,253
plus: Cash and cash Equivalents - beginning of year	10,260	8,007
Cash and cash Equivalents - end of the year	6,860	10,260
Additional Information:		
plus: Investments on hand at end of year	172,358	143,731
Total cash, cash equivalents and investments	179,218	153,991

Director Corporate Services Report No. CO34/25

Subject: Monthly Investment Report - May 2025

Executive Summary

- This report provides an overview of Council's investment portfolio and performance as of 31 May 2025.
- All investments have been managed in accordance with relevant legislative and regulatory requirements, as well as Council's Investment Policy.
- As of 31 May 2025, Council's total investment and cash portfolio stood at \$188.5M. The portfolio generated \$0.7M in interest for the month.
- The investment portfolio provided a solid return of +0.41% (actual) or +4.93% p.a. (annualised), outperforming the benchmark AusBond Bank Bill Index return of +0.34% (actual) or +4.12% p.a. (annualised).
- The investment return remains sound. Investment income for the year-to-date (YTD) as of 31 May 2025 is \$7.8M exceeding the current annual budget of \$7.345M.
- Due to the early reporting cut-off for the June Council meeting, the breakdown of restricted and unrestricted funds is not included this month but will return in the next report. The CFO is satisfied the reserve movements remain materially in line with forecasts.
- Cash flow will continue to be closely monitored to meet sufficient liquidity for operational needs.

Recommendation

That the Investment Report for May 2025 be received and noted.

Attachment/s:

Nil

CO34/25

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.

Background

In line with sound financial management principles, surplus cash not required for Council's immediate operational needs is strategically invested within defined risk parameters. The primary objective is to maximise interest income while ensuring the security and liquidity of these funds.

All surplus cash is invested in authorised investments that comply with relevant legislative requirements and Council's Investment Policy.

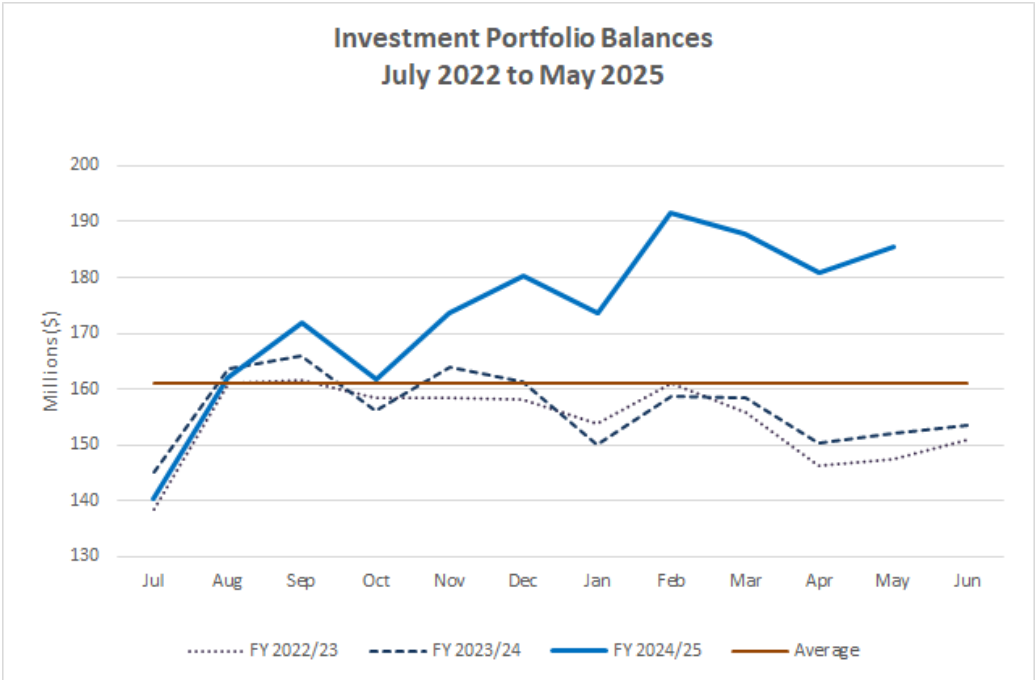
Cash flow is continuously monitored to ensure sufficient liquidity for day-to-day operations including the delivery of Council's capital projects by:

- Managing debtor balances effectively;
- Meeting payment obligations on time; and
- Maintaining a positive cash flow

Portfolio Overview

As of 31 May 2025, the Council's investment portfolio had a market value of \$185.5M. The portfolio increased by \$4.7M during the month. The value of the investment portfolio can fluctuate significantly from month to month, primarily due to cyclical cash inflows and outflows. Major inflows are primarily driven by the timing of rates instalment due dates and the receipt of various grants, including Financial Assistance Grants.

The variances in the portfolio value from July 2022 to May 2025 are shown in the chart below.



The majority of Council's investment portfolio is allocated to term deposits, comprising 62.55% of the total portfolio. The remainder of the portfolio is held in the overnight cash accounts with CBA (4.91%), senior floating rate notes (FRNs) (28.63%) and senior and covered fixed bonds (3.91%).

The FRNs provide added liquidity, with most being accessible within 2-3 business days. These FRNs are predominantly issued by higher-rated Australian Deposit-taking Institutions, enabling Council to maintain a focus on secure and high-quality investments.

Investment Performance

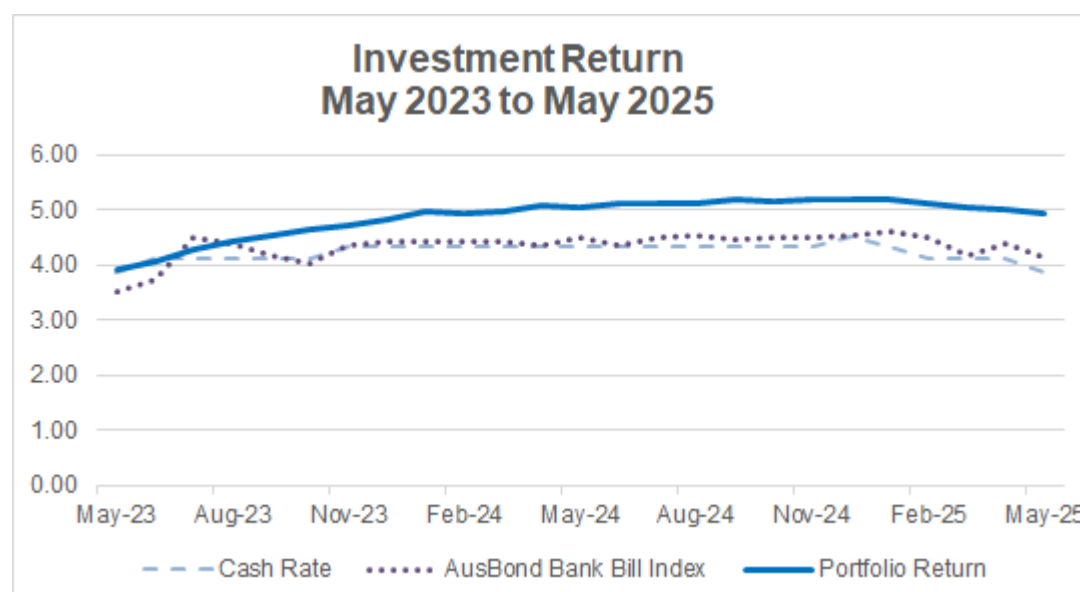
For the month of May, the total portfolio (T/Ds, FRNs and Bonds) provided a solid return of +0.41% (actual) or +4.93% p.a. (annualised), outperforming the benchmark AusBond Bank Bill Index return of +0.34% (actual) or +4.12% p.a. (annualised).

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year**	2 years	3 years
Official Cash Rate	0.32%	1.00%	2.04%	3.88%	4.25%	4.25%	3.73%
AusBond Bank Bill Index	0.34%	1.05%	2.16%	4.06%	4.42%	4.37%	3.79%
Council's T/D Portfolio	0.41%	1.24%	2.49%	4.65%	5.08%	4.86%	4.08%
Council's FRN Portfolio	0.41%	1.26%	2.59%	4.91%	5.36%	5.29%	4.71%
Council's Bond Portfolio	0.33%	0.97%	1.58%	2.05%	2.14%	1.62%	1.45%
Council's Portfolio*	0.41%	1.24%	2.50%	4.68%	5.11%	4.92%	4.17%
Outperformance	0.07%	0.19%	0.34%	0.63%	0.69%	0.54%	0.38%

*Total portfolio performance excludes Council's cash account holdings.

**1 year represents the actual return over the previous 12 months.

The following graph compares the portfolio's investment returns with the AusBond Bank Bill Index and the official RBA cash interest rate for the period from May 2023 to May 2025.



YTD investment income as of 31 May 2025 is \$7.8M, exceeding current annual budget by \$0.5M.

Market Condition and Economic Overview

On 20 May 2025, the Reserve Bank of Australia (RBA) reduced the official cash rate by 25 basis points to 3.85%, in line with market expectations. In its latest Statement on Monetary Policy, released the same day, the RBA noted that inflationary pressures have continued to ease, with both headline and underlying inflation now within the target range of 2 to 3 per cent.

The global economic outlook has weakened following the introduction of higher tariffs by the United States and increased uncertainty around international trade policies. These developments are expected to slow Australia's domestic economic activity and inflation over the forecast period, resulting in a more gradual recovery in GDP as inflation returns toward the target midpoint.

The Monetary Policy Board noted that inflation risks are now more balanced; however, the outlook remains uncertain and is heavily influenced by unpredictable changes in global trade policy.

Investment Breakdown by Asset Type

On-Call Funds

- On-call funds are maintained to meet Council's immediate cash flow requirements. As of the end of May 2025, the on-call balance stands at \$9.1M, representing 4.91% of the total investment portfolio.

Counterparty	Rating	Balance 30 Apr 2025	Movement	Balance 31 May 2025	Interest Rate
CBA	AA-	5,907,585	3,201,331	9,108,917	3.85%

Term Deposits

- At month's end, the portfolio included \$116.0M in term deposits making up 62.55% of the total investment portfolio.
- Four term deposits, total valued at \$8.0M matured in May 2025.
- Five new term deposits were placed in May 2025 for \$8.0M.
- As at the end of May 2025, the term deposit portfolio yielded 4.81% p.a. (down 3bp from the previous month).
- Investments denoted with an asterisk (*) are those that do not have any exposure to fossil-fuel lending.

Counter-party	Rating	Balance 30 Apr 2025	Movement	Balance 31 May 2025	Date Invested	Date Maturity	Interest Rate
Westpac	AA-	1,000,000	-	1,000,000	10/11/21	3/12/25	1.70%
Westpac	AA-	1,000,000	-	1,000,000	10/11/21	9/12/26	1.88%
Westpac	AA-	2,000,000	-	2,000,000	28/02/23	18/06/25	4.94%
Westpac	AA-	2,000,000	-	2,000,000	28/02/23	25/06/25	4.94%
ING	A	2,000,000	-	2,000,000	3/11/23	5/11/25	5.52%
Suncorp (ANZ)	AA-	2,000,000	-	2,000,000	8/02/24	17/09/25	5.00%
Westpac	AA-	2,000,000	-	2,000,000	29/02/24	2/07/25	4.99%
Westpac	AA-	1,000,000	-	1,000,000	29/04/24	18/06/25	5.35%
NAB	AA-	2,000,000	-	2,000,000	20/05/24	9/07/25	5.15%
ING	A	2,000,000	-	2,000,000	4/06/24	16/07/25	5.31%
ING	A	2,000,000	-	2,000,000	4/06/24	23/07/25	5.31%
ING	A	2,000,000	-	2,000,000	13/06/24	17/12/25	5.15%
NAB	AA-	2,000,000	-	2,000,000	25/07/24	30/07/25	5.35%
ING	A	2,000,000	-	2,000,000	30/07/24	24/09/25	5.26%
NAB	AA-	2,000,000	-	2,000,000	7/08/24	1/10/25	4.98%
NAB	AA-	2,000,000	-	2,000,000	15/08/24	8/10/25	5.01%
NAB	AA-	2,000,000	-	2,000,000	19/08/24	15/10/25	4.93%
NAB	AA-	2,000,000	-	2,000,000	26/08/24	22/10/25	4.92%
NAB	AA-	2,000,000	-	2,000,000	27/08/24	29/10/25	4.95%
NAB	AA-	2,000,000	-	2,000,000	27/08/24	28/01/26	4.75%
NAB	AA-	2,000,000	-	2,000,000	29/08/24	24/12/25	4.84%

Counter-party	Rating	Balance 30 Apr 2025	Movement	Balance 31 May 2025	Date Invested	Date Maturity	Interest Rate
NAB	AA-	2,000,000	-	2,000,000	29/08/24	25/03/26	4.71%
Westpac	AA-	2,000,000	-	2,000,000	29/08/24	15/07/26	4.55%
NAB	AA-	2,000,000	-	2,000,000	2/09/24	25/06/25	4.98%
Westpac	AA-	2,000,000	-	2,000,000	2/09/24	7/01/26	4.85%
Westpac	AA-	2,000,000	-	2,000,000	2/09/24	15/04/26	4.75%
Westpac	AA-	2,000,000	-	2,000,000	2/09/24	24/06/26	4.70%
NAB	AA-	2,000,000	-	2,000,000	9/09/24	21/01/26	4.77%
NAB	AA-	2,000,000	-	2,000,000	10/09/24	14/01/26	4.78%
NAB	AA-	1,500,000	-	1,500,000	16/09/24	15/10/25	4.85%
ING	A	1,500,000	-	1,500,000	16/09/24	1/10/25	4.89%
NAB	AA-	2,000,000	-	2,000,000	16/09/24	11/06/25	4.97%
NAB	AA-	2,000,000	-	2,000,000	18/09/24	9/07/25	4.90%
Westpac	AA-	1,000,000	-	1,000,000	4/10/24	7/10/26	4.55%
ING	A	2,000,000	-	2,000,000	19/11/24	8/11/27	5.07%
ING	A	2,000,000	-	2,000,000	19/11/24	7/05/29	5.19%
ING	A	2,000,000	-	2,000,000	20/11/24	15/12/27	5.07%
BOQ*	A-	2,000,000	-	2,000,000	2/12/24	13/12/28	4.95%
NAB	AA-	2,000,000	-	2,000,000	3/12/24	17/12/25	5.05%
BOQ*	A-	2,000,000	-	2,000,000	4/12/24	11/03/26	4.90%
BOQ*	A-	2,000,000	-	2,000,000	5/12/24	10/01/29	4.75%
Suncorp (ANZ)	AA-	2,000,000	-	2,000,000	11/12/24	10/12/25	4.94%
Westpac	AA-	1,000,000	-	1,000,000	12/12/24	18/03/26	4.76%
ING	A	1,000,000	-	1,000,000	12/12/24	16/12/26	4.72%
ING	A	2,000,000	-	2,000,000	19/12/24	12/12/29	4.89%
ING	A	2,000,000	-	2,000,000	19/12/24	20/12/28	4.81%
Suncorp (ANZ)	AA-	1,000,000	-	1,000,000	20/12/24	17/12/25	4.94%
BOQ*	A-	1,000,000	-	1,000,000	20/12/24	10/09/25	5.05%
NAB	AA-	2,000,000	-	2,000,000	11/02/25	8/10/25	4.80%
Westpac	AA-	2,000,000	-	2,000,000	11/02/25	22/04/26	4.68%
Westpac	AA-	2,000,000	-	2,000,000	11/02/25	1/07/26	4.66%
Westpac	AA-	2,000,000	-	2,000,000	11/02/25	23/09/26	4.63%
ING	A	2,000,000	-	2,000,000	18/02/25	11/03/26	4.81%
ING	A	2,000,000	-	2,000,000	27/02/25	6/05/26	4.74%
NAB	AA-	2,000,000	-	2,000,000	3/03/25	16/07/25	4.70%
ING	A	1,000,000	-	1,000,000	5/03/25	15/03/28	4.62%
NAB	AA-	1,000,000	-	1,000,000	5/03/25	30/07/25	4.72%
NAB	AA-	1,000,000	-	1,000,000	6/03/25	8/07/25	4.70%

CO34/25

C034/25

Counter-party	Rating	Balance 30 Apr 2025	Movement	Balance 31 May 2025	Date Invested	Date Maturity	Interest Rate
BOQ*	A-	1,000,000	-	1,000,000	28/03/25	31/12/25	4.69%
ING	A	1,000,000	-	1,000,000	3/04/25	8/04/26	4.64%
Suncorp (ANZ)	AA-	1,000,000	-	1,000,000	17/04/25	22/07/25	4.55%
CBA	AA-	1,000,000	-	1,000,000	29/04/25	2/07/25	4.32%
BOQ*	A-	-	1,500,000	1,500,000	2/05/25	10/09/25	4.45%
NAB	AA-	-	2,000,000	2,000,000	13/05/25	11/02/26	4.30%
NAB	AA-	-	1,000,000	1,000,000	21/05/25	31/12/25	4.27%
Westpac	AA-	-	2,000,000	2,000,000	29/05/25	22/04/26	4.17%
Westpac	AA-	-	1,500,000	1,500,000	29/05/25	8/04/26	4.16%
Suncorp (ANZ)	AA-	2,000,000	(2,000,000)	-	8/02/24	7/05/25	5.09%
NAB	AA-	2,000,000	(2,000,000)	-	20/02/25	21/05/25	4.70%
NAB	AA-	2,000,000	(2,000,000)	-	20/02/25	14/05/25	4.70%
CBA	AA-	2,000,000	(2,000,000)	-	3/03/25	7/05/25	4.50%
TOTAL		125,500,000	-	116,000,000			

Floating Rate Notes

- The portfolio includes \$53.1M in FRNs (indicative value), making up 28.63% 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 2025 increased by ~\$161K compared to the previous month.
- Council will continue to look at opportunities and new issuances as they become available and switch if viable.
- Investments denoted with an asterisk (*) are those that do not have any exposure to fossil-fuel lending.

Investment	Rating	Purchase Price	Indicative Value 31 May 2025	Date Invested	Maturity Date	Interest Rate
UBS AG	A+	3,000,000	2,999,067	26/02/2021	26/02/2026	3m BBSW + 50 bps
ICBC Sydney Branch	A	1,700,000	1,699,782	18/06/2021	18/06/2026	3m BBSW + 58 bps
NAB	AA-	3,100,000	3,098,276	24/08/2021	24/08/2026	3m BBSW + 41bps
Suncorp (ANZ)	AA-	1,750,000	1,749,183	15/09/2021	15/09/2026	3m BBSW + 48 bps
Suncorp (ANZ)	AA-	1,800,000	1,805,125	25/01/2022	25/01/2027	3m BBSW + 78 bps
CBA	AA-	1,750,000	1,763,092	17/08/2023	17/08/2028	3m BBSW + 95 bps
ANZ Bank	AA-	2,800,000	2,819,057	11/09/2023	11/09/2028	3m BBSW + 93 bps
NAB	AA-	3,200,000	3,231,594	16/11/2023	16/11/2028	3m BBSW + 103 bps
Rabobank Australia Branch	A+	2,250,000	2,274,473	21/11/2023	21/11/2028	3m BBSW + 115 bps
ANZ Bank	AA-	750,000	755,384	5/02/2024	5/02/2029	3m BBSW + 96 bps

Investment	Rating	Purchase Price	Indicative Value 31 May 2025	Date Invested	Maturity Date	Interest Rate
Rabobank Australia Branch	A+	2,000,000	2,013,766	26/02/2024	26/02/2029	3m BBSW + 103 bps
Suncorp (ANZ)	AA-	2,500,000	2,513,373	19/03/2024	19/03/2029	3m BBSW + 98 bps
ING	A	500,000	502,807	22/03/2024	22/03/2027	3m BBSW + 95 bps
NAB	AA-	1,800,000	1,809,446	22/03/2024	22/03/2029	3m BBSW + 90 bps
BOQ*	A-	2,500,000	2,524,033	30/04/2024	30/04/2029	3m BBSW + 128 bps
Bendigo and Adelaide*	A-	800,000	804,190	14/05/2024	14/05/2027	3m BBSW + 105 bps
ANZ Bank	AA-	1,500,000	1,505,042	18/06/2024	18/06/2029	3m BBSW + 86 bps
Rabobank Australia Branch	A+	1,900,000	1,904,752	17/07/2024	17/07/2029	3m BBSW + 87.6 bps
ING	A	2,700,000	2,715,547	20/08/2024	20/08/2029	3m BBSW + 91 bps
Suncorp (ANZ)	AA-	3,300,000	3,308,465	27/09/2024	27/09/2029	3m BBSW + 92 bps
NAB	AA-	2,000,000	2,002,276	14/11/2024	14/11/2029	3m BBSW + 82 bps
ING	AAA	1,400,000	1,397,626	20/11/2024	20/11/2029	3m BBSW + 80 bps
Bendigo and Adelaide*	AAA	3,500,000	3,488,310	28/11/2024	28/11/2029	3m BBSW + 83 bps
CBA	AA-	1,500,000	1,502,861	9/01/2025	9/01/2030	3m BBSW + 84 bps
Rabobank Australia Branch	A+	1,000,000	1,002,243	27/01/2022	27/01/2027	3m BBSW + 73 bps
NAB	AA-	1,200,000	1,201,499	18/03/2025	18/03/2030	3m BBSW + 83 bps
Suncorp (ANZ)	AA-	700,000	701,478	21/05/2025	21/05/2030	3m BBSW + 93 bps
TOTAL		52,900,000	53,092,743			

* Indicates investments that do not have any exposure to fossil-fuel lending.

Fixed Bonds

- The portfolio includes \$7.25M in Bonds (indicative value), making up 3.91% of the total portfolio.
- The indicative value reflects the amount Council would receive on 31 May 2025 if it were to sell the bonds before their maturity date. However, selling prior to maturity would only be considered if it results in a capital gain. Holding the bonds to maturity guarantees the return of the full principal, along with semi-annual interest payments over the life of the investment.

Investment	Rating	Purchase Price	Indicative Value 31 May 2025	Date Invested	Maturity Date	Interest Rate
ING	AAA	1,794,762	1,739,308	19/08/2021	19/08/2026	1.10%
CBA	AA-	1,497,090	1,531,025	9/01/2025	9/01/2030	4.75%
Westpac	AA-	2,098,446	2,162,221	21/01/2025	21/01/2030	4.95%
NAB	AA-	1,199,268	1,216,148	18/03/2025	18/03/2030	4.60%
Suncorp (ANZ)	AA-	598,386	606,275	21/05/2025	21/05/2030	4.60%
Total		7,187,952	7,254,977			

CO34/25

Investment Compliance

Term to Maturity

The portfolio remains well-diversified in terms of maturity, with investments spread across maturities of up to 5 years, in alignment with Council's strategic objectives. Short-term holdings ensure liquidity, while longer-term investments capture favourable returns. The maturity profile is structured to maximise returns while maintaining an appropriate balance of liquidity and risk.

Compliant	Horizon	Invested (\$)	Invested (%)	Min Limit	Max Limit
✓	0-90 days	36,108,917	19.47%	15%	100%
✓	91-365 days	65,999,067	35.59%	15%	100%
✓	1-2 years	23,400,914	12.62%	0%	70%
✓	2-5 years	59,947,739	32.32%	0%	50%
✓	5-10 years	-	-	0%	25%

Credit Quality

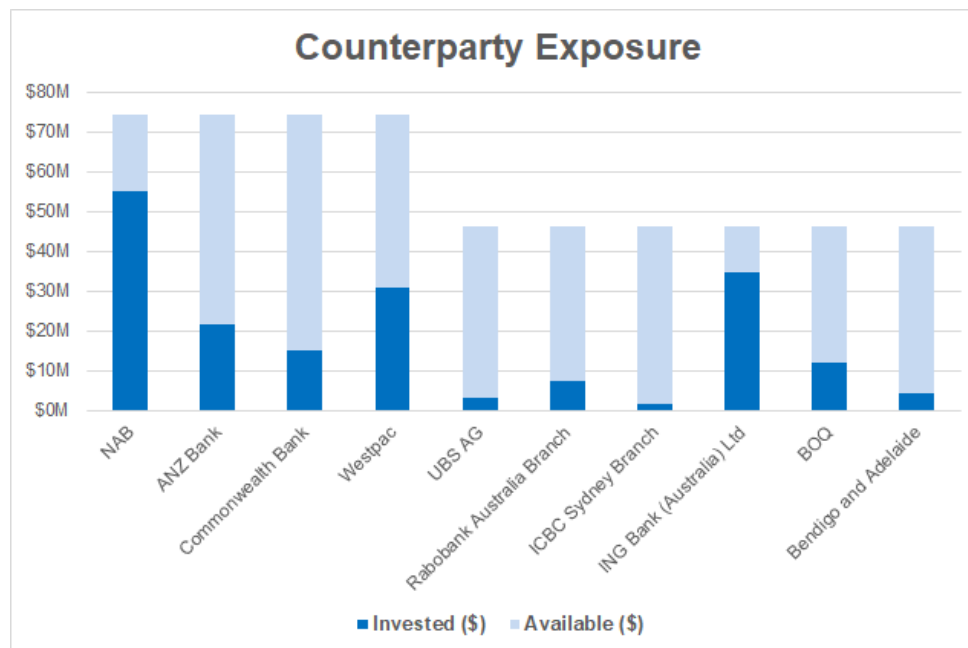
As of the end of April 2025, and based on long-term S&P ratings, Council remains compliant with its policy across all individual counterparties. The investment portfolio is entirely allocated to assets rated "A" or higher, in line with Council's adopted policy framework.

Compliant	Rating	Invested (\$)	Invested (%)	Max. Limit	Available
✓	AAA Category	6,625,243	3.58%	100%	178,831,393
✓	AA Category	122,390,733	65.99%	100%	63,065,903
✓	A Category	56,440,660	30.43%	80%	91,924,649
✓	Unrated ADIs	-	-	0%	-

Counterparty

The table below outlines the individual counterparty exposures in relation to Council's current investment policy, based on long-term S&P ratings.

Compliant	Issuer	Rating	Invested (\$)	Invested (%)	Max. Limit	Available
✓	NAB	AA-	55,059,240	29.69%	40%	19,123,415
✓	ANZ Bank	AA-	21,763,379	11.73%	40%	52,419,275
✓	CBA	AA-	14,905,894	8.04%	40%	59,276,761
✓	Westpac	AA-	30,662,221	16.53%	40%	43,520,434
✓	UBS AG	A+	2,999,067	1.62%	25%	43,365,092
✓	Rabobank Australia Branch	A+	7,195,234	3.88%	25%	39,168,925
✓	ICBC Sydney Branch	A	1,699,782	0.92%	25%	44,664,377
✓	ING	A	34,855,287	18.79%	25%	11,508,872
✓	BOQ*	A-	12,024,033	6.48%	25%	34,340,127
✓	Bendigo and Adelaide*	A-	4,292,500	2.32%	25%	42,071,659



Due to the early cut-off for this month's reporting cycle, aligned with the rescheduled June Council meeting, the detailed breakdown and composition of Council's restricted and unrestricted funds has not been included in this investment report. This information will be reinstated in the next monthly report once normal reporting timelines resume.

The CFO has reviewed the underlying reserve transactions and movements for the period and is satisfied they remain materially consistent with the adopted forecasts and financial plans. These movements are considered financially sound and consistent with expectations, and Council's liquidity position continues to be actively monitored and responsibly managed.

Environmental, Social, and Governance (ESG) focused Investment

Council's exposure to fossil fuel funds is shown below:

Counterparty	Funding fossil fuel	Position
ANZ Bank	Yes	Loaned to fossil fuels since 2016.
Commonwealth Bank	Yes	Loaned to fossil fuels since 2016.
NAB	Yes	Loaned to fossil fuels since 2016.
Westpac	Yes	Loaned to fossil fuels since 2016.
Rabobank Australia Branch	Yes	Loaned to fossil fuels since 2016.
ING	Yes	Loaned to fossil fuels since 2016.
UBS AG	Not yet determined	No position provided.
ICBC Sydney Branch	Not yet determined	No position provided.
Bank of Queensland	No	Do not loan to fossil fuels.
Bendigo and Adelaide*	No	Do not loan to fossil fuels.

As of 31 May 2025, Council's investments with banks that have no exposure to fossil fuels increased to \$16.3M, up from \$14.8M in the previous month. This reflects Council's ongoing efforts to grow its ESG-aligned portfolio, in line with the objectives of its Investment Policy. While suitable opportunities remain limited, Council continues to actively pursue options that support its commitment to responsible and sustainable investment.

Institutions	Invested \$	Invested %
No exposure to fossil fuels	16,316,533	8.80%
Exposure to fossil fuels	164,441,254	88.67%
Not yet determined	4,698,849	2.53%

Council has continued to make steady progress in monitoring developments in climate-related financial disclosure requirements. Discussions with Council's investment advisors are ongoing, with a focus on improving classification consistency in line with emerging ESG standards.

Positive momentum is expected to continue as the sector prepares for the release of annual financial statements from major banking institutions around August. These reports will include mandatory sustainability disclosures, including climate-related financial risks, and are expected to provide valuable insights to guide further alignment with anticipated regulatory changes.

Strategic alignment

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

Delivering services and regulatory functions:	
Service area	Financial Management
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.
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 2024–25 investment income budget is currently set at \$7.345M, comprising the original budget allocation of \$4.98M, supplemented by increases of \$0.75M, \$0.70M and \$0.92M through the September, December and March Quarterly Budget Reviews, respectively. As at 31 May 2025, Council has earned \$7.8M in interest income, exceeding the full-year budget by approximately \$0.5M. This outperformance is attributable to a stable portfolio balance, elevated cash rates, and active investment management.

Policy and legislative requirements

- Section 625 of the Local Government Act 1993.
- Local Government (General) Regulation 2005
- Investment Ministerial Order 12 January 2011.

Conclusion

Council's investment strategy for the 2024–25 financial year prioritises capital preservation while seeking to optimise returns in accordance with the adopted Investment Policy. As at 31 May 2025, the portfolio continues to perform strongly, with investment interest income totalling \$7.8M — exceeding the annual budget by \$0.5M.

All investments held as at 31 May 2025 have been made in full compliance with the Local Government Act 1993, relevant regulations, and Council's Investment Policy.

Responsible officer: Jasmine Hoang, Financial Accountant

File Reference: F2016/06527

CO34/25

Motion Pursuant to Notice No. NM58/25

Subject: Notice of Motion from Cr Martin - Micromobility Parking and Management

Motion:

That Council:

- a) notes the significant increase in trips taken on shared bikes in Randwick;
- b) acknowledges the problems caused by the uncontrolled proliferation of shared bikes in Randwick and the community concerns regarding their operation;
- c) establishes a Memorandum of Understanding (MoU) with bike share providers, requiring operators to cover costs of implementing the MoU, including infrastructure and enforcement. The MoU should define:
 - i. Designated parking locations,
 - ii. Geofencing and enforcement,
 - iii. Service Level Agreements (SLAs) addressing relocation and placement of bikes,
 - iv. Data sharing for Council monitoring,
 - v. Maximum speed at which an e-bicycle can operate electronically assisted to be set at 25km/h, and
 - vi. Process by which helmets must accompany e-bikes.
- d) mandates the MoU be established and agreed to within four weeks of this resolution with Council reserving its right to take additional enforcement actions against shared bike operations if the MoU timeframe has not been met;
- e) conducts a six-month bike share parking trial, starting September 2025, using designated parking areas on footpaths and on-street (where appropriate), focusing on high-traffic areas like Coogee Beach, Maroubra Beach and The Spot;
- f) mandates that operators address bike placements hindering pedestrian access, especially for those with disabilities, within three hours of notification;
- g) implements an enhanced enforcement regime, including increased ranger patrols, monitoring (physical and data-driven), impounding of improperly parked bikes,
- h) Issues fines for non-compliance in line with relevant state government legislation; and
- i) informs the following stakeholders of this motion; The Member for Coogee – Marjorie O'Neill MP, all Randwick Precincts, share bike operators, Lime, Ario and HelloBike.

Background:

Shared micromobility options, such as e-bikes, offer the potential for sustainable and convenient transportation, reducing reliance on private vehicles and improving connectivity. Improper placement of these bikes obstructs public spaces, including footpaths, parks, and building entrances. This poses significant safety risks to pedestrians (especially those with disabilities, seniors, and people with prams), cyclists, and drivers. It also negatively impacts the visual amenity of our streets and public spaces. Residents have regularly complained about improperly parked shared bikes, highlighting the scale of the problem via email, formal complaint channels and over community social media platforms.

Successful regulatory frameworks in other urban areas internationally, demonstrate that effective management relies on designated parking zones; operator responsibility for compliance costs; robust enforcement; and formal operating agreements.

While Council has made progress through informal agreements with some operators, resource-intensive enforcement (e.g., under the Public Spaces (Unattended Property) Act 2021) has proven unsustainable. Recent state-level developments, including recommendations from relevant parliamentary inquiries, support the benefits of a state-managed tender process and coordinated parking infrastructure.

Collaborative initiatives with Transport for NSW, such as the forthcoming data dashboard (which will provide real-time data on bike locations, usage patterns, and parking compliance), will significantly enhance Council's ability to monitor and manage micromobility effectively.

Attachment/s:

Nil

Submitted by: Councillor Martin, East Ward

File Reference: F2016/00303

Motion Pursuant to Notice No. NM59/25

Subject: Notice of Motion from Cr Asgari - Report into Safe Battery Disposal

Motion:

That Council bring back a report on initiatives to improve battery safety in the community and this report include:

- a) Correct battery storage in the home and businesses and institutions;
- b) Correct disposal of batteries;
- c) Recycling options for the community and Council;
- d) The dangers of placing hazardous waste such as batteries in existing kerbside garbage collections; and
- e) Consideration of kerbside battery collection or other safe alternative means of collection.

Background:

Devices using rechargeable battery are now a common part of modern life and include mobile phones, power packs, laptops, power tools, children's toys, e-scooters and e-bikes, electric cars, vacuum cleaners and vapes. However, the batteries in these devices are usually of the lithium-ion variety and this creates its own challenges because of their combustive nature when not properly cared for or disposed of.

A Randwick Council waste truck was damaged by fire last February due to an incorrectly disposed of battery. Lithium-ion Batteries can catch fire and explode if damaged or exposed to heat and placing batteries in the current kerbside bins puts waste truck drivers, emergency services and residents at risk.

In general, batteries also contain toxic chemicals and can be harmful to the environment if they are disposed of incorrectly.

Therefore, it is important to remind the community about correct waste disposal and the dangers of placing hazardous materials such as batteries kerbside bins. To aid this, Council could investigate innovative ways to collect waste batteries such as separate collections.

Attachment/s:

Nil

Submitted by: Councillor Asgari, East Ward

File Reference: F2004/06202

NM59/25

Motion Pursuant to Notice No. NM60/25

Subject: Notice of Motion from Cr Veitch - 80th anniversaries of the atomic bombings of Hiroshima and Nagasaki

Motion:

That Council:

- a) commemorates the 80th anniversaries of the atomic bombings of Hiroshima and Nagasaki on 6 and 9 August 1945 and honours the memory of the more than 210,000 people who perished as a result of these attacks. We pay tribute to the Hibakusha (atomic bomb survivors) and Hibakunisei (second-generation survivors), and acknowledge the enduring impact of nuclear weapons on human lives, health, and the environment;
- b) affirms that nuclear weapons continue to pose an unacceptable threat to humanity and our shared environment. Council expresses deep concern about the catastrophic humanitarian and ecological consequences of any use of nuclear weapons, whether by design, accident or miscalculation;
- c) reiterates that all people, including those in our local Randwick community, have the right to live in a world free from the threat of nuclear annihilation. Council supports efforts that educate and engage younger generations about peace, disarmament, and global cooperation;
- d) notes that the International Campaign to Abolish Nuclear Weapons (ICAN), which was awarded the 2017 Nobel Peace Prize, was founded in Australia and has played a pivotal role in promoting the United Nations Treaty on the Prohibition of Nuclear Weapons (TPNW);
- e) endorses ICAN's Cities Appeal, a global initiative for cities, towns and local governments to show support for the TPNW, and calls on the Australian Government to sign and ratify the Treaty without delay; and
- f) as a community committed to peace and sustainability, Council will explore opportunities to raise awareness of this issue locally, including engagement with local schools, community groups, and commemorative activities around Hiroshima and Nagasaki Day.

Background:

In August 2025, the world marks the 80th anniversaries of the atomic bombings of Hiroshima and Nagasaki. These attacks resulted in the immediate and long-term deaths of over 210,000 people, with many more suffering from the enduring impacts of radiation exposure, illness, and generational trauma. Survivors, known as Hibakusha, and their descendants, Hibakunisei, have been powerful voices for peace and nuclear disarmament.

Despite international efforts to reduce nuclear stockpiles, over 12,000 nuclear weapons still exist globally, many on high alert. The risk of accidental or intentional use remains alarmingly high, with experts warning of catastrophic humanitarian and environmental consequences that would transcend national borders.

In response, the United Nations adopted the Treaty on the Prohibition of Nuclear Weapons (TPNW) in 2017, the first legally binding international agreement to comprehensively ban nuclear weapons, with a focus on humanitarian consequences. The Treaty entered into force in 2021. However, Australia has not yet signed or ratified the Treaty.

The International Campaign to Abolish Nuclear Weapons (ICAN), founded in Melbourne, played a central role in bringing the TPNW to fruition and was awarded the 2017 Nobel Peace Prize for its

work. ICAN's Cities Appeal enables local governments to demonstrate support for the Treaty and press national governments to act.

Over 100 cities and councils globally have signed the Cities Appeal, including the Cities of Sydney, Melbourne, Fremantle, Hobart, Moreland, and Newcastle.

Randwick Council has a proud history of supporting peace, sustainability, and community education. Endorsing the Cities Appeal is consistent with Council's values and offers a meaningful opportunity to engage local residents—especially young people—in global citizenship and peacebuilding.

Attachment/s:

Nil

Submitted by: Councillor Veitch, West Ward

File Reference: F2012/00347

Motion Pursuant to Notice No. NM61/25

Subject: Notice of Motion from Cr Veitch - Calming traffic and improving pedestrian safety in the Kingsford East Precinct

Motion:

That Council:

- a) Bring a report back to Council on conducting a feasibility study to assess traffic and safety issues in the area bounded by Anzac Parade, Rainbow Street and Avoca Street. The study should prepare a scope and budget for practical improvements—such as street calming, pedestrian safety upgrades, and traffic flow changes—which could inform a future Local Area Traffic Management (LATM) plan and support applications for state government funding;
- b) write to Transport for NSW requesting the introduction of a 40km/h speed limit in this area to calm traffic and improve pedestrian safety; and
- c) identify and prioritise early-stage street upgrades—such as raised crossings, kerb extensions and other pedestrian safety measures—that could be designed and funded in the short term, including through available NSW Government grant programs.

Background:

Traffic in the Kingsford East Precinct area has increased significantly since the closure of the 9-Ways roundabout, with traffic being funnelled through Botany and Sturt Street – the latter seeing an increase of Average Annual Daily Traffic (AADT) from around 5,000 to 9,000.

Issues include:

- Frequently traffic travelling east banks up along Sturt, beyond Paton Street at times and drivers have difficulty exiting their driveways.
- Traffic banks up at the Sturt / Anzac Parade intersection – leading to cars 'running' the red light, trying to get through to Anzac Parade in the mornings.
- Unsafe speeding along Sturt and Bass Streets.
- Unsafe intersections including Paton & Sturt, Byrd & Sturt.
- Unsafe crossings at Sturt & Paton, Sturt & Avoca, Sturt & Byrd and Byrd & Rainbow.
- Rat-running: through Rigney Avenue and other streets perpendicular to Avoca.

All these issues are made worse by the fact that this is a highly pedestrianised area, with students travelling to the primary and high schools to the north.

The Kingsford East Precinct requests that Council investigate a holistic Local Area Traffic Management plan for this area – similar to the one recently completed in Kensington – and roll out a 40km/h limit in this area.

Attachment/s:

Nil

Submitted by: Councillor Veitch, West Ward

File Reference: F2024/00015

NM61/25

Motion Pursuant to Notice No. NM62/25

Subject: Notice of Motion from Cr Willington - Wildlife Friendly Declaration and Second Generation Anticoagulant Rodenticide (SGAR) phase-out

Motion:

That Council:

- a) declares Randwick to be a "Wildlife-Friendly" Local Government Area (LGA) adopting principles and practices within Council's areas of responsibility and influence, that protect and support Randwick's native fauna;
- b) notes that since 2022 Local Government NSW in its Biodiversity Position Statement 13.6 d) advocates a ban on the sale of Second-Generation Anticoagulant Rodenticides (SGARs);
- c) recognises that at least 30 native species in the Randwick LGA are at risk from SGARs and that this risk extends to domestic pets;
- d) phases out SGARs from all Council-managed land, facilities, and rodent control contracts, replacing them with safer alternatives including integrated pest management (IPM) solutions;
- e) establishes a public Pesticide Use Register on Council's website, documenting all rodenticide applications, including product name, active ingredient, date, location, and quantity used, updated quarterly, so that progress on the phase out of SGARs is documented;
- f) educates Council staff, Randwick businesses, institutions and the wider community on humane, wildlife-friendly rodent control methods, distributing guidance on non-chemical solutions to residents, institutions, businesses, and contractors;
- g) works with the member councils of the Southern Sydney Regional Organisation of Councils (SSROC) to adopt a region-wide policy prohibiting SGAR use across all member councils and updates procurement guidelines to include explicit environmental criteria promoting safer alternatives; and
- h) calls on the NSW Government to ban the retail sale of SGARs, restrict their use to licensed professionals only, and list SGARs as a key threatening process under the Biodiversity Conservation Act 2016.

Background:

Second-Generation Anticoagulant Rodenticides (SGARs) are widely available for sale in hardware stores, supermarkets and online. Most people are unaware of the devastating impact these "one-dose-kill" poisons have on native wildlife, companion animals, and entire ecosystems, even when used according to label instructions.

Unlike First Generation Rodenticides (FGRs), SGARs are engineered to deliver a lethal dose in a single feeding, making them substantially more potent and persistent in the environment. These poisons work by preventing blood clotting, causing internal haemorrhaging that can take up to ten days to kill. During this extended period, poisoned rodents become "toxic time-bombs", easy prey for owls, possums, reptiles, other wildlife, and domestic pets. The poison bioaccumulates in tissues for months, creating a deadly chain reaction through entire food webs.

Recent Australian research reveals the alarming extent of SGAR contamination in native wildlife. Studies show that ~92% of tested Powerful Owl mortalities across Greater Sydney contain rodenticides. In the Randwick LGA alone, at least 30 native species including Powerful Owls, Barn

Owls, Kookaburras, Tawny Frogmouths, Ravens, Magpies, Currawongs, Kestrels, brushtail possums and green tree frogs, face direct risk from SGAR poisoning.

Randwick's domestic pets are also at risk from poisoning if cats or dogs eat poisoned wild birds or other animals.

SGARs have been heavily regulated across Europe, the UK, and North America due to their documented environmental impacts. While the Australian Pesticides and Veterinary Medicines Authority (APVMA) continues its protracted review process, commenced in 2020 with completion not expected until later in 2025, local governments are taking decisive action to protect their communities' wildlife. Local Government NSW (LGNSW) adopted a resolution at its annual conference in 2022 proposing a ban on the sale of SGARs as part of its policy platform to support biodiversity. In January 2025, Albury City Council became entirely SGAR-free, eliminating these poisons from all council-managed facilities including the Botanical Gardens and Airport. This groundbreaking decision directly protects over 350 bird species and countless mammals in the region. Similarly, progressive councils like Camden have successfully phased out SGARs, demonstrating that effective, humane rodent management is both practical and achievable.

First-generation alternatives (FGARs), such as warfarin and coumatetralyl, require multiple doses to be lethal and break down more rapidly in the environment, thereby significantly reducing secondary poisoning risk. A safer effective solution lies in prioritising non-chemical integrated pest management (IPM). Modern approaches, including exclusion techniques, habitat modification, and eliminating food sources, prove highly effective while protecting non-target species. While the Federal Minister for Agriculture is yet to expedite APVMA action, despite mounting scientific evidence and community concerns, local government leadership becomes critical. Randwick City Council has the opportunity to join pioneering councils protecting biodiversity while fulfilling its environmental commitments. There are a number of progressive NSW councils that are reviewing their use of SGARs with a view to phasing out their application.

This motion aligns with community expectations, scientific evidence, and the urgent need to safeguard the 30 native species that call Randwick home.

References

Cooke, R.; Whitely, P.; Jin, Y.; Death, C.; Weston, M.; Carter, N.; White, J. Widespread exposure of powerful owls to second-generation anticoagulant rodenticides in Australia spans an urban to agricultural and forest landscape. *Sci. Tot. Environ.* 2022, 819, 153024.

Pay, J.; Katzner, T.; Hawkins, C.; Barmuta, L.; Brown, W.; Wiersma, J.; Koch, A.; Mooney, N.; Cameron, E. Endangered Australian top predator is frequently exposed to anticoagulant rodenticides. *Sci. Tot. Environ.* 2021, 788, 147673.

Lohr, M. Anticoagulant rodenticide exposure in an Australian predatory bird increases with proximity to developed habitat. *Sci. Tot. Environ.* 2018, 643, 134-144.

Wildlife Health Australia (WHA) Fact Sheet: Rodenticide toxicity in Australian wildlife (Feb 2023)

Birdlife Australia: <https://www.actforbirds.org/ratpoison>
www.wires.org.au

Attachment/s:

Nil

Submitted by: Councillor Willington, North Ward

File Reference: F2025/01446

Question with Notice No. QN6/25

Subject: Question with Notice from Cr Hay - Play Space Strategy Update

Question:

Noting that Alison Park has been successfully upgraded and Council has resolved to not proceed with Grant Reserve, I would like to ask some questions with regards to parks 3-7 listed in Table 10 of the Play Space Strategy.

- 1) For each of those parks:
 - a) What is the current state of planning?
 - b) Is the funding allocated into a specific financial year?
 - c) When is the target completion date?
 - d) Do we have a draft design for the new play equipment? If so, please attach in the reply.
- 2) What other parks are under construction and expected to be delivered in the near future?

Background:

At the August 2023 Council meeting, Randwick Council adopted the Play Space Strategy (CS32/23). Table 10 of that document identified the top ten priority parks to upgrade:

Play space Code	Order of priority	Play Space
16	1	Alison Park Playground
1	2	Grant (Stan Windon) Reserve Playground
51	3	Woomera Reserve Playground
44	4	Paine Reserve Playground
40	5	Les Bridges Playground
4	6	Writtle Park Playground
47	7	Shaw Reserve Playground
48	8	South Maroubra Village Green Playground
12	9	Hereward Reserve Playground
34	10	Coogee Oval Playground

Response from Acting Director City Services:

To be distributed in a supplementary business paper.

Submitted by: Councillor Hay, West Ward

File Reference: F2023/00279

Question with Notice No. QN7/25

Subject: Question with Notice from Cr Martin - Coogee Stormwater Diversion Project

Question:

1. Could Council provide an update on the current status and progress of the Coogee Stormwater Diversion Project?
2. Has a Gross Pollutant Trap been installed in the area as part of the project's implementation or preparatory works?
3. What funds has the council already allocated or reserved specifically for this project?
4. What is the latest estimated total cost of delivering this project?
5. What is the projected commencement date for construction and major works associated with the project?
6. What is the anticipated timeframe for the project's completion?
7. Is the council expecting to secure additional funding support from the State Labor Government to assist with the delivery of this project?

Response from Acting Director City Services:

To be distributed in a supplementary business paper.

Submitted by: Councillor Martin, East Ward

File Reference: F2017/00158

QN7/25

Notice of Rescission Motion No. NR2/25

Subject: Notice of Rescission Motion from Councillors Hamilton, Hay and Rosenfeld - The Spot Streetscape Upgrades - Concept Design and Community Consultation

That the resolution passed at the Ordinary Council meeting held on 27 May 2025 reading as follows:

That Council:

- a) endorses The Spot's proposed town centre upgrade, including:
 - a. widening of the footpath on St Pauls Street (East);
 - b. widening of the footpath on St Pauls Street (West).
- b) proceeds with implementation of the proposed angled parking arrangements in Coogee Bay Road to support the proposed streetscape upgrades.

BE AND IS HEREBY RESCINDED.

If the Rescission Motion is carried, it is intended to move the following motion:

That:

- a) Council defers the Spot's proposed town centre upgrade and proposed parking space changes in Coogee Bay Road for a period of one year;
- b) during this time, additional community consultation and business consultation is to take place; and
- c) at the end of that period, a report be brought back to Council with the community feedback and a further consideration of whether to proceed with the works.

Submitted by: Councillor Hamilton, North Ward; Councillor Hay, West Ward; Councillor Rosenfeld, Central Ward

File Reference: F2024/00011

NR2/25