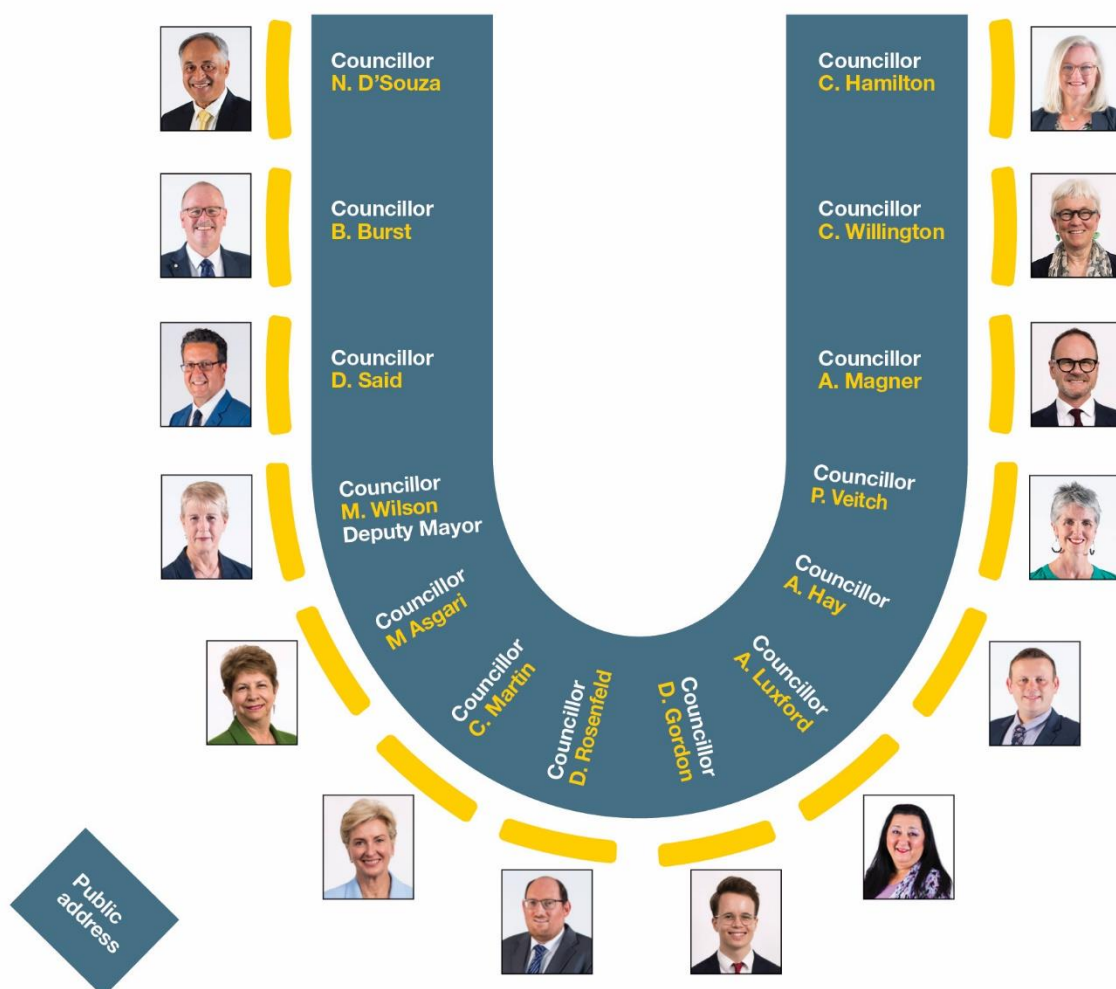


# Ordinary Council Meeting

Tuesday 29 April 2025

# Seating plan for Council meetings



# Statement of ethical obligations

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



Notice is hereby given that an Ordinary Council meeting of Randwick City Council will be held in the Council Chamber, 1st floor Town Hall building, 90 Avoca Street, Randwick on Tuesday, 29 April 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**

Extraordinary Council - 25 March 2025

Ordinary Council - 25 March 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.*

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Nil

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Nil

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CS14/25	La Perouse Museum Gallery Lighting Upgrade Tender T2025-08 <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</i>
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*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 City Services Reports**

**CS15/25     Rainbow Street Site - Pre Feasibility Study**

*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.*

**CS16/25     23-27 Adina Avenue, Phillip Bay Site - Proposed Expression of Interest**

*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. MM11/25

### Subject: Financial Assistance and Donations - March - April 2025

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#### Motion:

That Council:

- a) donate plants to the value of \$350 to St Aiden's Primary School for their Mother's Day stall to be held on 9 May 2025.
- b) donate plants to the value of \$300 to St John's Church on the Hill to upgrade and beautify the church grounds for environmental health and for the community.
- c) note the waiving of the hire fees for the use of Arthur Byrne Reserve for Dog fun Day to the value of \$1970 to the Botany Randwick Rotary Club.
- d) waive the fees for the hire of DRLC Training pool for DRLC Maroubra Swimming Club for a development meet on 4 May 2025 and on a Sunday in October to the value of \$2020.
- e) donate an amount of \$1500 to Randwick High School for their production "Best in Show"

#### Background:

**a) St Aiden's Primary School**

St Aiden's Primary School will be having a Mother's Day stall on 9 May 2025 which serves as a vital fundraiser to support the school. The school is requesting for a donation of plants which will be sold at the stall.

**b) St John's Church on the Hill**

St John's Church on the Hill has requested for a donation of plants to continue to upgrade and beautify their church grounds by adding some new plants for environmental health and for the community.

**c) Botany Randwick Rotary Club – Dog Fun Day**

Botany Randwick Rotary Club organised a Dog Fun Day on 13 April 2025 at Arthur Byrne Reserve to raise funds for lifeline and mental illness. The Rotary Club has requested for the waiving of the reserve fees for the event.

**d) DRLC Maroubra Swimming Club**

DRLC Maroubra Swimming Club will be hosting development Meets that is open to all competitive swimmers that are registered with Swimming Australia. By running these carnivals for the wider area, the club can offer additional opportunities to club swimmers to gain and improve their official times. The carnivals have previously attracted around 200 swimmers from all over the state.

**e) Randwick High School Production – "Best in Show"**

Randwick High School students will be showcasing their talent in the 2025 production "Best in Show". The production will feature a cast of 180 dancers, singers and stage crew. "Best in Show" will celebrate all things competitive – sports, pets, board games, dance and cheer, reality TV, spelling and Eurovision through song, dance and drama.

#### Source of funding:

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

#### Attachment/s:

Nil

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**Submitted by:**            **The Mayor, Cr Dylan Parker**

**File Reference:**        F2025/06574

MM11/25

## Mayoral Minute No. MM12/25

**Subject: One-off additional pensioner concession card rates rebate**

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### Motion:

That Council:

- a) acknowledges the current cost-of-living pressures being felt by the community particularly those on fixed incomes.
- b) notes the maximum statutory pensioner concession is \$250. In addition to the statutory concession, Council also currently grants a further voluntary rebate of \$100 to eligible pensioners (funded by Council). A pensioner concession is generally available if a person is:
  - o are a pensioner and have a current Centrelink Pensioner Concession Card (PCC), or you are a Veterans Affairs TPI or EDA gold card, and
  - o reside in a property within the Randwick city area, and
  - o own the property or are legally liable to pay the rates on the property
- c) notes that at 10 April 2025 year to date 3,644 pensioners are provided with the rebate. For the last two years the average was ~3,758.
  - o Council additional \$100 rebate = \$380,320
  - o Council mandatory rebate \$250 (Council Portion of 45%) = \$424,916
  - o Total Cost to Council = \$805,236
- d) consider a report granting a one-off additional voluntary \$100 rebate for the period FY 25/26 for Pensioner Card Concession Holders in the event of a favourable quarterly budget review / result greater than the cost.

### Background:

Pensioner concession card eligibility can be found here:

<https://www.servicesaustralia.gov.au/who-can-get-pensioner-concession-card?context=22006>

### Attachment/s:

Nil

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**Submitted by:** The Mayor, Cr Dylan Parker

**File Reference:** F2025/06574

MM12/25

## General Manager's Report No. GM2/25

**Subject: Pioneers Park Clubhouse - Concept design**

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### Executive Summary

- This report is in response to a Notice of Motion from then Mayor Cr Said and resolved by Council in July 2021 regarding the planning and construction of a new Pioneer Park (Lower) Clubroom.
- The Pioneers Park Clubroom is one of Randwick City Council's capital works projects for renewal and upgrade facilities. The park has undergone improvements over the last decade, including upgrading two of the three facilities. This clubhouse building is the last remaining to be replaced.
- This report provides an update to Council on the planning phase of the Pioneers Park Clubroom in response to item a) of the Council resolution.
- The existing clubhouse building is small and run down. It does not have sufficient storage space and facilities for club and community use. The concept design for the Clubhouse has been developed in consideration with the National Rugby League Preferred Facilities Guidelines 2021 for a Local Facility.
- The planning and construction of the new clubhouse is anticipated to cost in the vicinity of \$4.98 million. There is \$1.75 million already allocated in capital funding for this project.
- While developing the concept, the project has been consulted with key sporting stakeholders with supportive feedback. If endorsed by Council to proceed, feedback from the greater community is the recommended next step.

### Recommendation

That:

- a) Council notes the concept design for a new Pioneers Park Clubhouse, along with the funding strategy.
- b) Council endorses the design to proceed to community consultation.
- c) the results of the community consultation be reported back to Council for consideration.

### Attachment/s:

1. [LINK TO VIEW](#) Pioneers Park Clubhouse - Concept Design Report

## Purpose

This report presents concept design proposals for a new Pioneers Park Clubhouse building. It outlines the costs for the concept design proposals and recommends next steps for the project.

At its ordinary meeting on 13 July 2021, Council resolved:

**RESOLUTION: (Mayor, Cr D Said) that Council:**

- a) consider the inclusion of the planning phase of the “Pioneer Park Lower Clubroom” Upgrade in the 2022-23 Operational Plan and Budget for potential construction in the subsequent year;
- b) seek available grant funding to expedite the project if possible; and
- c) acknowledge the South-Eastern Seagulls and their volunteers as they now run the largest community club in the Souths Juniors Rugby League Competition at the opening of the new fields on the 18 July 2021.

This report provides an update to Council on the planning phase of the Pioneers Park Clubhouse in response to item a) of the above resolution.

## Discussion

### Pioneers Park Site and Usage

Pioneers Park is a large recreational facility on the corner of Anzac Parade and Cromwell Place in Malabar. Owned by Randwick City Council and zoned RE1 for public recreation, the park provides valuable recreational and sporting open space. The park consists of several sporting fields, along with extensive landscaping. There is an off-street carpark accessible from Anzac Parade, street parking on Cromwell Place and angled parking on Franklin Street.

There is a considerable fall in topography across the park and the sports fields are configured within an upper and lower terrace. There is a large soaker pit associated with the existing stormwater harvesting system that services Pioneers Park. This is located to the south of the existing clubhouse building, in the lower portion of the park.



Figure 1: Aerial View on Pioneers Park  
Existing Facilities



There are three existing amenities buildings servicing the park. The most recent was completed in approximately 2011 and is located on Anzac Parade in the upper section of the park. The amenities building located on Franklin Street in the lower section of the park was upgraded with new roof and fittings in 2013.

The remaining building dates from the 60s/70s, has not been upgraded, and is to be replaced. It is located on Cromwell Place adjacent to the lower synthetic fields and is the home ground of the South Eastern Junior Rugby League Football Club under the South Sydney Junior Rugby League Association.

Existing facilities of the clubhouse include a kiosk (open on match days), storage, referee room and amenities, and a club room. There are currently no change rooms or toilets in the building.

### **Project Objectives**

Pioneers Park is in Malabar and consists of several sporting fields along with three buildings which serve them. It is classified as a District Park. The Park has undergone improvements over the last decade, including upgrading two of these three facilities. The last remaining clubhouse building is now to be replaced.

The existing clubhouse building is small and run down. It does not have sufficient storage space and facilities for club use. The condition of the building is to be demolished and upgraded in line with the National Rugby League Preferred Facilities Guidelines 2021 for a Local Facility.

The project will achieve a purpose-built amenities building and club facilities to support the sporting activities at the site.



Figure 2: Aerial view on Pioneers Park, with the subject clubhouse circled in red

### **Stakeholder Consultation**

The key stakeholder group – South Eastern Junior Rugby League Football Club – has been consulted in developing the design concept. The club is supportive on the proposed design.

Consultation with the wider community is recommended for next step, to gain valuable feedback from the greater community, residents and park users.

### Concept Design Proposals

Pioneers Park upgrade has been allocated funding in the 2022- 2023 Capital Works Budget under the *Our Community Our Future* (OCOF) program. Funding for the construction of the project will be allocated in future years.

The existing facility is run down, and with significant damage and deterioration. It does not meet current building codes, nor does it meet the needs of the growing club. It is deficient in storage space, does not have adequate home and away changing facilities, and the administration and meeting areas have become too small to accommodate the club's activities.

To accommodate the additional requirements, while avoiding an overly large expansion of footprint, the concept design of the clubhouse is proposed over two levels. Field related activities are located on the ground floor, while a meeting room for gathering and community use has been located on the upper floor. This upper floor allows for good visibility of the field of play, while containing the gathering space to limit impact to the surrounding areas.



Figure 3: Artist image of the Pioneers Park Clubhouse

### Site context

The new Clubhouse building is positioned central of the western side of the field, to provide the best vantage for both spectators and players.

As the site is in flood affected zone, the concept proposes a floor level of 200mm above existing clubhouse conditions, which will cater for 1-in-100-year floods. With level topography in the vicinity of the field, universal access can be readily achieved. Accessible parking and pedestrian links to the street and to the adjacent Franklin Street public toilets and change rooms are provided in the design.

The Franklin Street facility southeast of the new building will be retained, with its additional change rooms providing the opportunity for much-needed flexibility at the site as it caters for growing numbers of girls taking up the sport. The public toilets will remain in this building – an efficient use of the site's overall facilities.

### The Facilities

The canteen is located at the north end of the building, visually prominent to the field, and featuring generous server windows for its volunteer servers, and a secure internal store room for stock. An administration office and service room are connected to the canteen for easy and controlled access.

Clubhouse facilities are at the south part of the building, including home and away change rooms with shower and toilet facilities. The change rooms and equipment store are located on the field frontage for easy access in and out.

All back-of-house facilities, including bin stores, laundry, fire stairs and the referee's room are accessed from the western side of the building. The resulting layout is contained and compact.

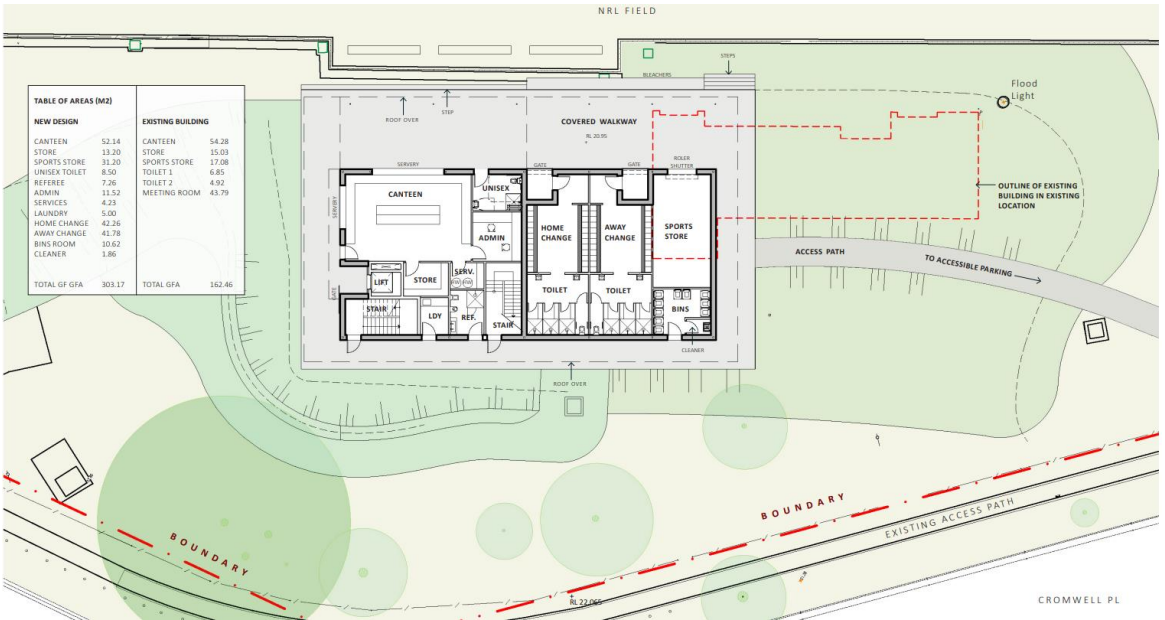


Figure 4: Ground floor of Pioneers Park Clubhouse

The first floor provides a meeting room oriented towards the field of play, with an open outdoor deck. Its layout provides flexibility for different kind of functions and a good viewing spot on game day. A small kitchenette, chair store and a unisex accessible toilet are provided.

A lift provides equal access to the upper floor and is located to allow independent use of the meeting room by the community when the rest of the club is closed.

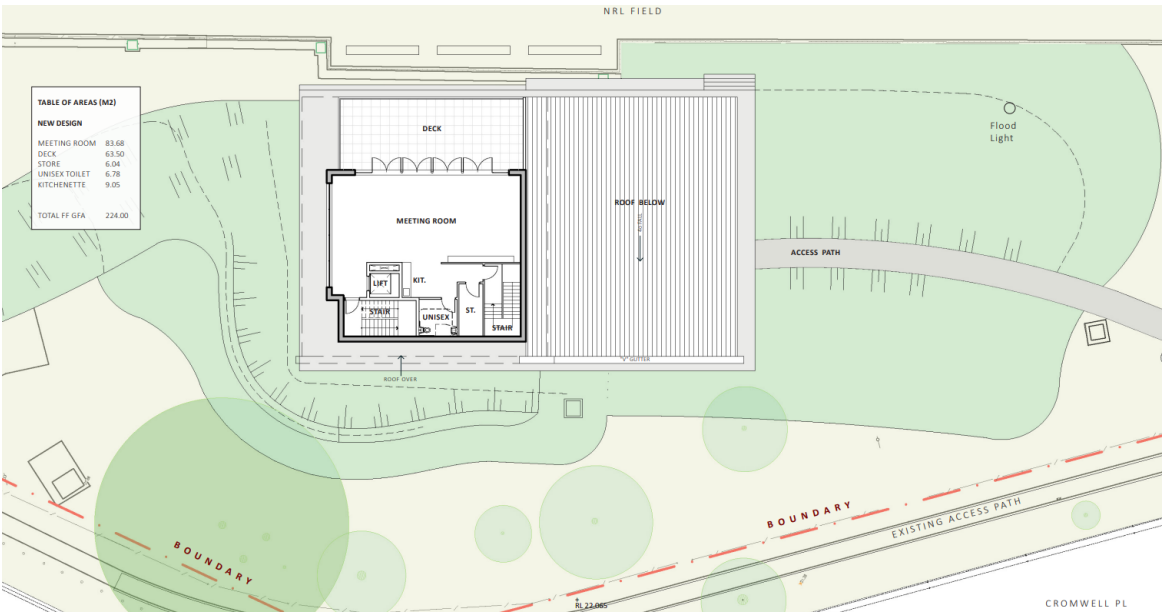


Figure 5: First floor of Pioneers Park Clubhouse





Figure 6: Artist image of Pioneers Park Clubhouse

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 that is healthy and active
Objective	Maintain a community satisfaction* rating for coastal open spaces, coastal walkway, playgrounds and parks of 97%
Delivery program commitment	Optimise existing sports field layouts to increase number of fields provided and diversity of codes catered for.
Outcome	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	Collaborate with local sporting codes to identify opportunities and initiatives to increase participation in sport.

Risks

The following high level key callouts for Council at this stage of the project include:

- The proposed funding is not sufficient to proceed  
*Mitigation: by constraining the footprint of the building and use of robust materials to lower the cost of the building.*
- Objection from local residents  
*Mitigation: Community and stakeholders are consulted and engaged throughout the project. Their feedback will be reviewed, considered and incorporated where possible.*
- Retirement of consultants  
*Mitigation: The current Architect will retire and conclude their services by the end of June 2025. During the community consultation period, an RFQ will be issued to engage a new Architect and the sub-consultant team for the project. The newly procured Architect will begin work in Stage 3 (DA stage) after the community consultation is completed. This timing allows the Architect to join the project with a well-established and community-approved design, with*

*the current Architect on hand to respond to queries that arise during the community consultation.*

## Resourcing Strategy implications

The concept design has been costed by a Quantity Surveyor, with project costs anticipated in the order of \$4.98 million as per the table below.

PROPOSED PIONEERS PARK CLUBHOUSE - COST PLAN (ex.GST)	
Construction Cost	\$3,488,000
Contingencies	\$731,000
Consultants and Authorities' fees:	\$460,000
Escalation to July 2026	\$301,000
<b>TOTAL PROJECT COST</b>	<b>\$4,980,000</b>

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	\$250,000	\$250,000	Allocated
1	2022-2023	0	\$250,000	Allocated
2	2023-2024	0	\$250,000	Allocated
3	2024-2025	\$1,500,000	\$1,750,000	Allocated
4	2027-2028	\$750,000	\$2,500,000	Proposed
5	2028-2029	\$750,000	\$3,250,000	Proposed

## 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

Pioneers Park is a District Park in Malabar which attracts high numbers of local community and residents to recreational and sporting activities at the site.

Facilities at the park have been progressively upgraded over the past few years, with this clubhouse building the last of the three buildings on site due for renewal. The existing condition of the building is poor, the facilities are insufficient, and it does not meet current building standards.

The new clubhouse design seeks to limit its impact on the open space through a compact plan and two-storey design, with its simple building form an understated addition to its local context.

It is recommended that the concept design of the proposed Pioneers Park Clubhouse be endorsed by Council to now proceed to community consultation.

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**Responsible officer:** Cindy Lam, Planning Project Manager

**File Reference:** PROJ/10552/2022/4

## Director City Planning Report No. CP11/25

**Subject: Compliance and Enforcement Policy**

---



### Executive Summary

- Council's current Compliance and Enforcement Policy was adopted in 2018 which has been reviewed and updated based on Council's periodic review requirements. The key elements in the review encompassed changes to legislation and associated regulatory options and actions.
- Council's Compliance and Enforcement Policy provides legal and administrative framework to assist Council in undertaking its regulatory, compliance and enforcement functions and services.
- The Policy includes information about Council's key regulatory functions and processes, as well as matters for consideration and enforcement options.
- The draft Policy was referred to Council on 26 March 2024 and Council resolved (Said/Chapple) to endorse the review of the policy for the purposes of public exhibition.
- The draft Policy was placed on public exhibition in May-June 2024 for community consultation. Ten submissions were received and the key issues raised related to suggestions for less regulation or more enforcement, particularly in relation to Ranger related services.
- The submissions did not necessitate any changes to the draft Policy as exhibited and the updated Policy is referred to Council for consideration and adoption.

### Recommendation

That Council adopt the Compliance and Enforcement Policy 2025.

### Attachment/s:

1. [LINK TO VIEW](#) Draft Compliance and Enforcement Policy
2.   Submissions - Compliance and Enforcement Policy



## Purpose

To respond to the following Council resolution:

***“RESOLUTION: (Said/Chapple) that:***

- a) the draft Compliance and Enforcement Policy be placed on public exhibition for community consultation for a period of 28 days: and*
- b) a report be provided to Council following consultation for consideration and adoption of a reviewed and updated Compliance and Enforcement Policy.”*

Council's current Enforcement Policy was adopted by Council on 25 September 2018 and is subject to a periodical review after five years. The policy has been reviewed and updated to incorporate a number of amendments to legislation and associated regulatory processes.

## Background

The purpose of Council's Compliance and Enforcement Policy is to assist and guide Council's regulatory officers and provide a framework which aims to ensure that Council's regulatory, compliance and enforcement functions are implemented in an appropriate, consistent and effective manner.

The policy mainly applies to Council's regulatory officers, but also provides information about Council's compliance and enforcement activities, matters for consideration and regulatory options and actions. The policy may also be taken into consideration in any relevant Court proceedings or actions or any reviews of Council's processes.

The draft policy is principally the same as Council's current Compliance and Enforcement Policy, with amendments to cover new legislative provisions and processes, including the Public Spaces (Unattended Property) Act 2021, Environmental Planning and Assessment (Development, Certification and Fire Safety) Regulation 2021 and other legislation. The draft policy is attached.

## Discussion

### **Aims, objectives and purpose of Council's Compliance and Enforcement Policy**

The adoption and implementation of the proposed policy aims to satisfy Council's obligations and charter under section 8 of the Local Government Act 1993, “.... to ensure that, in the exercise of its regulatory functions, it acts consistently and without bias, particularly where an activity of the council is affected...”.

The adoption and implementation of an Enforcement Policy by a Council is also highly recommended by the NSW Ombudsman and the proposed policy has been developed having regard to the NSW Ombudsman Enforcement Guidelines for Councils published in December 2015.

Councils are responsible for a diverse range of compliance and enforcement functions, with a wide range of regulatory options including, ranging from taking no action (i.e. in relation to a minor or technical breach), issuing of a penalty notice (on-the-spot fine) and various types of Court proceedings. An Enforcement Policy provides assistance and guidance to Council's regulatory officers who deal with these regulatory functions on a day-to-day basis.

Council's Compliance and Enforcement Policy includes details on relevant legislation; investigation processes; matters for consideration, enforcement options, determining appropriate enforcement action, legal options and issue of penalty notices or fines.

The policy also provides information on key regulatory processes including exempt and complying development, unattended vehicles and other articles (e.g. shared devices), certification of development and neighbour disputes.

The policy also takes into consideration the scale, severity and impacts of regulatory breaches and offences, enforcement objectives, priorities and regulatory resources.

A review of the updated Compliance and Enforcement Policy will help ensure that Council implements its regulatory functions appropriately, consistently and effectively across the Council area.

### **New provisions**

The attached draft Policy has been updated to cover changes to various Acts and Regulations, including:

- Public Spaces (Unattended Property) Act 2021
- Public Spaces (Unattended Property) Regulation 2022
- Environmental Planning and Assessment Regulation 2021
- Environmental Planning and Assessment (Development, Certification & Fire Safety) Regulation 2021
- Building & Development Certifiers Act 2018.

The new legislation includes provisions relating to regulatory processes, requirements and terminology, particularly in relation to unattended vehicles and other articles in public places and also building certification.

### **Community Consultation**

The draft Policy was placed on public exhibition for community consultation for a period of 28 days from 7 May to 4 June 2024.

The exhibition was promoted using digital and email marketing such as Randwick News, listing on Council's website, email to all Precincts, email to Your Say Randwick subscribers, digital display screens at all libraries and Customer Service Centre. Hard copies were also available at all libraries and the Customer Service Centre.

During this period there were:

- 584 visits to the Your Say website
- 154 downloads of the draft policy
- 10 submissions lodged via Your Say and email to Council

In summary, the submissions received related to:

- Suggested stiffer fines and penalties
- Deficiencies in planning legislation
- Support for Council's Compliance and Enforcement Policy
- Suggested increased level of proactive patrols and enforcement by Council
- The role of NSW Police and application of Council's Policy
- Excessive government control, rules, regulations and enforcement
- Concerns about shared bicycles, scooters, dogs, trees and vandalism.

A summary of the submissions is attached to this report, together with comments from Council's officers in response to the matters raised.

Based on the submissions received, amendments to the exhibited draft policy are not necessary. A table of the full submissions received and Council's responses to these submissions is attached to this report.

The review of the Policy and submissions has been carried out in consultation with Council's Ranger Services, as a number of the regulatory and enforcement functions are implemented by their authorised officers. The Rangers comments on the provisions within the draft policy have been addressed.

### **Strategic alignment**

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

**Delivering services and regulatory functions:**

Service area	Health, Building & Regulatory Services
Function	Regulation and Compliance
Delivery program commitment	Implement Council's key regulatory functions, responsibilities and services relating to public health, environmental protection and building and development compliance.

**Resourcing Strategy implications**

Implementation of Council's Compliance and Enforcement Policy and associated regulatory functions and services is provided within Council's operational budget.

**Policy and legislative requirements**

- Local Government Act 1993
- Environmental Planning and Assessment Act 1979
- Food Act 2003
- Protection of the Environment Operations Act 1997
- Public Health Act 2010
- Boarding Houses Act 2012
- Swimming Pools Act 1992
- Building & Development Certifiers Act 2018
- Companion Animals Act 1998
- Roads Act 1993
- Road Transport Act 2013
- Public Spaces (Unattended Property) Act 2021
- Crown Land Management Act 2016
- Rock Fishing Act 2016.

**Conclusion**

Council's Compliance and Enforcement Policy has been updated to incorporate several legislative changes and regulatory functions carried out by Council's authorised officers.

The updated policy has also expanded on relevant regulatory provisions and processes which apply to specific types of regulatory matters, including unattended vehicles and other articles in public places. Also, certification of development and neighbour nuisances.

Council's Compliance & Enforcement Policy aims to fulfil Council's regulatory obligations and charter under the *Local Government Act 1993*, as well as providing a framework for the implementation of Council's regulatory functions and services in a consistent, appropriate and accountable manner.

The updated draft Policy was placed on public exhibition for community consultation. The submissions principally raise concerns about regulation and enforcement generally or requests for increased levels of enforcement in some matters, which do not necessitate any further changes to the draft policy.

The draft updated Compliance and Enforcement Policy is referred to Council for consideration and adoption accordingly.

**Responsible officer:** Roman Wereszczynski, Manager Health, Building & Regulatory Services

**File Reference:** F2004/06770

### Submissions

Ten submissions were received during the consultation period and are listed in the following table along with Council's responses.

	Submission	Council's Response
1	There must be stiffer fines and monitoring of people dumping rubbish in areas that have continuous offences! Example. At the end of Alma Rd between Cooper and Garden St(Garden Street side) people continuously dump rubbish on a daily basis. We need something done about this and urgently!	<p>Fines for illegal dumping, along with other related penalties are set by the NSW State Government. Local Councils including Randwick, are required to follow the penalty amounts determined at the state level and do not have the authority to increase these fines independently.</p> <p>In response to ongoing issues in hotspots, our Council has implemented several strategies aimed at monitoring and reducing illegal dumping. These include scheduled patrols, surveillance, and education initiatives to discourage improper disposal practices.</p>
2	Clarify which council policies that the police could be expected to enforce when rangers are not available, such as after hours.	<p>Councils Ranger Services are available to investigate concerns raised by Members of the public between the hours of 6am and 10pm. Outside of these hours residents are encouraged to contact NSW Police regarding any issues relating to Public Safety, antisocial activity and offensive noise concerns such as amplified music. Councils after hours call centre can provide guidance on the most appropriate contact for enquiries made outside of regular business hours.</p>
3	Address 'zombie developments'. A 'zombie development' is a development that was approved many years ago but has not been substantially carried out or completed. Under the current law, a development consent will generally lapse after 5 years, but can be prevented from lapsing if 'building, engineering or construction work' relating to the consent is 'physically commenced' within that 5-year period (Environmental Planning and Assessment Act 1979 (NSW) (EPA Act), s4.53.) A case in point is the building site in Coogee, which is now in its 17th year of inactivity. Apart from a 'physical commencement' of work in 2008 which saw the erection of scaffolding and building hoarding, installation of two portable toilets and a wash basin, the removal of the outer layer of bricks from the building's wall there has been very little work done on the site since then. I suggest an amendment to the Environmental Planning and Assessment Act 1979 (NSW) (EPA Act), s4.53). The amendment would include a completion time so that the development cannot be carried out beyond a certain date or must be completed by a certain date e.g. completed within 36 months of development approval.	<p>Council acknowledges resident concerns regarding so called "Zombie Developments".</p> <p>In March 2024 the NSW Legislative Assembly Committee on Environment and Planning announced a call for submissions as part of the Committee's inquiry into historical development consents in New South Wales.</p> <p>The inquiry will examine the impact of historical development consents on the NSW planning system, development industry and property ownership. The Committee will also consider policy and legal solutions to address concerns about historical development consents, including any barriers in using current legal provisions to respond to the issue.</p> <p>The Committee plans to resume hearings to this inquiry in mid-2025.</p>

	Submission	Council's Response
4	<p>I am generally satisfied with the draft compliance and enforcement policy but I am unsure about the application of the regulations in respect of "Unattended Items" class 2 "shared service" items such as share e bikes and scooters. I note that the draft makes reference to a code of practice relating to shared service operators and I am unsure if Council has such COP arrangements in place with the service providers with regard to bikes and scooters. I also note from the diagram setting out the new NSW government rules for sharing services and would expect that Council will be adopting and working to these rules. My concern arises from my past attempts to have these bikes and scooters removed from public places such as pathways or open space in shopping centres etc where they pose a public safety risk. Historically I have been advised by Council staff that it has no jurisdiction to deal with this problem. I would like clarification that the new policy will address this shortcoming.</p>	<p>The Public Spaces (Unattended Property) Act 2021 outlines specific provisions for Class 2 (sharing service) items, which includes e-bikes and shopping trolleys. The Act allows Council to regulate and enforce the proper placement of Class 2 items in public spaces. A code of practice has been developed by the Department of Planning and Environment which sets out minimum standards for Class 2 items (sharing service items) across NSW in addition to the requirements in the Public Spaces (Unattended Property) Act and regulations. This includes elements such as sharing service items must be clearly branded, marked or otherwise display the following information: - Name of sharing service operator, and - Contact phone number and email address of sharing service operator. It also provides that sharing service items in public places must be maintained in good working condition.</p> <p>If a Class 2 item is causing an obstruction or safety risk, operators will have 3 hours to remove it (outside of 11pm – 7am), or 4 days following notice that an authorised officer reasonably believes that their trolley etc has been left unattended for 7 days or more.</p>
5	<p>Council is not actively patrolling our suburbs looking for the numerous breaches by developers, industrial operators, dog owners, bike riders, graffiti, vandalism of public infrastructure and parking. Council needs to employ more Rangers to do the enforcement compliance. Often large and oversized trucks and trailers are parked for days on end in our residential streets which are safety hazards for traffic. More fines for offenders instead of upping ratepayers rates. More Rangers to be proactive in enforcement of legislation. At present Council enforcement is abysmal. Council rely on residents to call or snap and send which is not good enough and lazy. Council need many more Rangers and being strict on applying fines which could be increased will go some way in recovering the increase cost of more Rangers. Council has been asleep at the wheel for too long.</p>	<p>Council Rangers respond to over 11,000 customer requests each year across a range of issues, including public place and companion animal compliance, illegal parking and development/building site management issues. In addition to responding to specific requests, the Rangers conduct proactive patrols, throughout the LGA. However, given the size and diversity of our community, it is challenging to have continuous coverage in every location at all times. We rely on resident reports on specific incidents, which helps us to effectively prioritise and address emerging issues in a timely manner. Reports from residents play an important role in directing our resources to areas that require immediate attention, allowing us to focus our patrols where they are most needed.</p>
6	<p>There is already too much Government control, rules, regulations and threats of enforcement. I do not agree with this Draft Compliance Policy update. I suggest you leave us ratepayers alone and concentrate on collecting my garbage, maintaining parks, gardens and beaches plus keeping our streets clean</p>	<p>Council has a legislative and regulatory responsibility to monitor and enforce compliance with various State Government laws and regulations. This responsibility ensures the safety, health and amenity of our community.</p> <p>The Compliance and Enforcement policy aims to provide clarity on how Council manages these obligations, ensuring a fair, transparent</p>

	Submission	Council's Response
		and consistent approach to compliance across the community.
7	Will the police enforce council policy when rangers are not available after hours? The council has erected signs in Arthur Byrne Reserve, South MAROUBRA that forbid the playing of amplified music. As the rangers are not available late on Friday & Saturday night can residents expect that the police would enforce this policy in the event of a loud pop up party?	Council Rangers operational hours are 6am to 10pm, 7 days a week. Outside of these hours NSW Police may be contacted to investigate reports of "offensive noise" and antisocial behaviour in public places.
8	Do you have a policy relating to both dogs off leash in on leash areas and people parking across the footpath?  If so you appear to be making little attempt to enforce and perhaps more regulatory staff should take priority over employing more staff to write policies you have no intention or capability to enforce?  Tell your PR people to sharpen up their game?	Under the Companion Animals Act 1998, dogs must be under 'effective control' at all times unless in a designated off leash area. Council Rangers conduct daily patrols of beaches and reserves throughout the LGA to monitor and enforce compliance.  It is an offence under the Road Rules 2014 to park on or across a footpath in a manner that obstructs pedestrian access. Both Council Rangers and parking patrol officers conduct daily proactive patrols to monitor for illegal parking activity and issue infringements where appropriate.  Resident reports on specific incidents assists Council to effectively prioritise and address emerging issues in a timely manner. Reports from residents play an important role in directing our resources to areas that require immediate attention, allowing us to focus our patrols where they are most needed.
9	DOGS  I would like to see compliance enforced in relation to dogs on beaches and in rock pools. Council classifies the matter of swimming pool safety as "High" and this should extend to public ocean baths and swimming pools.  This is a health issue and a safety issue. The dog owner lobby should not be preventing other people from swimming at the beach due to the unlawful use of beaches and pools for dogs.  During the summer of 2024 I went to swim at Giles Baths at Coogee on numerous occasions and was met by unleashed dogs and their owners in and around the rock pool. The owners are contemptuous of others and refuse to remove their dogs. I do not wish to swim with dogs and consider it to be potentially dangerous.  On another occasion I went to swim at the beach and a dog owner with an unleashed dog were on the beach swimming. The same dog	Under the Companion Animals Act 1998, dogs must be under 'effective control' at all times unless in a designated off leash area. Dogs are also prohibited in Public Bathing areas. Council Rangers conduct daily patrols of beaches and reserves throughout the LGA to monitor and enforce compliance. Rangers will continue to respond to community concerns regarding dogs in public bathing areas and proactively monitor these locations. Specific incidents can be referred to Councils call centre on 1300 722 542 so that they are promptly investigated by our staff.  Council is committed to protecting the urban canopy. Measures in State Planning Policies, Council's DCP and LEP provide for controls on the pruning and removal of trees. Where breaches are identified, significant penalties are available to Council as enforcement measures. Penalties are set by NSW Government.  The Policy states that for offences relating to minor tree matters such as trees lopped



	Submission	Council's Response
	<p>was then put unleashed into the rock pool below the Coogee Surf Life Saving Club, which, on a hot day was full of swimmers. I asked a Lifeguard to speak to the owner because there are no Council Rangers enforcing Council's regulations.</p> <p>The rock platform and Ivo Rowe Rock Pool is dominated by dog owners and unleashed dogs. No persons who don't want to swim with dogs can use it because regulations are not enforced.</p> <p>I feel that on this issue Council is unfairly subject to the "dogs on beaches" lobby and is failing to enforce the regulations consistently and without bias – or at all.</p> <p><b>TREES</b></p> <p>I would like to see greater enforcement of tree protection, more enforcement action against individuals who poison street trees - and greater attention to compliance with Council's regulations on tree removal.</p> <p>Randwick needs to preserve its existing tree cover. There are a lot of ignorant , selfish property owners who have no respect for Council regulations or the rights of other citizens to benefit from trees on public and private land. Those individuals must be subject to penalties imposed by Council.</p> <p><b>DAMAGE TO PUBLIC HISTORICAL and HERITAGE ITEMS</b></p> <p>The recent damage to the statue of Captain Cook makes me think that these parts of Randwick's historical material need greater protection through enforcement.</p> <p><b>DUMPING</b></p> <p>Randwick Council has a good record on cleaning up dumping but greater penalties need to be imposed on property owners and owners corporations of strata buildings to make them take responsibility for dumping of household good including a lot of material that could be effectively recycled and reused by others."</p>	<p>without approval that will have a minor impact on the tree and amenity of the locality will result in a warning. Major tree offences which include the removal of a tree or significant pruning without approval will result in local court proceedings and penalties.</p> <p>Council values the preservation of local heritage and historical assets, including public monuments and landmarks. Under the Summary Offences Act 1988 NSW Police are able to investigate and charge individuals who wilfully damage or deface a protected place, including a shrine, monument or statue located in a public place.</p> <p>Offences for illegal dumping are detailed in the Protection of the Environment Operations Act 1997. The penalty amounts for illegal dumping, along with other related penalties are set by the NSW State Government. Local Councils including Randwick, are required to follow the penalty amounts as determined at the state level and do not have the authority to increase these fines independently.</p> <p>Incidents of illegal dumping will be investigated by Council and where the responsible party can be identified, regulatory and enforcement action will follow.</p> <p>Comments on the cleaning and dumping noted.</p>
10	<p>Good morning, regarding push bikes on the footpath it is against the law they are a menace and dangerous i was physically injured whilst sitting on a council seat on the footpath in belmore road you must have some authority it has been reported to the police surely you can work in tandem with the police and get rid of this dangerous menace</p>	<p>Randwick City Council's Integrated transport department works actively alongside NSW Police to monitor pedestrian safety. It is currently an offence to ride a bicycle on a footpath unless you are under the age of 16 or accompanying a person under the age of 16. Enforcement is currently carried out by NSW Police with Councils role to erect advisory signage and undertaking education and awareness campaigns.</p>



## Director City Planning Report No. CP12/25

**Subject: FOGO Caddy Liners - New Distribution Process Update**

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### Executive Summary

- This report is in response to a Council report resolved (Burst/Olive) on 23 July 2024 accepting Source Separation Systems Pty Ltd as the successful tenderer for T2024-33 FOGO Bin Liner Supply and Delivery.
- Previous surveys conducted in 2023/24 identified customer dissatisfaction with the FOGO caddy liner service. To address this issue a working group was convened, a revised process developed and a new supplier engaged.
- The new service commenced in October 2024 and includes annual city-wide deliveries, a user-friendly online ordering system, and individualised services for specific customer needs.
- Over 72,000 liner packs have been delivered since October 2024, with 99.7% of those ordered via the online ordering system arriving within the target delivery timeframe of 5 working days.
- The new service has significantly increased customer satisfaction, with ratings rising from 58% to 98%.
- Positive customer feedback highlights the ease of ordering, quick delivery, and improved communication, reflecting the overall success and efficiency of the new service.

### Recommendation

That Council note the October 2024 to March 2025 customer satisfaction rate of 98% with regard to the FOGO caddy liner supply and delivery service.

### Attachment/s:

Nil

CP12/25

## Purpose

At its ordinary meeting on 23 July 2024, Council resolved:

**RESOLUTION: (Burst/Olive) that:**

- a) *under Regulation 178(1)(a) of the Local Government (General) Regulation 2021, and subject to contractual negotiations being finalised to the reasonable satisfaction of the General Manager, Source Separation Systems Pty Ltd be accepted as the successful tenderer for T2024-33 FOGO Bin Liner Supply and Delivery;*
- b) *under Section 377(1) of the Local Government Act 1993 the General Manager is authorised to enter into a contract on behalf of Council; and*
- c) *unsuccessful tenderers are notified.*

This report provides an update on the implementation of the new FOGO Bin Liner Supply and Delivery contract, including its positive impact on customer satisfaction.

## Discussion

As previously reported to Council on 28 May 2024 in 2023-24 the community expressed a level of dissatisfaction with Council's service of providing FOGO caddy liners. This was reflected in a number of surveys including the:

- 2023 Community Satisfaction Survey when further research into those who reported lower rates of satisfaction identified communication issues were the cause of this dissatisfaction in half of the cases. Additional investigation into this determined that 98% of customers with a waste related service request reported being 'not satisfied' in relation to the FOGO caddy liner service.
- March 2024 targeted Voice of the Customer Survey. In this survey 58% of respondents reported being very satisfied or satisfied with the service. Almost a quarter of people reported they did not receive the bags they ordered, and others reported having to wait a long time for them.

To address the identified issues with the FOGO caddy liner service an internal working group was formed to review the current customer experience and set out a new process that would enhance this experience for residents across the Local Government Area.

In addition to customer satisfaction, the provision of FOGO caddy liners is important in order to maintain FOGO participation rates and also reduce contamination and processing costs.

The working group assessed issues related to the existing service delivery timeline, logistics, oversight, and management.

### Former process

At the commencement of the FOGO service rollout in 2021, Council provided each property with a kitchen caddy and a pack of 52 compostable liners. Initially, Council continued quarterly city-wide deliveries of liner packs to each dwelling and offered liners on request at no cost.

In March 2022, caddy liner city-wide deliveries reduced to twice per year, whilst continuing to support this with a no cost, on-request option. This service was administered by the incumbent waste collection contractor.

However, the working group identified issues including:

- The biannual bulk deliveries were too frequent for some, resulting in wastage, and not frequent enough for others.
- There was no tracking system to confirm delivery of requested liners.
- Then online ordering process was not user friendly.
- Delivery challenges for Multi-Unit Dwellings and residents with mobility issues.

## New process

To address the issues a new tender was proposed and supported by Council at its meeting on 23 July 2024 for the supply and delivery of FOGO caddy liners. The supplier selected was Source Separation Systems Pty Ltd.

The new service involves:

- One annual city-wide delivery of caddy liners to all dwellings. These are individually addressed and tracked to ensure each eligible household receives their liners.
- A new, user friendly customer booking interface for requesting liners which includes the ability for customers to add in special delivery instructions.
- Delivery using Australia Post – individually addressed, fully tracked, updates to customers via email or text and a card left if delivery not possible. Each pack also includes a post card with an educational message (Figure1).
- A target for all orders to be delivered to residents within 5 working days.
- A larger pack of liners, which reduces delivery requirements. Delivered in an envelope with an educational post card.
- Individualised service for customers with specific needs and delivery of liner boxes to large Multi Unit Dwellings (100 or more units) with the supplier reaching out to these customers on a regular basis
- A customer satisfaction survey which is sent to all contacts who complete an online order (Figure 2).



Figure 1: Example post card delivered with each pack online order

## FOGO Liner Customer Satisfaction Survey Oct 24 - Mar25

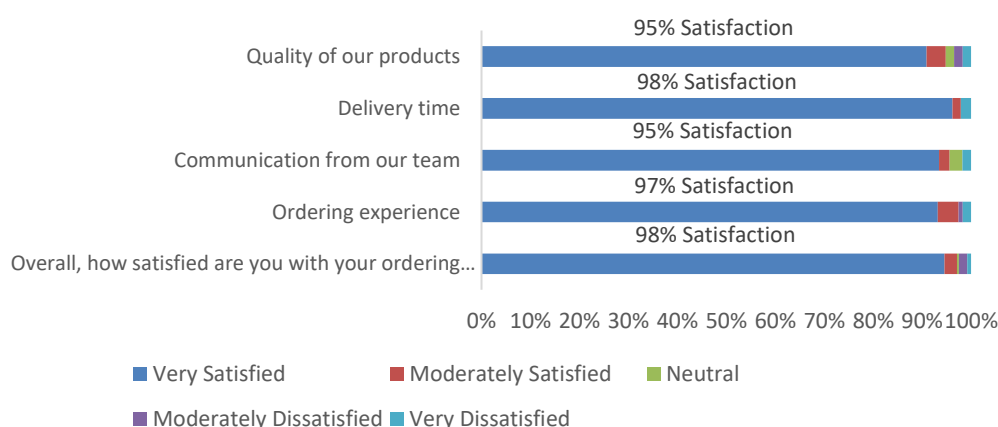


Figure 2: Satisfaction ratings from FOGO Customer Survey responses between October and March 2025 (Satisfaction = customers who answered 'Very Satisfied' or 'Moderately Satisfied').

Results

Since transitioning to the new FOGO Caddy Liner delivery service in October 2024:

- the overall customer satisfaction rating has increased from 58% to 98%
- customers satisfaction ratings for quality, delivery time, communications and ordering experience are all 95% or more (Figure 2)
- almost 72,000 liner packs have been delivered to local households through either the city-wide delivery or via the new online ordering portal
- of the 61,575 visits undertaken as part of the city-wide delivery, 97.4% were successfully delivered on the first attempt. The remainder were either redelivered or not suitable for delivery (i.e. construction site). Each missed address is investigated, and the findings used to refine the database to improve future online orders and city-wide deliveries
- of the over 12,000 online orders, 99.7% received their delivery within the target timeframe of 5 working days. All deliveries not meeting this are individually case managed (Table 1).

**98% satisfaction**

**72,000 liner packs delivered**

**99.7% of online orders delivered on time**

Table 1: Monthly data on deliveries meeting the 5 working day target for delivery.

Delivery within Target Timeframe						
	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25
Avg. orders per day	70.1	73.8	88.3	93.1	87.68	29.81
<b>Delivery target met (5 working days)</b>	99.6%	99.6%	99.6%	99.8%	99.8%	99.6%

The following testimonials were received from the customer surveys:

*“Easy and extremely quick order and delivery process. Great communication from order to delivery”*

*“ Thanks for helping us make composting so easy for folks living in apartments and other high rises!!”*

*“ impressed at professional efficient delivery informative service.”*

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

Risk	Description	Mitigation
Reputational	If the supplier fails to maintain performance and meet target delivery days customer satisfaction may fall.	Close ongoing contract management including monthly reporting against the KPI's.
Financial	If the service is not included in forward budgeting the current level of service may not be able to be maintained.	Council support for a long term (7 year) contract was obtained and the contract is included in forward budget planning to ensure it is sustained.
Environmental	Not supplying the liners may result in reduced participation in FOGO and therefore more organics in landfill. It may result in increased soft plastics contamination as people use alternate liners.	Continuing supply of FOGO caddy liners will ensure the correctly certified product are used and encourage continued participation and thus diversion of organics from landfill.

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## Resourcing Strategy implications

The service continues to be funded under the existing Domestic Waste Management charge.

## Policy and legislative requirements

Environment Strategy – Randwick Council  
 NSW Waste Avoidance and Resource Recovery Act 2001  
 NSW Waste and Sustainable Materials Strategy 2041  
 Local Government Act 1993  
 Independent Pricing and Regulatory Tribunal.

## Conclusion

The implementation of the new FOGO Bin Liner Supply and Delivery contract has significantly improved customer satisfaction and service efficiency. The transition to Source Separation Systems Pty Ltd as the supplier has addressed previous issues with delivery timelines, logistics, and customer communication and has resulted in a substantial increase in customer satisfaction ratings from 58% to 98%.

**Responsible officer:** Kara Taylor, Manager Sustainability & Resilience

**File Reference:** F2024/00400

## Director City Planning Report No. CP13/25

### Subject: Update on Homeless Emergency Response Plans for Extreme Weather

#### Executive Summary

- This report is in response to a Council Resolution dated 19 September 2023 (Cr Parker) for:
  - an investigation into emergency response plans for people with lived experience of homelessness during extreme weather events, and
  - a report back on Council's current action for assisting to reduce homelessness and having a *Homelessness Action Plan*.
- Council's response to extreme weather events is currently managed through the Randwick Emergency Management Plan (EM Plan), with extreme heat identified as a high risk for the local community. The EM Plan is relevant to the whole community, including people with lived experience of homelessness. This plan is reviewed at a minimum every three years, with the next review due in 2026.
- Council actively addresses reducing homelessness in the LGA through collaborative partnerships and operational procedures. Key current mitigation activities include:
  - promotion of Link2Home and Missionbeat;
  - annual participation in the NSW Homeless Street Count; and
  - participation in the Eastern Suburbs Homelessness Assertive Collaborative (ESHAC) - a multi-agency case coordination group that includes NSW Health (South Eastern Sydney Local Health District), St Vincent's Health, local NGOs, and other Councils.
- Council is developing a Resilience Strategy based on the *Roadmap for Developing Randwick's Resilience and Recovery Framework* endorsed by Council in April 2024. This strategy will identify and prioritise actions addressing local shocks and stresses, including strategic direction for local emergency response for people with lived experience of vulnerability, including homelessness. Given this comprehensive approach and the existing provisions in the EM Plan, it is considered that a separate local emergency response plan for extreme weather nor stand-alone Homelessness Action Plan are required at this stage.
- A report will be brought back to Council presenting the draft Resilience Strategy. This will include the strategic direction for preparing responses to extreme weather and reducing homelessness. The report will also seek endorsement for public exhibition.

#### Recommendation

That Council:

- a) note that the Randwick Emergency Management Plan addresses Council's current planning and response for extreme weather events for people experiencing homelessness in the Randwick LGA;
- b) note Council's current homelessness mitigation strategies and actions; and
- c) support the inclusion of further strategies and actions within the Resilience Strategy framework to further address:
  - i. local emergency responses to extreme weather events, including for people with lived experience of vulnerability; and
  - ii. mitigating homelessness.
- d) undertake discussions with Waverley and Woollahra Councils regarding a regional approach to respond to extreme weather events for people experiencing homelessness.

**Attachment/s:**

Nil

CP13/25



## Purpose

At its Ordinary Meeting on 19 September 2023, Council resolved:

**RESOLUTION: (Mayor, Cr Parker) that Council:**

- a) *support the development of uniform local emergency response plans in extreme weather events for people experiencing homelessness;*
- b) *write to the Federal and State Ministers for Homelessness indicating support for a nationally uniform approach to the roll-out of emergency response plans;*
- c) *request a report be brought back outlining the proposed roadmap for both planning and implementing a local emergency response plan for extreme weather events affecting people experiencing homelessness in the Randwick LGA;*
- d) *request a report be brought back outlining Council's current homelessness mitigation strategies and into having a Homelessness Action Plan aimed at reducing homelessness in the LGA;*
- e) *review its Emergency Response Plan in line with any and all changes determined by the NSW State Government given the change in government;*
- f) *liaise with the Emergency Services Ministers office, the Hon. Jihad Dib to ensure Randwick is equipped to meet its obligations locally; and*
- g) *bring back a report outlining the proposed roadmap for both planning and implementing a local emergency response plan for extreme weather events in the Randwick LGA.*

This report updates Council on progress made in implementing the resolution and future proposed action.

## Discussion

### Background

In summary, the 2023 Mayoral Minute called on all levels of Government (Local, State and National) to develop and implement uniform local emergency response plans for rough sleepers and other people experiencing homelessness during weather emergencies. The purpose of the local emergency response plans was to support the coordination of accommodation and other support services.

Additionally, it requested a report back on Council's current action for assisting to reduce homelessness and the development of a Homelessness Action Plan. It also requested Council liaise with State and Federal Ministers for Homelessness and the State Emergency Services Minister to support a unified approach and ensure Randwick is equipped to meet local obligations.

### Local Emergency Response Plans and Other Actions

#### *Randwick Emergency Management Plan*

A local emergency response plan for extreme weather events in Randwick LGA currently exists as the Randwick Emergency Management Plan (EM Plan). This EM Plan details the responsibility of Randwick City Council and State Agencies to all emergencies, including extreme weather. This provides a collaborative and integrated approach to emergency arrangements at a local level to prevent, prepare for, respond to and recover from emergencies.

The Randwick Local Emergency Management Committee (LEMC) is required to review this Plan every three (3) years, or following any:

- significant change such as boundary changes, agency/functional area/supporting organisation changes, region assets change, etc.;
- activation of the Plan in response to an emergency;
- legislative changes affecting the Plan;
- reviews, inquiries and lessons learned that are relevant to the purpose of the plan; and
- exercises conducted to test all or part of the Plan.

This requirement has been and will continue to be fulfilled, with the current EM Plan due for review in 2026.

To ensure a unified approach across government there is regular contact with the Emergency Services Ministers office through the State Emergency Management Committee (SEMC). The SEMC meet five times per year to consider strategic issues and make recommendations to the Minister for Emergency Services. The SEMC receive recommendations from our Local Emergency Management Committee (LEMC) via the Sydney Metro Regional Emergency Management Committee (REMC).

The current Randwick EM Plan identifies the extreme weather event of a heatwave as a High-Risk Priority:

Hazard	Risk Description	Likelihood Rating	Consequence Rating	Risk Priority	Combat / Responsible Agency
Fire (Industrial)	Serious industrial fire in office complexes and/or warehouses within industrial estates.	Likely	Major	High	FRNSW
Fire (Commercial)	Serious commercial fires in shopping centres, aged persons units, nursing homes and hospitals.	Unlikely	Major	High	FRNSW
Fire (Residential)	Serious residential fire in medium/high rise apartments.	Likely	Moderate	High	FRNSW
Flood (Flash)	Heavy rainfall causes excessive localised flooding with minimal warning time and may cause risk to life and property and disrupt transportation networks.	Likely	Moderate	High	NSW SES
Hazardous Material Release	Hazardous material released as a result of an incident or accident.	Unlikely	Major	High	FRNSW
Heatwave	A sequence of abnormally hot conditions having the potential to affect a community adversely.	Likely	Major	High	SEOCON LEOCON for some localised tasks under the State Heatwave Sub Plan

The EM Plan details that during a heatwave, a number of response actions are to be taken by a number of state government agencies. Council plays a support role in some of them, as directed by other agencies.

Council is to note that in NSW, Ambulance NSW is the agency responsible for heatwave emergencies. In December 2024 Ambulance NSW published the [State Heatwave Sub Plan](#) which outlines heatwave emergency response as well as community education and preparedness, including vulnerable community members.

The State Emergency Service (SES) is the combat agency for storms, floods and tsunamis. The SES have produced local flood, storm and tsunami plans, including community education and preparedness campaigns.

In accordance with the EM Plan, in the event of an emergency, such as a heatwave or extreme cold weather, evacuation centre sites may be opened by the Randwick Local Emergency Management Committee. The decision to open an evacuation centre is made by the State Government Agency in charge of the incident or emergency and the Department of Communities and Justice (DCJ) are responsible for opening and staffing the centre. As part of this process Council liaises with DCJ to make sure all residents and community members (including rough sleepers) have access to:

- sources for goods and services that will be required for the duration of the evacuation centre such as food, hygiene, pharmaceutical and other necessary supplies
- health, mental health and welfare services
- supporting the needs of people with disability
- security and safety

*Additional activities*

Each year NSW Health sends a 'Summer Preparedness' letter to all Local Health Districts which specifically refers to both priority populations and those who do not have access to health care on a routine basis. NSW Health and partner agencies are actively involved in alerts based upon heat conditions, provision of cool spaces and welfare checking on identified people experiencing vulnerability, including those with lived experience of homelessness.

Randwick City Council is also part of the Eastern Suburbs Homelessness Assertive Outreach Collaboration (ESHAC) which has a Heatwave Protocol activated during extreme heat events. The aim of this protocol is to ensure a coordinated response in the provision of outreach, information and resources to improve the safety and wellbeing of people sleeping rough during heatwaves.

When a 'yellow alert' is activated (based on the [Bureau of Meteorology](#) severe weather warnings), preparing for an emergency is undertaken, including disseminating information about the impending heatwave, offering resources such as water, sunscreen, health promotion material, and information about locations where people can take shelter from the heat. ESHAC services identify at risk or priority clients in preparation for escalation in response. When an 'orange alert' is activated, it triggers conducting coordinated outreach and engagement with rough sleepers.

**Next Step – Incorporation into Resilience Strategy**

Council is currently developing a Resilience Strategy for Randwick in accordance with the *Roadmap for Developing Randwick's Resilience and Recovery Framework* endorsed by Council in April 2024.

Resilience is the capacity of individuals, communities, businesses and systems within a city to survive, adapt and thrive no matter what kind of chronic stress and acute shock they experience (including extreme weather).

The Resilience Strategy and framework will identify and prioritise action on local shocks and stresses, which will include strategic direction for local emergency response. These response procedures will include emergency preparedness and effective response for people with lived experience of vulnerability (for example, rough sleepers, the elderly, people with disabilities) for disaster management (including extreme weather, floods and fires).

Considering this and the current inclusions of the EM Plan it is considered that a standalone roadmap for a local emergency response plan for extreme weather events in the Randwick LGA is not required at this stage.

A report back to Council presenting the draft Resilience Strategy and imbedded extreme weather response and homelessness reduction actions will be brought to Council for review and endorsement for public exhibition.

In support of a nationally unified approach to emergency response the (draft) Randwick Resilience Strategy will be sent to the Federal and State Ministers for Homelessness inviting them to provide comment, as part of the public exhibition period.

**Council's Current Homelessness Mitigation Strategies***Definition of Homelessness*

Homelessness is not defined solely by the absence of shelter but by the lack of safe, secure, and adequate housing. Mackenzie and Chamberlain's (1992) widely adopted definition recognises the spectrum of homelessness across three categories:

- Primary homelessness: Individuals without conventional accommodation (e.g. sleeping rough or in improvised dwellings).
- Secondary homelessness: Individuals who move frequently between temporary living situations (e.g. refugees, crisis accommodation, couch surfing).
- Tertiary homelessness: Individuals residing in accommodation below minimum community standards (e.g. boarding houses, caravan parks).

According to the 2021 Census, homelessness in the Randwick LGA was estimated at:

- 3 people in improvised dwellings/tents/sleeping out
- 75 people in supported accommodation
- 633 living in boarding houses
- 113 in severely overcrowded dwellings

In 2025 the NSW Homeless Street Count identified nine (9) people sleeping in improvised dwellings in Randwick.

#### *Council's Current Mitigation Strategies*

While public homelessness is not as visible or widespread in Randwick compared to inner-city areas such as the City of Sydney (largely due to the concentration of crisis support services in the CBD), there remains an ongoing need for systemic, collaborative, and long-term responses to address hidden and at-risk homelessness locally.

Council actively addresses homelessness in the LGA through collaborative partnerships and operational procedures. Key mitigation strategies currently in place include:

- Promotion of Link2Home, the state-wide homelessness information and referral service, for individuals experiencing or at risk of homelessness;
- Promotion of Missionbeat, for those who consent to engagement and support from specialist homelessness services;
- Participation in the Eastern Suburbs Homelessness Assertive Collaborative (ESHAC) - a multi-agency case coordination group that includes NSW Health (South Eastern Sydney Local Health District), St Vincent's Health, local NGOs, and other Councils;
- Referrals of rough sleepers to ESHAC for coordinated service responses and outreach.
- Annual participation in the NSW Homeless Street Count;
- Advocacy to Homes NSW to increase the supply of social housing stock across the LGA;
- Support for long-term solutions, such as increased access to affordable housing and transitional housing programs.

Building on these partnerships, it is recommended that Council commence discussions with Waverley and Woollahra Councils regarding developing and implementing a regional approach to respond to extreme weather events and support for people experiencing homelessness.

#### *Incorporating a Homelessness Action Plan into Council's broader strategic approaches*

The September 2023 Council resolution proposes the development of a Homelessness Action Plan, however since then Council has committed to the preparation of a Resilience Strategy for Randwick and it is therefore proposed that instead of developing a standalone Homelessness Action Plan, Council incorporate specific actions on homelessness within this Strategy. This approach ensures alignment with broader Council goals around equity, wellbeing, and crisis preparedness while recognising the existing networks and partnerships already in place.

Actions related to homelessness in the Resilience Strategy will be developed in collaboration NGOs, and local health partners.

### **Strategic alignment**

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

Delivering the Outcomes of the Community Strategic Plan:	
Strategy	Inclusive Randwick
Outcome	A resilient city where people are engaged, informed, connected and feel a sense of community and belonging
Objective	The percentage of residents who feel a part of their community will remain above the metro benchmark through to 2031
Delivery program commitment	Explore opportunities to increase targeted events for communities feeling socially isolated on a needs basis.

## Risks

The following risks and mitigations were identified:

Risk	Mitigation
<b>Project Delay:</b> The Resilience Strategy not being delivered on time causing a delay in project delivery.	The development of a robust project plan with clear timelines and deliverables, adequately resourced to be delivered by the Resilience Team
<b>Insufficient Scope:</b> The Resilience Strategy not adequately addressing the issues outlined in this Report	Comprehensive cross-council and external stakeholder engagement to ensure required issues are comprehensively addressed. This engagement will take place through various internal and external working groups and is outlined in detail in the <i>Roadmap for Developing Randwick's Resilience and Recovery Framework</i> .
<b>Ineffective Solutions:</b> The strategies and actions developed are not suitable for the community.	Comprehensive engagement will be undertaken during the development of the Resilience Strategy with both the community as well as the relevant State, Federal and Non-Government agencies.

## Resourcing Strategy implications

A budget of \$50,000 has been allocated to the development of the Resilience Strategy in the 2024-25 financial year which will support the implementation of comprehensive community engagement.

Actions from the Resilience Strategy will be incorporated into future Delivery Program and Operational Plans.

## Policy and legislative requirements

Emergency Management arrangements in NSW are enabled under the State Emergency and Rescue Management Act 1989.

Other Emergency related legislation includes:

- Public Health Act 2010
- State Emergency Service Act 1989
- Community Welfare Act 1987
- Local Government Act 1993.

The State Emergency Management Plan (EMPLAN) provides a coordinated and comprehensive approach to emergency management in NSW. The EMPLAN is complemented by sub plans and supporting plans.

The State Emergency Management Committee (SEMC) provides leadership, direction and advice for strategic and operational emergency management in NSW. The committee is made up of representatives from emergency services and other government agencies.

## Conclusion

A considerable amount of action is currently being undertaken that addresses emergency response for people with lived experience of homelessness in the Randwick LGA. This involves coordinated efforts by Council, various State Government agencies, NGOs and other partner organisations. These efforts are primarily guided by the Randwick Local Emergency Management Plan which is reviewed every three years in accordance with State legislation and under the direction of the Local Emergency Management Committee (LEMC).

Council will continue to work on enhancing our current emergency response, including in relation to vulnerable communities and extreme weather, and action to support people out of homelessness. Our strategies and actions will be unified, strengthened and further evolved through the development and subsequent roll-out of the Randwick Resilience Strategy. This Strategy has a specific target to engage people with lived experience of vulnerability, including homelessness. This Draft Strategy is currently being developed and will be reported to Council for review and endorsement for public exhibition.

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**Responsible officer:** Leonie Netting, Coordinator Resilience

**File Reference:** F2023/00240



## Director City Planning Report No. CP14/25

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

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### Executive Summary

- On 15 September 2023, the NSW Government published amendments in relation to the operation and reporting requirements of Clause 4.6 of the Standard Instrument (including Randwick Local Environmental Plan 2012) to commence on 1 November 2023, in which it is no longer necessary to report determined variations to Council on a quarterly basis.
- 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 March through to 31 March 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 - 1 March to 31 March 2025.

### Attachment/s:

1.  Clause 4.6 Register - March 2025

## Purpose

This report provides Council with details of Development Applications (DA) that were determined within the period from 1 March through to 31 March 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 March through to 31 March 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.

### March 2025

Four (4) Clause 4.6 variations were approved in the March period (being 1 March through to 31 March 2025), with two (2) applications determined under delegated authority (less than 10%) and two (2) applications determined by Randwick Local Planning Panel (RLPP) due to variations greater than 10%.

Of the variations approved, the greatest extent of variation related to DA/22/2025 at 1605 Anzac Parade, La Perouse, in which a 24.21% variation to the Height of Buildings development standard and a 6.5% variation to the FSR development standard was approved. The RLPP supported the variation to the FSR and Building Height standards for the following reasons:

- The application sought consent for alterations and additions to an existing mixed-use development, including the replacement of the entry and terrace awning structures, balustrades, exterior glazing and associated fabric, extension of access stair, façade maintenance works and internal reconfiguration to enable the installation of a new lift, entrance lobby and layout changes to an apartment and commercial tenancy.
- The site is zoned E1 Local Centre and is subject to a maximum height of 9.5m and maximum FSR of 1:1. However, the existing building on site has a height of 12.19m and a FSR of 1.0297:1, which already contravenes both the height and FSR standards.
- The proposal aimed to improve accessibility within the development, improve amenity for residents and the restaurant by upgrading the entries, undertake maintenance and repair works, and improve the overall building presentation to the public domain. As such, the changes to the overall building envelope were minor, with the proposed works sited below the existing building height. The increase in FSR was also considered acceptable, being an additional 3.5% than existing, and facilitated improved internal amenity for occupants and users of the building.
- The detailed assessment demonstrated that the resultant development would not result in any unreasonable impacts upon the amenity of adjoining and surrounding properties with regards to visual bulk, privacy, view loss and overshadowing.
- In view of the above, the proposal was found to be consistent with the objectives of the Building Height and FSR standards and the E1 zone, and it was considered that the site-specific circumstances (with particular regards to the existing building height) warranted the variation in this instance.

### Strategic alignment

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

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

### Resourcing Strategy implications

There is no direct financial impact for this matter.

### Conclusion

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

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

**File Reference:** F2008/00122

CP14/25

CLAUSE 4.6 REGISTER – MARCH 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/1019/2024	29-31	Malabar Road	South Coogee	2034	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.	Proposed FSR = 0.549:1 (199m <sup>2</sup> ) or 9.3%	DPHI	07-March-2025	DEL	2	0
DA/22/2025	1605	Anzac Parade	La Perouse	2036	10: Mixed	E1 – Local Centre	Clause 4.3 – Building Height of 9.5m Clause 4.4 - FSR = 1:1	Maintains compatible scale with neighbouring buildings and does not adversely impact in terms of overshadowing, privacy and views.	Existing Height = 12.19m, Proposed Building Height = 10.44m or 24.21% Existing FSR 1.065:1, Proposed FSR = 1.0297:1 or 6.5%	DPHI	13-March-2025	RLPP	3	0
DA/55/2025	286-290	Arden Street	Coogee	2034	1: Residential - Alterations & additions	R3 – Medium Density Residential	Clause 4.3 – Building Height of 12m	Maintains compatible scale with neighbouring buildings and does not adversely impact in terms of overshadowing, privacy and views.	Existing Height = 16.42m, Proposed Building Height = 13.4m or 11.67%	DPHI	13-March-2025	RLPP	1	0
DA/93/2025	28	Kitchener Street	Maroubra	2035	1: Residential - Alterations & additions	R2 – Low Density Residential	Clause 4.3 – Building Height of 9.5m	Maintains compatible scale with neighbouring buildings and does not adversely impact in terms of overshadowing, privacy and views.	Proposed Building Height = 10.44m or 9.895%	DPHI	21-March-2025	DEL	0	0

## Director City Services Report No. CS10/25

### Subject: Little Bay Emergency Access - Project Update

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#### Executive Summary

- There is very limited and prohibitive emergency vehicle access to Little Bay Beach, via the Coast Golf Club grounds.
- NSW Emergency Services, Randwick City Council Lifeguards and Operational Teams utilise the existing golf course access for emergencies and daily operational functions, required to service and access the beach.
- In June 2024, following consultation with Emergency Services and the Coast Golf Club, a new emergency access driveway was resolved by Council and was to be funded in the 2025-26 Operational Plan and Budget.
- It is proposed to Council that these works are expedited and completed prior to the next operational beach season in September 2025.
- It is recommended that the *Little Bay Amenities Project* previously adopted in the 2024-25 budget is transferred to the *Little Bay Emergency Driveway Project* allowing works to commence in April 2025 and then funding re-allocated in the 2025-26 Draft Operational Plan and Budget.
- The community consultation for the Little Bay Amenities Project will take place in mid-2025 and it should be noted by Council that this funding transfer would not delay the overall delivery of the Little Bay Amenities Project.

#### Recommendation

That Council:

- a) endorse the expedited commencement of the emergency access road through Coast Golf Club to Little Bay Beach in April 2025;
- b) note the consultation for the *Little Bay Amenities Project* will commence mid 2025;
- c) endorse the transfer of \$500,000 from the *Little Bay Amenities Project* from the 2024-25 Operational Plan and Budget to the *Little Bay Emergency Access Project* to commence in April 2025; and
- d) note the \$500,000 funding allocation for the *Little Bay Amenities Project* is proposed to be re-included in the 2025-26 Draft Operational Plan and Budget – Capital Works Program.

#### Attachment/s:

Nil

## Purpose

At the ordinary meeting on the 25 June 2024, Council resolved:

**RESOLUTION: (Burst/Chapple) that Council endorses:**

- a) *the proposal for the installation of emergency driveway access through the Coast Golf Course to the Little Bay Beach;*
- b) *the allocation of a \$500,000.00 budget in the 2025-26 Operational Plan and Budget to design and construct beach access; and*
- c) *a report being prepared on options to provide much needed disability access to Little Bay beach, including a mat to the water's edge.*

This report provides an update and background to Council on the project in order to make a decision relating to expediting the emergency access project commencement.

## Discussion

### Background

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

Given the harsh coastline environment, there have unfortunately been several well documented incidents that have required access to the beach for an emergency response. The current access is not obvious, for emergency vehicles, is not the quickest route and requires direct access through the Coast Golf Club.

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

As per the above Council resolution, a new emergency access driveway was proposed to Council in June 2024 following consultation with Emergency Services and the Coast Golf Club as can be seen in Figure 1 below.

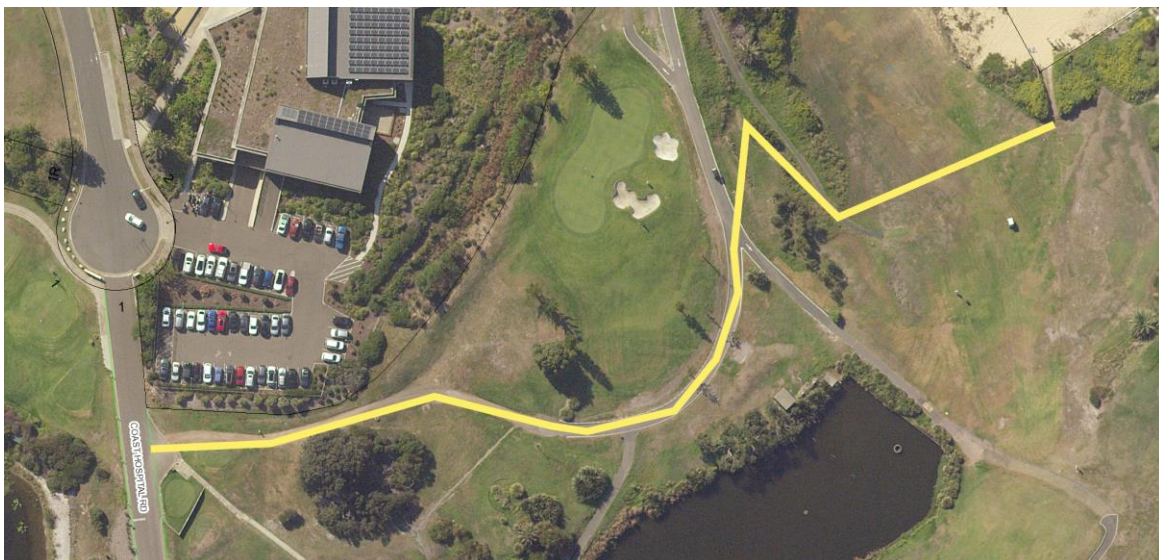


Figure 1 - The concept design for emergency access driveway path of travel.



## Proposal

Following the Council resolved support for the new driveway in 2024, Council Officers engaged a Civil contractor to finalise a works package and cost works.

The project was ear-marked as per the resolution to be included in the 2025-26 Draft Operational Plan and Budget – Capital Works Program. It is now recommended to Council that these works are commenced and completed prior to the next operational beach season in September 2025.

A review of Council's 2024-25 Operational Plan and Budget – Capital Works Program has identified the "*Little Bay Amenities Project*" has yet to commence formal design planning. Given preliminary community feedback for this project, an extensive community consultation exercise will be completed for the Amenities Project testing suited locations in the Little Bay precinct. It is expected that the consultation will take place in mid-2025 which leaves \$594,000 in the current budget.

The preliminary estimate for the Emergency Driveway works is \$500,000.

It is recommended that the *Little Bay Amenities Project* adopted budget is transferred to the *Little Bay Emergency Access Project* allowing works to commence in April 2025. The Little Bay Amenities Project would then be recommended to Council to be topped up in the Draft 2025-26 Operational Plan and Budget – Capital Works Program.

It should be noted by Council that this funding transfer would not delay the Little Bay Amenities Project.

## 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 that is healthy and active
Objective	Maintain a community satisfaction* rating for coastal open spaces, coastal walkway, playgrounds and parks of 97%
Delivery program commitment	Conduct an access audit for Randwick City beaches, reserves and ocean pools to improve accessibility (e.g. beach wheelchair, beach matting, stairs and railings), particularly at entry points at ocean pools and key snorkelling and diving locations.
Delivery program commitment	Review and strengthen the rock fishing safety campaign and on-site infrastructure (i.e. signage) to raise awareness and increase rock fishing safety including in multiple community languages, working with NSW Parks and Wildlife Service.
Delivery program commitment	Upgrade amenity blocks along the coastline prioritising high use destinations and deliver amenities block at Malabar Ocean Pool, to increase amenity and cater for increased demand.
Delivery program commitment	Conduct an audit and assessment and works program to improve the lighting of sporting grounds to improve safety at night and allow for additional night time training hours.

**Delivering services and regulatory functions:**

Service area	Waste, Cleansing and Public Safety
Function	Public Safety
Delivery program commitment	Implement measures to maintain the physical safety and wellbeing of the community, including lifeguard and ranger.
Service area	Infrastructure Services
Function	Asset construction
Delivery program commitment	Construct new public assets and infrastructure.
Function	Emergency Management
Delivery program commitment	Plan, prepare, coordinate and implement emergency/incident management and response in the LGA

**Risks**

**Operational Risk** – Limited access to Little Bay Beach for both Council Lifeguards and Emergency Services vehicles

**Reputational Risk** – Little Bay Beach unfortunately subject to high incidents regarding rock fishing etc.

**Legal Risk** – construction of new asset on Golf Course Land

*Proposed Mitigation – construction of new compliant driveway through consultation with key stakeholders prior to next summer season*

**Resourcing Strategy implications**

The recommendation of this report should Council wish to proceed would impact the current 2024-25 Operational Plan and Budget as follows:

- \$500,000 from the adopted *Little Bay Amenities Project* be transferred to the *Little Bay Emergency Driveway Project*

It would then be recommended to Council that the \$500,000 be re-included in the 2025-26 Draft Operational Plan and Budget – Capital Works Program for the continued planning and delivery of the *Little Bay Amenities Project*.

**Policy and legislative requirements**

Local Government Act 1993  
Crown Land Management Act 2016.

**Conclusion**

In 2024, Council resolved to support the installation of a new Emergency Services access driveway to Little Bay Beach in 2025-26. This report recommends to Council the expedition of this project to commence in April 2025 prior to the September 2025 Beach Patrol Season.

Funding is available to commence the driveway works as per the timeframes noted in this report, should Council support the proposal.

**Responsible officer:** Todd Clarke, Director City Services

**File Reference:** F2019/00682

## Director City Services Report No. CS11/25

**Subject: Stan Windon Memorial Playground - Grant Reserve, Coogee**

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### Executive Summary

- Grant Reserve Playground (Stan Windon Memorial Playground) was included in the 2023-24 Capital Works Budget for upgrade.
- At its ordinary meeting in November 2023, following consideration of the proposal, Council resolved (Olive/Neilson) to defer the matter for a briefing.
- A Councillor briefing was held in May 2024 detailing the option for a regional level play space.
- As part of the planning, an opportunity arose to investigate expanding the playground from a district level to a regional level play space in line with the Randwick Play Space Strategy. An upgrade to Regional Level means the play space needs to meet additional requirements and provide more facilities, including all abilities play, access and toilets for persons with disabilities. To meet the additional requirements, the play space would need to relocate to the south of its current location in Grant Reserve.
- A further evaluation of the option for a regional level play space has been undertaken, and it has been concluded that it is not feasible.
- This report recommends proceeding with the upgrade of the play space in its current location.

### Recommendation

That Council:

- a) receive and note the evaluation of the relocation and expansion of the Grant Reserve playground further south in Grant Reserve to create an inclusive regional play space.
- b) endorse the Grant Reserve playground to be upgraded in its current location as a district level play space.
- c) note the Grant Reserve playground will be nominated for upgrade as part of the draft 2025-26 capital works program, with funding allocated for playground upgrades.
- d) note grant funding will be sought to undertake this project.

### Attachment/s:

1. [LINK TO VIEW](#) Grant Reserve location study

Purpose

A report on the planning of the Stan Windon Memorial Playground was presented to Council in November 2023. The report presented a proposal to relocate the playground further south in Grant Reserve to allow the expansion of the playground to a regional level with a greater variety of play equipment and catering for all abilities play with facilities and access for children with mobility impairments.

Following consideration of the proposal, Council at its meeting held on 28 November 2023, resolved as follows:

**RESOLUTION: (Olive/Neilson)** *that this matter be deferred for a councillor briefing.*

A more detailed presentation of the proposal was presented at a Councillor briefing in May 2024.

This report provides Council with an evaluation of the options for redevelopment of the Stan Windon Memorial Playground at Grant Reserve.

Discussion

Background

Council officers began planning for the upgrade of the Stan Windon Memorial Playground at Grant Reserve, Coogee, as part of the 2023-24 Capital Works program. This upgrade is being planned due to the ageing condition of equipment within the playground.

The Open Space and Recreation Strategy identifies that the Randwick local government area will have significant population growth by 2031 and therefore recreational facilities need to support the need for further diverse, affordable and accessible play opportunities.

In the Randwick Play Space Strategy, the Stan Windon Memorial Playground was identified as a potential playground to be upgraded from a district level to a regional level play space. Based on staff assessment, it was determined that upgrading the Stan Windon Memorial playground to a regional level play space is an option worth investigating for the Coogee Beach precinct.

A district level play space offers the same degree of accessibility; however, a regional level play space must provide all required facilities including greater play opportunities and more purpose-built accessible options for all abilities play. The characteristics of each option are summarised in Table 1.

Table 1: Play Space Type Characteristics

Play Space Characteristics	
District	Regional
Park 2-5ha in area	Park - 20ha in area
Play space - 0.2- 0.5ha in area	Play space - 0.5ha in area
Duration of Stay - 2-4 hours	Duration of Stay - 4hrs
Capacity - 65+ people	Capacity - 150 people
Catchment - 2000m	Catchment - LGA
User Age - All Ages	User Age - All Ages

Consideration for a Regional Level Play Space

To explore the option of developing a regional level playground, the design consultant undertook a Location Study (refer Attachment 1) that assesses the best location and characteristics for the proposed playground. In summary, the study includes:



- District and regional play space benchmarks and why a regional space is preferred.
- Site analysis of the existing space and associated facilities.
- Analysis of accessibility to the space and associated facilities.
- An alternative proposal to improve access and play opportunity. This includes diagrammatic plans, precedent images, and early design concepts.

This study concludes that to ensure the delivery of a high-quality regional level playground that the size needs to be increased to accommodate the additional play opportunities. To accommodate a larger play space, the playground would need to be relocated to a location further south within Grant Reserve as shown below.



**Diagram 1 - Location and size of proposed expansion**



**Diagram 2 - Potential form and layout of proposed expansion**

Opportunities and constraints

Several constraints impede the expansion of the existing playground in its current location to a regional level play space. These include:

- Steep topography, which creates challenges for accessibility and inclusion as paths currently do not meet Australian accessibility standards.
- The existing mature vegetation surrounding the existing playground includes large mature trees and vegetation that do not allow sufficient area to accommodate a regional scale play space.
- The existing access to accessible parking spaces does not meet relevant standards and would require a significant upgrade. The proposal relocates the accessible play spaces to Neptune Street with access from the south.

The opportunities provided by the relocation of the play space include:

- Compliant access to change/toilet facilities and accessible parking.
- A larger area provides opportunity for expanded play opportunities such as space for toddlers, kids, teens, spaces for girls and passive and active recreation.
- Absence of underground services and improved site access in this location can optimise design and construction.
- Existing play space can be repurposed for passive recreation, taking advantage of the landscape and views.
- Create an iconic, inclusive play space that reflects our City's values.

Impact of Expansion / Relocation

The proposed play space expansion will have some minor impact on the existing facilities at Grant Reserve. These impacts include:

- The existing rotunda whilst proposed to be retained and refurbished, will be incorporated into the proposed play space. This will potentially prevent booking of this location for events such as wedding ceremonies, however, discussions with the recreational bookings officer have clarified that there are very few bookings of this space throughout the year.
- The existing amphitheater located adjacent to the rotunda is proposed to be relocated to an optimized location with suitable gradient at the site of the existing play space. This provides an opportunity to enhance visitor experience by co-locating the amphitheater with other passive recreation amenities such as BBQs and existing vegetation. It is also the optimal location for ocean views.
- There will be a loss of approximately 25% of the flat open area of Grant Reserve's passive recreation area of Grant Reserve.

**Evaluation of proposal for a Regional Level Play Space**

A regional level play space requires a larger area to cater for approximately twice the number of children. Further, it caters for the entire LGA, whereas a district level playground has a catchment extending 2000m from the play space.

This would result in additional parking demand being created in the streets surrounding Grant Reserve. Due to the popular nature of Coogee Beach and the coastal reserves, parking demand is already very high.

To accommodate the additional facilities, the cost estimate for a regional level play space is also much greater compared to a district level play space. For this project, the cost estimates are \$6.8M and \$1.35M respectively.

Considering the need and benefits of a regional level play space over a district level play space, the significantly higher costs do not appear to equate to the additional benefits/opportunities provided by a regional level play space.

Based on the evaluation, it is recommended that Council proceed with design development of the playground upgrade at its existing location as a district level play space.



### Next Steps

Should the officer recommendation be endorsed, planning of the upgrade of the playground in its current location will be undertaken as part of the 2025-26 capital works program.

The design development will proceed with current practices whereby we undertake community consultation early in the planning phase and then consultation of the concept design. The final design will be issued for delivery to our Projects team.

Construction commencement is estimated to commence in March/April 2026.

### 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 that is healthy and active
Objective	Maintain a community satisfaction* rating for coastal open spaces, coastal walkway, playgrounds and parks of 97%
Delivery program commitment	Develop a Playground Plan that aligns with the NSW Government's Everyone Can Play guidelines, focusing on diversifying and expanding play spaces to include provision for all abilities play; equipment for a range of ages and nature based and adventure play.

### Risks

The proposed regional level play space will take up area in Grant Reserve that is currently used for passive recreation. The larger play space will attract a greater number of users which can have an impact on the local residents. The impacts include additional noise and higher parking demand. There is a risk that the local residents will object to the proposed changes due to these impacts.

Additional risks include:

- The regional level play space, at a significant cost, may be underutilised.
- The existing playground area is developed for passive recreation and is not utilised.

### Resourcing Strategy implications

It is recommended that the Grant Reserve Playground Project be included in the 2025-26 Draft Operational Plan and Budget – Capital Works Program.

Grant funding will be sought for this project. Based on past grants, the level of funding can be up to \$300,000. Therefore, most of the funding will need to come from Council general funds.

### Upgrade of the existing play space

The existing playground has been assessed as a District level play space. The option to upgrade the existing playground in its current location will include new modern play equipment, softfall and supporting infrastructure. The estimated cost for this project is \$1.35M.

### Option to develop a regional level play space

The proposal to develop a regional level play space involves construction of a new and larger playground further south in Grant Reserve covering more area and including a wider variety of play equipment. It also includes an upgrade of the amenities and, redevelopment of the area where the existing playground is located. These works are estimated to cost \$6.8M. There will be increased ongoing maintenance associated with this option, at least twice the amount of the existing playground.

Funding nominated in the draft 2025-26 capital works budget for playground upgrades is \$1.5M which will cover the cost for the upgrade of the playground in its existing location.

However, should the Regional Level play space be supported, funding will have to be nominated in future capital works programs.

### Policy and legislative requirements

- Open Space and Recreation Strategy.
- Randwick Play Space Strategy (September 2023).
- Everyone Can Play Guidelines.

### Conclusion

The planning for the upgrade of the Stan Windon Memorial Playground presented an opportunity to explore the development of a regional level play space within Grant Reserve. The site assessment and location study proposed expanding the playground and relocate it further south within Grant Reserve. This proposal would take advantage of the flat level open space at Grant Reserve. Included in this expansion would be improvements to the nearby accessible amenities and parking.

The estimated cost to deliver a regional level play space at Coogee Beach is at \$6.8 million. This amount of funding is significantly greater than the current allocation for playground upgrades. Grant funding, if available will only fund around 5% of this amount. Therefore, most of the funding would be from Council general funds. Should Council endorse this proposal, funding would have to be allocated in a future capital works budget/s.

The cost estimate for the upgrade of the existing playground is estimated to cost \$1.35M. The nominated funding in the draft 2025-26 capital works budget allows the playground to be planned and delivered in the 2025-26 financial year.

Based on an evaluation of the two options, it is considered that the option for a regional level playground is not feasible.

Therefore, it is recommended that Council proceed with the design development of the playground upgrade at its existing location as a district level play space.

Should the recommendation be endorsed, design of the playground will be undertaken as part of the 2025-26 capital works program with construction estimated to commence in March/April 2026.

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

**File Reference:** F2022/00636

## Director City Services Report No. CS12/25

### Subject: Outdoor Gyms - Existing and Proposed Facilities

#### Executive Summary


- This report is in response to a Mayoral Minute from Mayor Parker at Council's ordinary meeting in October 2024, and Notice of Motion from Cr Burst at the March 2024 and March 2025 Council meetings regarding the installation of outdoor gyms.
- A review of existing outdoor gyms has been undertaken to determine their locations throughout the LGA. Additionally, an assessment of open spaces has been undertaken to identify potential future locations for outdoor gyms.
- A plan has been developed which seeks to provide at least two outdoor gyms in each Ward. Due to the nature of open spaces, a second location was not identified in North Ward. However, it should be noted that there is an existing facility to the north of our northern LGA boundary in Queens Park and a future location is nominated just to the south of the North Ward boundary.
- The plan proposes six new outdoor gyms to be implemented from 2025-26 to 2030-31. The locations of the proposed outdoor gyms and the implementation priority are:
  1. Coral Sea Park, Maroubra – Central Ward
  2. Bangor Park, Coogee – East Ward
  3. Paine Reserve, Randwick – West Ward
  4. Coast Hospital Memorial Park, Little Bay – South Ward
  5. Barden Park, Coogee – East Ward
  6. Ella Reserve, Malabar – South Ward
- Community consultation will be undertaken for each location to ensure that any community feedback is addressed appropriately. It is recommended that the proposed plan be endorsed.

#### Recommendation

That:

- a) Council endorse the proposed plan for outdoor gyms across the LGA.
- b) the plan be implemented as per the proposed priorities in the 2025-26 to 2030-31 delivery program:
  - Coral Sea Park, Maroubra – Central Ward (25/26)
  - Bangor Park, Coogee – East Ward (26/27)
  - Paine Reserve, Randwick – West Ward (27/28)
  - Coast Hospital Memorial Park, Little Bay – South Ward (28/29)
  - Barden Park, Coogee – East Ward (29/30)
  - Ella Reserve, Malabar – South Ward (30/31)

#### Attachment/s:

1.  Outdoor Gyms - Existing and Proposed

Purpose

This report outlines an assessment and proposal in response to the Notice of Motion by Cr Dylan Parker and the Notices of Motion by Cr Bill Burst requesting outdoor gyms.

At the Ordinary Council meeting held on 22 October 2024, it was resolved:

- RESOLUTION: (Mayor, Cr D Parker) that:**
- a) Council investigate and bring back a report concerning the installation of an outdoor gym and an investigation of a water bubbler, seating, and potential fencing at Coral Sea Park, Maroubra; and
  - b) this report considers a budget allocation in the 2025-26 financial year.

At the Ordinary Council meeting held on 26 March 2024, it was resolved:

**RESOLUTION: (Burst/Rosenfeld) that Council investigates an outdoor gym at the Coast Hospital Memorial Park, Little Bay, next to the children’s playground.**

At the Ordinary Council meeting held on 25 March 2025, it was resolved:

**RESOLUTION: (Burst/Said) that Council investigate a park gym at Ella Reserve, Malabar.**

Discussion

Background

Randwick Council has been installing outdoor gyms across the local government area since 2013. Outdoor gyms provide exercise equipment for park users and community members to maintain or improve their fitness. The outdoor gyms are popular with a variety of age groups and supplement the other recreational activities that are provided on community land.

There are currently 10 outdoor gyms across the Randwick LGA as detailed in table 1.

Table 1 – Existing Outdoor Gyms

Location	Ward
Burrows Park, Clovelly**	North
Kensington Park, Kensington	West
Snape Park, Maroubra	West
Neptune Reserve, Coogee	East
Arthur Byrne Reserve, Maroubra	Central
Purcell Park, Matraville	South
Barwon Park, Matraville	South
Cromwell Park, Malabar	South
Wommerra Reserve, Little Bay	South
Frenchmans Bay Reserve, La Perouse	South

\*\* There is an outdoor gym in Queens Park which borders the northern LGA boundary and north ward.

Planning of Outdoor Gyms

Council regularly receives requests for new outdoor gyms at certain parks or reserves. Our assessment of whether to support the requests is based on several factors including:

- Financial sustainability – outdoor gyms require significant capital funding and require ongoing maintenance to ensure the facility is functional and safe. It is not feasible to install outdoor gyms in each park or reserve.
- Equitable distribution across the LGA – Facilities should be provided with equal access to all members of our community.
- Suitability of location – Consideration of site conditions, other uses, proximity to residential property and surveillance for safety.

To manage the impact on capital funding demand for new facilities, outdoor gyms should be located in strategic locations across the LGA.

A plan proposing new outdoor gyms to supplement existing outdoor gyms has been developed to assist with assessment of future requests. The spatial distribution of the locations is shown in Attachment 1.

The objective of the plan is to provide at least 2 outdoor gyms in each ward. Due to the nature of the open spaces in north ward, a second location was not identified. It should be noted that a location just to the south of North Ward is nominated for an outdoor gym. Further, there is an outdoor gym located to the north of the LGA boundary in Queens Park.

Once this plan is implemented, a further assessment can be undertaken to determine if more outdoor gyms should be proposed.

The proposed locations and the implementation schedule are outlined in Table 2.

**Table 2 – Proposed Outdoor Gyms**

Proposed Location	Ward	Budget Program
Coral Sea Park, Maroubra	Central	2025-26
Bangor Park, Coogee	East	2026-27
Paine Reserve, Randwick	West	2027-28
Coast Hospital Memorial Park, Little Bay	South	2028-29
Barden Park, Coogee	East	2029-30
Ella Reserve, Malabar	South	2030-31

#### **Assessment of Notices of Motion**

The notices of motion request an investigation of outdoor gyms at Coral Sea Park, Maroubra, the Coast Hospital Memorial Park, Little Bay and at Ella Reserve, Malabar.

Currently five of the 10 existing outdoor gyms are in south ward. The plan prioritises outdoor gyms in Central, West and East Wards which have either one or two outdoor gyms, before further outdoor gyms are constructed in South ward.

On this basis, the plan includes the outdoor gym at Coral Sea Park and 3 others before the outdoor gym at Coast Hospital Memorial Park and Ella Reserve in South ward.

#### **Outdoor Gym Planning**

The planning of our recreational facilities considers supporting infrastructure such as water fountains, seating, landscaping, and fencing. Community consultation of concept designs for each location will be undertaken to seek community feedback.

#### **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 that is healthy and active
Objective	Maintain a community satisfaction* rating for coastal open spaces, coastal walkway, playgrounds and parks of 97%
Delivery program commitment	Develop a Playground Plan that aligns with the NSW Government's Everyone Can Play guidelines, focusing on diversifying and expanding play spaces to include provision for all abilities play; equipment for a range of ages and nature based and adventure play.

**Risks**

Outdoor gyms are designed to Australian Standards to manage community safety. Other risks associated with outdoor gyms are:

- Noise impacts if the outdoor gym is used by groups of people early in the morning.
- Financial risk – underutilisation of the facility.

An approach to manage these risks is to strategically locate the outdoor gyms in open spaces.

**Resourcing Strategy implications**

The estimated cost for an outdoor gym is \$125,000 to \$150,000 depending on the amount of earthworks and supporting infrastructure. Funding has been allocated in the draft 2025-26 capital works program for the construction of the outdoor gym at Coral Sea Park. Funding has also been nominated in the draft future capital works budgets (further 3 years) to allow the substantial implementation of the plan presented in this report.

**Policy and legislative requirements**

- Local Government Act, 1993
- Crown Land Management Act, 2016
- Open Space and Recreation Strategy.

**Conclusion**

Outdoor gyms are popular facilities that provide active recreational opportunities in our open spaces. The facilities require capital funding for initial installation and future replacement, as well as ongoing maintenance. Based on the capital funding and maintenance requirements, it is not feasible to install outdoor gyms in all our open spaces.

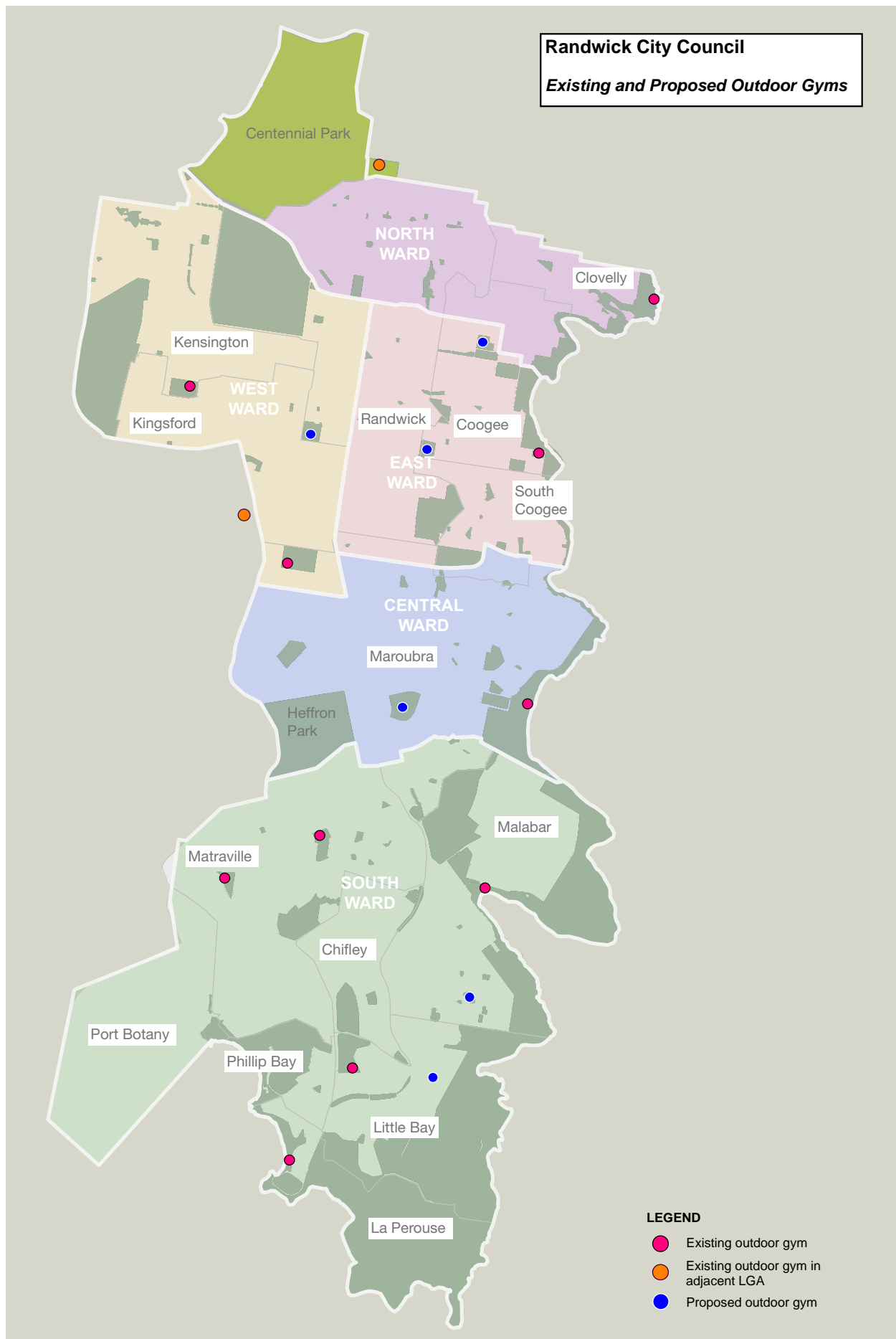
A plan has been developed that strategically locates new outdoor gyms across the LGA for six years commencing in 2025-26. This plan will assist in assessing requests for new outdoor gyms and provide an implementation schedule.

It is recommended that the plan be endorsed.

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

**File Reference:** F2019/01192



CS12/25



## Director Community & Culture Report No. CC9/25

**Subject: La Perouse Museum & Headland, First Nations Cultural Precinct**

### Executive Summary

- At its Ordinary Council meeting held 28 September Council resolved (Luxford/Shurey) to endorse the La Perouse Museum Building Concept Plan and to initiate investigation regarding the tenure of the building.
- Randwick City Council is proposing the La Perouse Museum & Headland transition to become a **First Nations Cultural Precinct** through a co-designed, culturally-informed process in partnership with the La Perouse Local Aboriginal Land Council.
- In 2017, Randwick City Council entered into a lease agreement with National Parks and Wildlife Service NSW for the management and development of the La Perouse Museum and Headland for a period of 21-years with a 21-year extension option. Both Museum and Headland are of State Heritage Significance.
- The existing Museum building is in a state of disrepair and has significant remedial and capital needs. The building does not meet accessibility requirements, and does not adequately support the activities of a modern Museum including best practice standards for collection care.
- In line with the strategic approach of Council's Arts and Culture Strategy: to '*transform La Perouse Museum into a flagship cultural hub and facility*', an updated pre-feasibility study has been developed for the Museum and Headland that considers initial advice received from the Heritage Council of NSW Approvals committee.
- Costs to achieve the proposed development are projected to be in the order of \$99 million. This significant investment requires the development of a funding strategy to secure State, Federal, and additional funding support.
- Randwick City Council is currently negotiating with the National Parks and Wildlife Service to secure longer tenancy of the Headland than in its current lease and management agreements.

### Recommendation

That Council endorse the vision for the La Perouse Museum and Headland to become a First Nations Cultural Precinct (attachment 1 to this report) to proceed to a formal planning process in partnership with the La Perouse Local Aboriginal Land Council.

### Attachment/s:

1.  La Perouse First Nations Cultural Precinct - Pitch Deck - Digital Version

## Purpose

At its Ordinary Council meeting held on 28 September 2021, Council resolved;

### **RESOLUTION: (Luxford/Shurey) that Council:**

- a) endorse the La Perouse Museum Building Concept Plan (attachment 4 to this report) & Headland Masterplan (attachment 3 to this report) to proceed to consultation and engagement with the La Perouse Aboriginal community;
- b) note that the outcomes of the consultation with the La Perouse Aboriginal community and any amendments to the concept plans for the La Perouse Museum project will be reported back to Council prior to broader community consultation; and
- c) investigate the security of tenure of Council before we commit to spending funds on the major capital works.

Council is currently negotiating with NPWS in order to confirm RCC's long-term tenure of the Museum & Headland site. This outcome would meet the Council Resolution from the 28 September 2021; to investigate the security of the La Perouse Museum tenure of Council before any commitment to spending funds on major capital works.

The purpose of this report is to seek Council's endorsement to transition the La Perouse Museum & Headland to become a First Nations Cultural Precinct, and to commence the required planning, fundraising and consultation in partnership with the La Perouse Local Aboriginal Land Council as next steps.

## Discussion

Since Randwick Council took over management of the La Perouse Museum from National Parks and Wildlife Services NSW in October 2017, the Museum has continued to solidify its role in the community while focusing on a range of developmental projects to ensure the institutions' long-term sustainability, increase the standard of exhibitions and professionalise RCC's approach to collections management. In order to achieve this, Council engaged in a master planning process with Tanner Kibble Denton Architects from 2019 to 2021.

### **La Perouse Museum Headland Masterplan**

TKD's initial master planning involved the following background activities:

- Preliminary community consultation;
- Museum building and wider site investigations, including commencing an update to the Conservation Management Plan governing the site;
- Curatorial analysis, as reported to Ordinary Council on 27 October 2020 (CP45/20: *La Perouse Museum – Public Exhibition of the Curatorial Review and Upgrade Report*) and 23 March 2021 (CP 14/21: *Community Consultation Outcomes: La Perouse Museum Curatorial Review and Upgrade Framework*);
- Development of feasibility headland masterplan and feasibility Museum upgrade concepts to inform capital cost projections;
- Business planning, including an analysis of existing operations, strategic assessment, and market analysis to inform operational cost projections;
- Initial discussions with authorities NPWS NSW (asset owner) and NSW Heritage Council Approvals Committee (approvals authority).

At the Ordinary Council Meeting 28 September 2021 Council endorsed the La Perouse Museum Building Concept Plan noting further consultation should be completed with the La Perouse Aboriginal Community with any amendments to the concept plans to be reported back to Council. Council resolved that security of tenure should be resolved as part of the master planning process.

The Museum Masterplan outlined that “*The NSW Government Architect’s publication ‘Designing with Country’ recommends a collaborative design process to encourage good design based on Aboriginal cultural values. Council is encouraged to engage members of the La Perouse Aboriginal community to contribute to the project as it develops, in order to convey meaningfully the ongoing Aboriginal stories of the headland.*”

### **Advice from Heritage Council of NSW Approvals Committee**

Randwick City Council also sought advice from the Heritage Council of NSW Approvals Committee who supported RCC’s efforts to demonstrate ongoing engagement with Aboriginal people with cultural connections to La Perouse to tell a broad range of stories at the Headland – *that stretch from deep time to the present* – which would contribute to the project as it develops.

The Heritage Council of NSW Approvals Sub-Committee raised concerns that the existing building concepts did not draw from the “*expertise of the Aboriginal Community and their deep-time and contemporary connections to and custodianship of Country*”. The subcommittee wished to better understand how the project would meaningfully engage with the local Aboriginal community and the degree to which they are co-designing the project.

### **First Nations partnership critical for planning**

Subsequently, Council proposes that a partnership with the La Perouse Local Aboriginal Land Council be developed to enable genuine engagement in future master planning processes, and to ensure principles of co-design and *Designing with Country* are embedded within all further work on the redevelopment project.

As a joint venture, the La Perouse First Nations Cultural Precinct will have a renewed vision to;

- Create employment opportunities for First Nations communities.
- Support the return of cultural objects to Country.
- Offer unforgettable tourism experiences built on the contributions and connections of the La Perouse Aboriginal community.
- Create a unique and nationally cultural tourism destination for the local community, and national and international visitors

### **French History**

A number of meetings have been held with representatives from the Friends of Laperouse Museum and the French consulate. It has been discussed that as the Museum evolves, the French history will be reflected via programming as well as a major exhibition every 2-3 years. It is expected that in the future there will be appropriate space for loaned items from France to be exhibited and Council Officers will work with the Museum in Albi on future opportunities. Programming at the monuments for special events will also continue.

### **A renewed pre-feasibility study**

With the La Perouse Local Aboriginal Land Council, Randwick City Council commissioned Tanner Kibble Denton Architects in 2024 to revisit existing master planning documentation to develop a renewed Pre-Feasibility Study. This study was informed by advice received through the previous master planning process and considered a new proposal; one that embraces the La Perouse Headland’s rich connection with the Aboriginal Community throughout time. The outcome of the Pre-Feasibility study proposes a vision for the La Perouse First Nations Cultural Precinct.

The report addresses the capital and cultural needs of the community through a First Nations lens to imagine a renewed future for Culture, Collections and Country. Situated on a culturally significant site in Sydney’s eastern suburbs, this remarkable destination will be co-managed between the La Perouse Local Aboriginal Land Council and Randwick City Council.

Attached to this Report is a Lobbying Document which encapsulates the vision, principles and objectives of this project, and includes projections for new activities and services for a wider audience.

A thriving national beacon for First Nations histories, local experiences, and tourism.

Situated on a culturally significant site in Sydney's eastern suburbs, this remarkable destination will be co-managed between the La Perouse Aboriginal Land Council and Randwick City Council.

Built with purpose, the precinct will:

- Create employment opportunities for First Nations communities
- Support the return of cultural objects to Country
- Offer unforgettable tourism experiences

Principles:

Welcome

A transformed Headland sets a global benchmark for cultural destinations. Its architecture, wayfinding, and diverse program of cultural experiences invite visitors on a journey to discover, appreciate, dwell, and return.

Connect

Embracing Connecting with Country design principles, honouring First Nations wisdom. The La Perouse First Nations Cultural Precinct promotes environmental sustainability and healthy communities, linking culture to the land and local economies.

Respect

Honouring the layered histories of First Nations peoples to forge connections, empower communities, and create experiences that respect and preserve traditional practices, art, and culture. This commitment ensures that authentic cultural narratives are celebrated and sustained for future generations.



We will deliver

-  Climate controlled new building and heritage restoration
-  Bushtucker restaurant and community opportunity
-  Immersive cultural programming and education
-  Major outdoor festival events
-  A re-designed landscape, connecting with Country

Projections & Map Key:

-  **Group Tours & Corporate Education**  
250 people outdoors
-  **Markets**  
Supporting up to 20 market stalls for economic activity
-  **Events**  
Major First Nations festival events and natural amphitheatre



CABLE STATION TOTAL AREA	CABLE STATION EXHIBITION SPACE	NEW BUILDING TOTAL AREA	NEW CLIMATE CONTROLLED AREAS	TOTAL DEVELOPMENT
920m <sup>2</sup>	400m <sup>2</sup>	2,340m <sup>2</sup>	<b>900m<sup>2</sup></b>	3,260m <sup>2</sup>

La Perouse Museum & Headland Trust

The vision for the First Nations Cultural Precinct was shared with the La Perouse Museum and Headland Trust meeting on 19 March 2025 with full support.





Artist's impression of proposed capital transformation of the LPFNCP.

### Lease Negotiations

Responding to the action of Ordinary Council Meeting 28 September 2021, concurrent to the Pre-Feasibility work, council has entered into a Deed of Negotiations with the National Parks and Wildlife Service to review the current Lease Agreement with intent to increase the duration of the agreement before proceeding with the project.

### Project next steps – Governance & Partnerships

Following Council endorsement, Randwick City Council will proceed to explore co-management models and governance arrangements for successful delivery of the next steps for the Museum and Headland as a La Perouse First Nations Cultural Precinct. This process will include formalising the partnership with the La Perouse Local Aboriginal Land Council and modelling governance and operational models.

### 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 the number of places by 20% that are available for people to participate in art and culture by 2031, using the 2019 cultural mapping baseline
Delivery program commitment	Transform La Perouse Museum into a flagship cultural hub and facility to increase artist and cultural engagement by 80% by 2031.

#### Delivering services and regulatory functions:

Service area	Economic Development and Placemaking
Function	Place Making
Delivery program commitment	Activate spaces to create an experience where people feel connected and/or inspired

## Risks

Inherent to a capital project of this scale, the following risks have been identified in the planning stage:

Risk	Mitigation
The projected \$99 million capital cost is a significant investment. Without a secured and diversified funding strategy that includes State and Federal contribution, the project may face delays or scaling back.	<i>A detailed fundraising and investment strategy will be developed.</i>
Given the site is of State Heritage Significance and governed by multiple legislative frameworks, any misalignment with heritage or planning requirements could result in project delays, additional costs, or halted approvals.	<i>Negotiations with NPWS are underway to enable further planning.</i>
If the co-design process with the La Perouse Local Aboriginal Land Council is not meaningfully executed, it could undermine the project's cultural integrity, damage community trust, and jeopardize support from key stakeholders including the Heritage Council.	<i>Formalise the nature of the partnership with the La Perouse Local Aboriginal Land Council following this endorsement.</i>
Lease Tenure	<i>Negotiations with NPWS are underway. Should a longer lease not be deemed possible, further work will halt and a report will come back to Council.</i>

## Resourcing Strategy implications

Updated project costings generated through the Pre-Feasibility study show capital costs requiring investment of **\$99million**.

It is anticipated direct construction expenditure will total \$85million, with landscaping and additional spending estimated to be \$14million.

Given the significant capital investment required for this project and its significance both locally and at a State and National level, a high-level advocacy and investment strategy will be established.

## Policy and legislative requirements

Preliminary planning advice informing the project to date notes that the Museum site is subject to the following policies and plans:

- Arts and Culture Strategy (Randwick Council)
- National Parks and Wildlife Act 1974 (NPW Act);
- Kamay Botany Bay National Park Plan of Management (2019).
- Randwick Local Environmental Plan 2012 (RLEP 2012)
- NSW Heritage Act 1977 (Heritage Act);
- State Environmental Planning Policy (Infrastructure) 2007 (Infrastructure SEPP);
- State Environmental Planning Policy (Coastal Management) 2018 (Coastal SEPP).
- Randwick City Council Arts & Culture Strategy.

## Conclusion

Based on the renewed pre-feasibility study, previous masterplanning initiatives, cultural significance, community feedback and strong partnership foundations outlined in the report, it is recommended that Council proceed with endorsing the vision to transform the La Perouse Museum into the La Perouse First Nations Cultural Precinct.

The proposed transformation addresses critical infrastructure challenges, supports future repatriation projects, and centres First Nations stories and custodianship of the La Perouse Headland. The co-design approach with the La Perouse Local Aboriginal Land Council will ensure authenticity, cultural integrity, and community benefit to the project as it develops into a cultural institution that upholds best practice in the sector.

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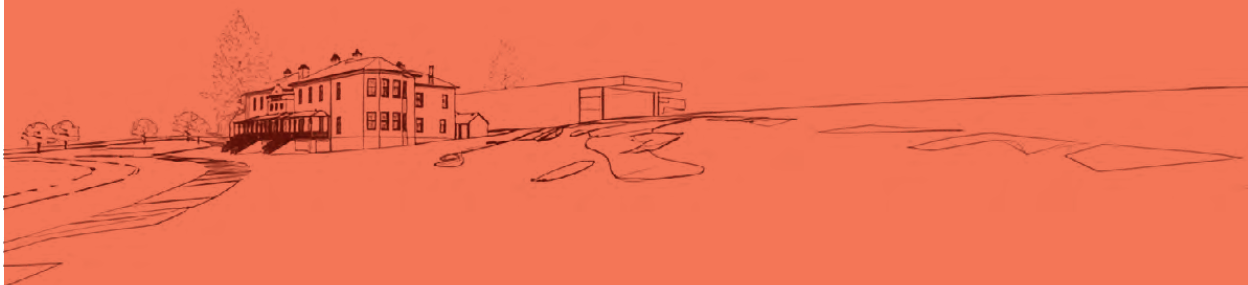
**Responsible officer:** Blake Griffiths, Head La Perouse Museum

**File Reference:** PROJ/10750/2018/4





**La Perouse  
First Nations  
Cultural Precinct**



We acknowledge the Traditional Custodians of the land on which the Museum stands and serves, the Bidjigal people. We celebrate their ongoing contributions to the life and identity of the area, and we acknowledge and pay our respects to Ancestors and Elders past and present.

The La Perouse Local Aboriginal Land Council is pleased to work in partnership with Randwick City Council on establishing a First Nations Cultural Precinct on the shores of historic Botany Bay. Sydney needs a state-of-the-art facility that will be home to Aboriginal artefacts and artworks that have been returned from national and international collections that is accessible for all Australians to enjoy.

**Chris Ingrey**  
Chief Executive Officer

La Perouse Local  
Aboriginal Land Council



 **Reinvigorating a  
remarkable cultural  
destination.**

CC9/25



A thriving national beacon for First Nations histories, local experiences, and tourism.

Situated on a culturally significant site in Sydney's eastern suburbs, this remarkable destination will be co-managed between the La Perouse Aboriginal Land Council and Randwick City Council.

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LaPM





# A renewed future for Culture, Collections and Country.

Listed on the NSW State Heritage Register for its profound ties to local Aboriginal people, the Gooriwal Cultural Landscape and Headland holds significant cultural importance and history.

## Positive Impacts for First Nations People:

### Preservation

A state-of-the-art exhibition hall will provide significant opportunities for artefacts and objects to return to their Country, ensuring ongoing custodianship and care. An innovative artistic program will actively commission First Nations artists to create new work.

### Wellbeing

For Aboriginal communities, continuing cultural practices fosters connections with the land and sea, supporting their overall wellbeing.

### Cultural Tourism

Tourism and economic development opportunities, including a Bushtucker Restaurant and other cultural offerings, place the La Perouse Aboriginal Community at the heart of the site's priorities, championing ongoing reconciliation. This new partnership will create additional employment opportunities for the community while providing a unique dining experience.



LaPM





# A new cultural hub, and destination for all.

Beyond its direct impact on the La Perouse Aboriginal Community, the precinct will benefit diverse visitor, addressing critical gaps in tourism and cultural connection. This initiative will enhance local engagement and feed back into the local economy.

## We will deliver

- 1



Climate controlled new building and heritage restoration
- 2



Bushtucker restaurant and community opportunity
- 3



Immersive cultural programming and education
- 4



Major outdoor festival events
- 5



A re-designed landscape, connecting with Country

# Expanding opportunities for visitors to engage with the Headland from couples, families, school groups and individuals.

With peak visiting periods during the holiday and summer season, the transformed precinct will enable large scale markets, festivals and increase recreational potential.

## Projections & Map Key:

- 

**Group Tours & Corporate Education**  
250 people outdoors
- 

**Markets**  
Supporting up to 20 market stalls for economic activity
- 

**Events**  
Major First Nations festival events and natural amphitheatre



CABLE STATION TOTAL AREA	CABLE STATION EXHIBITION SPACE	NEW BUILDING TOTAL AREA	NEW CLIMATE CONTROLLED AREAS	TOTAL DEVELOPMENT
920m <sup>2</sup>	400m <sup>2</sup>	2,340m <sup>2</sup>	<b>900m<sup>2</sup></b>	3,260m <sup>2</sup>

Impact  
Statistics



230

**Direct jobs created**  
(construction jobs directly  
connected with the project)



150

**Additional jobs created**  
(jobs connected with supply  
chain – material suppliers,  
logistics / transport, etc)

Imagine the future

A new destination

A new strategy for economic growth

A new place to preserve and celebrate culture

Financial  
Ask

\$85m

**Direct construction spending**  
(total construction cost)

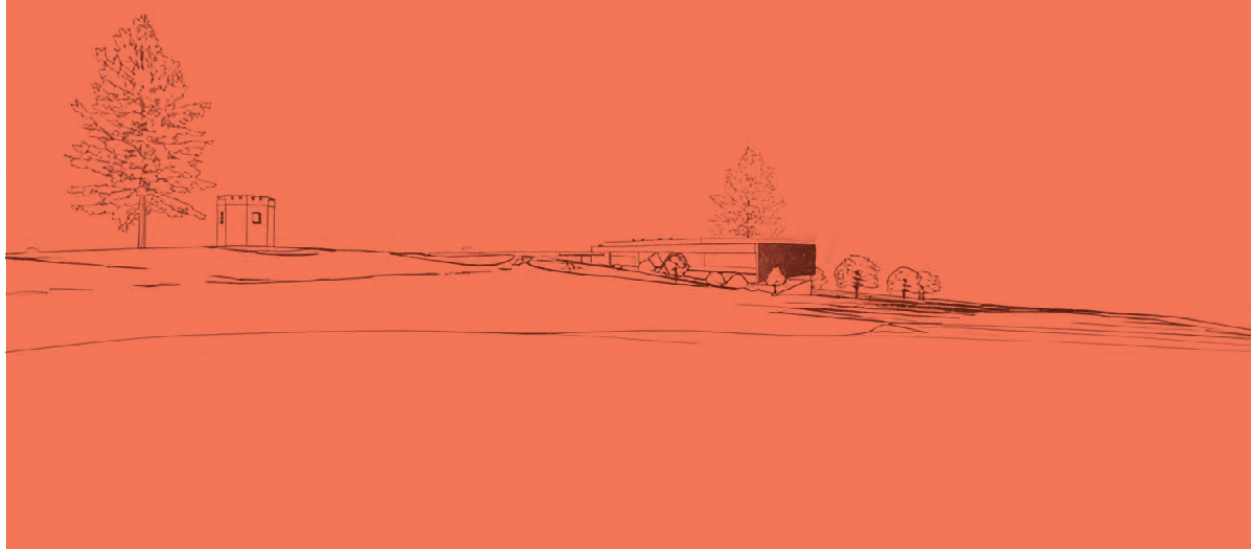
\$14m

**Additional spending**  
(other project costs incl.  
consultant fees, etc)



 **LaPM**

CC9/25



## Director Community & Culture Report No. CC10/25

**Subject:** "Spot On" future open street events

### Executive Summary

- This report is in response to a Council resolution from the 23 May 2023 Ordinary Council meeting (Pandolfini/Neilson) and a Mayoral Minute (Mayor, Cr Parker) from the 10 December 2024 meeting regarding street closures for event activations.
- Building the night-time economy, reducing barriers for local businesses and creating vibrant open street events are key objectives in Council's Economic Development Strategy, and for state and federal funding and policies.
- The 2024 *Spot On* open street festival series was very successful, and has created a framework for Council to continue to deliver both at The Spot location, and to be potentially delivered across the LGA tailored to the locations' specific needs and challenges.
- In response to business and community feedback and support, it is recommended that a 2025 *Spot On* series be delivered, with 6 activations per fortnight from September to October 2025 at The Spot in Randwick.
- It is also recommended to trial the open street event model at Coogee, for 2 events – *Coogee Nights* - in early 2026.
- Delivery of *Coogee Nights* will be partially funded through the *Permit Plug Play* grant awarded to Council, for traffic management plans and event infrastructure
- The total estimated cost for delivering 8 open street events in 2025/2026 is \$322,160 which can be funded from the proposed 25/26 Economic Development budgets.
- There are other town centres and locations that would benefit from an open street event, themed around that location's business network and unique identity. It is recommended that for 2026/2027, an open street event in Clovelly be investigated following the *Spot On* model, along with other new locations.

### Recommendation

That Council approve:

- a) the delivery of *Spot On* in Randwick for 2025, for 6 activations;
- b) a trial delivery of 2 similar open street activations *Coogee Nights*, on Coogee Bay Road in early 2026;
- c) investigation into a possible arts and culture open street event in Clovelly for 2026/2027 as part of this program, pending community interest and business collaboration.

### Attachment/s:

1. [LINK TO VIEW](#) Spot On 2024 collated community feedback

## Purpose

At its Ordinary Council Meeting held 23 May 2023 it was resolved that:

**RESOLUTION: (Pandolfini/Neilson)** Council consider a street festival to be held on Clovelly Road or other locations as part of the Event Review, including:

- bringing back a report on the potential of a unique street festival focusing on food and visual and creative arts in collaboration with small businesses in North Ward; and
- Council officers consulting with creatives and all businesses from the area on the design of the festival so that it reflects the community.

At its Ordinary Council Meeting held 10 December 2024 it was resolved that:

**RESOLUTION: (Mayor, Cr Parker)** Council consider future iterations of 'Spot On' activations in the budget for 25/26, including various options for Town Centres, and that Council Officers prepare a report back with further detail.

The purpose of this Report is to seek Council's endorsement of a 2025 continuation of the *Spot On* program at The Spot in September and October, and to further deliver the same event at Coogee over two nights in Early 2026, and to hold further on-street activations in subsequent financial years across the LGA including investigating a north ward event in Clovelly.

## Discussion

### **Background:**

Randwick Council has a strong track record of delivering and supporting collaborative, vibrant on-street activations in the LGA. The Spot Festival is a long-established and iconic annual community street festival event that attracts over 20,000 guests each year and provides significant economic, social and cultural benefits to that town centre.

More recently, the 2024 *Spot On* series was a unique series of collaborative street festivals, delivered by Council in partnership with the local businesses, the Randwick Ritz cinema and the Chamber of Commerce. The ten open street activations aimed to reinvigorate The Spot town centre in the heart of Randwick as a local cultural and commercial hub during winter.

Partly funded by the *Open Streets* Program from the Department of Transport, *Spot On* activated the area each Thursday night from late August to late October 2024 closing St Pauls Street while enhancing community engagement and participation through additional on-street dining options and cultural programming.

*Spot On* enabled 10 businesses to extend their trade onto the open street with a positive outcome of over 30% increase in trade during the lean winter period and brought the community together (almost 17,000 in total) contributing to social wellbeing, cultural engagement, and boosting the night-time economy.

At the heart of *Spot On* was an aim to improve the profile and revenue of the local business community – who were this project's primary partners. Like many other town centres in the LGA, The Spot is illustrating signs of economic stress with an increasing number of shop vacancies, and reported lower spend and visitation especially outside of the warmer months.

Council's delivery of *Spot On* reduced barriers for local businesses by leading the approvals process including traffic and public transport approvals, auspicing liquor licencing extensions and critically providing weekly infrastructure such as tables, chairs, signage, sound systems, barriers, fire drums and events staffing to help businesses expand and connect with visitors.



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Feedback from the event was extremely positive from over 250 visitors who provided survey responses (attached to this Report). 72% of those surveyed, rated *Spot On* as 4 or 5, out of 5. The attendance and feedback in summary indicated that mid-winter, night-time community events including music and easily accessible food offerings, were greatly appreciated as illustrated through the survey responses, as follows:

*Please continue to do it. Great sense of community and I'm sure it does great for local businesses. Great with kids because they can run/bike/scoot/play while parents eat without worrying if they are making too much noise*

*Can we extend this? Or make it once a month? We really enjoyed it and it would be amazing in summer!*

*This should be a traffic free zone always. Makes for a great piazza style.*

*We absolutely love this event. This is the last night and there are more chairs and tables. Music is fantastic. Thank you Randwick Council.*

The *Spot On* 2024 series received \$150,000 from Transport for NSW towards a total project cost for ten activations at \$350,198. This can be costed at approximately \$35,000 per event, with significant economic, social and cultural outcomes.

#### ***Spot On 2025: 6 activations***

Based on the success of the *Spot On* pilot program in 2024, it is recommended that the program be delivered again in 2025 on St Pauls Street, The Spot Randwick. While there are other town centres that would benefit from a similarly delivered on-street program, it is important that continuity and capacity building, and community expectations are met for this effective location through a tested model of delivery.

However, a new shorter open street festival trial is also proposed to be delivered in Coogee 2025/2056 – *Coogee Nights* as discussed further below.

The proposed continuation of *Spot On* at The Spot for 2025 would be similar to the 2024 pilot but with some differences. The number of activations will be reduced from ten to six, one per fortnight, from September to October 2025.

Delivered at the same times on a Thursday night 5.30 – 9pm, *Spot On* 2025 will feature popular elements such light-touch production of live music and performances from some of Randwick's talented creatives, an emerging musician corner, roving performers throughout the open street area, fire drums and theme lighting, and at the core, extended approved outdoor dining of the local restaurants and cafes.

Responding to community and participant feedback, new elements may include more crowd interaction through live theatre, public art opportunities, and pending discussion with landlords and the Chamber, activations of the empty shop fronts during the program.

Council's Economic Development team have consulted with the Randwick and The Spot Chamber, local businesses and community groups to ascertain support for the return of *Spot On*, which has been definitively endorsed by these key stakeholders.

It is estimated that the costings for delivering 6 *Spot On* activations from September to October 2025, will be approximately \$241,000 - based on 2024 expenditure but with additional programming funding responding to community feedback.

Concurrently to planning *Spot On* 2025, Council has applied to Transport for NSW for the multi-year *Open Streets 2025 – 2028* funding program – an extended funding opportunity up to \$350K for delivering a *Spot On* program over three years. This funding program was announced by Transport for NSW due to the successes of the 2024 grant program for which Randwick Council's *Spot On* program was featured as a case study. Council has applied for a three-year delivery of *Spot On*, about which Council will be updated if successful.

### **Coogee Nights 2026 - Coogee Bay Road 2 activations**

*Spot On* shows that on-street vibrancy activations work when there is already a cluster of engaged local restaurants and cafes in a shared street area, good public transport connections, extant night-time spend activity, anchor businesses who drive enthusiasm and participation, and a functioning Chamber of Commerce. The area required for closure of the shared street must be viable for adapting traffic and public transport flow while directly benefiting local business activity.

There are several town centres in the City of Randwick that would benefit from a *Spot On* activation, which to varying degrees meet the above criteria. Each requires more investigation with the local business network and traffic stakeholders.

For 2025/26, Council has identified **Coogee Bay Road**, which has the second highest dining spend in the LGA per annum after the suburb of Randwick, as an effective location to trial a second open street limited program modelled on *Spot On*.

### *Precedent: Coogee Shared Village 2020-2021*

A street closure on Coogee Bay Road has already been partially tested in 2020/21 through the \$100,000 Shared Village funding. *Coogee Shared Village* (pictured below) operated from November 2020 to February 2021 partly as a response to COVID. Council changed Coogee Bay Road to one-way between Arden and Brook Streets and created more footpath space to support businesses and the local community. Parking was still maintained on both sides.







#### *Coogee Nights – 2 activations Early 2026*

As such and given the economic vibrancy of Coogee town centre, it is proposed that further to the 6 *Spot On* events in 25/26, **a further 2 open street events titled *Coogee Nights*** is delivered in early 2026.

This may involve the total closure of Coogee Bay Road from Arden Street to Vicar Lane, with partial closure Vicar Lane to Brook Street. Between 16 – 20 businesses between Arden and Brook Street will be invited to extend their trade onto the open street, enriched by creative performances, live music, event infrastructure and interactive programming.



*An indicative map of road closures Coogee Nights – prior to a traffic management plan being developed*

One of the more complex elements of *Coogee Nights* would be traffic management. Council was recently awarded a \$450K open streets vibrancy grant from the *Permit Plug Play* TfNSW program, supporting development of plans and approvals to make on-street activations easier to deliver. A traffic management plan, risk assessments and heavy vehicle assessments for a *Spot On* type event on Coogee Bay Road is now being developed by a traffic management company funded by this grant, in advance of future on-street events as proposed in this Report.

Prior confirmation after input and consultation with businesses, the Coogee Chamber and the Traffic Committee, the recommended event details would be two Thursday evenings in early 2026, from 5.30pm – 9pm. Towing zones and road closures would need to be in place prior to and after the activation, pending the outcomes of the traffic management plan.

Initial consultation with the Coogee business community and the Chamber is very supportive of the proposal, with the new President indicating that it very much aligns with the Chamber's purpose and objectives.



Should Council endorse the *Coogee Nights* proposal, more consultation will be undertaken by Economic Development to inform the planning, participation and delivery of the 2-night event.

It is estimated that the costings for delivering 2 *Coogee Nights* activations in early 2026, will be approximately \$80,500 based on 2024 expenditure. The budget breakdown is discussed in the sections below.

**Spot On and Coogee Nights estimated budget 2025/2026.**

**Estimated Spot On (6) and Coogee Nights (2) budget: 2025/2026**

ITEM	Description	#		Total
Traffic Management	Include TMP / TM / HVM / Towing	8	\$ 10,562.50	\$ 84,500.00
Infrastructure Programming	Includes tables, chairs and fencing	8	\$ 10,000.00	\$ 80,000.00
	Live theatre, creatives	8	\$ 8,000.00	\$ 64,000.00
Fire drums		8	\$ 2,150.00	\$ 17,200.00
Launch night AV	Includes AV and staging	2	\$ 10,000.00	\$ 20,000.00
First Aid	2 responders 5 - 11pm	8	\$ 500.00	\$ 4,000.00
Security		8	\$ 1,920.00	\$ 15,360.00
Staffing		8	\$ 1,500.00	\$ 12,000.00
Cleaning and hygiene	1 portable, cleaning costs (Ritz attendant)	8	\$ 1,700.00	\$ 13,600.00
Promotion / Signage		2	\$ 5,750.00	\$ 11,500.00

**\$ 322,160.00**

**Future Open Street iterations across the City of Randwick**

Council has considered other town centres across the City of Randwick to deliver open-street festivals, in the model of *Spot On*. As discussed in this Report, Randwick's two most economically vibrant locations in The Spot and the Coogee village are obvious locations that meet the criteria that makes an open street festival successful.

The *Sea Place on Country* cultural event to be delivered in 2025 at the La Perouse loop is being planned as an outdoor arts installation and incorporating an open street festival that will include the participation of the local businesses including extended dining and increased visitation.

Further investigations are required to identify other locations especially in areas that do not host regular council events. Council has identified a **unique arts / small business precinct in Clovelly** that hosts an independent and popular art gallery, several cafes, and other service businesses.



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Alongside the larger scale open street activations, a smaller-scale open street festival around this lively local village in Clovelly with an arts and culture theme will be explored working in partnership with the local cafes and the community art gallery for business and community support. Council will be informed of the outcomes of consultation with this community in terms a viable delivery of a one-off open street arts festival for 2026/2027.

Other potential town centre open street locations such as Matraville, Maroubra Junction, Randwick Town Centre and Kensington have been considered and which pose challenges including viable roads that can be closed adjacent to hospitality businesses. Further investigative work is required to test the feasibility of activating open streets events in these areas.

Strategic alignment

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

Delivering the Outcomes of the Community Strategic Plan:	
Strategy	Economic Development
Outcome	A city with a 24-hour economy including diverse night time activities and experiences
Objective	Increase night time spending by 7% by 2032 Note: night time is defined as 6pm - 6am
Delivery program commitment	Create partnerships and marketing opportunities for local businesses through events or activations that the City produces particularly night-time dining and entertainment events by 2025.
Delivery program commitment	Identify and promote Randwick's night time activities and experiences through the City of Randwick's business initiatives such as the Shop Local marketing campaign and existing communication channels by 2024.
Strategy	Arts and Culture
Outcome	A city where everyone can develop, express and enjoy creativity throughout their life
Objective	Increase the number of places by 20% that are available for people to participate in art and culture by 2031, using the 2019 cultural mapping baseline
Delivery program commitment	Identify and provide a minimum of 10 new Council venues and/or open space areas for people to participate in the creative and performing arts by 2031.

## Risks

Risk	Mitigation
Traffic disruption and congestions on event days leading to public safety and reputational risk to Council	<i>Considered, approved traffic management plans developed prior to event, approved by the Local Traffic Management Committee, and a strong community engagement strategy including letter drops, comms plan and Chamber forum</i>
Adverse weather impacting delivery and attendance of event	<i>Cancellation strategy, deferral of delivery</i>
Businesses unwilling to resource and participate on the series of on street events	<i>Early consultation and engagement via EOI, Chamber support, budget with capacity for seating and infrastructure to assist, council to assist with approvals</i>
Repeated delivery of <i>Spot On</i> in a consecutive year implies neglecting other town centres	<i>Council continues to explore viable street locations adjacent to restaurants and cafes and that can be safely closed, to support local economies in other areas as part of Economic Development strategy and relationship building.</i>
Stress on council resourcing, staffing and programs to deliver 8 events	<i>Reduced number of events per annum, events delivered per fortnight</i>

## Resourcing Strategy implications

The funding for the 8 Open Street events as outlined in this Report and proposed for 2025/2026; 6 *Spot On* events in The Spot, and 2 *Coogee Nights* events on Coogee Bay Road, Coogee is estimated to be \$322,160 in total.

This will be funded from the proposed 2025/2026 Economic Development and Placemaking budget.

Council has applied to Transport for NSW for the multi-year *Open Streets 2025 – 2028* funding program – an extended funding opportunity up to \$350K for delivering a *Spot On* program over three years. Council will be informed if this application is successful.

## Policy and legislative requirements

Economic Development Strategy  
Arts and Culture Strategy  
Local Government Act 1993.

## Conclusion

The 2024 *Spot On* open-street program proved to be highly successful through extensive planning, strong partnerships with local business networks, creative programming, and community engagement. High attendance, community feedback and a reported increase in trade were key outcomes. The ongoing delivery of collaborative open streets events would build on these outcomes and moreover align with key strategic approaches of the Economic Development Strategy.

It is therefore recommended that for 2025/2026, 8 more activations will be delivered at The Spot, and to be trialed on Coogee Bay Road, with further investigations for open street events in Clovelly (2026/2027) and other town centres across the LGA.

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

**File Reference:** F2025/00199

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## Director Community & Culture Report No. CC11/25

**Subject: Options for Sandgate Cottage, Belmore Road Randwick**

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### Executive Summary

- This report is in response to a Council resolution from the 25 February 2025 Council meeting (Magner/Luxford) that followed previous Council resolutions on options for Sandgate Cottage. At the 25 February 2025 meeting Council resolved to defer the consideration of the report until a briefing session was held.
- A Councillor Briefing on Sandgate was held on 8 April 2025 on the state listed heritage property, and its current and future usage.
- Included in this Report back, are more details on the architectural layout of Sandgate.
- As detailed in the February 2025 Report, a summary of current cultural capital projects is also included to place Sandgate within context in terms of current Council commitments, and available resources to delivery and manage the portfolio of cultural spaces.

### Recommendation

That Council approve;

- a) the continuation of management of Sandgate Cottage as a commercially leased property;
- b) that in negotiating the future lease for Sandgate Cottage, Council Officers incorporate conditions relating to June Moore Place in the lease that:
  - I. allows unrestricted access to the public, and
  - II. allows the space to be utilised by Council for cultural activations.

### Attachment/s:

Nil

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## Purpose

At its Ordinary Meeting on 26 July 2022 Council resolved:

**(Veitch/Neilson) that Council:**

1. notes that the State Heritage & Randwick City Council Heritage listed property Sandgate Cottage and June Moore Place at 128 Belmore Road, Randwick are under a commercial lease arrangement until 2025;
2. receive a report exploring options to:
  - a. withdraw Sandgate Cottage and June Moore Place from the private rental market at the conclusion of the current lease, and following this;
  - b. make Sandgate Cottage and June Moore Place available for community and cultural activities and programs; and
  - c. could include small office space for council officers if this allowed for more flexible use of the property.

At its Ordinary Meeting on 12 December 2023 Council further resolved that:

**(Hay/Luxford) that:**

- a. Council awaits a report that will discuss the future of Sandgate Cottage;
- b. the report should consider the need for an additional art space, acknowledging that Barrett House and Blenheim House are already active and used, with Newmarket Stables in the process of being activated within Randwick; and
- c. Council also acknowledge the importance of business within Randwick Junction and acknowledge the revenue generated by the rent cannot easily be replaced

At the Ordinary Council meeting on 25 February 2025 this year, in response to a Sandgate Cottage Report, it was resolved:

**(Magner/Luxford)** that Council receive this report and defer consideration until a briefing session has been held.

The purpose of this Report is present the deferred 25 February 2025 Report with further details added on the layout of Sandgate Cottage, following a Councillor Briefing that was held on 8 April.

## Discussion

### Summary History of Sandgate Cottage and June Moore Place

Sandgate is a state heritage listed 2-storey sandstone villa, situated at 128 Belmore Road, Randwick owned and managed by Randwick City Council.

It is now surrounded by commercial businesses, with Randwick Plaza to the south and a line of commercial frontages to the north. Like many heritage properties of the time, the building has a history of private owners, name changes, enduring threat of demolition, and eventual heritage protection.

Sandgate was built circa. 1879 by the first Mayor of Randwick, Simeon Pearce, as part of a row of investment properties along Belmore Road as the town centre grew. The property saw several name changes in the nineteenth and twentieth centuries, and a number of residents and tenants over this period. From 1918 to 1928 it was owned by the Commonwealth Government as the 'Woodville Red Cross Home', a facility for World War I veterans.

In 1928 Sandgate passed back into private ownership until the late 1970s when it was transferred to the developers of the neighbouring Coles New World Supermarket, who planned to demolish the building. In response the Randwick District Historical Society made representations to the Heritage Branch, resulting in a redesign of the shopping centre's footprint and an eventual Permanent Conservation Order placed over the property in 1981.

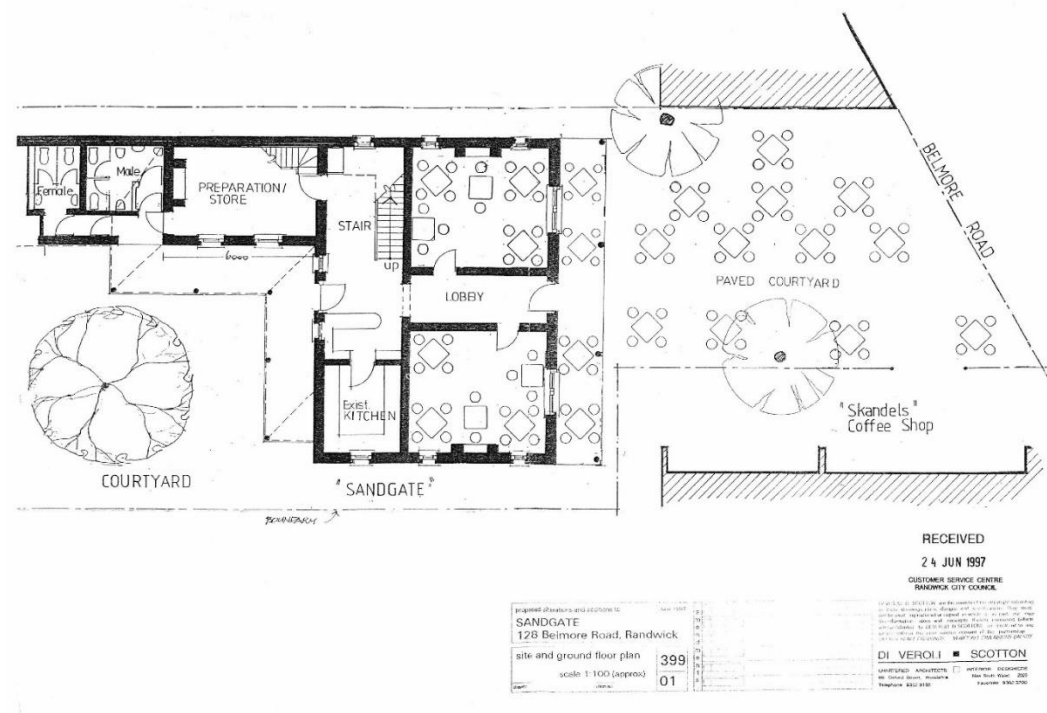


As a condition of consent associated with the development of the neighbouring Randwick Plaza, Sandgate was transferred to Randwick Council in 1982. Council restored the building, and from 1987 to 1992 was occupied by the Historical Society as a museum and heritage centre, after which Council commenced leasing the building as a commercial property. This is the current status quo.

In 1999 Sandgate became a State Heritage Register listed and protected building; and is listed in the SHR as Item 00067 and in Randwick Council's LEP as Item I301. Any capital works or improvements will require Heritage approval and documentation.



#### LEVEL 0, SANDGATE COTTAGE:



#### LEVEL 1, SANDGATE COTTAGE

##### **June Moore Place**

The small, publicly accessible courtyard in front of the villa was in 2011 via a Mayoral Minute, named June Moore Place after the founder of RDHS and who helped saved Sandgate from demolition in the 1970s.

June Moore Place also features a prominent mural “Proud of Our Elders” which was commissioned by Council in 1981 and painted by muralist Carol Ruff and Eve Glenn, Sarah McNamara and Peter Yanada Mackenzie. Local identities depicted include Mina Wylie, Doris Hyde, Harry Reid, Alice Gundry and Auntie Ollie Simms amongst others. The mural was refurbished by Carol Ruff and Peter Day in 2012.

June Moore Place provides one of the few community dwell spaces along Randwick’s commercial strip together with Waratah Plaza at the northern end. At some stage the small plaza will need upgrading.

Both June Moore Place and Sandgate are mentioned in the Randwick Junction Town Centre Urban Design Report (P69) – endorsed by Council 2023 as part of the Planning Proposal currently at Gateway Determination, with the Department of Planning, Housing and Infrastructure (DPHI):

#### 5.5.2. June Moore Place (B)

The existing public space known as June Moore Place has the potential to be reconfigured into a public plaza with a seamless transition between adjoining commercial uses and the streetscape. The interface with the Randwick Plaza Shopping Centre could be improved with a café and seating overlooking the place.

High quality landscaping of the public plaza would enhance and soften the existing qualities of the place and integrate it more effectively with the Belmore Road footpaths. Integrated paving, seating and landscaping would strengthen the setting for the State listed heritage item ‘Sandgate’ house and allow the community to better appreciate and interact with the space. There is also opportunity to revitalise Sandgate house and June Moore Place as a potential community/cultural use such as artists studios in line with the Randwick Arts & Culture Strategy Direction to ‘create an award winning nationally and locally recognised cultural arts precinct around the Randwick Junction Town Centre by 2031’.



Figure 88: Concept perspective of June Moore Place

The current Sandgate lease allows Council to temporarily use the courtyard for community or arts purposes with reasonable notice given to the leasee, and in discussion as part of the lease agreement.

#### Condition of building

Sandgate retains its original 19<sup>th</sup> century Australian villa character including elaborate wrought iron verandas and columns, ornate plaster cornices and friezes and full cedar joinery. The building’s heritage integrity remains largely intact visually and structurally.

The building was remodelled by Council in the 1980s and has since had minor improvements to encourage commercial occupation for lease.

A recent site visit by Council officers in 2024 indicate that the interior is relatively well maintained with some signs of water damage, loss of paint and render. Both the front and rear courtyards show root damage and uneven and broken paving. A more detailed analysis of the condition of the building and site would require the oversight of engineering and architectural specialists including heritage architects.

#### Use of building and site

Sandgate has been commercially leased by Council to businesses since 1992. The land is classified “operational” land under the Local Government Act 1993 and held by Council as an investment property for commercial return. It is currently leased to a real estate agency.

The current lease expiry date is 30 September 2025.

### **Opportunities for Community benefit**

With its central location in one of Randwick's major town centres and with close proximity to public transport services, the expanding Randwick Health Campus and UNSW, as a Council owned property Sandgate has potential to be an accessible and visible venue for community and cultural uses.

#### **Community use:**

Preliminary consultation with the Community Development team indicate that potential community uses such as childcare services or community support would be precluded due to the location of the buildings. There is a commercial childcare adjacent to Sandgate for example, and due to the high visibility from Belmore Rd and relative lack of privacy, more sensitive uses such as a domestic violence or family support centre would not be appropriate or viable. These support services are also located in close proximity at the hospital, and a baby health centre is situated at the Margaret Martin library.

There is potential for Sandgate to service the nearby Health and UNSW precincts in terms of meeting and office spaces. This would require further consultation and considerable refurbishment, and it is unknown as to whether there is community need for this.

#### **Community Cultural use:** *lease to arts organisations*

Given the current usage of the building as commercial offices, Sandgate could be occupied through lease agreements by external arts organisations or multiple occupancies by arts organisations with a presence in the City of Randwick, via EOI process and through a yearly lease or a booking system.

The repurposing would have the benefit of additional arts and culture services being provided by external partners to the community but would require significant capital works and the likelihood of reduced rental income. It is not recommended at this time.

#### **Future potential for Art Gallery and Art Centre:**

Randwick Council does not manage a dedicated art gallery for its creative sector and community, which stands it apart from many other councils. Council has developed in lieu a portfolio of repurposed heritage and civic spaces for arts purposes, delivered by the Arts and Culture team with each venue serving a distinct creative purpose.

Dedicated spaces for small to medium scale exhibitions are currently held at the Prince Henry Centre, Randwick Town Hall, Bowen Library or the Randwick Community Centre. The Bayview Gallery at the La Perouse Museum is also used for this purpose.

Blenheim House is located very close to Sandgate and is a similar offering in terms of space.

Considerable capital works and related resourcing would be required to transform Sandgate into a successful art gallery. Prior to a feasibility report, works may include refurbishment of the interior and exterior of the building and adjunct spaces, stabilisation of the building, best practice gallery lighting, climate control, refurbished and expanded storage, floor repair, interior and exterior signage, redesigned floor space where possible, and consideration for accessibility needs.

Operational resourcing would include additional staffing (front of house, exhibition preparation and gallery management staff) and ongoing maintenance and operational costs. This option is considered to be too costly at this stage, as well as Council already having a number of heritage buildings to utilize for arts purposes. As well as the cost, there is also the consideration of the loss of income via the lease.

#### **Challenges:**

The primary challenges in considering any of the above repurposing options is impact on Council resourcing, current cultural capital priorities, and heritage implications.

##### *1. Current cultural capital projects*

There is already a significant portfolio of extant buildings in Council's capital plan being investigated and repurposed as cultural spaces. Current capital projects include:

- **The La Perouse Museum:** Council's primary cultural facility is undergoing short-term capital upgrades and is requiring a significant capital investment to redevelop the building and site into a long-term leading cultural destination. The 1882 building and site is state heritage listed.
- **Blenheim House:** this heritage venue is included in the 2024-25 and 2025-26 capital budget and is currently being refurbished as arts studios, exhibition spaces, with an accessible studio and public garden to open in 2026. This will be managed by the Arts and Culture team.
- **Barrett House and Garage Gallery:** has successfully been repurposed by the Arts and Culture team and now operational as a popular incubation space for artists, along with the **Randwick Town Hall:** collectively managed by Arts and Culture, and Corporate Services, with an expanding program of creative use in 2025.
- **Randwick Literary Institute:** the RLI is managed by Venues and Arts and Culture and includes the new (*Create*) *Milk* activation space which is in development. The site comprises community hall hire alongside invited creative activations and a new performance / new media display area. The RLI and the Big Stables are the subject of a feasibility project currently managed by Major Projects.
- **Big Stables, Newmarket:** Recently acquired by Council via a voluntary planning agreement, the iconic Big Stables is another state heritage listed site, with immense potential for usage. It is currently being evaluated for ongoing use and management options via an external consultancy, and is expected to require significant, heritage-compliant capital works accordingly.

## 2. *Resourcing impacts*

- A commitment to undertake the feasibility and the development of a new cultural space at this time would require additional resources in terms of budget, staffing and ongoing operational commitments to Council, along with the existing activation of 4 Council venues.
- Repurposing into a community or cultural centre, would require significant resourcing in terms of fit out, IT, security and access improvements, alongside impacts on the key delivery team which will be mostly likely managed by Arts and Culture.
- As is the case for Barrett House, and the Randwick Town Hall, the planning, implementing and operating of venues as repurposed cultural/community initiatives takes significant time. The Barrett House short-term residency program has taken a year to trial and shape to its current program, whilst the creative use of the Town Hall has proven to be a complex, and resource-intensive process.
- The Arts and Culture team is responsible for delivering the Arts and Culture Strategy and a wide range of arts programs and initiatives.

## 3. *Commercial revenue*

- The current commercial lease agreement has an annual revenue to Council. This would cease during any proposed remodeling and may be reduced in the long-term should Sandgate be repurposed as a community cultural centre.
- At a time when commercial occupancy of the Belmore Road precinct is showing signs of rental stress, Council has a commitment to support the retention of local businesses in the Randwick precinct.



**Proposal:**

1. Given the current and considerable cultural capital commitments, it is recommended that Council retain Sandgate as a commercially leased property and extend the lease to a timeframe suited to retention of a commercial tenant.
2. It is further recommended that when negotiating the future lease for Sandgate Cottage, Council Officers incorporate conditions relating to June Moore Place in the lease that allows unrestricted access to the public and use of the space for Council to program cultural activities. This would allow June Moore Place to be used for casual seating for the community as well as activated for suitable cultural and community activations in the courtyard. Consultation with the tenant would take place and all activations would need to be suitable for the location, zoning and community access.



An example of outdoor/courtyard place-based creative installation:  
*Happy Days, Salamanca Arts Centre Courtyard.* Image courtesy Salamanca Arts Centre.

**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 the number of places by 20% that are available for people to participate in art and culture by 2031, using the 2019 cultural mapping baseline
Delivery program commitment	Increase the utilisation of all existing Council venues and spaces by cultural arts by 10% from the 2021 baseline.

## Risks

Risk item	Mitigation
<b>Council resources a further significant cultural capital project whilst already committed to significant upgrade and repurposing projects of a suite of cultural venues, requiring additional resources for staffing and funding.</b>	Consider capacity – funding, staffing - of the cultural capital program currently.
<b>Small council teams are tasked with the support and management of a new community cultural site alongside an extensive current program.</b>	
<b>A repurposing of an established commercial lease will incur loss of income and further impact the commercial vitality of a town centre</b>	Continue tenancies in the medium term.
<b>Lost opportunity to utilise spaces for arts and culture</b>	Council already has a number of heritage and other buildings that are being activated for the purposes of arts and culture.

## Resourcing Strategy implications

There are no additional resourcing requirements to meet the recommendation outlined in this report. Any proposed cultural and community activations can be funded through the proposed 2025-26 Economic Development and Placemaking budget.

The current commercial lease agreement has an annual revenue to Council. The removal of June Moore Place from the lease agreement would have a minimal impact on the annual lease amount.

## Policy and legislative requirements

Heritage NSW Act 1977 (inc. 2010 amendments)  
Arts and Culture Strategy  
Economic Development Strategy  
Randwick Town Centre Strategy.

## Conclusion

Further to the conclusion detailed in the February 2025 Council Report on Sandgate Cottage, this Report back to Council provides more detail regarding the architectural plans of the State Heritage Listed building.

Whilst Sandgate has great potential due to its capacity, heritage profile, visibility and proximity to high footfall for a civic cultural or community space, it is also limited by the need for significant improvement works and heritage limitations.

Repurposing the building would entail a significant cultural capital project, adding to the considerable portfolio of cultural venues that Council has committed to redevelop.

Sandgate is further currently leased to a well-established commercial tenant and contributes to the commercial wellbeing of the Randwick town centre.

As such, this Report recommends continuing to operate Sandgate as a commercial premises in the medium term, while exploring potential community and creative activations in June Moore Place.

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

**File Reference:** F2023/00413



## Director Community & Culture Report No. CC12/25

### Subject: Community Engagement Strategy

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#### Executive Summary

- At the Ordinary Council Meeting held on 10 December 2024, Council resolved (Magner/Gordon) for the revised Community Engagement Strategy to be placed on public exhibition.
- Randwick Council's Community Engagement Strategy (CES) was developed in 2022 following extensive community engagement over a 12-month period. The strategy was built upon existing policy dating back over 15 years.
- Council reviewed its CES in line with Office of Local Government requirements following the September 2024 local government elections.
- Council staff undertook a review of the CES, and the revised strategy includes new content on community insights, Aboriginal and Torres Strait Islander engagement, updated ABS statistics, and refinements to committee references and the community engagement matrix for clarity.
- The draft strategy was publicly exhibited from 19 December 2024 to 6 February 2025, attracting 464 visits, 161 downloads, and 14 submissions via Your Say Randwick.
- Following a review of community feedback it is recommended to make minor amendments to the strategy including text changes clarifying Council's stakeholders, a new section on tree removal notification and to investigate the use of QR codes on DA notification signs.

#### Recommendation

That Council adopts the revised Community Engagement Strategy.

#### Attachment/s:

1. [LINK TO VIEW](#) Community Engagement Strategy 2025 - Post Public Exhibition version

## Purpose

At the Ordinary Council Meeting on 10 December 2024, Council resolved:

**RESOLUTION: (Magner/Gordon)** that Council endorses the revised Community Engagement Strategy to be placed on public exhibition, subject to the following amendments:

- i) Page 14-15, the data on these pages to be updated, not consolidated. Remove proposed yellow section and update data in blue section in full for all categories;
- ii) Page 20, under section headed “Interagency meetings” retain Police Aboriginal Consultative Committee;
- iii) Page 27, under How we engage 5.2, add “meet quarterly” after Advisory Committees; and
- iv) Page 27, Under “What is higher impact?” reinstate “annual budgets and operational plans” under higher impact category of engagement.

In accordance with the resolution, the above changes were made, and the strategy was placed on public exhibition for community feedback.

This report provides an overview of the consultation undertaken and presents the feedback received from the community.

## Background

Randwick City Council values community engagement as essential to local government, providing meaningful opportunities for input that leads to better outcomes, higher satisfaction, and respect for community knowledge and experiences.

Randwick City Council has been a leader in community engagement, being one of the first Councils to adopt consultation principles and a planning guide in 2009.

In 2019, Council consolidated these into a Community Participation Plan, in response to legislative changes to the Environmental Planning and Assessment Act (EP&P Act).

In 2021 the NSW Government amended the Local Government Act, requiring councils to adopt a Community Engagement Strategy by 2022. Council undertook significant community engagement in 2021 and 2022 to revise the Community Participation Plan into a new Community Engagement Strategy.

Randwick Council’s strategy was last adopted by Council in December 2022.

The Office of Local Government guidelines require that a council’s Community Engagement Strategy is reviewed within three months of elections being held. Local government elections were last held in September 2024.

Consistent with OLG requirements, Council reviewed the strategy within the three-month time period and on 10 December 2024 endorsed the revised strategy for public exhibition.

### Timeline of Randwick City Council community engagement policies



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### Legislative requirements

In 2021, the NSW Government amended the Local Government Act, requiring councils to adopt a Community Engagement Strategy. Guidelines from the Office of Local Government (OLG) specify that the strategy must identify stakeholder groups and outline when, how, and why they can provide input into council's long-term planning and decision-making.

Councils were also encouraged to integrate engagement requirements from other legislation, such as the Community Participation Plan under the Environmental Planning and Assessment Act 1979.

The OLG recommended best practices for engagement, including:

- Ensuring engagement occurs only when the community can influence decisions.
- Providing sufficient information for informed participation.
- Making engagement accessible, especially for hard-to-reach or vulnerable groups.
- Supporting the development of council plans, policies, and services.
- Using contemporary and accessible engagement tools.
- Upholding social justice principles of equity, access, participation, and rights.
- Clearly outlining how feedback will be provided to participants.

The OLG developed a 'good, better, best' model to guide councils, and Randwick Council is committed to achieving the 'best' standard.

### Community consultation 2022

Following OLG best practice guidelines, Council undertook community consultation to understand community perceptions of engagement. Key activities included:

- Internal staff interviews on engagement needs
- Research on other councils' practices
- An online community survey
- The 'Randwick 100' interactive forum held on 20 August 2022 with 100 attendees
- A Councillor workshop held on 12 September 2022

### Key changes made in 2022 policy

- Principles: Updated to plain English and includes social justice principles
- Who we engage with: Council's community and main stakeholders clearly identified.
- Internal and external committees and reference groups: Specific reference to Council's structured meeting practices, including plans to create reference groups for harder-to-reach communities.
- Minimum face-to-face consultation activities: twice-yearly Let's Chat sessions per ward, quarterly reference group meetings, and monthly/bimonthly Precinct Committee Meetings.

- Minimum consultation periods: Standard 28-day (4 weeks) or 42-day (6 weeks) exhibition periods, with DAs remaining at 14 days.
- Exclusion of holiday period: Adjusted to 20 December – 10 January to standardise it with the Environmental Planning & Assessment Act.
- Newspaper notices: Removed in line with legislative changes
- Tenant notifications for DAs: Introduced from 1 July 2023 to notify tenants as well as property owners

These updates strengthened Council’s engagement approach, leading to increased participation on Your Say Randwick between 2022 and 2023.

YOUR SAY RANDWICK CONSULTATION WEBSITE	2022	2023
Total visits	61,689	100,890
Contributions	3,163	7,979
Registrations	1,285	2,734
Engaged <small>Contributed to a feedback tool</small>	5.1%	7.9%

2024 Community Engagement Strategy review

In accordance with the Office of Local Government requirements, Council staff undertook a review of the Community Engagement Strategy following the 14 September 2024 local government elections.

The updates proposed to the Community Engagement Strategy focused on five main areas:

1. New Content
  - Introductory paragraph translated into Mandarin, Greek, Cantonese, and Spanish.
  - New subsection ‘1.1 Shaping our strategy - community insights’ outlining community input in strategy development.
  - New subsection ‘4.4 Aboriginal and Torres Strait Islander communities’ on engagement approaches and key stakeholders.
2. Updated Statistics (Section 3)
  - Updated to reflect the latest ABS data.
3. Committees and Reference Groups (Section 4.2)
  - Removed references to ‘portfolio committees’ and ‘reference groups’.
  - Updated ‘consultative committees’ list per Council’s October 2024 resolution.
4. Community Engagement Matrix (Section 5.3, Table 1)
  - Renamed project types for clarity.
  - Reordered impact categories for better readability.
  - Added public holidays to timeframes and clarified exhibition period wording.
5. Development Matters Notification (Section 5.5, Table 2)
  - Aligned terminology with NSW Government’s updated employment zone framework.
  - Changed ‘Senior Council Planning Officer’ to ‘Manager Development Assessment’ for role clarity.

Public exhibition of review Community Engagement Strategy 2024

Following the December Council meeting, the revised Community Engagement Strategy 2024 (CES) was placed on public exhibition from 19 December 2024 to 6 February 2025.

During this period, the Your Say Randwick site experienced 464 visits, with 161 downloads of the strategy and 14 submissions received.

## Submissions

The following table outlines the 14 submissions received and Council's response to each.

	Comments on the updated Community Engagement Strategy	Council response to submission
1	<p>1. I cannot see why [one community group]* should have any more attention than the rest of the community in Randwick.</p> <p>2. On a separate issue I would like to see street cleanup included. In particular all the tree leaves that are clogging up gutters. This should be a basic requirement.</p> <p><i>*This submission has been edited by Council staff</i></p>	<p>1. The CES acknowledges and respects the rights of all community members to be informed and have the opportunity to contribute to decision-making affecting them. Best practice engagement involves ensuring Council's approaches and techniques to consultation are appropriate to the needs of the audience.</p> <p>2. As this strategy is about community consultation not service levels, it's not appropriate to include street cleaning. However please note that Council already provides a daily service to clean gutters in business centres, public places and residential zones.</p> <p>For residential areas, the LGA is divided into 10 zones which are completed over a two-week period (one zone per working day), however parked cars on the street can restrict access.</p> <p>Council's Public Place Officers and Public Place Cleaning Supervisors also inspect streets and action service requests made by residents via Council's Call Centre.</p>
2	<p>Everything looks great except "Acknowledgement of Country".... I don't want to be welcomed...every single time I do anything...*</p> <p><i>*This submission has been edited by Council staff</i></p>	<p>Randwick City Council is proud to acknowledge the Traditional Custodians of the land and it is appropriate that we can include this in Council plans and strategies.</p>
3	<p>Last year you invited comments about Kensington/Kingsford traffic management and have recently published proposed changes to make walking/cycling/traffic safer for all users. During the consultation three of the areas that received the highest comments were the Barker St- Houston Road intersection, the Houston Road - Day Avenue intersection and the Day Avenue - Doncaster Avenue intersection. In the plan just released those three areas are not being changed despite comments from cyclists, walkers and drivers all of which were highly critical of the current situation. I have zero faith in Councils ability to have any meaningful</p>	<p>The CES provides a structured approach to engagement and decision making. Section 5.5 <i>Reporting on Engagement Activities</i> details how Council informs our community about decisions made, ensuring transparency and demonstrating how feedback is considered.</p> <p>Randwick Council considers the feedback we receive and takes onboard comments wherever possible. The three intersections referred to form part of the Kingsford to Centennial Park cycleway. Council is currently investigating the feasibility of a number of changes along the cycleway and is considering improvements for</p>

	Comments on the updated Community Engagement Strategy	Council response to submission
	Community Engage Strategy in fact I believe you are only doing this to tick a box for your own feel-good purposes. If you want meaningful engagement maybe, just maybe you should listen to the people who pay your wages. If it was up to me, you would all be fired for incompetence.	people walking, riding and driving as part of this review.
4	<p>What cycling groups/local residents/local bike shops do you engage with before making decisions on cycling infrastructure changes at junctions and at St Spyridon for example where it has been made less safe for cycle groups as cannot move to left lane and then 4 cars allowed to park in the lane so have to move out again, making it frustrating for motorists, even though you just built a car park 50 meters away?</p> <p>Also an ANZAC pde Maroubra clearway that only starts at 7:30am when traffic is heavy from 6am?</p> <p>The 3-4 major Cycling shops in the area could give you so many insights regarding what works and what doesn't for their users</p> <p>Thank you.</p> <p>Does anyone ever consider impact to higher risk road users and not just 4WD drivers?</p>	<p>The CES ensures engagement with a broad range of stakeholders, including interest groups like cyclists. Section 4.1 <i>Who Do We Engage With?</i> identifies key stakeholders, such as local sporting groups and interest groups. For project or major transport initiative Council develops community engagement strategies and identifies relevant stakeholders to consult with. In addition, changes to traffic conditions are regularly reported to the Traffic Committee which are open to the public to attend and the agenda is supplied to BIKEast.</p>
5	<p>Firstly, I would like to comment on the Acknowledgement of Country. This, in my opinion, is now part of the issue and is divisive. Based on your data, Randwick is young and has a high education level. The trends unfortunately signal a loss of young residents and a growing aging population. Therefore, an engagement strategy should be focused on young residents in order to retain and attract new ones. As we are generally a university suburb, much more concentration should be placed on engaging this segment via social media and targeted events.</p> <p>Less than 2% of the population are Aboriginal. The focus here should be to retain the historic cultural aspects and protect these. Point 4.4 in the CES gives too much focus on this. We should be aiming at integration, not separation. We can achieve this by allocating funds, time, and effort in correlation to actual population distribution; i.e., seniors (all countries and cultures) would get 20% of the funding, and under 18 would get 18%.</p>	<p>Randwick City Council is proud to acknowledge the Traditional Custodians of the land and it is appropriate that we can include this in Council plans and strategies.</p> <p>The Community Engagement Strategy provides a framework for how and when Council engages with the community. A community consultation plan is prepared for each project or initiative outlining the impact, consultation level, purpose, audience, key messages and consultation methods. The resources and time required are then allocated based on the impact of the proposal and the consultation techniques required to effectively reach the target audience.</p>



	Comments on the updated Community Engagement Strategy	Council response to submission
6	<p>Yes I read about community consultation with use of Crown Land and this has never happened with the widening of the bottom gate at the boat ramp bay parade malabar. The widening of the gate has stopped locals taking paddleboards kayaks down to the waters edge of the ramp. There has never been a meeting the licensee the council the community and the area is crown land. I have lived in malabar since 1957 and my husband since 1947. He worked on the concrete pads for each boat in collecting water for the men mixing and laying the original concrete slabs. There was never a gate at the lower part of the ramp for years then one put in with an open for other users but now for for about 4 years we have been locked out. His family came to live at malabar in 1923. Can consultation now take place as per the Community Engagement Strategy. may I add the majority of the boats are not used just stored on the ramp.</p>	<p>Thanks for your feedback.</p> <p>There are times where the community and stakeholders may not be involved in a decision-making process.</p> <p>5.2.3 of the strategy says:</p> <p><i>This may include operational matters where public input is not able to influence an activity or where Council is legally or contractually obligated to take certain action. It may also include matters where previous consultation or research has already occurred and further engagement is not considered necessary. Despite this, Council will always endeavour to inform the Randwick City community wherever possible.</i></p> <p>In regards to the Malabar boat ramp, The Malabar Boat Owners &amp; Sea Rescue Club (MBO) and Randwick District of Surf Lifesaving (RDSLS) hold licences for the ramp and storage area.</p> <p>MBO sought Council's approval to replace the corroded gate, which was granted in line with their lease agreement. RDSLS had previously faced delays launching rescue boats due to obstructions. The works were completed by a licensed contractor, and pedestrian access via the stairs remains unchanged.</p> <p>As this was an operational matter managed under a lease, community consultation was not required.</p>
7	Can council please start using QR codes on all DA notices that link directly to the plans.	Thank you for the feedback. We agree this is a good idea and Council is currently investigating the feasibility of this suggestion.
8	Very comprehensively researched, series of proactive strategies	Thank you for reviewing the strategy and for your feedback.
9	<p>The actual implementation of the Community Engagement Strategy needs to be improved, not just the strategy itself. The strategy has been failing at the operational level - it leads to the case of the Council "listening" but not actually hearing the residents and their concerns and as a result not engaging with the community in the optimal way, leading to a lot of frustration. The communication and subsequent engagement is too automated and narrow, without the application of discretion and common sense, leading to poor outcomes. Example 1: Residents living across the road from Claremont College were not notified of the</p>	<p>Thank you for reviewing the strategy and for providing your feedback.</p> <p>The CES follows the <i>International Association of Public Participation (IAP2) Spectrum of Public Participation</i> to guide consultation programs, ensuring that engagement is meaningful and fit for purpose.</p> <p>As you note, the strategy includes a specific notification requirement for certain types of Development Applications. Following community consultation in 2022 to develop the plan, Council changed this notification to include notification of tenants as well as</p>

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Comments on the updated Community Engagement Strategy	Council response to submission
<p>major DA and college expansion at 12 Heath Avenue as they are not within a 40 meter property boundary and were therefore not considered as being impacted. This has completely disregarded the nature of school expansion and the major impact it has on residents who are subjected to increased noise and traffic, given that the school drop off and pick up routes go directly in front of their houses (Judge and Dolphin Streets) - this is where the drop off zone for the DA was and a DA officer who carefully read the plan would have found this out - yet the properties within 25 meters and directly across the drop off zone were not notified at all. The College itself considered these properties to be neighbours and to be impacted (and notified us of the plans!) while the DA Officers did not - it has shown a complete lack of understanding of the area, how schools operate and lack of consideration for the residents by the Council's DA Officers. When the need for wider consultation and notification of a major DA such as school expansion was brought to the Council attention, there was no acknowledgement that this could have been done better and that there may be a learning in how major DAs are handled and communicated - it was flipped right back, with no action and a textbook explanation. What should have happened was Council taking feedback on board and considering how they can do a better job on major projects such as this. I hope that this what happens now - the strategy is amended to consider the nature of the DA and not just stick to a mechanical application of the rules. Example 2. One of the feedbacks to the Council regarding the Coogee Beach kiosk was the need to provide for an additional accessible bathroom, as the use of these bathrooms is very wide and goes beyond just the people with physical disabilities - they are used by parents with prams and young children, among other things (lots of reasons that I can get into). However the Council's response to the suggestion was that providing one bathroom was as per legal requirement. This completely missed the point of the feedback, which referred to the actual bathroom use and the actual community need in the area for accessible bathrooms, rather than whether this complies with the law or not. To me, this was an example of Council not actually reading and understanding the feedback it was given, leading to suboptimal outcomes.</p>	<p>property owners. We also consulted with the community about the 40m notification radius through a survey which found 57% of respondents felt the 40m radius was 'about right' and 28% said it was 'too small'. Just 6% said it was too big and 9% were unsure. Based on this feedback, no changes were made. Regardless, we acknowledge that there are times when some impacted or interested people may not be located directly within the 40m radius. For level 2 and level 3 Development Applications, Council places a site notice on the subject location and Council staff have the ability to expand the 40m radius area considering the nature and the likely impact of the proposal.</p> <p>In regards to the design for the proposed new amenities on Arden Street in Coogee, the plans include one unisex accessible toilet, in line with other public facilities of this type. The accessible toilets are key-only entry, using the standard MLAK key. This ensures it is available for use when required. These toilets are not intended for use generally by parents with prams and young children.</p> <p>The design includes baby change tables in both the male and female toilets. In response to community feedback, Council has changed the design to convert a second bus driver toilet into an all-gender toilet which can be used by anyone.</p>

	Comments on the updated Community Engagement Strategy	Council response to submission
10	<p>Yes it all sound very nice I have lived in the Randwick Council area for the last 35 Years and pay rates on 4 different properties. I have replied to 2 Community Engagement Enquiries over the last couple of years and am yet to receive any acknowledgement or feedback on my or any of my neighbours input. As I said it all sound very good but is not worth a cracker if you continue to ignore input.</p>	<p>Thank you for your feedback.</p> <p>Section 5.5 <i>Reporting on Engagement Activities</i> outlines how feedback is considered, reported on, and communicated back to the community.</p> <p>Not all consultations provide individual responses to participants. Instead, Council prepares a consultation report summarising key issues and themes, along with how feedback has been considered.</p> <p>Verbatim submissions are included in all consultation reports to ensure transparency and accuracy in reporting.</p> <p>Where possible, Council informs participants of the consultation outcomes and how their input has influenced decisions.</p>
11	<p>yes I do.</p> <p>37 pages of Randwick Council Self Advertising. 37 pages that the vast majority of people do not have the time nor inclination to read.</p> <p>for example, on the updated Community Engagement Strategy, what percentage of the community does Council accept as a majority 'Yes' vote ?</p>	<p>Thank you for your feedback.</p> <p>We acknowledge that it is difficult for people to find the time to read documents like this.</p> <p>We factor this in when designing consultation programs to use a broad range of communication tools to inform people and to use succinct and appropriate consultation techniques to make it as easy as possible for people to provide feedback. This includes holding onsite meetings and pop-up sessions, distributing flyers with summaries of proposals, installing posters, running workshops and supporting a community-based Precinct meeting system.</p> <p>Most consultations are not simply a 'public vote' – and where they are, it is clearly indicated.</p> <p>Most consultations are an opportunity for Council to gather diverse perspectives, identify key themes, and make informed decisions based on a range of factors, including community feedback, legislative requirements, expert advice, and Council's strategic priorities.</p>
12	<p>I'd like to commend the Council on the CES. I think it's a comprehensive document and I appreciate understanding the Council's approach as well as the outlining the stakeholders they already engage with on certain matters.</p> <p>I've recently started attending my Local Precinct Committee for Maroubra and think they are an empowering forum. I'm almost 30 and by far was the youngest person in attendance (and everyone at the meeting made me feel very welcome and were keen to see more young</p>	<p>Thank you for your feedback and for attending your local Precinct Committee!</p> <p>The CES acknowledges underrepresentation of younger demographics. Section 4.3 <i>Our Commitment to Inclusive Engagement</i> supports increased youth engagement through targeted consultation.</p> <p>Council collaborates with Precinct Committees by sharing information, providing funding, and responding to resolutions passed at meetings. Council also helps promote precincts and</p>

	Comments on the updated Community Engagement Strategy	Council response to submission
	<p>people attend). I don't have the answers on 'how' but I am eager to try to help change this. I note the reference to under representation of young people in the CES. If there is anyone in the Council who's remit is to strengthen participation for these underrepresented groups in the country council's engagement approaches, such as the local precinct committees, I'd welcome an opportunity to speak with them to understand what I could do to help attract more young people to these meeting forums.</p>	<p>supports the volunteers who run them in attracting and retaining attendees.</p> <p>You can contact Council's Community Development team to discuss more opportunities for engaging with young people: <a href="mailto:communitydevelopment@randwick.nsw.gov.au">communitydevelopment@randwick.nsw.gov.au</a></p>
13	<p>1. The design of the survey (eg questions asked) is essential. Varying questions and workshopping these ahead would be an improvement on the current process where Council staff are advancing a predetermined agenda.</p> <p>Precincts (as they are composed on active local residents) would be ideal forums for workshopping area specific proposals ahead of release of the community wide survey.</p> <p>2. The round bubbles representing various community groups (often people would belong to more than one bubble) needs to include a bubble for those from an Anglo - Celtic background.</p> <p>On an ethnicity basis in the current Strategy document (on exhibition) there are 2 related to 'first nations people' and 1 from CALD. People from an Anglo - Celtic background comprise a substantial portion of the population and deserve specific consideration.</p> <p>Please include this for future consultations and representations of the community.</p>	<p>Thank you for your feedback.</p> <p>We agree that early and meaningful engagement on projects is important to help get the best outcome.</p> <p>The principle of participation in the strategy says:</p> <p>Our community will be given opportunities to participate in council projects at an early stage to enable community views to be genuinely considered.</p> <p>Council often conducts community consultation in an early explorative phase and exhibits or presents potential designs as part of a second concept phase. This provides the ability for people to input into a project early on and for Council staff to make best use of these insights before developing a concept/s for exhibition as part of a second phase.</p> <p>The list in section 4.1 'who do we engage with' is not a comprehensive list of every potential sector, stakeholder group or segment of our community. For example it doesn't list individual religious, spiritual, cultural or racial groups – and yet all those groups, including people from an Anglo-Saxon background, are important and form part of our community.</p> <p><b>SUGGESTED CHANGE:</b> To help make this clearer it is recommended that we change Section 4.1 'Who do we engage with' from:</p> <p><i>Our community is made up of individuals, groups and organisations. We will consider the following stakeholders in our community engagement process:</i></p> <p>to:</p> <p><i>Our community is made up of many different individuals, groups and organisations. All of these groups are important and will be engaged</i></p>

	Comments on the updated Community Engagement Strategy	Council response to submission
		<i>in different ways at different times. The following are some of the key stakeholders in our community engagement process:</i>
14	<p>Put bikes facility everywhere, cycleways and it will be safer, greener, quieter, more enjoyable and beautiful.</p> <p>Connections between cycleways and area is the key.</p>	<p>Thank you for your feedback and comments.</p> <p>Council recently adopted our Active Transport Plan with the vision that everyone should be able to safely and easily choose to walk or bike more often when moving about.</p> <p>The Active Transport Plan identifies strategic priority areas and bicycle routes. This includes Walking Improvement Areas - clusters of shops, schools and public transport - where walking improvements are to be prioritised. It also includes the Cycling Network Plan, which identifies the strategic bicycle route connections to link our key destinations with the current cycling network and to destinations in our neighbouring Councils.</p> <p>The plan can be found online:  <a href="https://www.randwick.nsw.gov.au/services/transport/active-transport-plan">https://www.randwick.nsw.gov.au/services/transport/active-transport-plan</a></p>

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### Recommended changes to strategy

Following the community consultation process, it is recommended that the following changes are made to the Community Engagement Strategy. These changes are marked up on the attached document.

- Section 4.1 'who do we engage with?' will be amended, following submission feedback, to include a broader definition of stakeholders. This change is intended to make it clearer that the list of stakeholders is not exhaustive but indicative of some of the key stakeholder groups Council engages with.
- A new section 5.4 'public notification requirements relating to trees' is included. This issue was not mentioned by those who made a submission, however in recent months Council has received significant community feedback about the importance of notification in regards to tree removal. Currently the CES is silent on consultation requirements for trees, except for those included as part of a DA.

In summary, the new section:

- provides a public statement of commitment to retaining trees
  - requires a sign to be placed on any street or park tree proposed for removal for a minimum period of 14 days advising the reason for removal and intended replacement planting
  - outlines when tree removal is delegated to the General Manager and when matters come to Council for determination.
- Council staff will investigate the use of QR codes on DA notice signs. (Note: as this is an operational matter, it is not considered necessary to add to the CES)

## Strategic alignment

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

Delivering services and regulatory functions:	
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.

## Risks

Risk	Mitigation
<b>Perception of limited community engagement on revised strategy</b>	<p>Council conducted an extensive review with considerable community consultation in 2022 when adopting the strategy. This led to the development of a range of improvements which were adopted by Council.</p> <p>The revisions made in 2025 are relatively minor and aim to refine the CES for clarity, alignment with current practices, and adherence to legislative requirements.</p>

## Resourcing Strategy implications

The review and adoption of the revised Community Engagement Strategy will not result in any additional resourcing or funding requirements.

## Policy and legislative requirements

- Local Government Act 1993
- Environmental Planning and Assessment Act 1979
- Integrated Planning and Reporting Guidelines from the Office of Local Government
- Local Government Amendment (Governance and Planning) Act 2016.

## Conclusion

The revised CES will continue to support Council's commitment to effective and inclusive community engagement.

**Responsible officer:** Amanda Mather, Senior Community Consultation Officer

**File Reference:** F2022/00271



## Director Community & Culture Report No. CC13/25

**Subject: Update on rock fishing safety initiatives**

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### Executive Summary

- This report follows on from a previous Council resolution at the 18 October 2022 Council meeting (Burst/Hamilton) where Council provided support to Surf Life Saving in educating community around the dangers of rock fishing.
- Rock fishing is a dangerous past time with more than 200 deaths nationwide and 24 in Randwick City in the past two decades.
- Randwick Council has been a leader in initiatives to increase safety and public awareness.
- Council has been approached by Surf Life Saving NSW seeking support to hold a rock fishing safety skills and demonstration day in Randwick City in 2025.
- Council is also working with Surf Life Saving to trial an innovative rock fishing safety remote surveillance and detection program at two blackspot locations – including one in Randwick City.
- Randwick Council has been undertaking a communications campaign over summer 2024-25 targeting multicultural communities and those at risk.

### Recommendation

That Council:

- a) support Surf Life Saving NSW's rock fishing safety and skills day to be held at the Prince Henry Centre, Little Bay on Saturday 18 October 2025 by waiving the hire fees; and
- b) provide in principle support to partner with Surf Life Saving NSW on an innovative rock fishing safety remote surveillance and detection camera trial at Little Bay.

### Attachment/s:

Nil

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## Purpose

At its Ordinary meeting held 18 October 2022, Council resolved:

**RESOLUTION: (Burst/Hamilton)** that:

- a) Randwick Council support and partner with Surf Life Saving NSW to host a Rock Fishing Safety & Skills Day in Randwick City; and
- b) fees for the hiring of the Prince Henry Centre to the value of \$4,487.20 be waived.

The purpose of this report is to update Council on recent activities and developments around rock fishing safety and seek formal support for staff to continue working with and supporting Surf Life Saving NSW host a rock fishing safety workshop and trial remote surveillance and detection cameras at rock platforms.

## Background

Rock fishing is a popular, but dangerous recreational activity in Randwick City.

Since 2005 more than 200 people have died rock fishing in Australia.

This includes 24 fatalities in the Randwick City area making our coastline statistically one of the most dangerous locations to rock fish in Australia.

Most recent fatalities:

- Two men swept off the rocks to the north of Little Bay Beach early in the morning on 7 July 2024. Their bodies were found hours later after beachgoers reported seeing fishing gear on the shore.
- A middle-aged man who drowned while fishing the rocks north of Maroubra Beach on 27 August 2023.
- A 41-year-old man and his 10-year-old son were swept off the rocks on the south end of Little Bay Beach on 31 January 2022. The mother, who was with them at the time, survived.

Over the past decade, Randwick Council has implemented several proactive initiatives to improve safety and raise awareness about the dangers of rock fishing.

This has included:

- being the first Council in Australia to implement compulsory lifejacket laws for rock fishers in 2016;
- installing high impact 'shock' signs at rock fishing blackspots indicating the number of fatalities with translations in multiple languages;
- conducting multilingual surveys of rock fishers about behavior and safety to help develop appropriate strategies;
- installing live beach cams to broadcast beach conditions helping rock fishers assess conditions before leaving home;
- working with industry associations, government and surf life saving to communicate key safety information;
- hosting rock fishing safety workshops targeting risk rock fishers and handing out free lifejackets;

- proactive patrols by Rangers and Lifeguards to educate and encourage rock fishers to wear life jackets;
- undertaking proactive rock fishing safety communication campaigns targeting people most at risk; and
- advocating for law changes to require the compulsory display of rock fishing safety information at the point of sale of bait and tackle at retailers, supermarkets and department stores.

### **Rock fishing and safety skills workshop**

Council has been approached by Surf Life Saving NSW to support a rock fishing and safety skills workshop.

The event is proposed to be held at the Prince Henry Centre in Little Bay on Saturday 18 October 2025.

The event is part of a series of workshops SLNSW is hosting across the NSW coast. The government funded workshops were last held in 2023, including a workshop at Little Bay on 5 February 2023 attended by 186 participants from 21 nationalities. At the workshop 105 free lifejackets were distributed to those who completed the workshop.

The workshops are targeted at people from a non-English speaking background and those interested in fishing but with limited experience.

The 2025 event will include presentations and guest speakers covering topics such as correct safety equipment to wear while rock fishing, fitting a lifejacket, as well as tips on how to fish better.

As part of Council's support it is proposed to cover the hire fees for the Prince Henry Centre for the day. Council will be recognised as a supporting organisation with our logo on communication material and Council Lifeguards will provide an information stall at the workshop and the Mayor will be invited to provide a welcome address.

Council Lifeguards are also working with SLSNSW on an advanced in-water practical session to be held in December providing participants with a first-hand experience of the challenges of submersion while rock fishing.

### **Remote surveillance and detection camera trial**

Council has also been approached by SLSNSW seeking support to work with them on a pilot program to trial remote surveillance and detection cameras.

One of the most important factors in any water-related emergency response, is the time taken for first responders – typically Lifeguards or lifesavers – to respond. The quicker an emergency is identified, the faster emergency services can respond and the better the outcome is likely to be.

Camera technology has progressed significantly in recent years to the point that it can differentiate between different onscreen elements such as people, what safety gear they're wearing, wave action changes and sudden disappearances.

Council is already using similar technology on some of its beach cameras to help count crowd numbers which assists in rostering Lifeguard and cleansing services.

SLSNSW has been in discussion with Council about trialing two surveillance and detection cameras along the NSW coast at known rock fishing blackspots – one at Kiama and one at Little Bay.

Little Bay has accounted for eight fatalities in recent years – the highest number of fatalities in the Randwick City LGA.

The project will involve the installation of two stand-alone camera units using solar power and will likely use satellite internet for data transmission. The locations are yet to be determined, but may

be located on Crown land managed by The Coast Golf Course overlooking known Little Bay rock fishing platforms. Following Council's endorsement, conversations will take place with The Coast Golf Club.

The cameras will function during daylight hours and provide automated notifications to the Surf Life Saving NSW State Operations Centre in the event of an identified sudden disappearance of a rock fisher – indicating a potential emergency situation.

The centre is managed 24 hours a day, 7 days a week, and operators can activate emergency responses from Lifeguards, lifesavers, police rescue, ambulance and the Westpac Rescue Helicopter.

The cameras are proposed to be installed in mid-2025 and the trial will run for approximately 12 months.

Prior to their installation, consultation will be undertaken with relevant stakeholders and signage developed to inform people of their use and purpose.

SLSNSW is not seeking any monetary contribution from Randwick Council, but has requested the assistance of Council staff in helping facilitate the required approvals and assisting with communication and stakeholder engagement.

### Communications and education

Randwick Council has been proactive in its efforts to increase safety for rock fishers.

Most recently, Council undertook a high visibility shock marketing campaign targeting people from across Sydney, including those from a non-English speaking background.

The campaign *Rock fishing? Make a safe choice* encouraged people to:

- learn to swim
- wear a lifejacket
- wear non-slip footwear
- check conditions
- never fish alone
- go home if too rough

Importantly, the campaign was clear in its message that if you can't swim – you shouldn't be rock fishing.



Council partnered with a multicultural marketing agency to target people consuming Chinese, Korean and Vietnamese media and through paid Google Adwords in language and Facebook advertising.

It also included print advertising in multicultural media, cinema advertising at The Ritz Cinema and outdoor advertising. Over summer 2024-25 the campaign continued on social media targeting people living or visiting Randwick City including those with an interest in fishing, rock fishing and associated activities.

The campaign reached more than 40,000 individuals and was viewed more than 100,000 times resulting in 351 link clicks to Council's website for more safety information.

### 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 that is healthy and active
Objective	Maintain a community satisfaction* rating for coastal open spaces, coastal walkway, playgrounds and parks of 97%
Delivery program commitment	Review and strengthen the rock fishing safety campaign and on-site infrastructure (i.e. signage) to raise awareness and increase rock fishing safety including in multiple community languages, working with NSW Parks and Wildlife Service.

### Risks

Risk	Mitigation
Reputational – safety management As a land manager, there are inherent risks for Council associated with people undertaking coastal activities such as rock fishing.	As this activity is inherently dangerous, individuals also have a duty of care to themselves. The actions taken by Council over many years, consistent with recommendations from coronial inquiries, indicates Council has taken considered and appropriate action to mitigate risk. Continuing to explore and trial new safety initiatives as well as continuing to communicate safety information is important to continue mitigating risk and increasing public safety.

### Resourcing Strategy implications

The cost to provide the Prince Henry Centre to Surf Life Saving NSW for a rock fishing safety workshop is \$5,291.47. This cost will be paid for from the rock fishing safety and education budget in the 2025-26 financial year.

### Policy and legislative requirements

Rock Fishing Safety Act 2016.

### Conclusion

This report provides an update on Council's actions to increase rock fishing safety such as recent communications campaigns and recommends continuing our partnership with Surf Life Saving NSW to hold a community workshop and trial new camera technology. These initiatives directly contribute to improving safety.

**Responsible officer:** Joshua Hay, Manager Communications

**File Reference:** F2019/00632

## Director Corporate Services Report No. CO10/25

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

### Executive Summary

- The drafts of the Randwick City Council **2025-35 Community Strategic Plan, 2025-29 Delivery Program, 2025-26 Operational Plan and Budget, 2025-26 Fees and Charges** and the **Long-Term Financial Plan** and **Asset Management Planning** from the Resourcing Strategy are presented for council endorsement for the public exhibition of the documents for 28 days, inviting submissions from the public.
- After an ordinary election of Councillors, the Council must review the Community Strategic Plan; establish a new 4-year Delivery Program; and review the Resourcing Strategy before 30 June in the following year.
- The 10-year Community Strategic Plan identifies the community's main priorities and aspirations for the future and plans strategies for achieving these goals. The 2022-32 Community Strategic Plan was endorsed in June 2022 and does not require significant review at this time.
- Outcomes and Objectives of the 7 strategic areas in the Community Strategic Plan remain the same. The data and insights regarding the most recent community, environment, economic conditions, and other relevant factors have been updated.
- To meet legislative requirements, the 10-year draft 2025-35 Community Strategic Plan will be placed on public exhibition with the other integrated planning and reporting documents.
- The 4-year draft 2025-29 Delivery Program serves as the single point of reference for all commitments and activities to be undertaken during the 2025-29 council term to work towards the outcomes and objectives of the Community Strategic Plan. Supporting the Delivery Program is the one-year Operational Plan and Budget, which details the individual projects and actions that will be undertaken in that year as well as the allocation of funds for the activity.
- The draft 2025-26 Budget ensures a continued strong financial position, with a net operating result for the year before grants and contributions for capital purposes of \$1.1M and a balanced budget result.
- The draft 2025-26 Fees and Charges are also presented for Council's consideration for exhibition.
- The Resourcing Strategy enables Council to deliver services to the community in a cohesive and sustainable way. It identifies the resources which are required to carry out the commitments of the Delivery Program, and consists of the:
  - 2025-35 Long-Term Financial Plan,
  - 2025-29 Workforce Management Strategy, and
  - 2025-35 Asset Management Planning.
- The Long-Term Financial Plan and the Asset Management Planning documents will be placed on public exhibition with the other planning documents. (The Workforce Management Plan is an operational document and is not exhibited but will be available on the council website once it is presented to council and endorsed in June 2025).



- The integrated planning and reporting documents collectively ensure that Randwick City Council can effectively plan, allocate resources, and deliver services to meet the community's needs and aspirations over the next decade.

### Recommendation

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; and
- c) the General Manager be authorised to make any minor changes if required.

### Attachment/s:

1. [LINK TO VIEW](#) Draft 2025-35 Community Strategic Plan
2. [LINK TO VIEW](#) Draft 2025-29 Delivery Program and 2025-26 Operational Plan and Budget
3. [LINK TO VIEW](#) Draft 2025-26 General Fees And Charges
4. [LINK TO VIEW](#) Draft 2025-35 Long Term Financial Plan
5. [LINK TO VIEW](#) Draft 2025-29 Asset Management Strategy
6. [LINK TO VIEW](#) Draft Asset Management Policy
7. [LINK TO VIEW](#) Draft Asset Management Plan - Kerb and Gutter
8. [LINK TO VIEW](#) Draft Asset Management Plan - Buildings
9. [LINK TO VIEW](#) Draft Asset Management Plan - Footpaths
10. [LINK TO VIEW](#) Draft Asset Management Plan - Drainage
11. [LINK TO VIEW](#) Draft Asset Management Plan - Retaining Walls
12. [LINK TO VIEW](#) Draft Asset Management Plan - Roads

## Purpose

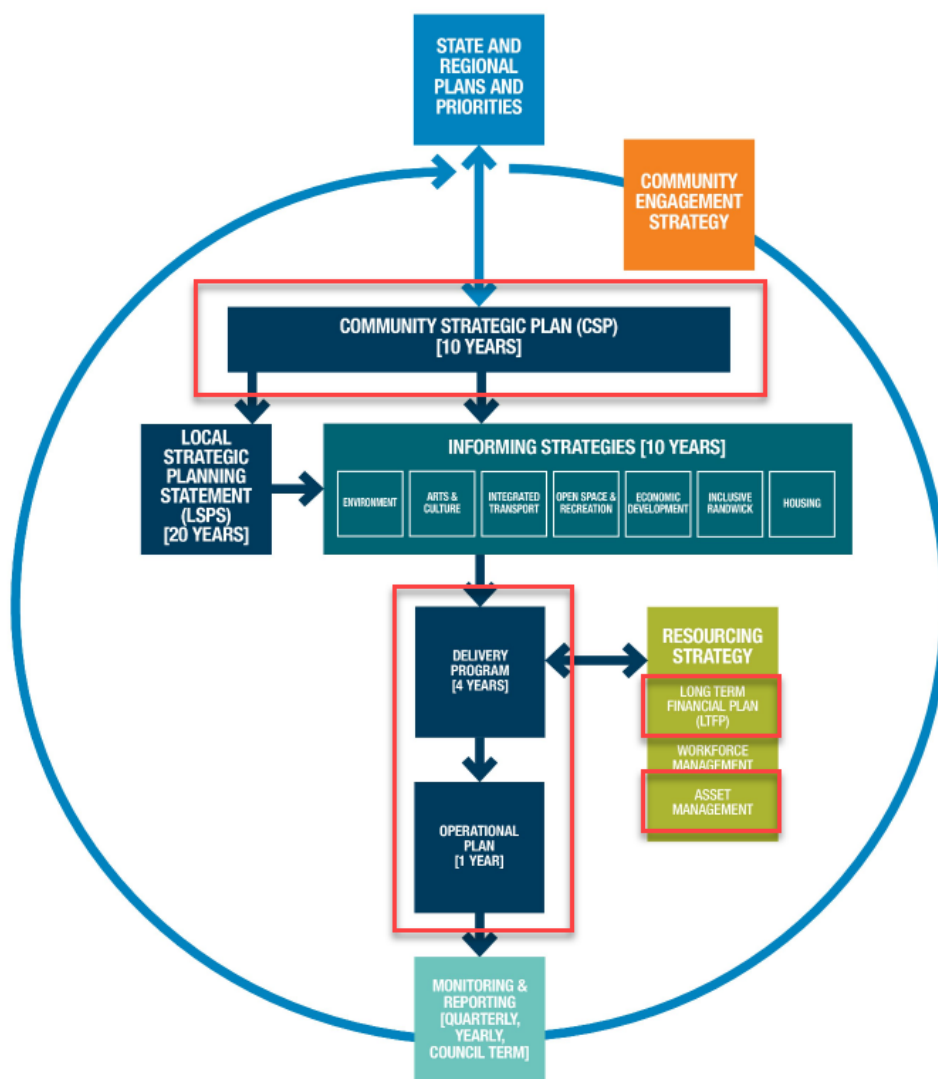
The purpose of this report is to obtain council endorsement to exhibit the draft 2025-35 Community Strategic Plan, the 2025-29 Delivery Program, 2025-26 Operational Plan, including 2025-26 Budget and associated Fees and Charges, and the revised Long-Term Financial Plan and the Asset Management Planning documents from the Resourcing Strategy.

The 28-day exhibition period provides an opportunity for the community to review and offer feedback on these essential planning documents. This collaborative process enables refinement of activities to better reflect community priorities where required.

## Discussion

All councils in NSW are required to use the legislated Integrating Planning and Reporting (IP&R) framework to guide their planning and reporting activities.

The following diagram includes key elements from the legislated IP&R framework and locates the suite of Randwick City strategic plans. These plans ensure that we are working towards achieving the community's goals as set out in the Community Strategic Plan. The documents included in this report and proposed for exhibition are marked in red.



## 2025-35 Community Strategic Plan and 2025-29 Delivery Program

The Community Strategic Plan (CSP) is Council's 10-year plan that forms the basis of our integrated planning and reporting framework. The purpose of the CSP is to document our community's main priorities and aspirations for the future and set the direction for all of Council's activities. Council prepares this plan on behalf of the community and involves council working together with a range of partners across the community, business, and government to achieve the community aspirations and goals.

Over 2019-2022, the council and our community worked together to create the suite of *Informing Strategies*, to capture community aspirations for the future across seven priority areas. They were the result of 3 years of research and consultation with the community. Each strategy consists of outcomes, objectives, strategic approaches, and principles. The objectives provide clear ways to achieve the outcomes.

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

These strategies link the high-level outcomes of the Community Strategic Plan with Council's day-to-day operations. Together they provided the basis for the 2022-2032 Community Strategic Plan, which was endorsed in June 2022.

The CSP does not require significant revision for this council term. Outcomes and Objectives of the 7 strategic areas remain the same, while the data and insights regarding the most recent community, environment, economic conditions, and other relevant factors have been updated.

The draft 2025-35 Community Strategic Plan with marked updates is presented for exhibition.

The **Delivery Program and Operational Plan** cover the specific actions that Council will take to work towards achieving the outcomes of the CSP over the 4-year term of council and one-year planning period. The commitments in the 2025-29 Delivery Program were reviewed for each strategic area and were updated to reflect completed work, changed priorities, and the evolution of the work to be undertaken to deliver on the goals and aspirations captured in the Community Strategic Plan.

The specific actions required to deliver on each Commitment are included in the Operational Plan activities. It outlines the activities to deliver ongoing day-to-day services to our community, ensure compliance with regulatory requirements, and provide the internal support services needed to keep Council operating efficiently and effectively.

### 2025-26 Operational Plan

The **2025-26 Operational Plan** lists the projects and activities to be undertaken in the 2025-26 financial year to achieve, or work towards achieving, the commitments in our 2022-26 Delivery Program. The Operational Plan includes the annual **Budget** which is designed to fund the operations, projects and activities to deliver the commitments of the council to the community.

It also includes our Annual Budget and Statement of Revenue Policy.

The structure of the Draft 2025-26 Operational Plan & Budget is detailed below:

Part 1: About Randwick City

This part provides background information about our City and our Council

Part 2: About this Plan

This part explains the purpose and structure the Plan and well as lists the services on the 2025-29 Service Review Program

Part 3: 2025-29 Delivery Program and 2025-26 Operational Plan Activities

This part includes our 2025-29 Delivery Program commitments and 2025-26 Operational Plan activities. They are split into two sections:

- **Delivering the outcomes of the Community Strategic Plan** details how Council will work towards delivering the outcomes of the 2025-35 CSP
- **Support Services and Regulatory Functions** details how Council will provide the ongoing support services required by the organisation and comply with regulatory obligations

Part 4: Financial Information

This part provides the budget for planned activities in the 2025-26 financial year

Part 5: 2025-26 Statement of Revenue Policy

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

Part 6: Other Statutory and Supporting Information

This part provides additional information on Council's operations

### Service Review Program and Continuous Improvement

The 2025-29 Delivery Program includes a new Service Review program. Through this program, a comprehensive review of nominated Council services will be carried out. The service review process involves engaging with the community and key stakeholders to develop agreed priorities and expected levels of service. Council also reports on its continuous improvement initiatives in each Annual Report. Improving the experience of our customers is the key to the service review and continuous improvement programs.

The 2025-29 Service Review Program is:

- Council's response time for service requests
- Illegal rubbish removal
- Street cleaning
- Maintaining footpaths
- Long term planning for the City (e.g. CSP)
- Asset operations, maintenance and capital works
- Maintaining local roads
- Drainage service management
- Provision of public place litter bins
- Local approvals
- Weed management
- Water and energy saving measures

### 2025-26 Budget

In the context of our 2025-26 Budget, we will collaboratively engage with our community and stakeholders to maintain a financially robust and sustainable local government, dedicated to providing affordable services to our community both now and in the future.

The rate peg for 2025-26 is 3.7% with the proposed Domestic Waste Management charge to increase by 6.0%. This DWM charge adjustment is deemed necessary to sustain current service levels and facilitate the funding of pertinent capital works and remedial undertakings.

The formulation of the 2025-26 annual budget is set to ensure alignment with all financial performance indicators and benchmarks as prescribed by the Office of Local Government. The Draft Income Statement for 2025-26 forecasts a net operating result for the year before grants and contributions for capital purposes amounting to \$1.1M. Following adjustments for non-cash items, reserve transfers, capital expenditure, and loan funding, a balanced budget is presented. The following tables list the source and application of funds.

**Table: Source of funds**

Revenue type	Amount (\$000)s
Rates and annual charges	155,573
User fees and charges	24,913
Grants and contributions	14,883
Other revenues	8,180
Other income	5,463
Reserves	5,010
Interest & Investment Revenue	5,220
<b>Total</b>	<b>219,242</b>

**Table: Application of funds**

Expenditure type	Amount (\$000)s
Employee costs	91,454
Materials and contracts	76,306
Net Capital Expenditure	42,044
Other Operating expenses	5,685
Lease & Loan Repayments	3,742
<b>Total</b>	<b>219,231</b>

Council continues to have a high reliance on own source revenue with an anticipated Own Source Operating Revenue Ratio of 93.07% and maintains a reasonably strong unrestricted current ratio of 2.26X compared to a benchmark of 1.5X.

### **2025-26 Capital Expenditure**

The Draft 2025-26 Budget includes a \$44.6M proposed capital works program which is detailed within the Operational Plan.

### **Borrowings**

External borrowings of \$33.5M were drawn down in 2021-22. No further borrowings are proposed for 2025-26.

Council's principal and interest repayment for the 2025-26 financial year will be \$3.74M.

## **Statement of Revenue Policy**

### **Rating structure**

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

Permissible increases in rating revenue are determined by IPART through two distinct processes, including industry standard rate peg and council specific special variation. The rate peg is set by the Independent Pricing and Regulatory Tribunal (IPART). IPART has set the rate peg for the 2025-26 financial year using the new rate peg methodology. This methodology uses the base cost

change for council groups, a productivity factor, a population factor, an Emergency Service Levy factor, and other adjustments. All councils are subject to the annual rate peg unless otherwise covered by an approved variation.

IPART has determined a 2025-26 rate peg of 3.7% for Randwick Council.

### **Domestic Waste Management Charge**

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

The domestic waste management charge is proposed to increase by 6% from \$689.90 to \$731.30 for each residential service in 2025-26. This charge funds domestic waste collection services, including general waste, recycling, FOGO and household clean-up, the ongoing operations of the Perry St Recycling Centre, and the continuation of Council's contaminated site remediation program.

### **Fees and Charges**

The draft 2025-26 Fees and Charges have been developed in accordance with our Pricing Policy. Fees and Charges are developed for user specific services and ensure that where possible, Council can recover the cost-of-service delivery.

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

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

The draft 2025-26 Fees and Charges is presented for consideration. Following exhibition and upon adoption, the fees and charges will apply from 1 July 2025.

### **Stormwater Management Service Charge**

The Stormwater Management Service Charge was introduced in the 2008-09 financial year to establish a sustainable funding source for providing improved stormwater management across Randwick City. The maximum amounts chargeable are prescribed in clause 125AA of the Local Government (General) Regulation 2021.

### **Resourcing Strategy**

The Resourcing Strategy is an enabling strategy when it comes to translating the strategic outcomes and objectives of the Community Strategic Plan into the commitments and activities in the Delivery Program and Operational Plan.

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

The Resourcing Strategy consists of three inter-related elements:

- Long-term Financial Plan
- Asset Management Planning
  - Asset Management Strategy
  - Asset Management Policy
  - Asset Management Plans
- Workforce Management Plan.

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



The Asset Management Policy, Asset Management Strategy and Asset Management Plans for each class of assets must be adopted by Council.  
The Workforce Management Plan addresses the human resourcing requirements of the Delivery Program. Given the operational nature of this strategy, it is not required to be publicly exhibited or adopted by Council, however it is required to be submitted to Council for endorsement. This will occur in the June 2025 council meeting.

**Community Consultation**

The following documents are required to be publicly exhibited for a period of at least 28 days from 1 May - 29 May:

- 2025-35 Community Strategic Plan
- 2025-29 Delivery Program
- 2025-26 Operational Plan and Budget
- 2025-26 Fees and Charges
- Resourcing Strategy consisting of:
  - 2025-35 Asset Management Strategy
  - 2025-35 Long-Term Financial Plan.

Throughout the exhibition period, the draft documents will be on display via Council’s website and in hard copy at Council’s Administration Building and three libraries.

The community will be able to provide feedback in the following ways:

- Online through Council’s Your Say website
- By email
- By mail

Residents will be informed and encouraged to engage through a range of communication and consultation activities including:

- Suburb-specific Information Sheets delivered to residents and available for download from our website
- Feature story in winter 2025 Randwick *SCENE* magazine
- Media release
- Promotion through social media
- Promotion through Randwick eNews distributed to more than 50,000 recipients
- Email notification to Council’s Your Say Randwick subscribers
- Notification to local Precinct Committees
- Video content communicating the plan and encouraging people to have their say
- Citylights bus shelter program.

The exhibition period provides an opportunity for the community to review and offer feedback on these essential planning documents. All submissions received during the exhibition will be considered before documents are presented to Council for adoption in the June 2025 meeting. This collaborative process enables us to refine and adapt activities to better reflect community priorities and respond to evolving needs.

**Strategic alignment**

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

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

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

## 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.	Draft documents to be presented for agreement to exhibit in the April council meeting, consultation and exhibition in May 2025, and revisions before June 2025 meeting will meet legislated deadlines.
Reputational/Image	Missing deadlines or poor community consultation may result in loss of confidence of the community.	Documented timeline above will meet all requirements of the 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 draft Budget for 2025-26 is balanced and sustainable, with a budget surplus of \$1.1M.

## Policy and legislative requirements

### Local Government Act 1993 - Chapter 3

#### Exercise of functions generally (section 8A(1))

The following general principles apply to the exercise of functions by councils:

...

(c) Councils should plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community.

(d) Councils should apply the integrated planning and reporting framework in carrying out their functions so as to achieve desired outcomes and continuous improvements.

(e) Councils should work co-operatively with other councils and the state government to achieve desired outcomes for the local community.

#### Decision-making (section 8A(2))

The following principles apply to decision-making by councils (subject to any other applicable law):

- Councils should recognise diverse local community needs and interests.
- Councils should consider social justice principles.
- Councils should consider the long term and cumulative effects of actions on future generations.
- Councils should consider the principles of ecologically sustainable development.
- Council decision-making should be transparent and decisionmakers are to be accountable for decisions and omissions.

**Community participation** (section 8A(3))

Councils should actively engage with their local communities, through the use of the integrated planning and reporting framework and other measures.

**Sound financial management** (section 8B)

The following principles of sound financial management apply to councils:

- a) Council spending should be responsible and sustainable, aligning general revenue and expenses.
- b) Councils should invest in responsible and sustainable infrastructure for the benefit of the local community.
- c) Councils should have effective financial and asset management, including sound policies and processes for the following:
  - (i) performance management and reporting,
  - (ii) asset maintenance and enhancement,
  - (iii) funding decisions,
  - (iv) risk management practices.
- d) Councils should have regard to achieving intergenerational equity, including ensuring the following:
  - (i) policy decisions are made after considering their financial effects on future generations,
  - (ii) the current generation funds the cost of its services.

**Integrated planning and reporting** (section 8C)

The following principles for strategic planning apply to the development of the integrated planning and reporting framework by councils:

- a) Councils should identify and prioritise key local community needs and aspirations and consider regional priorities.
- b) Councils should identify strategic goals to meet those needs and aspirations.
- c) Councils should develop activities, and prioritise actions, to work towards the strategic goals.
- d) Councils should ensure that the strategic goals and activities to work towards them may be achieved within council resources.
- e) Councils should regularly review and evaluate progress towards achieving strategic goals.
- f) Councils should maintain an integrated approach to planning, delivering, monitoring and reporting on strategic goals.
- g) Councils should collaborate with others to maximise achievement of strategic goals.
- h) Councils should manage risks to the local community or area or to the council effectively and proactively.
- i) Councils should make appropriate evidence-based adaptations to meet changing needs and circumstances.

The draft documents have been prepared in accordance with the associated Integrated Planning and Reporting Guidelines from OLG.

**Conclusion**

The draft documents outline the Randwick City community's goals and aspirations for the future, the commitments for this council term (2025-29) and the specific projects and actions that will be undertaken in the 2025-26 financial year to achieve these commitments.

They include a detailed annual budget for the actions, the 2025-26 Fees and Charges, and a Statement of Revenue Policy. The draft Budget for 2025-26 is balanced and sustainable. The Resourcing Strategy makes provision for the workforce, assets and finance required to deliver on those commitments effectively and sustainably.

It is recommended that these draft documents be placed on public exhibition to gather and respond to community feedback.

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**Responsible officer:** Edel Dickson, Coordinator Corporate Planning and Performance

**File Reference:** F2025/03004

## Director Corporate Services Report No. CO11/25

**Subject: Monthly Financial Report for 31 March 2025**

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### Executive Summary

- Monthly Financial Reports are produced as a means of monitoring the financial performance of the Council and ensuring that all appropriate financial controls are being adhered to.
- Council's liquidity remains sound as of 31 March 2025 with capacity to meet short term obligations as they fall due.
- Council's Chief Financial Officer as the Responsible Accounting Officer advises that the projected financial position is sound.

### Recommendation

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

### Attachment/s:

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

CO11/25

## 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 March 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. As a result, the investment income budget will be revised upward in the March Quarterly Budget Review.
- Other revenues, including merchandise and kiosk sales at the Des Renford Leisure Centre (DRLC), have exceeded the year-to-date (YTD) budget for March by \$270,000. The budget will be adjusted accordingly in the March Quarterly Budget Review.
- User charges and fees, primarily from work zone permits and paid parking, have exceeded the YTD budget for March by \$432,000. A corresponding budget adjustment will be made in the March Quarterly Budget Review.
- Capital grants and contributions received include \$494,000 as the Phase 3 instalment of the Local Roads and Community Infrastructure (LRCI) grant from the Department of Infrastructure and Transport.
- Materials and contracts include expenses related to the successful tar ball clean-up on Council beaches. This cost will be reimbursed by Sydney Water.

### 2024-25 Financial Performance Summary

	Original Budget (\$'000)	Current Budget (\$'000)	March 2025 YTD Actual (\$'000)
Income from continuing operations	\$203,225	\$233,376	\$183,975
Expenses from continuing operations	\$193,607	\$201,908	\$146,851
Net operating result	\$9,618	\$31,468	\$37,124
Net operating result before Capital Grants and Contributions	\$3,828	\$498	\$8,432



**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 March 2025, Council's current ratio stands at 3.18, 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 March 2025 is \$37.1 million, including an \$8.4 million 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 March 2025

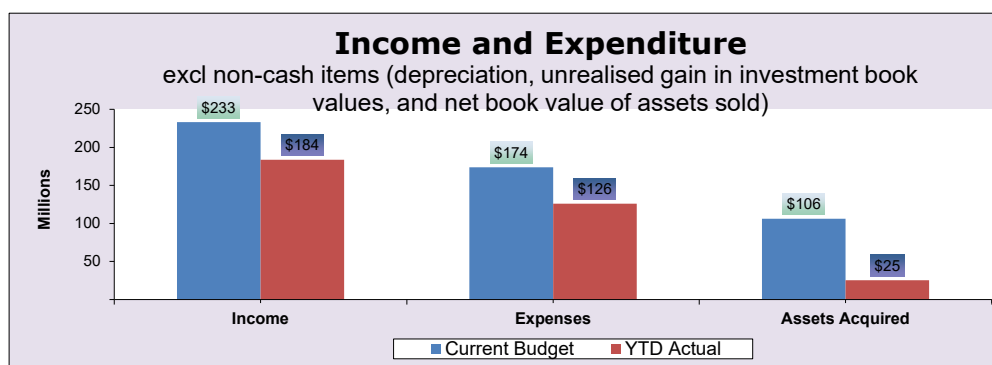
% OF YEAR EXPIRED  
AT 31 Mar 2025

75%

	Original Budget (\$'000s)	Current Budget (\$'000s)	YTD Actuals (\$'000s)	% Spent or Earned
<b>EXPENSES FROM CONTINUING OPERATIONS</b>				
Employee Costs	88,817	88,715	62,875	70.9%
Borrowing Costs	547	547	417	76.1%
Materials and Contracts	71,085	78,851	57,973	73.5%
Depreciation and Amortisation	27,351	28,051	21,038	75.0%
Other Operating Expenses	5,807	5,244	3,833	73.1%
Loss on Disposal of Infrastructure Assets	-	500	715	143.0%
<b>Total Expenses from Continuing Operations</b>	<b>193,607</b>	<b>201,908</b>	<b>146,851</b>	<b>72.7%</b>
<b>INCOME FROM CONTINUING OPERATIONS</b>				
Rates and Annual Charges	148,948	149,832	111,856	74.7%
User Charges and Fees	23,616	24,503	20,295	82.8%
Interest	5,175	6,625	6,581	99.3%
Other Revenues	6,807	7,530	6,302	83.7%
Other Income	5,704	5,595	4,722	84.4%
Operating Grants and Contributions	7,185	8,320	5,021	60.3%
Capital Grants and Contributions	5,790	30,971	28,692	92.6%
Gain on Disposal of Plant & Fleet Assets	-	-	506	0.0%
<b>Total Income from Continuing Operations</b>	<b>203,225</b>	<b>233,376</b>	<b>183,975</b>	<b>78.8%</b>
<b>Net Operating Result - Surplus/(Deficit)</b>	<b>9,618</b>	<b>31,468</b>	<b>37,124</b>	

## FUNDING STATEMENT

<b>SOURCE OF FUNDS</b>				
Surplus/(Deficit) from Operations - Accrual	9,618	31,468	37,124	118.0%
<b>Add Back Non-Cash Items</b>				
<b>included in Income &amp; Expenses Items above</b>				
- Depreciation	27,351	28,051	21,038	
- Sales of Assets (Book Value)	1,138	2,808	1,408	
- Unrealised Gain/(Loss) on Market Value of Investments	-	-	(203)	
<b>Reserve Movements</b>				
- Transfer from Internal Reserves	5,084	47,013	12,020	
- Transfer from External Reserves	12,629	27,843	11,768	
<b>Net Funds Available</b>	<b>55,819</b>	<b>137,182</b>	<b>83,155</b>	<b>60.6%</b>
<b>APPLICATION OF FUNDS</b>				
Assets Acquired	42,153	106,210	25,301	
Loan Principal and Lease Repayment	3,803	3,803	2,469	
Transfer to Internal Reserves	4,136	6,663	14,311	
Transfer to External Reserves	5,727	19,336	35,055	
<b>Total Funds Applied</b>	<b>55,818</b>	<b>136,011</b>	<b>77,135</b>	<b>56.7%</b>
<b>Total Funds Surplus/(Deficit)</b>	<b>1</b>	<b>1,171</b>	<b>6,020</b>	





# BALANCE SHEET

	Actual as at 31 March 2025 (\$'000s)	Actual as at 30 June 2024 (\$'000s)
<b>CURRENT ASSETS</b>		
Cash, Cash Equivalents & Investments	155,890	137,991
Receivables	3,923	11,819
Inventories & Other	2,054	2,008
<b>TOTAL CURRENT ASSETS</b>	<b>161,867</b>	<b>151,818</b>
<b>NON-CURRENT ASSETS</b>		
Investments	32,000	16,000
Receivables	653	653
Infrastructure, Property, Plant & Equipment	2,035,610	2,032,839
Right of Use Asset	224	224
<b>TOTAL NON-CURRENT ASSETS</b>	<b>2,068,487</b>	<b>2,049,716</b>
<b>TOTAL ASSETS</b>	<b>2,230,354</b>	<b>2,201,534</b>
<b>CURRENT LIABILITIES</b>		
Payables & Prepayments	19,813	24,152
Income received in advance	1,506	3,005
Contract liabilities	4,164	3,716
Lease liabilities	3	3
Borrowings	3,234	3,199
Provisions	22,111	23,434
<b>TOTAL CURRENT LIABILITIES</b>	<b>50,832</b>	<b>57,509</b>
<b>NON-CURRENT LIABILITIES</b>		
Income received in advance	19,835	19,835
Borrowings	20,980	22,606
Lease Liabilities	234	234
Provisions	782	782
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>41,832</b>	<b>43,457</b>
<b>TOTAL LIABILITIES</b>	<b>92,663</b>	<b>100,966</b>
<b>NET ASSETS</b>	<b>2,137,691</b>	<b>2,100,568</b>
<b>EQUITY</b>		
Retained Earnings	960,332	923,209
Revaluation Reserves	1,177,359	1,177,359
<b>TOTAL EQUITY</b>	<b>2,137,691</b>	<b>2,100,568</b>

CO11/25

C011/25



## STATEMENT OF CASH FLOWS

	For the period ended 31 March 2025 (\$'000)	Actual for the year ended 30 June 2024 (\$'000)
<b>Cash Flows from Operating Activities</b>		
<b>Receipts:</b>		
Rates and annual charges	118,604	141,271
User charges and fees	20,247	27,225
Interest received	6,102	7,289
Grants and contributions	33,435	27,553
Bonds, deposits and retentions received	2,109	3,269
Other	13,701	24,639
<b>Payments:</b>		
Payments to employees	(66,109)	(76,601)
Payments for materials and services	(62,620)	(84,796)
Borrowing Costs	(417)	(615)
Bonds, Deposits & retentions refunded	(2,018)	(2,808)
Other	(3,694)	(9,500)
<b>Net cash flows from (or used in) Operating Activities</b>	<b>59,342</b>	<b>56,926</b>
<b>Cash Flows from Investing Activities</b>		
<b>Receipts:</b>		
Sale of investments	82,291	82,500
Proceeds from sale of IPPE	1,199	972
<b>Payments:</b>		
Purchase of investments	(122,795)	(82,832)
Payments for IPPE	(25,246)	(52,184)
<b>Net cash flows from (or used in) Investing Activities</b>	<b>(64,551)</b>	<b>(51,544)</b>
<b>Cash Flows from Financing Activities</b>		
<b>Payments:</b>		
Repayment of borrowings	(1,591)	(3,129)
<b>Net cash flows from (used in) Financing Activities</b>	<b>(1,591)</b>	<b>(3,129)</b>
<b>Net Increase/(Decrease) in Cash and Cash Equivalents</b>	<b>(6,800)</b>	<b>2,253</b>
<b>plus: Cash and cash Equivalents - beginning of year</b>	<b>10,260</b>	<b>8,007</b>
<b>Cash and cash Equivalents - end of the year</b>	<b>3,460</b>	<b>10,260</b>
<b>Additional Information:</b>		
plus: <b>Investments on hand</b> at end of year	<b>184,429</b>	<b>143,731</b>
<b>Total cash, cash equivalents and investments</b>	<b>187,890</b>	<b>153,991</b>

## Director Corporate Services Report No. CO12/25

**Subject: Monthly Investment Report - March 2025**

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### Executive Summary

- This report provides an overview of Council's investment portfolio and performance as of 31 March 2025.
- All investments have been managed in accordance with relevant legislative and regulatory requirements, as well as Council's Investment Policy.
- As of 31 March 2025, Council's total investment and cash portfolio stood at \$187.9M. The portfolio generated \$0.8M in interest for the month.
- The investment portfolio provided a solid return of +0.42% (actual) or +5.05% p.a. (annualised), outperforming the benchmark AusBond Bank Bill Index return of +0.35% (actual) or +4.16% p.a. (annualised).
- The investment return remains sound. Investment income for the year to date (YTD) as of 31 March 2025 is \$6.3M, exceeding current YTD budget expectations by \$1.5M and representing 98.61% of the current annual budget.
- Council's cash and investments portfolio is substantially restricted in both internal (\$97.4M) and external (\$73.3M) reserves to satisfy Council's legislative responsibilities, and to set aside specific funds for major initiatives outlined within the 2022-2026 Delivery Program. The remaining unrestricted fund balance stands at \$17.1M, providing for ongoing operational requirements.
- Cash flow will continue to be closely monitored to meet sufficient liquidity for operational needs.

### Recommendation

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

### Attachment/s:

Nil

CO12/25



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 optimise 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.

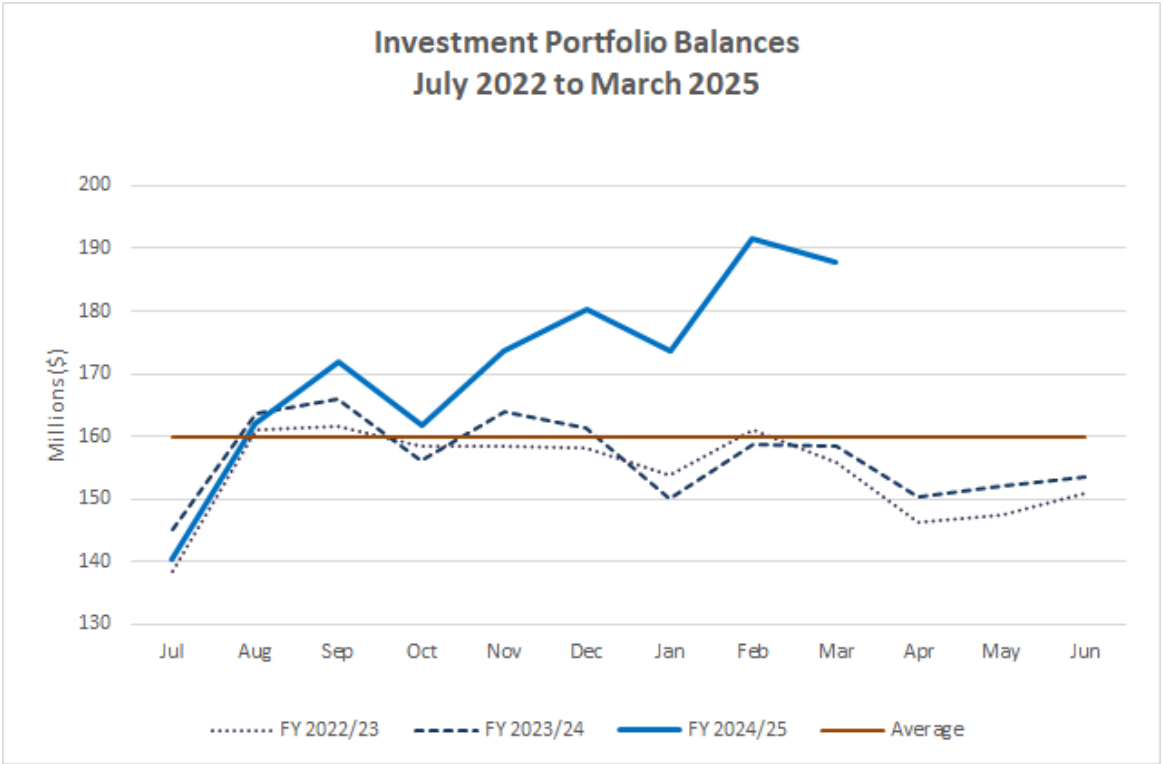
Cash flow is continuously monitored to ensure sufficient liquidity for day-to-day operations, enabling Council to:

- Maintain a balanced operating result;
- Meet payment obligations on time to manage debtor balances effectively; and
- Support the financing of capital projects.

Portfolio Overview

As of 31 March 2025, the Council's investment portfolio had a market value of \$187.9M. The portfolio decreased by \$3.7M 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 March 2025 are shown in the chart below.



The majority of Council's investment portfolio is allocated to term deposits, comprising 66.82% of the total portfolio. The remainder of the portfolio is held in the overnight cash accounts with CBA (1.80%), senior floating rate notes (FRNs) (27.88%) and senior and covered fixed bonds (3.50%).

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 more secure and high-quality investments.

### Investment Performance

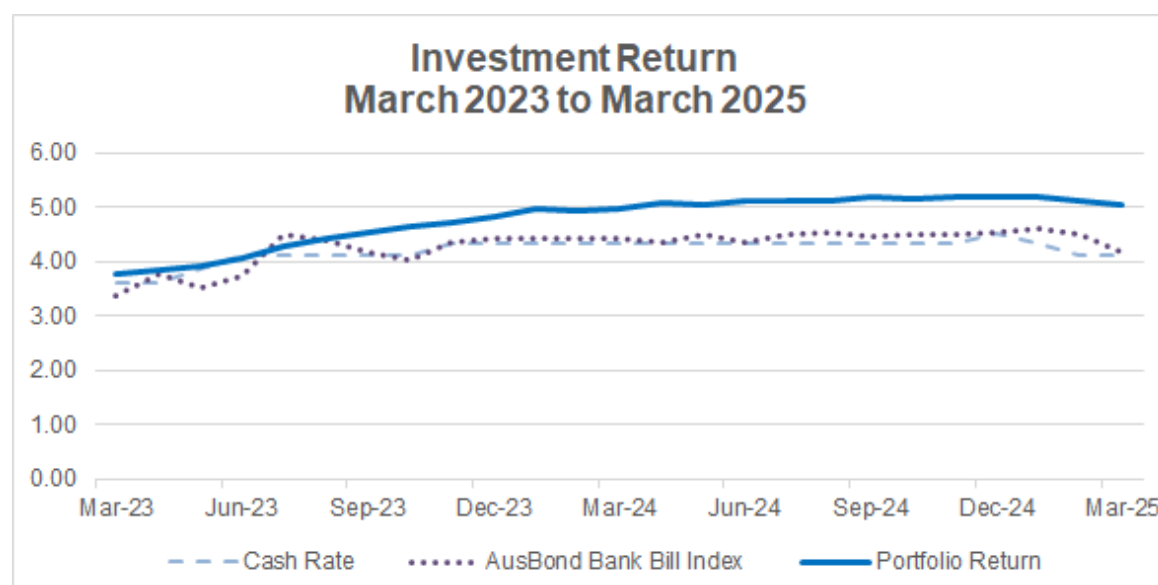
For the month of March, the total portfolio (T/Ds, FRNs and Bonds) provided a solid return of +0.42% (actual) or +5.05% p.a. (annualised), outperforming the benchmark AusBond Bank Bill Index return of +0.35% (actual) or +4.16% p.a. (annualised).

Performance (Actual)	1 month	3 months	6 months	FYTD	1 year**	2 years	3 years
<b>Official Cash Rate</b>	0.34%	1.02%	2.11%	3.21%	4.31%	4.23%	3.52%
<b>AusBond Bank Bill Index</b>	0.35%	1.07%	2.20%	3.34%	4.46%	4.32%	3.56%
<b>Council's T/D Portfolio</b>	0.42%	1.23%	2.51%	3.80%	5.07%	4.75%	3.86%
<b>Council's FRN Portfolio</b>	0.43%	1.29%	2.65%	4.05%	5.43%	5.25%	4.49%
<b>Council's Bond Portfolio</b>	0.32%	0.83%	1.11%	1.39%	1.67%	1.39%	1.29%
<b>Council's Portfolio*</b>	<b>0.42%</b>	<b>1.24%</b>	<b>2.53%</b>	<b>3.84%</b>	<b>5.13%</b>	<b>4.82%</b>	<b>3.95%</b>
<b>Outperformance</b>	<b>0.07%</b>	<b>0.17%</b>	<b>0.33%</b>	<b>0.50%</b>	<b>0.67%</b>	<b>0.50%</b>	<b>0.39%</b>

\*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 March 2023 to March 2025.



YTD investment income as of 31 March 2025 is \$6.3M, exceeding current YTD budget expectations by \$1.5M and representing 98.61% of the current annual budget.

### Market Condition and Economic Overview

At its most recent meeting in April 2025, the Reserve Bank of Australia (RBA) Board decided to maintain the cash rate target at 4.10%. Inflation has declined significantly from its 2022 peak, as higher interest rates have helped to bring aggregate demand and supply back into closer alignment.

Uncertainty surrounding the global economic outlook persists, particularly following recent tariff announcements by the United States. According to economists, the direct impact of the new tariff regime on Australia's economy is expected to be minimal as the US is not a major export market for Australia, and the 10% tariff rate applied to Australia is the lowest of any country. However, the indirect impact could pose a concern, as the tariffs may disrupt global trade patterns and

negatively affect growth in Australia's key trading partners, including China and Japan. Further rate cuts are widely anticipated by the market, driven by the expectation that the US tariffs will slow global growth.

## 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 March 2025, the on-call balance stands at \$3.4M, representing 1.80% of the total investment portfolio.

Counterparty	Rating	Balance 28 Feb 2025	Movement	Balance 31 Mar 2025	Interest Rate
CBA	AA-	11,910,610	(8,528,467)	3,382,144	4.10%

### Term Deposits

- At month's end, the portfolio included \$125.5M in term deposits making up 66.82% of the total investment portfolio.
- Five deposits, total valued at \$7.5M matured in March 2025.
- Seven new term deposits were placed in March 2025 for \$10.0M.
- As at the end of March 2025, the term deposit portfolio yielded 4.87% 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 28 Feb 2025	Movement	Balance 31 Mar 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%
CBA	AA-	1,000,000	(1,000,000)	-	28/02/23	12/03/25	4.98%
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%
NAB	AA-	1,500,000	-	1,500,000	2/03/23	9/04/25	4.95%
Westpac	AA-	2,000,000	(2,000,000)	-	1/08/23	19/03/25	5.20%
ING	A	2,000,000	-	2,000,000	8/08/23	16/04/25	5.16%
ING	A	2,000,000	(2,000,000)	-	1/09/23	26/03/25	5.05%
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	1/12/23	23/04/25	5.38%
Westpac	AA-	2,000,000	-	2,000,000	5/12/23	2/04/25	5.35%
ING	A	2,000,000	-	2,000,000	30/01/24	30/04/25	5.13%
Suncorp (ANZ)	AA-	2,000,000	-	2,000,000	8/02/24	7/05/25	5.09%
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	29/02/24	9/04/25	5.01%
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%

Counter-party	Rating	Balance 28 Feb 2025	Movement	Balance 31 Mar 2025	Date Invested	Date Maturity	Interest Rate
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%
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	07/10/26	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%
NAB	AA-	1,500,000	(1,500,000)	-	19/12/24	26/03/25	5.00%

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CO12/25

Counter-party	Rating	Balance 28 Feb 2025	Movement	Balance 31 Mar 2025	Date Invested	Date Maturity	Interest Rate
NAB	AA-	1,000,000	(1,000,000)	-	19/12/24	12/03/25	4.86%
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	20/02/25	14/05/25	4.70%
NAB	AA-	2,000,000	-	2,000,000	20/02/25	21/05/25	4.70%
NAB	AA-	2,000,000	-	2,000,000	11/02/25	8/10/25	4.80%
ING	A	2,000,000	-	2,000,000	18/02/25	11/03/26	4.81%
Westpac	AA-	2,000,000	-	2,000,000	11/02/25	22/04/26	4.68%
ING	A	2,000,000	-	2,000,000	27/02/25	6/05/26	4.74%
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%
CBA	AA-	-	2,000,000	2,000,000	3/03/25	7/05/25	4.50%
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%
CBA	AA-	-	2,000,000	2,000,000	7/03/25	23/04/25	4.41%
BOQ*	A-	-	1,000,000	1,000,000	28/03/25	31/12/25	4.69%
<b>TOTAL</b>		<b>123,000,000</b>	<b>2,500,000</b>	<b>125,500,000</b>			

**Floating Rate Notes**

- The portfolio includes \$52.4M in FRNs (indicative value), making up 27.88% 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 March 2025 decreased by ~\$70K 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 Mar 2025	Date Invested	Maturity Date	Interest Rate
UBS AG	A+	3,000,000	2,998,752	26/02/21	26/02/26	3m BBSW + 50 bps
ICBC Sydney Branch	A	1,700,000	1,699,774	18/06/21	18/06/26	3m BBSW + 58 bps
NAB	AA-	3,100,000	3,097,253	24/08/21	24/08/26	3m BBSW + 41bps
Suncorp (ANZ)	AA-	1,750,000	1,747,645	15/09/21	15/09/26	3m BBSW + 48 bps
Suncorp (ANZ)	AA-	1,800,000	1,804,435	25/01/22	25/01/27	3m BBSW + 78 bps
Rabobank Australia Branch	A+	1,000,000	1,001,763	27/01/22	27/01/27	3m BBSW + 73 bps
CBA	AA-	1,750,000	1,761,608	17/08/23	17/08/28	3m BBSW + 95 bps



Investment	Rating	Purchase Price	Indicative Value 31 Mar 2025	Date Invested	Maturity Date	Interest Rate
ANZ Bank	AA-	2,800,000	2,816,825	11/09/23	11/09/28	3m BBSW + 93 bps
NAB	AA-	3,200,000	3,228,067	16/11/23	16/11/28	3m BBSW + 103 bps
Rabobank Australia Branch	A+	2,250,000	2,274,955	21/11/23	21/11/28	3m BBSW + 115 bps
ANZ Bank	AA-	750,000	754,599	5/02/24	5/02/29	3m BBSW + 96 bps
Rabobank Australia Branch	A+	2,000,000	2,013,438	26/02/24	26/02/29	3m BBSW + 103 bps
Suncorp Bank	AA-	2,500,000	2,510,905	19/03/24	19/03/29	3m BBSW + 98 bps
ING	A	500,000	502,831	22/03/24	22/03/27	3m BBSW + 95 bps
NAB	AA-	1,800,000	1,806,503	22/03/24	22/03/29	3m BBSW + 90 bps
BOQ*	A-	2,500,000	2,520,653	30/04/24	30/04/29	3m BBSW + 128 bps
Bendigo and Adelaide*	A-	800,000	803,554	14/05/24	14/05/27	3m BBSW + 105 bps
ANZ Bank	AA-	1,500,000	1,502,900	18/06/24	18/06/29	3m BBSW + 86 bps
Rabobank Australia Branch	A+	1,900,000	1,904,131	17/07/24	17/07/29	3m BBSW + 87.6 bps
ING	A	2,700,000	2,713,265	20/08/24	20/08/29	3m BBSW + 91 bps
Suncorp Bank	AA-	3,300,000	3,304,577	27/09/24	27/09/29	3m BBSW + 92 bps
NAB	AA-	2,000,000	2,000,230	14/11/24	14/11/29	3m BBSW + 82 bps
ING	AAA	1,400,000	1,398,963	20/11/24	20/11/29	3m BBSW + 80 bps
Bendigo and Adelaide*	AAA	3,500,000	3,496,511	28/11/24	28/11/29	3m BBSW + 83 bps
CBA	AA-	1,500,000	1,500,695	9/01/25	9/01/2030	3m BBSW + 84 bps
NAB	AA-	1,200,000	1,199,183	18/03/25	18/03/2030	3m BBSW + 83 bps
<b>TOTAL</b>		<b>52,200,000</b>	<b>52,364,013</b>			

\* Indicates investments that do not have any exposure to fossil-fuel lending.

#### Fixed Bonds

- The portfolio includes \$6.6M in Bonds (indicative value, making up 3.5% of the total portfolio).
- The indicative value reflects the amount Council would receive on 31 March 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 Mar 2025	Date Invested	Maturity Date	Interest Rate
ING	AAA	1,794,762	1,723,084	19/08/21	19/08/26	1.10%
CBA	AA-	1,497,090	1,510,505	9/01/25	9/01/30	4.75%
Westpac	AA-	2,098,446	2,131,968	21/01/25	21/01/30	4.95%
NAB	AA-	1,199,268	1,199,808	18/03/25	18/03/30	4.60%
<b>Total</b>		<b>6,589,566</b>	<b>6,565,365</b>			

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## 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	32,882,144	17.51%	15%	100%
✓	91-365 days	66,998,752	35.67%	15%	100%
✓	1-2 years	28,576,785	15.22%	0%	70%
✓	2-5 years	59,353,841	31.60%	0%	50%
✓	5-10 years	-	-	0%	25%

### Credit Quality

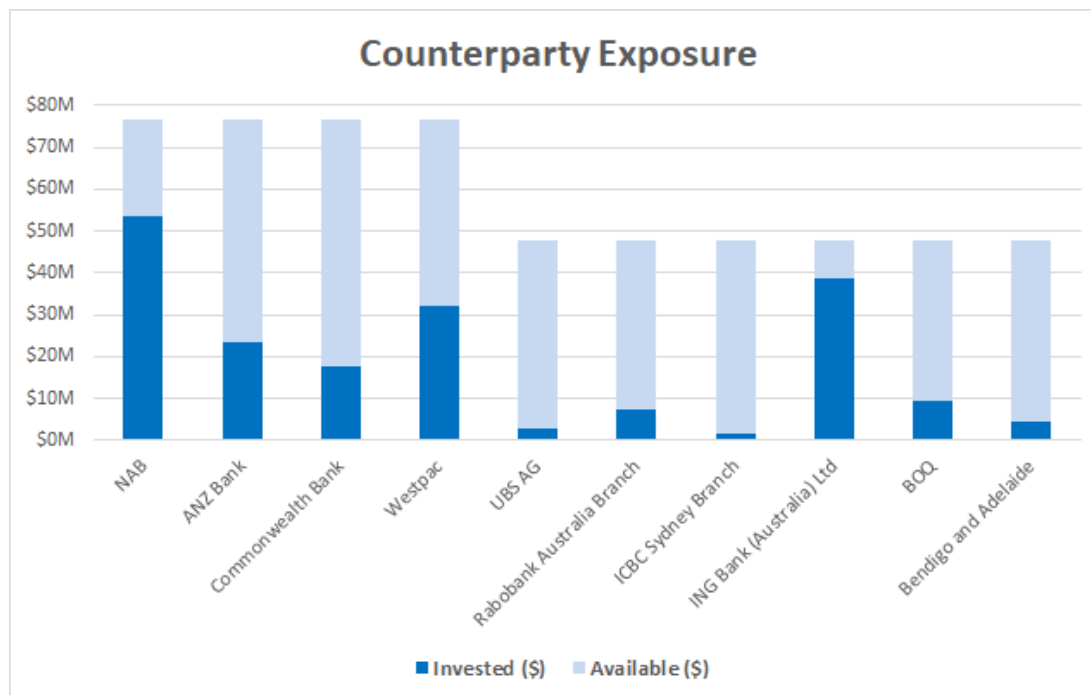
As of the end of March 2025, and based on long-term S&P ratings, Council remains compliant with its policy across all individual counterparties. The investment portfolio is entirely allocated to assets rated "A" or higher, in line with Council's adopted policy framework.

Compliant	Rating	Invested (\$)	Invested (%)	Max. Limit	Available
✓	AAA Category	6,618,557	3.52%	100%	181,192,964
✓	AA Category	123,259,849	65.63%	100%	64,551,673
✓	A Category	57,933,115	30.85%	80%	92,316,102
✓	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-	57,531,045	30.63%	40%	17,593,564
✓	ANZ Bank	AA-	23,441,886	12.48%	40%	51,682,723
✓	CBA	AA-	12,154,950	6.47%	40%	62,969,658
✓	Westpac	AA-	30,131,968	16.04%	40%	44,992,640
✓	UBS AG	A+	2,998,752	1.60%	25%	43,954,128
✓	Rabobank Australia Branch	A+	7,194,286	3.83%	25%	39,758,594
✓	ICBC Sydney Branch	A	1,699,774	0.91%	25%	45,253,106
✓	ING	A	37,838,143	20.15%	25%	9,114,737
✓	BOQ	A-	10,520,653	5.60%	25%	36,432,228
✓	Bendigo and Adelaide	A-	4,300,065	2.29%	25%	42,652,815



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### **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 March 2025, funding with banks that have no exposure to fossil fuels amounted to \$14.8M, which represents 7.89% of the total portfolio.

Institutions	Invested \$	Invested %
No exposure to fossil fuels	14,820,717	7.89%
Exposure to fossil fuels	168,292,278	89.61%
Not yet determined	4,698,526	2.50%

Recently, the Corporations Act 2001 has been amended to introduce a mandatory climate-related financial disclosure regime for large Australian businesses and financial institutions, effective from 1 January 2025. Under this amendment, entities will be required to include climate-related disclosures in a new sustainability report, forming part of their annual reporting suite.

Council is observing these developments with interest and is currently awaiting the initial release of sustainability reports from relevant banking institutions. These disclosures are expected to be released within three months of the financial year-end and may provide a valuable reference point for assessing the ESG status of Council's investment portfolio.

In the meantime, Council is working closely with its investment advisors and platform managers to identify the most effective approach to enhancing ESG reporting.

### Restricted Funds (Local Government Act 1993 s409)

The Council has significant restricted cash set aside for future purposes.

Restricted cash are funds set aside by Council for a purpose to meet future expenses and falls into three categories based on their use.

- External cash restrictions - These are funds received by Council where there is a legal obligation to use the funds for the purpose for which they were paid to Council such as a special rate variation, developer contribution or tied grants.
- Internal cash restrictions - These are funds set aside by resolution of Council for a particular purpose and these funds may be reapplied for a different purpose only by resolution of Council.
- Unrestricted cash is funds that support daily operational requirements and can be used to cover unbudgeted expenses that cannot be funded from one of the reserves.

Council's restricted and unrestricted funds as of 31 March 2025 are shown below.

Balance as at 31 Mar 2025	
<b>Restricted Cash &amp; Investments</b>	
External restricted	73,320,973
Internal restricted	97,445,101
<b>Total Restricted</b>	<b>170,766,075</b>
<b>Unrestricted Cash &amp; Investments</b>	<b>17,123,828</b>
<b>Total Cash &amp; Investments</b>	<b>187,889,903</b>

### 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 set at \$6.43M, which includes \$4.98M from the original budget, along with an additional \$0.75M and \$0.7M from the September and December quarterly reviews, respectively. As of 31 March 2025, interest income earned to date totals \$6.3M, representing 98.61% of the budgeted amount for the year. The consistent portfolio balance, high cash rate, and strategic investment management have contributed to improved returns.

## Policy and legislative requirements

- Section 625 of the Local Government Act 1993.
- Local Government (General) Regulation 2005
- Investment Ministerial Order 12 January 2011.

## Conclusion

Funds are invested with the primary objective of capital preservation, while also seeking to maximise returns, in alignment with the Investment Policy for the 2024-25 financial year. As of 31 March 2025, the investment return remains sound, with investment interest income totalling \$6.3M, which is \$1.5M above the YTD budgeted expectations.

All investments as of 31 March 2025 have been made in full compliance with the Local Government Act, relevant regulations, and the Council's Investment Policy.

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**Responsible officer:** Jasmine Hoang, Financial Accountant

**File Reference:** F2016/06527



## Director Corporate Services Report No. CO13/25

**Subject: Risk Appetite Statement**

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### Executive Summary


- Council's risk appetite is an important part of Council's overall Enterprise Risk Management Framework.
- Council's risk appetite articulates our elected Council's guidance on the acceptable appetite and tolerance for the amount and type of risk that we are willing to take on. It was set via a facilitated Councillor workshop in late March 2025.
- Council's risk appetite sends a signal to senior staff that they can and should take a risk within boundaries to meet their objectives, however, only with risk management decisions that are consistent, accountable and compliant with legislation.

### Recommendation

That Council:

- a) endorses the Risk Appetite Statement, attached to this report, which outlines Council's overall risk appetite as being Open;
- b) confirms its endorsement of the 20 detailed risk appetite statements, aligned to Council's Strategic Risks; and
- c) endorses the risk tolerances, as outlined in the statement attached to this report.

### Attachment/s:

1.  Randwick City Council Risk Appetite Statement

## Purpose

The purpose of this report is to seek Council's endorsement of Randwick City Council's Risk Appetite Statement, following a workshop with Councillors on 29 March 2025.

## Discussion

An important part of Council's Enterprise Risk Management Framework is formulating Council's risk appetite. Council's risk appetite articulates our elected Council's guidance on the acceptable appetite and tolerance for the amount and type of risk that we are willing to take on. It sends a signal to managers that they can and should take a risk, within boundaries, to meet their objectives. By setting the boundaries clearly (risk appetite and risk tolerances), Council's risk appetite statement can help ensure that risk management decisions are consistent, accountable and comply with legislation.

What is the role of our elected Council in setting the risk appetite?

- Council is responsible for setting a formal risk appetite statement and risk tolerances;
- Council is also responsible for applying the risk appetite statement to strategic planning and all decision making;
- The formal risk appetite statement provides guidance to management as to the levels of risk Council considers appropriate;
- The risk appetite statement serves as a communication tool to ensure management and staff are aligned with Council's determination of the level of risk Council is willing to accept; and
- The risk appetite will help determine whether a matter requires escalation to Council, either on a case-by-case basis or when it may be applied in an operational context.

In late March a risk appetite workshop was held with Councillors. A pre work survey led to some engaging and collaborative work around Council's risk appetite and tolerances, as a result, the attached Risk Appetite Statement has been drafted for endorsement by Council.

## Strategic alignment

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

Delivering services and regulatory functions:	
Service area	Customer Service & Governance Management
Function	Enterprise Risk Management
Delivery program commitment	Develop and maintain the Enterprise Risk Management Framework including communication, consultation, monitoring, review, recording, reporting and WHS.

## Risks

An essential component of Council's Enterprise Risk Management is deciding how much risk Council is willing and has the capacity to accept. These decisions require effective application of risk appetite and risk tolerance.

Having a clear Risk Appetite Statement provides boundaries and insights for effective decision making, using the approved risk appetite to identify which risks to take in order to achieve strategic objectives. Then with management implementing controls, using risk tolerance, to measure if the risk exposure is within the risk appetite.

This is essential to guide the decision making at all levels of the organisation on a daily basis.

## Resourcing Strategy implications

Internal resources will be utilised to communicate and educate the Council's risk appetite and tolerances.

## Policy and legislative requirements

Local Government Act 1993  
Australian Standard AS ISO 31000:2018  
Local Government (General) Regulation 2021.

## Conclusion

Following a workshop with Councillors, a Risk Appetite Statement for Council has been drafted and is the subject of this report for Council endorsement. Upon endorsement, work will commence to communicate appetite and tolerances, including KPIs and appropriate escalation triggers, to the leadership team of Council.

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**Responsible officer:** Clare Baggott, Acting Manager Human Resources

**File Reference:** F2013/00252

CO13/25

HUMAN RESOURCES

# Risk Appetite Statement

10 April 2025

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## 1. Purpose

Council's **risk appetite** is the amount and type of risk that Council has determined it is willing to take on in order to pursue strategic outcomes and objectives – it is the willingness of Council to assume risk or seize an opportunity. One of the important factors which also helps define the risk appetite is the Council's tolerance to risk – risk tolerance is Council's readiness to bear risk in order to achieve its objectives.

Council's risk appetite articulates our elected Council's guidance on the acceptable appetite or tolerance for the amount and type of risk that we are willing to take on. It sends a signal to managers that they can and should take a risk, within boundaries, to meet their objectives. By setting the boundaries clearly (risk appetite and risk tolerances), Council's Risk Appetite Statement can help ensure that risk management decisions are consistent, accountable and comply with legislation.

Risks which are unacceptable to Council, because they fall outside the risk appetite or are not within tolerance levels will need to be addressed (treated, controlled or even eliminated) so that they become acceptable to Council.

## 2. Scope

This risk appetite statement applies to all areas of Randwick City Council:

- **Council** sets the risk appetite and risk tolerances. It is also responsible for applying the risk appetite statement to strategic planning and all decision making.
- **Senior Management** (including the GM, Directors and Managers) is responsible for championing and implementing the risk appetite statement across Council. Senior management is also responsible for applying the risk appetite statement to strategic and operational planning and decision making.
- **Risk Owners** are responsible for applying Council's risk appetite statement when identifying and considering risks and opportunities associated with decisions they make.
- **The Audit Risk & Improvement Committee** provides oversight and advice on strategic and significant risks of Council.

## 3. Risk Appetite

Risk appetite statements set out Council's willingness to take on risk to achieve the outcomes or rewards it has outlined as part of its strategic and business planning. Risk appetite is expressed as a statement or series of statements that describes Council's attitude towards risk taking. Risk appetite statements guide management in its actions about how much risk to accept and how it may therefore manage risks.

Risk appetite statements also help managers decide when to control risks and how much of Council's resources they should allocate to controlling risks. Controlling risk comes at a cost, both the direct expense and in turn deciding not to do other things that might be worthwhile. As

a result, managers should direct resources to controlling risks that Council has a low appetite for.

### Risk Appetite Measures

The levels of risk to measure risk appetite are:

- **Averse** means that there is no appetite for risk and Council should avoid the risk and/or uncertainty
- **Cautious** means that Council's preference is for safe options that are very low risk, tightly controlled, and which only pursue a potential for reward when it safely outweighs the risk/s taken
- **Open** means that Council's appetite is to take a low degree of risk together with a reasonable certainty that there is a reward to gain by taking on the risk
- **Expansionary** means that Council has an appetite to consider all potential options to pursue the reward and is certain to take on a low to medium risk in order to achieve the return
- **Visionary** means Council are eager to be innovative, a change driver and to actively choose options offering potentially higher community or business rewards with an appetite for taking medium to high risks to do so.

### Council's Overall Risk Appetite

Council's overall risk appetite is **Open** meaning that Council's appetite is to take a low degree of risk together with a reasonable certainty that there is a reward to gain by taking on the risk, averaged across the appetite for each strategic risk category.








However, the individual strategic risk categories have different risk appetites according to defined statements, these are detailed further in the document below.



### Council Risk Appetite Statements

Risk appetites for individual risk categories can vary – some may be more risk averse while others may be more risk accepting (expansionary or visionary).

The table below has risk appetite statements for the categories of risk Council strategically and operationally monitors, and draft statements which could form the fundamental basis for the Council's decisions and its strategic planning process.

Risk Category	Risk Appetite Statement
<p><b>Community/Staff Safety</b></p> 	<p><b>Objective</b></p> <p>Council places a high priority on providing a safe environment for community members, staff, volunteers and contractors.</p> <p><b>Risk Appetite Statements</b></p> <ol style="list-style-type: none"> <li>1. Council has a <b>cautious to open</b> risk appetite for safety risks due to Council activity.</li> <li>2. Council has an <b>expansionary</b> risk appetite for calling policies, processes and assumptions into question where they can result in improvements to community/staff safety</li> </ol> <p><b>Tolerance</b></p> <p>Low</p>
<p><b>Environmental</b></p> 	<p><b>Objective</b></p> <p>The local community places a high value of importance on our natural environment. In line with this strategic outcome, Council is committed to preserving its natural environment. Council also acts responsibly in adopting environmentally sustainable practices within the resources it has available.</p> <p><b>Risk Appetite Statements</b></p> <ol style="list-style-type: none"> <li>3. Council has an <b>open</b> risk appetite for experimenting with methods of preservation of the natural environment.</li> <li>4. Council has an <b>expansionary</b> risk appetite for introducing new approaches to reducing the impact of environmental hazards on our community.</li> <li>5. Council has a <b>visionary</b> risk appetite to reducing the impact of climate change on its operations.</li> <li>6. Council has an <b>open</b> risk appetite towards exploring innovative environmental and sustainability solutions.</li> </ol> <p><b>Tolerance</b></p> <p>Low</p>
<p><b>Financial Sustainability</b></p> 	<p><b>Objective</b></p> <p>Council manages its budgets and financial commitments prudently to remain within its approved annual and long-term financial plans.</p> <p>Council considers its budget through effective short-, medium- and long-term financial planning and investment strategies and long-term asset management plans to ensure that it remains financially sustainable.</p> <p><b>Risk Appetite Statement</b></p> <ol style="list-style-type: none"> <li>7. Council has an <b>open</b> risk appetite for financial risks and managing risks that have the potential to adversely impact on its long-term sustainable future.</li> </ol> <p><b>Tolerance</b></p> <p>Low</p>

Risk Category	Risk Appetite Statement
<p><b>Technology and Cyber</b></p> 	<p><b>Objective</b></p> <p>Council relies on technology for service delivery and to enable its operations to function cohesively and efficiently. This inherently presents cyber risks that require management.</p> <p><b>Risk Appetite Statements</b></p> <p>8. Council has a <b>cautious</b> risk appetite for technology and cyber risks associated with the loss of personal information.</p> <p><b>Tolerance</b></p> <p>Low</p> <p>9. Council has an <b>open</b> risk appetite to pursue technology applications that may provide innovative solutions to Council's operations and benefits for the community, acknowledging that in the short term there could be temporary service disruption to the community during testing or system change over.</p> <p><b>Tolerance</b></p> <p>Medium</p>
<p><b>Reputation/Image</b></p> 	<p><b>Objective</b></p> <p>Council's elected members, committee members, employees, volunteers and contractors are expected to always uphold the values within Council's Code of Conduct, while employing ethical decision-making and a customer-centric approach when communicating with customers and the community. Council makes every effort to develop strong and positive relationships with community members and other stakeholders.</p> <p><b>Risk Appetite Statements</b></p> <p>10. Council has a <b>cautious</b> risk appetite towards breaches of the Code of Conduct and behaviour not in line with Council's ICARE values.</p> <p>11. Council has an <b>open</b> risk appetite towards reputational risks. Council takes all reasonable steps to minimise the likelihood of internally driven reputational damage, while noting that reputational damage could also occur via sources external to Council.</p> <p>12. Council has a <b>expansionary</b> risk appetite for engaging the Randwick City Council community on controversial agendas for the greater good of the community.</p> <p><b>Tolerance</b></p> <p>Low</p>
<p><b>Staff Organisational Culture and Harmony</b></p>	<p><b>Objective</b></p> <p>A high performing, inclusive, diverse and engaged workforce allows Council to deliver its vision and strategic objectives. Our vision and values underpin and drive everything we do and every decision we make.</p>

Risk Category	Risk Appetite Statement
	<p><b><u>Risk Appetite Statements</u></b></p> <p>13. Council has an <b>expansionary</b> risk appetite towards initiatives that drive a high performing and highly engaged culture and behaviours, for example through learning and development, attractive working arrangements, talent and knowledge retention, leadership and performance &amp; reward.</p> <p>14. Council has an <b>averse</b> risk appetite for bullying, harassment and discrimination as well as behaviour that does not reflect the ICARE values of Council or breaches Council's Code of Conduct.</p> <p><b><u>Tolerance</u></b> Low</p>
<p><b>Legal/Governance</b></p> 	<p><b><u>Objective</u></b> Council has a strong governance framework with a focus on principles of good governance, informed and consistent decision-making, and compliance with all legislative, regulatory and reporting requirements while promoting continuous improvement.</p> <p><b><u>Risk Appetite Statements</u></b></p> <p>15. Council has an <b>averse</b> risk appetite for legal or compliance risks. This includes zero tolerance for: - breaches or non-compliance with legal, professional and regulatory requirements - internal fraud, corruption, collusion or theft - integrity failures - breaches of the Code of Conduct - deviations from sound practices espoused by industry and professional standards, inquiries and their findings.</p> <p><b><u>Tolerance</u></b> Zero</p> <p>16. Council has an <b>expansionary</b> risk appetite for informing and commenting on broader government and social policy, in order to influence the regulatory environment in the medium and longer-term and drive improvements or benefits for the Randwick City Council community.</p> <p><b><u>Tolerance</u></b> Low</p>
<p><b>Service Innovation</b></p>	<p><b><u>Objective</u></b> The community and the customers of Council are at the core of Council's vision. They drive Council's key outcomes through our Community Strategic Plan. Council strives to actively increase customer satisfaction outcomes, for example through first call resolution, facilitating staff ability to solve issues and influence process improvements or make discretionary decisions. Council's goal is to provide added value in the customer journey. Council ensures it has capacity to deliver its statutory and discretionary services to the community with minimal disruption.</p>

Risk Category	Risk Appetite Statement
	<p>This can also be provided through project delivery which, managed effectively, projects can deliver key outcomes of Council's Community Strategic Plan.</p> <p><b><u>Risk Appetite Statements</u></b></p> <p>17. Council has an <b>expansionary</b> risk appetite for expanding Council's customer focused solutions and improvements, potentially with temporary drops in service levels, but with the aim to ultimately allow delivery of new ideas and projects</p> <p>18. Council has a <b>cautious</b> risk appetite towards major disruption to business operations, temporarily, whilst service innovations are explored.</p> <p>19. Council has a <b>open to expansionary</b> risk appetite for exploring innovative commercial and project opportunities.</p> <p><b><u>Tolerance</u></b> Low</p>
<p><b>Economic Impacts</b></p> 	<p><b><u>Objective</u></b> Council's operations are vulnerable to economic impacts which can affect market demand, spending power and the overall economic environment.</p> <p><b><u>Risk Appetite Statements</u></b></p> <p>20. Council has an <b>open</b> risk appetite for continuing with community initiatives and projects, regardless of economic impacts, to create opportunity for the RCC Community.</p> <p><b><u>Tolerance</u></b> Low</p>



CO13/25



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## Director Corporate Services Report No. CO14/25

**Subject: June 2025 Council meeting - change of date**

---

### Executive Summary

- There is currently a conflict between the 2025 National General Assembly of Local Government, which is scheduled to be held in Canberra from 24-27 June 2025, and the scheduled date for the June 2025 Ordinary Council meeting.
- To resolve this conflict, it is proposed to bring forward the June Council meeting by one week to 17 June 2025 (from 24 June 2025).

### Recommendation

That the June 2025 Ordinary Council meeting be moved to Tuesday 17 June 2025 and public notification of this change be undertaken.

### Attachment/s:

Nil

CO14/25

## Purpose

To consider a proposed change of date for the June 2025 Council meeting to resolve a conflict with the 2025 National General Assembly of Local Government (NGA).

## Discussion

The June 2025 Council meeting is scheduled to be held on Tuesday 24 June 2025. This date conflicts with the 2025 NGA, which is scheduled to be held in Canberra from 24-27 June 2025.

As a number of Councillors have registered to attend the 2025 NGA, it is recommended that the June Council meeting be brought forward one week to Tuesday 17 June 2025.

If the June Council meeting date is brought forward this will be publicised on our website and via our weekly e-newsletter.

## Strategic alignment

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

Delivering services and regulatory functions:	
Service area	Customer Service & Governance Management
Function	Governance Management
Delivery program commitment	Manage Council's governance framework and controls to ensure accountability, transparency, integrity, equity and ethical Council decision making.

## Risks

Lack of a quorum for the June Ordinary Council meeting.

## Resourcing Strategy implications

N/A.

## Policy and legislative requirements

Code of Meeting Practice.  
Local Government Act 1993.

## Conclusion

It is suggested that the June Ordinary Council meeting be brought forward one week to 17 June 2025 to resolve a conflict with the 2025 NGA as a number of Councillors have registered to attend this conference.

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**Responsible officer:** Julie Hartshorn, Coordinator Administration

**File Reference:** F2004/06565

## Motion Pursuant to Notice No. NM35/25

**Subject:** Notice of Motion from Cr Said - Declare Alcohol-Free Zone Surrounding Peninsula Village, Matraville

---

### Motion:

That on behalf of shoppers, residents, families and business owners of Matraville, Council urgently declare the public area surrounding Peninsula Village Shopping Centre, Matraville, an official Alcohol-Free Zone.

By enforcing the following:

1. Declare the public space around Peninsula Village an Alcohol-Free Zone under Section 644 of the Local Government Act 1993.
2. Support community safety through increased patrols or CCTV if necessary
3. Increase the frequency of Council Ranger visits to monitor and manage the area effectively
4. Work with social support services to provide assistance to individuals involved.

### Background:

This request is in response to an ongoing and escalating issue involving a small group of individuals—who are frequently intoxicated—congregating near the entrance of the shopping centre. Their behaviour includes public intoxication, verbal abuse toward passersby, harassment, and in some cases, indecent exposure.

Most recently, an incident occurred where an intoxicated woman exposed herself in front of children and spat on a mother who had been verbally harassed. This behaviour is not only distressing but also dangerous and deeply inappropriate for a family-oriented community hub.

A petition presented to Council seeks not to vilify individuals experiencing homelessness or addiction. Rather, it is about ensuring that our shared public spaces are safe, respectful, and welcoming for everyone

### Source of funding:

Nil required

### Attachment/s:

Nil

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**Submitted by:** Councillor Said, South Ward

**File Reference:** F2005/00873

## Motion Pursuant to Notice No. NM36/25

**Subject:** Notice of Motion from Cr D'Souza - Investigate creating an Alcohol Free Zone outside the Woolworths Shopping Centre, Matraville

---

### Motion:

That Council:

- a) investigate creating an "Alcohol Free Zone" outside the Woolworths Shopping Centre in Bunnerong Road, Matraville; and
- b) if possible after the investigation and if recommended have an "Alcohol Free Zone" outside the entrance of the shopping centre.

### Background:

There has been groups of boys and vagrants drinking and behaving badly outside the Woolworths Shopping Centre in Bunnerong Road Matraville. Residents have requested that Council act to address this growing problem.

### Attachment/s:

Nil

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**Submitted by:** Councillor D'Souza, South Ward

**File Reference:** F2005/00873

NM36/25

## Motion Pursuant to Notice No. NM37/25

**Subject:** Notice of Motion from Cr Rosenfeld - Addressing traffic issues at the exits of the Anzac Parade medium strip car park near the southern corner of Anzac Parade and Maroubra Road

### Motion:

That Council ask the Traffic Committee to:

- a) look at measures to stop motorists exiting the Anzac Parade medium strip car park, near the southern corner of Anzac Parade and Maroubra Road, in the wrong direction; and
- b) consider installing traffic cameras in this area as one of the measures.

### Background:

Some residents have mentioned that there is now a regular occurrence of motorists exiting the Anzac Parade medium strip car park, near the southern corner of Anzac Parade and Maroubra Rd, in the wrong direction. This is happening at both the Eastern and Western side of Anzac Parade. Motorists are only allowed to enter the medium strip car park at this end of the car park and the exits are near the corner of Anzac Parade and Haig St. No Exit and One way is clearly signed however some motorists are ignoring that.

This is a very dangerous practice and will inevitably lead to accidents with oncoming traffic. It is also dangerous for pedestrians on Anzac Parade as they don't expect cars to exit at these points.

A possible safety measure would be to have a traffic camera monitor this area.





**Attachment/s:**

Nil

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**Submitted by:** Councillor Rosenfeld, Central Ward

**File Reference:** F2012/00032

NM37/25

## Motion Pursuant to Notice No. NM38/25

**Subject: Notice of Motion from Cr Said - Support for South Sydney Rabbitohs playing at Allianz Stadium**

---

### Motion:

That Council:

- a) acknowledges the historical and cultural significance of the South Sydney Rabbitohs as one of the oldest and most iconic rugby league clubs in Australia;
- b) notes the Randwick City Council LGA is home to the strong Souths Juniors Rugby league competition;
- c) notes that Randwick City Council's Heffron Centre is home to the Rabbitohs Centre of Excellence;
- d) recognises the strong support for the Rabbitohs across Sydney's southeastern suburbs and the importance of ensuring their home games are accessible to their core supporter base;
- e) supports the South Sydney Rabbitohs in their efforts to secure Allianz Stadium (Moore Park) as a regular home ground for NRL fixtures;
- f) notes the economic benefit to restaurants, hotels, and clubs throughout the Randwick City Council LGA;
- g) writes to the NSW Minister for Sport & Small Business, The Hon. Stephen Kamper MP, Premier of NSW. The Hon. Chris Minns, Venues NSW, and the South Sydney Rabbitohs to express this support and advocate for equitable access to Allianz Stadium for the club; and
- h) requests that Council shares the online petition from Souths on Council's appropriate media, social media and e-news channels to demonstrate community sentiment to explore long-term arrangements that would enable the Rabbitohs to play at Allianz Stadium in a manner that benefits both the club and the local community.

### Background:

Recently the CEO of the South Sydney Rabbitohs met with the Premier of New South Wales, Chris Minns, to discuss the Government's attitude to investment into Souths current home, Accor Stadium. The Premier was extremely honest and direct in confirming there will be no significant investment into Accor Stadium anytime soon. However, Souths long-term lease at Accor Stadium was based on commitments from previous Governments to redevelop the Stadium. A decade on and it has finally been confirmed that there is no investment or redevelopment.

Souths members, fans and corporate partners deserve the same or better facilities as those enjoyed by other NRL and AFL clubs. The continued lack of investment in Accor Stadium also places the Rabbitohs at a significant competitive and financial disadvantage to other NRL (and other sporting) clubs in Sydney and interstate.

Souths are now committed to move to a stadium in the Venues NSW network that has had the benefit of NSW Government investment. Souths have proposed a course of action to the NSW Government, which is fair, reasonable and hopefully delivers value to the state of NSW and the billion dollars of taxpayer money invested into Allianz Stadium. Souths also think it's a good result for the NRL and acknowledge their support to move to Allianz Stadium. The broadcasters are also supportive of the move and Souths are planning on starting a petition to lobby and show support for this move. Council can share this petition with community and promote it once it is live.

**Attachment/s:**

Nil

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**Submitted by:** Councillor Said, South Ward

**File Reference:** F2010/00282

NM38/25

## Motion Pursuant to Notice No. NM39/25

**Subject: Notice of Motion from Cr Willington - Lot 31 Randwick, corner of Prince Street and Frances Street opposite Kynaston Avenue Reserve**

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### Motion:

That Council:

- a) note the long history of complaints to Council about parking, dangerous driving, and risk to pedestrians at Lot 31 on the corner of Prince Street and Frances Street Randwick;
- b) note that the triangle of land, Lot 31 on the corner of Prince and Frances St Randwick is owned by Transport for NSW (TfNSW);
- c) write to TfNSW to determine the option of Lot 31 being handed back to Randwick City Council so that it may be effectively managed in the interest of public safety; and
- d) request that Council officers prepare a report to be brought to Council outlining the ways in which the issues of traffic regulation and pedestrian safety may be improved at Lot 31, Randwick on the corner of Princes Street and Frances Street.

### Background:

Lot 31 near Prince Street, Randwick: traffic issues and public safety.

There is a long history of complaints to Council about parking, dangerous driving, and risk to pedestrians in the vicinity of Lot 31 on the corner of Prince Street and Frances Street Randwick. The triangle of land, Lot 31 on the corner of Prince and Frances St Randwick is owned by Transport for NSW (TfNSW). Council has limited authority to make improvements or enforce parking rules to ensure that cars don't park on the footpath in front of 29 and 31 Princes Street.

As Randwick City Council has no jurisdiction over Lot 31, Council is unable to apply and monitor parking controls. For the same reason, Council is not able to erect bollards or aris rail fencing to prevent vehicles leaving the area across the footpath. Lot 31 is heavily used by vehicles and local pedestrians. The area provides up to 27 parking spaces and is an unregulated informal carpark.

The NoM seeks to draw Council's attention to the following problems and risks posed to pedestrians and traffic:

- drivers frequently drive recklessly and cut across the footpath and onto the road on either side of Lot 31;
- vehicles park across the footpath preventing safe passage of pedestrians in front of 29 and 31 Princes Street;
- the surface of the informal parking area on Lot 31 is rough and hazardous to pedestrians and cyclists.

The NoM also requires Council to write to TfNSW to consider the option of handing back Lot 31 to Randwick City Council as happened in the handing back of the land that is now Kynaston Avenue Reserve.

The NoM also requests a report from Council officers providing advice about possible options for resolving the problems of traffic management and pedestrian safety.

NM39/25

**Attachment/s:**

Nil

**Submitted by:** Councillor Willington, North Ward**File Reference:** F2012/00032

## Motion Pursuant to Notice No. NM40/25

**Subject:** Notice of Motion from Cr Said - Installation of water fountains at middle Maroubra and South Maroubra Beach

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**Motion:**

That Council install freshwater fountains at middle Maroubra and South Maroubra, adjacent to the surf clubs for the use of swimmers and walkers on the popular Malabar headland trail.

**Source of funding:**

2025-26 Operational Plan and Budget – Capital Works Program.

**Attachment/s:**

Nil

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**Submitted by:** Councillor Said, South Ward

**File Reference:** F2012/00052

NM40/25



## Motion Pursuant to Notice No. NM41/25

**Subject:** Notice of Motion from Cr Martin - Investigate Festoon Lighting along Coogee restaurant strip

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### Motion:

That Council:

- a) investigate options to install festoon lighting along the Coogee Bay Road restaurant strip between Arden Street and Brook Street for a three-month trial;
- b) undertake community consultation to gather feedback from local residents, businesses, and stakeholders regarding making permanent the festoon lighting; and
- c) bring back a report detailing the possible lighting options, including solar-powered alternatives and directional shade covers to limit impact on residents.

### Background:

Festoon lighting, which involves string lighting across an area, is becoming increasingly popular for public streets and spaces, particularly in areas where pedestrians and gatherings are common.

These lights can be used to create an inviting atmosphere or add a touch of festivity to an area.

The combination of night-time lighting, the night-time economy and wintertime conditions can create a unique experience.

General principles suggest that well-lit areas can enhance safety and activity and that a vibrant night-time economy, which may be particularly important during the winter months when daylight hours are shorter, can contribute to a more enjoyable experience for residents and visitors.

### Night-Time Lighting:

Good lighting is crucial for safety and creating a welcoming atmosphere in public spaces. This is particularly important during the winter months when daylight hours are shorter and people are more likely to be active after dark. Well-lit areas can deter crime, increase pedestrian activity, and create a sense of vibrancy.

### Night-Time Economy:

A thriving night-time economy, which includes businesses that operate after dark, can create more opportunities for people to spend time in public spaces and contribute to a more dynamic environment. This can be especially beneficial during the winter when fewer outdoor activities are available and people may be more likely to seek entertainment or social gatherings indoors.



**Source of funding:**

Nil required. Funding implications will be included in the report to be brought back to Council.

**Attachment/s:**

Nil

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**Submitted by:** Councillor Martin, East Ward

**File Reference:** F2019/00686

NM41/25

## Motion Pursuant to Notice No. NM42/25

**Subject:** Notice of Motion from Cr Asgari - Government Review into  
Childcare

---

### Motion:

That Council writes to the Prime Minister, the Minister for Early Childhood & Education and the NSW Minister for Early Education and Early Learning to request that the government put stronger measures in place to protect the safety and wellbeing of children.

### Background:

A recent Four Corners episode has revealed that tens of thousands of children attend childcare centres that fail national standards.

One in 10 childcare centres in Australia has never been rated by regulators and others don't meet the standards, leaving tens of thousands of children in facilities that fail national benchmarks.

The Four Corners investigation highlighted a flawed, inconsistent regulatory system and a shortage of childcare workers that has resulted in some centres cutting corners, hiring unqualified staff and eroding the overall quality of care.

With centres reassessed on average every four years, parents can't be sure their child's centre meets the standards or that staff are properly trained or qualified.

All centres are required to have a quality rating, ranging from "exceeding" standards to "meeting" standards, "working towards" and "significant improvement required".

"Working towards" is the rating given when a centre doesn't meet quality rating standards yet currently these centres are allowed to keep operating.

It is important that the Australian Government put measures in place to assure parents that the centres are operating to a well above standard, level of care.

### Attachment/s:

Nil

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**Submitted by:** Councillor Asgari, East Ward

**File Reference:** F2025/00194

NM42/25

## Motion Pursuant to Notice No. NM43/25

**Subject: Notice of Motion from Cr Magner - Urban Forest Policy development and implementation**

### Motion:

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
  - c) clear protocols for assessing and managing tree-related risks

### Background:

Council resolved in October 2024 (Resolution 300/24) to develop a comprehensive Urban Forest Policy, with supporting procedures for tree vandalism investigations and root claim assessments. Recent negotiations with Council's insurer regarding the Quail Street fig tree demonstrate the critical need for clear policies balancing tree preservation with risk management.

The draft Urban Forest Policy is currently under review, with the new Resilience Committee scheduled to meet on 30 April 2025. The Director City Services has advised that the draft Urban Forest Policy will be reported back to Council in September 2025 after public exhibition. Development of supporting procedures and the Significant Tree Register update have been deferred pending completion of the DCP review, with a Councillor briefing planned for May/June 2025.

Council successfully resolved insurance coverage for the Quail Street fig tree through differential insurance arrangements, allowing tree retention with selective pruning. This experience and approach should inform our broader policy approach.

This motion addresses time-critical policy development to ensure Randwick meets its urban forest objectives while properly managing risk exposure, particularly following the Quail Street precedent, which is of significant importance to Randwick City Council's reputation, approach to risk management and environmental sustainability goals.

**Source of funding:**

Initial funding for policy development is available within existing budgets. Implementation costs will be detailed in the September 2025 report for inclusion in the 2025-26 budget.

**Attachment/s:**

Nil

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**Submitted by:** Councillor Magner, North Ward

**File Reference:** F2005/00282

## Motion Pursuant to Notice No. NM44/25

**Subject:** Notice of Motion from Cr Magner - Building on Randwick's Night-Time Economy: Designating Entertainment Precincts

---

### Motion:

That Council:

1. notes the NSW Government's new regulatory framework supporting vibrant night-time economies through designated entertainment precincts;
2. acknowledges Council's existing night-time economy initiatives, including the draft Night Time Economy Study (2019-2020), Extended Trading Hours trial, and Night-Time Economy Advisory Committee;
3. requests Council officers prepare a report investigating:
  - a) suitable locations within Randwick LGA for formal designation as entertainment precincts
  - b) outcomes of the Extended Trading Hours trial relevant to precinct designations
  - c) implementation of the seven key directions from the draft Night Time Economy Study within designated precincts
  - d) planning controls balancing vibrant night-time activity with residential amenity
  - e) opportunities to leverage the NSW Government's 24-hour Economy Strategy
4. reconstitutes, revises the Terms of Reference and seeks input from the Night-Time Economy Advisory Committee on report development;
5. requests findings and recommendations be presented to Council within 3 months, with potential entertainment precinct designations for incorporation into Randwick's planning instruments.

### Background:

This motion aligns Randwick City Council's existing night-time economy initiatives with NSW Government's newer regulatory framework for entertainment precincts.

While Randwick City Council has conducted groundwork through its Night Time Economy Study and trading trials, the State Government's 24-hour Economy Strategy now provides opportunities to formalise these efforts. Other councils including City of Sydney and Burwood have recently established formal entertainment precincts under these provisions.

This approach ensures Randwick leverages new frameworks while maintaining balance between economic vitality and community amenity.

### Attachment/s:

Nil

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**Submitted by:** Councillor Magner, North Ward

**File Reference:** F2019/00356

NM44/25



## Motion Pursuant to Notice No. NM45/25

**Subject:** Notice of Motion from Cr Hay - Kensington Heritage Conservation Area and Low/Mid Rise Housing Reforms

### Motion:

That Randwick Council investigate strengthening the development guidelines contained in the Randwick Development Control Plan - West Kensington Heritage Conservation Area as part of the upcoming DCP review. This should include consideration of the concession to the allowability of Duplex Housing, due to the recent state government reforms, but aim to preserve the architectural style of the area.

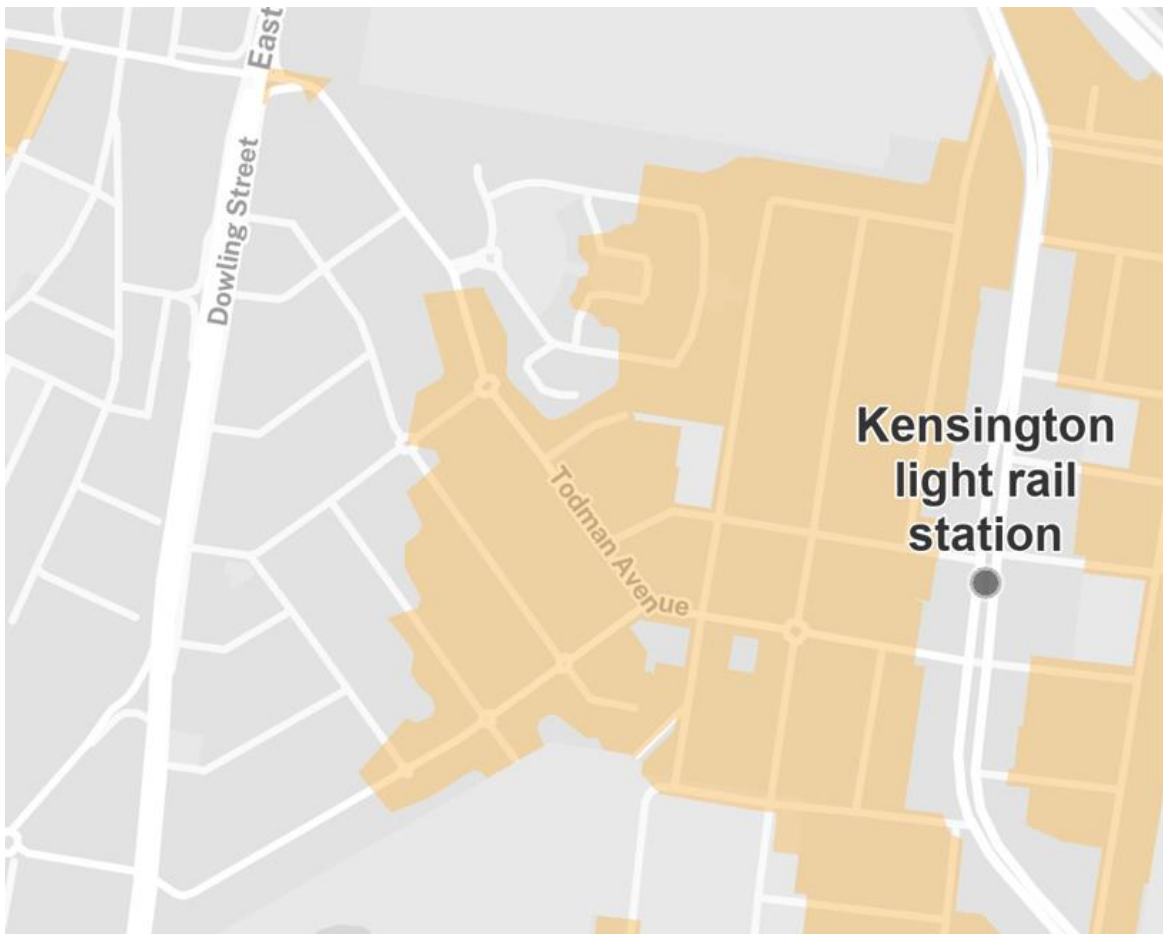
### Background:

The West Kensington Heritage Conservation area (see map below) has had its own Development Control Plan since January 1998, with a view to preserving the architectural Style of the area.



The NSW Government's recent low rise housing reforms allow Duplex Housing to be built within 800m of a light rail station, where a subdividable property is over 450sqm with 12m of street frontage. Within the Heritage Conservation Area, this will include most properties coloured yellow see map below:

NM45/25



Council does not have the ability to overrule the State Government reforms. However, we should still work to protect the heritage character comprised of buildings with federation bungalow styled features, rather than the postmodernist boxes that can ruin the character of the street.

**Attachment/s:**

Nil

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**Submitted by:** Councillor Hay, West Ward

**File Reference:** F2022/00598

## Motion Pursuant to Notice No. NM46/25

**Subject: Notice of Motion from Cr Hay - Metro Station for Kensington**

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### Motion:

That Randwick Council:

- a) endorse a Metro Station for central Kensington and write to both State and Federal Ministers expressing Council's position and seeking clarification of the status of future metro projects within Randwick City; and
- b) enquire as to whether any preservation of land is needed to assist with construction of a future rail line and station and to support long term planning at station locations.

### Background:

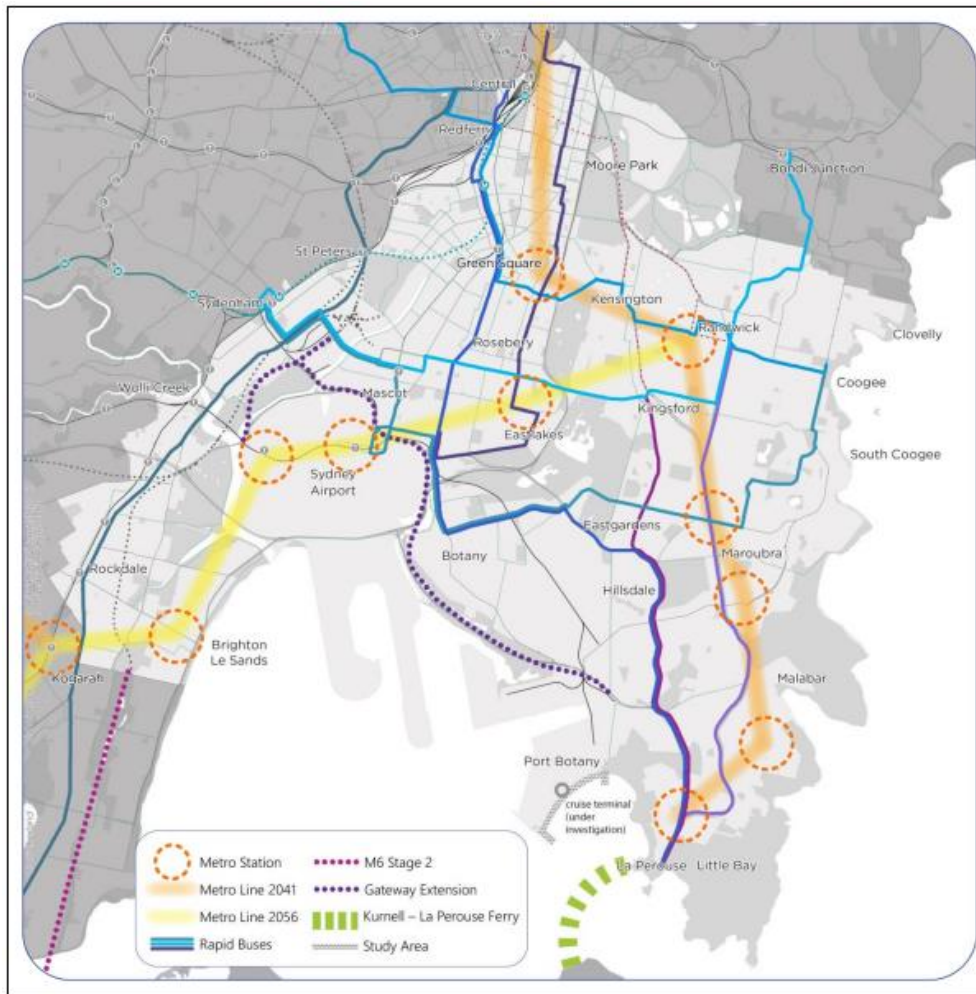
The Former NSW government engaged in long term policy and strategy by highlighting future proposed metro rail projects across all of NSW. One such project is the East-West Metro, which would be built in three stages:

1. Sydney to Parramatta
2. Parramatta to Western Sydney International Airport
3. Sydney to La Perouse.

One proposed map of Stage 3 is the orange line in the below image. Note the suggested operational date of 2041, and the line would run from Zetland to UNSW without a metro rail station in Kensington.

NM46/25

NM46/25



Kensington has recently been targeted for extensive increase in population with the recent Low and Mid Rise Housing policy of the new Government. To compensate, Kensington should be given a metro station in any new proposal to help the local community cope with the surge in housing.

If central Kensington is to receive a metro station, we should start planning now and reserve a suitable location to make construction easier and provide certainty in city planning.

#### Attachment/s:

Nil

**Submitted by:** Councillor Hay, West Ward

**File Reference:** F2014/00453