

Delivery Program 2018-21

Outcomes	3 Year Delivery Program
RESPONSIBLE MANAGEMENT	
OUTCOME 1. Leadership in sustainability	
1a. Council has a long-term vision based on sustainability.	
1a.1	Implement the Integrated Planning and Reporting framework including the Randwick City Plan, medium term plans and the Resourcing Strategy across the three year cycle.
1a.2	Ensure sound long term financial strategies underpin the Council's asset management policies and strategic vision.
1a.3	Review and incorporate the financial strategies, underpinning all short and medium term plans into the Long Term Financial Plan.
1a.4	Provide for safe public places where people gather.
1a.5	Implement Information and Communications Technology (ICT) Digital Strategy to ensure Council's adoption of innovative technology which meets customer and business needs.
1a.6	Progressively update medium term plans such as the Recreation Needs Study.
1b. Council is a leader in the delivery of social, financial and operational activities.	
1b.1	Demonstrate best practice and leadership in local government.
1b.2	Contribute to protecting the Council's reputation and enhancing its positive public image.
1b.3	Maintain a high performing workforce that is responsive to the needs of the organisation.
1b.4	Provide good governance and administrative support for the Council and organisation.
1b.5	Effectively and efficiently manage financial operations, systems and information.
1b.6	Be recognised as providing quality internal and external customer service and call centre services.
1b.7	Continue to improve and implement business process systems and information technology infrastructure.
1b.8	Provide a safe and healthy environment for employees, contractors and the community.
1b.9	Support the community and organisation through the improvement and expansion of online systems and GIS mapping.
1c. Continuous improvement in service delivery based on accountability, transparency and good governance.	

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1c.1	Apply the four-year Continuous Improvement Strategy within the organisation.
1c.2	Implement a systematic and structured approach to obtaining feedback from customers and managing existing data and information.
1c.3	Proactively manage enterprise risks within Council's integrated risk management system.
A SENSE OF COMMUNITY	
OUTCOME 2.A vibrant and diverse community	
2a: Meet the needs of our diverse community and provide equitable access to social services and infrastructure.	
2a.1	Maintain a current understanding of our community and regional needs, and up to date information to support planning and program development.
2a.2	Provide high levels of accessibility to the Council's community facilities and infrastructure.
2a.3	Support the different groups in the community to improve access to services and recreational activities.
2a.4	Provide improved opportunities for local Aboriginal and Torres Strait Islander people to access support services including employment, family support and recreational activities.
2a.5	Implement the social inclusion plan (An Inclusive Randwick) to reduce disadvantage and address regional gaps in service provision.
2a.6	Implement grants programs in accordance with the Council's guidelines to enhance services that meet community needs.
2b: Strong partnerships between the Council, community groups and government agencies.	
2b.1	Provide support for resident precinct committees, local chambers of commerce and combined service clubs.
2b.2	Partner and implement joint projects with community groups and government agencies to achieve improved service coordination and value for money outcomes in the region.
2c: New and upgraded community facilities that are multipurpose and in accessible locations.	
2c.1	Implement the Community Facilities Plan as per identified priorities.
2d: Our cultural diversity is appreciated and respected.	
2d.1	Implement A Cultural Randwick City.

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2d.2	Deliver and/or sponsor a range of events to promote a sense of community.
OUTCOME 3. An informed and engaged community	
3a: Effective communication methods and technology are used to share information and provide services.	
3a.1	Provide information to the community on the Council's services and activities using effective communications methods.
3a.2	Ensure that the Council's website provides an accessible and usable interface between the Council and the community.
3a.3	Implement technological solutions that support the development of services and resources and meet the needs of the community.
3b: The community has increased opportunities to participate in decision-making processes.	
3b.1	Develop opportunities for community input into the Council's decision-making processes.
PLACES FOR PEOPLE	
OUTCOME 4. Excellence in urban design and development	
4a: Improved design and sustainability across all development.	
4a.1	Require a high standard of design quality and sustainability in new development in line with Council's policies.
4a.2	Promote and recognise design excellence and sustainability through events or other activities.
4b: New and existing development is managed by a robust framework.	
4b.1	Develop and implement effective processes and strategies to manage the impact of new and existing development.
4b.2	Monitor provisions of the LEP and DCP to ensure relevancy and delivery of good design outcomes.
OUTCOME 5. Excellence in recreation and lifestyle opportunities	
5a: Maximise opportunities for residents and visitors to enjoy both active and passive open space uses.	

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5a.1	Progressively update plans of management, in accordance with an established priority list and the Recreation Needs Study, focusing on active and passive recreation opportunities.
5a.2	Continue work towards creating a continuous Coastal Walkway from Clovelly to Botany Bay as detailed in the Recreation Needs Study.
5b: Facilitate a range of sporting and leisure activities.	
5b.1	Introduce and maintain a diverse range of programs to increase attendances at Des Renford Leisure Centre (DRLC) from year to year.
5b.2	Implement open space plans of management with a focus on multi-uses such as the Heffron Park Plan of Management.
5c: Create new open space as opportunities arise.	
5c.1	Advocate for public access to the remaining Commonwealth land at Malabar Headland.
5c.2	Plan and advocate for public open space and connections in major urban renewal and infrastructure projects
5c.3	Optimise the urban interface with the Light Rail.
5d. Library programs, resources and facilities provide innovative and inspirational opportunities for education and leisure.	
5d.1	Improve and develop library facilities, services and resources ensuring their ongoing relevance to the community.
5d.2	Continue to provide a community hub for education and leisure activities.
OUTCOME 6. A liveable city	
6a: Our public infrastructure and assets are planned, managed and funded to meet the community expectations and defined levels of service.	
6a.1	Continue asset management planning to deliver infrastructure assets that ensure intergenerational equity and meet Council's obligations as the custodian of our community's assets.
6a.2	Conduct programmed infrastructure and asset maintenance management in accordance with adopted service levels.
6a.3	Continue the Buildings for our Community Program.

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6a.4	Prepare and implement a Smart City Strategy for the delivery of improved services and take advantage of technological opportunities.
6a.5	Consider opportunities for the restoration of the La Perouse Museum and improved access.
6b: Our centres, beaches, streets and other public places are safe, inviting, clean and support a recognisable image of our City.	
6b.1	Conduct public place cleaning in accordance with adopted service levels.
6c: The safety of our community is paramount and is acknowledged and supported through proactive policies, programs and strategies.	
6c.1	Implement actions identified in the Council's crime prevention and community safety plan (A Safer Randwick City) to reduce anti-social behaviour and foster a safer city.
6c.2	Educate the public on surf and water safety.
6c.3	Implement effective regulatory and compliance services and programs to maximise public health and safety in Randwick City.
6c.4	Implement the Road Safety Action Plan.
6d: A strategic land use framework provides for our lifestyle changes and for a continuing, yet low rate of growth across our City.	
6d.1	Review and implement the strategic land use framework in line with urban renewal projects, Regional and District Plans.
6d.2	Continually monitor and update the strategic land use framework for continual improvement.
6d.3	Ensure equitable and timely review of the s.94A Contributions Plan and monitor the work program to enhance infrastructure and services.
6e: Enhance housing diversity, accessibility and adaptability to support our diverse community.	
6e.1	Provide for enhanced adaptability and accessibility of housing.
6e.2	Update and implement Council's Affordable Housing Strategy and Action Plan to facilitate new and retain existing affordable housing.
6f: Undertake commercial centre reviews to ensure ongoing economic viability of the centres and consistency with District Plan	

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objectives.	
6f.1	Undertake an ongoing program of comprehensive commercial centre reviews.
OUTCOME 7. Heritage that is protected and celebrated	
7a: Our heritage is recognised, protected and celebrated.	
7a.1	Local and cultural history is recognised, known, preserved and celebrated (through events, media, etc).
7a.2	Prepare and implement management and maintenance plans for heritage properties owned by Council.
7a.3	Implement, monitor and review our City's heritage planning provisions to ensure suitable conservation and adaptive re-use.
7a.4	Manage the La Perouse Museum to enhance access to and information about local heritage.
7a.5	Implement Council's Heritage Conservation policies in the assessment process.
A PROSPERING CITY	
OUTCOME 8. A strong local economy	
8a. Vibrant business, commercial and industrial sectors that provide ongoing and diverse employment opportunities and serve the community.	
8a.1	Review and update the Economic Development Strategy.
8a.2	Implement a range of strategies to support the development of vibrant business and commercial centres.
8b: Provide guidance to the specialised Hospital and University centre.	
8b.1	Work with institutions to develop strategic plans for Hospital and University precincts.
8c: Develop and strengthen effective partnerships with key locally based organisations.	
8c.1	Implement the adopted recommendations of the Economic Development Strategy in relation to partnerships with locally based organisations.
8c.2	Consider online opportunities to enhance communication partnerships on economic development.
8d: Tourism's role in the local economy is acknowledged.	

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8d.1	Implement the adopted recommendations of the Economic Development Strategy in relation to tourism.
MOVING AROUND	
OUTCOME 9. Integrated and accessible transport	
9a: A network of safe and convenient walking paths and cycle ways linking major land uses and recreation opportunities.	
9a.1	Review, improve and implement facilities for cyclists as detailed within the Randwick Bicycle Plan.
9a.2	Continue to use the footpath program to improve and develop facilities for people who are walking and identify opportunities for pedestrian improvements through the preparation and implementation of pedestrian and mobility plans for our commercial centres.
9b: The community is informed, educated and encouraged to use sustainable transport.	
9b.1	Implement Council's Energy Savings Plan and Local Greenhouse Action Plan to reduce reliance on private motor vehicles.
9b.2	Continue to show leadership in this area with Council's vehicle and transport choices.
9c: Advocate and/or plan for integrated local and regional transport improvements, including high capacity transport such as light/standard rail.	
9c.1	Advocate for the extension of the light rail system to Maroubra Junction, improved east-west public transport services and improved bus network.
9c.2	Participate in working groups and monitor the State Government's implementation of light rail.
9d: Residential amenity is protected by appropriate traffic management.	
9d.1	Implement traffic control strategies to protect residential amenity.
9d.2	Implement regulatory parking patrol and enforcement programs to ensure appropriate enforcement of the NSW Road Rules.
9e: Parking is managed to balance convenience against reduce car reliance.	

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9e.1	Enhance parking opportunities for residents through appropriate management of the Resident Parking Scheme.
9e.2	Develop a strategic approach to the overall management of parking—especially within our commercial centres.
LOOKING AFTER OUR ENVIRONMENT	
OUTCOME 10. A healthy environment	
10a: Council's programs and partnerships foster sustainable behavioural changes and outcomes.	
10a.1	Develop, implement and review programs aimed at improving the City's resilience.
10a.2	Expand external partnerships supporting Council's resilience initiatives e.g. UNSW MOU.
10a.3	Continue the development, implementation and review of the 3-Council collaboration project with Waverley and Woollahra Councils to reduce resource consumption across the region.
10b: Policies and programs are developed and implemented in response to environmental risks and their potential impacts.	
10b.1	Develop and implement a long term resilience framework for Randwick.
10b.2	Develop and implement environmental strategies for remediation of contaminated Council/public land.
10b.3	Implement recommendations contained in the NSW Government's Floodplain Development Manual and relevant floodplain management studies carried out for Randwick City.
10b.4	Administer and implement Council's Tree Preservation policy to preserve our urban forest.
10b.5	Administer and coordinate Council's Climate Change Adaption and Mitigation Plan.
10c: Bushland, open spaces and biodiversity are protected and enhanced for future generations.	
10c.1	Implement and monitor Randwick's regulatory responsibilities especially in relation to the enhancement of our native and indigenous flora and fauna.
10c.2	Implement annual tree planting programs in accordance with Council's Street Tree Masterplan to continue to increase our tree canopy cover across our City.
10d: Waste is managed sustainably to ensure highest level of resource recovery.	
10d.1	Develop and implement Council's Resource Recovery Strategy to minimise the level of waste going to

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	landfill.
10d.2	Implement and review actions identified in Council's Litter and Illegal Dumping Management Plan.
10d.3	Develop and implement community engagement programs on waste and recycling.
10e: A total water cycle management approach including water conservation, re-use and water quality improvements is adopted.	
10e.1	Develop and implement projects to improve water conservation and efficiency across Council and the Community.
10f: Energy conservation and efficiency programs are implemented.	
10f.1	Develop and implement projects to improve energy conservation and efficiency across Council and the Community.
10f.2	Investigate and implement renewable energy projects across Randwick City.