



Attachment 2.7

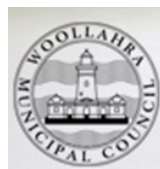
Service Levels Analysis - Randwick, Waverley and Woollahra Councils, 2013





Service Levels Analysis

Randwick, Waverley and Woollahra Councils



Service Levels Analysis - Randwick, Waverley and Woollahra Councils

Executive Summary

A high level analysis of the service levels offered by Randwick, Waverley and Woollahra councils has been carried out, focusing on community services, waste services and roads, drainage and open space asset classes. The purpose of this analysis is to gain an understanding of where and why service levels differ and the potential cost implication of extending all services to all residents.

Service levels related to road reserves and community services adopted the Randwick service model in the SGS financial model detailed in their report 'Eastern Sydney Local Government Review'. Any additional services or higher service levels provided by Waverley or Woollahra councils in these areas would need to be costed for the group and included in the financial model to ensure no loss or degradation of services in any LGA.

The services offered by the three councils are very similar. Only two services were identified that would need to be included within the SGS financial model: Waverley's Meals on Wheels service and their council run childcare centres. The income associated with the grants and fees that fund these services have already been included in the model. This equates to an additional expense of **\$3.9m** per year (\$27m over 10 years under the 3 year transition period or \$35m under a 1 year transition period).

While each council's services are very similar, the frequency at which these services are carried out differed in many areas. Randwick's open space program had higher maintenance levels than Waverley, but less frequent inspection levels. While Randwick's inspection levels for road and drainage assets were more frequent, Waverley was carrying out more frequent scheduled maintenance on some of these assets. Both councils had very similar waste and cleaning schedules, with the major difference being Waverley's more frequent residential street sweeping.

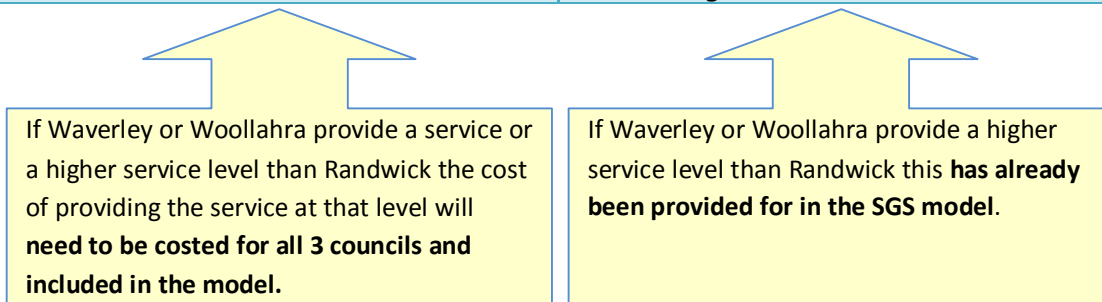
Reasons for some of these service level differences included asset materials, age, utilisation, area density and environmental issues. No change to the SGS model is required as Waverley's road service levels could still be maintained by changing to Randwick's asset material type.

The overall impact on the SGS financial model under a 3 year transition period is an increase in costs of \$27m, resulting in an adjusted net surplus of \$418m under option 1 over ten years (before asset upliftment and debt repayment).

SGS Economics and Planning Financial Model - cost drivers

The financial model calculated by SGS Economics and Planning in their report 'Eastern Sydney Local Government Review' divided services into two categories - those with costs driven by dwelling numbers and those that are not. Of relevance to this service level analysis, the categorisation of the service levels was as follows:

Randwick's Service Levels	No Change to Existing Service Levels
<ul style="list-style-type: none"> • Road reserve services <ul style="list-style-type: none"> ○ Road pavement ○ Footpaths ○ Kerb and gutter ○ Other road infrastructure 	<ul style="list-style-type: none"> • Open space and recreation <ul style="list-style-type: none"> ○ Bushland management ○ Environmental protection ○ Parks and playing fields ○ Tennis courts ○ Playgrounds ○ Swimming pools and beaches ○ Libraries ○ Community centres and halls ○ Other cultural services
<ul style="list-style-type: none"> • Community services <ul style="list-style-type: none"> ○ Social protection ○ Aged and disabled persons ○ Family and children's services 	<ul style="list-style-type: none"> • Waste services <ul style="list-style-type: none"> ○ Domestic waste and recycling ○ Public place waste and cleaning
	<ul style="list-style-type: none"> • Stormwater management and drainage



The cost of providing **open space and recreation, stormwater management** and **waste services** is driven by factors including existing open space, geography and commercial centres, hence the current costs and service levels for each council were applied in the model - i.e. it was assumed those service levels would be retained for the respective LGA.

Services driven by dwelling numbers adopted the Randwick service model. A closer review of these services has been undertaken to ensure no loss of service or service level reduction has occurred within the Waverley and Woollahra LGAs.

Services Offered - Randwick, Waverley and Woollahra

The data supplied by each council reveals the services offered by each council are very similar.

Community Services

Randwick, Woollahra and Waverley councils provide an extensive number of community services. While some of the programs may differ they largely support and engage the same target community members. A larger number of Waverley's services are run in house, while Randwick and Woollahra support and fund external providers for the same services.

Some of the services listed on the Community Services report were included in the SGS financial model at their present cost and service level. The services include libraries, community centres and halls and other cultural services.

Services relating to social protection, aged, disabled, children, youth and family services were costed based on the Randwick service model. These services need to be reviewed to ensure both Woollahra and Waverley continue to provide the same services within their LGA.

Community Services - Key Program Differences

Council	Analysis Summary	Annual Cost \$'000	7 years (baseline model with 3 year transition period) \$'000	9 years (model with 1 year transition period) \$'000
Randwick	<input checked="" type="checkbox"/> Randwick operates a Home Maintenance and Modification service (HMMS) with the support of grant funding.	Nil - already included in the SGS model		
Waverley	<input checked="" type="checkbox"/> Waverley operates four childcare centres while Randwick manages one centre. The cost of operating these centres needs to be included in the financial model.	\$3,398 ¹	\$23,787	\$30,583

¹ \$4.5m child care services budget (Waverley Council 2010-11 Financial Reports (to be consistent with source of data utilised in SGS model)) less \$1.1m allocated under the Randwick model

Council	Analysis Summary	Annual Cost \$'000	7 years (baseline model with 3 year transition period) \$'000	9 years (model with 1 year transition period) \$'000
	☒ Waverley operates a Meals on Wheels service with the support of volunteers and grant funding (Randwick supports the Meals on Wheels service through subsidised rent).	\$474	\$3,319	\$4,267
Woollahra	<i>No key differences</i>			
= Cost impact >>>		\$3,872	\$27,106	\$34,850

Road Reserve Services - SGS model based on Randwick services

Council	Analysis Summary
Randwick	☒ No additional services are offered by Waverley or Woollahra that are not offered by Randwick.
Waverley	☒ Do not inspect cycleways, road signage, subsoil drainage, car parks and line marking.
Woollahra	☒ Same services as Randwick.
= <u>No</u> cost impact	

Stormwater and Drainage Services - SGS model based on each council's current services

Council	Analysis Summary
Randwick	<input checked="" type="checkbox"/> No additional services are offered by Waverley or Woollahra that are not offered by Randwick.
Waverley	<input checked="" type="checkbox"/> Do not inspect gross pollutant traps
Woollahra	<input checked="" type="checkbox"/> Same services as Randwick.
= <u>No</u> cost impact	

Open Space - SGS model based on each council's current services

Council	Analysis Summary
Randwick	<input checked="" type="checkbox"/> No additional services are offered by Waverley or Woollahra that are not offered by Randwick.
Waverley	<input checked="" type="checkbox"/> Offers the same services as Randwick.
Woollahra	<input checked="" type="checkbox"/> Do not offer public barbecue facilities. The Council does not operate a cemetery (South Head Cemetery is administered by Waverley Council).
= <u>No</u> cost impact	

Waste and Cleaning Services - SGS model based on each council's current services

Council	Analysis Summary
Randwick	<input checked="" type="checkbox"/> No additional services are offered by Waverley or Woollahra that are not offered by Randwick.
Waverley	<input checked="" type="checkbox"/> Do not operate a drop off Recycling Centre.
Woollahra	<input checked="" type="checkbox"/> Do not operate a drop off Recycling Centre.
= <u>No</u> cost impact (extending the Recycling Centre service to residents in Waverley and Woollahra would be funded by the Domestic Waste Levy).	

Service Levels - Randwick and Waverley

Waverley and Randwick have supplied information regarding the frequency level for each service. There are several areas where these levels differ, however this may be due to factors such as the type of asset utilised to provide the service rather than the actual quality of the service.

The service levels have been compared and discussed with Randwick Council managers to determine if Randwick would need to increase its service level to meet Waverley's current service model.

Road Reserve Services - SGS model based on Randwick service levels

Council	Analysis Summary	Cost \$'000
Randwick	<input checked="" type="checkbox"/> Randwick inspect road reserve assets more frequently	\$nil
Waverley	<input checked="" type="checkbox"/> Waverley carries out line marking on roads and cycleways more frequently than Randwick	\$nil Randwick use thermo plastic line marking which is a superior product and lasts longer compared to the usual waterborne paint.
= No Cost impact		

Stormwater and Drainage Services - SGS model based on each council's current services

Council	Analysis Summary	Cost \$'000
Randwick	<input checked="" type="checkbox"/> Randwick inspects drainage pits and lintels more frequently	\$nil
Waverley	<input checked="" type="checkbox"/> Waverley clears out gross pollutant traps (GPTs) and priority pits more frequently than Randwick	\$nil Randwick's service level matches the asset's requirement: - Randwick's GPTs have a large holding capacity and are 60-70% full when cleared out - Priority pits are 50% full when scheduled cleaning is undertaken
= No Cost impact		

Open Space Services - SGS model based on each council's current services

Council	Analysis Summary	Cost \$'000
Randwick	<ul style="list-style-type: none"> ☑ Randwick maintains planter boxes, the cemetery, amenities, parks and sportfields more frequently ☑ More frequent pest animal inspections 	\$nil
Waverley	<ul style="list-style-type: none"> ☑ Waverley inspects playgrounds, cricket nets and wickets, irrigation systems, sportsfield amenities, the coastal walkway, flagpoles, stairs and handrails, monuments, bus shelters and maintains softfall, street furniture, coastline fencing more frequently 	<p>\$nil</p> <p>SGS has included Waverley's service levels for these areas in the model.</p> <p>Differences in technology, asset materials and ages, sports groups agreements, environmental issues, usage levels and maintenance methods influence these services.</p>
= No Cost impact		

Waste Services - SGS model based on each council's current services

Council	Analysis Summary	Cost \$'000
Randwick	<ul style="list-style-type: none"> ☑ Randwick empties litter bins at the beaches more frequently than Waverley. 	\$nil
Waverley	<ul style="list-style-type: none"> ☑ Waverley carries out residential street sweeping weekly where as Randwick carries out this service fortnightly. ☑ Waverley empty litter bins in small town centres more frequently than Randwick 	<p>\$nil</p> <p>SGS has included Waverley's service level for this area in the model.</p> <p>It would cost \$1,077,032 per annum for Randwick to provide this service weekly. However, due to the lower density in Randwick City, a service level of 14 days is sufficient.</p> <p>\$nil</p> <p>SGS has included Waverley's service level for this area in the model.</p>
= No Cost impact		

SGS Economics and Planning Financial Model - impact

The cost of ensuring Waverley's current service levels are not diminished has been deducted from the SGS financial models for both the 3 year and 1 year transition models. The results are tabled below:

3 Year Transition Model:

\$'000	Base Case	Option 1	Option 2	Option 3	Option 4
Net surplus/deficit - operating and capital	\$23,316	\$444,921	\$455,051	\$476,860	\$545,815
Net surplus/deficit - after upliftment	-\$42,554	\$407,303	\$409,922	\$410,989	\$473,868
Net surplus/deficit - after debt repayment	-\$51,720	\$398,137	\$400,756	\$401,823	\$464,702
Less adjustment	\$0	-\$27,106	-\$27,106	-\$27,106	-\$27,106
Net surplus/deficit - operating and capital - adjusted	\$23,316	\$417,815	\$427,945	\$449,754	\$518,709
Net surplus/deficit - after upliftment - adjusted	-\$42,554	\$380,197	\$382,816	\$383,883	\$446,762
Net surplus/deficit - after debt repayment - adjusted	-\$51,720	\$371,031	\$373,650	\$374,717	\$437,596

1 Year Transition Model:

\$'000	Base Case	Option 1	Option 2	Option 3	Option 4
Net surplus/deficit - operating and capital	\$23,316	\$535,207	\$555,849	\$606,493	\$683,234
Net surplus/deficit - after upliftment	-\$42,554	\$497,589	\$510,719	\$540,623	\$611,288
Net surplus/deficit - after debt repayment	-\$51,720	\$488,423	\$501,553	\$531,457	\$602,122
Less adjustment	\$0	-\$34,850	-\$34,850	-\$34,850	-\$34,850
Net surplus/deficit - operating and capital - adjusted	\$23,316	\$500,357	\$520,999	\$571,643	\$648,384
Net surplus/deficit - after upliftment - adjusted	-\$42,554	\$462,739	\$475,869	\$505,773	\$576,438
Net surplus/deficit - after debt repayment - adjusted	-\$51,720	\$453,573	\$466,703	\$496,607	\$567,272

Conclusion

This high level analysis of the service levels offered by Randwick, Waverley and Woollahra councils has revealed that while mostly the same services are carried out by the three councils, there are some differences in the levels at which they are carried out. Many factors impact each council's decisions when setting service levels including asset materials and age, utilisation and technology.

Service levels related to road reserves and community services adopted the Randwick service model in the SGS financial model. To ensure no loss or degradation of services in any LGA, an additional annual expenditure of \$3.9m should be included in the financial model for childcare services and meals on wheels.

The overall impact on the SGS financial model under a 3 year transition period is an increase in costs of \$27m, resulting in an adjusted net surplus of \$418m under option 1 over ten years (before asset upliftment and debt repayment).

Acknowledgments

This review has been completed with the assistance of:

Waverley Council:

Dan Joannides - Divisional Manager Technical Services
Brandon Ockelford - Senior Asset Planning Team Leader

Woollahra Municipal Council:

Tom O'Hanlon - Director Technical Services
Stephen Dunshea - Director Corporate Services
Don Johnston - Manager Finance

Randwick Council:

George Bounassif - Manager Infrastructure Services
Mark Bush - Manager Waste and Cleaning Services
Teresa Mok - Manager Community Programs and Partnerships
Barbara Todes - Manager Library Services

Community Programs and Partnerships							
	Randwick Council works very closely with service providers in the local area. We analyse data, collect information from service providers about emerging needs and make this information available to our inter-agency partners. This information improves the capacity of the service providers to better coordinate, plan and deliver service to clients. Using this approach it allows us to work more effectively and reduces duplication.	Waverley Council provides a number of important community services in house and also works very closely with service providers in the local area. Our Community Planning function collects and analyses data, and collects information from service providers about emerging needs and make this information available to our inter-agency partners. This information improves the capacity of the service providers to better coordinate, plan and deliver service to clients.	Woollahra Municipal Council works with members of the community, organisations and groups to develop projects, ideas and initiatives that harness and build community capacity. Woollahra Council's approach to community building and to the role of facilitator of services and programs utilises the 'asset based community development' model in recognition of the wealth of skills, knowledge and experience in the community. Council continues to foster partnerships with and/or between groups and organisations to design and implement initiatives that are sustainable and respond to emerging community changes and demands.				
				Randwick and Waverley Comparison		Randwick and Woollahra Comparison	
Service / activity	Randwick description	Waverley description	Woollahra description	Does Randwick need to increase it's service level?	Randwick's Comment	Does Randwick need to increase it's service level?	Randwick's Comment
WOMEN, CHILDREN AND FAMILY PROJECTS							
- Child care centres	8 centres under subsidised leases and 1 centre operated by the Council	3 community based centres under subsidised leases and 4 centres operated by the Council	1 x 60 place Pre school operated by Council.	No - but model adj needed	Add cost of providing additional child care centres... \$3.4m per year	N	Similar cost to operating Randwick's childcare centre - no adjustment required
- Family day care	Subsidised lease granted to Randwick South Sydney Family Day Care Inc	Waverley Family Day Care Scheme run by the Council - approx 275 places	Woollahra LGA is covered by Waverley Family Day Care.	N		N	
- Vacation care	Kooloora Community Centre/MASK - Vacation Program	School holiday programs at Waverley Library, Waverley Pavilion and Bondi Pavilion	No program offered	N	We also run school holiday programs at our libraries and through the Sustaining our City program.	N	
- Playgroup for social housing families	Kooloora Community Centre Playgroup - support including staff and bus		Support for playgroup at the Rose Bay Cottage and through grant funding to Holdsworth Community Centre.	N		N	
- Baby health care	Subsidised leases granted for Clovelly Early Childhood Health Centre, Randwick Early Childhood Health Centre and Malabar Community Midwifery Link Service	Subsidised leases for early childhood services at Bondi Junction and North Bondi	Double Bay and Paddington Early Childhood Health Centres provided by Council. Council also provides a free monthly immunisation clinic from the Double Bay centre.	N		N	Free monthly immunisation clinic costs Woollahra \$3,400 per annum - variation to the model not required as cost is low. Free immunisations are offered by some GPs and medical centres in the Waverley and Randwick areas.
- Children with disabilities or learning difficulties	Subsidised rent granted to Learning Links	Regular storytime for Wairoa Special School students at Waverley Library	Grant and facility provided to Holdsworth Community Centre and Services to provide services for children with disabilities.	N		N	
- Library services for children	Three toy libraries, Babies Love Books sessions, storytime, Bop2Books, Kids Club	Childrens library, Book Babies, Tyke Time storytime & craft, School's Out Storytime, Storytimes for child care centres, Kids' author talks, Childrens Book Week, Sunday kids movies, Chess Club, subsidised lease and grant for 2 Toy Libraries.	Children's program operates at all Libraries includes Rhymetime, Storytime and Kids Club. Also school holiday program, and Writers and Readers for Young people held each quarter. Yourtutor- online tutoring available for year 3-12	N		N	
- Parenting workshops	In partnership - 68 different workshops every 6 months	Parenting programs for families with children 0-5 years incl behaviour management, toilet training, grief, children with additional needs, grandparent refresher courses.	Monthly 'Skill Up' program providing information, education and skills development to parents.	N		N	
- International Women's Day	International Women's Day Art Prize	International Women's Day Breakfast	Annual International Women's Day activities and celebration, promoted to the wider community.	N		N	
- Domestic and Family Violence	Member of the Eastern Suburbs Domestic Violence Network which runs community education projects + annual White Ribbon Walk (council event)	Subsidised lease, support and grants for Bondi Beach Cottage providing domestic violence and family support services for the eastern suburbs	Annual celebration and support for CoSIES' (Community of Schools in the Eastern Suburbs) participation in the Breaking the Silence Program, along with promotion to the wider community.	N		N	
- La Perouse and Surrounds	Focused support for issues in this area		Not relevant to Woollahra	N		N	
- Family Support Services		Family support services to children and families enrolled in Council child care centres (via a support worker)	Support existing and encourage development of new parent groups in consultation with the community. Council also provides an access forum for new parents and parents new to the area providing information on local services available.	N	The majority of Randwick's childcare centres are privately operated.	N	See parenting workshops section
- Arts programs for children	Support for children's shows such as Babies Proms.	Songwriting and music programs for children and teens, ceramics classes for children & teens, plus supporting Bardz Kids Flicks		N		N	
- Other children's programs		Play Day on the Mall, Dudley Page New Years Eve event, Carols by the Sea Christmas Event		N	Randwick runs similar events - listed under the events section in this document.	N	

Service / activity	Randwick description	Waverley description	Woollahra description	Does Randwick need to increase it's service level?	Randwick's Comment	Does Randwick need to increase it's service level?	Randwick's Comment
YOUTH PROJECTS							
- Youth Council / Forum	Randwick Youth Council - Advisory committee facilitated by RCC		Woollahra Youth Services Forum - Network of local youth service providers meet every second month to share information and expertise and to develop skills through the guest speaker program.	N		N	
- Youth Services	The Shack - Support including subsidised rent, donation, joint partners in various projects	Subsidised leases and grants for Waverley Action for Youth Services (WAYS) - WAYS high school at Bondi Beach, WAYS Youth Health Clinic at Bondi Junction, WAYS youth training, other WAYS programs. Also subsidised accommodation & grants for Bondi Outreach Project		N		N	
- Youth Week	Events such as 'Urban Shorts', and 'Filthy Art Festival'	Grant to WAYS to run Bondi Blitz open air concert and Bondi Creative Youth Festival	Match funded grant used in partnership with WAYS and Randwick Council for Youth Week activities.	N		N	
- Library services for teenagers	Reading challenge, young writers award, teen book club, homework assistance and HSC online resources, study rooms, etc.	Readers challenge, literary, playwriting and publishing workshops, school holiday programs for teens. HSC lecture series, annual HSC lock-in, study rooms	Coordinate Writers and Readers for young people on a quarterly basis and participates in regional " Ride the HSC Wave". Yourtutor - online tutoring available for years 3-12.	N		N	
- South Sydney Rabbitohs Partnership	Youth coaching clinics, tickets for local school incentive programs, etc			N		N	
- Support for local service providers	Enhance the coordination and identify local needs and support the development of youth organisations to enhance their services - e.g. training courses	Grants for Bondi Outreach Project. With Randwick, facilitate Eastern Suburbs Youth Services Network.	Bondi Outreach Program and WAYS supported through the annual small and large community and cultural grants program.	N		N	
- SchoolConnect Forum	Bring local youth service providers together with schools to help identify issues and raise awareness of local services available.			N		N	
- Safety Campaign	Lifeguards visit local schools to educate children about beach safety	My Bondi Summer safety campaign targeting younger visitors to Waverley's beaches		N		N	
- Bowl-A-Rama		International skating competition held in Bondi Skate Park supported by Waverley Council.		N		N	
- Cultural programs for young people	The LeX-Factor - Annual busking competition in public housing precinct	Bondi Wave Youth Bands course (music mentoring program), with associated concert. Bondi Wave Music Industry one day Conference for people under 25. Youth Art Award for visual art. Children and young people ceramics classes, animation workshops, other programs.	Youth Photographic and Short Film Award - Annual awards coordination, judging and awards night	N		N	

Service / activity	Randwick description	Waverley description	Woolahra description	Does Randwick need to increase it's service level?	Randwick's Comment	Does Randwick need to increase it's service level?	Randwick's Comment
ARTS AND CULTURAL PROJECTS							
- Concerts and Cultural Events	Publication of the annual 'Arts and Cultural Program 2013', events and performances within the city of Randwick.	Financial and in kind support for Sculpture by the Sea. Support for Flickerfest short film festival. Plus events as below.	Three annual Christmas Carol events supported through the Community and Cultural grants program/Council subsidies	N	Arts and cultural activities have been costed at each councils' existing service level and cost.	N	Arts and cultural activities have been costed at each councils' existing service level and cost.
- Public Art Projects	Annual public art allocation in the capital works program	Waverley Public Art Committee. Encourage public art throughout Waverley. Work with developers on public art projects. Commission public art.	Public art commissions up to \$100,000 per annum	N	Arts and cultural activities have been costed at each councils' existing service level and cost.	N	Arts and cultural activities have been costed at each councils' existing service level and cost.
- Cultural Community Grants Program	Grants awarded to not for profit groups to deliver activities and events aimed at enhancing vibrancy of the city and promoting social engagement.	Small grants program - up to \$3K per grant awarded for cultural or community activities.	Large and small Cultural Grants Program which support program including the Paddington Art Prize, Woolahra Orchestra, annual Miroma exhibition, Eastside Radio FM, Art Month Sydney, Waverley Woolahra Art Centre	N	Arts and cultural activities have been costed at each councils' existing service level and cost.	N	Arts and cultural activities have been costed at each councils' existing service level and cost.
Bondi Pavilion Cultural Centre		Festivals e.g. Festival of the Winds. Concerts e.g. Carols by the Sea. Ceramics, art and dance classes. Community choir. Music studios. Emerging musicians program. Theatre.		N	Arts and cultural activities have been costed at each councils' existing service level and cost.	N	Arts and cultural activities have been costed at each councils' existing service level and cost.
Resident Theatre Company		Resident Theatre Company at Bondi Pavilion - Rock Surfers Theatre Company (subsidised rent, operating grant)		N	Arts and cultural activities have been costed at each councils' existing service level and cost.	N	Arts and cultural activities have been costed at each councils' existing service level and cost.
Gallery & exhibition spaces		Bondi Pavilion Gallery (fortnightly exhibition turnover). Waverley Library exhibition spaces (four weekly exhibition turnover).		N	Arts and cultural activities have been costed at each councils' existing service level and cost.	N	Arts and cultural activities have been costed at each councils' existing service level and cost.
Waverley art collection		Approximately 150 works of art		N	Arts and cultural activities have been costed at each councils' existing service level and cost.	N	Arts and cultural activities have been costed at each councils' existing service level and cost.
Art prizes		Annual Waverley Art Prize competition in partnership with Waverley-Woolahra Arts School (400 entries in 2013). Youth art prize. Photography prize and Sculpture by the Sea prizes.		N	Arts and cultural activities have been costed at each councils' existing service level and cost.	N	Arts and cultural activities have been costed at each councils' existing service level and cost.
Artist in Residence program		Through an EOJ process, 6 artists are awarded 6 month residencies every year.		N	Arts and cultural activities have been costed at each councils' existing service level and cost.	N	Arts and cultural activities have been costed at each councils' existing service level and cost.
Nib Literary Award		Annual literature award for literary research, run by Waverley Library		N	Arts and cultural activities have been costed at each councils' existing service level and cost.	N	Arts and cultural activities have been costed at each councils' existing service level and cost.
Local history programs		Local Studies Librarian. Support for Waverley Historical Society. Program of historical walks.		N	Arts and cultural activities have been costed at each councils' existing service level and cost.	N	Arts and cultural activities have been costed at each councils' existing service level and cost.
Library cultural programs		Author talks, cryptic crossword courses, Actors Forum playreadings, reading groups, poetry festival, writing classes, music concerts, other programs.		N	Arts and cultural activities have been costed at each councils' existing service level and cost.	N	Arts and cultural activities have been costed at each councils' existing service level and cost.
Sculpture by the Sea		Major two week outside exhibition delivered by not-for-profit organisation in partnership with Waverley Council (in kind services, venue fee waiver)		N	Arts and cultural activities have been costed at each councils' existing service level and cost.	N	Arts and cultural activities have been costed at each councils' existing service level and cost.
Flickerfest		Ten day short film festival held at Bondi Pavilion, supported through subsidised office accommodation		N	Arts and cultural activities have been costed at each councils' existing service level and cost.	N	Arts and cultural activities have been costed at each councils' existing service level and cost.
Public Art Trust			Council coordinates, administers and funds the Public Art Trust.	N	Arts and cultural activities have been costed at each councils' existing service level and cost.	N	Arts and cultural activities have been costed at each councils' existing service level and cost.
Cultural Representative Committees			Management of cultural committees which include community members, specifically the Cultural Committee and the Woolahra Small Sculpture Prize Committee	N	Arts and cultural activities have been costed at each councils' existing service level and cost.	N	Arts and cultural activities have been costed at each councils' existing service level and cost.
Artist in Residence Program			Conducted by Woolahra at the EJ Ward Paddington Community Centre	N	Arts and cultural activities have been costed at each councils' existing service level and cost.	N	Arts and cultural activities have been costed at each councils' existing service level and cost.
Woolahra Small Sculpture Prize			National art prize coordinated by staff and supported by a large volunteer team and a community committee.	N	Arts and cultural activities have been costed at each councils' existing service level and cost.	N	Arts and cultural activities have been costed at each councils' existing service level and cost.
Cultural Partnership Program			Forum for information exchange for cultural organisations	N	Arts and cultural activities have been costed at each councils' existing service level and cost.	N	Arts and cultural activities have been costed at each councils' existing service level and cost.
Temporary Art Program			Coordination of the loan of public art works placed in the public domain.	N	Arts and cultural activities have been costed at each councils' existing service level and cost.	N	Arts and cultural activities have been costed at each councils' existing service level and cost.
Donations Program			Coordination of donations of public art works	N	Arts and cultural activities have been costed at each councils' existing service level and cost.	N	Arts and cultural activities have been costed at each councils' existing service level and cost.
Traffic Signal Box Program			Public art project that includes a number of boxes each year	N	Arts and cultural activities have been costed at each councils' existing service level and cost.	N	Arts and cultural activities have been costed at each councils' existing service level and cost.
Local Writers and Poetry, Youth Photo and Short Film			We host a Local Writers Festival and Poetry event (Poets Picnic) annually as well as organising a Youth Photo and Short Film Prize.	N	Arts and cultural activities have been costed at each councils' existing service level and cost.	N	Arts and cultural activities have been costed at each councils' existing service level and cost.

Service / activity	Randwick description	Waverley description	Woollahra description	Does Randwick need to increase it's service level?	Randwick's Comment	Does Randwick need to increase it's service level?	Randwick's Comment
CULTURALLY AND LINGUISTICALLY DIVERSE COMMUNITY PROJECTS							
- Library services for people from a non-English speaking background	A migrants story, literacy book club, information resources, books in languages other than English, Babies Love Books sessions in languages other than English, English conversation classes, library tours, etc.	Books in languages other than English. Programs: Weekly Spanish & Mandarin conversation classes, Brazilian mothers group, regular exhibitions by multicultural groups. Ongoing programs promoting Jewish culture & heritage in partnership with Encounters@Shalom	No permanent NESB collection, use community language boxes from State Library of NSW.	N	Library services have been costed at each councils' existing service level and cost.	N	Library services have been costed at each councils' existing service level and cost.
- Multicultural Events	Council events including Harmony Day	Council civic events including Harmony Day, Library events such as European Day of Languages. Support for cultural events such as Shir Madness (Jewish music festival).	Annual celebration of Harmony Day with promotion of the multicultural activities for children held at the 3 Woollahra libraries.	N		N	
- Multicultural Advisory Committee	Facilitated by RCC	Waverley Multicultural Advisory Committee		N		N	
- Support for local service providers	Enhance the coordination and identify local needs and support the development of culturally and linguistically diverse (CALD) community organisations to enhance their services - e.g. training courses	Language classes run by University of the 3rd Age at Seniors Centre.	CALD community organisations encouraged and supported to apply for funding through the annual community and cultural small and large grants program.	N		N	
- Information sessions	Held for key language groups in topics such as "How to start a new business in Australia", "How to access support services"			N		N	
- Support groups & services		Communications assistance through Council Language Aide program. Meals on Wheels service aimed at CALD clients (in partnership with ESMAP). Regular Council programs for multicultural groups at Seniors Centre including Russian, Greek, and Italian social programs.		N	Meals on wheels discussed elsewhere	N	

Service / activity	Randwick description	Waverley description	Woollahra description	Does Randwick need to increase it's service level?	Randwick's Comment	Does Randwick need to increase it's service level?	Randwick's Comment
ABORIGINAL PROJECTS							
- Eastern Region Group Aboriginal Torres Strait Islander Forum	Facilitate this forum	Participate in ERLGATSI forum and contribute to employment of ERLGATSI worker	Long standing member of ERLGATSI with annual financial contribution to fund the employment of an Aboriginal Forum Coordinator.	N		N	
- Randwick City Council Aboriginal and Torres Strait Islander People's Advisory Group	Facilitated by RCC	-		N		N	
- La Perouse Aboriginal Interagency Committee		-		N		N	
- La Perouse Aboriginal Community Alliance		-		N		N	
- One Place One Plan	Committee to identify and coordinate services in the area	-		N		N	
- Reconciliation week	Events	Events, exhibitions	Annual Pauline McLeod Awards and the School Reconciliation Art Competition, with the venue rotating between the 6 ERLGATSI Forum member Councils, followed by a travelling art exhibition throughout the member Councils' libraries. Also host children's programs around Reconciliation Week at all Libraries on annual basis.	N		N	
- NAIDOC week	Events	Events, exhibitions, school holiday program workshops	Reconciliation film night in partnership with ESORA (Eastern Suburbs Organisation for Reconciling Australia).	N		N	
- Closing the Gap	Event			N		N	
- Sorry Day	Event			N		N	
- National apology	Event			N		N	
- The bicycle recycling project	Community/Council initiative to repair and donate used bicycles	-		N		N	
- Stolen generation	Presentation at the Holocaust museum	-		N		N	
- South Maroubra Youth Community	Project supporting young Aboriginal families	-		N		N	
Aboriginal cultural programs	Yarra Bay Bush Tucker Trail	A variety of Aboriginal programs and workshops incorporated into festivals, events and workshops held at Bondi Pavilion Cultural Centre	Bush Tucker walks and brunch - Partnership agreement and funding provided to ESORA to implement Bush Tucker Walks and a Bush Tucker Brunch.	N		N	

Service / activity	Randwick description	Waverley description	Woolahra description	Does Randwick need to increase it's service level?	Randwick's Comment	Does Randwick need to increase it's service level?	Randwick's Comment
OLDER PERSONS AND DISABILITY PROJECTS							
- Home Maintenance and Modification Service	Operated with the support of grant funding	-		N		N	
- Senior Citizen Centres	Three centres located in Clovelly, Coogee and Maroubra	One Seniors Centre in Bondi Junction, with workshops, classes, social events, coach tours.	2 centres in Woolahra that provide services to older persons and people with disabilities - Holdsworth Centre and Woolahra Seniors and Community Centre (Gaden Centre), both owned and subsidised by Council and operated by Holdsworth	N		N	
- Library services for seniors	Computer skills classes, home library service, art classes, knitting group	Home library service, Book & DVD discussion groups,	Home library service and three events held pa for Home Library members to reduce social isolation. Also hosts 55+ club at Paddington and Watsons Bay Libraries on monthly basis. Use of volunteers to provide one on one PC sessions with seniors in homes and access to EasyPC classes coordinated by Community Development	N		N	
- Library services for those with a disability	Home library service	Home library service	Home library service and three events held pa for Home Library members to reduce social isolation	N		N	
- Christmas cheer	Donations to aged care facilities and seniors community groups			N		N	
- Seniors' Christmas Party	Council event			N		N	
- Seniors' Week Events	Activities, workshops, concerts, events, films and expos over two months	Exhibitions & celebrations, other events		N		N	
- Seek grants and funding for projects and community groups	For example, a grant towards the installation of an exercise station at Maroubra Beach designed for older persons			N		N	
- Playwriting workshops				N		N	
- Eastern Sydney Aged and Disability Interagency	Facilitated by RCC	Waverley Council participates in the Eastern Sydney Aged & Disability Interagency		N		N	
- Randwick City Council Access Advisory Committee	Facilitated by RCC	Waverley Council Access Committee	Access Forums conducted twice per year to provide information on a range of access issues.	N		N	
- Carers Week	Programs include a twilight tour at the Prince Henry Museum and two free films at the Ritz Cinema	Carers dinner (Waverley Community Living Program)		N		N	
- The Actors Forum - professional play reading	- The Actors Forum - professional play reading			N		N	
- Road safety for seniors workshop	- Road safety for seniors workshop			N		N	
- Pedestrian safety for seniors workshop	- Pedestrian safety for seniors workshop			N		N	
- Volunteers morning tea with the Mayor	- Volunteers morning tea with the Mayor	Annual volunteer breakfast with the Mayor		N		N	
- Healthy living workshops	In partnership with Eastern Sydney Multicultural Access Project - healthy living workshops for older people and carers from non-English speaking backgrounds	Health & fitness recreation classes for seniors. Access to allied health services e.g. Podiatry, massage .		N		N	
- Information expos on alzheimer's disease and dementia awareness days	- Information expos on alzheimer's disease and dementia awareness days			N		N	
- Community mental health forum	In conjunction with the peak mental health bodies			N		N	
- Mental health services briefing session	Supported Eastern Sydney Medicare Local to run a briefing session on new partners in mental health services			N		N	
- Therapeutic gardening group workshops	- Therapeutic gardening group workshops	Garden club (Waverley Community Living Program).		N		N	
- Waverley Community Living Program	Waverley Community Living Program	Comprehensive services provided by Council to support independent living for people with intellectual disabilities. Includes training workshops, counselling, drop in services, group activities, health education, accommodation, and support for carers.		N		N	
- Meals on Wheels	Subsidised rent for a community run meals on wheels service	Delivered meals service, and home shopping service, provided by Council to clients in Waverley and eastern suburbs		No - but model adj needed	Add cost of providing in house meals on wheels service for Waverley area only (same service is already available in Randwick). 80 meals daily. \$474k per annum (net cost to Council \$106k).	N	
- Social Housing	Affordable housing program	Housing for Older People program. Housing for clients of Waverley Community Living Program (people with intellectual disability).		N		N	
- Computer skills for seniors	Run through Randwick's libraries	A range of computer skills workshops are provided for seniors, provided in house and via support for Computer Pals for Seniors	Easy PC program runs each term at 4 local schools where seniors are partnered with students to learn computer skills.	N		N	
- Cultural programs for older people	Run through Randwick's libraries	Seniors pottery classes, monthly Senior Citizens Concerts, Bondi Senior Singers Group		N		N	
- Men's Chat Group			Promotion, support and venue provided to senior male members of the Men's Chat Group.	N		N	
- Social History Group			Support, funding and training provided to members of the Social History Group to interview long-term local residents. The program will culminate in the production of a social history book.	N		N	
- Seniors walking and social recreation group	Seniors' Outdoor Gym		Recruitment of seniors to Heart Foundation Walking Group with associated promotion of the 3 Woolahra outdoor gyms.	N		N	
- Access Forum			Information and education session for seniors about local services, facilities and opportunities available.	N		N	

Service / activity	Randwick description	Waverley description	Woollahra description	Does Randwick need to increase it's service level?	Randwick's Comment	Does Randwick need to increase it's service level?	Randwick's Comment
- Cultural programs for people with a disability		Ceramics classes for people with intellectual disability. Junction House Band (group of musicians with an intellectual disability).	Council provides Miroma (Inala) with a licence to operate supported programs for people with disabilities from 2 Council owned community facilities.	N		N	
- Junction House Inc		Activities, workshops and programs for people with intellectual disability from the eastern suburbs (Subsidised accommodation and grants)		N		N	

Service / activity	Randwick description	Waverley description	Woollahra description	Does Randwick need to increase it's service level?	Randwick's Comment	Does Randwick need to increase it's service level?	Randwick's Comment
OTHER COMMUNITY SERVICES, PROGRAMS AND PARTNERSHIPS							
- Advisory Committees	Advisory Committees	Various advisory committees including Access Committee, Multicultural Committee, Community Safety Committee, Public Arts Committee		N		N	
- Community Drug Action Team	Community Drug Action Team			N		N	
- The Junction Neighbourhood Centre	Subsidised rent			N		N	
- LINC'S Community Information Directory	LINC'S Community Information Directory	LINC'S Community Information Directory	Updated annually.	N		N	
- Surf Life Saving Clubs	Donations, subsidised rent, capital works assistance	Subsidised rent, capital works contributions, grants		N		N	
- Community Partnerships Grants	Grants allocated to social service, not for profit organisations in the community	Community Grants program (grants for not for profit community services) - annual operating grants. Also small grants program for one-off grants	Annual large and small Community and Cultural Grants Program. Each recipient is partnered with a Community Development Officer who provides on-going support.	N		N	
- Club Grants NSW Grants	Administered by RCC on behalf of participating clubs			N		N	
- Housing Programs	Affordable housing program administered by St George Housing for council owned properties	Social housing and affordable housing programs (total 99 dwellings). Administered by Bridge Housing under contract from Council.		N		N	
- Services for people who are homeless	Provide support to community based social service providers to deliver services to homeless people, publish the Randwick Council Homelessness Service and Accommodation Guide and Member of the Inner Sydney Councils Homelessness Working Group	Joint ownership of Norman Andrews House Shelter - meals, washing, support, referral. Support Waverley Homeless Coalition of services and agencies		N		N	
- Community Safety	Various community partnerships including with police and precinct committees to improve community safety	Various community partnerships including with police and precinct committees to improve community safety	Community Safety Committee - Meets every 6 weeks, membership includes the police and resident representatives from each ward, secretariat duties provided. Local Government Community Safety and Crime Prevention Network - participating member	N		N	
- Precinct committees	12 Precinct Committees	13 Precinct Committees		N		N	
- Volunteers Program	Bushland volunteer program and Library Lovers volunteer program	Civic Pride Program to support volunteering, especially in relation to projects to improve community spaces. Gardening Awards	Information for volunteers and volunteer coordinators provided through Council's website.	N		N	
- Justice of the Peace service	Justice of the Peace service offered at Randwick Library and our Customer Service Centre	Volunteer Justice of the Peace Service run from Council's Customer Service Centre		N		N	
- Inner Sydney and Eastern Suburbs Family and Child Interagency			Participating member.	N		N	
- Eastern Sydney Suicide Prevention Network (ESSPN)			Secretariat provided to ESSPN, support provided to implement activities.	N		N	
- SSROC Community, Culture and Recreation Network			Participating member.	N		N	
- Community venues for hire	Promotion of and ongoing bookings for venues available for use by residents for social and community activities.	Promotion of and ongoing bookings for venues available for use by residents for social and community activities.	Promotion of and ongoing bookings for 10 venues available for use by residents for social and community activities.	N		N	

Service / activity	Randwick description	Waverley description	Woollahra description	Does Randwick need to increase it's service level?	Randwick's Comment	Does Randwick need to increase it's service level?	Randwick's Comment
BUSINESS DEVELOPMENT EVENTS							
Commercial centre events	Spot Film & Food Festival	Bondi Winter Magic - Program of events promoted in partnership with local business, has included ice rink at Bondi Beach in previous years, also busking festival, other events. Global Table - Multicultural food festival		N		N	
Business forums	Randwick City Economic Forums	Waverley Business Forum, regular forums held with local business		N		N	
Brightest & Best Business Awards	Biennial business awards	Annual business awards		N		N	
OTHER EVENTS							
- NYE Fireworks	Council event	NYE Dudley Park family event; Bondi Beach dance party	Woollahra provides vantage point management and liaises with NSW Specia events on coordination for NYE. No specific events. The event is promoted locally through our website and media, event comms.	N		N	
- Garden Competition	Council event	Council Gardening Awards	A local Garden Competition is held every two years. The next is scheduled for 2015.	N		N	
- Christmas Carols	Coogee Carols plus support of other local Carols events, including South Maroubra Village Green Christmas Carols and Matraville Barwon Park Christmas Carols	Carols by the Sea (Bondi Beach)	Council partners with HMAS Watson for a community carols event and provides funding and in kind support for local carol events organised by other organisations that are inclusive and open to the public.	N		N	
- Bali Memorial	Council event	Council event	Our Mayor/Cirs attend neighbouring Council events	N		N	
- Citizenship Ceremonies and Australia Day Civic Reception	Council event	Citizenship ceremonies	Citizenship ceremony can sometimes coincide with Australia Day.	N		N	
- Australia Day Event	Council event			N		N	
- Sports Awards	Council event			N		N	
- Mayor's Christmas Reception	Council event	Mayor's Christmas Reception	If this occurs, this event is funded from the Mayors allowance/fee	N		N	
- ANZAC Day - Civic Reception	Council event	ANZAC Day civic event		N		N	
- Other Civic Receptions	Council event	e.g. Russian Victory Day	We host a reception for the Woollahra Small Sculpture Prize each October - a unique WMC event.	N		N	
- Malabar Family Fun Day	Council event			N		N	
- Council Open Day	Council event			N		N	
- Maroubra Walk	Council event			N		N	
- Park Openings	Council event		Plaque unveilings (four pa) or park/public art events - 2-4 a year	N		N	
- School Tours x 6	Council event		School tours organised by Communications staff approx 20 a	N		N	
- Mayor's Civic Reception	Council event		We sometimes host community receptions/citizenship award ceremonies for up to 250 people	N		N	
- Historical house open days	Blenheim House Open Days (Council owned)	Bronte House open days (Council owned property)		N		N	
- Rotary Police Awards	Council event		We host RBLAC award events on request. 4 a year.	N		N	
- High Cross Park ANZAC Day	Supported with a donation		Wreath and speaking role at ceremonies held at Lyne Park and Paddington.	N		N	
- Relay For Life	Supported with a donation, organisation support and Councillors and staff attendance	Supported with Councillor and staff attendance	Event promotion support	N		N	
- La Perouse Day	Council event			N		N	
- Festival of the Winds kiteflying & cultural festival		Council event		N		N	
- Fun runs	Maroubra Fun Run (council run) and Relay for Life (donation)	City 2 Surf - Major event run by Fairfax, on Council controlled land	City to Surf is our running marathon event. We provide event support, but this is not organised by us.	N		N	
- Citizen of the Year	Randwick City Council Australia Day Community Service Awards		Annual facilitation of the Citizen of the Year nominations program and awards ceremony, in combination with a community leaders event.	N		N	
- R U OK Day			Annual promotion.	N		N	

ROADS and DRAINAGE Recurrent Maintenance Program - Service Levels

Description	Activities	Explanation	RANDWICK			WAVERLEY			Randwick and Waverley Comparison			WOOLLAHRA
			Service provided?	Service Level in Days	No of Services Per Year	Service provided?	Service Level in Days	No of Services Per Year	Service Frequency Comparison	Does Randwick need to increase it's service level?	Randwick's Comment	Service provided?
Cycleways	Inspections	Inspect and identify defects	Y	56	6.5	N	N/A	N/A	Wav Lower			Y
	Maintenance		Y	3	121.7	Y	3	121.7	Same			Y
	Linemark	Repaint lines and logos/crossings	Y	3,360	0.1	Y	720	0.5	Wav Higher	No	The life of line markings should be up to 10yrs. We use thermo plastic line marking which is a superior product and lasts longer compared to the usual waterborne paint.	Y
Drainage (sub soil)	Inspections	Identify/inspect and clear if required	Y	365	1.0	N	N/A	N/A	Wav Lower			Y
Road Pavement	Inspections	Visual inspect all roadways and identify defects	Y	168	2.2	Y	1,461	0.25	Wav Lower			Y
	Maintenance	Repair heavy patch when <160m2	Y	As required	As required	Y	as required	as required	Same			Y
Gross pollutant traps	Inspections	Visual inspection of screens, lids and contamination	Y	28	13.0	N	N/A	N/A	Wav Lower			Y
	Maintenance	Remove litter and build up of material	Y	42	8.7	Y	3	121.7	Wav Higher	No	GPTs are usually 60-70% full every 6 weeks. This is still well below the recommended rate of 85-90%. Most of our GPTs are CDS units which have a large holding capacity. It's not necessary to clean them every 3 days.	Y
	Screen renewal	Replacement of screens and baskets	Y	1,680	0.2	Y	1,680	0.2	Same			Y
Signs	Inspections	Inspect and identify substandard signs in conjunction with cycleway and road pavement inspections	Y	168	2.2	N	N/A	N/A	Wav Lower			Y
	Maintenance	Replace signage as required	Y	As required	As required	Y	as required	as required	Same			Y
Steps in road reserves	Inspections	Inspect and identify tread rises and rails	Y	7	52.1	Y	1,461	0.25	Wav Lower			Y
	Maintenance	Secure and repair	Y	168	2.2	Y	168	2.2	Same			Y
Carpark	Inspections	Visual inspect all carparks and identify defects	Y	168	2.2	N	N/A	N/A	Wav Lower			Y
	Maintenance	Repair heavy patch when <160m2	Y	As required	As required	Y	as required	as required	Same			Y
Road Fencing	Inspections	Inspect pedestrian safety fencing, aris rail	Y	28	13.0	Y	1,461	0.25	Wav Lower			Y
	Maintenance	Replace and repair relevant fencing	Y	As required	As required	Y	20	18.3	n/a			Y
Footpath	Inspections	Inspect and report trip slabs, unreported restorations	Y	168	2.2	Y	1,461	0.25	Wav Lower			Y
	Maintenance	Repair broken concrete/asphalt paving	Y	As required	As required	Y	15	24.3	n/a			Y
Disabled/Pram ramps	Inspections	Inspect and report defects, unreported restorations	Y	168	2.2	Y	1,461	0.25	Wav Lower			Y

Description	Activities	Explanation	RANDWICK			WAVERLEY			Randwick and Waverley Comparison			WOOLLAHRA
			Service provided?	Service Level in Days	No of Services Per Year	Service provided?	Service Level in Days	No of Services Per Year	Service Frequency Comparison	Does Randwick need to increase it's service level?	Randwick's Comment	Service provided?
	Maintenance	Repair broken concrete/asphalt ramp	Y	As required	As required	Y	10	36.5	n/a			Y
Kerb and Gutter	Inspections	Visual inspect all kerb and gutter and identify defects	Y	168	2.2	Y	1,461	0.25	Wav Lower			Y
	Maintenance	Repair and replace as identified	Y	As required	As required	Y	10	36.5	n/a			Y
Drainage/Lintels/Grates	Inspections	Visually inspect all drainage pits, lintels and grates and clear out as required	Y	365	1.0	Y	1,461	0.25	Wav Lower			Y
	Inspections	Visually inspect and clear out priority pits	Y	35	10.4	Y	3	121.7	Wav Higher	No	Priority pits are those in low lying areas that easily block up. It takes 1 week to clean all priority pits in our LGA. Usually the pits are 50% full when scheduled cleaning is undertaken, so a change in the current schedule is not necessary.	Y
	Maintenance	Repair and replace as identified	Y	As required	As required	Y	as required	as required	Same			Y
Line Marking	Inspections	Inspect and identify defects	Y	56	6.5	N	N/A	N/A	Wav Lower			Y
	Maintenance	Repaint lines and logos/crossings	Y	As required	As required	Y	10	36.5	n/a			Y
	Replace	Repaint lines and logos/crossings	Y	3,360	0.1	Y	5	73.0	Wav Higher	No	The life of line markings should be up to 10yrs. We use thermo plastic line marking which is a superior product and lasts longer compared to the usual waterborne paint. *Waverley staff are checking this level as it seems high.	Y
Retaining Walls	Inspections	Visual inspection	Y	168	2.2	Y	1,461	0.25	Wav Lower			Y
	Engineering inspection	Engage structural engineer for formal report	Y	As identified from inspections	As identified from inspections	Y	As identified from inspections	As identified from inspections	Same			Y
	Maintenance	Repair identified defects	Y	As required	As required	Y	As required	As required	Same			Y
Wharves & Jetties	Inspections	Visual inspection	Y	As required	As required	N/A	N/A	N/A	n/a			Y
Roads / reactive streetlighting	Replacement		Y	As required	As required	Y	As required	As required	Same		Ausgrid is responsible for streetlighting in Randwick City, with the exception of the smart pole street lights at Prince Henry.	Y

OPEN SPACES Recurrent Maintenance Program - Service Levels

Area	Description	Activities	Explanation	RANDWICK			WAVERLEY			Randwick and Waverley Comparison			WOOLLAHRA
				Service provided?	Service Level in Days	No of Services Per Year	Service provided?	Service Level in Days	No of Services Per Year	Service Frequency Comparison	Does Randwick need to increase it's service level?	Randwick's Comment	Service provided?
OPEN SPACES	Planter Boxes	Maintenance	Existing established planter box e.g. Kensington Centre	Y	28	13.0	Y	91	4.0	Wav Lower		Y	
		Replanting	Remove/replace annual plantings	Y	120	3.0	Y	As needed	as needed	Wav Lower		Y	
	Playground Equipment	Playfix inspection	Inspected by professional consultants	Y	90	4.0	Y	30	12.2	Wav Higher	No Australian Standard 4486 sets out recommendations for outdoor learning areas including playgrounds. It recommends inspections be carried out with an emphasis on safety 4 times a year. Our schedule is within Australian Standard guidelines and does not diminish the level of service received by the community.	Y	
		Equipment Maint		Y	21	17.0	Y	As needed	as needed	Wav Lower		Y	
		Open space inspections	Carried out by parks maintenance gangs	Y	21	17.0	Y	42	8.7	Wav Lower		Y	
	Soft Fall	Playfix inspection	Inspected by professional consultants	Y	90	4.0	Y	7	52.1	Wav Higher	No	Y	
		Soft fall maintenance	Litter removal, raking- made level, blowing down, reporting of damage and replacement when required.	Y	21	17.0	Y	7	52.1	Wav Higher	No Our parks maintenance gangs carry out the softfall maintenance as part of their 3 week maintenance schedule. It is not feasible to have a separate gang solely on softfall maintenance.	Y	
		Soft fall replacement	Replace/or topping up of woodchip and sand soft fall	Y	As needed	As needed	Y	As needed	as needed	Same		Y	
	Sportsfield Change Facilities	Cleaning and inspections	Toilets and change rooms cleaned weekly and as determined by usage.	Y	7	52.0	Y	7	52.1	Same		Y	
	Bore Pump	Inspected	Inspected/greased by licensed contractor	Y	28	13.0	Y	28	13.0	Same		Y	
		Replacement	Replace screens, impellers, electric motors	Y	As needed	CAPEX	Y	As needed	as needed	Same		Y	
	BBQ's	Replacement	Replace BBQ units	Y	As needed	CAPEX	Y	as needed	as needed	Same		N	
	Cricket nets	Inspected	Inspected by maintenance crews for safety and minor repairs undertaken	Y	21	17.0	Y	7	52.1	Wav Higher	No Cricket nets are inspected by parks maintenance gangs. This is done when we visit the park every 3 weeks for ongoing maintenance.	Y	
	Replacement	Replacing wire, netting and check structural components	Y	1,080	CAPEX	Y	As needed	as needed	Same		Y		

Area	Description	Activities	Explanation	RANDWICK			WAVERLEY			Randwick and Waverley Comparison			WOOLLAHRA
				Service provided?	Service Level in Days	No of Services Per Year	Service provided?	Service Level in Days	No of Services Per Year	Service Frequency Comparison	Does Randwick need to increase it's service level?	Randwick's Comment	Service provided?
	Cricket wickets synthetic	Inspected	Inspected during summer season for playing condition and faults	Y	14	13.0	Y	7	52.1	Wav Higher	No	These are inspected by our Sports field crews on a 2 week schedule and we find this frequency level works well.	Y
		Replacement	Replacement of synthetic matting	Y	1,800	CAPEX	Y	As needed	as needed	Same			Y
	Cricket wicketsgrass turf	Summer Inspection	Inspected for vandalism, pest and disease and general surface condition	Y	1	182.5	Y	7	52.1	Wav Lower			Y
		Winter inspection	Inspected for vandalism, pest and disease and general surface condition	Y	7	26.0	Y	7	52.1	Same			Y
		Replacement	Excavation and replacement of wicket table including wicket soil, grass turf and conditioners	Y	2,920	CAPEX	Y	As needed	as needed	Wav Lower			Y
	Grassed Areas General	Maintenance	Grass cutting, litter collection and edging and broadleaf spraying	Y	21	17.0	Y	365	1.0	Wav Lower	No	Waverley are reviewing this level	Y
	Major parks and sportsfields	Maintenance	Grass cutting, litter collection and edging and broadleaf spraying	Y	14	26.0	Y	365	1.0	Wav Lower	No	Waverley are reviewing this level	Y
		Renovation	Aerating, fertilising, spraying, turf patching and topdressing of designated sites	Y	365	1.0	Y	365	1.0	Same			Y
		Replacement	Remove and replace grass surfaces	Y	1,825	0.2	Y	as needed	as needed	Wav Lower			Y
		Line marking	Marking fields for various sports	Y	183	2.0	Y	7	52.1	Wav Higher	No	Waverley are reviewing this level	Y
		Lighting	Inspection and repairs as needed	Y	180	2.0	Y	as needed	as needed	Wav Lower			Y
		Goal post	Goal post installation and removal	Y	183	2.0	Y	varies	as needed	Wav Lower			Y
	Irrigation	Inspected and tested	Irrigation system inspected, valve tests, spray damage and pipe damage	Y	14	26.0	Y	7	52.1	Wav Higher	No	These are done by our Sports field crews on a 2 week schedule. We also have irrinet system where faults are sent via email to the supervisor. 14 days is sufficient.	Y
	Landscaped Gardens	Maintenance	Weeding, mulching, rubbish removal and plant replacement	Y	21	17.0	Y	42	8.7	Wav Lower			Y
		Renovation	Replacement of soil, plants, mulch, garden edging, fertilising	Y	As needed	CAPEX	Y	as needed	as needed	Same			Y
Cemetery	Maintenance	Mowing, edging, weeding	Y	28	13.0	Y	42	8.7	Wav Lower			N	
Netball	Maintenance	Linemarking, grass cutting, litter collection	Y	7	52.0	Y	n/a	as needed	Wav Lower			Y	

Area	Description	Activities	Explanation	RANDWICK			WAVERLEY			Randwick and Waverley Comparison			WOOLLAHRA
				Service provided?	Service Level in Days	No of Services Per Year	Service provided?	Service Level in Days	No of Services Per Year	Service Frequency Comparison	Does Randwick need to increase it's service level?	Randwick's Comment	Service provided?
	Field Renovations	Maintenance	Fertilising, spraying, aerating and top dressing.	Y	183	2.0	Y	1	365.0	Wav Higher	No	Waverley are reviewing this level	Y
	Nature Strip Mowing	Maintenance	Mowing & edging of nature strips adjoining approved pensioner properties	Y	30	12.0	Y	varies	varies	Same			Y
B U S H L A N D	Dunes	Service levels vary from reserve to reserve depending on the condition of the bushland, public visibility, threatened species statutory obligations, biodiversity		Y	7	52.0	Y	7	52.1	Same			N
	Wetlands			Y	7	52.0	Y	7	52.1	Same			N
	Heathland			Y	7	52.0	Y	7	52.1	Same			Y
	Noxious weeds	Maintenance	Spraying on Council reserves, road easements, inspection of private property and public education.	Y	1	365.0	Y	As needed	as needed	Same			Y
	Pest animals	Inspection, capture, disposal, monitoring, education	Inspection for stray cats, foxes and rabbits, capture, disposal, monitoring and public education.	Y	7	52.0	Y	91	4.0	Wav Lower			Y
	Public education-biodiversity	Education	Workshops, bushwalks, tours, school visits, Native Havens program including free plants to participating residents	Y	365	1.0	Y	365	1.0	Same			Y
T R A D E S	Sports Amenities	Programmed Maintenance	Surface cleaning, paint and repairs (plumbing, electrical, carpentry, etc)	Y	180	2.0	Y	365	1.0	Wav Lower			Y
		Inspection	Inspection of building condition	Y	180	2.0	Y	91	4.0	Wav Higher	No	Inspections are done twice a year - after the winter and summer sport season. This ensures clubs are liable for any damage caused through out the year.	Y
	Bicycle Rack	Inspection	Inspection and repair of facility	Y	90	4.1	Y	91	4.0	Wav Lower			Y
	Coastal Walkway	Inspection	Inspection	Y	28	13.0	Y	10	36.5	Wav Higher	No	Randwick's coastal walk is much longer than Waverley. It is inspected by our bushland team. The schedule would not require amendment.	Y
		Replacement	Replace and upgrade walkway	Y	Cap Works	CAPEX	Y	Cap Works	CAPEX	Same			N
		Maintenance	Repairs and oiling of boardwalks	Y	90	4.0	Y	91	4.0	Wav Lower			Y
	Street Furniture	Maintenance	Painting and oiling of timber furniture	Y	540	0.7	Y	10	36.5	Wav Higher	No	Waverley are investigating this	Y

Area	Description	Activities	Explanation	RANDWICK			WAVERLEY			Randwick and Waverley Comparison			WOOLLAHRA
				Service provided?	Service Level in Days	No of Services Per Year	Service provided?	Service Level in Days	No of Services Per Year	Service Frequency Comparison	Does Randwick need to increase it's service level?	Randwick's Comment	Service provided?
		Inspection	Inspection and repair of facility	Y	180	2.0	Y	91	4.0	Wav Higher	No	Inspections are carried out mid spring in preparation for summer traffic and mid Autumn after the busy period.	Y
	Coastline Fencing	Inspection	Inspection of facilities	Y	90	4.1	Y	10	36.5	Wav Higher	No	Waverley are investigating this	Y
		Maintenance	Cleaning and painting of fencing and surrounding infrastructure	Y	1,080	0.3	Y	720	0.5	Wav Higher	No	Painting every three years has worked for us. The asset has not deteriorated beyond repair.	Y
	Flag Poles & Banner Pole	Inspection	Inspection and maintenance	Y	180	2.0	Y	91	4.0	Wav Higher	No	Poles are always being inspected when banners are being installed.	Y
	Stairs/ Handrails	Inspection	Inspect for structural damage and appearance	Y	360	1.0	Y	91	4.0	Wav Higher	No	Our inspections are based on deeming the asset safe for 1 year. The asset is repaired or replaced if its remaining life is deemed less than 12 months.	Y
	Parks Kiosk	Building inspections	Inspect for structural damage and appearance	Y	180	2.0	Y	91	4.0	Wav Higher	No	Inspections are done twice a year - after the winter and summer sport season. This ensures clubs are liable for any damage caused through out the year.	Y
		Food dispensing inspections	Inspect kiosk for sanitation - COMPLETED BY HEALTH SURVEYORS	Y	365	1.0	Y	365	1.0	Same			N
	Monuments/ Memorials	Inspection	Inspection of RSL memorials and Bali memorial	Y	180	2.0	Y	91	4.0	Wav Higher	No	No need to change. Inspection undertaken prior to memorial days and 6 months thereof.	Y
	Bus shelters	Inspection	Inspection for structural defects and painting when needed	Y	180	2.0	Y	91	4.0	Wav Higher	No	We ensure our bus shelters are in a good condition for 6 months. They are repaired or replaced if it is decided they will not last 6 months. Most of our shelters are managed by JC Decaux.	Y
	Parks furniture	Inspection	Inspect for structural damage, appearance and maintain	Y	21	17.4	Y	1	365.0	Wav Higher	No	Waverley are investigating this	Y
	Showers - External	Inspection	Inspect fittings for leaks and breakages	Y	180	2.0	Y	1	365.0	Wav Higher	No	Waverley are investigating this	Y
	Signs	Inspection	Inspect for structural damage and appearance	Y	180	2.0	Y	91	4.0	Wav Higher	No	180 days is sufficient	Y

WASTE AND CLEANING SERVICES - Service Levels

Area	Description	Activities	Explanation	Costed on Randwick Service Model?	RANDWICK			WAVERLEY			Randwick and Waverley Comparison			WOOLLAHRA
					Service provided ?	Service Level in Days	No of Services Per Year	Service provided ?	Service Level in Days	No of Services Per Year	Service Frequency Comparison	Does Randwick need to increase it's service level?	Randwick's Comment	Service provided?
PUBLIC PLACE WASTE	Footpaths	Commercial Footpath Sweeping	Sweeping all commercial centres in the City	No	Y	1	365	Y	1	365	Same			Y
		Footpath Cleaning	Cleaning Footpath in Commercial Centres in the City	No	Y	1	365	Y	1	365	Same			Y
		Promenade Sweeping	Sweeping all promenades on beaches are swept daily	No	Y	1	365	Y	1	365	Same			Y
	Streets	Commercial Street Sweeping	Sweeping all commercial centres in the City	No	Y	1	365	Y	1	365	Same			Y
		Residential Street Sweeping Mechanical	Residential streets are mechanically swept according to a fortnightly program. Manual cleaning is also conducted several times per year.	No	Y	14	26	Y	7	52	Wav Higher	No	It would cost \$1,077,032 per annum for Randwick to provide this service weekly. However, due to the lower density in Randwick City, a service level of 14 days is sufficient.	Y
		Public Place Cleaning	Manual cleaning of commercial town centres	No	Y	1	365	Y	1	365	Same			Y
	Graffiti	Graffiti Cleaning Commercial Centres	Inspection of all Commercial Centres and removed daily	No	Y	1	365	Y	1	365	Same			Y
		Graffiti Cleaning General	Inspection of all Minor Roads monthly and removed within 3 working days	No	Y	30.4	12	Y	21	17	Wav Higher	No	We also use the role of Public Place Officers in identifying issues	Y
	Beaches & Pools	Main Beach Cleaning	Clovelly, Coogee and Maroubra are cleaned daily	No	Y	1	365	Y	n/a	n/a	n/a			n/a
		Other Beach Cleaning	Malabar, Frenchman's Bay and Yarra Bay are cleaned on alternate days but are walked daily.	No	Y	1	365	Y	n/a	n/a	n/a			n/a
		General Beach Area Cleaning		No	Y	1	365	Y	1	365	Same			Y
		Main Ocean Pool Cleaning	Clovelly Ocean Pool is cleaned weekly	No	Y	7	52	Y	weekly in summer, bi monthly in winter	n/a	Same			n/a
		Other Ocean Pools & Picnic Areas Cleaning	Coogee, Maroubra and Malabar Pools cleaning	No	Y	1	365	Y	1	365	Same			Y
	Facility Cleaning	Public Toilet Cleaning	All public toilets in the City are serviced daily	No	Y	1	365	Y	1	365	Same			Y
		Public Toilet Cleaning - Beaches	All main beach public toilets (Clovelly, Coogee & Maroubra) are cleaned minimum 3 times per day or as required.	No	Y	0.3	1,217	Y	1 x in winter, 3-4 times a day in summer	n/a	Same			Y
	BBQs	BBQ Cleaning	All BBQ's along beaches are serviced daily	No	Y	1	365	Y	1	365	Same			N
	Waste	Litter Bins Collection - Small Towncentres	All small towncentres in the City are serviced daily, additional services are provided as required.	No	Y	1.0	365	Y	0.5	730	Wav Higher	No	More density in town centres in Waverley	Y
		Litter Bins Collection - Commercial Areas	All commercial centres in the City are serviced twice daily.	No	Y	0.5	730	Y	0.5	730	Same			Y

Area	Description	Activities	Explanation	Costed on Randwick Service Model?	RANDWICK			WAVERLEY			Randwick and Waverley Comparison			WOOLLAHRA
					Service provided ?	Service Level in Days	No of Services Per Year	Service provided ?	Service Level in Days	No of Services Per Year	Service Frequency Comparison	Does Randwick need to increase it's service level?	Randwick's Comment	Service provided?
DOMESTIC WASTE		Litter Bins Collection Beaches	All beaches in the City are serviced a minimum of 3 times per day, additional services are provided as required.	No	Y	0.3	1,217	Y	1	365	Wav Lower			Y
		On Call Clean Up Service	Council provide 2 services per calendar year	No	Y	182.5	2	Y	183	2	Same			Y
		Scheduled Clean Up Collection	Council provides 2 services per calendar year	No	Y	182.5	2	Y	183	2	Same			Y
		Illegal Dumped Rubbish	Removal of illegally dumped rubbish	No	Y	As required	As required	Y	As required	as required	Same			Y
		Garbage Collection	Weekly garbage collection	No	Y	7	52	Y	7	52	Same			Y
		Green Waste Collection	Council collects Green Waste on a fortnightly basis	No	Y	14	26	Y	14	26	Same			Y
		Dry Recycling	Fortnightly recycling collection	No	Y	14	26	Y	14	26	Same			Y
		Perry Street Recycling Centre	Operations of Recycling Centre	No	Y	n/a	n/a	Y	n/a	n/a	Same			n/a