



Special Variation Application Form Part B

Randwick City Council

Application Form

2024-25

Local Government >>



Acknowledgment of Country

IPART acknowledges the Traditional Custodians of the lands where we work and live. We pay respect to Elders both past and present.

We recognise the unique cultural and spiritual relationship and celebrate the contributions of First Nations peoples.

Contact details

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The Independent Pricing and Regulatory Tribunal

IPART's independence is underpinned by an Act of Parliament. Further information on IPART can be obtained from [IPART's website](#).

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Council Information

Please fill out the table below.

Council name	Randwick City Council
Date submitted to IPART	7 February 2024.

1 About this application form

This application form is to be completed by councils applying for a special variation (SV) to general income for 2024-25 under section 508(2) or 508A of the *Local Government Act 1993* (LG Act). The application form is in two parts:

1. Application Form [Part A](#) (separate Excel spreadsheet)
2. Special Variation Application Form Part B (this MS Word document)

The SV Application Form Part B collects:

- Description and Context information for the SV
- Evidence against:
 - Criterion 1: Need for the variation
 - Criterion 2: Community awareness and engagement
 - Criterion 3: Impact on ratepayers
 - Criterion 4: IP&R documents
 - Criterion 5: Productivity improvements and cost containment strategies
 - Criterion 6: Other relevant matters
- Council certification and contact information

It also provides a List of attachments and checklist to assist councils.

When completing this Application Form, councils should refer to:

- The 'Apply for a SV or minimum rates (MR) increase' page of IPART's [website](#)
- The Office of Local Government (OLG) [Guidelines](#) issued in November 2020
- IPART's SV Guidance Booklet – *Special Variations: How to prepare and apply* available on our [website](#).

We encourage Councils to contact IPART early in their preparation to apply, or potentially apply, for an SV.

2 Description and Context

These questions seek information not tied to a specific criterion in the OLG guidelines.

Question 1: What type and size of SV is the council is applying for?

In , please use the checkboxes to indicate the type of SV the council is applying for. In , please provide, rounded to **2 decimal places**:

- the total percentage increase (including the rate peg) and,
- for a section 508A SV, the cumulative percentage increase over the SV period.

Should an SV be approved, the instrument will list the approved percentage(s) and cumulative percentage rounded to 2 decimal places, unless council has specifically applied for a different number of decimal places.

If applying for a Crown Land Adjustment (CLA), please **do not** include the CLA percentage in Table 2. Information about CLAs is collected in Question 2 below.

In Table 3, please explain if the council would like its instrument issued to a different number of decimal places and if it has used an assumed rate peg that is not 2.50%.

Our [Guidance Booklet - Special variations: How to prepare and apply](#) has an example of these questions completed.

Table 1 Type of special variation

What type of SV is this application for?	<input checked="" type="checkbox"/> Section 508(2)	<input type="checkbox"/> Section 508A	
Are you applying for Permanent or Temporary?	<input checked="" type="checkbox"/> Permanent	<input type="checkbox"/> Temporary	<input type="checkbox"/> Permanent + Temporary

Table 2 The council's proposed special variation

	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31
Is this year in the SV period?	yes	yes/no	yes/no	yes/no	yes/no	yes/no	yes/no
Percentage increase	11.67%						
Rate peg	4.9%						
Cumulative percentage increase over the SV period for s 508A	N/A						
Indicate which years are permanent or temporary	2024-25						

Table 3 Further questions

Question	The council's response
Does the council wish its potential SV instrument to be issued with a different number of decimal places?	No
If the council used an assumed rate peg that is not 2.50%, please briefly justify why it did so.	For financial sustainability, the estimative Rate Peg used was 5%

Question 2: Is the council applying for a Crown Land Adjustment (CLA) in 2024-25?

Please fill out the table below if the council is also applying for a CLA, otherwise leave it blank.

Is the council also applying for a CLA?	No
If so, by what percentage?	N/A
What is the dollar (\$) value for the CLA?	\$Click to enter amount
Who was the prior owner of the Crown Land?	Click or tap here to enter text.
Briefly outline the reason for the land becoming rateable.	Click or tap here to enter text.

Question 3: What is the key purpose of the requested SV?

In the text box below please summarise the key purpose(s) of the proposed SV.

The Environmental Levy, since 2004, has been funding the Sustaining Our City program, delivering innovative and award-winning sustainability outcomes and creative solutions for Randwick City that strongly support the vision for the Randwick LGA. Randwick's Environmental Levy initiatives have not only sought to protect and restore our fragile local environment, but they have also been able to proactively engage and activate our residents, businesses, schools, staff, and visitors to participate and be involved. They have placed Randwick in the top tier of the local government sector in NSW, with many of our programs and projects recognised and awarded at State, National and International levels.

The Levy has been subject to four separate SRV approvals, in 2004, 2009, 2014 and 2019, each temporary for five years. As the temporary Levy is due to expire on 30 June 2024, this application seeks approval to increase our general income by 11.67% to retain the Environmental Levy permanently in our rate base.

Randwick Council engaged extensively with the Randwick residents and ratepayers, and the extent and results of these consultations and activities are outlined in Criteria 2.

While Council is strongly aware that some households are experiencing cost of living pressures, we are also mindful that many in our community care about their environment and know that it is an ongoing challenge that cannot be 'fixed' overnight. We have asked our households to invest, on average, less than \$2 each week to secure a better environmental future for themselves and their children. Residents have agreed with Council's statement that the cost of not taking action to support our environmental initiatives may be more costly in the future.

Unfortunately, there are no quick environmental fixes, and evidence has shown that the environmental and sustainability difficulties and challenges facing all Australian communities are increasing rather than diminishing. A well-managed and accountable Environmental Levy will provide an essential resource for the better management and implementation of the range of sustainability solutions and responses necessary to protect our local environment and benefit the community. The Environmental Levy has enabled Randwick to carry out environmental projects that, although they go beyond the Council's base responsibilities and funding capabilities, are seen as important by the community as identified by a range of consultation processes.

Randwick City Council is currently in a financially sustainable position, largely because its financial planning and management over the past two decades has been prudent and responsible. Council has operated under a special Levy for environmental programs for the past 20 years, successfully aligning resourcing needs with the Delivery Program with the backing of the community.

The funding strategies used in the past by Randwick City Council have been very effective and produced great outcomes for the community, for Council and the environment. This SRV application is to replace an expiring SRV which funds an ongoing successful environmental program. It is not an increase as such but a continuation of a special rate that ratepayers have been paying for 20 years (refer to pages 63-65 [Operational plan and Budget 2023-24](#)

A permanent Levy will allow Randwick to continue with and maintain various ongoing projects to improve the natural environment's condition. Council will be able to plan future projects better knowing that it will have the capacity to carry them out to their full term. Randwick will also be better placed to apply for external grant funding.

The funding strategies used in the past by Randwick City Council have been very effective and have produced great outcomes for the community and for Council. In May 2018, Council received SRV approval for Our City Our Future Program. The OCOF SRV proposal explored alternative funding paths thoroughly with the community and as a result Council resolved to borrow \$27m to fund the delivery of capital works (refer to pages 82-85, [Operational Plan and budget 2018-19 – Attachment 9](#)

Resourcing options were communicated with the Councillors through Council Meetings, strategic planning workshops and other channels including briefing sessions. Historically Randwick Councillors have taken a deliberate approach to the Environmental Levy, utilising temporary funding via the SRV process every five years since 2004, ensuring the community is consulted at regular intervals regarding the ongoing validity of the Sustaining Our City program and the corresponding Environmental Levy funding expenditure and results.

Randwick Council has also been able to use its Environmental Levy program to leverage approximately \$15 million of additional grant funding from State and Commonwealth programs. Over the years, these external grants have bolstered Council's funding of projects related to energy and water savings, sustainable transport, renewable energy, waste avoidance and reduction initiatives, community, and schools engagement as well as upgrades and extensions to our open space and coastal walkway.

Randwick and its residents carry a strong responsibility for the stewardship of nature and the natural environment across the city. Randwick's area includes 9 popular beaches, 29 kilometres of coastline, National Parks, ocean pools and significantly, 26 percent is open space of which 6 percent is remnant bushland. Stewardship is the responsible use, including conservation, of natural resources in a way that takes a full and balanced account of the interests of society, future generations and other species and accepts significant answerability to society. This responsibility places significant financial demands and expectations on the Council.

The achievements associated with the Environmental Levy over the past 20 years were highlighted in the eight-page community information booklet (in English and four other major community languages) that was distributed as part of the recent community consultation activities. ([Information Booklet](#))

Table 4 below provides a summary of the major achievements.

TABLE 4: SUMMARY OF MAJOR ACHIEVEMENTS FUNDED BY THE ENVIRONMENTAL LEVY

PROGRAM AREA	MAJOR ACHIEVEMENTS	IMPACT
Coastal and Marine Environment Protection	<ul style="list-style-type: none"> Coastal walkway - completion of 12 kilometres of coastal walkway upgrades including Malabar Headland, Cape Banks 	<ul style="list-style-type: none"> Randwick and Waverley's coastal walkway attracts in the order of 2 million visitors each year and is acknowledged as the eastern suburbs second most popular visitor destination. Importantly, the walkway not only gives visitor access to the spectacular ocean and coastal views, but its construction and location protects the sensitive coastal vegetation along our cliffs, beachside parks, and last remaining dune systems of the eastern suburbs.
	<ul style="list-style-type: none"> 38 Gross Pollutant Traps installed. 	<ul style="list-style-type: none"> Prevents more than 300 tonnes of rubbish entering our oceans each year contributing significantly to overall water quality at Randwick's very popular swimming beaches.
Conserving resources, particularly water and energy, and reducing the amount of waste going to landfill	<ul style="list-style-type: none"> Extensive investment in water re-use encompassing rainwater, stormwater, bore water and other wastewater. 	<ul style="list-style-type: none"> Reused water provides between 60% and 70% of all of Council's operational water use with approximately 26 of our parks and playing fields now irrigated with treated wastewater. This treatment is almost to water quality standards also contributing substantially to drinking water quality when this water eventually makes its way to our beach and ocean outlets. Financial savings of about \$1.1M each year in water costs.

	<ul style="list-style-type: none"> 26 parks and playing fields across the City are irrigated with treated stormwater, bore water and wastewater systems. 	<ul style="list-style-type: none"> Council conservatively saves 350 million to 450 million litres of potable water each year. This represents savings of over \$0.5M per year.
	<ul style="list-style-type: none"> Maroubra Beach stormwater harvesting system, our largest system, comprises 2x1 million litre tanks, servicing north, central and southern areas of Maroubra Beach and its coastal parks. 	<ul style="list-style-type: none"> Saves up to 40 million litres of potable water every year. Water undergoes high level treatment contributing to reducing beach water pollution.
	<ul style="list-style-type: none"> Households are saving \$1.1M each year on annual energy costs through the Sustainability Rebate program. Ongoing program evaluation demonstrates that for every rebate dollar provided by Council between \$11 and \$14 is being spent on new energy and water saving measures. Council's Compost Revolution program as part of our 3-Council collaboration 	<ul style="list-style-type: none"> Positively supports households financial bottom-line and increases their capacity to pay for the Levy. Contributes to reducing energy and water consumed across local households and businesses as well as the resultant greenhouse gas emissions. More than \$2M invested annually by residents and ratepayers from the \$200,000 annual rebates issued. 6.5 tonnes of food waste diverted from landfill through Council's Compost Revolution program.
	<ul style="list-style-type: none"> Soft plastics collection was reinstalled in February 2023 ahead of many other Councils 	<ul style="list-style-type: none"> 11 tonnes of soft plastics have been recovered and manufactured into new products including picnic tables, planter boxes, wheel stops, fencing and bollards.

	<ul style="list-style-type: none"> 8 Resource Recovery hubs established at multi-storied apartment buildings 	<ul style="list-style-type: none"> In 2022/23 400 bags of recycling collected from these hubs.
	<ul style="list-style-type: none"> Supported the installation of rooftop solar across schools and community organisations in Randwick 	<ul style="list-style-type: none"> Cost savings in excess of \$400,000 annually for community organisations.
	<ul style="list-style-type: none"> Electricity for all of Council buildings and streetlights now powered by 100% solar power from NSW Solar Farms 	<ul style="list-style-type: none"> Council's electricity consumption is 100 percent zero greenhouse gas emissions.
Tackling Greenhouse gas emissions with a focus on sustainable transport	<ul style="list-style-type: none"> 16 public EV charging stations installed. 	<ul style="list-style-type: none"> Provides positive financial benefits for residents and ratepayers. And facilities take-up of electric vehicles across the Randwick community and adjacent suburbs.
	<ul style="list-style-type: none"> In excess of 400 kilowatts of solar installed over around 15 Council buildings including 3 with solar storage batteries. 	<ul style="list-style-type: none"> In the order of 33% reduction in greenhouse gas emissions from Council's operations.
Protecting our Biodiversity	<ul style="list-style-type: none"> Planted an accelerated number of 4,400 established trees and 28,000 understory shrubs, grasses, and groundcovers in 2022 and 2023. 	<ul style="list-style-type: none"> Council's Plant with Us community program has accelerated tree planting involving 1,200 community volunteers over 16 large scale planting sites.
	<ul style="list-style-type: none"> Extensive weed control and revegetation has been carried out by both contractors and volunteers. In 22/23 21,462 native and indigenous plantings were made to improve the connectivity of key bushland areas Approximately 6 schools are supported each year with Council's Native Haven program 	<ul style="list-style-type: none"> This is supported by Bushcare community volunteers as well as weekly PermaBee volunteers at Randwick sustainability education hub located at Randwick Community Centre. Native plantings achieve added protection to remnant bushland, additional habitat for native fauna, protection from pest animals and additional seed collection sites.

	to support design, planting, and support for native and indigenous plantings adjacent to bushland areas.	
Community Engagement and participation in a range of environmental sustainability opportunities	<ul style="list-style-type: none"> 7,800 compost bins and worm farms provided to households since 2004. 	<ul style="list-style-type: none"> Conducted via Council's Compost Revolution program as part of our 3-Council collaboration and now taken up by 20 local Councils in NSW and Victoria.
	<ul style="list-style-type: none"> 7 community gardens opened. 	<ul style="list-style-type: none"> Including 4 in public housing areas funded externally and 3 independent community gardens in north, central and south locations.
	<ul style="list-style-type: none"> Over 20,000 residents and their families engaged in the Marine and Coastal education programs. 	<ul style="list-style-type: none"> Conducted 3 times each year for almost 20 years, educating, motivating, and inspiring almost 1,200 participants each year to support and participate in marine and coastal conservation initiatives.
	<ul style="list-style-type: none"> Over 15,000 residents and students participated in sustainability workshops and courses, including saving energy, living smart, composting, organic gardening, beekeeping, bike maintenance and living more sustainably. 	<ul style="list-style-type: none"> The equivalent of 10 percent of Randwick's population attends Council's sustainability workshops, courses, events, and activities annually.
	<ul style="list-style-type: none"> Hold annual flagship events such as Eco Living Fair, Earth Hour, family picnics and concerts, Best Gift Christmas Campaign, and markets. 	<ul style="list-style-type: none"> Events provide significant boost to local economy. Eco-fair attracts in the order of more than 10,000 visitors to our flagship environmental event and is now one of the largest and longest running environmental festivals across the Sydney metropolitan area. The two most recent Best Gift market events attracted around 20,000 attendees. supporting local artisans, artists, and creatives in the selling of their products ahead of Christmas.
	<ul style="list-style-type: none"> PermaBee environmental volunteer program provides weekly sessions and training opportunities for 	<ul style="list-style-type: none"> Volunteers provide in the order of \$90,000 of volunteer time annually with much occurring at our sustainability education 'hub'

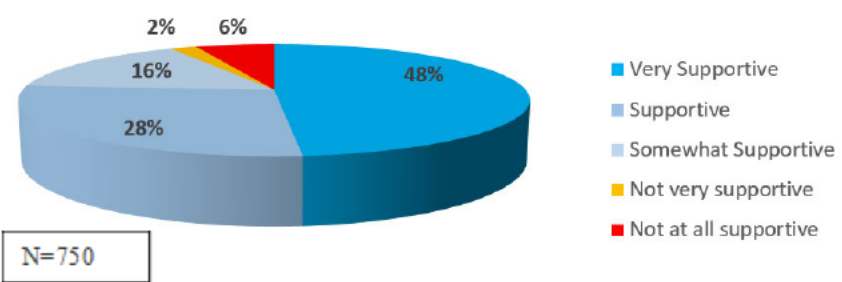
	hands on learning and a range of workshops on being more sustainable around the home, garden, and workplace.	located at Randwick Community Centre
	<ul style="list-style-type: none"> • 3-Council collaboration with Woollahra and Waverley Councils facilitated the: installation of public EV charging stations across the eastern suburbs; supported the installation of solar panels on the rooftops of more than 90% of schools in the eastern suburbs. • Provision of annual environment grants to local schools to carryout local projects including food and habitat gardens, the installation of beehives, rainwater tanks, school bike racks and other initiatives 	<ul style="list-style-type: none"> • 24 Council controlled stations with capacity for 39 cars charging session times trebling each year over the past 3 years. Solar savings to schools is in the order of \$300,000 annually. • Approximately 5 local schools receive dedicated environmental funding each year for projects including water and energy saving, installing bike racks, and creating edible and native gardens in school grounds.
	<ul style="list-style-type: none"> • Support 15 different Bushcare groups across the City 	<ul style="list-style-type: none"> • Since 1993, volunteers have provided in excess of 30,000 volunteer hours to support the program

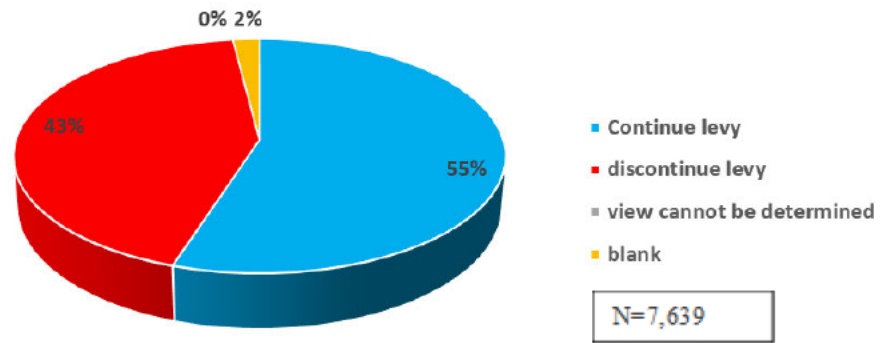
The major reasons why Randwick Council needs and is seeking a Special Rate Variation to support environmental programs include:

- The community's continued support for the environmental programs and their environmental improvements and initiatives
- The community's level of satisfaction and confirmation of the importance of environment-related issues
- Council's responsibilities for protecting and restoring its natural environment
- Randwick residents continue to rank the environment as an important issue, to which the Randwick Community Strategic Plan responds with a dedicated environmental theme
- The need to preserve and maintain Randwick Council's financial sustainability while delivering specific valued and measurable Environmental outcomes as detailed in the Environment Strategy

Table 5 below sets out these major reasons with the key supporting evidence.

TABLE 5: Major reasons for seeking a SRV to support Environmental Programs

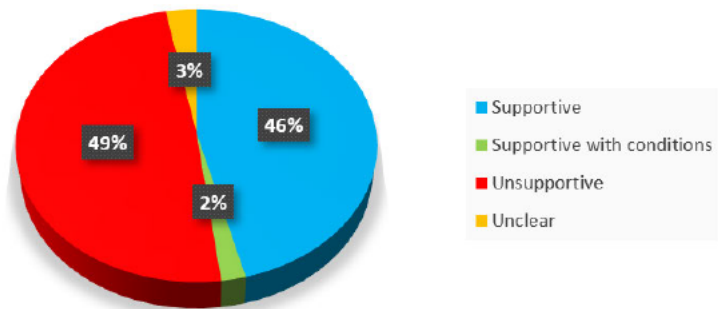
Identified Need for SRV	Evidence of Need												
<p>The community's continued support for the environmental programs.</p>	<ul style="list-style-type: none"> 76% of residents surveyed in the telephone survey (N=750) were supportive/very supportive of the proposal to continue the Environmental Levy. A further 16% were somewhat supportive. (Micromex, Nov 2023). This survey was conducted by an independent, specialist research firm using randomly selected residents representative of the Randwick City community with an error margin of +-3.6%. See Figure A.1 below. (See attachment 1 – Telephone Survey) - (Micromex, Nov 2023) <p style="text-align: center;">Figure A1: Telephone Survey – Attitude Towards Continuing Environmental Levy</p>  <table border="1" style="margin-left: auto; margin-right: auto;"> <caption>Data for Figure A1</caption> <thead> <tr> <th>Attitude</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Very Supportive</td> <td>48%</td> </tr> <tr> <td>Supportive</td> <td>28%</td> </tr> <tr> <td>Somewhat Supportive</td> <td>16%</td> </tr> <tr> <td>Not very supportive</td> <td>6%</td> </tr> <tr> <td>Not at all supportive</td> <td>2%</td> </tr> </tbody> </table> <ul style="list-style-type: none"> All ratepayers had the opportunity to complete a survey, either online or paper based, that asked them to specify whether or not they supported the continuation of the Environmental Levy to make it permanent and to identify the projects they felt were most important. In total, 7,639 completed surveys were returned – 51% online and 49% via post. <p style="text-align: center;">Figure A2: Overall Results – Ratepayers Survey for Continuing Environmental Levy</p>	Attitude	Percentage	Very Supportive	48%	Supportive	28%	Somewhat Supportive	16%	Not very supportive	6%	Not at all supportive	2%
Attitude	Percentage												
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- Council actively encouraged the community throughout November and December 2023 to tell Council what they thought about continuing the Levy. In addition to specific engagement activities, Council welcomed submissions. In total 194 submissions were received. Opt-in submissions are representative of those who chose to respond and consequently tend to reflect the stronger views of motivated respondents.

See **Figure A.3** Below.

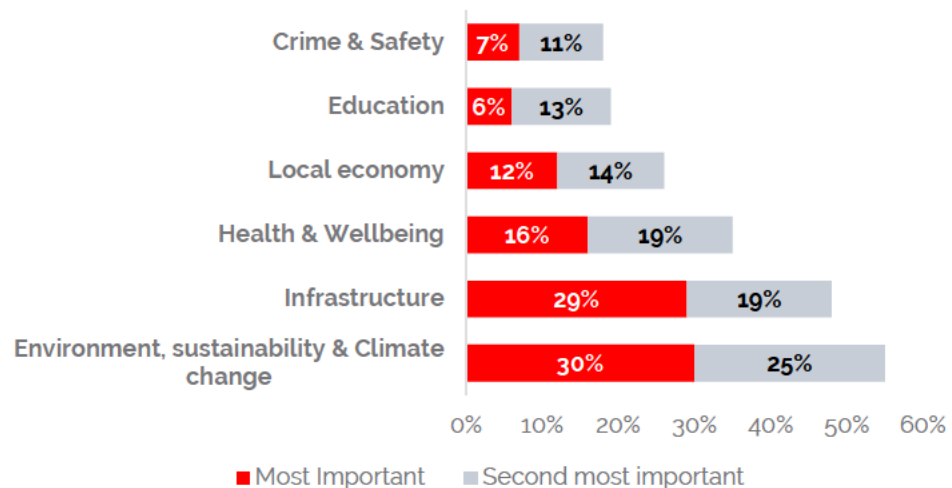
Figure A3: Sentiment of Submissions Received



The community's level of satisfaction and confirmation of the importance of environment related issues

- Satisfaction with Council's performance (70% satisfied or very satisfied) has remained high indicating that Council is maintaining its service and delivery services. It was significantly higher than the Benchmark group (see note below) (Micromex, Nov 2023)
- Of the 43 services/facilities measured, 33 received a 'good performance' score (with 80% or more residents at least somewhat satisfied with Council's performance in that area). (Micromex, Nov 2023)
- Environmental management is one of the key drivers contributing to overall satisfaction with Randwick Council (Micromex, Nov 2023)
- The following six environment related services-
 - Beaches,
 - Coastal Open Spaces and Walkways,
 - Protection of Natural Bushland,
 - Environmental Awareness and Education,
 - Water and energy saving measures, and
 - Beach cleaning
 were all in the Top Ten most important services in 2023 (Micromex, Nov 2023).
- Ocean pools, Beaches and Coastal Open Spaces and Walkways were the three services with the highest level of satisfaction (Micromex, Nov 2023).
- Natural and open spaces was the most highly scoring result in the recently completed Australian Liveability Census conducted for Randwick by Placescore. (Placescore)
- 55% residents in the 2021 Who Cares Survey stated that Environment, Sustainability and Climate Change were the most important issues for Randwick Council (IRIS, 2021) See Figure A.4 below.

Figure A.4 Most Important Issues for Randwick

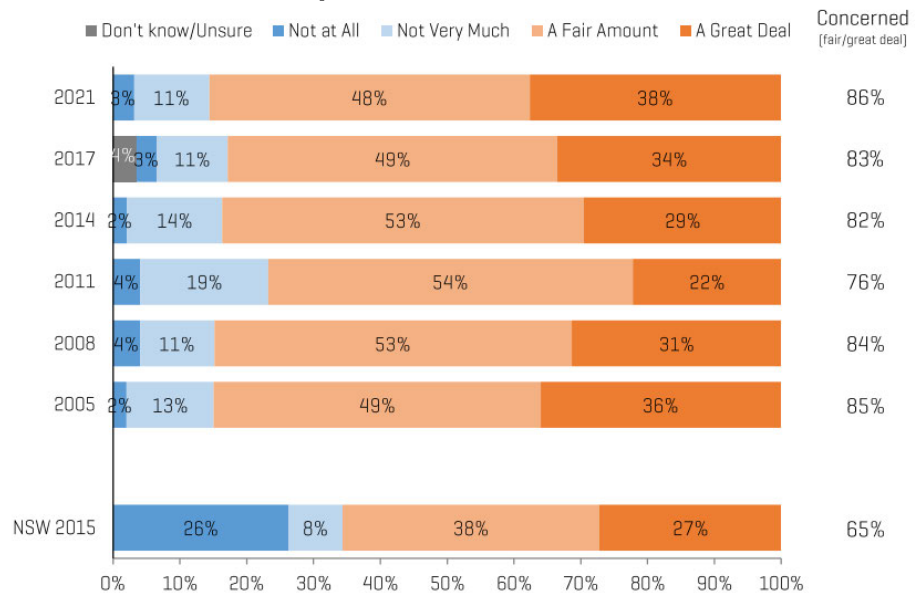


	<ul style="list-style-type: none"> Randwick exceeded the State and National benchmarks on performance on both the working themes of Environmental Sustainability (see Figure A.5 below) and Open Space (Placescore) <div data-bbox="507 468 1350 1028" style="border: 1px solid #ccc; padding: 10px; text-align: center;"> <p>Figure A.5 Performance on Environmental Sustainability</p> <p>■ Randwick ■ NSW ■ Australia</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Category</th> <th>Randwick</th> <th>NSW</th> <th>Australia</th> </tr> </thead> <tbody> <tr> <td>Sustainable urban design</td> <td>5.9</td> <td>5.4</td> <td>5.5</td> </tr> <tr> <td>Sustainable behaviours in the community (water, energy,...)</td> <td>6.8</td> <td>6.3</td> <td>6.3</td> </tr> <tr> <td>Protection of the natural environment</td> <td>7.1</td> <td>7.1</td> <td>6.4</td> </tr> <tr> <td>Landscaping and natural elements</td> <td>7.3</td> <td>7</td> <td>7.1</td> </tr> <tr> <td>Elements of natural environment</td> <td>8</td> <td>7.5</td> <td>7.5</td> </tr> </tbody> </table> </div>	Category	Randwick	NSW	Australia	Sustainable urban design	5.9	5.4	5.5	Sustainable behaviours in the community (water, energy,...)	6.8	6.3	6.3	Protection of the natural environment	7.1	7.1	6.4	Landscaping and natural elements	7.3	7	7.1	Elements of natural environment	8	7.5	7.5
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Sustainable urban design	5.9	5.4	5.5																						
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Landscaping and natural elements	7.3	7	7.1																						
Elements of natural environment	8	7.5	7.5																						
<p>Council's responsibilities for protecting and restoring its natural environment</p>	<ul style="list-style-type: none"> Council's responsibilities for managing and protecting its natural environment are set out in legislation and is a key priority for its community. There are around 500 species of indigenous plants and 300 native fauna species recorded in Randwick representing 25% of all species indigenous to the Sydney Basin Statutory requirements for managing pest plants and managing remnant vegetation which represents approx. 6 to 7 percent of Randwick's open space. 71% residents believe that Council should advocate on environmental issues on the community's behalf. (IRIS, 2021) Randwick City has the 10th highest population density in the State supporting the community's greater need for maintaining and protecting its natural environment. (Census, 2021) – <p><i>NSW Threatened Species Conservation Act (1995)</i></p>																								

Randwick residents continue to rank the environment as an important issue, to which the Randwick City Plan responds with a dedicated environmental theme.

- Provision/management of environmental issues is the third highest priority issue for Randwick residents. Also of importance is the maintenance of the Natural Environment e.g., parks, beaches, bushland. (Micromex, Nov 2023)
- In the 2021/22 Office of Local Government data Randwick Council's percentage spend on the environment is the fourth highest of all NSW LGAs reflecting Council's response to the importance of the issue as expressed by its community.
- 86% of residents (surveyed in 2021 - Attachment 5 - Who Cares About The Environment Survey Report) were concerned a **great deal/fair amount** about the environment. The level of concern continued to increase incrementally and was at its highest since 2005. See **Figure A.6** below.

Figure A.6 Level of Concern About Environmental Problems. Comparison to Previous Years



Q: In general how concerned are you about environmental problems? Would you say you are concerned....

Base: n=603

	<ul style="list-style-type: none"> • In Randwick's Integrated Planning & Reporting Framework there are seven Informing Strategies that sit in the middle of the framework. These strategies link the high-level outcomes of the Community Strategic Plan with Council's day-to-day operations and are the result of three years of research and consultation with the community. One of the Informing Strategies is the Environment Strategy PDF, 5459.36 KB demonstrating that Randwick has responded to the community's high priority concern for the environment by developing and implementing an Environment Strategy. • Plan for future. A 10 year plan for environmental programs has been developed, see Part A application – WS8 – Expenditure program
<p>The need to preserve and maintain Randwick Council's financial sustainability while delivering specific valued and measurable Environmental outcomes as detailed in the Environment Strategy</p>	<ul style="list-style-type: none"> • The expiration of the existing Environmental Levy in June 2024 will reduce the funds available to Council in the order of \$6 million annually. This reduction, without a corresponding replacement, means that Council will have to find alternate sources of funding if it is to continue to deliver the environmental programs and sustainability initiatives, those are initiatives that the community is accustomed to and anticipates within the overarching themes and outcomes defined in our 2020 Environment Strategy.

Note: The Benchmark group of Councils includes Waverley, Woollahra, Northern Beaches, Sutherland, Georges River and Bayside.

The evidence provided above will be expanded in the relative Criterion.

Question 4: Is the council proposing to increase minimum rates in conjunction with the special variation?

Complete Table 4 if the council proposes to increase minimum ordinary and/or Table 5 if the council proposes to increase special rates in conjunction with the SV for 2024-25. Otherwise, leave it blank. IPART will also use data provided in Application Form [Part A](#) to understand the details of the proposed SV and minimum amounts of rates.

In some situations, a minimum rates increase will be subject to IPART approval. In these cases, councils will need to also complete *Minimum Rate Increase Application Form Part B 2024-25* (Word document) available on our [website](#). Please see Table 2.4 of the [Guidance Booklet - Special variations: How to prepare and apply](#) for further information on when an additional MR increase application may be required. Councils do not need to submit another Application form [Part A](#) (Excel document).

Table 4 Minimum rates increase for ordinary rates

Does the council have an ordinary rate(s) subject to a minimum amount?	Yes
Does the council propose to increase the minimum rate(s) above the statutory limit for the first time? (If yes, you must complete a separate minimum rate increase application form.)	No
Does the council propose to increase the minimum rate(s) above the proposed SV percentage(s)? (If yes, you must complete a separate minimum rate increase application form, even if the council has been approved to increase its minimum rate above the statutory limit in the past.)	No
Has the council submitted an application for a minimum rate increase?	No

In the text box below, provide the council's proposed minimum rates increase (both in percentage and dollar terms) and to which rating category (or sub-category) the increase is to apply for each year (this can be table form).

Minimum rates increased by the SRV percentage (11.67%)

Residential: from \$972.60 to \$1086.10 (increased by 11.67% - \$113.50 increase)

Business & Port Botany: \$1,567.30 to \$1,750.20 (increased by 11.67% - \$182.90 increase)

Worksheets 4, 5 and 7 (WS 4, 5 and 7) of the [Part A](#) application form collects more detailed information about the proposed minimum rates increase.

Table 5 Minimum rates increase for special rates

Does the council propose to increase the minimum amount of a special rate above the statutory limit?	No
What will the minimum amount of the special rate(s) be after the proposed increase?	\$N/A
Has the council submitted an application for a minimum rate increase?	No

The council must ensure that it has submitted [MR Increase Application Form Part B](#), if required. No separate Part A is required.

Question 5: Does the council have an expiring SV?

Complete the table below if the council has a temporary SV which is due to expire:

- on 30 June 2024, or
- at the end of any year in the period the requested SV would apply.

To calculate the amount to be removed from general income when the SV expires, Council must follow the terms of the relevant condition in the SV instrument. Councils may find the example in Attachment 1 to the [OLG SV Guidelines](#) useful. The OLG's SV Guidelines also specify that councils must contact the OLG to confirm the calculation of this amount.

Does the council have an SV which is due to expire on 30 June 2024?	Yes
Does the council have one or more SV/s due to expire during the proposed SV period?	No
If Yes to either question: a. When does the SV expire?	30 June 2024
b. What is the percentage to be removed from the council's general income?	5.25%
c. What is the dollar amount to be removed from the council's general income?	\$5,293,324
Has OLG confirmed the calculation of the amount to be removed?	Yes

Attachments required:

- Instrument(s) approving any SV which expires at the end of the current financial year or during the period covered by the proposed SV. (*Attachment 2*)
- OLG advice confirming calculation of the dollar amount to be removed from general income as a result of the expiring SV. (*Attachment 8*)

Question 6: Does the council have an existing (ongoing) section 508A special variation which applies in 2024-25?

Complete this question if the council has an existing section 508A multi-year SV instrument which approves an increase to general income above the rate peg for 2024-25 and future years within the period covered by the council's SV application.

If the council has an ongoing section 508A SV and is seeking additional changes to general income during the term of that existing SV, IPART will need to vary the original instrument if the application is approved, rather than issuing a separate SV instrument to apply for 2024-25 (or later years).

Does the council have a section 508A multi-year SV instrument that applies in 2024-25?	No
--	----

If yes to the above question, in the text box below:

- Specify the percentage increase(s) and duration of the SV.
- Outline the council's actions in complying with conditions in the instrument approving the original SV
- Describe any significant changes relevant to the conditions in the instrument since it was issued.

Supporting documents could include extracts from annual reports or any other publications in which compliance with the terms of the SV has been reported to ratepayers.

N/A

Attachments required:

- A declaration by the General Manager as to the council's compliance with the conditions specified in the SV instrument on the council's official letterhead. (*attachment 3*)

- Supporting documents providing evidence of the council's actions to comply with the conditions in the instrument, e.g. extracts from annual reports or any other publications in which compliance with the terms of the SV has been reported to ratepayers (*attachment 3*)

Question 7: Has IPART ever approved a special variation (including additional special variations in 2022-23)?

Complete this question if IPART has ever approved an SV for the council.

You **do not need** to complete the text box for this question if the relevant information has been provided in the council's response to Question 6.

Does the council have a section 508(2) or 508A SV which IPART has approved?	Yes
---	-----

If yes, in the text box below, for each SV approved by IPART, briefly:

- Specify the type of SV and the increase to general income approved.
- Outline the council's actions in complying with conditions in the SV instrument(s) or where the council has failed to comply with the conditions, provide reasons and list the corrective actions undertaken.
- Describe any *significant* changes relevant to the conditions in the SV instrument(s) since it was issued.

Supporting documents could include extracts from annual reports (or webpage hyperlinks to them) or any other publications in which compliance with the terms of the SV has been reported to ratepayers.

Additional SRV 2022-23 – 2.5% section 508(2)

Our Community Our Future – 2018-19 7.64% / 2019-20 5.52% / 2020-21 5.52% - section 508A

Environmental Levy – 2004 / 2009 / 2014 /2019 - section 508A

Building for our community – 2010-2011 to 2012-2013 – 17.81% - section 508A & section 508(2)

Attachments required:

- A copy of the relevant instrument(s) approving SVs issued by IPART. (*Attachment 2*)
- A declaration by the General Manager as to the council's compliance with the conditions specified in the SV instrument(s). (*attachment 3*)
- Supporting documents providing evidence of the council's actions to comply with the conditions in the instrument(s). (*attachment 3*)
- If applicable, supporting documents providing evidence of the corrective actions undertaken in the event of a failure to comply with the conditions in the SV instrument(s). N/A

Question 8: Does the council have deferred general income increases available to it?

Complete the question box below if the council has decided not to apply the full percentage increases to general income available to it in one or more previous years under sections 506, 508(2) or 508A of the LG Act.

Does the council have deferred general income increases available to it from one or more previous years under section 511 of the LG Act?	No
If Yes, has the collection of this additional income been included in the Council's Long Term Financial Plan (LTFP)?	N/A

In the text boxes also explain:

<p>a. The quantum, rationale and timing of any deferred increases in general income.</p> <p>N/A</p>
<p>b. When council plans to catch up on the deferred general income through the catch up provisions and whether this been included in the LTFP.</p> <p>N/A</p>
<p>c. How does this deferred income impact on the council's need for the SV and its cumulative impact on ratepayers' capacity to pay? The council may also wish to further expand on this question in of OLG Criterion 1 below.</p> <p>N/A</p>

3 OLG SV Criterion 1 – Financial need

Refer to the [OLG SV Guidelines](#) as needed, and section 3 of IPART's [Guidance Booklet - Special variations: How to prepare and apply](#) when preparing consultation strategy and material for completing this section.

In below, please explain how the council met each component of Criterion 1. Please also provide a reference to evidence in the IP&R documents.

The [Part A](#) application form also collects information for this criterion in Worksheets 9 (WS 9 - Financial), 10 (WS 10 - LTFP) and 11 (WS 11 - Ratios).

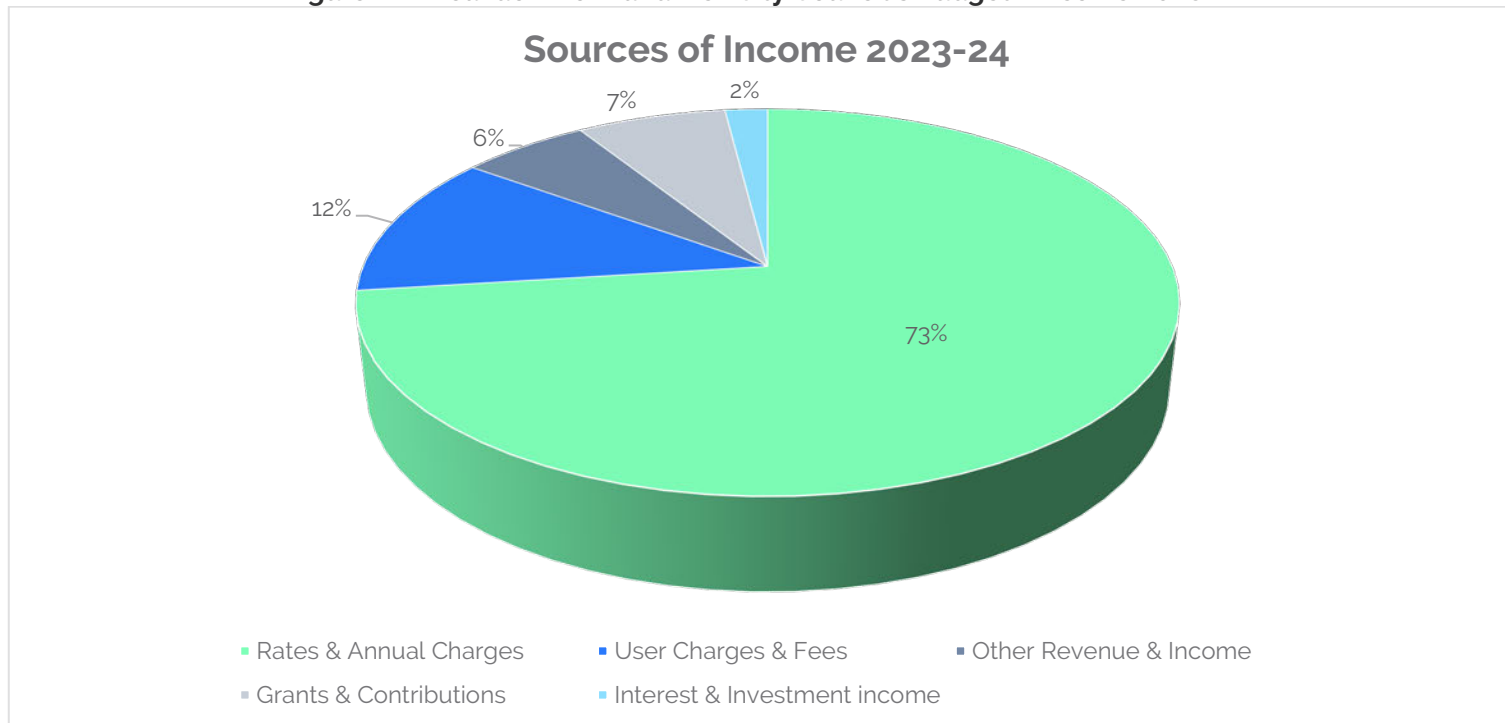
Table 6 OLG Criterion 1 components

Criteria	Evidence of meeting this criterion from the council's IP&R documents	Reference to IP&R documents
The need for, and purpose of, a different revenue path for the council's General Fund (as requested through the SV) is clearly articulated and identified in the council's IP&R documents	See (a) below	Click or tap here to enter text.
In establishing need for the SV, the relevant IP&R documents should canvass alternatives to the rate rise.	See (b) below	Click or tap here to enter text.
In demonstrating this need councils must indicate the financial impact in their LTFP.	See (c) below	Long Term Financial Plan 2023-2033 (Covering years 2023-24 to 2032-33)
Evidence of community need/desire for service levels/projects and limited council resourcing alternatives.	See (d) below	Click or tap here to enter text.
Evidence could also include the analysis of the council's financial sustainability conducted by Government agencies	See (e) below	Financial Management Strategy
If applicable, has the council not applied the full percentage increases available to it in one or more previous years under section 511 of the Local Government Act? If a council has a large amount of revenue yet to be caught up over the next several years, it should explain in its application how that impacts on its need for the SV.	Not applicable	Click or tap here to enter text.

- a. **The need for, and purpose of, a different revenue path for the council's General Fund (as requested through the SV) is clearly articulated and identified in the council's IP&R documents.**

Randwick City Council receives most of its operating income from Rates and Annual Charges as can be seen below in Figure 1.1. In the 2023/24 Original Budget, the total operating income is \$191.6m

Figure 1.1: Breakdown of Randwick City Council's Budget - Income 2023-24



Over the past 20 years, Randwick's environmental programs have delivered many benefits to both the residents of Randwick and the environment. Unfortunately, there are no quick environmental fixes. Evidence has shown that the environmental and sustainability difficulties and challenges facing all Australian communities are increasing rather than diminishing.

The Environmental Levy has enabled Randwick to carry out environmental projects that, although some may go beyond Council's base responsibilities and funding capabilities, they are seen as important by the community as identified by a range of consultation processes. Many of these projects are ongoing or partially completed and while some might continue without the Levy, many could not. At the same time there would likely be adjustments in the level of services provided by other sections of Council without the revenue from the Environmental Levy.

Comment from a resident's submission that recognises the importance of the continuation of the Levy to future generations.

Please make the Environmental Levy permanent! This is the kind of initiative that is an essential first step in ensuring liveability, sustainability, and quality of life for generations to come. Randwick needs to continue its position as a leader in taking our environmental needs and challenges seriously. One of the main reasons I am so grateful to live in Randwick and am delighted to pay my rates!!!

The following comment is from a non-resident ratepayer again acknowledging the importance of this intergenerational strategy.

I love the Environmental Levy. I wish our local council, and indeed all local councils, would have one. The Environmental Levy helps groups do what they do, care for the ecology, teach others to care for it. At this time of crisis, when the United Nations has declared this the Decade of Earth Restoration, the final remaining decade in which positive action may turn the tide of damage, having an environmental level is the least we can do. It's an intergenerational policy, and we must think beyond the momentary reactions of people who say we can't afford it. We can't afford NOT to have it. We must move forward with plans for the children who will sit under the trees long after we are gone.

A well-managed, accountable, and permanent Environmental Levy will provide an essential ongoing resource for the better planning, management, and implementation of the range of sustainability solutions and responses necessary to protect our local environment and benefit both the current and future community.

Investing Levy funds in environmental projects is future focused as the outcomes will assist in achieving greater environmental sustainability and a better life for future generations and this supports the need for ongoing funding from a permanent Environmental Levy.

b. In establishing need for the SV, the relevant IP&R documents should canvass alternatives to the rate rise.

This high dependence on rates revenue creates challenges when considering other funding options for the environmental programs. However, despite this, Randwick has considered a number of other options to fund the environmental programs over future years. The impact of each of these options is detailed below.

The level of own source revenue shows that Randwick's reliance on external funding is one of the lowest of all Councils in NSW.

Table 1.1 Analysis of the range of funding alternatives to the SRV.

OTHER OPTIONS	COMMENTARY
Increasing user charges	Many of the fees that Council charges, such as hall hire, are on a partial cost recovery basis to promote local social and economic activity. Other fees are set by the State Government and cannot be changed. Most of the income coming from activities such as Planning & Building regulation and statutory fees is cost recovery only and cannot produce any additional revenue.
Annual Charges	In 2022-23 Council received \$39.6m in Annual Charges consisting primarily of Domestic Waste Management Charge (\$38.3m) and Stormwater Management Service Charge (\$1.1m). While this represents a significant proportion of Council's revenue, the use of these funds is restricted to their specific purpose only.
Reallocation of the existing operational budget	Council's budget allocations reflect the community's priorities. If the operational budget is reallocated to fund some or all of the environmental programs, there will be an impact on the quality of life currently enjoyed by the residents. Currently Council often tries to extend its services within existing budget allocation - a process that continually requires assessment of efficiencies and effectiveness of services.
Business as usual in capital programs	Major upgrades to drainage and stormwater systems and construction of sections of the Coastal Walkway require significant additional capital funding. Without the additional funding provided through the Environmental Levy, such programs would have to compete each year for scarce capital funds with roads, footpath and building priorities.

Interest & Investment Revenue	The Council's investment portfolio is subject to movements in interest rates. Investments are placed and managed in accordance with Council's adopted Investment Policy in compliance with the Local Government Act. As custodian of the community's funds, the Council ensures funds are invested with the same care, diligence, and skill that a prudent person would exercise.
Installation of parking meters	In 2023 Randwick derived revenue of \$1.0 million from parking meters which was a 24.6% increase in the parking meter revenue in 2022. Randwick Council had considered the extension of meters previously and undertook extensive community consultation. At that stage there was an overwhelming rejection by the community. However better management of existing carparks with meters has resulted in increased revenue.
Grants & contributions	The amounts of grants from State and Federal Governments are difficult to predict and are dependent on decisions by the other levels of Government. Randwick's high SEIFA score means that it is not a priority LGA for receiving some grants
Loans	There are no anticipated borrowings for 2023-24. In 2021-22 \$33.5m of borrowings were drawn down and the loan balance as of the start of 2023-24 was \$28.9 million. This loan funded a range of infrastructure projects including the Centre of Excellence at Heffron Park. In doing so, Council appropriately spread the cost of infrastructure development and renewal across both future and present generations.
Selling Assets	The sale of any real estate property is not anticipated in the forthcoming years and has not been incorporated in the 2023-24 Budget or the Council's Long Term Financial Plan. This is due to possible reduced future revenue streams, potential impact on community services and the long-term consequences of loss of public assets.
Other SRV	<p>In May 2018, Council received approval for a Special Rate Variation (SRV) to fund a program of projects and services identified by Council. This program, known as Our Community Our Future, included a special variation for rate increases above the rate-peg for three years. The last of these rate increases occurred in the 2020-21 financial year, so no further rate increases are scheduled under this program.</p> <p>Under the terms of the IPART approval for the OCOF SRV, Council is required to use the additional special variation revenue over 10 years (2018-2028) to fund:</p> <ul style="list-style-type: none"> - \$20.5 million of additional operating expenditure. - \$25.4 million of loan repayments; and - \$44.3 million of additional capital expenditure in the areas of digital strategy, anti-terrorism obligations and major capital projects.

Business as usual	If Council does not offset the loss of the Environmental Levy income with a reduction in services or projects, with all assumptions remaining the same, Council cash and cash equivalents will be reduced by approximately \$30m from 2024-25 for the next 5 years.
Other revenue	Other sources of revenue such as Aquatic Centre kiosk & merchandising sales are limited. While parking fines provide some revenue the activity is largely focused on safety, providing turnover in local shopping precincts, and maintaining access for residents.

While some of the funding options listed above were discussed by the Council over a period, the Levy is still considered the most effective way to fund many of the environmental improvements and sustainability initiatives over the coming years and Council resolved to apply to IPART for a Special Variation to Rates.

c) In demonstrating this need councils must indicate the financial impact in their LTFP

The Environmental Levy was first approved by IPART in 2004. Due to its success and ongoing community support, the Levy was extended for another five years in 2009, in 2014 and again in 2019. The current approval expires 30 June 2024.

In December 2020, Council adopted its long-term Environment Strategy that sets clear targets for desired environmental outcomes and is only achievable through adequate resourcing. The Environmental Levy has been providing the resourcing for this Strategy.

In the Long Term Financial Plan, consideration was given to a range of economic and political factors including the continuation of the Environmental Levy, that affect Council finances and impact on Council's capability to maintain existing levels of service.

The LTFP was tabled at the 28 November 2023 Ordinary Council meeting. The plan was placed on public exhibition from 29 November for community consultation and closed on 19 January 2024. It was adopted by Council on 6 February 2024.

Part 5 of the Long-Term Financial Plan includes income statements, statement of financial position and cashflow statements for two Scenarios.

The analysis in the LTFP shows two scenarios regarding the Environmental Levy with all other assumptions remaining the same

- Scenario 1: Assumes that the Environmental Levy Special Rate Variation has been approved and is included in the forecasts.

- Scenario 2: Assumes that the Environmental Levy Special Variation application has been unsuccessful and has been excluded from all forecasts in the LTFP. And that all Environmental programs will continue using General Revenue.

The two financial models have been developed to demonstrate the impact of the Environmental Levy.

Income Statements

Scenario 1: A balanced budget based on the continuation of the Environmental Levy Long Term Financial Plan on pages 34-35

Council's projected financial outlook remains sound and sustainable on the assumption of the continuation of the Environmental Levy. Council is expected to continue with a strong balance sheet demonstrated through the robustness of working capital and sound liquidity through healthy cash flow generation. Council's anticipated cash reserves and financial performance means that Council is in a good financial position.

Table 1.2 Long Term Income Statement 2023-33 with the continuation of the Levy.

LONG TERM FINANCIAL PLAN 2023-33, BALANCED BUDGET										
Income Statement										
	YEAR 1 2023-24	YEAR 2 2024-25	YEAR 3 2025-26	YEAR 4 2026-27	YEAR 5 2027-28	YEAR 6 2028-29	YEAR 7 2029-30	YEAR 8 2030-31	YEAR 9 2031-32	YEAR 10 2032-33
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Income from Continuing Operations										
Rates & Annual Charges	141,279	148,546	153,606	158,177	162,888	167,737	172,611	177,630	182,659	187,830
User Charges & Fees	22,204	23,136	23,993	24,688	25,404	26,141	26,899	27,679	28,482	29,308
Interest & Investment Revenue	4,429	2,421	2,264	2,380	2,549	2,495	2,449	2,507	2,493	2,492
Other Revenue	6,311	6,519	6,698	6,866	7,037	7,206	7,372	7,541	7,722	7,908
Grants & Contributions provided for Operating Purposes	7,330	7,572	7,781	7,975	8,174	8,371	8,563	8,760	8,970	9,186
Grants & Contributions provided for Capital Purposes	5,780	3,000	3,083	3,160	3,239	3,316	3,393	3,471	3,554	3,639
Other Income	3,510	3,626	3,726	3,819	3,915	4,009	4,101	4,195	4,296	4,429
Other Income:										
Heffron Centre - Income^^	845	1,061	1,081	1,082	1,114	1,147	1,182	1,217	1,253	1,253
Total Income from Continuing Operations	191,689	195,882	202,231	208,146	214,320	220,422	226,569	232,999	239,429	246,044
Expenses from Continuing Operations										
Employee Benefits & On-Costs	82,711	87,020	90,513	92,694	95,512	98,416	101,407	104,490	107,667	110,940
Borrowing Costs	625	560	480	410	340	260	180	100	20	-
Materials & Contracts	65,736	67,905	69,773	71,517	73,305	75,064	76,791	78,557	80,442	82,373
Depreciation & Amortisation	29,986	29,983	30,157	30,329	30,491	30,667	30,845	31,023	31,203	31,383
Heffron Centre - Depreciation^	864	1,061	1,081	1,082	1,114	1,147	1,182	1,217	1,253	1,280
Other Expenses	5,628	5,814	5,974	6,123	6,276	6,427	6,574	6,726	6,887	7,052
Heffron Centre - Expenses^	144	226	231	236	241	247	253	259	264	271
Total Expenses from Continuing Operations	185,695	192,569	198,208	202,391	207,279	212,228	217,232	222,372	227,736	233,299
Operating Result from Continuing Operations	5,994	3,313	4,023	5,755	7,040	8,194	9,337	10,628	11,693	12,745
Net Operating Result for the Year	5,994	3,313	4,023	5,755	7,040	8,194	9,337	10,628	11,693	12,745
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes	214	313	940	2,595	3,802	4,878	5,945	7,157	8,139	9,105

Scenario 2: **Discontinuation of the Environmental Levy**
 Long Term Financial Plan on pages 42-43

Without the Environmental Levy, and assuming that there is no reduction in services and capital works, Council will be in deficit for the Net Operating Result before Capital Grants and Contributions from 2024-25 to 2029-30.

Table 1.3 Long-Term Income Statement 2023-33 without the Environmental Levy.

**LONG TERM FINANCIAL PLAN 2023-33, EXCLUDING ENVIRONMENTAL LEVY
 FROM 1 JULY 2024**

Income Statement

	YEAR 1 2023-24	YEAR 2 2024-25	YEAR 3 2025-26	YEAR 4 2026-27	YEAR 5 2027-28	YEAR 6 2028-29	YEAR 7 2029-30	YEAR 8 2030-31	YEAR 9 2031-32	YEAR 10 2032-33
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Income from Continuing Operations										
Rates & Annual Charges	141,279	142,963	147,839	152,254	156,805	161,490	166,202	171,054	175,906	180,894
User Charges & Fees	22,204	23,136	23,993	24,688	25,404	26,141	26,899	27,679	28,482	29,308
Interest & Investment Revenue	4,429	2,421	2,264	2,380	2,549	2,495	2,449	2,507	2,493	2,492
Other Revenue	6,311	6,519	6,698	6,866	7,037	7,206	7,372	7,541	7,722	7,908
Grants & Contributions provided for Operating Purposes	7,330	7,572	7,781	7,975	8,174	8,371	8,563	8,760	8,970	9,186
Grants & Contributions provided for Capital Purposes	5,780	3,000	3,083	3,160	3,239	3,316	3,393	3,471	3,554	3,639
Other Income	3,510	3,626	3,726	3,819	3,915	4,009	4,101	4,195	4,296	4,429
Other Income:										
Heffron Centre - Income^^	845	1,061	1,081	1,082	1,114	1,147	1,182	1,217	1,253	1,253
Total Income from Continuing Operations	191,689	190,299	196,464	202,223	208,237	214,175	220,160	226,423	232,675	239,108
Expenses from Continuing Operations										
Employee Benefits & On-Costs	82,711	87,020	90,513	92,694	95,512	98,416	101,407	104,490	107,667	110,940
Borrowing Costs	625	560	480	410	340	260	180	100	20	-
Materials & Contracts	65,736	67,905	69,773	71,517	73,305	75,064	76,791	78,557	80,442	82,373
Depreciation & Amortisation	29,986	29,983	30,157	30,329	30,491	30,667	30,845	31,023	31,203	31,383
Heffron Centre - Depreciation^	864	1,061	1,081	1,082	1,114	1,147	1,182	1,217	1,253	1,280
Other Expenses	5,628	5,814	5,974	6,123	6,276	6,427	6,574	6,726	6,887	7,052
Heffron Centre - Expenses^	144	226	231	236	241	247	253	259	264	271
Total Expenses from Continuing Operations	185,695	192,569	198,208	202,391	207,279	212,228	217,232	222,372	227,736	233,299
Operating Result from Continuing Operations	5,994	(2,270)	(1,745)	(168)	958	1,947	2,928	4,052	4,939	5,809
Net Operating Result for the Year	5,994	(2,270)	(1,745)	(168)	958	1,947	2,928	4,052	4,939	5,809
Net Operating Result for the year before Grants and Contributions provided for Capital Purposes	214	(5,270)	(4,827)	(3,328)	(2,281)	(1,370)	(465)	581	1,385	2,169

If Council does not offset the loss of the Environmental Levy income with a reduction in services or projects, with all assumptions remaining the same, Council cash and cash equivalents will be reduced by approximately \$30m from 2024-25 for the next 5 years.

Where there is a loss in income that is not offset by an equivalent reduction in expenses, the organisation can only maintain its services and projects by taking funds from its internally restricted/cash reserves, effectively reducing its cash assets. Noting that a large percentage of the internally restricted cash has been allocated for projects and specific purposes, there is not much scope to offset the loss in Environmental Levy.

Statement of Financial Position

Scenario 1: A balanced budget based on the continuation of the Environmental Levy Long Term Financial Plan on pages 36-37

TABLE 1.5 Statement of Financial Position with the continuation of the Environmental Levy.

LONG TERM FINANCIAL PLAN 2023-33, BALANCED BUDGET

Statement of Financial Position

	YEAR 1 2023-24	YEAR 2 2024-25	YEAR 3 2025-26	YEAR 4 2026-27	YEAR 5 2027-28	YEAR 6 2028-29	YEAR 7 2029-30	YEAR 8 2030-31	YEAR 9 2031-32	YEAR 10 2032-33
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
ASSETS										
Current Assets										
Cash & Cash Equivalents	15,540	7,129	5,245	7,329	6,898	10,162	15,226	21,590	27,295	35,862
Investments	61,661	65,561	68,161	62,761	58,061	56,361	52,561	47,661	46,061	37,761
Receivables	10,049	10,466	10,824	11,148	11,420	11,681	12,022	12,311	12,617	12,935
Inventories	667	689	708	725	744	761	779	797	816	836
Other	801	835	865	891	916	943	970	998	1,027	1,057
Total Current Assets	86,717	84,679	85,802	82,854	78,038	79,908	81,557	83,357	87,616	86,451
Non-Current Assets										
Receivables	542	569	588	604	620	637	654	671	689	707
Infrastructure, Property, Plant & Equipment	1,923,646	1,950,588	1,970,010	1,993,588	2,020,510	2,041,616	2,063,718	2,087,286	2,111,927	2,141,758
Investments accounted for using the equity method	7	7	7	7	7	7	7	7	7	7
Right of Use assets	212	203	193	184	175	165	156	146	137	127
Total Non-Current Assets	1,924,408	1,951,367	1,970,799	1,994,383	2,021,311	2,042,426	2,064,534	2,088,110	2,112,759	2,142,600
TOTAL ASSETS	2,013,124	2,036,045	2,056,601	2,077,237	2,099,349	2,122,334	2,146,091	2,171,467	2,200,575	2,231,050
LIABILITIES										
Current Liabilities										
Payables	18,829	19,577	20,235	20,793	21,365	21,947	22,534	23,137	23,767	24,414
Payables - Heffron Centre^	394	604	618	632	646	661	677	692	708	724
Borrowing	3,129	3,199	3,270	3,343	3,418	3,494	3,572	3,652	3,735	-
Provisions	20,714	21,489	22,295	22,927	23,577	24,247	24,838	25,549	26,282	27,038
Total Current Liabilities	43,066	44,869	46,419	47,694	49,007	50,349	51,620	53,030	52,614	52,176
Non-Current Liabilities										
Payables - Heffron Centre	18,143	17,539	16,921	16,289	15,642	14,981	14,305	13,612	13,596	12,888
Borrowing	25,805	22,676	19,477	16,207	12,789	9,295	5,723	2,071	-	-
Provisions	277	288	300	309	318	328	338	348	359	370
Total Non-Current Liabilities	44,225	40,503	36,698	32,805	28,750	24,604	20,365	16,031	13,955	13,258
TOTAL LIABILITIES	87,291	85,372	83,117	80,499	77,756	74,953	71,985	69,061	66,569	65,434
Net Assets	1,925,834	1,950,673	1,973,485	1,996,738	2,021,593	2,047,381	2,074,106	2,102,405	2,134,006	2,165,616
EQUITY										
Retained Earnings	833,107	837,711	842,307	848,650	856,295	865,108	875,079	886,356	900,113	913,582
Revaluation Reserve	1,092,727	1,112,962	1,131,177	1,148,088	1,165,298	1,182,273	1,199,027	1,216,050	1,233,894	1,252,034
Total Equity	1,925,834	1,950,673	1,973,485	1,996,738	2,021,593	2,047,381	2,074,106	2,102,405	2,134,006	2,165,616

Scenario 2: **Discontinuation of the Environmental Levy**
 Long Term Financial Plan on pages 44-45
 Table 1.6 Statement of Financial Position with Levy Discontinued

LONG TERM FINANCIAL PLAN 2023-33, EXCLUDING ENVIRONMENTAL LEVY
 FROM 1 JULY 2024

Statement of Financial Position

	YEAR 1 2023-24	YEAR 2 2024-25	YEAR 3 2025-26	YEAR 4 2026-27	YEAR 5 2027-28	YEAR 6 2028-29	YEAR 7 2029-30	YEAR 8 2030-31	YEAR 9 2031-32	YEAR 10 2032-33
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
ASSETS										
Current Assets										
Cash & Cash Equivalents	15,540	1,546	1,022	990	1,021	989	1,590	1,118	1,314	1,181
Investments	61,661	65,561	61,055	51,861	40,636	35,995	30,254	25,613	22,772	16,231
Receivables	10,049	10,466	10,802	11,114	11,365	11,617	11,952	12,242	12,544	12,868
Inventories	667	689	708	725	744	761	779	797	816	836
Other	901	835	865	891	916	943	970	998	1,027	1,057
Total Current Assets	88,717	79,096	74,452	65,581	54,682	50,305	45,545	40,768	38,474	32,172
Non-Current Assets										
Receivables	542	569	588	604	620	637	654	671	689	707
Infrastructure, Property, Plant & Equipment	1,923,646	1,950,588	1,970,010	1,993,588	2,020,510	2,041,616	2,063,718	2,087,286	2,111,927	2,141,758
Investments accounted for using the equity method	7	7	7	7	7	7	7	7	7	7
Right of Use assets	212	203	193	184	175	165	156	146	137	127
Total Non-Current Assets	1,924,408	1,951,367	1,970,799	1,994,383	2,021,311	2,042,426	2,064,534	2,088,110	2,112,759	2,142,600
TOTAL ASSETS	2,013,124	2,030,462	2,045,251	2,059,964	2,075,993	2,092,731	2,110,079	2,128,878	2,151,233	2,174,772
LIABILITIES										
Current Liabilities										
Payables	18,829	19,577	20,235	20,793	21,365	21,947	22,534	23,137	23,767	24,414
Payables - Heffron Centre ^A	394	604	618	632	646	661	677	692	708	724
Borrowing	3,129	3,199	3,270	3,343	3,418	3,494	3,572	3,652	3,734	-
Provisions	20,714	21,489	22,295	22,927	23,577	24,247	24,838	25,449	26,082	27,038
Total Current Liabilities	43,066	44,869	46,419	47,694	49,007	50,349	51,620	53,030	54,614	52,176
Non-Current Liabilities										
Payables - Heffron Centre	18,143	17,539	16,921	16,289	15,642	14,981	14,305	13,612	13,096	12,888
Borrowing	25,805	22,676	19,477	16,207	12,789	9,295	5,723	2,071	-	-
Provisions	277	288	300	309	318	328	338	348	359	370
Total Non-Current Liabilities	44,225	40,503	36,698	32,805	28,750	24,604	20,365	16,031	13,955	13,258
TOTAL LIABILITIES	87,291	85,372	83,117	80,499	77,756	74,953	71,985	69,061	66,569	65,434
Net Assets	1,925,834	1,945,090	1,962,134	1,979,465	1,998,237	2,017,778	2,038,094	2,059,817	2,084,664	2,109,338
EQUITY										
Retained Earnings	833,107	832,128	830,957	831,377	832,939	835,505	839,067	843,767	850,770	857,304
Revaluation Reserve	1,092,727	1,112,962	1,131,177	1,148,088	1,165,298	1,182,273	1,199,027	1,216,050	1,233,894	1,252,034
Total Equity	1,925,834	1,945,090	1,962,134	1,979,465	1,998,237	2,017,778	2,038,094	2,059,817	2,084,664	2,109,338

If all other assumptions remain the same, with no reduction in services or capital projects, the loss of ~\$30m in Environmental Levy in the first 5 years can be seen by a reduction in investments of a similar amount. A reduction of equivalent in cash assets as Council will need to utilise its reserves to fund services and capital works that was funded by the Environmental Levy.

Performance Statement

Council's budget with the Environmental Levy ensures that the Council meets its financial obligations, Office of Local Government standards for budget performance, operational liquidity, debt, and asset management. The scenario analysis below depicts if the Environmental Levy is discontinued, with all assumptions remaining the same and expenses are not reduced to offset the loss in Environmental Levy. Council's Unrestricted Ratio (Council's ability to meet short term obligations as they fall due) and Cash Expense Ratio (liquidity ratio indicating the number of months a council can continue to pay its immediate expenses without additional cash inflow) do not meet the OLG benchmarks from 2027-28 onwards.

Scenario 1: A balanced budget based on the continuation of the Environmental Levy
 Long Term Financial Plan on pages 60-61
 Table 1.7 Performance Statement with Continuation of the Levy

LONG TERM FINANCIAL PLAN 2023-33, BALANCED BUDGET

Performance Statement

	TARGET	YEAR 1 2023-24	YEAR 2 2024-25	YEAR 3 2025-26	YEAR 4 2026-27	YEAR 5 2027-28	YEAR 6 2028-29	YEAR 7 2029-30	YEAR 8 2030-31	YEAR 9 2031-32	YEAR 10 2032-33
BUDGET PERFORMANCE											
1. Operating Performance Ratio Measures the extent to which a council has succeeded in containing operating expenditure within operating revenue.	>0%	0.12%	0.16%	0.47%	1.27%	1.80%	2.25%	2.66%	3.12%	3.45%	3.76%
2. Own Source Operating Revenue Ratio Measures fiscal flexibility. It is the degree of reliance on external funding sources.	>= 60%	93.16%	94.60%	94.63%	94.65%	94.67%	94.70%	94.72%	94.75%	94.77%	94.79%
OPERATIONAL LIQUIDITY											
3. Unrestricted Current Ratio Represents a council's ability to meet short-term obligations as they fall due.	>= 1.5	2.83	2.59	2.52	2.39	2.22	2.23	2.25	2.16	2.35	2.53
4. Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage Expressed as a percentage of total rates and charges available for collection in the financial year.	< 5%	3.8%	3.8%	3.8%	3.8%	3.8%	3.7%	3.7%	3.7%	3.7%	3.7%
5. Cash Expense Cover Ratio Liquidity ratio indicates the number of months a council can continue paying for its immediate expenses without additional cash inflow.	>= 3	5.87	5.30	5.18	4.83	4.35	4.34	4.31	4.29	4.46	4.36
LIABILITY AND DEBT MANAGEMENT											
6. Debt Service Cover Ratio Measures the availability of operating cash to service loan repayments.	2.00x	8.44 x	8.21 x	8.58 x	9.06 x	9.22 x	9.54 x	9.85 x	10.2 x	20.98 x	21.81 x
ASSET MANAGEMENT											
7. Building and Infrastructure Renewals Ratio Assesses the rate at which these assets are being renewed against the rate at which they are depreciating.	>= 100%	100.3%	102.2%	100.0%	101.2%	101.1%	101.3%	100.6%	100.7%	100.3%	101.3%
8. Infrastructure Backlog Ratio Ratio shows what proportion the infrastructure backlog is against the total value of a council's infrastructure.	<= 2%	0.48%	0.48%	0.48%	0.48%	0.48%	0.48%	0.48%	0.48%	0.49%	0.49%
9. Asset Maintenance Ratio Ratio compares actual versus required annual asset maintenance. A ratio of above 100% indicates that the council is investing enough funds that year to halt the infrastructure backlog from growing.	>= 1	1.83	1.86	1.90	1.91	1.92	1.93	1.94	1.96	1.98	1.99
10. Capital Expenditure Ratio Annual capital expenditure divided by annual depreciation.	>= 1	1.48	1.22	1.04	1.21	1.31	1.13	1.17	1.20	1.21	1.36

The Performance Statement in the LTFP shown in Table 1.7 indicate the performance indicators remain sound and above the Office of Local Government (OLG) benchmarks with the continuation of the Environmental Levy. They meet all OLG standards for budget performance, operational liquidity, debt, and asset management.

Scenario 2: **Discontinuation of the Environmental Levy**

TABLE 1.8 shows the Long-term Performance Statement with the discontinuation of the Environmental Levy with all assumptions remaining the same and expenses not reduced to offset the loss in the funds from the Environmental Levy. In this Scenario Randwick's Unrestricted Ratio and Cash Expense Ratio do not meet OLG benchmarks from 2027/28 onwards.

Long Term Financial Plan on Pages 48-49

Table 1.8 Performance Statement with the discontinuation of the Levy

**LONG TERM FINANCIAL PLAN 2023-33, EXCLUDING ENVIRONMENTAL LEVY
FROM 1 JULY 2024**

Performance Statement

	TARGET	YEAR 1 2023-24	YEAR 2 2024-25	YEAR 3 2025-26	YEAR 4 2026-27	YEAR 5 2027-28	YEAR 6 2028-29	YEAR 7 2029-30	YEAR 8 2030-31	YEAR 9 2031-32	YEAR 10 2032-33
BUDGET PERFORMANCE											
1. Operating Performance Ratio Measures the extent to which a council has succeeded in containing operating expenditure within operating revenue.	>0%	✔ 0.12%	✘ -2.81%	✘ -2.50%	✘ -1.67%	✘ -1.11%	✘ -0.65%	✘ -0.21%	✔ 0.26%	✔ 0.60%	✔ 0.92%
2. Own Source Operating Revenue Ratio Measures fiscal flexibility. It is the degree of reliance on external funding sources.	>= 60%	✔ 93.16%	✔ 94.44%	✔ 94.47%	✔ 94.49%	✔ 94.52%	✔ 94.54%	✔ 94.57%	✔ 94.60%	✔ 94.62%	✔ 94.64%
OPERATIONAL LIQUIDITY											
3. Unrestricted Current Ratio Represents a council's ability to meet short-term obligations as they fall due.	>= 1.5	✔ 2.83	✔ 2.34	✔ 2.04	✔ 1.68	✘ 1.29	✘ 1.08	✘ 0.88	✘ 0.60	✘ 0.47	✘ 0.30
4. Rates, Annual Charges, Interest & Extra Charges Outstanding Percentage Expressed as a percentage of total rates and charges available for collection in the financial year.	< 5%	✔ 3.8%	✔ 3.9%	✔ 3.9%	✔ 3.9%	✔ 3.9%	✔ 3.9%	✔ 3.9%	✔ 3.9%	✔ 3.9%	✔ 3.8%
5. Cash Expense Cover Ratio Liquidity ratio indicates the number of months a council can continue paying for its immediate expenses without additional cash inflow.	>= 3	✔ 5.87	✔ 4.89	✔ 4.38	✔ 3.64	✘ 2.79	✘ 2.41	✘ 2.02	✘ 1.65	✘ 1.47	✘ 1.03
LIABILITY AND DEBT MANAGEMENT											
6. Debt Service Cover Ratio Measures the availability of operating cash to service loan repayments.	2.00x	✔ 8.44 x	✔ 6.72 x	✔ 7.02 x	✔ 7.45 x	✔ 7.60 x	✔ 7.87 x	✔ 8.14 x	✔ 8.45 x	✔ 17.38 x	✔ 18.07 x
ASSET MANAGEMENT											
7. Building and Infrastructure Renewals Ratio Assesses the rate at which these assets are being renewed against the rate at which they are depreciating.	>= 100%	✔ 100.3%	✔ 102.2%	✔ 100.0%	✔ 101.2%	✔ 101.1%	✔ 101.3%	✔ 100.6%	✔ 100.7%	✔ 100.3%	✔ 101.3%
8. Infrastructure Backlog Ratio Ratio shows what proportion the infrastructure backlog is against the total value of a council's infrastructure.	<= 2%	✔ 0.48%	✔ 0.48%	✔ 0.48%	✔ 0.48%	✔ 0.48%	✔ 0.48%	✔ 0.48%	✔ 0.48%	✔ 0.49%	✔ 0.49%
9. Asset Maintenance Ratio Ratio compares actual versus required annual asset maintenance. A ratio of above 100% indicates that the council is investing enough funds that year to halt the infrastructure backlog from growing.	>= 1	✔ 1.83	✔ 1.86	✔ 1.90	✔ 1.91	✔ 1.92	✔ 1.93	✔ 1.94	✔ 1.96	✔ 1.98	✔ 1.99
10. Capital Expenditure Ratio Annual capital expenditure divided by annual depreciation.	>= 1	✔ 1.48	✔ 1.22	✔ 1.04	✔ 1.21	✔ 1.31	✔ 1.13	✔ 1.17	✔ 1.20	✔ 1.21	✔ 1.36

Summary

Scenario 1: In this model, the Council will continue to be financially sustainable, with the capacity to generate operating surpluses well into the future and fund capital and infrastructure programs as planned in the Asset Management Plans. All categories of assets would be maintained at a satisfactory standard and Council would be able to sustain current service levels.

The Council during the 2023-33 period is estimated to continue with a strong balance sheet demonstrated through the robustness of working capital and sound liquidity through healthy cash flow generation. The Council's anticipated cash reserves and financial performance supports the Council in a satisfactory financial position.

Scenario 2: If the Levy was to be discontinued, there would be a material impact on Council's financial sustainability as indicated by the Council's Long-Term Financial plan performance indicators. In the absence of finding alternative income streams, while Council will still be able to fund capital and infrastructure programs, these would be reduced by the amount normally funded from the Environmental Levy program. Generally, there would be reduced services, projects, initiatives, and infrastructure levels provided to the community. The consequence of the discontinuation of the Levy would be a reduction in council revenue and a reprioritising of services and projects to offset the reduction into the future.

d) Evidence of community need/desire for service levels/projects and limited council resourcing alternatives

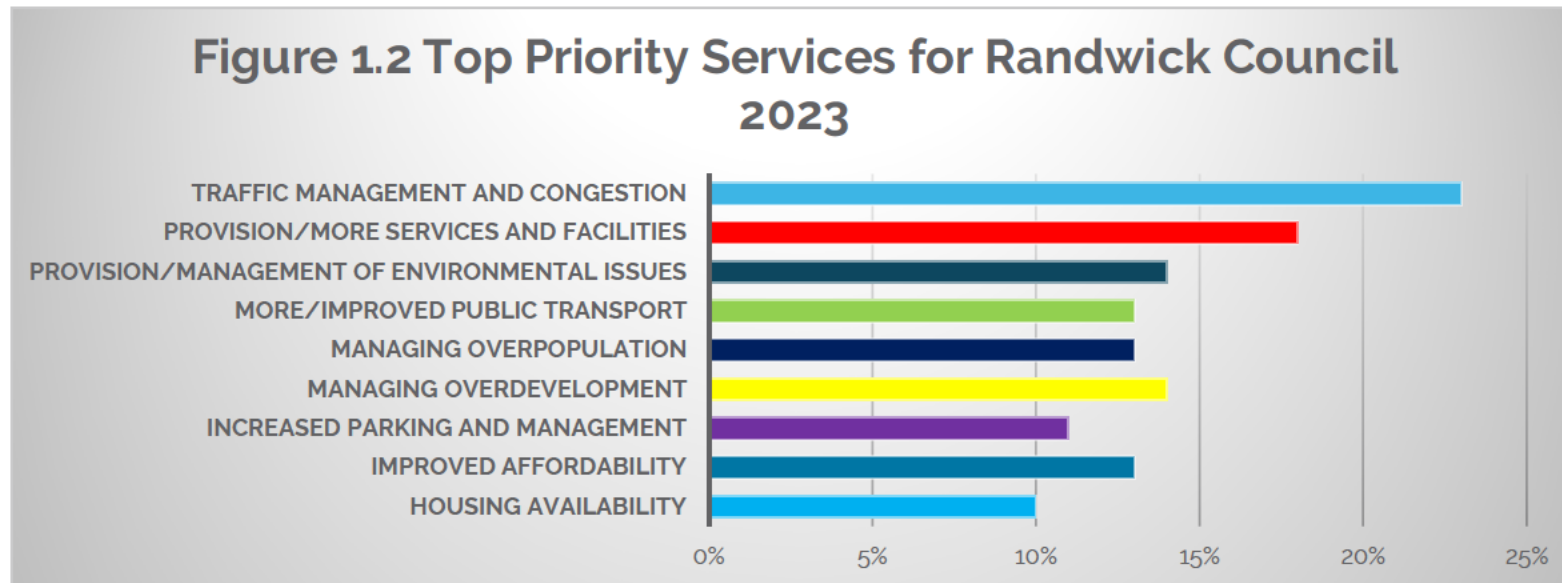
Council has engaged the community on a continuous basis over the previous five years as part of the Integrated Planning and Reporting process. More than 15,000 people were consulted on the various informing strategies and associated consultations that have been incorporated into the Community Strategic plan.

One of the two objectives in the Asset Management Strategy:

- Our asset management framework enables the realisation of community outcomes for this generation and the next.

The strategies in this objective outline how service levels are established, monitored, and reviewed for all classes of assets.

Community needs and expectations around service levels are also identified in the biennial Customer Satisfaction Survey undertaken by Micromex with Figure 1.2 showing the top services identified in the 2023 survey. (Attachment 1 - Telephone survey)



The Customer Satisfaction Survey also identifies the services where there is a gap between importance and satisfaction clearly showing the services where Council needs to improve its service delivery. Attachment 1 - Telephone survey

Council is also informed about needs and service level requirements through direct feedback to Councillors and Council staff. Some service standards are set externally, others by maintenance plans and resourcing levels.

Randwick runs online consultations on a wide variety of matters including identifying residents needs and service requirements. An example is a short online survey on Library Services that ran from 5/12/23 to 25/01/24 asking the question:

"How can we provide the best library services and facilities for our community into the future? Take our short survey and tell us what you love, what you need, and what you want from your library."

e) Evidence could also include the analysis of the council's financial sustainability conducted by Government agencies

"A local government will be financially sustainable over the long term when it is able to generate sufficient funds to provide the levels of service and Infrastructure agreed with its community "(Financial Sustainability of the NSW Government Sector, TCorp)

Financial sustainability is one of the key issues facing local government. This is due to several contributing factors including cost shifting from other levels of government, increased and more complex expectations of local communities, ageing infrastructure, technological developments, and constraints on revenue growth.

Randwick Council has had a long-term focus on achieving and maintaining financial sustainability whilst providing the levels of service and infrastructure agreed with the community. It has achieved this by:

- Developing and implementing a Financial Management Strategy with two key objectives:
 - We maintain a strong financial position that can withstand financial shocks.
 - Our continued financial sustainability enables the realisation of community outcomes for this generation and the next
- Assessing the financial sustainability of the Council every month. This is over and above existing requirements.
- Establishing an Audit Risk and Improvement Committee (ARIC) that includes both Councillors and three externally recruited members. ARIC meetings are held throughout the year to ensure compliance, identify potential risks, and enhance accountability.
- Externally audited by the Audit Office.

Randwick's Auditor, the NSW Auditor-General, stated in the 2023 Audit Report that:

I have audited the accompanying financial statements of Randwick City Council (the Council), which comprise and other explanatory information.

In my opinion:

- *the Council's accounting records have been kept in accordance with the requirements of the Local Government Act 1993, Chapter 13, Part 3, Division 2 (the Division)*
 - *the financial statements: have been prepared, in all material respects, in accordance with the requirements of this Division.*
 - *are consistent with the Council's accounting records.*
 - *present fairly, in all material respects, the financial position of the Council as at 30 June 2023, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards*
- *all information relevant to the conduct of the audit has been obtained*
(No material deficiencies in the accounting records or financial statements have come to light during the audit)

3.1 Additional information required for councils with an existing SV applying for an additional percentage increase

If the council has **an existing SV**, then explain the **need for a variation to that SV** to increase the annual percentage increases.

N/A

3.2 Any other factors that demonstrate the council's financial need (optional)

In the text box please give a brief explanation of any other factors not already mentioned that may be relevant to demonstrate the council's need.

For instance, the council may wish to discuss the impact of **non-rateable** properties.

See below:

Impact on the budget of Randwick's good stewardship responsibilities

Worksheet 12 (WS 12) in the [Part A](#) Excel application form can also be used to provide additional data.

IMPACT ON THE BUDGET OF RANDWICK'S GOOD STEWARDSHIP RESPONSIBILITIES.

Randwick Council is the custodian of many natural and built facilities that are used by and cater for many people across Greater Sydney, not just its own residents and ratepayers. It has:

- 29 kilometres of coastline
- 10 beaches
- 8 ocean pools
- 87 parks and 59 playgrounds
- Nationally recognised medical facilities in the Randwick Hospitals Complex
- Major educational facilities including UNSW, TAFE, and NIDA
- Regional quality sporting facilities such as Heffron Park, Heffron Park Centre of Excellence and the Des Renford Aquatic Centre.
- Major employment facilities such as Port Botany and Randwick Racecourse
- Proximity to the Sydney Central Business District and Sydney Airport,

These facilities, and Randwick's location help make Randwick an important contributor to the broader economy of Sydney.

However, such major natural and built facilities require ongoing maintenance, operational support, and infrastructure renewal and this places considerable additional demands on Council's budgets.

Randwick is bound by a range of legislation relating to its coastline. The Coastal Management Act 2016 identifies the need to protect coastal environmental values, and the cultural, social, and recreational use of these assets. The NSW Coastal Policy 1997 sets out to ensure that the natural, cultural, spiritual and heritage values of the coastal environment are protected, and it provides a framework for balanced and coordinated management of the coast.

Coastal natural and built resources and the marine estates require management to ensure their optimal utilisation. While the physical cost of conservation and restoration activities can be identified more easily, the benefits of such activities are less visible.

For example, in Randwick’s 2023-24 budget there were allocations for a range of beach related capital works activities such as:

Expenditure on ocean pools	\$115,000
Coogee Beach stormwater harvest	\$350,000
Surf clubs' capital planning	\$2,140,000
Coogee Beach amenities	\$1,000,000
Safety signage Clovelly Beach	\$160,000
Renovation pavilion at Maroubra Beach	\$750,000
Gross Pollutant trap	\$350,000

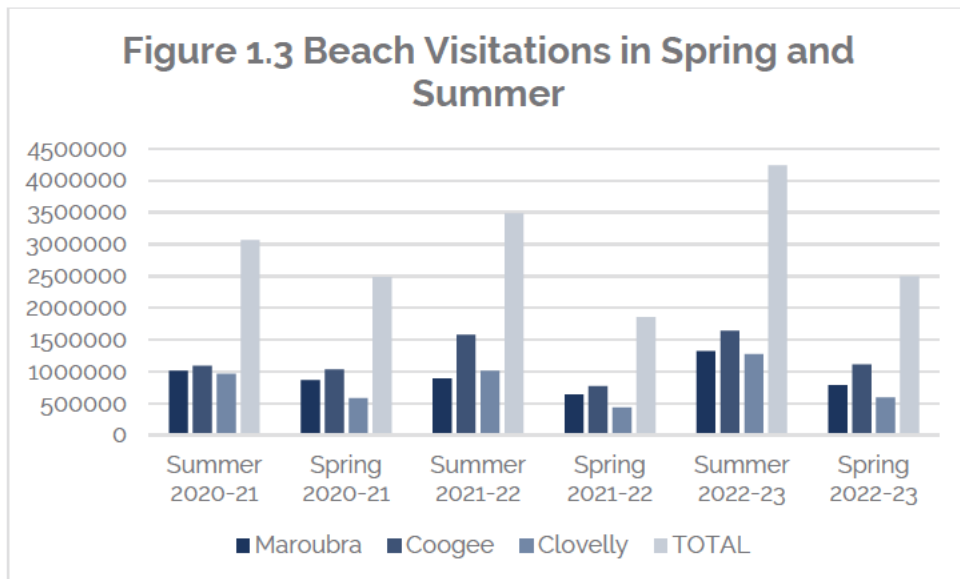
Other expenditure related to providing safe, clean beaches includes beach cleaning (machinery and staff), lifeguard services, support for surf clubs, and in summer ongoing cleaning of beach amenities among other activities.

The necessity of providing safe, clean beaches is supported by the statistics for beach visitations as can be seen in Figure 1.3 that shows visitation numbers for the three major beaches for summer and spring. This does not include visitation numbers for Malabar, Little Bay, and popular beaches around La Perouse - Yarra Bay Beach and Frenchman's Bay Beach that were not patrolled for the periods depicted in Figure 1.3.

Randwick Council has now expanded its Lifeguard services to Malabar and Little Bay Beaches for the first time this summer. The decision to introduce Lifeguards follows five water related fatalities at Little Bay since January 2022 and a major incident at Malabar Beach.

The provision of such services for not only Randwick residents but millions of people across Greater Sydney region as well as domestic and international tourists places additional and costly demands on the resources of Randwick Council.

Figure 1.3: Beach Visitations in Spring and Summer



There are substantial economic benefits to the local business community derived from the beaches. Some are more easily quantified but there are also other non-monetary values such as the value to beach goers of beach restoration, or the value of marine parks to residents who are, in many respects, excluded from their direct use but still gain conservation related benefits from their protection. Residents may also have paid substantial price premiums to live closer to the beach.

Over the years there has been a number of studies by organisations such as University of NSW, CSIRO and the Sydney Coastal Councils Group that sought to estimate the economic value of selected Sydney beaches, to provide the necessary information to allow local and State government agencies to identify the most appropriate management response to projected climate change impacts. Non-market values represent the value of the asset to the local community, based on how much they would be willing to pay for them if they were required to pay. Based on the data, the present annual value of the average willingness to pay for protection of sandy beaches was estimated to be \$460 per household for Sydney residents. This shows that residents do value their beaches and coastline. The Environmental Levy of \$101 per average ratepayer is considerably less.

4 OLG SV Criterion 2 – Community awareness and engagement

Refer to the OLG SV Guidelines as needed, and section 4 of IPART's [Guidance Booklet - Special variations: How to prepare and apply](#) when preparing consultation strategy and materials for completing this section. Please also note that section 4 of IPART's [Guidance Booklet - Special variations: How to prepare and apply](#) is the IPART fact sheet referred to in the OLG SV Guidelines under Criterion 2 that provides guidance to councils on the community awareness and engagement criterion for special variations.

4.1 How did the council engage with the community about the proposed special variation?

In Table 7 please provide evidence as to how the council's community engagement met Criterion 2.

Table 7 Evidence of the council's community engagement demonstrating Criterion 2

Criteria	Evidence of meeting this criterion	Reference to application supporting documents
Evidence that the community is aware of the need for and extent of a rate rise.	See below	Click or tap here to enter text.
The council need to communicate the full cumulative increase of the proposed SV in percentage terms, and the total increase in dollar terms for the average ratepayer, by rating category.	See below	Click or tap here to enter text.
The Delivery Program and LTFP should clearly set out the extent of the General Fund rate rise under the SV, for the average ratepayer, by rating category.	Only included in the total rates revenue figure in both scenarios in the LTFP	Click or tap here to enter page numbers to Delivery Program and LTFP.
Council should include an overview of its ongoing efficiency measures and briefly discuss its progress against these measures, in its explanation of the need for the proposed SV.	See below	Click or tap here to enter text.
The council's community engagement strategy for the SV must demonstrate an appropriate variety of engagement methods to ensure community awareness and input occur.	See below	Click or tap here to enter text.

Criteria	Evidence of meeting this criterion	Reference to application supporting documents
Explain the action, if any, the council took in response to feedback from the community	See below	Click or tap here to enter text.

In the text box below, provide any other details about the council's consultation strategy, timing or materials that were not captured in Table 7.

Click here to enter text.

In the text box below, please provide any other details about the community's involvement in, engagement with or support of or opposition to the proposed SV not captured in Table 7.

Click here to enter text.

Please list out any other attachments in Table 8 that the council has relied on to respond to Criterion 2 that was not otherwise outlined in Table 7.

Table 8 Other Criterion 2 attachments

Attachment number	Name of document	Page references

Council's Response to criteria above:

Criteria: Evidence that the community is aware of the need for and extent of rate rise

The Council's community engagement strategies must demonstrate an appropriate variety of engagement methods to ensure community awareness and input occur.

The following information addresses both the above criteria with full details of the [Community Engagement Strategy – attachment 10](#).

Randwick Council in its Consultation and Engagement Strategy worked to ensure that all residents and ratepayers were aware of the need for and the extent of the proposed SRV. The following is a summary of the various means employed to widely distribute the information and engage with the community.

- Information booklet and reply paid survey with the online option, sent to every ratepayer. Approximately **45,500**.
- **13,873** visits to the dedicated Your Say Randwick website.
- **12,766** documents were downloaded.
- Approximately **3,000** of each booklet prepared in another language - Greek, simplified Chinese, Indonesian and Spanish were downloaded.
- A full-page advertisement in **two local newspapers**.
- Feature story in Council's SCENE magazine distributed to **62,000** households.
- **21 hours** of face-to-face sessions with 178 residents engaged.
- Information publicly exhibited in Council's Customer Service Centre and the three libraries.
- Online advertising on telephone booths at **11 locations**.
- Weekly emails to Randwick eNews letter subscribers (**51,000**) every week for **six weeks**.
- **25 posts** on Council's social media reaching **46,00 users** each time.

- Two-minute Environmental Levy video produced and promoted on Council's website and other social media platforms, digital displays at all three libraries and Customer Service Centre and at showings at Randwick Ritz Cinema over a four-week period.

The following provides an executive summary of the results from the main consultation

Consultation Activity	Supportive (%)	Unsupportive (%)	Summary and notes	Random and representative?
Telephone Survey	48% Very Supportive 29% Supportive 16% Somewhat Supportive	2% not very supportive 6% not at all supportive	A random and representative survey of 750 Randwick City residents with +/- 3.6% error margin. Surveys of this type are statistically considered a reliable indicator of community sentiment (n= 750 respondents)	YES
Ratepayer survey	59%	43%	Opt-in survey open to Randwick ratepayers (n= 7,639 received)	NO
Drop-in sessions	N/A		Nine drop-in sessions totalling 21 hours attended by 178 attendees	NO
Submissions	46%	49%	Submissions provide the opportunity for interested community members, groups and businesses to provide feedback. (n=194 submissions)	NO

The results show a strong level of awareness of the proposal to continue the Environmental Levy and based on the detailed comments, respondents show a good level of understanding of the proposed projects, costs, and impact to rates.

Criteria: Communicate the full cumulative increase in % terms and total increase in \$ terms for average ratepayer by rating category.
 Information booklet – attachment 11

What continuing or stopping the Environmental Levy would mean for you

	OPTION 1 CONTINUE LEVY			OPTION 2 DISCONTINUE LEVY					
	Under this option, ratepayers continue paying the Environmental Levy and it is made permanent. The levy will fund important sustainability improvements, maintenance and projects.			This option proposes discontinuing the Environmental Levy. Ratepayers would receive a small reduction in their rates, but Council will have to cancel, reduce or delay many sustainability projects.					
	<input checked="" type="checkbox"/> Conserving water and reducing pollution entering our oceans <input checked="" type="checkbox"/> Public renewables and EV charging <input checked="" type="checkbox"/> Completing coastal walkways including whale watching platforms	<input checked="" type="checkbox"/> Tackling climate change and reducing urban heat island effect <input checked="" type="checkbox"/> Sustainability grants, community workshops and programs		<input type="checkbox"/> Conserving water and reducing pollution entering our oceans <input type="checkbox"/> Public renewables and EV charging <input type="checkbox"/> Completing coastal walkways including whale watching platforms	<input type="checkbox"/> Tackling climate change and reducing urban heat island effect <input type="checkbox"/> Sustainability grants, community workshops and programs				
What continuing/discontinuing the levy will cost you	Residential ratepayers	\$101 per year	\$1.95 per week	\$0.28 per day	Residential ratepayers	-\$101 per year	-\$1.95 per week	-\$0.28 per day	
	Business ratepayers	\$139 per year	\$2.68 per week	\$0.38 per day	Business ratepayers	-\$139 per year	-\$2.68 per week	-\$0.38 per day	
Overall rate increase (including/excluding Environmental Levy) over one year	11.67%			5.00%					
	Overall cumulative increase for 2024/25 including: • Rate peg (assumed at 5%) • Continuing Environmental Levy			Overall cumulative increase for 2024/25 including: • Rate peg (assumed at 5%) • Environmental Levy discontinued					
	For residential ratepayers - retaining levy			For residential ratepayers - ceasing levy					
	Current year 2023-24	Year 1 2024-25		Current year 2023-24	Year 1 2024-25				
Average annual rate		\$1,449			\$1,449				
Annual rate increase rate peg*		\$72			\$72				
Total average residential rates	\$1,449	\$1,521		\$1,449	\$1,521				
ENVIRONMENTAL LEVY	\$97	\$101		\$97	\$0				
Total average residential rates and Environmental Levy	\$1,546	\$1,622		\$1,546	\$1,521				
Rates savings if levy not continued		N/A			-\$101				
	For business ratepayers - retaining levy			For business ratepayers - ceasing levy					
	Current year 2023-4	Year 1 2024-5		Current year 2023-4	Year 1 2024-5				
Average annual rate		\$7,153			\$7,153				
Annual rate increase rate peg*		\$358			\$358				
Total average business rates	\$7,153	\$7,511		\$7,153	\$7,511				
ENVIRONMENTAL LEVY	\$133	\$139		\$133	\$0				
Total average business rates and Environmental Levy	\$7,286	\$7,650		\$7,286	\$7,511				
Rates savings if levy not continued		N/A			-\$139				

*Annual rate increase (rate peg) is set by IPART. The Council's financial forecasts rely on the assumptions outlined in our Long-Term Financial Plan 2023-33, adopted by Council in September 2023. The rate peg by IPART has not been determined at the time of this publication. Any variance between the assumptions in the Long-Term Financial Plan and the Council's estimates will directly affect the financial outcomes.

** excludes Port Botany businesses (29 properties)

Criteria: Delivery Program and LTFP should set out the extent of the general fund rate rise under the SV for average ratepayer by rating category.

Only included in the total rates revenue figure in both scenarios in the LTFP.

The rise under the SV for average ratepayer is included in the community consultation material.

Include an overview of efficiency measures and briefly discuss progress in relation to these measures as part of establishing need for SRV.

Addressed in other criteria

RANDWICK COUNCIL'S COMMUNITY ENGAGEMENT STRATEGY

Council has engaged the community on a continuous basis over the previous five years as part of the Integrated Planning and Reporting process. More than 15,000 people were consulted on the various informing strategies and associated consultations that have been incorporated into the Community Strategic plan and over 1,200 people directly contributed through either completing a survey or attending a workshop relating to the development of the Environment Strategy.

In 2022 Council held *Randwick 100*, an interactive forum, feedbacks pointed to the importance of face-to-face activities in addition to online surveys and polls. In response to this, in 2023 a new series of face-to-face community consultation sessions called Let's Chat commenced in September 2023 and these will be held over the course of the next nine months at a number of convenient locations around Randwick City. Each Let's Chat session will provide the community with an opportunity to chat about local issues with their local Councillors.

Randwick Council values community feedback, and it regularly seeks community comment on proposed projects, policies and plans.

The formal consultations are hosted on our [Your Say Randwick website](#) where members of the community can register to receive updates. The website has links to all current and completed consultations.

The way that Council consults with its local community is guided by Council's [Community Engagement Strategy](#). Randwick Council recognises the important role that community participation and engagement plays in helping the community have a voice in Council decision-making.

Council also publishes notification of community consultations run by other authorities for the information of our local community.

Community Engagement in relation to proposed SRV

Randwick City Council is proposing to continue Council's Environmental Levy and make it permanent. The Levy funds a range of sustainability initiatives across our City. The Levy has been in place since 2004 and was extended in 2009, 2014 and 2019. It is currently due to expire on 30 June 2024.

At the Ordinary Council Meeting on 24 October 2023 the Council approved the implementation of the consultation process with the community seeking their views on continuing and making permanent Randwick's environment Special Rate Variation (SRV) that currently provides dedicated funding for the innovative environmental program. [Ordinary Council Meeting resolution – 24 Oct 23 – Attachment 12](#)

As agreed in the above resolution Randwick City Council conducted a comprehensive engagement program on the proposed continuation and permanency of the Environmental Levy (**See attachment 7 – Community Consultation Plan Environmental Levy SRV**). The goal was to engage openly and constructively with the Randwick community about the Levy, in line with Council's Community Engagement Strategy and meeting IPART's requirements for consulting with the community regarding Special Rate Variation (SRV).

The objectives of the consultation were:

- To ensure the Randwick City community, residents and ratepayers are comprehensively informed about Council's proposal to continue and make permanent the Environmental Levy.
- To obtain a measure of community attitudes towards continuing to pay the Environmental Levy.
- To provide an opportunity for the community to input into their preferred programs and projects to be delivered as part of the Environmental Levy, should it continue.
- To communicate to the Randwick City community, residents and ratepayers what impact the Levy has had in its 20-year history.
- To determine levels of support and priorities for the proposed projects under the Environmental Levy.
- To ensure IPART's requirements for local councils applying for SRVs are met to a high standard, primarily around the requirements to deliver sufficient information and consultation with its community.

The consultative approach was transparent and well publicised. It sought to engage the wider, local community as well as non-resident rate payers.

The engagement strategy (*see attachment 7 – Community consultation plan Environmental Levy SRV*) included opportunities for public participation and employed targeted communications, using the following activities to facilitate community engagement.

- Ratepayer mailout
- Translated materials – letter and information booklet.
- Dedicated consultation website
- Advertising
- Drop-in sessions and exhibition of documents
- Outdoor advertising
- Digital communications
- Social media
- Videos and cinema advertising

The consultation and engagement strategy acknowledged the diversity of the Randwick community by recognising that different people prefer to engage and give feedback in different ways. Translated versions of the Mayor's Letter and Information Booklet were available in simplified Chinese, Greek, Spanish and Indonesian by scanning the QR code on the ratepayers' letter or downloading from the Your Say Randwick website.

The consultation was open for 42 days from 7 November to 19 December 2023. The community was asked to specify whether or not they supported the continuation of the Environmental Levy to make it permanent, and to identify the projects they felt were the most important. They were also given the opportunity to comment in general.

The information booklet and information sheets on key projects were available in hard copy at all Randwick City Council Libraries, at the Customer Service Centre and [online](#).

Ratepayer Survey

There was a majority support (55%) for the Levy to continue, while 43% of respondents opposed the Levy continuing. This survey was sent to 46,414 ratepayers and we received 7,639 responses which indicates a very high level of awareness and engagement.

Your Say Randwick

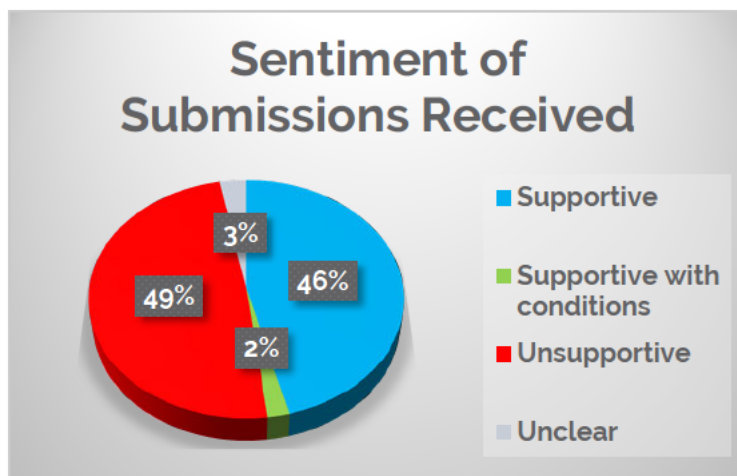
A dedicated Your Say Randwick website was created to help inform residents of the **consultation**, all the ways they could be involved, and/or to make a submission. A number of documents were available to download, including the information sent to ratepayers translated into one of the four community languages and project information sheets.

The consultation was open for 42 days from 7 November to 19 December 2023. During this time, the site experienced the following:

- 13,873 visits to the Your Say Randwick webpage
- 12,766 document downloads

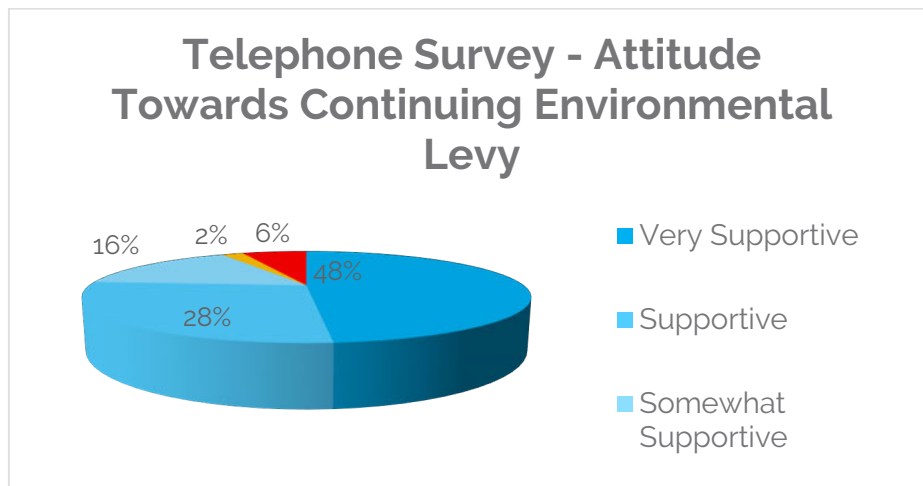
Randwick Council actively encouraged the community to tell Council what they thought about continuing the Levy. In total 194 submissions were received. Of these submissions, 81% were received through Council’s Your Say Randwick consultation website and 19% were via email.

Submissions have come from ratepayers, businesses, community groups and renters. Some people may have lodged a submission as well as completing the ratepayer survey. Of the 194 submissions received, 89 were in favour of continuing the Levy, 3 were supportive with conditions, 96 did not want to continue the Levy, and 6 were unclear.



Telephone Survey

In November 2023 a telephone survey was conducted with 750 residents to consider both community satisfaction with Council services and facilities as well as exploring views and preferences regarding making the Environmental Levy permanent in the rates. This survey was undertaken by an independent, professional research first interviewing a random and representative group of residents to obtain data with an error margin of just 3.6%.



Engagement Outcomes

In summary the results from the three engagement processes are as follows:

- 92% support. Telephone survey- random and representative
- 55% support. Ratepayer survey. 7,639 responses
- 46% support. Submissions on website. 194 received.

The results from the various surveys and consultations show a strong level of awareness of the proposal to continue the Environmental Levy and based on the detailed comments, respondents show a good level of understanding of the proposed projects, costs and impact to rates.

The telephone survey, ratepayer survey and submissions provide three different measures. Opt-in surveys like the ratepayer survey and submissions are representative of those who chose to respond and consequently tend to be more reflective of the views of motivated respondents with stronger views. Randomly conducted and representative surveys, such as telephone surveys, are generally considered a more reliable indicator of typical community sentiment.

Criteria: Explain the action, if any, RCC took in response to community feedback.

All submissions from residents were included in the report in Attachment 4 – Environmental Levy Community Consultation Report

Criteria: Provide any other details of consultation strategy, timing or materials not captured in Table **Provide any other details about the community’s involvement in, engagement with or support of or opposition to proposed SRV

Full details of the outcomes in *Attachment 4 – Environmental Levy Community Consultation Report*

OTHER COMMUNITY CONSULTATION AND ENGAGEMENT IN RELATION TO THE PROPOSED LEVY AND ENVIRONMENTAL MATTERS

There has been extensive consultation with the community around the Levy and environmental matters over the past three years. The results from the range of strategies shows the importance of the environment to residents, their expectations of Council in addressing environmental issues and their levels of satisfaction with the outcomes and communication.

The results of the two consultations, not discussed in the attached report on the Consultation and Community Engagement Strategy are outlined below.

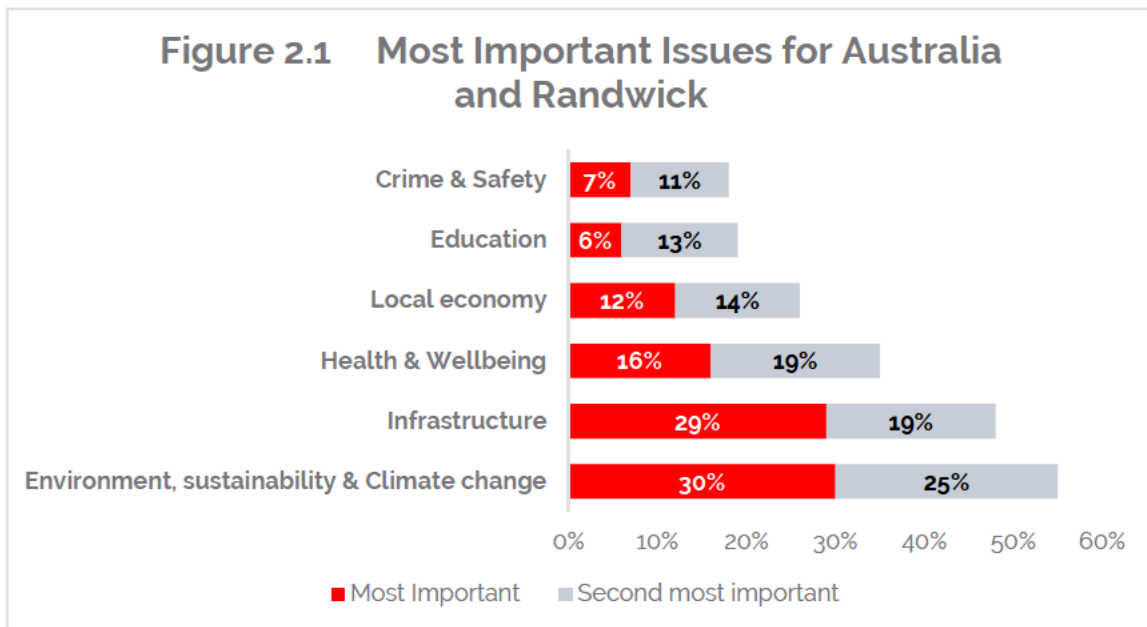
Who Cares About the Environment Survey 2021 - report in Attachment 5

In 2021 IRIS Research conducted the Randwick community Who Cares About the Environment? Survey that focused on the knowledge, skills, attitudes and behaviours of the local community in respect to protection of the environment. This survey has previously been conducted in 2005, 2008, 2011, 2014 and 2017 providing a sound longitudinal study of the views of Randwick residents. It also covered the full period of the implementation of the Environmental Levy at Randwick.

The telephone survey was conducted in April 2021 with 603 residents and the 2016 census data was used to establish quotas to ensure a good distribution of responses by age and gender.

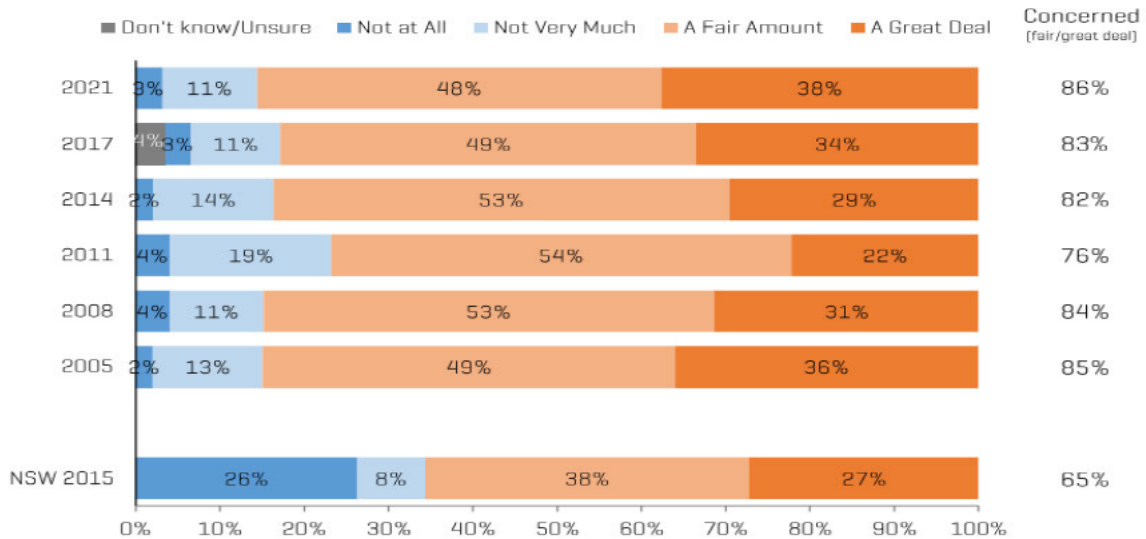
Key Findings:

Randwick residents rated Environment, Sustainability and Climate Change as the most important issue facing Australia and Randwick. This was followed by Infrastructure. This can be seen in **Figure 2.1** below



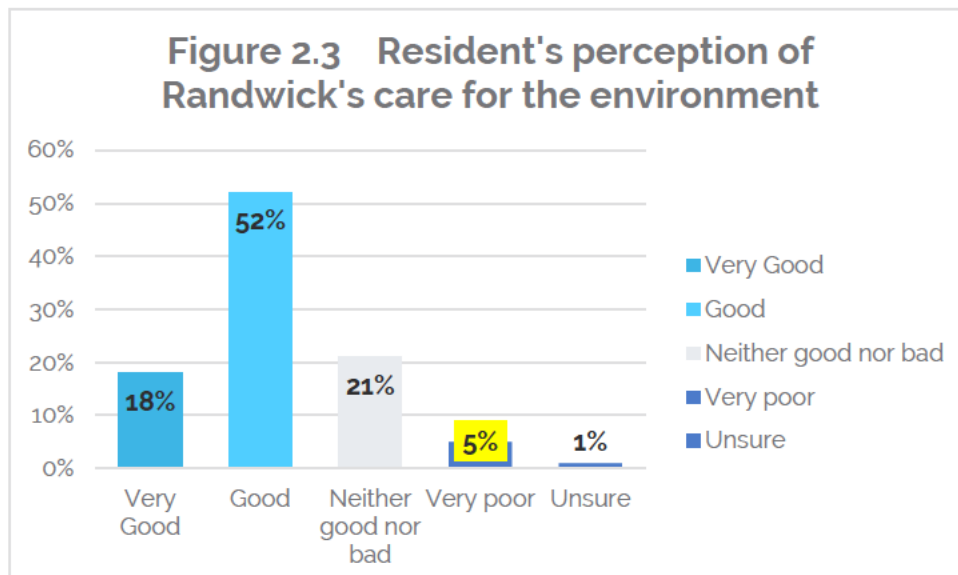
- Waste related issues such as recycling 18%, and waste disposal and management 16% were nominated as the most important environmental issues for Randwick.
- 86% of residents were concerned a **great deal/fair amount** about the environment. The level of concern continued to increase incrementally and was at its highest since 2005. This is shown below in Figure 2.2

Figure 2.2 Comparison over the years with the Randwick's residents' Level of Concern about environmental problems.



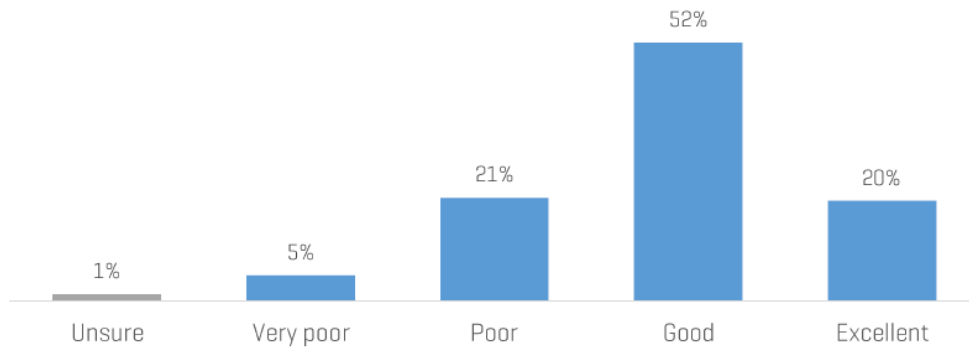
Q: In general how concerned are you about environmental problems? Would you say you are concerned....
 Base: n=603

- 70% of residents rated Randwick's care for the environment as **good** or **very good**. The proportion rating it as very good increased from 13% to 18%, compared to the 2017 survey. This is shown in **Figure 2.3**.

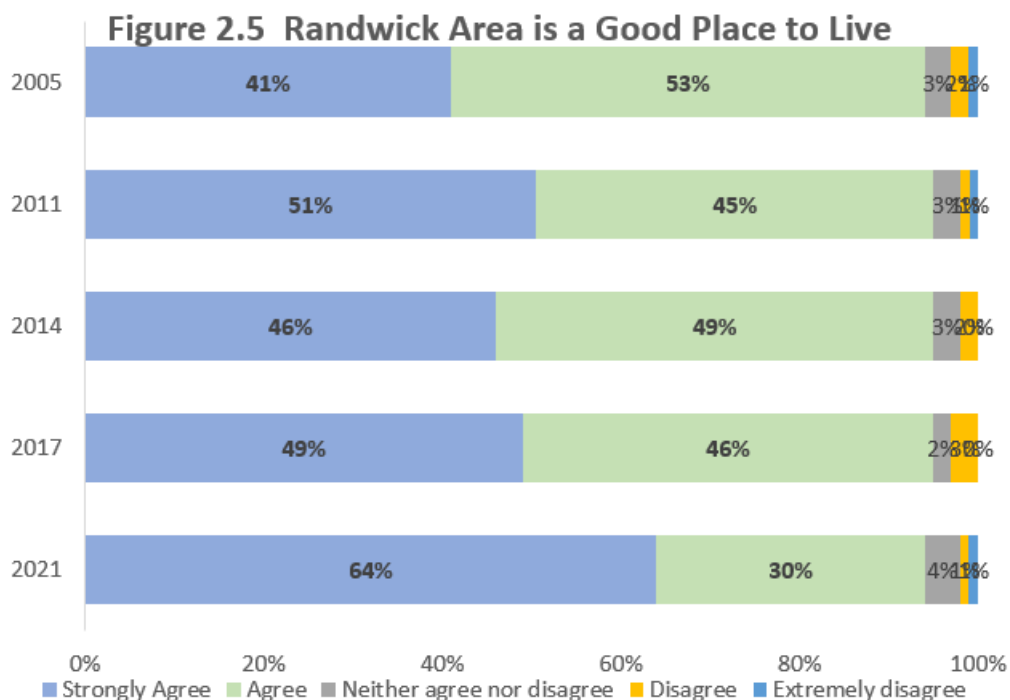


- 72% of residents rated Randwick **good** or **excellent** in providing information to help protect the environment. There was a significant increase in the excellent rating compared to the 2017 survey from 9% to 20%. This is shown in **Figure 2.4**

Figure 2.4 Council's Performance in Providing Information



- 50% of residents rated protecting and conserving our coastal and marine environment as the most important environmental goal for Council to focus on in the next five years.
- 94% of residents agree/strongly agree that Randwick is a good place to live. This is the best result since the surveys commenced in 2005. This is shown in **Figure 2.5**



- 88% of residents rated their quality of life as good/excellent with 43% rating it as excellent.

In summary, the Who Cares About the Environment Survey clearly showed Randwick's residents strength of concern for the environment and their satisfaction with Randwick's care for the environment and its performance in providing information to help protect the environment. 94% of residents see Randwick as a good place to live.

2023 Australian Liveability Census – see Attachment 6

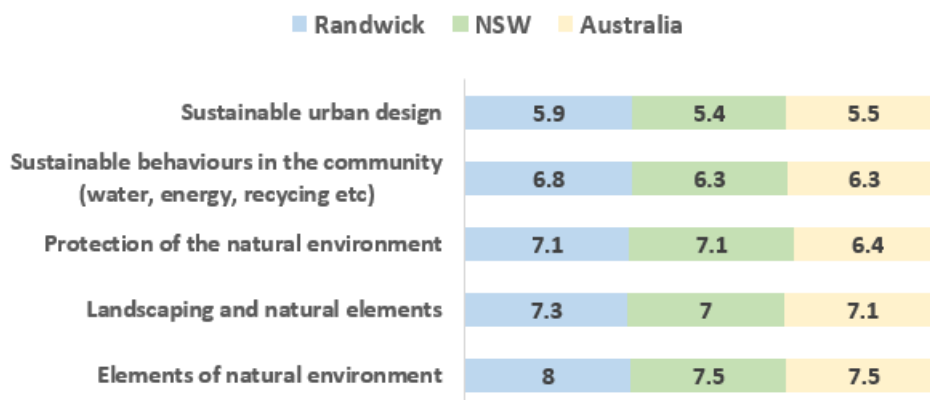
The Australian Liveability Census was conducted between March and June 2023. Liveability is defined 'as an assessment of what it is like to live in a place.' The results showed what really matters to local communities and their priorities and ideas for making their neighbourhood better for them. It strongly challenges the traditional expectations of local government as responsible only for rates, roads, and rubbish. These days residents have much greater expectations of their councils, and it is the responsibility of a council to work towards making neighbourhoods better for their residents.

There were 51,700 responses received nationally with 1,280 responses from residents of Randwick. The reported results have a margin in their error of +/-3.9% at the 95% confidence level. Placescore carried out the survey in Randwick.

Key Findings:

- 86% of residents are satisfied with liveability in their local neighbourhoods.
- Liveability in Randwick is higher than all States and the National levels .
- Elements of natural environment (natural features, views, vegetation, topography, water, wildlife, etc.) are the most important liveability community value (73%) for residents and exceeded the benchmark scores.
- Protection of the natural environment (54%) was the 5th most important liveability community value.
- Randwick exceeded the State and National benchmarks on performance on both the working themes of Environmental Sustainability and Open Space. This is shown in **Figure 2.6**

Figure 2.6 Performance on Environmental Sustainability



OLG SV Criterion 3 – Impact on ratepayers

Refer to the [OLG SV Guidelines](#) as needed, and section 5 of IPART's [Guidance Booklet - Special variations: How to prepare and apply](#) when preparing consultation strategy and material for completing this section. The [Part A](#) application form also collects information for this criterion in Worksheet 7 (WS 7 - Impact on Rates).

4.2 How did the council clearly show the impact of any rate rises on the community?

Please articulate in the text box below how the council demonstrated this question.

In your response, please include references to the Delivery Program, LTFP and relevant community consultation materials to support the council's claims.

Randwick clearly showed the impact of any rate rises on the community in both the consultation process and in the IP&R documents.

The information booklet distributed directly to all Randwick's ratepayers, whether residing within Randwick or outside of the Local Government Area (LGA) included the following table showing what continuing or stopping the Environment Levy would mean for households. The same information was included in paid advertisements in local media, on display boards at Customer libraries and Council's Customer Service centre and on the news section of Council's website and on Council's Your Say Randwick website.

What continuing or stopping the Environmental Levy would mean for you

	OPTION 1 CONTINUE LEVY			OPTION 2 DISCONTINUE LEVY					
	Under this option, ratepayers continue paying the Environmental Levy and it is made permanent. The levy will fund important sustainability improvements, maintenance and projects.			This option proposes discontinuing the Environmental Levy. Ratepayers would receive a small reduction in their rates, but Council will have to cancel, reduce or delay many sustainability projects.					
	<input checked="" type="checkbox"/> Conserving water and reducing pollution entering our oceans <input checked="" type="checkbox"/> Public renewables and EV charging <input checked="" type="checkbox"/> Completing coastal walkways including whale watching platforms	<input checked="" type="checkbox"/> Tackling climate change and reducing urban heat island effect <input checked="" type="checkbox"/> Sustainability grants, community workshops and programs		<input type="checkbox"/> Conserving water and reducing pollution entering our oceans <input type="checkbox"/> Public renewables and EV charging <input type="checkbox"/> Completing coastal walkways including whale watching platforms	<input type="checkbox"/> Tackling climate change and reducing urban heat island effect <input type="checkbox"/> Sustainability grants, community workshops and programs				
What continuing/discontinuing the levy will cost you	Residential ratepayers	\$101 per year	\$1.95 per week	\$0.28 per day	Residential ratepayers	-\$101 per year	-\$1.95 per week	-\$0.28 per day	
	Business ratepayers	\$139 per year	\$2.68 per week	\$0.38 per day	Business ratepayers	-\$139 per year	-\$2.68 per week	-\$0.38 per day	
Overall rate increase (including/excluding Environmental Levy) over one year	11.67%			5.00%					
	Overall cumulative increase for 2024/25 including: • Rate peg (assumed at 5%) • Continuing Environmental Levy			Overall cumulative increase for 2024/25 including: • Rate peg (assumed at 5%) • Environmental Levy discontinued					
	For residential ratepayers - retaining levy				For residential ratepayers - ceasing levy				
	Current year 2023-24	Year 1 2024-25		Current year 2023-24	Year 1 2024-25				
Average annual rate		\$1,449			\$1,449				
Annual rate increase rate peg*		\$72			\$72				
Total average residential rates	\$1,449	\$1,521		\$1,449	\$1,521				
ENVIRONMENTAL LEVY	\$97	\$101		\$97	\$0				
Total average residential rates and Environmental Levy	\$1,546	\$1,622		\$1,546	\$1,521				
Rates savings if levy not continued		N/A			-\$101				
	For business ratepayers - retaining levy				For business ratepayers - ceasing levy				
	Current year 2023-4	Year 1 2024-5		Current year 2023-4	Year 1 2024-5				
Average annual rate		\$7,153			\$7,153				
Annual rate increase rate peg*		\$358			\$358				
Total average business rates	\$7,153	\$7,511		\$7,153	\$7,511				
ENVIRONMENTAL LEVY	\$133	\$139		\$133	\$0				
Total average business rates and Environmental Levy	\$7,286	\$7,650		\$7,286	\$7,511				
Rates savings if levy not continued		N/A			-\$139				

*Annual rate increase (rate peg) is set by IPART. The Council's financial forecasts rely on the assumptions outlined in our Long-Term Financial Plan 2023-33, adopted by Council in September 2023. The rate peg by IPART has not been determined at the time of this publication. Any variance between the assumptions in the Long-Term Financial Plan and the Council's estimates will directly affect the financial outcomes.
 ** excludes Port Botany businesses (29 properties)

The letter from the Mayor in the booklet that invited the community to complete the survey stated:

"For around 28c a day or \$1.95 a week, I believe continuing our Environmental Levy is the right thing to do for our residents and families, now and into the future."

Further, this booklet was available on the [website](#) in English and four other languages.

Environmental Levy
Sustaining our City
for the next 20 years

HAVE YOUR SAY

November 2023

[Read the Information Booklet](#)

Translated Information Booklets

- [Simplified Chinese Mayors Letter and Booklet \(756 KB\) \(pdf\)](#)
- [Greek Mayors Letter and Booklet \(415 KB\) \(pdf\)](#)
- [Spanish Mayors Letter and Booklet \(488 KB\) \(pdf\)](#)
- [Indonesian Mayors Letter and Booklet \(485 KB\) \(pdf\)](#)

Long-Term Financial Plan (LTFP)

In the LTFP adopted on the 6 February 2024, consideration was given to a range of economic and political factors including the continuation of the Environmental Levy that affect Council finances impacting Council's capability to maintain existing levels of service.

The LTFP included two scenarios showing the impact of continuing or discontinuing the Environmental Levy on income and the long-term financial position.

4.3 How has the council considered affordability and the community's capacity and willingness to pay?

Please articulate in the text box below how the council demonstrated this question.

In your response, please provide references to the Delivery Program, LTFP and community consultation materials where the council has considered the affordability and the community's capacity and willingness to pay.

Randwick has considered both the affordability and the community's capacity to pay the Levy of approximately \$101 per household per year. The Environmental Levy has been part of the rates structure for the past 20 years. The continuation of the Levy and move to make it permanent is effectively maintaining the status quo, i.e., asking ratepayers to continue to pay, apart from the rate peg increase, the level of rates that they are already paying.

It is felt that the continuation of the Levy will not be a significant additional rate burden as the results of the community consultation, outlined in Criterion 2 show strong support for the continuation of the Levy.

A range of factors attest to the **capacity** of Randwick ratepayers to pay the Levy and the affordability of the Levy including:

- Household income levels
- Housing data
- SEIFA data
- Relativity of proposed rate increase

Household income levels

Household income, together with other data such as qualifications and occupation are some of the most important indicators of socio-economic status. These indicators reveal the strength of socio-economic status and the economic opportunities experienced across the Randwick community.

It is important to note that income data is not the only measure of wealth. In an area like Randwick where house values have increased substantially over time, this will produce a higher proportion of households with low income, but where the occupants may have large capital wealth.

The 2021 Census Data showed that:

- 22.7% of Randwick's population earned an income of \$2000 or more per week.
- 36.3% of households earned more than \$3000 per week compared with 30% of the population of Greater Sydney.

- The median weekly household income in 2021 for Randwick was \$2311 increasing from \$1916 in 2016; in 2021 the median weekly household income for Greater Sydney was \$2099 and for NSW \$1486.
- Between 2016 and 2021 there was an increase in the percentages of persons with *more than non-school qualifications* rising from 68.7% to 72.9%. For those *with a university qualification* it increased from 37.5% in 2016 to 43.3% in 2021. Finally, for those *with a postgraduate degree* it increased from 10.6% in 2016 to 13.1% in 2021.
- In 2021 27.1% of the Randwick population had *no qualifications* reflecting a decrease from the 2016 result of 31.3%. The comparable 2021 figure for Greater Sydney was 34.2%.

Other data sources showed that:

- In 2020, the median total income, excluding government pensions and allowances, in Randwick was \$63,696, which far exceeds the median in total income for the Australian population (\$52,338).
- The Office of Local Government data shows that based on the 2017 average taxable income that Randwick's residents had the 10th highest average taxable income in the State.
- Over time there has been a gradual decrease in the number of residents receiving pensioner rebates. In 2017/18, 8.9% of residents received a pensioner rebate but in 2021/22 this had fallen to 8.3%. It is expected that this slow decrease will continue. Randwick currently has the 14th lowest percentage level of pensioner rebates across the State.
- The low level of outstanding rates and charges (2.89%) despite the current economic climate supports the capacity to pay of both residents and businesses.
- The level of unemployment in 2021 in Randwick LGA is 4.3% which is lower than Greater Sydney (5.1%), NSW (4.9%) and Australia (5.1%). Both youth and senior unemployment levels is lower in Randwick than Greater Sydney, NSW, or Australia.

In summary we can say that over the last five years, the Randwick workforce is becoming more highly educated and this is reflected in higher weekly incomes. When compared against the Greater Sydney population, Randwick residents are better educated and enjoy higher levels of personal and household incomes. This supports the fact that the residents have the capacity to continue to pay the Levy.

Housing

The 2021 Census Data showed that:

- Only 1.6% of very low-income Randwick residents reported that they were experiencing rental stress compared with 2.2% of the same group across Greater Sydney.
- There was an increase in percentage of households who fully owned their house from 24.5% in 2016 to 25.9% in 2021. However, across Greater Sydney there has been a decrease in fully owned ownership over the same five-year period. Again, this supports the financial strength of Randwick residents compared to other areas of Sydney. The homeowners are a group that would be less affected by the current cost of living pressures than those with a mortgage or paying rent.
- In Randwick, a high percentage of the homeless (72.9%) live in boarding houses compared to 29.8% across Greater Sydney.
- 6.1% of Randwick's residents live in social housing compared with 4.1% of the residents of Greater Sydney. These residents will not have to pay the Levy showing that continuing the Levy will have no impact on a significant percentage of our low-income residents.
- Randwick has a high percentage of renters (38.6%) compared to 30.4% across Greater Sydney. The greatest grouping of renters is around Kingsford, reflecting the proximity of the University of New South Wales

Other data showed:

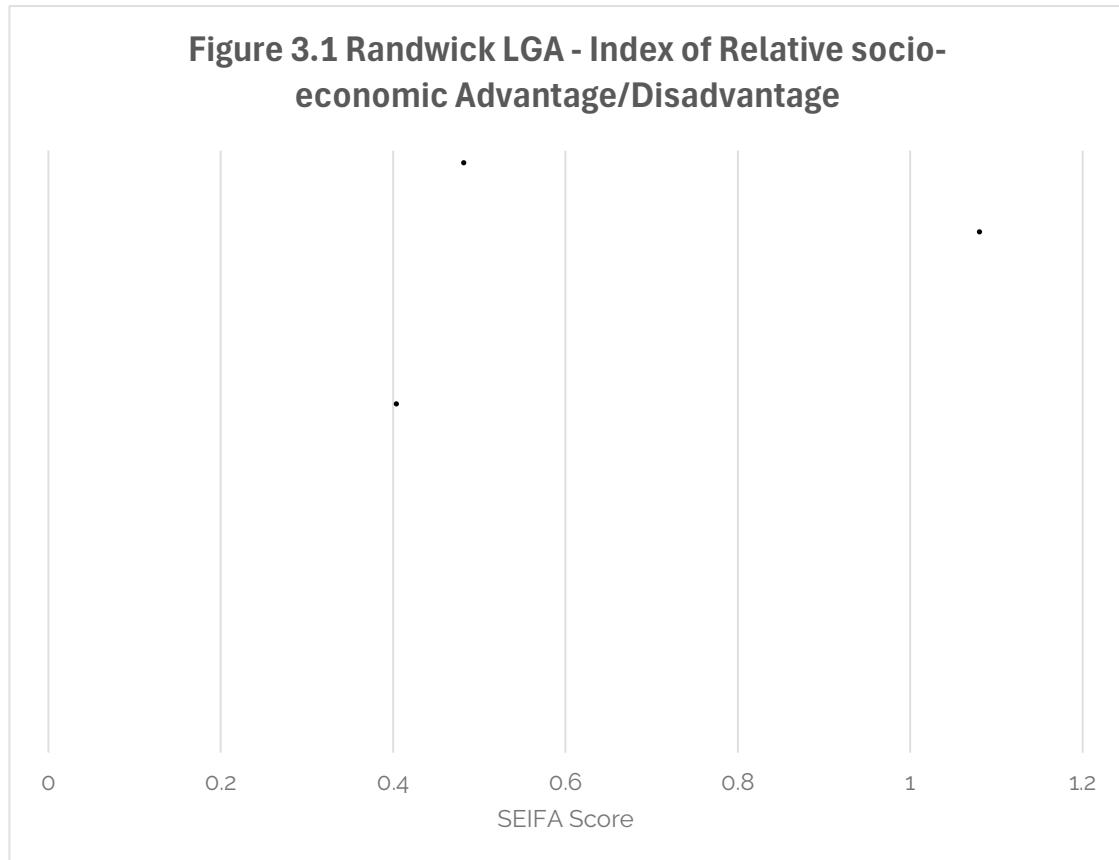
- Recent ABS statistics (June 2023) showed that 10.5% of all rentals were affordable to low-income households.
- In June 2023 the median house price in Randwick was \$2.87 million compared with \$1.427 in Greater Sydney. For units the median price in Randwick was \$1.025m compared with \$775k in Greater Sydney. This supports the fact that Randwick residents have chosen to, and therefore demonstrate a capacity to, pay more to live near the beaches and open space reinforcing the value residents and householders place on the coastal areas and the accompanying natural environment.
- In June 2023 2.3% of all housing sales were affordable for a low-income household.
- 10.5% of all rentals (640) were affordable to low-income households.

When SEIFA indexes based on the 2021 Census are reviewed, Randwick LGA with a score of 1059 sits in the:

- 10th decile for the index of Education and Occupation.
- 9th decile for the Index of Relative Socio-Economic Disadvantage
- 9th decile for the Index of Relative Socio-economic Advantage and Disadvantage.

An area with an Index of 1000 is considered average while scores below that are experiencing high levels of disadvantage. Overall Randwick is less disadvantaged when compared with other areas.

Figure 3.1 shows the SEIFA index of relative advantage/disadvantage for Randwick and its suburbs.



The SEIFA index of Advantage and Disadvantage has "been constructed so that relatively disadvantaged areas have low index values while relatively advantaged areas have high values". The Index is derived from attributes such as low income, low educational attainment, high unemployment, jobs in relatively unskilled occupations and overcrowded dwellings broadly reflect disadvantage. At the advantage end of the scale, households with high incomes, high education levels, large dwellings, high numbers of motor vehicles, spare bedrooms and professional occupations contribute to a higher score indicating advantage. A high score on this index indicates both a lack of disadvantage and a high level of advantage, based on these attributes.

The SEIFA index of Advantage and Disadvantage for each suburb, as shown in **Figure 3.1**, shows that even the suburbs in Randwick experiencing more socio-economic disadvantage are still relatively advantaged when compared to scores for NSW and Australia.

Factors influencing the Affordability of the Levy.

An Affordability index typically compares the price of a good or the general cost of living in a region to that of other regions or to some baseline measure of personal income. To highlight the affordability of the annual Levy increase for a Randwick resident and ratepayer it has been compared to the cost of a range of common experiences available in the Randwick area.

\$101 annual Levy can be compared to (approximately):

- Enjoying an extra cup of coffee every 2 ½ weeks over a year
- 4 adult tickets to a movie at the local cinema
- 2 nights in a twelve-bed dormitory for one person at a backpacker hostel in Coogee
- 4 burgers at lunch time in a Coogee pub
- One wine and nibbles hamper
- 2 cartons of beer in cans
- One bunch of fresh flowers delivered.
- Cost of filling up a small car with petrol once.

In the Telephone Survey (*Attachment 1 - Telephone survey*) 76% of the residents were Very Supportive/Supportive of the proposal to continue the Levy. One of the key reasons (in top three) that they gave for supporting the Levy was that the **Levy is affordable for the services and facilities provided.**

Only 52 residents (7%) in the Telephone Survey stated that affordability and cost of the Levy was the reason that they would not support continuation of the Levy.

4.4 How has the council addressed (or intend to address) concerns about affordability?

Does the council have a hardship policy?	Yes
If yes, is an interest charge applied to late rate payments?	Yes

To inform our assessment, Worksheet 12 (WS 12) in the [Part A](#) application form also collects data on overdue rates notices, pensioner concessions and rates notices subject to hardship provisions.

Please provide the council's response in the text boxes below.

a. Explain the measures the council proposes to use to reduce the impact of the proposed SV on vulnerable ratepayers, or alternatively, explain why no measures are proposed.

Randwick employs a range of strategies that can be used to manage the impact of the Levy on vulnerable ratepayers. It recognises that there may be exceptional circumstances when a customer may at times have trouble in paying the monies owed to the Council. A customer may be eligible for assistance in the form of an extension of due date, alternative payment arrangements, option to write off or reduce accrued interest.

Council demonstrates sensitivity to the financial affairs of its ratepayers and by undertaking a prudent assessment of financial hardship applications, it works with them to achieve flexible alternatives to legal action. Randwick also always complies with legislative requirements including the Local Government Act and Privacy laws together with industry best practice for debt management. Legal proceedings are only used as a last resort and legal proceedings for debt recovery will never be taken against pensioners.

Holders of a Pensioner Concession Card who own and occupy a rateable property are eligible for a pensioner concession. **Page 185 Operational Plan & Budget 2023-24**

The Local Government Act provides for a pensioner rebate of up to 50 per cent of the aggregated ordinary rates and domestic waste management service charges, to a maximum of \$250. Under the State's existing mandatory Pensioner Concession Scheme, the State Government reimburses the Council 55 per cent (up to \$137.50 per property) of the pensioner concession. The Council funds the remaining 45 per cent (up to \$112.50 per property).

Although direct assistance is not being offered to reduce the impact on specific groups of ratepayers in the community as part of this SRV, it is important to note that Randwick has provided further rates rebates for eligible pensioners beyond that outlined in the LG Act, with an additional \$100 rebate continuing to be offered to eligible pensioners in 2023-24. This is not co-funded by the State Government.

An analysis of the impact of the Levy on the pensioner community shows that 38% of pensioners pay the minimum rates and this means that their annual contribution to the Environmental Levy will be on average \$35 per year.

Aged pensioners also have the option of applying to council to have their rates and charges, including interest, accrue against their estate for payment when their property is sold or transferred. Under this option the pensioner is encouraged to make payments for as much or as little as they can afford. This is particularly relevant to the group of pensioners who are asset rich but cash poor.

b. Indicate whether the hardship policy or other measures are referenced in the council's IP&R documents (with relevant page reference or extract provided).

Hardship assistance is available to all ratepayers. This may be in the form of an extension of time to the due date, an affordable payment arrangement, or the writing off or reducing accrued interest. The [Debt Recovery and Financial Hardship policy](#) is published on the Council's website and also referenced on page 13 of [Council's LTFP](#).

c. Please explain how the council makes its hardship policy or other measures known to ratepayers.

Council's preference is always to work with the ratepayers, especially at times when they may be facing financial difficulty.

Council offers flexibility in establishing plans for all ratepayers, such as extensions of time to due dates or regular manageable payments. Depending on the circumstances, Council may review interest charges if required and/or requested.

Council's website, rate, and reminder notices, consistently encourage the ratepayer to contact our Rates Team if they encounter challenges in making payments. The Rates staff strongly encourage the ratepayer to initiate a conversation about possible alternative payment arrangements.

While Worksheet 12 (WS 12) of the Part A application form showed that there had been no applications under the Hardship Policy, this is a result of the fact that Randwick Council staff take pre-emptive action whenever there are any indications of ratepayers experiencing difficulties in paying their rates. Staff work closely with these ratepayers by communicating regularly and working with them to establish plans for payments. Demonstrated on WS12 Table 12.3

The following image is from a reminder notice, demonstrating Council's commitment to ratepayers who may require further assistance to pay their rates.



Overdue Notice

1 July 2023 - 30 June 2024

Account number:	
Due date:	OVERDUE
Amount due:	\$2,419.65
Extraction date:	12 Dec 2023
Posting date:	15 Dec 2023

Particulars of land:

Base Date for Land Value: 1 Jul 2022	Rating Category: Residential	Valuation:
--------------------------------------	------------------------------	------------

Our records show that your second instalment payment for 2023-24, due on 30 November 2023, was short-paid or not received.

It is important that you pay this account immediately to avoid further action on the account. Interest applies to outstanding rates and charges currently charged at 9% per annum, calculated daily.

If you are not in a position to make payment in full, you are encouraged to apply for a payment arrangement online at www.randwick.nsw.gov.au/contact-us.

Please disregard this notice if you have recently paid the account or have a payment arrangement already in place.

See the image below from the back page of all notices.

Important information

Page 2 of 2

PENSIONER CONCESSION

Your pensioner concession will continue each year provided you remain an eligible pensioner. Randwick Council grants a further rebate for eligible pensioners in addition to the maximum statutory pensioner concession. If you have recently become a pensioner you may be entitled to a concession/rebate. Please visit our website for more information or to complete the online form.

LAND CATEGORISATION

Sections: 524-526, Local Government Act 1993

- Your land in the Randwick City Council area falls into one of three categories: residential, business, or Port Botany business. Council has to determine what rating Category each rateable parcel of land is according to its dominant use. The rates category to your land is indicated on the front of this notice. If there is any change in the use of your land, please notify us within 30 days of the change.
- If you disagree with your category, you can request a review by submitting our change of category form. Council will inform you of the review outcome. If you remain dissatisfied with our review and assessment, you have the right to appeal to the Land and Environment Court within 30 days of receiving our advice.

MINIMUM RATE

A 'minimum' rate may apply if your land value rate calculation does not reach a pre-determined amount. You will know that you have been charged a minimum rate if you see the word 'Min' next to your Residential or Business rate calculation line on your notice.

LIABILITY TO PAY RATES

The owner/s of land is liable to pay rates and charges. In respect of leased Crown land, the lessee or licensee is liable to pay rates and charges.

MIXED DEVELOPMENT

Some properties may qualify for mixed development rating. This means that the property is rated as part Residential and part Business (Section 518). Please contact us on 1300 722 542 for more information.

PAYMENT OPTIONS

- Instalments:** The Council offers the convenience of paying your rates quarterly. There is no additional charge to pay your rates quarterly and we will issue a notice to remind you of the due date for each instalment (Section 562).
- Full payment:** If you wish to pay the full year amount, payment must be made by the due date of the first instalment, 31 August (Section 562).
- Arrangements:** The Council is flexible and will negotiate alternative payment arrangements if you are unable to pay as per the normal quarterly instalment schedule (Section 564).
- Interest charges:** Interest accrues daily on overdue amounts, charged at the annual rate shown on the front of this notice. The Council may waive interest charges in extenuating circumstances (Sections 566 and 567). Apply online at www.randwick.nsw.gov.au

RATEABLE LAND VALUE

The current rateable valuation for your land is shown on the front of your notice. If you have any queries about your land value please contact the Valuer General on telephone 1800 110 038 or by visiting their website www.valuergeneral.nsw.gov.au

EXEMPTIONS

Crown land, national parks, and properties that are the site of a church, school, hospital, university, or charitable institution, may qualify for exemption from rates as per sections 555 and 556 of the Local Government Act 1993. If you think that your land should be exempt please contact us on 1300 722 542. If the Council determines that your land is rateable and you disagree with the Council's decision, you may appeal to the Land and Environment Court (Section 574).

DOMESTIC WASTE MANAGEMENT

The Council must make and levy a charge for the provision of Domestic Waste Management services for each parcel of rateable land where the service is available (Section 496). The cost of this service is set at an amount that recovers the reasonable costs of providing the service.

STORMWATER MANAGEMENT

A Stormwater Management Charge applies to parcels of rateable land throughout the Randwick City Council area (Section 496A).

POSTAL ADDRESS

It is your responsibility to ensure that the Council has your correct postal address. The Council accepts changes of mailing address in writing or visit our website to change your postal address online.

ELECTRONIC DELIVERY OF NOTICES

Register on our website to receive your Rates notices via email. Additionally, you can sign up to view and download your past notices online.

RATES COMMUNICATION

Please ensure your contact details are up to date. Kindly update us with any changes, if necessary.

The rates department may send you SMS reminders about your account. If you do not want to receive SMS from us, please contact our team to opt out.

For more information visit our website www.randwick.nsw.gov.au

English

If you need help understanding or translating this document please contact Council on 1300 722 542.

Greek

Εάν χρειάζεστε βοήθεια για την κατανόηση ή τη μετάφραση σε αυτό το έγγραφο επικοινωνήστε Συμβουλίου στο 1300 722 542.

Russian

Если вам нужна помощь в понимании или переводе этого документа просьба обращаться в Совет по 1300 722 542.

Indonesian

Jika Anda memerlukan bantuan untuk memahami atau menerjemahkan dokumen ini silahkan menghubungi Dewan di nomor 1300 722 542.

Spanish

Si necesita ayuda para entender o traducir este documento por favor póngase en contacto con el Consejo en el 1300 722 542.

Chinese

如果你需要幫助理解或翻譯本文檔，請聯絡會 1300 722 542。

ABN: 77 362 844 121

MORE PAYMENT OPTIONS



DIRECT DEBIT

Have your rates paid automatically from your cheque or savings account. Go to www.randwick.nsw.gov.au to download an application form (credit cards not accepted).



BY MAIL

Return detachable slip and make cheques payable to: Randwick City Council, 30 Frances Street, Randwick NSW 2031



TELEPHONE - BPAY

BPAY® - use telephone banking with your bank to pay over the phone with BPAY. See front of notice for reference numbers.



IN PERSON

Present this notice to our Customer Service Centre 30 Frances Street, Randwick, NSW 2031
H: Mon - Fri 8.30am-5pm T: 1300 722 542

EFTPOS facilities are available. Visa, MasterCard, Amex are all accepted.

Please note that Council's online Services payments are received on the same day. Other payment options may take up to two working days for the payment to reflect in your account.

4.5 Are there any other factors that may influence the impact of the council's proposed rate rise on ratepayers (optional)?

Describe the impact of any other anticipated changes in the rating structure (e.g., receipt of new valuations), or any changes to other annual ratepayer charges such as for domestic waste management services.

You may also explain how the number of **non-rateable properties** may impact the council's average rates, if relevant to your council.

You can provide additional data using Worksheet 12 (WS 12) in the [Part A](#) Excel application form. For instance, providing the number of non-rateable versus rateable properties.

There are several other factors that may influence the impact of the proposed rate rise on ratepayers including:

- Land values and Rating Structure
- Outstanding Rates Ratio
- Reduced impact of energy increases in some households.
- Strength of Local Economy

Land Values and Rating Structure

Randwick Council reviews its rating structure annually within the confines of the Local Government Act and regulations to ensure equitable distribution among ratepayers.

Land values for rating within the LGA are spread over a significant range, reflecting the varied mix of properties across Randwick City, including a housing profile of low, medium, and high density. There has however, been a significant shift in the spread of residential land values over the past 6 years.

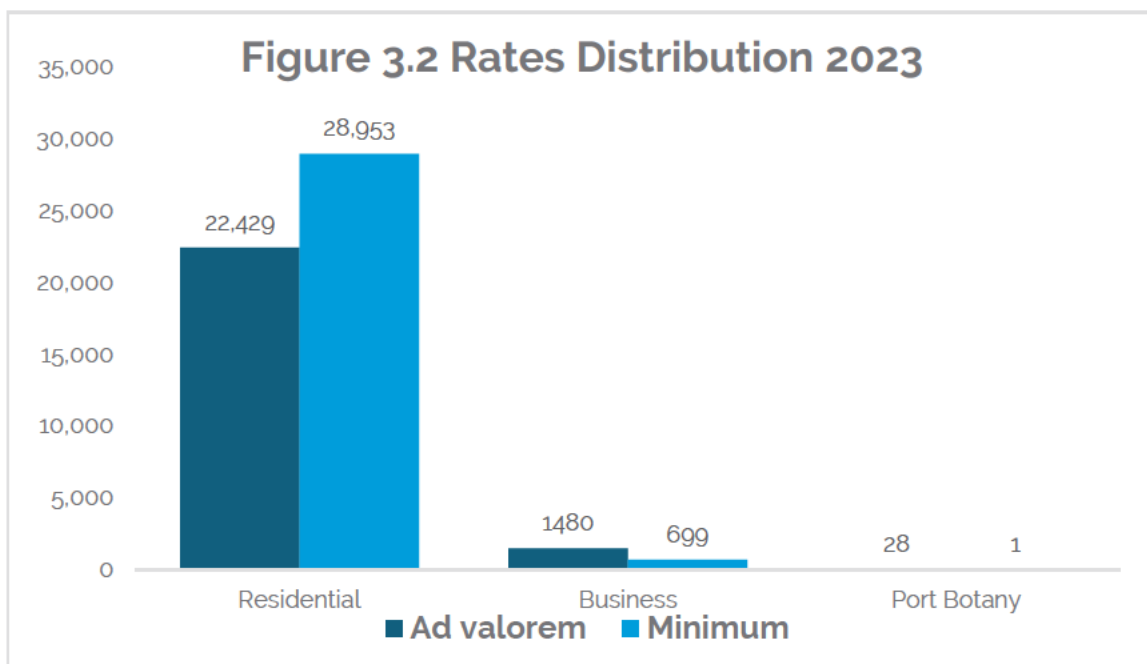
TABLE 3.1 Residential Land Values Changes from 2016 to 2022

Rateable residential land value ranges (\$)	2016 base data	2022 base data	Change +/- %
0 to \$99,999	1,568	796	-49.3%
\$100,00 to \$199,999	5,948	3,269	-45%
\$200,000 to \$299,999	8,801	4,179	-52%
\$300,000 to \$399,999	6,856	5,662	-17%
\$400,000 to \$499,999	2,772	5,691	+205%
\$500,000 to \$599,999	1,381	4,081	+195%
\$600,000 to \$699,999	1,324	2,244	+69%
\$700,000 to \$799,999	1,344	1,162	-13.5%
\$800,000 to \$899,999	1914	874	-54%
\$900,000 to \$999,999	2491	850	-65%
\$1,000,000 to \$1,499,999	11238	5,067	-55%
\$1,500,000 to \$1,999,999	3,007	7,782	+158%
\$2,000,000 to \$2,999,999	1,272	6,940	+445%
\$3,000,000 and greater	375	2,694	+618%
Total properties	50,342	51,289	
Average land value	\$739,898	\$1,185,343	+60%
Median land value	\$453,750	\$683,643	+50.6%

Table 3.1 shows the Residential Land Value Ranges and property count for Randwick City. There has been a significant change over this period with a 60% increase in the average residential land value and a 50.6% increase in the median residential land value.

The most significant increases are for the numbers of properties with rateable residential land values of \$1,500,000 or greater. In 2016 there were 375 properties in the \$3,000,000 and greater but in 2022 this had increased to 2,694 properties. These changes strongly support the capacity of Randwick ratepayers to pay for the average increase of \$101 per year if the Levy continues.

Figure 3.2 illustrates the existing rates distribution across Randwick City. Whilst 56% of residential properties attract the minimum rate, this group only contributes 37% of the overall residential yield.



The capacity to pay principle that underpins the ad valorem rating system results in properties with higher rateable land values attracting a higher rate. This means that the impact of the Environmental Levy will be considerably less for the 28,953 households (56%) paying the Minimum rates. For these households the annual payment will be around \$35 per annum. This factor will clearly reduce the impact of the cost of the Environmental Levy across the Randwick community.

The land value of a LGA is considered a reflection of the revenue raising capacity of a council. Randwick City has one of the highest average land values in the state and as a result receives very low financial assistance grant per capita in Australia.

Outstanding Rates Ratio

This ratio assesses the impact of uncollected rates and annual charges on liquidity and the efficiency of a council's debt recovery effort. The industry benchmark for metropolitan councils is to achieve an annual ratio of less than 5%, that is, at the end of the year, of all the rates and charges levied for the year, less than 5% should remain as uncollected.

Table 3.2: Outstanding Rates Ratio

YEAR	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
RATIO	2.26%	2.27%	2.84%	2.41%	3.13%	4.84%	3.80%	4.50%	2.89%

The efficiency of rates recovery at Randwick is highlighted in **Table 3.2** above. This has been achieved with a cooperative approach to rates recovery as very few matters are pursued via the courts. Council's preference is to talk to customers and to establish payment arrangements, which are monitored and followed up. Evidence shows that this approach is successful.

Reduced impact of energy increases in some households

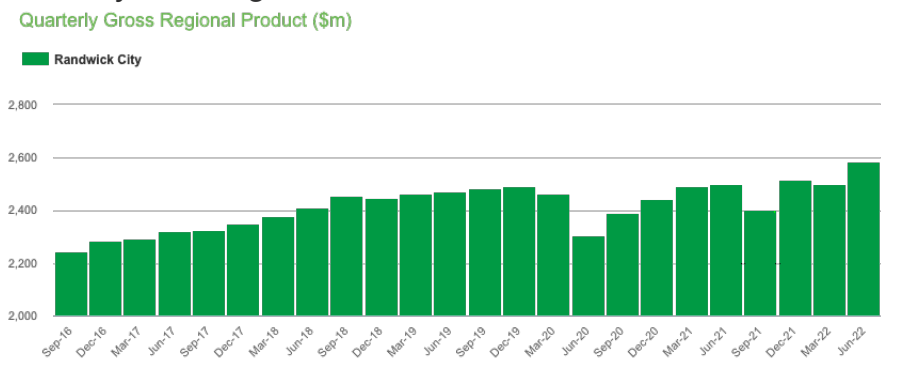
From 2016 to 2020 there has been a steady increase in the number of solar panel systems installations each year. There were 133 installations in 2016 rising to 535 installations in 2020. The total number of installations for the five years was 1637 with all these households benefiting from lower energy costs. Council has provided subsidies for over 1000 households to install solar systems with \$200,000 allocated to energy subsidies each year from the Environmental Levy providing direct support to the community. Participating households and businesses are now saving more than \$1 million off their energy bills annually.

Strength of Local Economy

In the year ending June 2022 Randwick City's Gross Regional Product (GRP) was \$10 billion, growing 1.8% since the previous year. GRP is a measure of size or net wealth generated by the local economy and changes in this figure over time can represent changes in employment, productivity, or the types of industries in the area.

Figure 3.3 shows the quarterly GRP (\$m) from September 2016 to June 2022. Taking into consideration the impact of Covid, the local economy has demonstrated a steady growth in GRP that is due to both changes in the economy and productivity improvements. This is another factor that will support the community's capacity to pay and afford the Environmental Levy.

Figure 3.3 Quarterly Gross Regional Product - 2016 to 2022



Source: National Institute of Economic and Industry Research (NIEIR). ©2021 Compiled and presented in economy.id by .id (informed decisions).

5 OLG SV Criterion 4 – Exhibition and adoption of IP&R documents

Refer to the [OLG SV Guidelines](#) as needed, and section 6 of IPART’s [Guidance Booklet - Special variations: How to prepare and apply](#) when preparing consultation strategy and material for completing this section.

Table 9 seeks information which demonstrates that the council has met the formal requirements for the preparation, exhibition, adoption, and publication of the current IP&R documents.

Table 9 IP&R documents

IP&R Document	Exhibition dates	Link to council minutes that outlines the resolution to publicly exhibit	Adoption date	Link to council minutes that outlines the resolution to adopt	Link to the adopted IP&R document on the council’s website
Community Strategic Plan	24 Feb – 24 March 2022	See page 9 Minutes of Ordinary Council - Tuesday, 22 February 2022	26 April 2022	See page 8 Minutes of Ordinary Council – Tuesday 26 April 2022	Community Strategic Plan
Delivery Program	1-29 March 2023	See page 3 Minutes of Ordinary Council - Tuesday, 18 April 2023	27 June 2023	See page 6 Minutes of Ordinary Council – Tuesday 27 June 2023	Operational Plan and Budget
Long Term Financial Plan	29 Nov 2023 – 19 Jan 2024	See page 16 Minutes of Ordinary Council – 28 November 2023	6 Feb 2024	See page 2 Minutes of Extraordinary Council meeting – Tuesday 6 February 2024	Long Term Financial Plan
Asset Management Plan (which contains long-term projections of asset maintenance, rehabilitation and replacement, including forecast costs).	29 Apr – 27 May 2022	See page 9 Minutes of Ordinary Council – 26 April 2022	28 June 2022	See page 5 Minutes of Ordinary Council – Tuesday 28 June 2022	Asset Management Strategy Asset Management Policy and Asset Management Plans

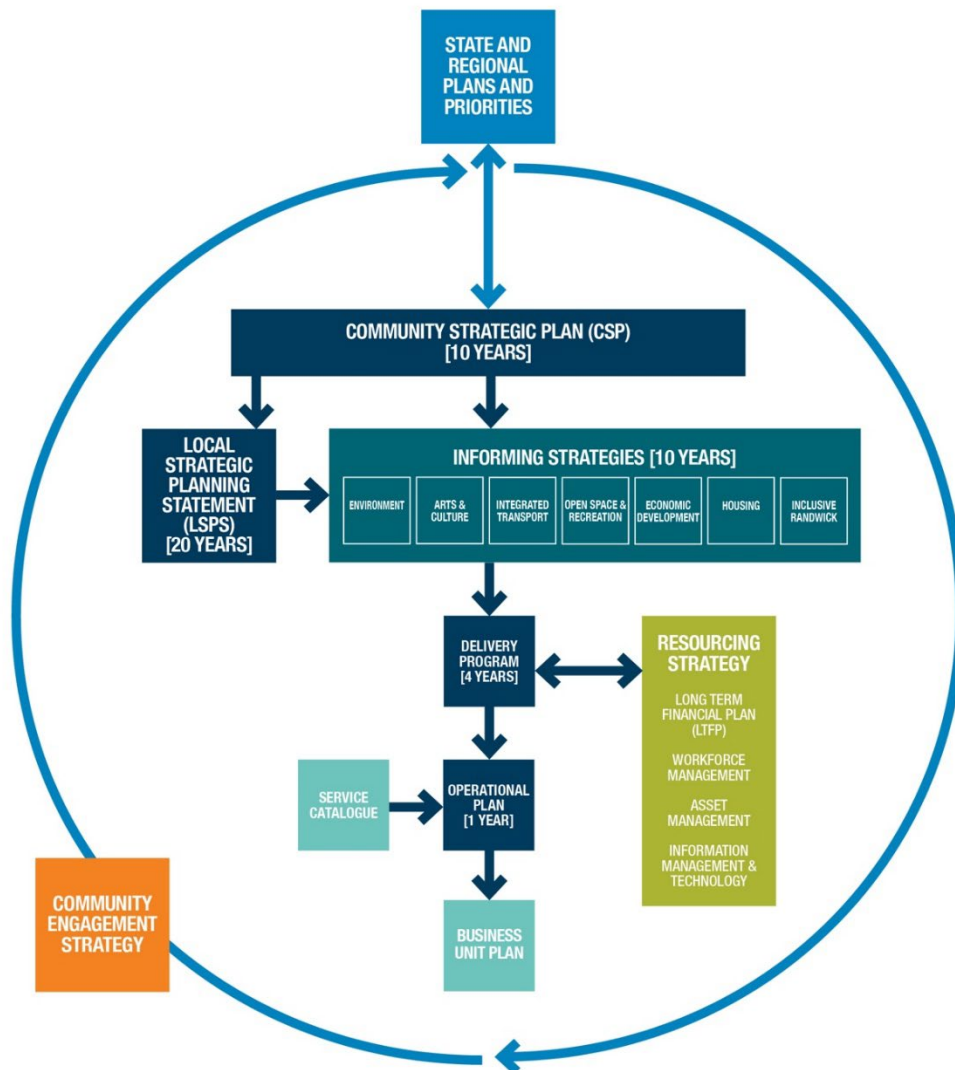
In preparation for the SRV application, Council's Long Term Financial Plan was updated and placed on public exhibition from 29 November 2023. The exhibition of the updated Long Term Financial Plan (LTFP) ran concurrently with an extensive community consultation known as "Environmental Levy". Details of the community consultation activities undertaken are outlined in CRITERION 2 Community awareness and engagement.

Integrated Planning and Reporting Framework

All of Randwick's Integrated Planning documents can be viewed on Council's website - [Our plans - Randwick City Council \(nsw.gov.au\)](#)

The integrated approach to strategic and operational planning, including resourcing, community engagement, monitoring and reporting, ensures everything Randwick does is helping to build a strong, healthy, prosperous, and resilient community.

The following Figure 4.1 shows how Randwick City plans to ensure we are working towards achieving the community's goals.



Community Strategic Plan

Council reviewed its [Community Strategic Plan](#), early in 2022 with the then newly elected Council at the beginning of the current term. The Community Strategic Plan, containing the community's aspirations for the future and main priorities, is based on extensive research, and input from ongoing and well thought out community engagement processes, therefore the plan reflects the changes in community expectations over time.

At the heart of the Community Strategic Plan is the community's vision for Randwick City that focuses on three key areas – the unique coastal environment, the strong sense of community and the sustainability of the natural and built environment. This is laid out in Table 4.1

TABLE 4.1 – Key Environmental focuses in the Community Strategic Plan

VISION	OUTCOMES
Our unique coastal environment	<ul style="list-style-type: none"> • Our beaches, bays, ocean pools and coastline will be protected and enhanced. • Access to our coastline will be enhanced with continuous Coastal Walkway. • Our beaches will be clean and safe. • We will support our community to share and benefit from our beautiful natural resources.
Community	<ul style="list-style-type: none"> • Our culturally diverse community will be supported with opportunities to connect and engage with each other through quality shared public spaces as well as through well-designed private housing with high quality urban amenity.
Sustainability of our natural and built environment	<ul style="list-style-type: none"> • Increased tree canopy. • Sustainable development. • Protect and increase native habitat. • Support our community to transfer to net zero emissions and reduce pollution and waste. • Council operations will be sustainable and carbon neutral.

Informing Strategies

The suite of seven Informing Strategies sits in the middle of Randwick's framework. These strategies link the high-level outcomes of the Community Strategic Plan with Council's day-to-day operations. They are the result of three years of research and consultation with the community. These Informing Strategies are:

[Arts and Culture Strategy PDF, 7275.68 KB](#)

[Economic Development Strategy PDF, 3489.53 KB](#)

[Environment Strategy PDF, 5459.36 KB](#)

[Housing Strategy PDF, 4682.28 KB](#)

[Inclusive Randwick Strategy PDF, 7287.42 KB](#)

[Integrated Transport Strategy PDF, 13144.92 KB](#)

[Open Space and Recreation Strategy PDF, 6697.23 KB](#)

Each strategy includes outcomes, objectives, strategic approaches, and principles.

The outcomes provide a comprehensive picture of the Community's aspirations for the future across all seven areas, and the objectives provide clear measurable ways of achieving these outcomes. Together they provide the basis for our community strategic plan.

The strategic approaches detail what Council will do to work towards achieving the outcomes and objectives over the next 10 years. These were used to develop Council's 4-year delivery program and annual operational plan, thereby ensuring that Council's actions are directly aligned with achieving our community's aspirations.

Environment Strategy

A community more knowledgeable, proactive, and responsive to climate change impacts; that restores and protects the biodiversity of ecosystems; and that protects and conserves our limited natural resources and our coastal and marine environment. It is based on the following principles.

Sustainable

Improve the natural and urban environment by ensuring new developments and economic and social initiatives enhance the local ecology and aim to reduce and mitigate the impacts of climate change.

Equitable

Our natural environment is maintained, protected, and nurtured to best meet the needs of the present and future generations.

Inform

A community and Council that is informed and aware of the value of the natural environment and the impact of everyday activities.

Partner

Work collaboratively with the community and other organisations, especially our Traditional Owners and Aboriginal communities.

Conserve

Improve and protect Randwick City's biodiversity, native habitat and natural.

Engaging with the Randwick City community

More than 15,000 people were consulted on the various informing strategies and associated consultations that have been incorporated into the Community Strategic Plan and over 1,200 people directly contributed through either completing a survey or attending a workshop to the development of the Environment Strategy.

Relevant feedback from the Community

People describe Randwick City most frequently by its natural features with 'beach', 'coastal' and 'clean' being amongst the top used words.

Overwhelmingly, the most mentioned things people love about Randwick City are the beaches and coast and open space. Seventy-one percent of survey respondents mentioned beaches or coastline as something they love while 40 per cent mentioned open spaces, parks, and the natural environment.

Randwick City's beautiful beaches, bays, ocean pools and the walking tracks and parks that connect them are highly valued by the community and a major reason many choose to live here. People also mentioned Randwick City's variety of open spaces including sports fields, parks, National Parks, and natural bushland areas as things they love about the area.

NSW State Priorities

These represent the government's commitment to making a significant difference to enhance the quality of life of the people of NSW. They include:

1. Lifting Education Standards
2. Keeping Children Safe
3. Breaking the Cycle
4. Improving the Health System
5. Better Environment
6. Better Customer Service

Randwick Council's suite of informing strategies provides a number of strategic approaches that will contribute to the above priorities. A relevant example includes:

- Council's Environment Strategy has identified strategic approaches that will respond to climate change, protect biodiversity, conserve resources, and protect our coastal environment. It includes a specific target to achieve a canopy cover of 40% in line with the Premier's long-term commitment to bring average canopy coverage to 40% across Greater Sydney.

Resourcing Strategy

The Resourcing Strategy details how Randwick will provide the resources required to perform all its functions, including delivering the outcomes of our Community Strategic Plan, while maintaining the long-term sustainability of the organisation.

This Resourcing Strategy is a long-term plan for how Council will provide the resources required to perform its functions. It supports the Community Strategic Plan (CSP) and Delivery Program. Council provides over 126 unique services to our growing community each year. Services and service levels have been developed over time in response to community needs and demands. Effective resource planning will ensure Council continues to meet community service level needs, whilst acknowledging and providing for the new services, initiatives and infrastructure required to meet longer-term community outcomes.

The resourcing strategy ensures a focus on the short-term activities indicated in the Operational Plan, but also on the medium and long-term outcomes and objectives for the whole community.

Long-term Financial Planning

[Finance Management Strategy PDF, 622.17 KB](#)

[10 year Long-term Financial Plan PDF, 8702.69 KB](#)

Asset Management Planning

[Asset Management Strategy PDF, 253.82 KB](#)

[Asset Management Policy PDF, 427.56 KB](#)

[Asset Management Plan - Retaining Wall PDF, 2364 KB](#)

[Asset Management Plan - Kerb Gutter PDF, 2289.53 KB](#)

[Asset Management Plan - Stormwater Drainage PDF, 3259.85 KB](#)

[Asset Management Plan - Roads PDF, 2799.09 KB](#)

[Asset Management Plan - Footpath PDF, 2672.95 KB](#)

[Asset Management Plan - Building PDF, 2475.06 KB](#)

[Asset Management Plan - Open Space PDF, 2371.58 KB](#)

Workforce Management Planning

[Workforce Management Strategy PDF, 2489.83 KB](#)

Information Management and Technology Planning

[Information Management and Technology Strategy PDF, 218.56 KB](#)

Long Term Financial Plan

The Long Term Financial Plan (LTFP) is a 10-year rolling plan that informs decision-making and demonstrates how the objectives of the Community Strategic Plan and commitments of the Delivery Program and Operational Plan will be resourced and funded.

In the current [Long Term Financial Plan](#) consideration was given to a range of economic and political factors including the continuation of the Environmental Levy, that affect Council finances and impact on Council's capability to maintain existing levels of service.

The Environmental Levy was first approved by IPART in 2004. Due to its success and ongoing community support, the Levy was extended for another five years in 2009, in 2014 and again in 2019. The current approval expires 30 June 2024.

Council adopted its long-term Environment Strategy in December 2020 that sets clear targets for desired environmental outcomes and is only achievable through adequate resourcing. The Environmental Levy has been providing this resourcing.

In the responses to Criteria 1 the scenarios of discontinuing/continuing were outlined in the revised [Long Term Financial Plan 2023-33](#) that was tabled at the 28 November 2023 Ordinary Council meeting and endorsed on 6 February 2024.

If the Levy was be discontinued, this would have a significant impact on Council's Long-Term Financial Plan. In the absence of finding alternative income streams, Council would need to move to reduce services, projects, initiatives, and infrastructure levels provided to the community. The consequence of the discontinuation of the Levy would be a reduction in council revenue and a reprioritising of services and projects to offset the reduction into the future.

If Council does not offset the loss of the Environmental Levy income with a reduction in services or projects, with all assumptions remaining the same, Council cash and cash equivalents will be reduced by approximately \$30m from 2024-25 for the next 5 years.

Without the Environmental Levy, and assuming there is no reduction in services and capital works, Randwick Council will be in deficit for the Net Operating Result before Capital Grants and Contributions from 2024/25 to 2029/30.

Monitoring and Reporting

Council provides regular feedback to the community on progress in delivering the community's aspirations. These include quarterly progress reports and Annual Reports. These reports focus on Council's implementation of the Delivery Program and Operational Plan. The Annual Report published in the year of each council election also contains the State of our City Report that assesses progress with respect to the implementation and effectiveness of the Community Strategic Plan.

Council is committed to transparency and accountability. Our CSP, Delivery Program and Operational Plan include clear performance indicators so that Council and the community can track progress in delivery.

6 OLG SV Criterion 5 – Productivity improvements and cost-containment

Refer to the [OLG SV Guidelines](#) as needed, and section 7 of IPART's [Guidance Booklet - Special variations: How to prepare and apply](#) when preparing for and completing this section.

6.1 What is the council's strategic approach to improving productivity in its operations and asset management?

Please provide the council's response in the text box below.

Randwick Council has a clear strategic approach to improving productivity in its operations and asset management.

Central to this strategic process is the Audit Risk and Improvement Committee (ARIC), a special committee of Council. The ARIC's rules and responsibilities are contained in its charter and are consistent with the requirements of relevant legislation. These include reviewing and monitoring aspects of council operations.

The Charter states that ARIC will have an oversight through reviewing and advising Council on the performance of: activities put in place to promote the enhancement of existing practices. This includes:

Strategic planning

- a) of the adequacy and effectiveness of the Council's IP&R processes
- b) if appropriate reporting and monitoring mechanisms are in place to measure progress against objectives, and
- c) whether the Council is successfully implementing and achieving its IP&R objectives and strategies.

Service reviews and business improvement.

- a) Act as a forum for communication and monitoring of any audits conducted by both the in-house auditors and external bodies and the implementation of corrective actions
- b) Review and advise the Council:
 - if the Council has robust systems to set objectives and goals to determine and deliver appropriate levels of service to the community and business performance
 - if appropriate reporting and monitoring mechanisms are in place to measure service delivery to the community and overall performance, and
 - how the Council can improve its service delivery and the Council's performance of its business and functions generally

Performance data and measurement

- a) if Council has a robust system to determine appropriate performance indicators to measure the achievement of its strategic objectives
- b) if the performance indicators Council uses are effective, and
- c) of the adequacy of performance data collection and reporting including the four-year plan and annual work plan of internal audits to be undertaken by the Council's internal audit function,

To ensure that all areas of ARIC's responsibilities are addressed, a forward meeting plan, which includes meetings, dates, and agenda items, is agreed by the committee.

There are three independent members of the committee and three councillors who are nominated by council. The members of the committee taken collectively possess, broad business, resource management, public sector, governance, risk, control, financial reporting, and performance experience.

A four-year Service Review Program is set out on page 34 in the [Operational Plan & Budget](#). The 2022-26 Service Review Program will entail a comprehensive review of a number of Council Services including:

1. Development assessment
2. Parking patrols
3. Event management
4. Lifeguard services
5. Sports field management
6. Heritage assessments
7. Community Hall management
8. Coastline waste and cleansing services
9. Tree assessments
10. Footway dining

Through this program, Randwick will undertake a continuous and comprehensive review of Council services. The service review process involves engaging with the community and key stakeholders to develop agreed priorities and expected levels of service. The reviews will help ensure that we focus our resources where they are needed most. Reports on the reviews are sent to the Audit Risk and Improvement Committee that provides another level of review of the process, outcomes, recommendations, and implementation.

Randwick's ongoing focus on improving service delivery includes both quality improvements and provision of additional services without a commensurate increase in funding. Business units are asked to do more with less funding on a continuous basis which encourages Business units to focus on efficiency and effectiveness improvements. Council's Business Analysts work with teams across the organisation to improve efficiencies and customer experience.

6.2 What outcomes has the council achieved from productivity improvements and cost containment strategies in past years?

Please provide the council's responses to the questions in in the text boxes below.

a. Explain initiatives undertaken in the past few years to improve productivity and contain costs.

Initiatives and Outcomes included in table 5.1 under answer 7.2 b

b. Outline the outcomes which have been achieved, including providing quantitative data where possible.

Table 5.1 Initiatives to Improve Productivity and Contain Costs

Initiatives	Outcomes
Implementation of Dayforce, a new Human Resources Management System Implementation of Dayforce –	Improved employee experience. Improved processes related to Recruitment, Learning and Development, Performance Management, Time and Attendance, Forms and Payroll Processing activities. Eliminated many manual, paper-based processes, such as leave management. Reduced Council's risk through adherence with the relevant industrial position provisions.
Implementation of new online services for informal request for information and other online forms utilised by external customers The following paper-based forms have been replaced by online services: Capital Works, Parking Permits, Requests for Information, Tree Inspection, Driveway Permits, Leave Applications for staff, Petty Cash Reimbursement, Refund Requests	Provided better customer service and easier access.
Mobile Telephone Fleet Rationalisation through a full review of the plans and contracts for mobile telephone services	Resulted in a reduction in spend from \$20,000 to \$15,000 per month. Savings of \$60,000 annually.
Mobile Workforce Project to support Council staff working remotely in the field	Approximately 430 staff can now work either in the office, at site or at home since the project began in 2020 and ensured that during Covid staff could continue to work remotely.

Improved security compliance, three years, registration and training, external assurance, penetration tests and simulations.	Strengthened security
Established a three-year strategic internal audit plan that includes audit activity and considers, councils, risk, environment, tolerance for risk and resources available to perform the audit function.	Better strategic governance and improved processes
Undertook a detailed review of all of council's policies to ensure that all are up-to-date and meet legislative and policy requirements	Better governance Greater compliance with legislative and policy changes
Implemented a range of fraud control activities to mitigate risks associated with potentially fraudulent activities.	Improved governance and reduced risk of fraud with potential cost savings
In 2021 developed and implemented a new system for measuring for staff performance that focuses on developmental conversations and goals for the coming years.	Improved employee experience, staff have skills to both do their job and be ready for more challenging positions Improved staff retention which is critical at a time when it is difficult to attract and retain staff
Continued expansion of the aquatic safety camera network	Reduced water incidents and potentially could save lives
Implementation of a new service request tool	Improved internal efficiencies for IT service request management Improved internal customer service Reduction in down time
Provided fulltime lifeguard services at Malabar and Little Bay beaches from November 2023	Given that there were fatalities at Little Bay last summer this will save beach user lives Improved customer service
Community Safety Study that explored concept of "Community Safety" through the lens of four key elements – structural, environmental, interpersonal, and individual	Reduction in anti-social behaviours Reduction in vandalism could see a productivity improvement/cost containment reducing resources devoted to activities such as graffiti removal.
Elimination of iPads as business devices – iPads have been phased out in place using laptops for all business functions	Estimated savings of \$60,000 based on 100 iPad devices
Implementation of Microsoft Teams Meeting Rooms	Improved flexibility for hybrid meetings between staff onsite and remote, as well as with external parties leading to a reduction in unnecessary staff travel

Deferral of printer replacement: After Covid-19 the volume of printing done by Council has reduced from on average \$7,000 to approximately \$4,000 per month	The reduction in usage has also allowed deferral of the capital replacement of the printers by 24 months (value of printer fleet \$300,000)
Retirement of Cisco Desk Phone system: Council's Cisco telephone system was at end of life and also no longer met Council requirements. Council had 450 desk phone handsets at an approximate cost of \$300 each – these have been replaced by integrated Microsoft Teams Telephony.	As physical phone handsets are no longer required this saves \$135,000 in capital expenditure. The elimination of physical phone servers and licensing has resulted in savings of \$50,000 (estimate)
The following software products have been retired and replaced by better using functionality in existing products – Technology One ICON and Q-File,	Savings of \$30,000 per annum.
Implementation of Freshservice for IT and HR departments	Improved productivity through the use of triage and assessment tools to manage workloads, and to manage technical change
Implementation of Single Sign On for all products and the elimination of separate user passwords for systems	Improved security and reduction in difficulty accessing applications
Any achievements and cost savings specific to programs funded by the Environmental Levy are listed in Table 4 in the Description and Context section .	

6.3 What productivity improvements and cost containment strategies are planned for future years?

The council should provide information that details initiatives planned for the next two years when requesting a one-year section 508(2) SV, or match the duration of the proposed SV.

The response should, wherever possible:

- estimate the financial impact of strategies intended to be implemented in the future
- present these as a percentage of operating expenditure
- indicate whether the proposed initiatives have been factored into the council's Long Term Financial Plan.

In the text boxes below:

a. Explain the initiatives which the council intends to implement and their financial impact.

Council's 2022-26 Service Review Program is included in the 2022-26 Delivery Program, which entails a comprehensive review of Council services and involves engaging with the community and key stakeholders to determine service level expectations and appropriate measures. It is expected that the recommendations from each review will deliver improvements in efficiencies and effectiveness and/or cost savings.

The reviews will help ensure that we focus our resources where they are needed most. The Program includes:

1. Development assessment
2. Parking patrols
3. Event management
4. Lifeguard services
5. Sports field management
6. Heritage assessments
7. Community Hall management
8. Coastline waste and cleansing services
9. Tree assessments
10. Footway dining

The review of Development Assessment was completed in 2023 and the following recommendations for improvement illustrate the thoroughness of these reviews.

- Review and update all existing documentation to reflect current legislation and practices;
- Review and update of the Development Assessment page on Council's website;
- Establish and implement customised dashboard to provide accurate and timely data and statistics on team performance;
- Establish and implement a formal Development Application Management Guideline;
- Establish and implement Best Practice Guides for development assessment;
- Consult with relevant Managers and Coordinators within the organisation to establish a standardised internal referral process and timeframe;
- Establish and implement Quality Control Guides for lodgement of applications, and implementation of a standard naming convention for application documentation;
- Undertake an independent review of recruitment for the Development Assessment Business Unit, including review of staff salary, opportunities, and strategies to attract and recruit experienced staff;
- Introduction of regular internal workshops (on a monthly basis) to discuss assessment matters;
- Provision of learning and professional development opportunities where possible, involving shadowing Senior staff in attendance at Land and Environment Court matters, Sydney Eastern City Planning Panel and Randwick Local Planning Panel;
- Utilise appropriate technology and software in assisting development assessment process including the use of artificial intelligent software;
- Investigation into making submissions publicly available through the DA tracker on Council's website, including resourcing implications and changes to process; and
- Conduct a review of resourcing (including workloads) once all vacancies have been filled and a full team has been in operation for a minimum period of twelve (12) months.

The operational improvements recommended can predominantly be undertaken and implemented by existing staff members within the DA Business Unit and other internal staff members with minimal resourcing and financial implications.

The implementation of the 2022-26 Service Review Program provides a strategic approach to future performance improvement.

Other strategies to be implemented include the Wide Area Network Transformation: This project is currently underway and will reduce the cost of the wide area network by \$200,000 per annum through the use of NBN networks and simplification of the network operational model.

Estimate the financial impact of strategies intended to be implemented in the future

Many of the recommendations that are made following a Service Review will be implemented within existing budgets or will have minimal resourcing and financial implications.

Other strategies such as the Wide Area Network Transformation will result in savings of \$200,000 per annum.

Present these as a % of operating expenditure.

Indicate whether the proposed initiatives have been factored into the LTFP

The 2022-26 Service Review Program is included in the 2022-26 Delivery Program ([Operational Plan & Budget](#)).

b. Indicate whether these have been incorporated in the council's Long Term Financial Plan, if not, explain why.

It has been incorporated in the Long Term Financial Plan

6.4 How has the council's levels of productivity and efficiency changed over time, and compared to similar councils?

In the text box summarise data which demonstrates how the council has improved productivity and indicate its performance against that of comparable councils.

Randwick City Council has consistently performed well compared to its peers against the Office of Local Government Performance Benchmarks. This is commendable, given the enduring years of the pandemic, high costs of inflation, and supply chain disruptions, all while continuing our core services and implementing new initiatives to revitalise the community. The financial standing of our council remains strong, underscored by robust financial sustainability, efficient asset management, and strong liquidity.

Randwick's performance has been compared with six other metropolitan councils and this is shown in **Table 5.2**. The figures are based on the 2021/22 Office of Local Government information. An additional column has been added to show Randwick's performance in 2022/23 demonstrating improvements over time.

TABLE 5.2: Performance Against Benchmarks

Indicator	Benchmark	Randwick	Randwick	Northern Beaches	Waverley	Woollahra	Georges River	Sutherland	Bayside
		2021/22 ^a	2022/23	2021/22	2021/22	2021/22	2021/22	2021/22	2021/22
Asset Maintenance Ratio	>100%	171.10%	174.25%	100.60%	97.30%	99.60%	82.90%	104.60%	100.90%
Building & Infrastructure Renewal ratio	>100%	62.76%	89.70%	112.7%	290%	57.30%	39.20%	106.8%	79.2%
Infrastructure Backlog ratio	<2%	0.50%	0.44%	1.50%	1.60%	1.20%	1.40%	0.90%	1.70%
Operating performance ratio	>0%	5.60%	7.48%	4.50%	-2.60%	-4.60%	1.80%	2.40%	.60%
Outstanding rates & annual charges	<5%- Metro or coastal	4.50%	2.89%	3.60%	4.80%	4.50%	4.30%	4.40%	7.40%
Own source operating revenue ratio	>60%	87.20%	87.43%	82.50%	78.30%	87.30%	81.90%	84.10%	60.70%
Unrestricted current ratio	>1.5	4.00	3.89	1.9	5.4	3.5	3.1	4.1	4
Debt Service cover ratio	> 2	20.3	11.13	7.20	20.30	2.10	38.50	12.40	42.80

^a Financial Statements 30 June 2023

Randwick achieved the best result in the benchmark group in relation to:

- Asset Management ratio
- Infrastructure Backlog ratio
- Operating Performance ratio
- Outstanding Rates & Annual charges
- Own Source Operating Revenue ratio

Randwick’s commitment to sound financial governance has not only ensured stability but has also led to surpassing many established benchmarks. The Council has met all benchmarks concerning operating performance, liquidity, and many benchmarks relating to asset management. The council’s prudent financial management practices have played a pivotal role in securing a solid foundation for sustained growth and resilience. These achievements reflect Council’s dedication to fiscal responsibility and transparency through our financial reporting mechanisms to the community, our timely forward budget and long-term planning, adequate reserve planning, active community engagement, and our independent financial audits and assessments.

Table 5.3 below attests to Randwick’s consistent and very sound approach to financial governance.

TABLE 5.3: Randwick City Council Key Financial results 2019-23

INDICATOR		2022-23	2021-22	2020-21	2019-20
Operating performance ratio: This ratio measures Council’s achievement of containing operating expenditure within operating revenue	Greater than or equal to breakeven	7.48%	5.57%	4.49%	4.16%
Own source revenue: This ratio measures the degree of reliance on external funding sources.	Greater than 60%	87.43%	87.21%	90.31%	83.72%
Unrestricted current ratio: To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.	Greater than or equal to 1.5: 1	3.89x	3.97x	3.98x	3.95x
Debt service cover ratio: This ratio measures the availability of operating cash to service debt including interest, principal, and lease payments.	Greater than 2 x (times)	11.13x	20.28x	6,059.67x	5786.17x
Rates, annual charges, interest & extra charges outstanding percentage: To assess the impact of uncollected rates and annual charges on Council’s liquidity and the adequacy of recovery efforts	Less than 5.00%	2.89%	4.50%	3.80%	4.84%
Cash expense cover ratio: Indicates the number of months Council can continue paying for its immediate expenses without additional cash inflows.	Greater than or equal to 3 months	8.90 months	10.10 months	5.65 months	4.67 months

<p>Building, infrastructure & other structures renewal ratio: This ratio is used to assess the rate at which assets are being renewed against the rate at which they are depreciating. Includes Buildings, Roads, Drainage and Open Space assets.</p>	Greater than or equal to 100%	89.70%	62.76%	122.44%	66.09%
<p>Infrastructure backlog ratio: This ratio shows what proportion the backlog is against the total value of Council's infrastructure</p>	Less than 2%	0.45%	0.48%	0.48%	0.50%
<p>Asset maintenance ratio: This ratio compares the actual versus required annual asset maintenance.</p>	Greater than 100%	174.25%	179.13%	192.57%	174.22%
<p>Cost to bring assets to Agreed Level of Service: A snapshot of the proportion of outstanding renewal works compared to the total suite of assets that Council has under its care and stewardship.</p>	NA	0.32%	0.31%	0.31%	0.31%

For more information on Council's financial results, position and performance against financial sustainability indicators, please refer to the separate document - Financial Reports 2022-23 which is available on our [website](#).

Table 10 Criterion 5 attachments

Attachment number	Name of document	Page references

7 Council certification and contact information

Councils must submit a declaration in the specified form. It should be completed by the General Manager and the Responsible Accounting Officer.

7.1 Certification of application and declaration

Prepare a document in the form indicated below. Please sign (electronic signature is also acceptable), scan and submit it with your application.

This is to be completed by General Manager and Responsible Accounting Officer.

Name of the council:	Randwick City Council
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We certify that to the best of our knowledge the information provided in the Part A application form and this SV Part B application form is correct and complete. We have completed the checklist for the Part A and B application forms and also provided all relevant attachments as requested (see Table 11, Table 12 and Table 13).

General Manager (name):	Ray Brownlee
Signature and Date:	x
Responsible Accounting Officer (name):	Stephen Wong
Signature and Date:	x

Note: These signatures will be redacted before publication of the application.

7.2 Council contact information

IPART's formal contact with the council will be with the General Manager.

During the assessment period, IPART officers are likely to contact the council with detailed queries about the application and supporting documents. Councils should provide details of the primary contact for such inquiries where this person is a council officer who is not the General Manager. Council officer direct contact details will be redacted before publication of this application.

General Manager

General Manager contact phone	[REDACTED]
General Manager contact email	[REDACTED]

Note: These contact details will be redacted before publication of the application.

Primary council contact

Council contact phone	Joshua Hay
Council contact email	[REDACTED]
Council email for inquiries about the SV application	[REDACTED]

Note: These contact details will be redacted before publication of the application.

Secondary council contact

Council contact phone	Stephen Wong
Council contact email	[REDACTED]
Council email for inquiries about the SV application	[REDACTED]

Note: These contact details will be redacted before publication of the application.

8 List of required attachments

To complete (adding rows as necessary):

- Name each document.
- Check the box to indicate that it is being submitted with the application.

Table 11 Required attachments checklist

Name of attachment	The document is included	The document is not applicable
Mandatory forms/attachments:		
Application Form Part A (Excel spreadsheet)	<input checked="" type="checkbox"/>	NA
Application Form Part B (this Word document)	<input checked="" type="checkbox"/>	NA
Council resolution to apply for the special variation	<input checked="" type="checkbox"/>	NA
Completed certification and declaration (see 7.1)	<input checked="" type="checkbox"/>	NA
If applicable, to support the responses provided in Question 5 of Description and Context (see section 2) provide:		
Instrument for expiring special variation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>
OLG advice confirming calculation of amount to be removed from the council's general income	<input checked="" type="checkbox"/>	<input type="checkbox"/>
If applicable, to support the responses provided in Questions 6 AND/OR 7 of Description and Context (see section 2) provide:		
Declaration of compliance with conditions in past instruments (if applicable)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Relevant instrument(s) for past special variations (if applicable)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Evidence of compliance with conditions in past instruments (if applicable)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Mandatory public supporting material (i.e., to be published on IPART's website):		
Community Strategic Plan	<input checked="" type="checkbox"/>	NA
Delivery Program	<input checked="" type="checkbox"/>	NA
Long Term Financial Plan	<input checked="" type="checkbox"/>	NA
Asset Management Plan(s) (required if a key purpose of the SV is related to assets and capital expenditure)	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Name of attachment	The document is included	The document is not applicable
Consultation materials, e.g. copies of media releases, notices of public meetings, newspaper articles, fact sheets used to consult on rate increase and proposed special variation (combined into one document)	<input checked="" type="checkbox"/>	NA
Community feedback (including surveys and results)	<input checked="" type="checkbox"/>	NA
Willingness to pay study (if applicable) *(This is part of the overall Community Consultation Surveys)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Hardship policy	<input checked="" type="checkbox"/>	NA
Other public supporting materials:		
Government agency's report on financial sustainability e.g. NSW Treasury Corporation (if applicable)	<input type="checkbox"/>	<input checked="" type="checkbox"/>
(List the additional documents)		
Confidential supporting material (i.e. not to be published on IPART's website):		
(List the documents)		

9 Checklists

We provide these checklists to ensure that submitted applications meet a minimum standard.

Meeting the requirements of these checklists **does not** guarantee a council will be approved for the SV it has applied for.

Table 12 Part A Application Form Checklist

Checklist items	Please indicate whether the items have been actioned
Data provided in Part A application (i.e. proposed SV%, rates amount etc) are consistent with those contained in Part B application.	<input checked="" type="checkbox"/>
Table 1.2 of "WS1-Application" lists all the tables in worksheets 1 -12 that council must complete, based on the nature of council's application. Please confirm that all the data requirements, as listed in table 1.2, have been completed.	<input checked="" type="checkbox"/>
All completed tables (values and units – i.e. \$ or \$'000) have been completed correctly and verified to source. Please pay attention to the units specified for each table in each worksheet.	<input checked="" type="checkbox"/>
WS 10 - LTFP agrees to the council's provided LTFP.	<input checked="" type="checkbox"/>
Dollar numbers provided in "WS10 – LTFP" are in dollars (\$) not thousands (\$'000) or millions (\$M)	<input checked="" type="checkbox"/>
If the council has an expiring or existing SV, it has incorporated this when filling out WS 2.	<input checked="" type="checkbox"/>
Annual and cumulative percentages are rounded to 2 decimal places.	<input checked="" type="checkbox"/>
Ensure that figures provided in WS 9 – Financials, WS 10 – LTFP and WS 11 – Ratios are at the General Fund level and <i>not</i> consolidated.	<input checked="" type="checkbox"/>
If the council proposes a combined SV, the council has discussed the relevant data and modelling requirements prior to submission.	<input type="checkbox"/>
Indication whether optional tables in WS 12 has been completed.	<input checked="" type="checkbox"/>

Table 13 SV Part B Application Form Checklist

Checklist items	Please indicate whether the items have been actioned
All required text boxes and tables have been completed.	<input checked="" type="checkbox"/>
All applicable documents per the List of Attachments (Table 11) have been provided.	<input checked="" type="checkbox"/>
The council has declared all SVs (including ASVs) approved since 2011-12 and provided annual reports that show compliance with the instrument reporting conditions, or explaining divergences.	<input checked="" type="checkbox"/>
The council's LTFP includes both the baseline (no-SV) and the SV scenario it is applying for.	<input checked="" type="checkbox"/>
The proposed SV annual and cumulative percentages agree to those used in community consultation, or if they differ, the reason has been explained.	<input checked="" type="checkbox"/>
If applying for a multi-year SV, the council has correctly calculated the cumulative percentage and dollar impact of the proposed SV using compounding.	<input type="checkbox"/>
The council has referenced community consultation materials that <i>at minimum</i> show the cumulative percentage of the SV and average total dollar increase (cumulative) per rating category.	<input checked="" type="checkbox"/>
Figures presented in Application Form Part B are consistent, as relevant, with those in Application Form Part A.	<input checked="" type="checkbox"/>
The council has submitted a Minimum Rates Part B Application Form, if required.	<input type="checkbox"/>
For OLG Criterion 5 (section 6), the council has provided concrete evidence and plans for past and future cost-containment and productivity strategies, as far as practicable.	<input checked="" type="checkbox"/>