



Randwick City
Council
a sense of community

Resourcing Strategy

EXECUTIVE SUMMARY

2013–23



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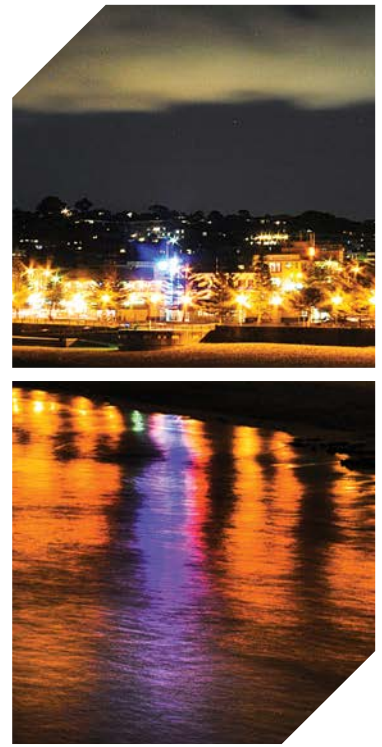
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Introduction

This Executive Summary outlines the integrated suite of plans and strategies prepared by Randwick City Council that form our Resourcing Strategy. This overarching summary describes the important part each of our plans and strategies play in meeting the objectives we set out to achieve for our community. By working collaboratively with our community, we understand the needs of our residents while balancing the challenges facing local government management. We continuously measure our performance against our plans and the desires of our community.

About Randwick

Randwick was proclaimed a local government area on 22 February 1859. Randwick became a city in 1990 and we are one of the oldest local government areas in Australia.

Randwick City is located within the Sydney metropolitan area on Australia's east coast, approximately five kilometres south of the Sydney Central Business District (CBD). It covers an area of 36.43 square kilometres and includes the suburbs of Chifley, Clovelly, Coogee, Kensington, Kingsford, La Perouse, Little Bay, Malabar, Maroubra, Matraville, Phillip Bay, Randwick and South Coogee. The City has approximately 29 kilometres of coastline which strongly influences the area's character and function, from beachside residential areas, open space and tourist destinations to industrial developments and port facilities. Randwick City's major transport artery, Anzac Parade, runs along the length of the city and provides the main link to the Sydney CBD to the north.

Randwick City is a diverse community made up of many nationalities and a significant Indigenous population. We have outstanding natural features and a spectacular coastline. We have a rich history which has shaped who we are.

According to the Australian Bureau of Statistics (ABS), at 30 June 2011 Randwick City had an estimated resident population of 137,757. Planning NSW projects the resident population will increase to 141,100 by 2021, representing an average annual growth rate of 0.2 per cent.

The Randwick City Plan

The Randwick City Plan was developed through extensive community consultation over a number of years. It was first published in 2006 updated in 2009 and reviewed in 2012. It is a strategic document that reflects the Randwick community's priorities and aspirations. It is designed to guide and coordinate our activities during a 20 year period.

Six key themes were developed from the City Plan consultation:

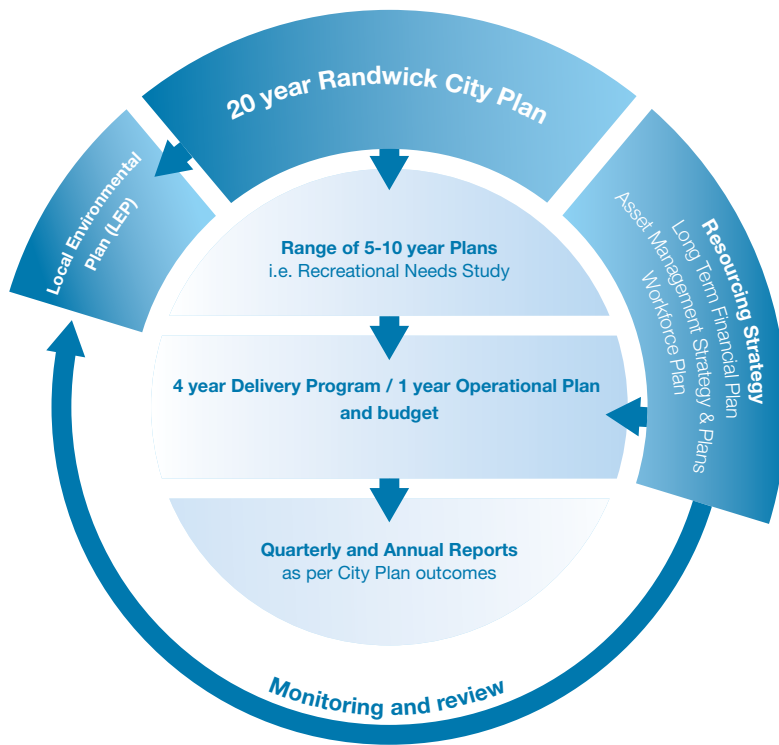
- responsible management
- a sense of community
- places for people
- a prospering City
- moving around
- looking after our environment.

We use these themes in our planning to anchor our activities to the community's stated needs. Our four year Delivery Program and annual Operational Plans determine our directions and annual actions. We measure our performance against each theme via a performance planning system, the biennial Community Satisfaction Survey and through performance indicators and service level agreements. Each theme is supported by medium term plans and the Resourcing Strategy.

Following the adoption of The Randwick City Plan, we have been operating under and refining an integrated planning framework for the delivery of the plan. We apply a continuous improvement approach to monitor and review the plan to improve its quality and strengthen its effectiveness. The Resourcing Strategy is a vital part of our Integrated Planning Framework, as is the Local Environmental Plan and all medium term plans that form the Integrated Planning Suite.

State Government requirements

The Randwick City Council Resourcing Strategy aligns with legislation set by the State Government and acknowledges local government reform. The shape of the strategy meets the needs of the Destination 2036 guidelines placing Randwick City Council in the best possible position to withstand future pressures whilst meeting the needs of our community.



The Resourcing Strategy

The Resourcing Strategy underpins our Integrated Planning Framework. The strategy has been developed to meet our resourcing requirements over the period of the plan. In addition, the Randwick City Plan and the annual Operational Plans demonstrate a commitment to ongoing development of the Resourcing Strategy.

The Resourcing Strategy comprises:

- Long Term Financial Plan
- Asset Management Strategy and Plans
- Workforce Plan.

The above diagram outlines the Integrated Planning and Reporting Framework.

The Long Term Financial Plan

The Long Term Financial Plan (LTFP) helps us to better plan and understand our long-term financial requirements. This includes consideration of sustainability, service provision levels and the creation, upgrading and renewal of infrastructure.

The LTFP is a dynamic document, which is reviewed and updated twice yearly with the development of the Operational Plan and the completion of the annual Financial Reports.

It is created using a set of integrated spreadsheets that draw on information contained within the Council's City Plan, Delivery Program, Operational Budget, current budget and costed short, medium and long term plans. The LTFP is integrated throughout the Asset Management Strategy and the Workforce Plan.

The Asset Management Strategy and Plans

We own and operate a substantial local infrastructure asset portfolio including roads, buildings, open space, kerb and gutter, footpaths and drainage. We are committed to best practice asset management and we have undertaken intensive planning processes relative to the Randwick City Plan themes.

To support this we have developed:

- Asset Management Policy
- Asset Management Strategy
- Asset Management Plans
- Asset Management System (SAM).

The policies and plans outline the responsibilities for asset management within Randwick City, how we will manage the assets using a lifecycle approach and the sustainable funding levels required to provide and maintain assets to the desired levels of service.

Workforce Plan

The Workforce Plan provides us with a framework to employ staff that can achieve our strategic directions, develop innovative solutions and deliver services and programs efficiently and effectively for the community.

The plan gives us long-term workforce strength and capability with the following key themes:

- aligning values and workplace
- strengthening workforce capability
- inspiring performance
- building skills and knowledge
- encouraging well being

The Workforce Plan takes into account the needs of the local government industry. It considers the strategic directions in place through the Division of Local Government and the NSW Independent Local Government Review Panel. The Workforce Plan provides a connection between the needs of the community, as set out in the City Plan, and these strategic directions. It also enables ongoing review of the Workforce Plan to include further strategic directions or recommendations made by the Division of Local Government or other industry bodies. As a consequence, it is essential to continue to monitor and review the Workforce Plan in line with changes in the industry.

Information Technology Strategy

The Information Technology Strategy helps us better understand the technology needs of the council and community now and in the future. This includes consideration of any hardware or software required to support us and our services to the community.

The Information Technology Strategy includes measures we take to ensure the security of information and outlines how we would continue to operate in the event of a disaster.

We are currently finalising the Information Technology Strategy, and once adopted, the strategy will become an integral part of the Resourcing Strategy.





Other Plans

Complementing the City Plan, Delivery Program, Operational Plans and Resourcing Strategy are our medium term plans including:

- Recreations Needs Study
- Waste Management Strategy
- Energy Savings Action Plan
- Water Savings Action Plan
- A Safer Randwick City
- The Randwick Bicycle Plan
- Road Safety Action Plan
- A Cultural Randwick City
- An Inclusive Randwick City
- Affordable Housing Strategy
- Economic Development Strategy.

Snapshot: Des Renford Leisure Centre upgrade

The upgrade of the Des Renford Leisure Centre in Maroubra is an example of the effective implementation of the Randwick City Council Resourcing Strategy.

The Leisure Centre upgrade includes building a new modern fitness centre and crèche to serve the local community for many years to come.

The upgrade is partially funded by Council's Buildings for our Community Program – a special rate variation extensively consulted and agreed with by a majority of local residents.

As part of the development of the Leisure Centre upgrade, a range of factors were considered using the Resourcing Strategy framework including:

- financial implications
- current assets and required upgrades
- and the existing workforce and required additional staff.

The Randwick City Council Resourcing Strategy was able to provide a strategic framework to guide a successful outcome for the community.

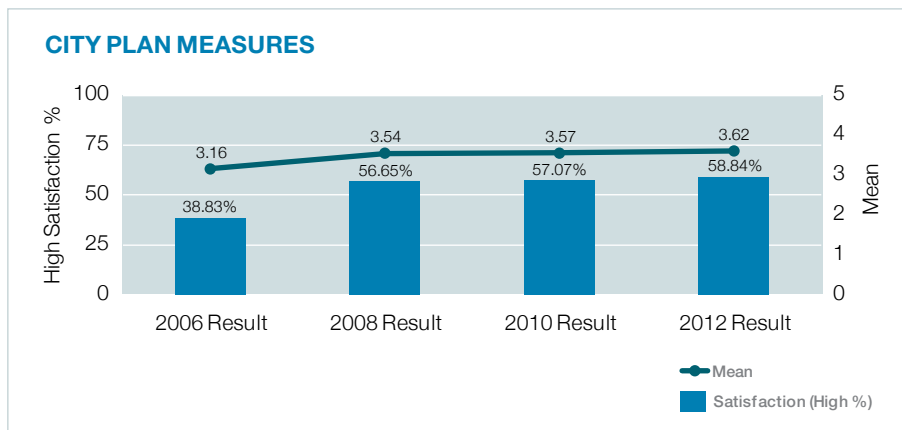
Community Satisfaction Survey

Every two years Randwick Council undertakes a Community Satisfaction Survey. This survey examines community attitudes on a broad range of issues and what residents see as the most important priorities for the coming years. The survey is also an important tool for learning how the community perceives we are performing on their behalf.

The most recent survey was conducted in 2012. It showed there was consistent community satisfaction, with 31 of the 37 services/facilities/criteria rated as being of 'moderate' to 'high satisfaction'. We use the results of the Community Satisfaction Survey to plan improvements to our services, programs, policies and facilities. The survey plays an important role in the management and allocation of resources and directly relates to the compilation of our Resourcing Strategy.

The survey data in the following table illustrates the overall progress during a six year period and show we are achieving The Randwick City Plan.

The results of the last four Community Satisfaction Surveys have been summarised into categories, with both the Satisfaction (High %) (those people that were either satisfied or very satisfied) and the Mean (the average rating across five levels of satisfaction) displayed in the table. The Council has set target mean scores for the future, expressed as a percentage based on the five level satisfaction scoring system.



RANDWICK CITY PLAN THEME MEASURES
AN ANALYSIS OF THE BIENNIAL COMMUNITY SATISFACTION SURVEY

Theme	2006 Satisfaction (High %)	2006 Mean	2008 Satisfaction (High %)	2008 Mean	2010 Satisfaction (High %)	2010 Mean	2012 Satisfaction (High %)	2012 Mean	2012-13 Mean Target	2025 Mean Target
Overall satisfaction and customer service	59.40%	3.47	67.17%	3.70	67.33%	3.74	68.33%	3.75		
Responsible Management	59.40%	3.47	67.17%	3.70	67.33%	3.74	68.33%	3.75		
Agreement with specific statements	n/a	n/a	86.00%	4.13	87.50%	4.12	87.00%	4.24		
Overall quality of life rating	n/a	n/a	96.00%	4.34	94.00%	4.30	95.00%	4.34		
A Sense of Community	n/a	n/a	91.00%	4.24	90.75%	4.21	91.00%	4.29		
Sport, recreation and culture	58.98%	3.67	71.40%	3.86	71.00%	3.88	73.38%	3.97		
Caring for the community	34.95%	3.17	49.85%	3.45	55.50%	3.54	56.00%	3.61		
Urban and economic development	37.80%	3.17	43.40%	3.27	41.00%	3.02	43.50%	3.33		
Strategic planning	21.20%	2.85	36.20%	3.12	29.00%	3.10	33.00%	3.13		
Places for People	38.23%	3.21	50.21%	3.43	49.13%	3.38	51.47%	3.51		
Caring for the community	35.80%	3.15	48.60%	3.40	54.50%	3.51	55.00%	3.53		
Urban and economic development	27.10%	2.92	34.73%	3.06	32.67%	3.28	35.33%	3.08		
Public place waste services	42.45%	3.23	52.65%	3.49	54.25%	3.53	59.75%	3.61		
Council's regulatory services	n/a	n/a	56.90%	3.60	53.00%	3.52	56.00%	3.60		
Strategic planning	21.20%	2.85	36.20%	3.12	29.00%	3.10	33.00%	3.13		
A Prospering City	31.64%	3.03	45.82%	3.34	44.68%	3.39	47.82%	3.39		
Transport, roads and drainage	20.30%	2.61	28.03%	2.87	29.67%	2.91	32.33%	2.92		
Urban and economic development	32.20%	3.08	35.70%	3.17	39.00%	3.26	43.00%	3.32		
Strategic planning	21.20%	2.85	36.20%	3.12	29.00%	3.10	33.00%	3.13		
Moving Around	24.57%	2.85	33.31%	3.05	32.56%	3.09	36.11%	3.12		
Caring for our environment	40.33%	3.23	52.37%	3.50	58.00%	3.62	58.33%	3.65		
Looking after our Environment	40.33%	3.23	52.37%	3.50	58.00%	3.62	58.33%	3.65		
RANDWICK CITY PLAN	38.83%	3.16	56.65%	3.54	57.07%	3.57	58.84%	3.62		
Mean percentage		63.2%		70.8%		71.4%		72.3%	70.00%	85.00%



Randwick City Council
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