

Fit for the Future – Options Analysis

Appendix B

COMMUNITY ENGAGEMENT

The following section has been prepared to ensure Randwick City Council has undertaken its due diligence relative to local government reform, in accordance with the Council resolution from the 25th November 2014.



Randwick City Council
a sense of community

MAY 2015

Community engagement –

Community Engagement Report summary

1.7 Community engagement strategy

Council developed a community engagement strategy involving a four part phased program.

Because of low levels of awareness about the Fit for the Future and the reform process, the first phase was designed to better inform the general public and raise awareness about the issue.

The second stage was the key information gathering process where Council sought feedback through community surveys (paper and online), random representative telephone poll, information pop-up stalls and deliberative engagement activities such as focus groups.

The third stage is the formal exhibition of Council's draft proposal for 28-days as required by the State Government in their Fit for the Future program.

This strategy is designed to build the community's interest, knowledge and understanding of this important and complex issue prior to seeking their view.

The strategy has been designed to undertake a best practice and rigorous consultation process within tight deadlines to achieve Council's objectives.

Appendix b has the following sections

1. Results Analysis Report - Community Survey
(Reply paid letter survey and online survey)
2. Telephone Survey Report (Micromex)
3. Community Information Stalls Report
4. Community Focus Groups (hard to reach) Report

Community engagement

1. Results Analysis Report - Community Survey
(Reply paid letter survey and online survey)

RANDWICK CITY'S **future**



Randwick City's Future Community Survey Results analysis report

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Executive summary

In February 2015 Randwick City Council conducted an extensive paper-based and online opt-in community survey to better understand the community's view of the State Government's Fit for the Future program and their desires for the future of the City of Randwick.

The survey provided the opportunity for Council to present the benefits and costs of seven options and for the community to have their say.

6,446 valid survey responses were received from residents, ratepayer and business owners providing a good sample size and a high level of statistical confidence.

The majority of respondents want no change. There is a high level of satisfaction with services and facilities provided by Randwick City Council and a fear that a larger Council will result in a loss of local identity and a less say in how the area develops.

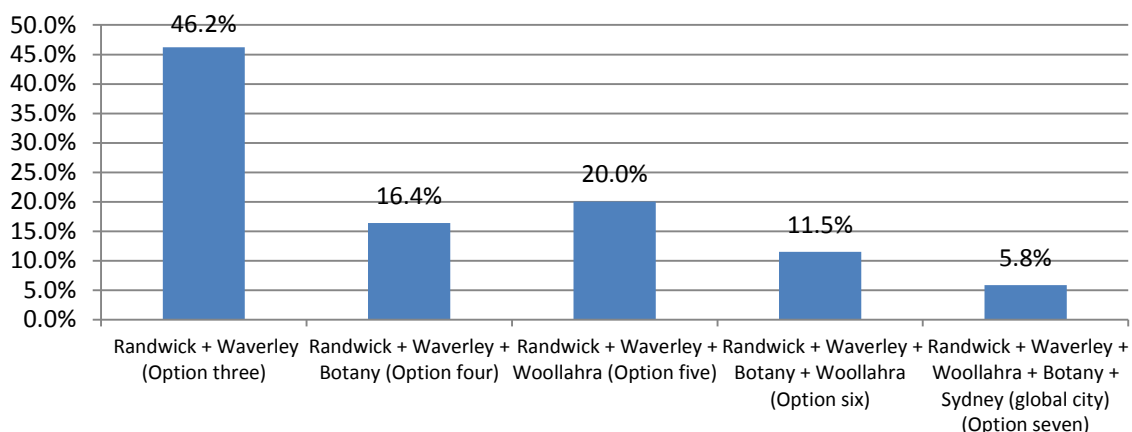
More people associate with the eastern suburbs (37%) than their suburb (33%) or the City of Randwick (25%).

There is an outright rejection of the global city concept. This is significantly the least preferred outcome.

In two separate questions in the survey, a consistent 49% of respondents indicated they preferred no change while the remaining 51% preferred a level of merger.

If amalgamations must occur, 90% would prefer an eastern suburbs council model and only 5% would prefer the larger global city council model (5% are unsure).

The most preferred merger option is an amalgamation Randwick + Waverley Councils.



Question 10: Please rank your preferences (distributed by first preferences after removing Option One Randwick and Option Two Randwick + Botany)

The NSW Government's 'Fit for the Future' guidelines state that each council must address the issue of scale as a priority. Scale is broadly understood to be the size of a Local Government Area based on its projected population. For the purposes of community engagement and analysis, a minimum population of 200,000 is considered as meeting the requirements. The rationale for this number can be found in the introductory section of this paper.

Based on this 200,000 figure, an analysis has been conducted on distributed first preferences if options one (no change) and options two (Randwick + Botany) are removed as both these options result in populations of less than 200,000.

The results show: Option three (Randwick + Waverley) received 46% of distributed first preferences after removing the no change and Randwick + Botany options. Next was Randwick + Waverley + Woollahra (20%) and Randwick + Waverley + Botany (16%).

Background

From December 2014 to May 2015 Randwick City Council is undertaking one of its largest single community consultations in the history of the Council.

The community consultation is in response to a Council resolution of 25 November 2014 and the State Government's Fit for the Future program released in late 2014.

Since 2011, the future of Local Government across NSW has been on the NSW Government's agenda.

On 10 September 2014 the NSW Premier and NSW Local Government Minister announced a \$1 billion 'Fit for the Future' package to "give local councils the incentives needed to ensure they are in a position to provide the services and infrastructure their communities need and deserve".

The Fit for the Future announcement was in response to the Independent Local Government Review Panel's Final report released 12 months earlier. The Review Panel report included ideas for council mergers and reform and it recommended that Randwick City Council be amalgamated with Botany Bay, City of Sydney, Waverley and Woollahra Councils to form a "Global City".

The NSW Government's Fit for the Future package requires all councils to use the recommendations of the Review Panel as their starting point in terms of 'scale and capacity'. For Randwick City Council, this means considering the global city option or a merger option that is 'broadly consistent'. The Government has indicated that only those councils that put in submissions will have a role in any proposed boundary changes that the Government may make.

Randwick City Council already has a balanced budget and remains debt-free, providing high quality services for our community. Council is opposed to amalgamations. Unfortunately,

despite Council's excellent financial and asset management position, the option to stand alone does not meet the requirements of the Government's Fit for the Future program.

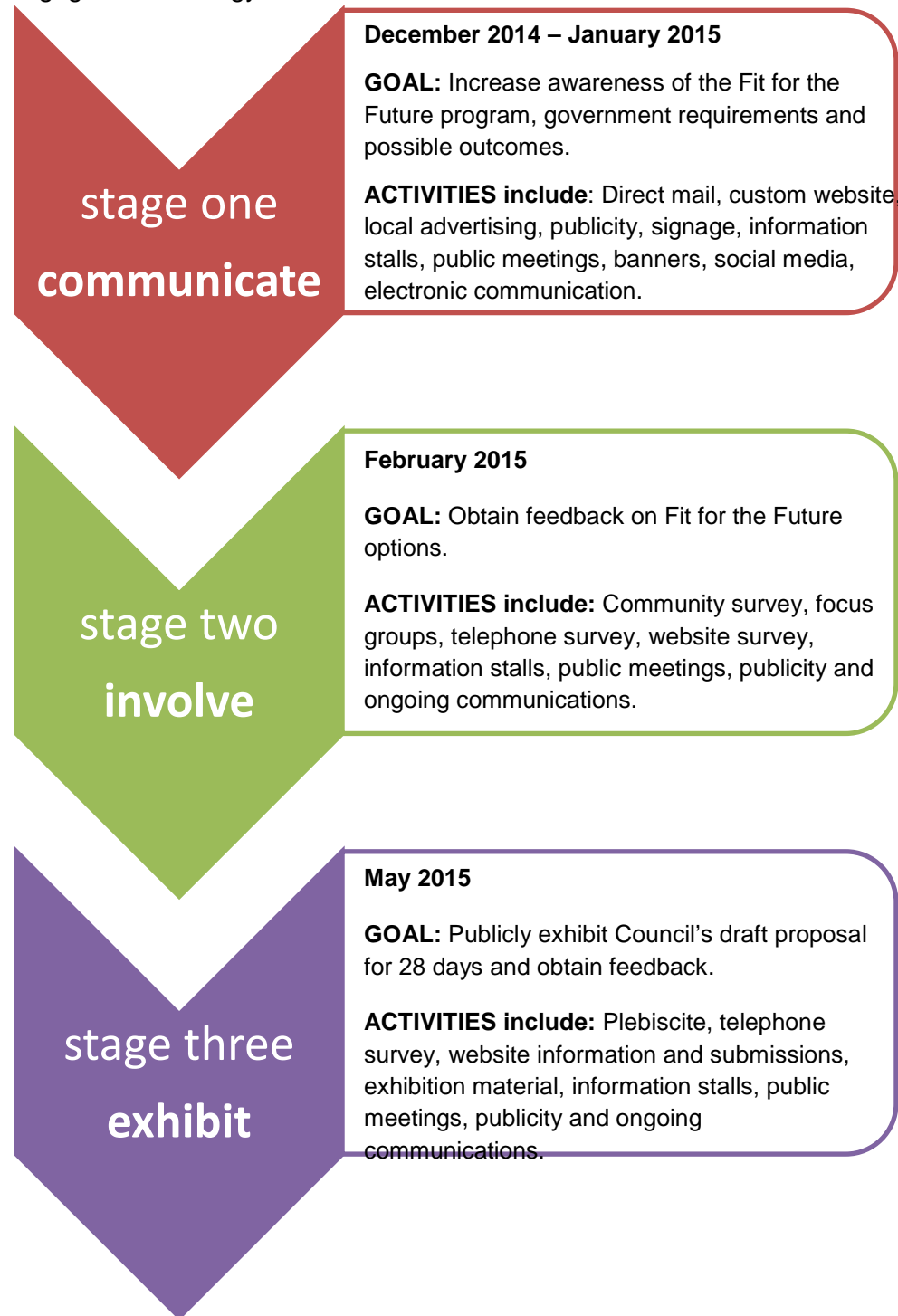
Randwick Council does not support amalgamation or the creation of a global city as we value our Randwick identity, local representation and existing quality services and facilities.

However, we are required to show the NSW Government that we can meet their scale and capacity (i.e. population size considered to be above 200,000) requirements in some way, whether it be through their preferred global city option or a merger that is broadly consistent. The Government has made it clear that "doing nothing is not an option".

Engagement context

As part of Randwick City's Council's Community Engagement Strategy, Council identified a community survey / direct survey mail as part of stage two of activities to take place in February 2015.

This graphic shows how the community survey fits in within the overall community engagement strategy:



Community consultation timeframe. (Source: *Randwick City Council Community Engagement Strategy – Fit for the Future*)

Purpose

The purpose of the community survey was to provide an opportunity for residents, ratepayers and business owners within Randwick City to express their views about proposed amalgamations as part of the State Government's Fit for the Future program.

The community survey was designed to help Randwick Council understand community views, attitudes, perceived benefits and perceived costs of possible change. The survey scopes a range of possibilities and enables Council to be informed of people's preferences to be able to respond to the State Government.

The survey also provides an important opportunity to discuss costs and benefits of a range of merger options and provide residents with an opportunity to have their say.

Sample

Council received n=6,446 valid survey responses.

This survey is reflective of those residents, ratepayers and business owners who chose to respond and as such is over-represented with older rate-paying residents. While the survey is not a randomly selected representative sample in the true sense, the very high number of responses provides a robust sample size and a high level of statistical confidence.

A sample size of 6,446 provides a maximum sampling error of plus or minus 1.19% at 95% confidence. This means that if the survey was repeated 20 times, you would get the same results within plus or minus 1.19% in 19 out of the 20 surveys.

Methodology

Residents, ratepayers and business owners were able to complete the survey both online and via a reply-paid paper survey.

On 1 February 2015, a letter, information pack, paper survey and reply-paid envelope was mailed to all 50,000 properties in Randwick City (sourced from Council's waste database) and to 15,000 non-resident ratepayers (sourced from Council's rates database)

An online survey was available to complete at www.yoursayrandwick.com.au/future.

This survey mailout followed an earlier mailout in late December 2014 / early January 2015 which introduced residents and ratepayers to the Fit for the Future program by providing a letter and information pack.

Extra copies of the survey and information pack were available at:

- Council's Administration Centre 30 Frances St Randwick
- Bowen Library, Maroubra
- Margaret Martin Library, Randwick (Royal Randwick Shopping Centre)

- Malabar Community Library

In addition, Council posted out extra packs and surveys to residents upon request or they could be downloaded from the website.

Council also assisted people with vision impairments complete the survey over the phone.

The survey was open from 1 February 2015 to 5pm 1 March 2015.

Returned paper surveys were accepted up until 3 March 2015.

The survey was developed and conducted inhouse by Randwick City Council and the survey data was compiled by Council staff.

Security and data integrity provisions were put into place and overseen by Council's Internal Auditor.

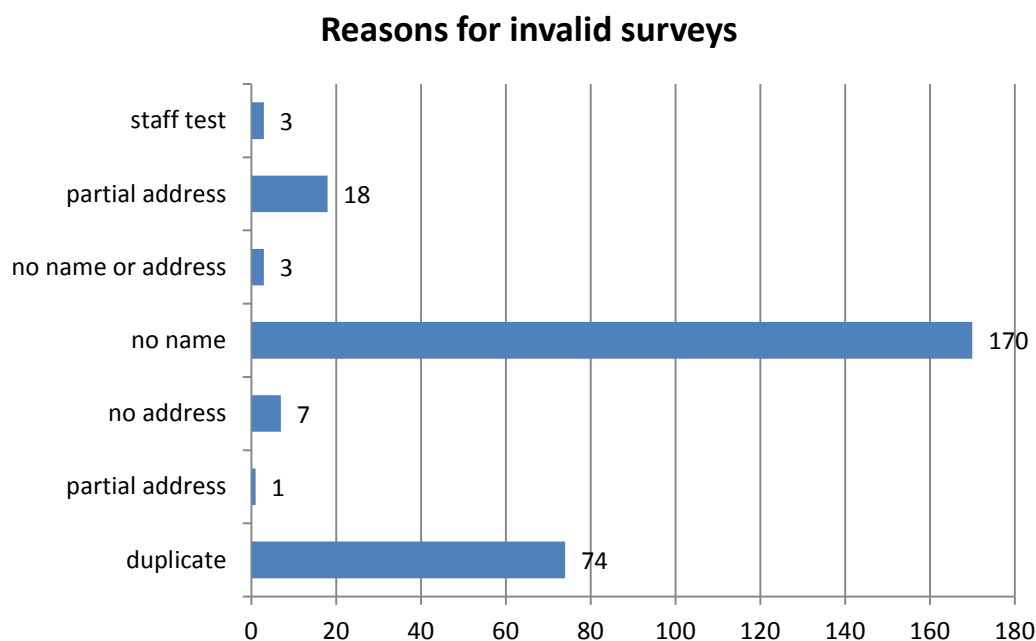
To ensure the integrity of the survey and that every resident, ratepayer and business owner only responded once, all respondents were required to provide their name and street address.

Data integrity

To provide a high level of statistical confidence around the results of the survey, Council limited the survey to residents, ratepayers and business owners aged 18 years and older.

There were 276 invalid surveys (4.14%) that were not included.

The main reasons for declaring them invalid were 1) no name provided and 2) duplicate surveys from same person.



Most of the duplicate responses appeared to be respondents completing both paper and online versions of the survey or ratepayers who own multiple properties returning multiple surveys. In this case, only the first survey received was included.

There was no evidence of any systemic attempt to manipulate the outcome of the survey. The responses of those who skipped questions and / or voted '1' only in questions 9 or 10 were still included.

In addition, the responses of 119 participants to question 10 were not included because they voted for the same choice more than once. Eg. They voted '1' for no change and '1' for Randwick + Botany etc. The responses to other survey questions by these participants were still included.

The data has not been weighted.

Probity

To ensure the integrity of the survey Council's Internal Auditor undertook a review of the survey process and data.

Prior to the closing date of the survey, Internal Audit provided probity advice to the Manager Communications in regard to conducting the Randwick City's Future Community Survey. Audit then reviewed the Protocols and the plan developed by the Manager Communications in response to this advice. Audit considered that they addressed the issues raised in the Audit advice.

After the survey data had been entered into the survey database, Audit selected 10 random data entries made by each of the four data entry staff (40 in total) and reviewed each against the protocols and checks outlined in the Audit advice, with the following results:

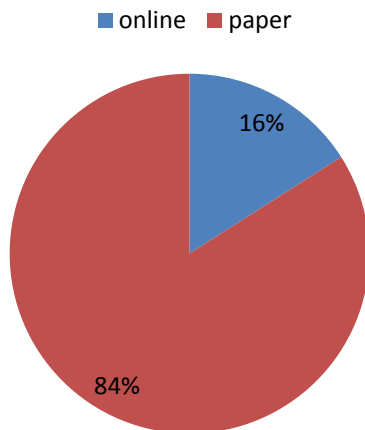
- Audit was unable to check the number of data entries on the database against the number of surveys received as the hard copy surveys had not been counted on receipt. However, the number of online surveys received matched those entered in the database as the entry had been done automatically by the survey program.
- Audit sighted the signed confidentiality agreements from the data entry staff.
- Audit found two errors in the data entry of two separate survey questions.
- Audit found one entry in which the respondent had checked both "male" and "female" on the survey form and "male" had been entered on the database, even though the respondent's first name was unambiguously female.

Overall, Audit found that there were sound measures in place to ensure that the survey had been made available to all residents, ratepayers and business owners and that the responses had been securely treated and accurately entered onto the survey database. A full report by Internal Audit has been provided to the General Manager, Manager Communications and to Council's Internal Audit Committee.

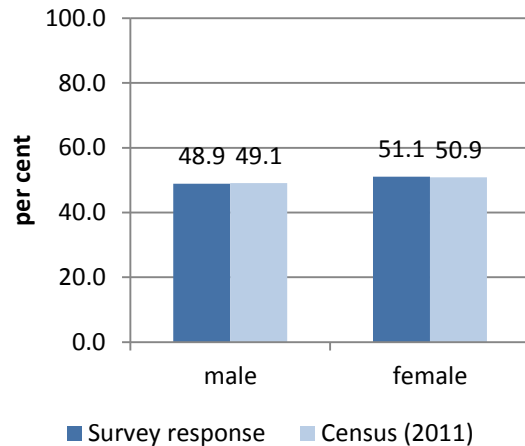
Demographics

Of the 6,446 valid surveys received, 1030 were online and 5,416 were paper surveys. This reflects previous surveys in which residents and ratepayers prefer to be communicated with via mailbox on issues of importance.

Response type



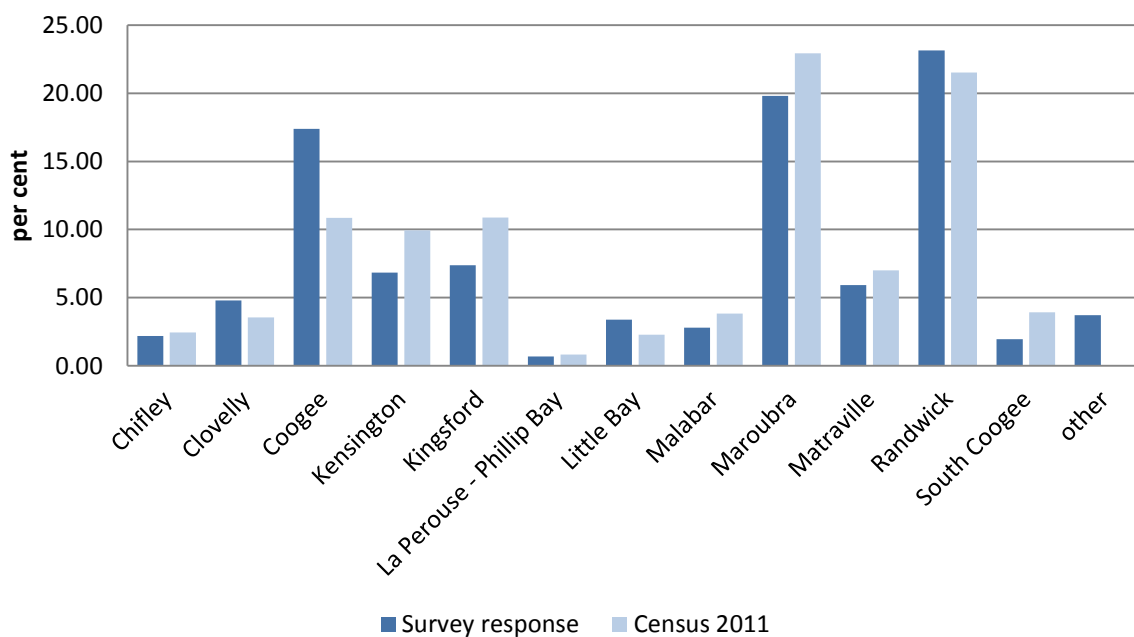
Gender

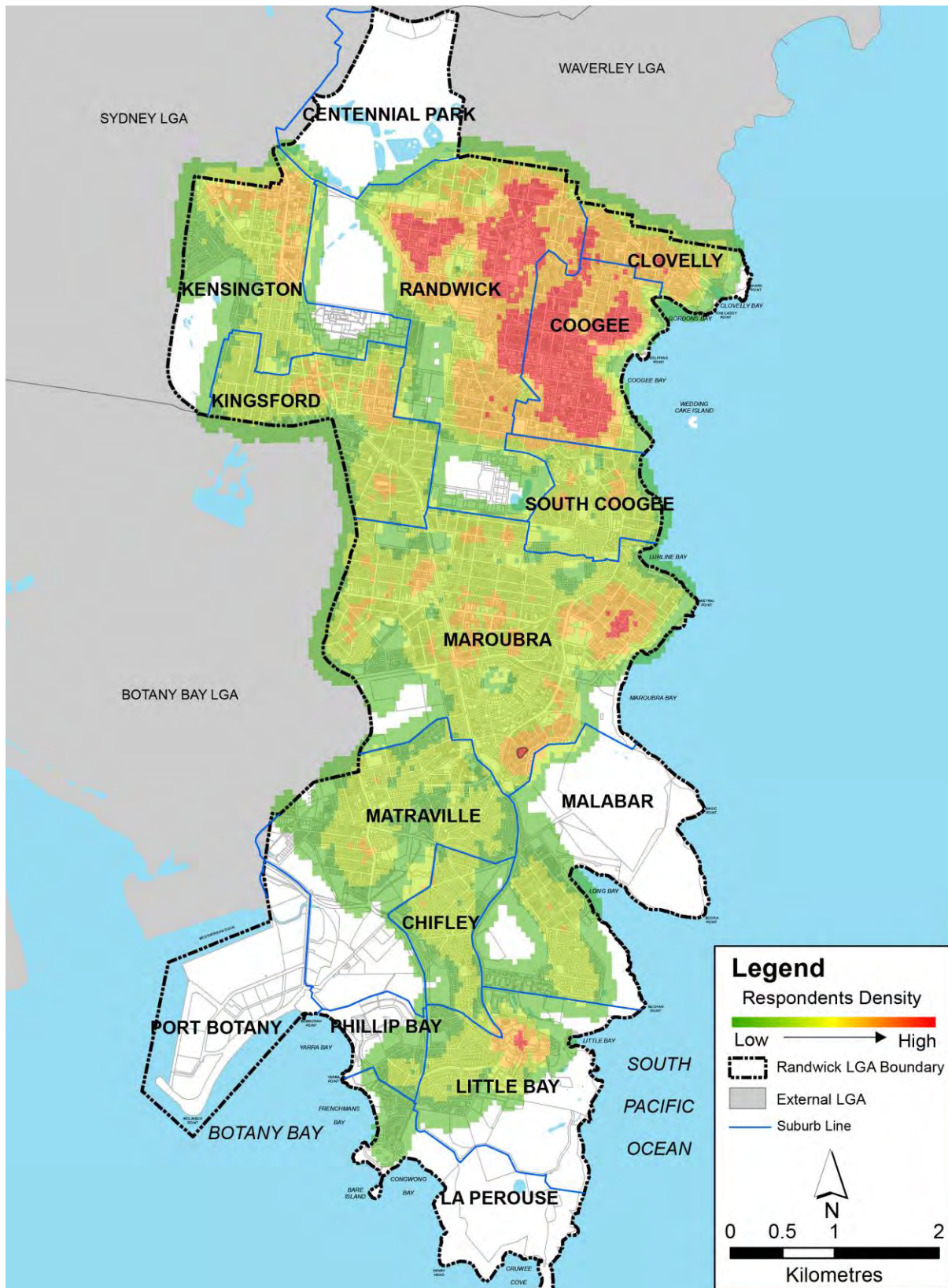


There was a good representation of responses from men and women which very closely reflects the gender census split for Randwick City.

There was also a good cross-representation of all Randwick City suburbs which generally suggests a uniform level of interest in the issue regardless of locality. There was a higher level of response from people who live or own property in Coogee.

Survey responses by suburb

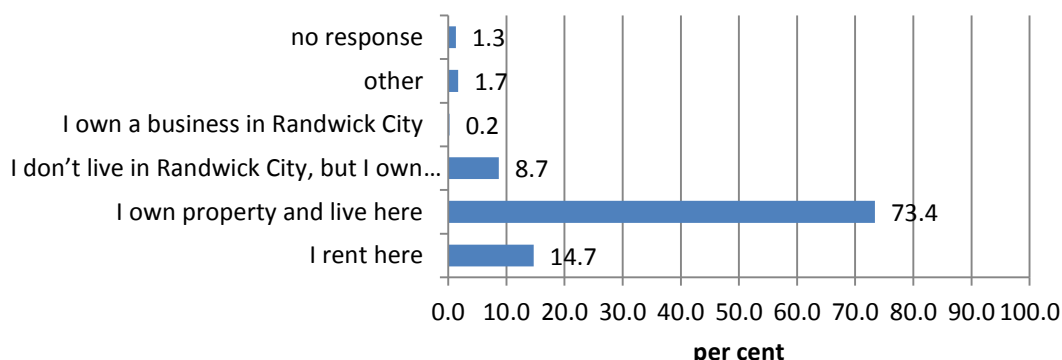




Density map of all survey respondents

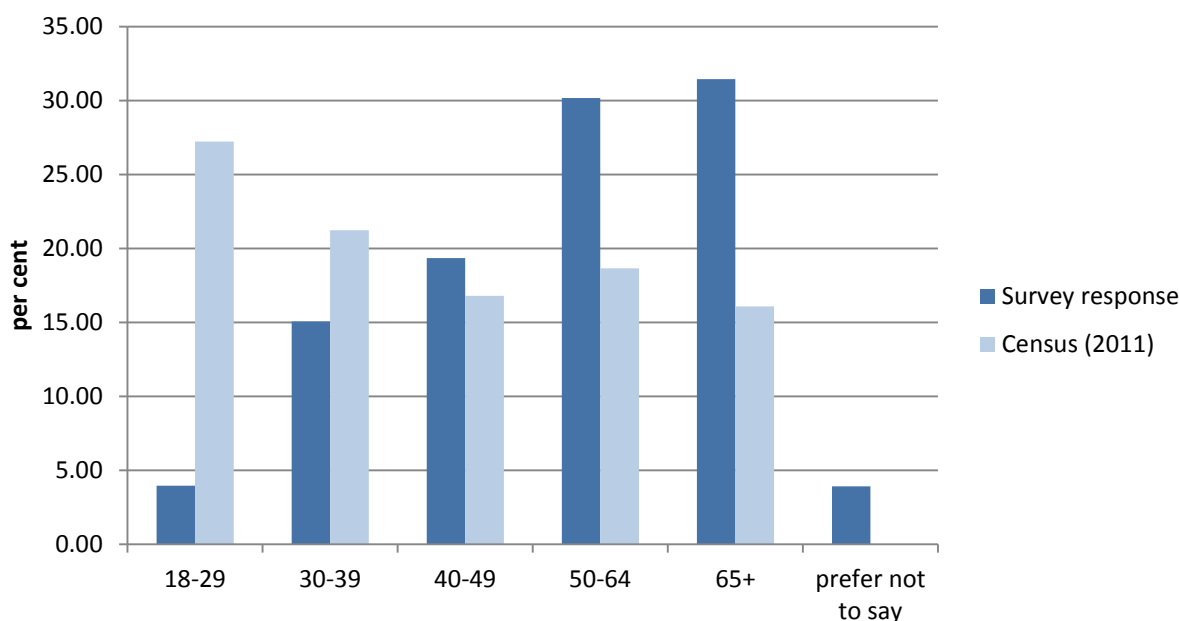


Association with Randwick City



Three in four respondents were from people who own property and live in Randwick City. Only 15 per cent of responders rent in Randwick City. While owner occupiers are over-represented in the responses, this is not surprising given it is this demographic that is most closely connected and invested in a sense of place and the services that councils provide.

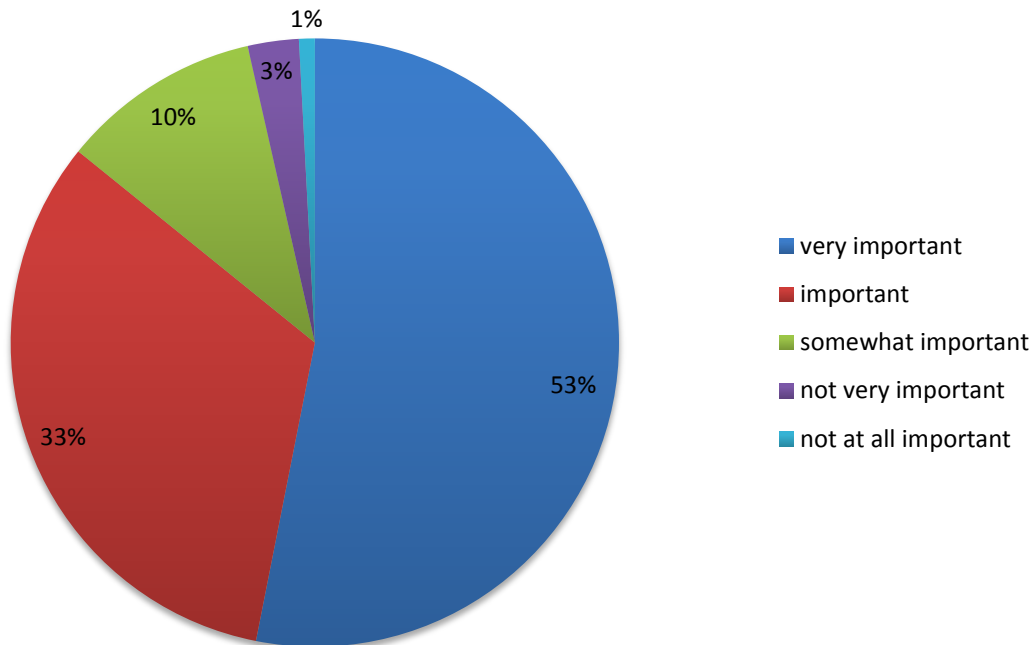
Survey response by age group



The survey received responses from all age categories. Similar to people's home ownership status, the survey was dominated by the older home-owning age group. Some 62 per cent of respondents were aged over 50 years. Comparatively, there were just 246 responses (3.97%) from people aged 18-29 which is well below the Census data which shows this age group represents 27% of the Randwick City population.

While it would be ideal to have more responses from this age group, one of the purposes of this survey is to provide a snapshot of the views of those people who chose to respond.

Question1: How important is your local council to you?



	Count	%
very important	3352	53.11
important	2065	32.72
somewhat important	671	10.63
not very important	171	2.71
not at all important	53	0.84
	6312	100.00

COMMENT

Respondents generally think their council is important with an average score of 4.35 (out of 5). Eighty-six per cent of respondents say their council is either very important or important and less than 4 per cent say it's not very important or not at all important.

I don't trust a bigger council to have Randwick's interests at heart in the same way a local council does.

– Coogee resident

Local community is important

– Kensington resident

Councils need to be able to address local issues with local perspective.

– Randwick resident

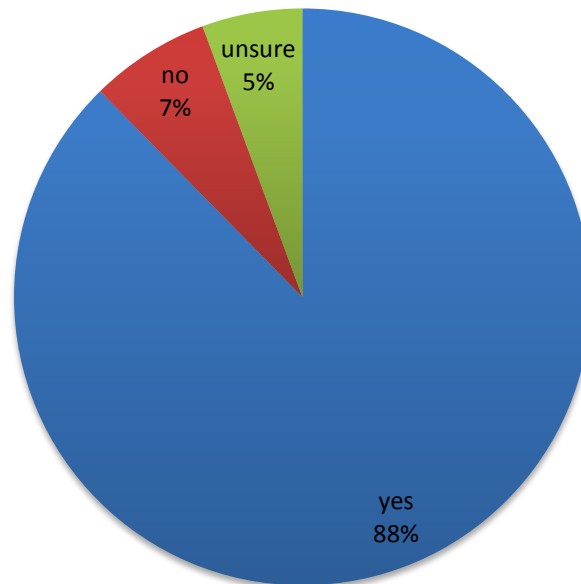
Local identity is important

– Coogee resident

Sydney requires unified council rules, unified rates charges, transparent and consistent town planning, as well as unified services. That does NOT exist now. All councils do whatever they feel like.

– Matraville resident

Question 2: Are you aware of the State Government's Fit for the Future amalgamation plans?



	Count	%
yes	5499	87.63
no	423	6.74
unsure	353	5.63
	6275	100.00

COMMENT

There is a high level of awareness about the State Government's Fit for the Future plans. This is due to the two mailouts Council has sent about the issue, including an Information Pack distributed with the paper survey. Council has also undertake advertising, outdoor advertising, publicity, social media and information stalls at local shopping centres, parks and beaches.

This awareness has increased significantly since a Council telephone survey in October 2013 which found just 49% of respondents aware of the issue.

Small is beautiful if Randwick Council can stand up against State Government's 'Fit for the Future' program. If 'not' accept 'step by step'.

– Kingsford resident

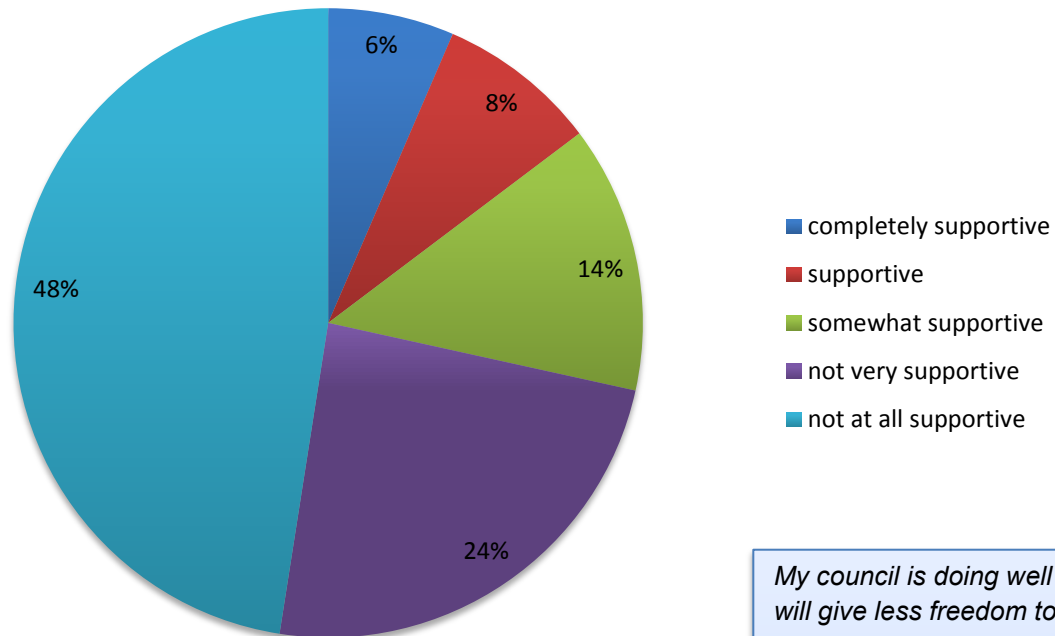
This is not necessary for well run, economically viable councils like Randwick. I think the Fit for the Future program should concentrate on those that are not. Many small regional councils fall into this category and effort should be concentrated on them.

– Randwick resident

I believe the State Government's Fit for The Future initiative is driven solely by financial and cost-cutting concerns. By its nature Local Government is not a commercial operation and cannot be run solely on the basis of cost minimisation.

– Kensington resident

Question 3: How supportive are you of the State Government's option to amalgamate five councils into a global city?



	Count	%
completely supportive	410	6.48
supportive	521	8.23
somewhat supportive	869	13.73
not very supportive	1520	24.02
not at all supportive	3007	47.53
	6327	100

COMMENT

Only 15 % of respondents support or completely support the State Government's proposal to create a global city council while 71% oppose or strongly oppose it.

The survey results consistently show little support for the amalgamation of five councils into a global city council.

My council is doing well by itself. It will give less freedom to individual suburbs.

– **Randwick resident**

Councils need to have a critical mass to become efficient.

– **Coogee resident**

Cost savings make sense, however it's important to retain an 'Eastern Suburb' identity.

– **Clovelly resident**

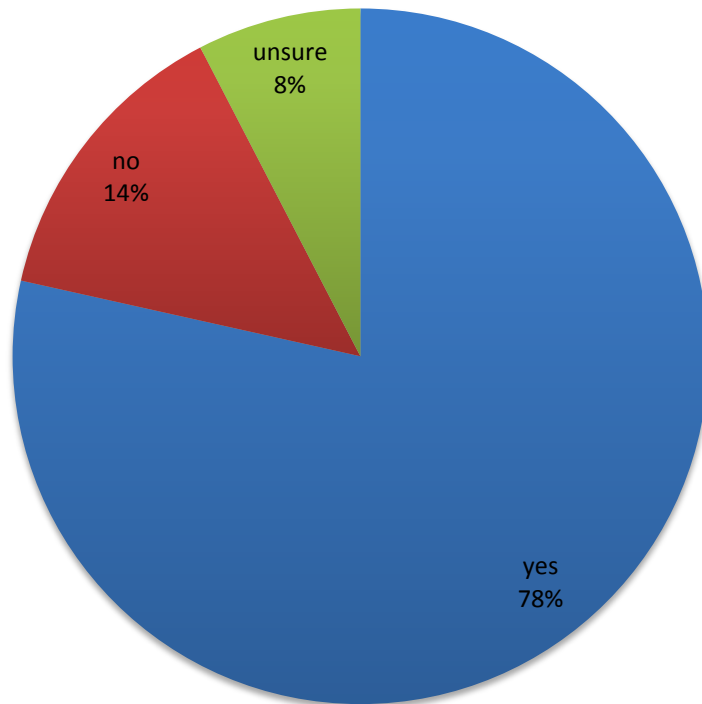
I strongly believe amalgamating Randwick Council with 5 other Council is bound to see a reduction in services. It will no longer be a Local Council.

– **Kensington resident**

I think the advantage of local council is that it is local & focuses on the issues of that area. Making councils too big makes them more like a state government.

– **Coogee resident**

Question 4: Do you feel there will be a loss of local identity if these five councils amalgamate into a global city?



	count	%
yes	4960	78.49
no	878	13.89
unsure	481	7.61
	6319	100

COMMENT

A significant proportion of respondents believe a global city council will result in loss of local identity.

I think the identity of the local area will be affected, with less say in local concerns, as well as financially.

– Coogee resident

Our local council is parochial, small minded. Maroubra beach local area is a perfect example, always run down and lacking council investment. We need some big picture thinking for major resources like the beachside. A global city could provide that.

– Maroubra resident

I think this large area will be too unwieldy to manage. People in various districts have different needs. Identity will be lost.

– Maroubra resident

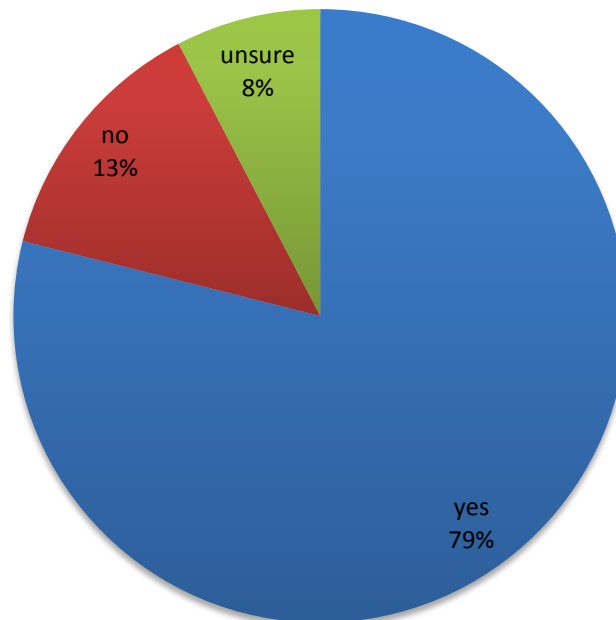
I want Randwick identity retained not lost in a larger area. I feel local areas will be forgotten within a large council.

– Maroubra resident

Our council is well managed, not in debt and provides great services.

– Coogee resident

Question 5: Do you feel you will have less say in how your local area develops as part of a global city council?



	Count	%
yes	4977	78.92
no	847	13.43
unsure	482	7.64
	6306	100

COMMENT

Respondents feel a global city council model will result in them having less say in how the area develops.

I do not think it is wise and practical to do this. Each suburb will have less say and will not see immediate benefits if the global city model goes ahead.

– Kingsford resident

I feel taking on debt from other councils is a risk and the needs from each council area are too diverse. We may lose our identity & have less say about changes - councillors would not be as community based.

– Malabar resident

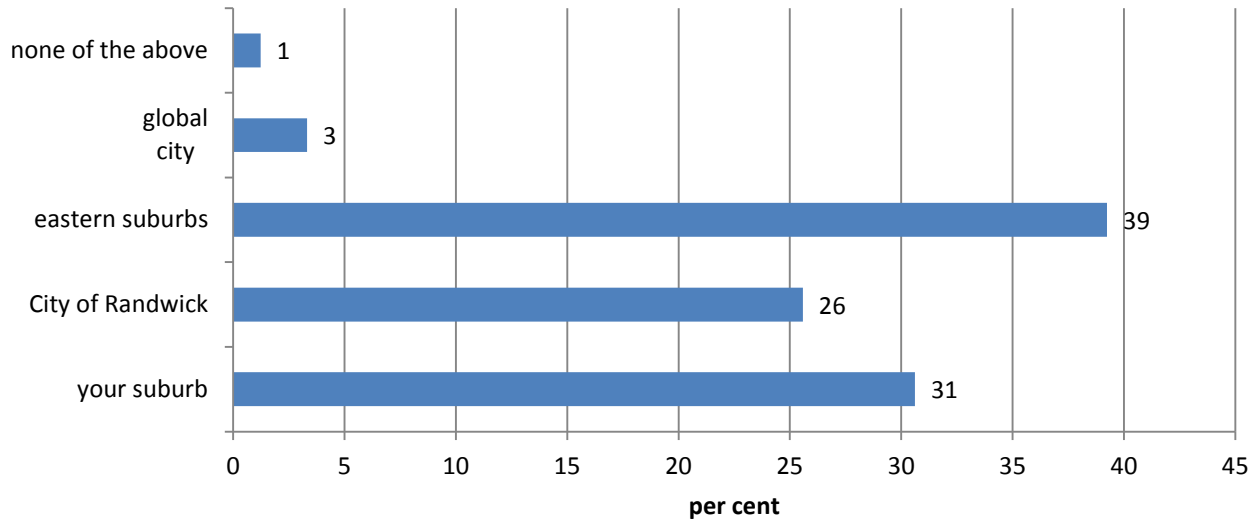
I think the identity of the local area will be affected, with less say in local concerns, as well as financially.

– Coogee resident

It will give council less autonomy and less say in local issues.

– Maroubra resident

Question 6: Which of the following do you most strongly associate with?



	Count	%
your suburb	1956	31
City of Randwick	1634	26
eastern suburbs	2507	39
global city	212	3
none of the above	79	1
	6315	100

COMMENT

More respondents (39%) associate with the 'eastern suburbs' than they do with anything else. 31% associate with their suburb while one in four (26%) associate with the City of Randwick. Only 3% associate with a global city. A Council telephone survey conducted in October 2013 found similar support where 46% most associated with the eastern suburbs, 38% with their suburb, 17% with Randwick City and 3% with a global city.

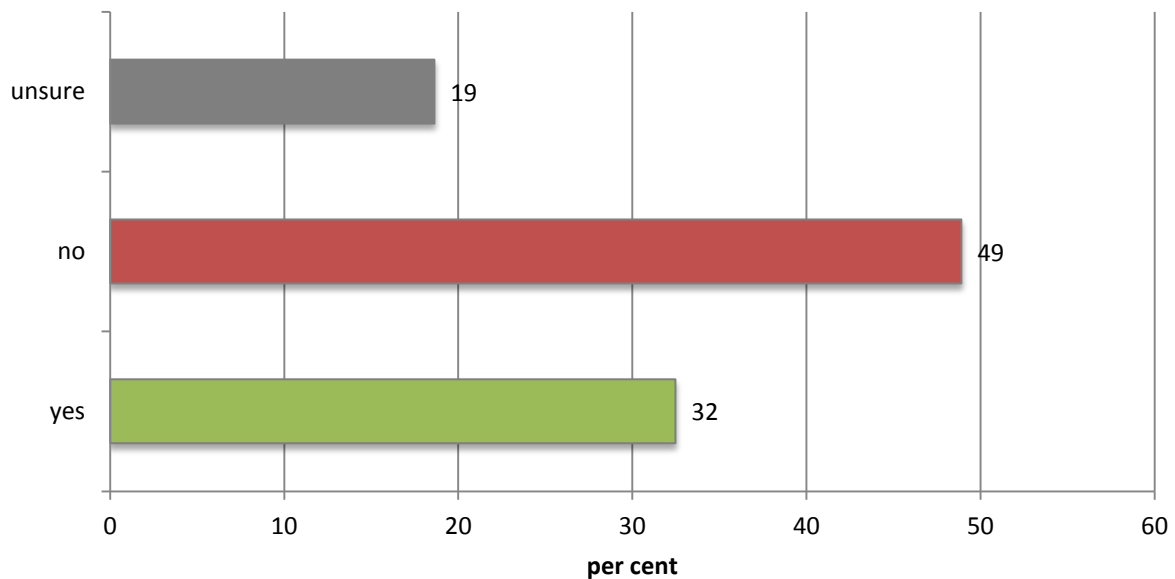
Amalgamating councils would mean some areas would lose identity & also impact on local decision making.
– **Clovelly resident**

A council that operates efficiently & provides good service for the rates paid should be left to carry on their good work.
– **Maroubra resident**

I prefer to stay within Eastern suburbs - I don't want a 'global city'.
– **Randwick resident**

I say somewhat supportive because i agree that Sydney is a global city that needs to modernize for the future and to compete with other global cities. But I'm a bit fearful of losing my eastern suburbs identity.
– **Kensington resident**

Question 7: Should Randwick City Council be amalgamated?



	Count	%
yes	2038	32
no	3069	49
unsure	1169	19
	6276	100

COMMENT

A majority of respondents feel Council should not be amalgamated.

Almost 1 in 5 respondents are unsure. This could be partly to do with the open-ended nature of this question in that the type and scope of amalgamation is not defined.

Throughout this survey, the data consistently shows that 49% of people support Council standing alone while the remaining 51% either propose some sort of change or are unsure.

I think the community's voice will be lost in a super council. Randwick is sustainable and does not need to amalgamate.

– **Maroubra resident**

Once amalgamated, I fear that my area's needs may not be taken seriously.

– **Matraville resident**

Randwick council & the suburb of Maroubra could get 'lost' in the amalgamation - I feel it's too many councils to amalgamate.

– **Maroubra resident**

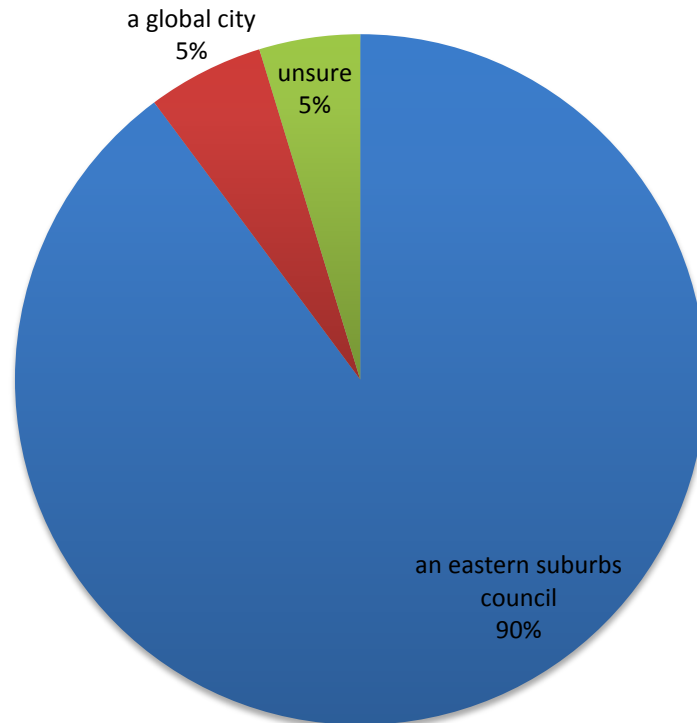
There is a definite need to amalgamate, as a suburb Randwick will not lose its identity. There should not be funds allocated to fighting the merger by ratepayers, as this is not a political battle and the money should be used for services that are required. Not to save councillors a spot on a committee.

– **Randwick resident**

Please amalgamate - local councils are a joke & wasteful

– **Maroubra resident**

Question: 8. If amalgamations must occur, which would you prefer?



	Count	%
an eastern suburbs council	5613	89.82
a global city	341	5.46
unsure	295	4.72
	6249	100.00

COMMENT

If people must choose an option, the overwhelmingly majority prefer a smaller eastern suburbs council to a larger global city council.

I like a council connection to the eastern beaches.

– Clovelly resident

I do not support a global city concept. The beauty of our local area is the amazing community & identities of our local areas. I have seen first hand the effect of a 'global city' sized amalgamation. Please amalgamate with a moderate population outcome only.

– Coogee resident

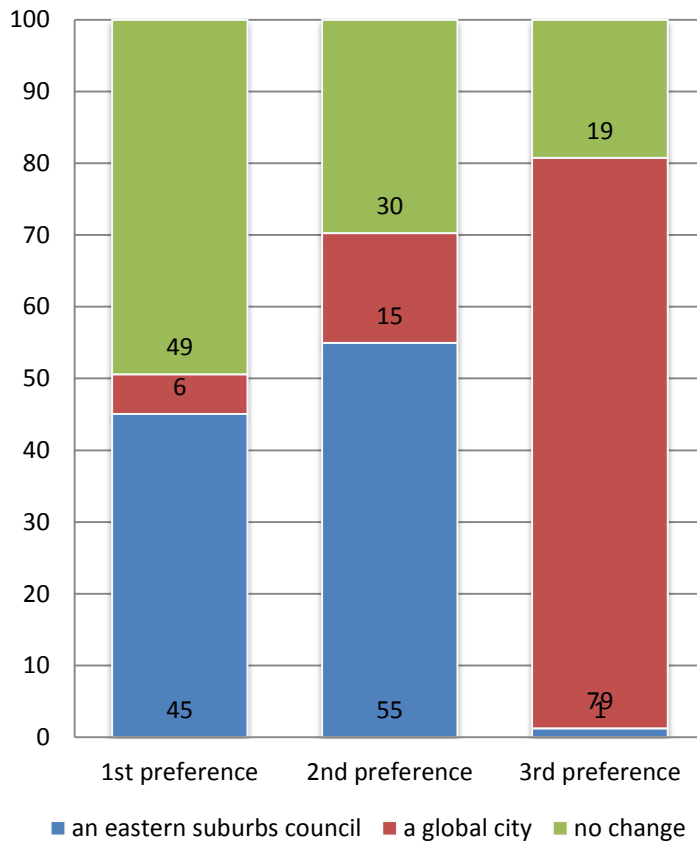
Randwick City Council does not need fixing or amalgamation as it stands alone successfully now.

– Maroubra resident

Randwick Council can stand alone as it has done since the 1800s.

– Coogee resident

Question 9: Rank your order of preference (write the numbers 1 through 3 in the boxes)



I think the City of Sydney has very different priorities to the Eastern Beaches area.

– South Coogee resident

A large global city will breed inefficiencies and lack of support.

– Maroubra resident

If the five eastern Sydney councils merge to form a global city we will be in a much better position to fund the services and infrastructure development that will be necessary to cater for the inevitable increase we're facing in population density and visitation.

– Randwick resident

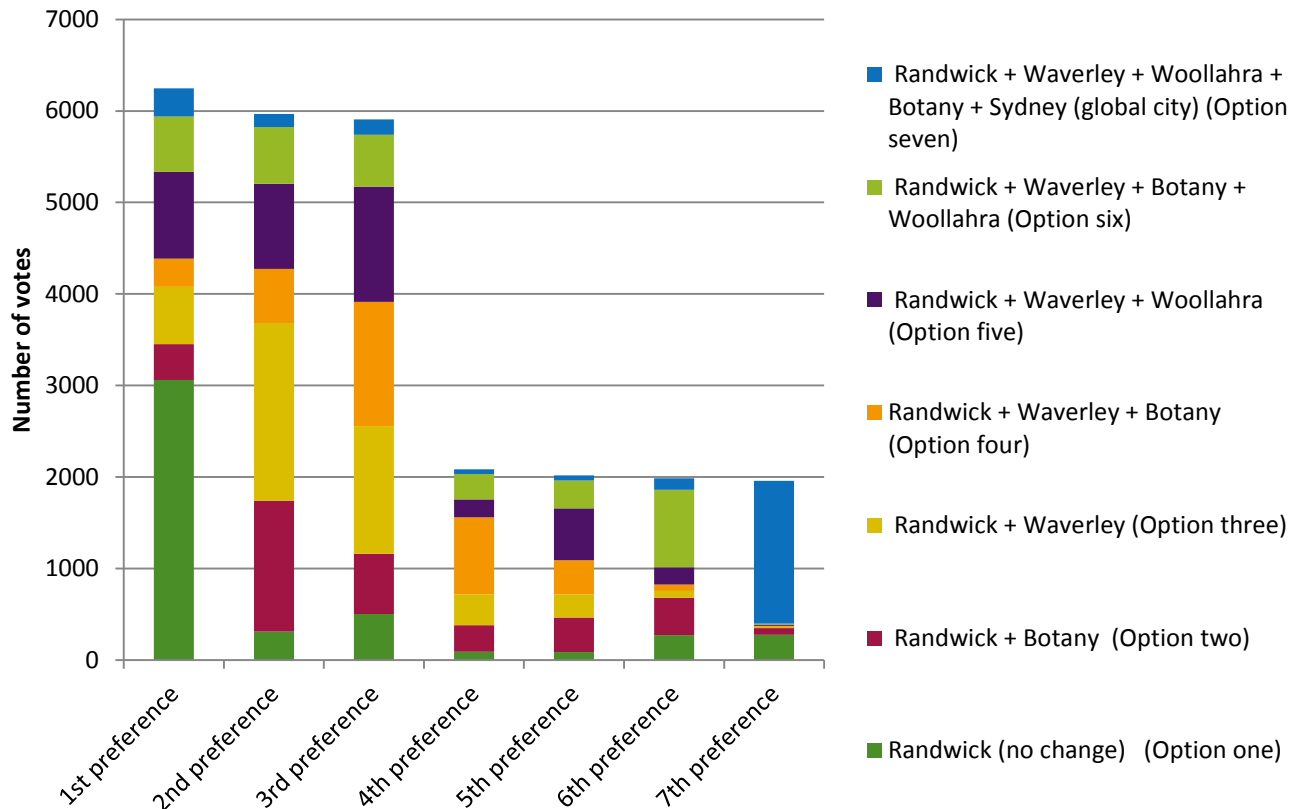
	1st preference	2nd preference	3rd preference
an eastern suburbs council	2842	3165	70
a global city	350	883	4470
no change	3115	1711	1083
	6307	5759	5623

COMMENT

Similar to question 7, this question shows 49% oppose amalgamation as their first preference and 51% support a level of change (45% eastern suburbs Council and 6% global city).

While no change is still people's most preferred outcome, an eastern suburbs model resonates with 45% of respondents. A global city fails to resonate with respondents as a viable option.

Question 10: Please rank your preferences (by total vote count)

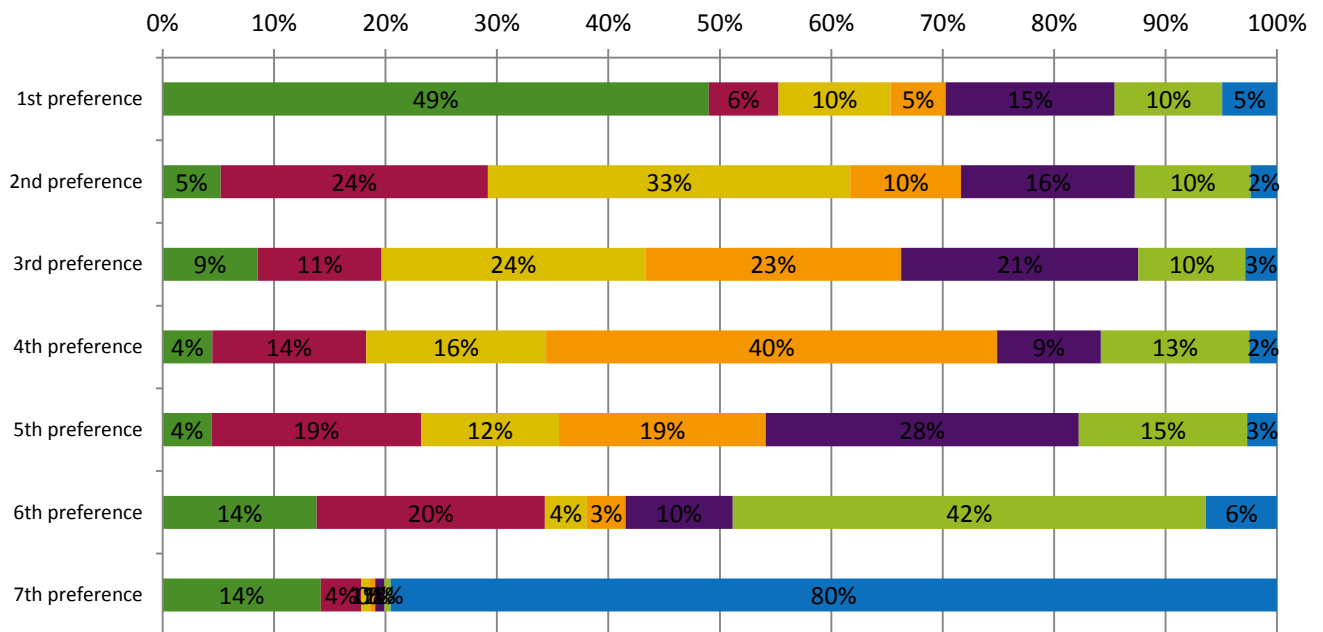


	Randwick (no change) (Option one)	Randwick + Botany (Option two)	Randwick + Waverley (Option three)	Randwick + Waverley + Botany (Option four)	Randwick + Waverley + Woollahra (Option five)	Randwick + Waverley + Botany + Woollahra (Option six)	Randwick + Waverley + Woollahra + Botany + Sydney (global city) (Option seven)
1st preference	3061	390	628	309	947	603	307
2nd preference	311	1431	1940	592	931	620	141
3rd preference	504	657	1398	1356	1257	566	169
4th preference	93	288	337	844	194	278	52
5th preference	89	379	250	374	567	305	54
6th preference	275	407	75	69	191	844	127
7th preference	278	72	15	9	16	11	1559

COMMENT

The above chart shows raw votes stacked by preference. Most respondents marked first, second and third preferences with only about a third of voters marking fourth to seventh preferences. The most selected first preference was Randwick (no change) followed by Randwick + Waverley + Woollahra.

Question 10: Please rank your preferences (by percentage)

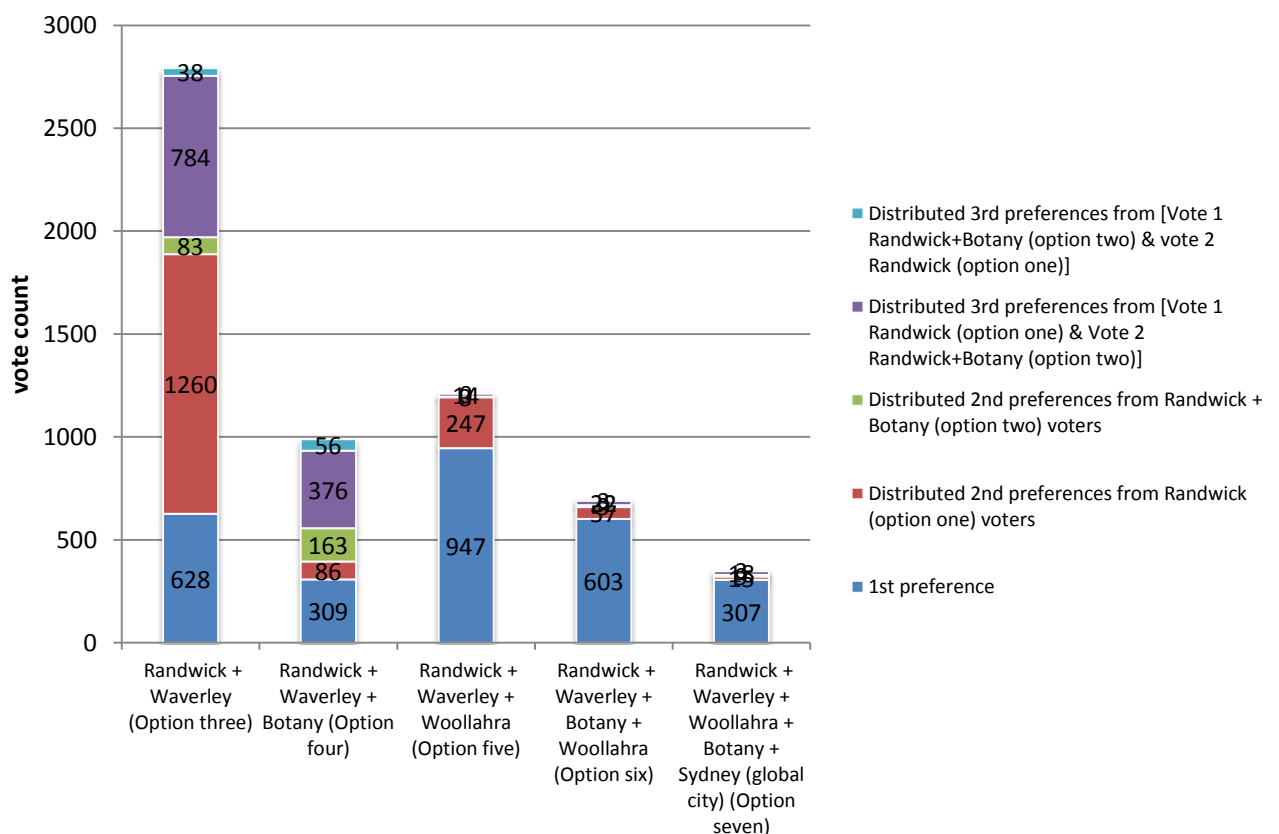
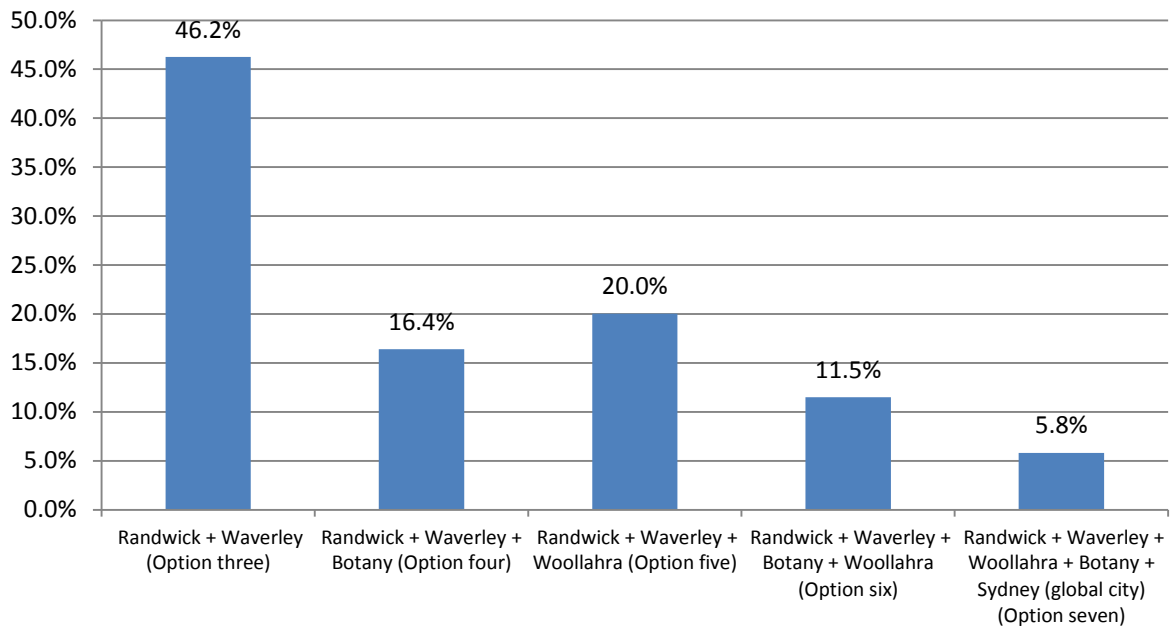


	Randwick (no change) (Option one)	Randwick + Botany (Option two)	Randwick + Waverley (Option three)	Randwick + Waverley + Botany (Option four)	Randwick + Waverley + Woollahra (Option five)	Randwick + Waverley + Botany + Woollahra (Option six)	Randwick + Waverley + Woollahra + Botany + Sydney (global city) (Option seven)
1st preference	49%	6%	10%	5%	15%	10%	5%
2nd preference	5%	24%	33%	10%	16%	10%	2%
3rd preference	9%	11%	24%	23%	21%	10%	3%
4th preference	4%	14%	16%	40%	9%	13%	2%
5th preference	4%	19%	12%	19%	28%	15%	3%
6th preference	14%	20%	4%	3%	10%	42%	6%
7th preference	14%	4%	1%	0%	1%	1%	80%

COMMENT

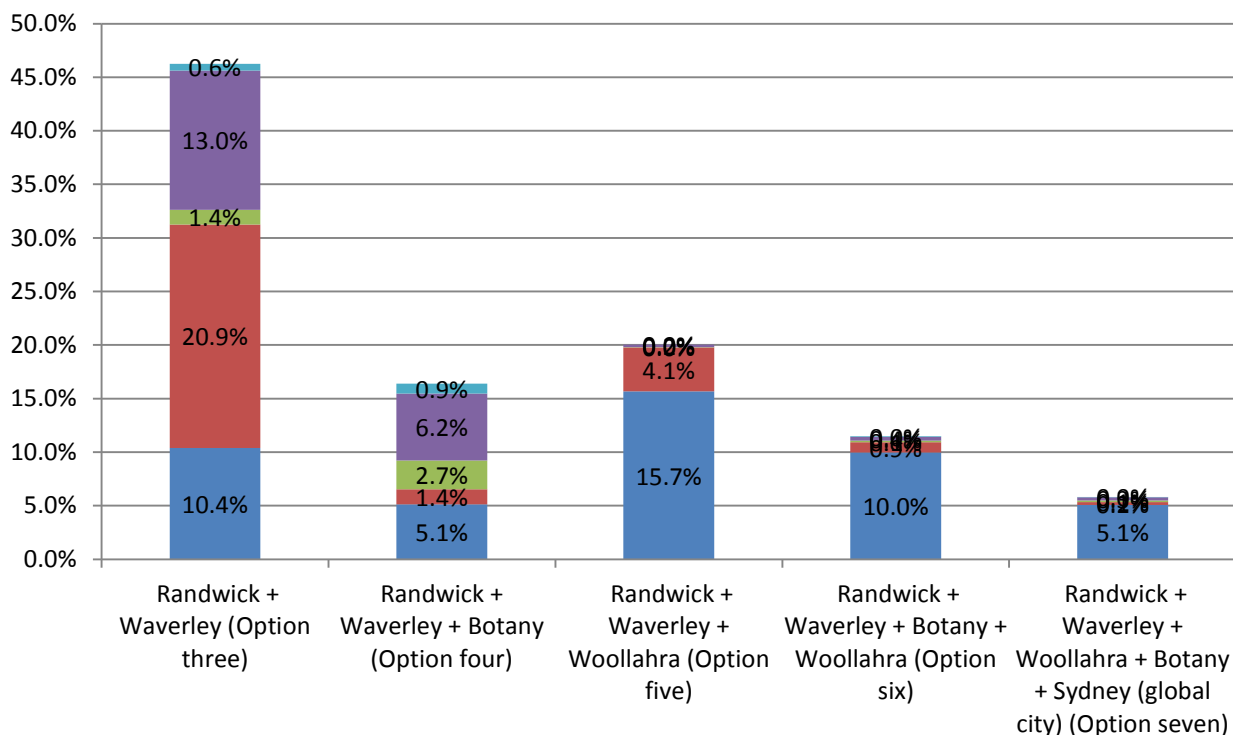
The above chart shows the first preference of 49% of respondents is for no change while 51% voted for a merger option. This result is consistent with responses to question 7 and question 9. The second most chosen first preference is for Randwick + Waverley + Woollahra with 15% followed equally by Randwick + Waverley (10%) and Randwick + Waverley + Botany + Woollahra (10%). Second preferences are Randwick + Waverley (33%) followed by Randwick + Botany (24%). 66% of respondents chose Randwick + Waverley as their 1st, 2nd or 3rd preference compared with 63% for Randwick (no change) and Randwick + Waverley + Woollahra 52%.

Question 10: Please rank your preferences (distributed by first preferences after removing Option One Randwick and Option Two Randwick + Botany)





Question 10: Please rank your preferences (distributed by first preferences after removing Option One Randwick and Option Two Randwick + Botany). Graph showing percentage distribution makeup.



- Distributed 3rd preferences from [Vote 1 Randwick+Botany (option two) & vote 2 Randwick (option one)]
- Distributed 3rd preferences from [Vote 1 Randwick (option one) & Vote 2 Randwick+Botany (option two)]
- Distributed 2nd preferences from Randwick + Botany (option two) voters
- Distributed 2nd preferences from Randwick (option one) voters
- 1st preferences

COMMENT

The NSW Government's 'Fit for the Future' guidelines state that each council must address the issue of scale as a priority. Scale is broadly understood to be the size of a Local Government Area based on its projected population. For the purposes of community engagement and analysis, a minimum population of 200,000 is considered as meeting the requirements. The rationale for this number can be found in the introductory section of this paper.

Based on this 200,000 figure, an analysis has been conducted on distributed first preferences if options one (no change) and options two (Randwick + Botany) are removed as both these options result in populations of less than 200,000.

The above chart shows distributed first preferences if Randwick (no change) and Randwick + Botany options are discounted. Of the 3061 first preference votes for Randwick (no change), 1,260 preferred Randwick + Waverley as their second choice which is shown in maroon. Of those who voted 1 Randwick (no change) and 2 Randwick + Botany, 784 voted Randwick + Waverley as their third preference which is shown in purple. This results in a combined distributed first preference vote of 46.2% for the Randwick + Waverley option.

Attachments

Results Analysis Report - Community Survey
(Reply paid letter survey and online survey)

COMMUNITY ENGAGEMENT

Appendix
B

Have your say on Local Government reform and amalgamations

1 February 2015

Dear resident,

I recently wrote to you with some important information about the future of the City of Randwick.

Hopefully you've had time to review the Information Pack which contained seven options for the future of the City of Randwick – including amalgamating with our neighbouring councils.

Today I write to seek your view and provide you with further updates. I realise that some of this information is repeated from my previous letter, however I feel it is important that all our residents and ratepayers have access to all the necessary information to make an informed decision.

Your opinion on the future of Local Government in our area is vitally important and will help us shape your council and provide the services you want in the future.

Please take five minutes to complete the attached community survey and return it using the reply-paid envelope. Alternatively you can complete the survey online at www.yoursayrandwick.com.au/future.

When completing the survey please refer to the Information Pack which provides additional information about the costs and benefits of merger options. I have included an updated copy of the Pack with this letter.

The State Government requires us to respond to their Fit for the Future amalgamation program by 30 June 2015. The attached community survey is an important part of our community consultation to understand the views of our residents and ratepayers.

Throughout February we'll be conducting a number of community consultation activities including focus groups and a telephone survey of 600 residents. You can also talk directly with Council staff at one of the pop-up information stalls at shopping centres, major events and beaches during February.

Community feedback from our consultation will then be reported to Council in April 2015 to enable Councillors to determine a proposal for public exhibition in May 2015.

If you'd like to discuss this matter with a Council officer please contact Mr Joshua Hay, Manager Communication on 9399-0820 or joshua.hay@randwick.nsw.gov.au or you can also contact my office on 9399-0999 or mayor@randwick.nsw.gov.au

Thank you for your assistance with this important matter.

Yours faithfully



Councillor Ted Seng
Mayor of Randwick



Have your say on the future of the City of Randwick.

All residents, ratepayers and business owners are encouraged to complete this survey and return it to Council. Your feedback is vital to help us understand the community's attitudes to council amalgamations and will help inform Council's position and submission to the State Government. Alternatively you can complete this survey online at www.yoursayrandwick.com.au/future.

Community Survey Randwick City's Future

1. How important is your local council to you?

- ☐ very important
☐ important
☐ somewhat important
☐ not very important
☐ not at all important

In late 2014 the State Government released its 'Fit for the Future' program which required most NSW councils to consider amalgamation options with neighbouring councils as the Government looks to reduce the number of metropolitan councils from 41 to 18.

2. Are you aware of the State Government's Fit for the Future amalgamation plans?

- ☐ yes ☐ no ☐ unsure

The State Government's Fit for the Future program says the first option we should consider is amalgamating Randwick Council with City of Sydney, Botany Bay, Woollahra and Waverley Councils to form a global city. The Government-appointed Local Government Review Panel supports the creation of a large "global city" with a population of more than 500,000 that can "compete with other cities for capital investment and international reputation."

3. How supportive are you of the State Government's option to amalgamate five councils into a global city?

- ☐ completely supportive
☐ supportive
☐ somewhat supportive
☐ not very supportive
☐ not at all supportive

3a. Why do you say that?

.....

.....

.....

4. Do you feel there will be a loss of local identity if these five councils amalgamate into a global city?

- ☐ yes ☐ no ☐ unsure

5. Do you feel you will have less say in how your local area develops as part of a global city council?

- ☐ yes ☐ no ☐ unsure

6. Which of the following do you most strongly associate with?

- ☐ your suburb
☐ City of Randwick
☐ eastern suburbs
☐ global city
☐ none of the above

7. Should Randwick City Council be amalgamated?

- ☐ yes ☐ no ☐ unsure

8. If amalgamations must occur, which would you prefer?

- ☐ an eastern suburbs council
☐ a global city
☐ unsure

9. Rank your order of preference (write the numbers 1 through 3 in the boxes)

- an eastern suburbs council
 a global city
 no change

10. Rank your top three preferences by writing the numbers '1', '2' and '3' in the boxes next to the options of your choice. You may rank all seven if you wish.

Write
1, 2, 3
below

Refer to the Randwick City's Future Information Pack for further details about benefits and costs of each option to assist in ranking the following options.

Randwick (no change) Population 142,310

- ✓ No increase in rates
 ✓ Protects local eastern suburbs identity
 ✗ Significant long-term cost savings
 ✓ Same level of services provided

Despite Randwick Council's excellent financial and asset management position, the option to stand alone does not meet the requirements of the Government's Fit for the Future program (population size).



Option 1

Randwick + Botany Population 185,602

- ✓ No increase in rates
 ✓ Protects local eastern suburbs identity
 ✓ Significant long-term cost savings
 ✓ Same level of services provided

A modest size council with some common interests including Port Botany, though the option does not meet the requirements of the Government's Fit for the Future program.



Option 2

Randwick + Waverley Population 213,016

- ✓ No increase in rates
 ✓ Protects local eastern suburbs identity
 ✓ Significant long-term cost savings
 ✓ Same level of services provided

A modest council size with common interests including beaches, ocean pools and coastal communities in the eastern suburbs.



Option 3

Randwick + Waverley + Botany Population 256,308

- ✓ No increase in rates
 ✓ Protects local eastern suburbs identity
 ✓ Significant long-term cost savings
 ✓ Same level of services provided

A population of more than 250,000 residents and commonality including eastern suburbs beaches. This option includes Botany growth areas, industrial areas around Port Botany and Sydney Airport in one council.



Option 4

Randwick + Waverley + Woollahra Population 270,693

- ✓ No increase in rates
 ✓ Protects local eastern suburbs identity
 ✓ Significant long-term cost savings
 ✓ Same level of services provided

A population of more than 270,000 residents with common interests including beaches, ocean and harbour pools and coastal and harbourside communities in the eastern suburbs.



Option 5

Randwick + Waverley + Botany + Woollahra Population 313,985

- ✓ No increase in rates
 ✓ Protects local eastern suburbs identity
 ✓ Significant long-term cost savings
 ✓ Same level of services provided

A population of more than 300,000 residents taking in the extended eastern suburbs from Sydney Harbour to Port Botany. Includes communities of interest such as coastal communities, beaches, ocean and harbour pools as well as industrial areas, ports and airports.



Option 6

Randwick + Waverley + Woollahra + Botany + Sydney (global city) Population 505,903

- ✓ No increase in rates
 ✗ Protects local eastern suburbs identity
 ✓ Significant long-term cost savings
 ✗ Same level of services provided

A very large global city with divergent communities across city centre, inner city, beachside and suburban areas. Councils of this size are by nature less representative but have financial capacity.



Option 7

11. Would you like to make any comments about the future of the City of Randwick?

To help us ensure the integrity of this survey we require some personal information. Personal data collected will remain confidential and will be used for analytical and verification purposes. Your personal details will not be published.

NOTE: If you do not fully complete this section we may not be able to accept your submission.

Name: _____

Unit/house number: _____ Street: _____

Suburb: _____ State: _____

Age

- ☐ 18-29
☐ 30-39
☐ 40-49
☐ 50-64
☐ 65+
☐ prefer not to say

Gender

- ☐ male ☐ female

What best describes your association with Randwick City?

- ☐ I rent here
☐ I own property and live here
☐ I don't live in Randwick City, but I own property here
☐ I own a business in Randwick City
☐ other

Do you want to be kept informed about the outcome of this consultation and other important Council information?

- ☐ yes ☐ no

Email address:

Thank you for taking the time to complete this survey.

Please fold the survey and use the enclosed reply paid envelope to return the survey to Council. If you did not receive a reply paid envelope, please post it to:

The General Manager
30 Frances Street
Randwick NSW 2031

Alternatively, you can:

- scan and email the completed survey to council@randwick.nsw.gov.au or;
- drop the survey into the Council Administration Building, 30 Frances Street, Randwick or deliver it any of our three library branches - Randwick, Maroubra or Malabar.
- complete the survey online www.yoursayrandwick.com.au/future

FEBRUARY 2015

RANDWICK CITY'S future

HAVE
YOUR
SAY

Information pack (second edition)

The NSW State Government's Fit for the Future
program and what it means for Randwick City



www.yoursayrandwick.com.au/future 1300 722 542



MESSAGE FROM THE MAYOR

The NSW State Government has released its 'Fit for the Future' program which requires most NSW councils to consider amalgamation options with neighbouring councils.

Unfortunately, despite Randwick Council's excellent financial and asset management position, we do not satisfy the NSW Government's requirement for 'scale and capacity' (ie. population size).

The Government wants us to consider an amalgamation with City of Sydney, Woollahra, Waverley and Botany councils – building a global city with more than 500,000 residents.

We don't support amalgamation or the creation of a global city as we value our Randwick identity, local representation and existing quality services and facilities.

However, we are required to show the NSW Government that we can meet their scale and capacity (i.e. population

size considered to be above 200,000) requirements in some way, whether it be through their preferred global city option or a merger that is broadly consistent. The Government has made it clear that "doing nothing is not an option".

We want to know what our community wants for the future of your city. This Information Pack provides lots of details about amalgamation options as well information about how you can have your say.

I encourage you to read the information and have your say on this important issue. Your feedback is critical to help us formulate a submission to the NSW Government by 30 June 2015.



Ted Seng
Mayor of Randwick

HAVE YOUR SAY

We are inviting all Randwick City residents, ratepayers and business owners to tell us what you want for the future of the City of Randwick. There are multiple ways you can have your say.

Community survey

Every resident and ratepayer will receive a community survey in the mail. Please complete and return the survey to us using the reply paid envelope. Alternatively you may complete this survey online and take part in forums on our special consultation website www.yoursayrandwick.com.au/future.

Focus groups

Throughout February 2015 we'll be conducting consultation sessions with randomly chosen Randwick City residents. These focus groups help us understand the community's attitude and perception of local government reform.

Telephone survey

We have engaged an independent research firm to undertake a community telephone survey about amalgamations and the future of Randwick City. Survey participants are randomly chosen and represent the demographics of the Randwick City community. If you receive a phone call, please consider taking five minutes to tell us your view.

Information sessions

Chat with Council staff at one of our informal pop-up information stalls being held throughout February 2015. We are holding these information stalls at local beaches and shopping centres to make talking with Council more convenient.

Saturday 7 February
10am - midday Coogee Beach

Monday 9 February
midday - 2pm Kingsford, Southern Cross Close

Tuesday 10 February
7am-9am Coogee Beach

Thursday 17 February
3pm - 7pm Royal Randwick Shopping Centre

Tuesday 17 February
4pm - 6pm Clovelly Beach

Wednesday 18 February
4pm - 6pm Matraville Peninsula Shopping Centre

Thursday 19 February
midday - 2pm Pacific Square Shopping Centre, Maroubra

Friday 20 February
9am - 11am Maroubra Beach

For more information please contact us on **1300 722 542** or via email council@randwick.nsw.gov.au.

COUNCIL AMALGAMATIONS

Since 2011, the future of Local Government across NSW has been on the NSW Government's agenda. On 10 September 2014 the NSW Premier and NSW Local Government Minister announced a \$1 billion 'Fit for the Future' package to "give local councils the incentives needed to ensure they are in a position to provide the services and infrastructure their communities need and deserve".

Independent Local Government Review Panel position

The Fit for the Future announcement was in response to the Independent Local Government Review Panel's Final report released 12 months earlier. The Review Panel report included ideas for council mergers and reform and it recommended that Randwick City Council be amalgamated with Botany Bay, City of Sydney, Waverley and Woollahra Councils to form a "Global City".

Fit for the Future proposal

The NSW Government's Fit for the Future package requires all councils to use the recommendations of the Review Panel as their starting point in terms of 'scale and capacity'. For Randwick City Council, this means considering the global city option or a merger option that is 'broadly consistent'. The Government has indicated that only those councils that put in submissions will have a role in any proposed boundary changes that the Government may make.

Randwick City Council's position

Randwick City Council already has a balanced budget and remains debt-free, providing high

quality services for our community. Council is opposed to amalgamations. Unfortunately, despite Council's excellent financial and asset management position, the option to stand alone does not meet the requirements of the Government's Fit for the Future program.

Independent Eastern Sydney report

Randwick City Council, over the past several years, has been strenuous in its due diligence around Local Government reform. In June 2012, the Council commissioned a report by SGS Economics and Planning on potential options for structural change within eastern Sydney. Four options were tested based on combinations of merging Randwick, Waverley, Woollahra and Botany councils (pages 6 – 10).

The report used the same model in which Randwick Council currently operates its services across all four options of a merged council in the eastern suburbs. The report concluded that all options for structural change would result in a net surplus over 10 years of up to \$482 million. The options are presented on pages 6, 7, 8, 9 and 10 and use this SGS modelling to show the potential financial savings that could be achieved over a 10 year period.

"The starting point for all Fit for the Future proposals is therefore the Independent Panel's final report. You do not have to adopt the exact recommendations of the Panel but your proposal should demonstrate how your council has scale and capacity. If the Panel recommended a merger for your council, this should be the first option you consider."

Fit for the Future Guidance Material, Template 1, page 7.

This Information Pack will assist you in completing the Community Survey.

CURRENT SITUATION

This table shows the most up-to-date data available on the five councils as they currently operate independently.

	Randwick	Waverley	Woollahra	Botany	Sydney
Population	142,310	70,706	57,677	43,292	191,918
2031 forecast population	174,300	82,150	67,250	56,050	273,500
TCorp Assessment - Current financial sustainability	Sound	Moderate	Moderate	Moderate	Strong
TCorp Assessment - Financial sustainability outlook	Positive	Positive	Positive	Neutral	Positive
OLG - Infrastructure Management assessment	Very Strong	Strong	Strong	Moderate	Strong
Staff	522	601	376	322	1,773
Population per staff	273	118	153	134	108
Councillors	15	12	15	7	10
Population per Councillor	9,487	5,892	3,845	6,185	19,192
Budget	\$158M	\$144M	\$107M*	\$66M	\$761M
Cost per resident of providing services	\$879	\$1,405	\$1,443	\$1,316	\$2,664
Land size (km²)	36.3	9.2	12.3	21.7	26.7
Average residential rates	\$1,075	\$1,058	\$1,118	\$689	\$654
Residential rates	\$52M	\$30M	\$27M	\$10M	\$59M
Business rates	\$13M	\$12M	\$5M	\$16M	\$199M
Waste levy	\$511	\$469	\$452	\$458	\$380
Development applications determined	721	553	512	138	1,840
Development application mean gross processing days	77	101	101	129	67
Debt	\$0	\$3M	\$6M*	\$0	\$0
Infrastructure backlog	\$7M	\$12M	\$15M	\$11M	\$67M

* Excludes Kiaora Lands joint venture between Woollahra and Woolworths

RANDWICK

Despite Randwick Council's excellent financial and asset management position, the option to stand alone does not meet the requirements of the Government's Fit for the Future program.



No increase in rates[†]



Significant long-term cost savings[#]



Protects local eastern suburbs identity



Same level of services provided

142,310

population

174,300

estimated 2031 population

522

council staff

273

residents per staff

9,487

residents per Councillor*

\$52M

residential rates

\$13M

business rates

\$879

council's cost per resident

60m²

green space per resident



57% of Randwick City residents are not supportive of amalgamation – Micromex telephone survey July 2013

“NO CHANGE IS NOT AN OPTION” – Paul Toole, Minister for Local Government 31 Oct 2014

Benefits

- Maintained operations and services
- Maintained level of Councillor representation – 15
- Status-quo
- Record capital works spend
- 95% of residents at least somewhat satisfied with Council performance
- No debt/borrowings
- Proud 155-year heritage
- Strong local representation

- Meets 6 of the 8 NSW Government Fit for the Future requirements (does not meet scale and debt requirements – Randwick has no debt)
- Very strong infrastructure management assessment
- Positive TCorp financial outlook assessment
- Sound TCorp financial sustainability assessment

Costs

- Does not meet the NSW Government's requirements for scale and capacity under the Fit for the Future program (population size)

* Based on the current maximum number of Councillors allowed – 15
All longterm cost savings are compared to Randwick stand alone option as modelled in SGS Economics & Planning Eastern Sydney Local Government Review
† As a result of amalgamation

RANDWICK + BOTANY BAY

A modest size council with some common interests including Port Botany, though the option does not meet the requirements of the Government's Fit for the Future program.



No increase in rates[†]



Significant long-term cost savings[#]



Protects local eastern suburbs identity



Same level of services provided

185,602

population

230,350

estimated 2031 population

844

council staff

220

residents per staff

12,373

residents per Councillor*

\$62M

residential rates

\$30M

business rates

\$981

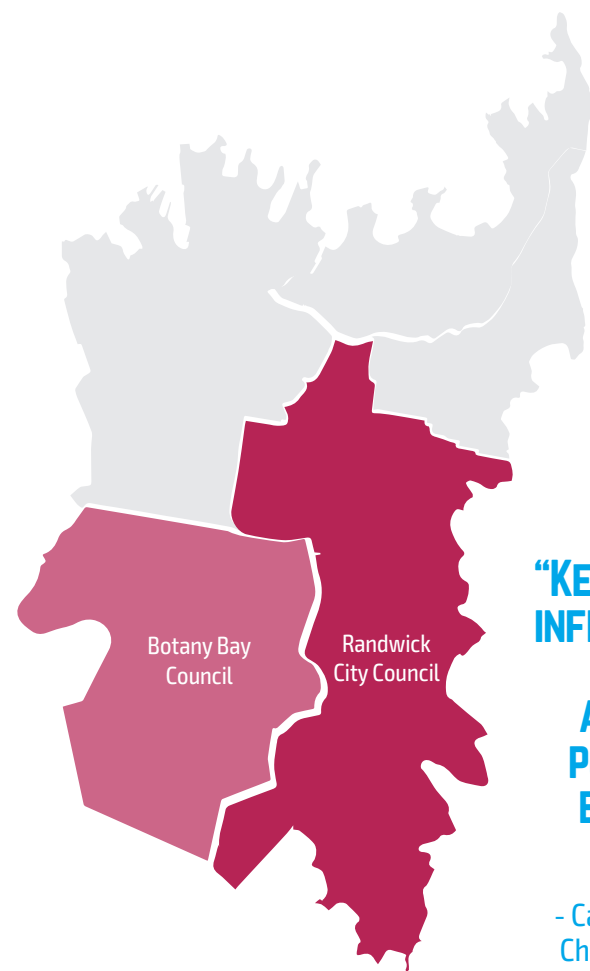
council's cost per resident

51m²

green space per resident

\$90M[#]

projected savings over 10 years



"KEY TRANSPORT INFRASTRUCTURE SUCH AS AIRPORTS AND PORTS, SHOULD BE WITHIN THE SAME LGA"

- Case for Sustainable Change, ILGRP report, Nov 2012, pg 29.

Benefits

- No increase in rates for Randwick residents
- No increase in waste charges for Randwick residents
- Maintained operations and services
- Greater funding available for capital works projects
- \$90M in cost savings over 10 years
- Debt-free council

Costs

- Not consistent with State Government's scale and capacity requirements
- Fewer Councillors for local representation
- Initial and short-term disruptions
- Loss of Randwick identity

* Based on the current maximum number of Councillors allowed - 15

Based on data publicly available.

† As a result of amalgamation

RANDWICK + WAVERLEY

A modest council size with common interests including beaches, ocean pools and coastal communities in the eastern suburbs.



No increase in rates[†]



Significant long-term cost savings[#]



Protects local eastern suburbs identity



Same level of services provided

213,016

population

256,450

estimated 2031 population

1,123

council staff

190

residents per staff

14,201

residents per Councillor*

\$82M

residential rates

\$25M

business rates

\$1,054

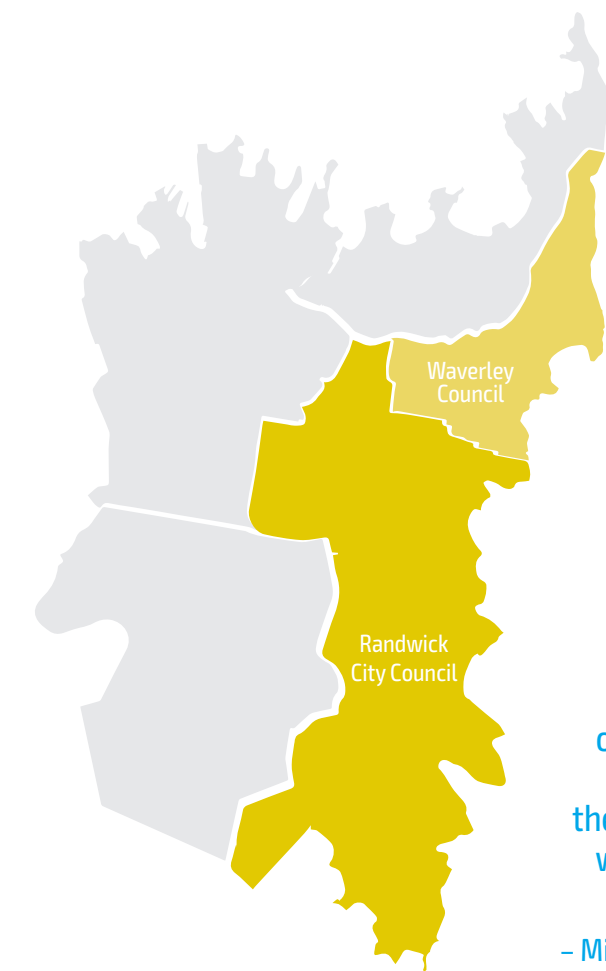
council's cost per resident

44m²

green space per resident

\$241M[#]

projected savings over 10 years



46%
of Randwick City residents said they most identify with the Eastern Suburbs

- Micromex telephone survey October 2013

Benefits

- No increase in rates for Randwick residents
- No increase in waste charges for Randwick residents
- Maintained operations and services
- Greater funding available for capital works projects
- \$241M in cost savings over 10 years
- Debt-free council
- Broadly consistent with State Government's scale and capacity requirements

Costs

- Fewer Councillors for local representation
- Initial short-term disruptions
- Loss of Randwick identity

* Based on the current maximum number of Councillors allowed - 15

SGS Economics & Planning Eastern Sydney Local Government Review

† As a result of amalgamation

RANDWICK + WAVERLEY + BOTANY BAY

A population of more than 250,000 residents and commonality including eastern suburbs beaches. This option includes Botany growth areas, industrial areas around Port Botany and Sydney Airport in one council.



No increase in rates[†]



Significant long-term cost savings[#]



Protects local eastern suburbs identity



Same level of services provided

256,308

population

312,500

estimated 2031 population

1,445

council staff

177

residents per staff

17,087

residents per Councillor*

\$92M

residential rates

\$41M

business rates

\$1,098

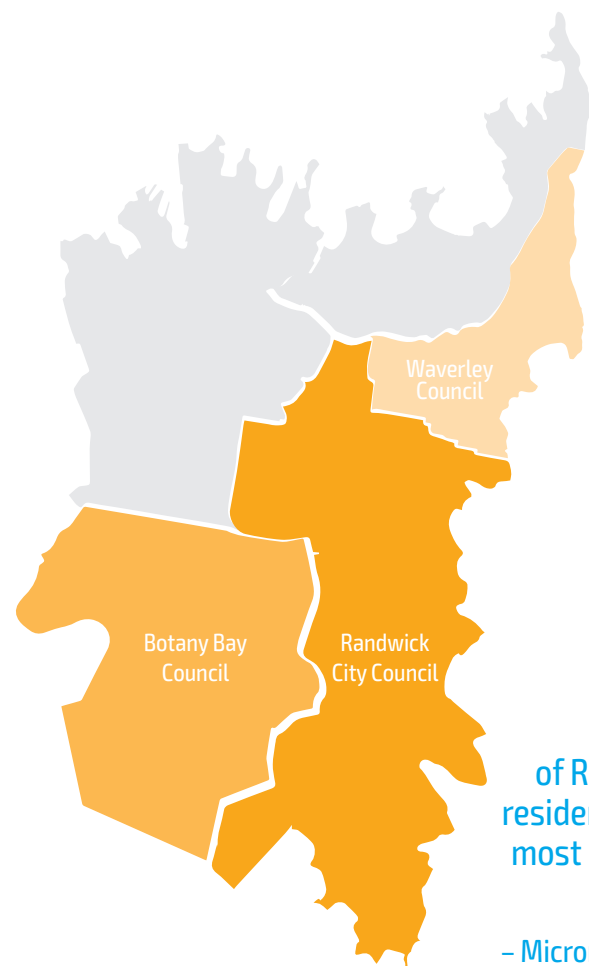
council's cost per resident

41m²

green space per resident

\$338M[#]

projected savings over 10 years



38%
of Randwick City residents said they most identify with their suburb

– Micromex telephone survey October 2013

Benefits

- No increase in rates for Randwick residents
- No increase in waste charges for Randwick residents
- Maintained operations and services
- Greater funding available for capital works projects
- \$338M in cost savings over 10 years
- Debt-free council
- Broadly consistent with State Government's scale and capacity requirements

Costs

- Fewer Councillors for local representation
- Initial short-term disruptions
- Loss of Randwick identity

* Based on the current maximum number of Councillors allowed – 15
SGS Economics & Planning Eastern Sydney Local Government Review
† As a result of amalgamation

RANDWICK + WAVERLEY + WOOLLAHRA

A population of more than 270,000 residents with common interests including beaches, ocean and harbour pools and coastal and harbourside communities in the eastern suburbs.



No increase in rates[†]



Significant long-term cost savings[#]



Protects local eastern suburbs identity



Same level of services provided

270,693

population

323,700

estimated 2031 population

1,499

council staff

181

residents per staff

18,046

residents per Councillor*

\$109M

residential rates

\$30M

business rates

\$1,137

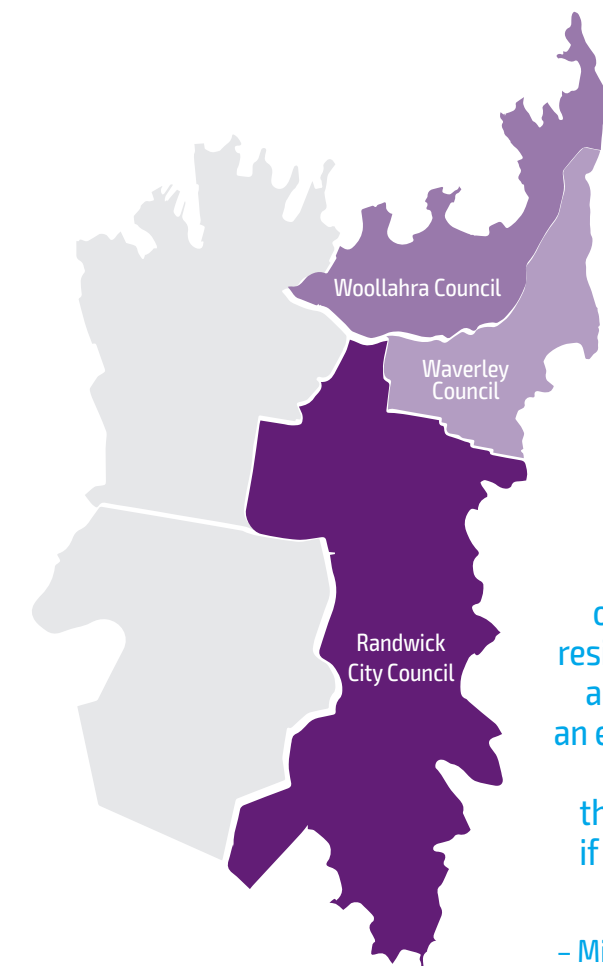
council's cost per resident

39m²

green space per resident

\$393M[#]

projected savings over 10 years



89%
of Randwick City residents prefer an amalgamation of an eastern suburbs council rather than a Global City if amalgamations occur

– Micromex telephone survey October 2013

Benefits

- No increase in rates for Randwick residents
- No increase in waste charges for Randwick residents
- Maintained operations and services
- \$393M in cost savings over 10 years
- Debt-free council
- Broadly consistent with State Government's scale and capacity requirements

Costs

- Fewer Councillors for local representation
- Initial short-term disruptions
- Loss of Randwick identity

* Based on the current maximum number of Councillors allowed – 15
SGS Economics & Planning Eastern Sydney Local Government Review
† As a result of amalgamation

RANDWICK + WAVERLEY + BOTANY BAY + WOOLLAHRA

A population of more than 300,000 residents taking in the extended eastern suburbs from Sydney Harbour to Port Botany. Includes communities of interest such as coastal communities, beaches, ocean and harbour pools as well as industrial areas, ports and airports.



No increase in rates[†]



Significant long-term cost savings[#]



Protects local eastern suburbs identity



Same level of services provided

313,985

population

379,750

estimated 2031 population

1821

council staff

172

residents per staff

20,932

residents per Councillor*

\$119M

residential rates

\$46M

business rates

\$1,162

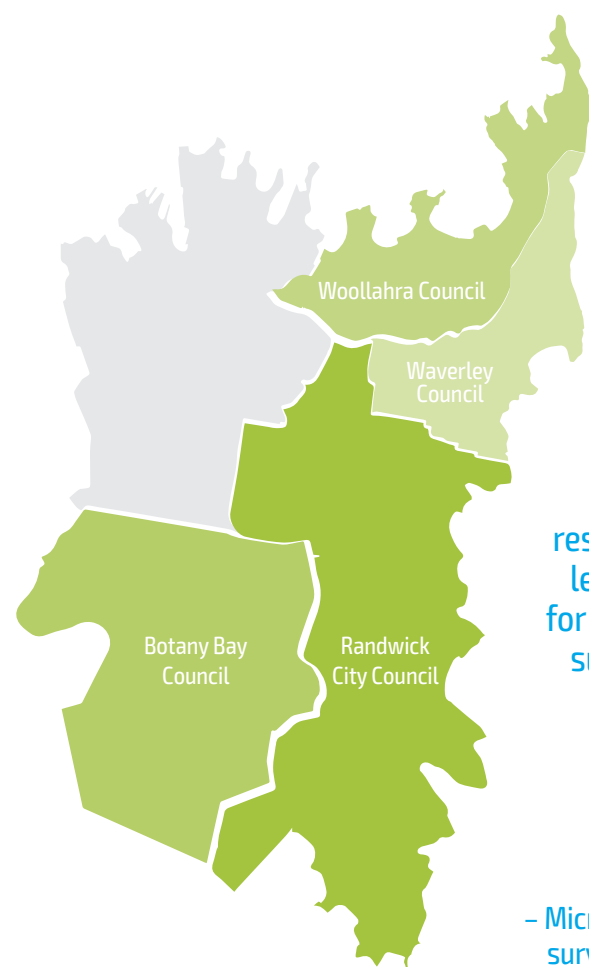
council's cost per resident

36m²

green space per resident

\$482M[#]

projected savings over 10 years



76%
of Randwick residents show a level of support for a new eastern suburbs council combining Randwick, Woollahra, Waverley and Botany

– Micromex telephone survey October 2013

Benefits

- No increase in rates
- No increase in waste charges
- Maintained operations and services
- \$482M in cost savings over 10 years
- Debt-free council
- Eastern suburbs community of interest
- Broadly consistent with State Government's scale and capacity requirements

Costs

- Fewer Councillors for local representation
- Initial short-term disruptions
- Loss of Randwick identity

RANDWICK + WAVERLEY + WOOLLAHRA + BOTANY BAY + SYDNEY

A very large global city with divergent communities across city centre, inner city, beachside and suburban areas. Councils of this size are by nature less representative but have financial capacity.



No increase in rates[†]



Significant long-term cost savings



Protects local eastern suburbs identity



Same level of services provided

505,903

population

653,250

estimated 2031 population

3594

council staff

141

residents per staff

33,727

residents per Councillor*

\$178M

residential rates

\$245M

business rates

\$1,731

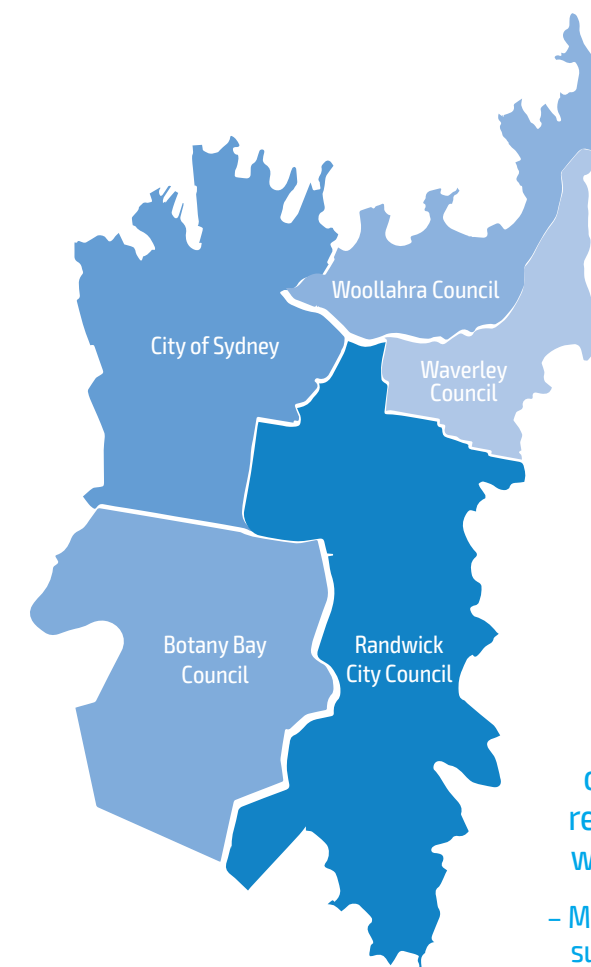
council's cost per resident

27m²

green space per resident

\$not available

diseconomies of scale due to different communities of interest



3%
of Randwick City residents identify with a Global City

– Micromex telephone survey October 2013

Benefits¹

- Projected 2031 population of 653,250
- Close functional interaction and economic/social links between these areas
- Ability for high-level strategic capacity to promote and support Sydney's ongoing development as Australia's premier global city
- Scope to bring together Sydney's international icons and key infrastructure under a single council

Costs

- Loss of eastern suburbs identity
- Fewer Councillors for local representation
- Initial short-term disruptions
- Diseconomies of scale – the requirements of a metropolitan CBD are distinctly different to those of other Council areas and would require multiple types of services operating parallel
- Loss of Randwick identity
- Loss of 'local' in local government

* Based on the current maximum number of Councillors allowed - 15
SCS Economics & Planning Eastern Sydney Local Government Review
† As a result of amalgamation

* Based on the current maximum number of Councillors allowed - 15
1 As defined in the Independent Local Government Review Panel's Final Report, October 2013
† As a result of amalgamation

RANDWICK CITY'S future

Timeline information

The following information shows how Randwick City Council is responding to the NSW Government's Fit for the Future program requirements.

NOVEMBER 2011

Calls for local government reform at Destination 2036 conference

JUNE 2012

Randwick City Council commissions independent report on potential options for structural reform within eastern suburbs

SEPTEMBER 2014

Randwick City Council resolves to oppose amalgamation

DECEMBER 2014 - APRIL 2015

Randwick City Council community consultation

MAY 2015

Council to exhibit response to Fit for the Future for 28 days

OCTOBER 2015

New boundaries determined by Independent Panel and Transitional Committee established

MARCH 2012

NSW Government appoints the Independent Local Government Review Panel to review council boundaries, operations and structures

OCTOBER 2013

Independent Review Panel recommends Randwick, Woollahra, Waverley, City of Sydney and Botany amalgamate into a global city council.

OCTOBER 2014

NSW Government announce Fit for the Future criteria

APRIL 2015

A preferred option be considered by Randwick City Council

JUNE 2015

Council required to respond to State Government deadline for Fit for the Future

SEPTEMBER 2016

Local Government elections based on new Council boundaries



Randwick City Council
a sense of community

www.yoursayrandwick.com.au/future 1300 722 542

Community engagement

2. Telephone Survey Report (Micromex)

COMMUNITY ENGAGEMENT

Appendix B

Randwick City Council

Fit for the Future

Prepared by: Micromex Research

Date: March 2015

Background



Methodology & Sample

Research Design

This study consisted of a three-stage methodology:

- Stage 1: Initial recruitment of 1,000 Randwick residents via random phone survey, collection of several 'pre' measures
- Stage 2: Mail-out by Council of a brochure (and A4 summary sheet) explaining the various amalgamation options (the brochure had previously been sent to all households in the LGA)
- Stage 3: Recontact telephone interviews with 600 of the initial 1,000 recruits, collection of numerous 'post' measures. The initial interview rounds were unrepresented in Randwick and Little Bay respondents so an additional 43 full interviews were conducted as part of a suburb boost to up weight the representation of Randwick and Little Bay.

Data collection

Micromex Research, together with Randwick City Council, developed the questionnaire. Council developed the information pack (brochure and A4 summary).

Data collection period

- Initial telephone recruitment: 3rd – 7th February 2015
- Council mail-out of information packs: 12th February, 2015
- Telephone recontact interviewing (CATI): 17th – 25th February 2015
- Telephone recontact interviewing (CATI) – Suburb boost: 17th – 19th March 2015.



Methodology & Sample

Interviewing

Interviewing was conducted in accordance with the AMSRS Code of Professional Conduct. Where applicable, the issues in each question were systematically rearranged for each respondent.

Data analysis

The data within this report was analysed using Q Professional.

Percentages

All percentages are calculated to the nearest whole number and therefore the total may not exactly equal 100%.

Sample

N=643 recontact interviews were conducted.

A sample size of 643 provides a maximum sampling error of plus or minus 3.9% at 95% confidence. This means for example that the answer “important” (35%) to the question of the importance of local council could vary from 31% to 39%.

Weighting

The sample was weighted by age, gender, and location to reflect the 2011 ABS census data.



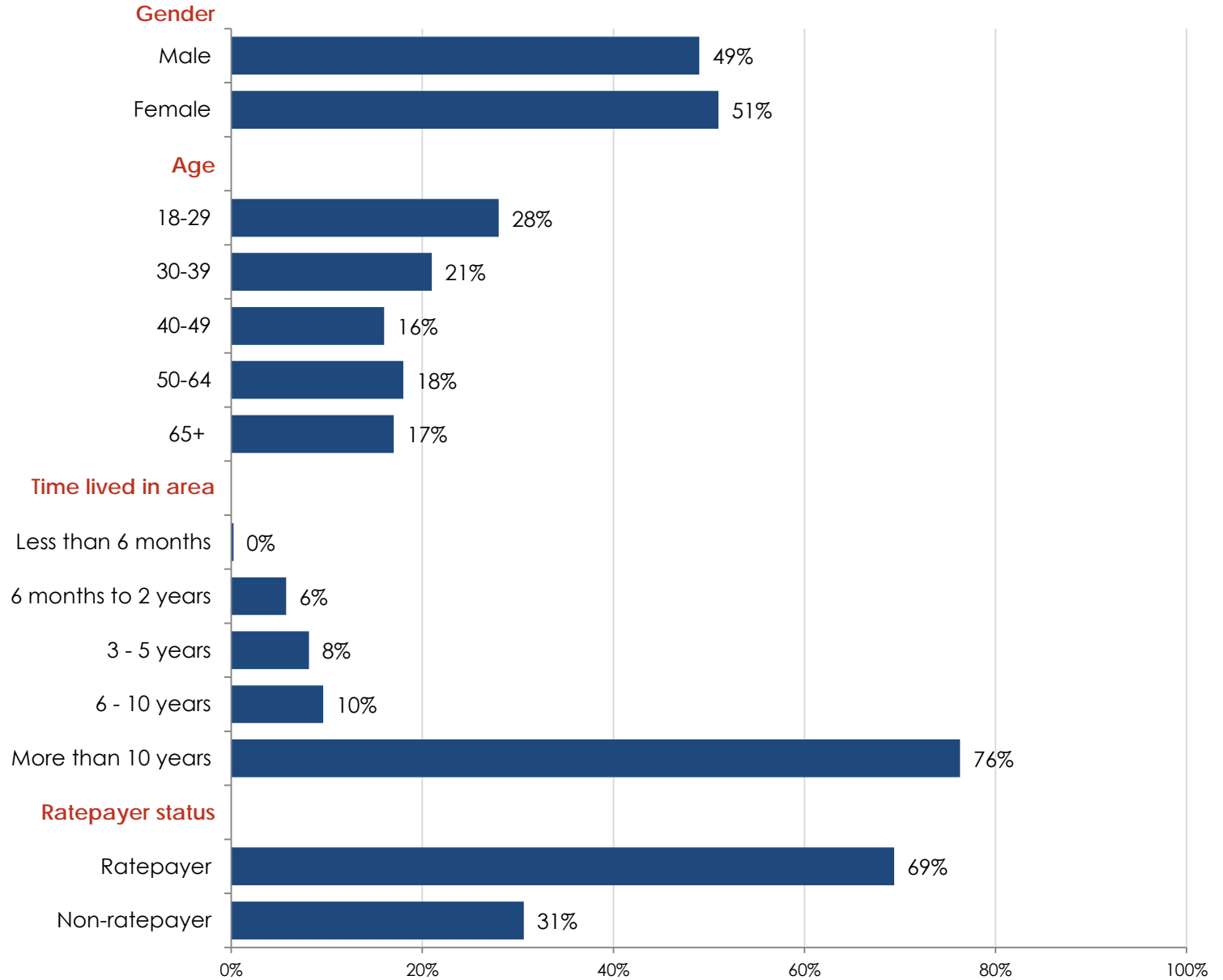
Sample Profile





Sample Profile

A sample size of 643 provides a maximum sampling error of plus or minus 3.9% at 95% confidence



Key Findings



Key Findings

Awareness of Amalgamations:

- Three quarters of residents were aware of the potential amalgamation of Randwick Council with other councils.
- On average, those aware of amalgamations became aware via an average of two channels – suggesting Council has achieved both reach and frequency in its communications.
- Main channels were ‘Council mail-out/flyer’ and ‘local newspapers’.

Fit for the Future:

- Based on independent ratings of seven options (using a five-point scale), two stood out as being supported by residents:
 - ‘Standing alone’: 35% of residents committed to the top ‘completely supportive’ response code, which is more than double the score achieved by any other option. And 58% selected the top two codes. And this is within the context of residents being told this option *“does not meet the requirements of the Government’s Fit for the Future program”*
 - ‘Amalgamation with Waverley’: 50% selected the top two codes.
- For the Global City option, only 3% committed to the top two codes, whereas 87% were ‘not very supportive’ or ‘not at all supportive’ – this option was strongly rejected.



Key Findings

Fit for the Future (Continued):

- Concerns about size appear to be a factor in the ratings – the two largest amalgamation options (Global City of Randwick with Sydney, Waverley, Botany and Woollahra; Randwick with Waverley, Botany and Woollahra) generated the highest number of 'not very supportive' and 'not at all supportive' ratings.
- In a head-to-head preference comparison of all seven options, 'standing alone' was residents' most preferred option.
- Looking beyond the 'standing alone' option, 'amalgamation with Waverley' attracted the next most support across the total sample of residents:
 - Amongst those who selected 'standing alone' as their first option, their two main other preferences were 'amalgamation with Botany' and 'amalgamation with Waverley'. These are the two smallest amalgamation options.



Key Findings

Attitudes Towards Council:

- Encouragingly:
 - Overall satisfaction with Council as measured during the initial recruitment call was significantly higher than when we asked the same question back in 2014. It is important to note that the 2014 score was at that point in time our second highest Overall Satisfaction category score in over 5 years.
 - Furthermore, resident satisfaction increased significantly from the time of our initial recruitment call to a week or two later when we conducted the recontact interview with the same residents after they had received the information pack. This indicates that engagement from Council will lift overall resident satisfaction.
- 96% of residents were at least 'somewhat satisfied' with the performance of Council in dealing with the NSW Government's Fit for the Future project and the associated issue of possible amalgamation – which is consistent with the above shifts in overall satisfaction with Council.
- 98% of residents indicated that their local Council was at least 'somewhat important' to them – with 83% committing to the top 2 codes.



Key Findings

Communications Effectiveness:

- Residents spent an average of 15 minutes 29 seconds reading or looking through the information pack that was sent to them as part of the research.
- Of more interest is that amongst those residents who recalled having seen the amalgamation brochure prior to the research, they spent an average of 16 minutes 46 seconds reading or looking at the earlier information packs (ie: unrelated to the research). This is an encouraging finding, suggesting the mail out to the entire LGA was not simply discarded upon receipt.
- 59% of residents stated they had previously seen the amalgamation brochures when they were sent to all households in the LGA – this is consistent with the earlier finding that 69% of those aware of amalgamations became aware via Council brochures/ flyers.
- Encouragingly, 98% of residents found Council's brochure at least 'somewhat useful' in explaining the Fit for the Future project and the seven options that Council is considering – which is potentially consistent with the earlier finding that 96% of residents were at least 'somewhat satisfied' with the performance of Council in dealing with the NSW Government's Fit for the Future project.



Conclusions



Conclusions

- Even when told that the 'standing alone' option *"does not meet the requirements of the Government's Fit for the Future program"*, it was the preferred option on both the discreet rating and the head-to-head comparison questions.
- An amalgamation with Waverley emerged as the second most preferred option across the total sample.
- Residents do appear to be concerned about creating merged councils that are too large – the two largest amalgamation options (Global City of Randwick with Sydney, Waverley, Botany and Woollahra; Randwick with Waverley, Botany and Woollahra) generated the highest number of 'not very supportive' and 'not at all supportive' ratings.
- The results of the two overall 'satisfaction with Council' questions (asked first in the initial recruitment interview, then repeated in the recontact interview) suggest Councils can positively influence resident satisfaction through engagement programs such as they have conducted around Fit for the Future.



Detailed Findings:

1. Awareness of Amalgamations

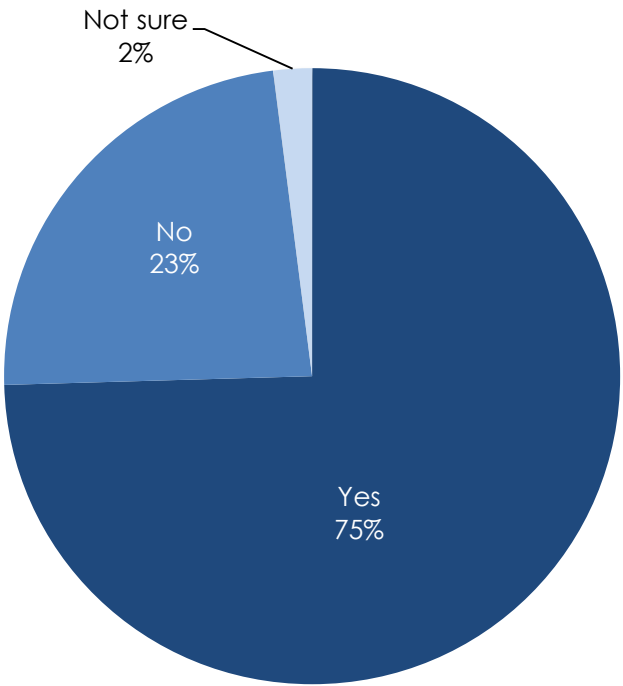




Awareness of Potential Amalgamation

Randwick City Council with other councils

Q1a. (Recruitment survey) Prior to this call, were you aware of the potential amalgamation of Randwick City Council with other councils?



75% of residents were aware of the potential merger prior to our first contact with them.

Awareness is significantly higher amongst older respondents, specifically those aged 50-64

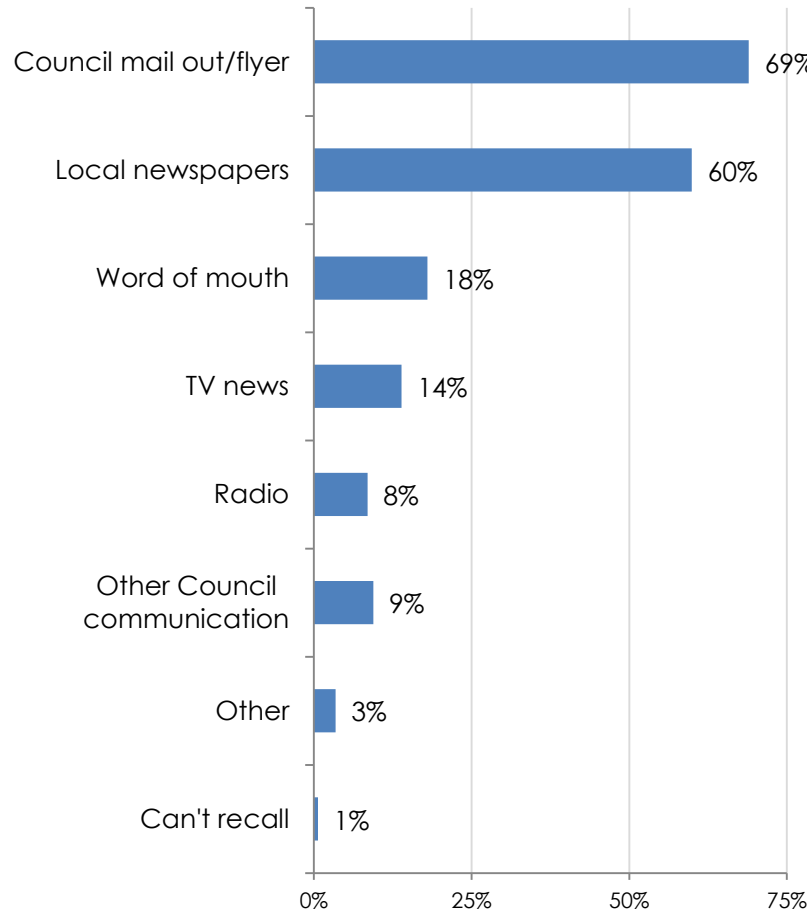
	Overall	Male	Female	18-29	30-39	40-49	50-64	65+	Ratepayer	Non-Ratepayer
Base	643	315	328	180	135	103	116	109	446	197
Yes	75%	82%	67%	54%▼	63%	87%	95%▲	90%	81%	60%
No	23%	15%	31%	39%	37%	13%	5%▼	10%	19%	34%
Not sure	2%	3%	1%	7%▲	0%	0%	0%	0%	0%	6%▲

▲ ▼ = significantly higher/lower than the overall

Means of Becoming Aware of Amalgamation Proposal

Randwick City Council with other councils

Q1b. (Recruitment survey) Where did you hear about the proposal to potentially amalgamate Randwick City Council with other councils?



*Residents aged 50-64 and ratepayers were significantly more likely to have become aware of the proposed amalgamation through 'radio'

Word of mouth – specified	Count
Friends	47
Neighbour	30
Family member	17
Colleague	10
Community member	8
Council employee	8
Sports club	6
Council meeting	3
Precinct Committee	3
Can't recall	2
Community centre	2
Community group	1
Local tourism association	1
Other Council communication - specified	
Council e-newsletter	26
Direct mail	7
Council website	6
Bus stop advertisements	4
Council survey	4
Advertisement	1
Can't recall	1
Council information package	1
Council public handout	1
Letter from Member	1
Library	1
Precinct meeting	1
UTS Phone survey	1
Other specified	
Sydney Morning Herald	8
Internet browsing	3
Social media	3
Central Ward Precinct Group	2
Metro newspaper	1
Seniors concert	1
State Government Website	1
The Daily Telegraph	1

Base: Aware of amalgamation n = 479

*Note: For a detailed list/table, please see Appendix

Those aware of amalgamations became aware via an average of two channels – suggesting Council has achieved both reach and frequency in its communications. Dominant channels were 'Council mail-out/flyer' (69%) and 'local newspapers' (60%)

Detailed Findings:

2. Fit for the Future



Fit for the Future – Preamble

Outlined below is the preamble that was read to residents to explain the Fit for the Future program and its implications for Council:

In late 2014 the State Government released its 'Fit for the Future' program which requires most NSW councils to consider amalgamation options with neighbouring councils as the Government looks to reduce the number of metropolitan councils from 41 to 18.

The argument for amalgamation is that bigger councils could be more economically efficient in the delivery of services, whilst an argument against amalgamation is that bigger councils will be less responsive to the community's needs and local issues.

Randwick City Council is considering seven options, and they would like to obtain your views on each to assist in preparing their submission to the Government.

The State Government's Fit for the Future program says the first option Randwick City Council should consider is amalgamating with City of Sydney, Botany Bay, Woollahra, and Waverley Councils to form a global city.

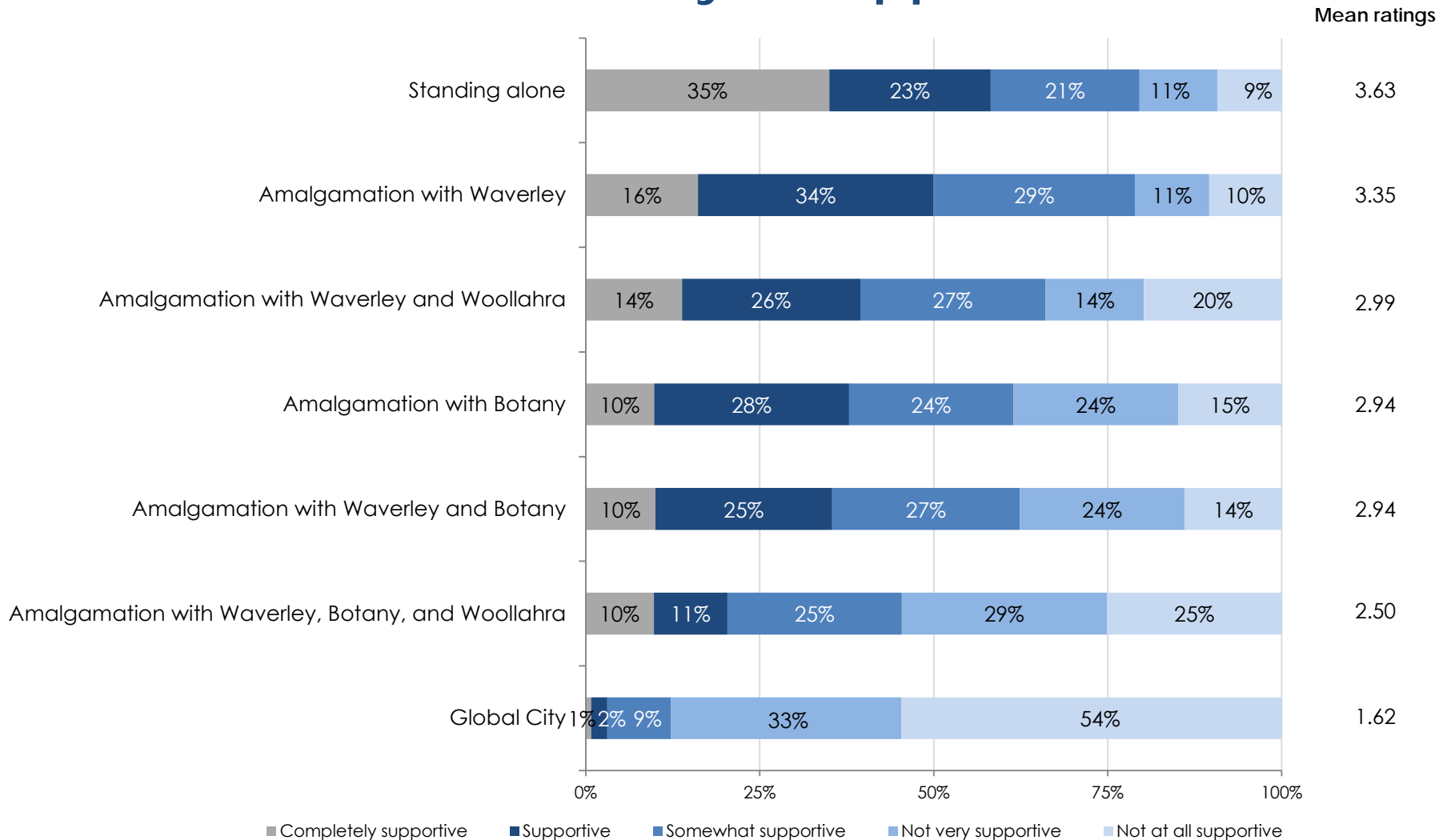
The NSW Government supports the creation of a large 'Global City' with a population of more than 500,000 that can compete with other cities for capital investment and international reputation.

This option would create a very large city with divergent communities across the city centre, inner city, beachside and suburban areas – and that it would have financial capacity - but that councils of this size are by nature less representative.

Seven options were then presented to residents (six involving some form of amalgamation, and one having Council standalone. In most cases, residents also had a summary of the seven options in front of them (the A4 summary sent in the Information Pack). After each one was read out, residents were asked to rate it.



Summary of Support



Scale: 1 = not at all supportive, 5 = completely supportive

Two options stand out as generating most support:

•‘Standing alone’: Note that 35% committed to the top ‘completely supportive’ response code, which is more than double any other option. And 58% selected the top two codes. And this is within the context of residents being told this option “does not meet the requirements of the Government’s Fit for the Future program”

•‘Amalgamation with Waverley’: 50% selected the top two codes.

Support for Amalgamation by Importance of Local Council

	Importance of Local Council to You...			
	Overall	Very important	Important	Somewhat important + Not very important + Not at all important
Standing alone	3.63	4.06▲	3.42	2.89▼
Amalgamation with Waverley	3.35	3.24	3.43	2.82
Amalgamation with Waverley and Woollahra	2.99	2.75	3.19	3.47
Amalgamation with Botany	2.94	3.02	2.90	3.01
Amalgamation with Waverley and Botany	2.94	2.80	3.09	3.28
Amalgamation with Waverley, Botany, and Woollahra	2.50	2.26	2.75	2.67
Global City	1.62	1.45▼	1.67	1.97▲

Scale: 1 = not at all important, 5 = very important

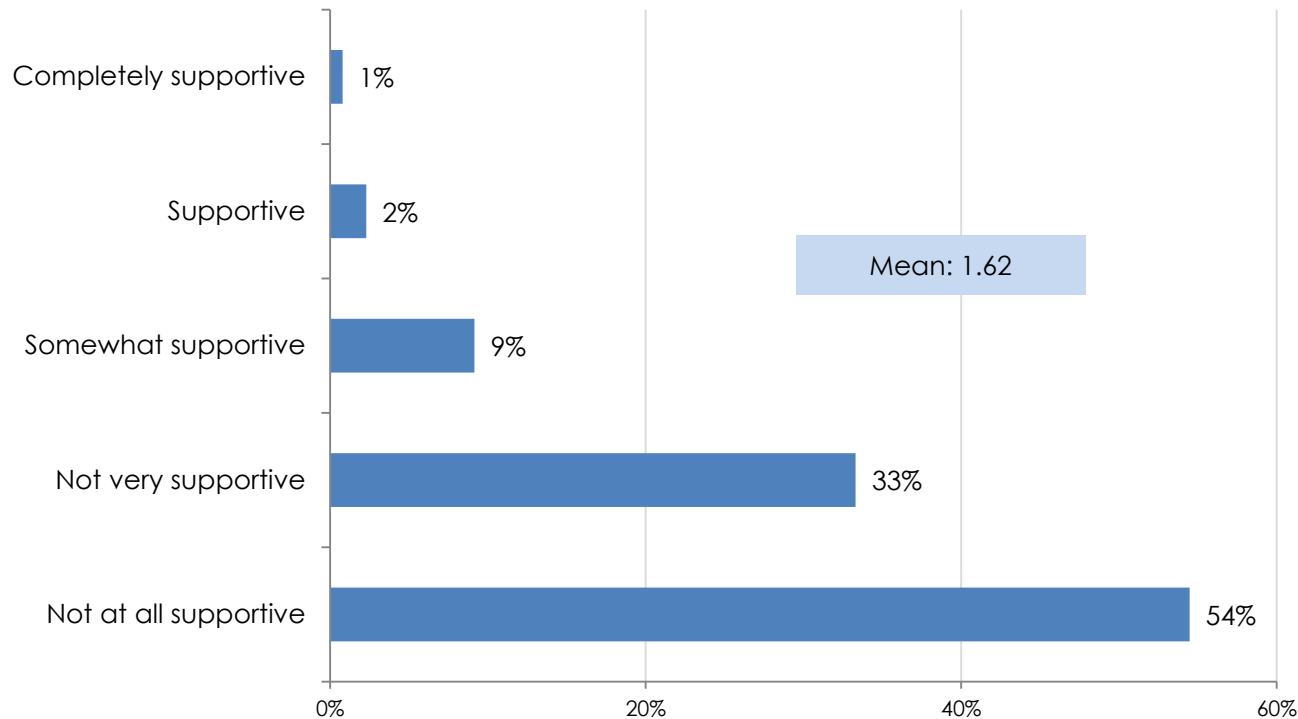
▲▼ = A significantly higher/lower level of importance than the overall

Not surprisingly, those who said on a separate question that local council was 'very important to them' were significantly more likely to support the 'Standing alone' option – and less likely to support most of the larger amalgamation options.

Support for the Creation of a 'Global City'

Randwick City Council joining with City of Sydney, Botany Bay, Woollahra, and Waverley Councils

Q4a. How supportive are you of Randwick City Council joining with other councils to form a global city?



	Overall	Male	Female	18-29	30-39	40-49	50-64	65+	Ratepayer	Non-Ratepayer
Base	643	315	328	180	135	103	116	109	446	197
Mean rating	1.62	1.69	1.55	1.64	1.78	1.79	1.48	1.36▼	1.66	1.52

Scale: 1 = not at all supportive, 5 = completely supportive

▲ ▼ = A significantly higher/lower level of support than the overall

Support for the Global City option was almost non-existent – only 3% committed to the top two codes, whereas 87% were 'not very supportive' or 'not at all supportive'. Those aged 65+ were significantly less supportive of this option.



Reasons for Preference

Randwick City Council joining with City of Sydney, Botany Bay, Woollahra, and Waverley Councils

Q4a. How supportive are you of Randwick City Council joining with other Councils to form a global city?

Q4b. Why do you say that?

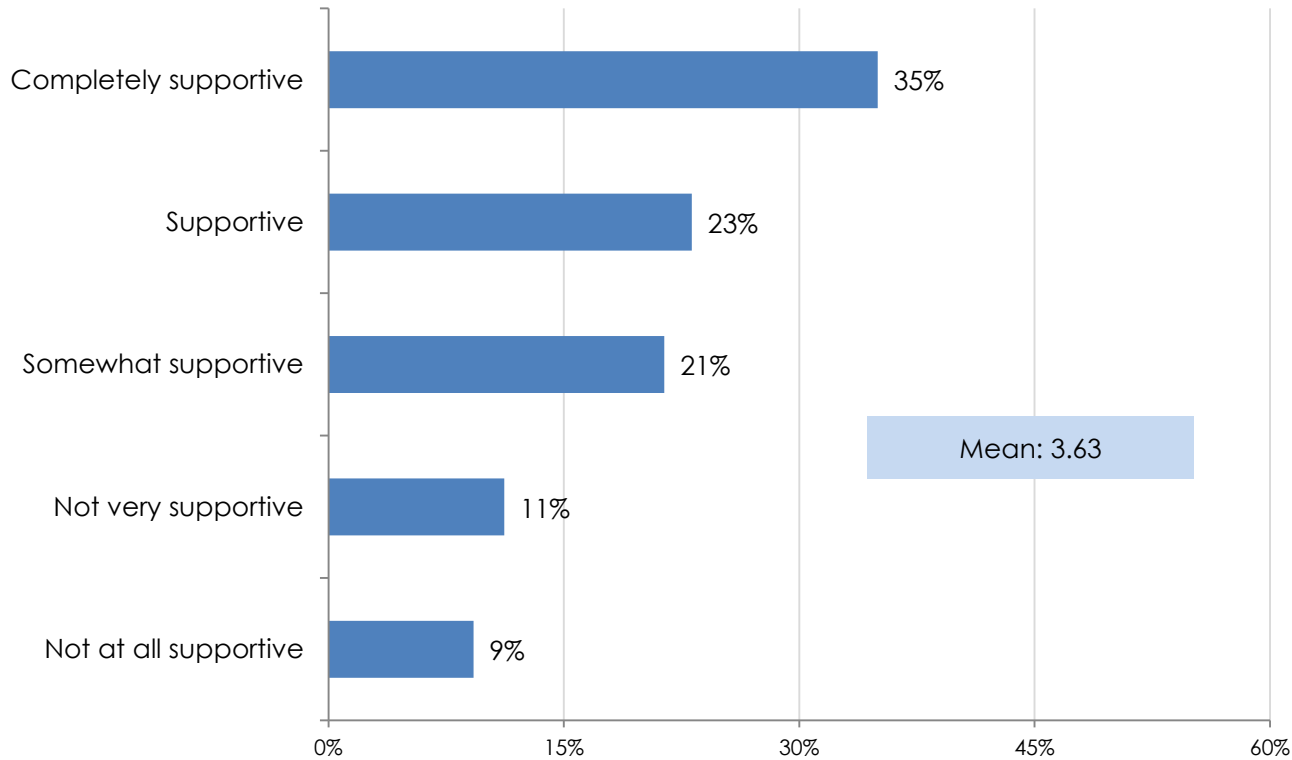
Main reasons for not supporting the global city option included:

- Too large
- Different needs
- Loss of identity

Supportive/Completely supportive	Count	Not very supportive/Not at all supportive	
A larger Council would be more efficient	15	Too large an area/Too many people to account for	243
Economically efficient	13	City of Sydney has different needs/priorities	88
Amalgamation may reduce duplication in smaller councils	5	Smaller areas may lose identity/voice	69
Better quality services/facilities	4	Smaller councils are more responsive	65
Like the concept of amalgamating	3	Council areas are too diverse	49
Fewer politicians with a higher standard	2	Don't want to join with City of Sydney	46
Enhance local suburbs	1	Do not believe in a Global City/Will not operate efficiently	44
Help to internationally compete	1	Priorities/planning for smaller areas can be neglected	43
Somewhat supportive		Satisfied with current situation	31
Prefer to amalgamate on a smaller scale	14	Loss of local representation	29
Don't like the concept of joining with the City of Sydney as priorities/planning for smaller areas may be neglected	9	Reduced quality of services	27
Economically efficient	7	Randwick will lose its identity and become lost amongst all suburbs	21
Smaller areas may lose identity	5	Not economically efficient	19
Like the concept of amalgamating	5	Prefer to amalgamate on a smaller scale	17
Could be beneficial to the community but happy with the current situation	4	Inheritance of debts from other councils	13
Amalgamation should be beneficial as there are too many smaller councils	2	Smaller councils are on a more personal level	12
Better quality services/facilities	2	Don't like the Mayor of Sydney	11
Reduced quality of services	2	Amalgamation will diminish the sense of community	8
Need more information before making a definite decision	2	City of Sydney will become too powerful	7
A foregone conclusion	1	Loss of jobs	4
Council areas are too diverse	1	Merge only with either Botany, Randwick, Waverley, or Woollahra	4
Don't like the Mayor of Sydney	1	Botany has different needs/priorities	3
Fewer politicians with a higher standard	1	Damaging to smaller local government areas	3
		Higher chance of corruption	3
		Need more information before definite decision	3
		Already separated by natural geographic boundaries	2
		Other councils don't have a good reputation	2
		City of Sydney pensioners don't pay rates	1
		Easier to deal with one Mayor	1
		Greater inequity	1
		Historic area	1
		Lack of communication with residents	1
		Money grab opportunity for City of Sydney Council	1
		Previous amalgamations haven't worked	1
		Randwick has a separate identity	1
		Support amalgamation of other areas	1

Support for Randwick City Council Not Amalgamating

Q5a. How supportive are you of Randwick City Council standing alone and not merging with any other councils?



	Overall	Male	Female	18-29	30-39	40-49	50-64	65+	Ratepayer	Non-Ratepayer
Base	643	315	328	180	135	103	116	109	446	197
Mean rating	3.63	3.42	3.84	3.77	3.85	3.28	3.26	3.88	3.47	4.02

Scale: 1 = not at all supportive, 5 = completely supportive

Based on the mean scores above, support for the 'standing alone' option was consistent across the key demographic cohorts.



Reasons for Preference

Randwick City Not Amalgamating

Q5a. How supportive are you of Randwick City Council standing alone and not merging with any other councils?

Q5b. Why do you say that?

Supportive/Completely supportive	Count
Currently the local area is well represented and has a good level of service and performance	303
Randwick is already financially stable	40
Larger council area will lead to less locally effective/responsive council	39
Community based council is better for the local community	21
Amalgamation would force Randwick to take on financial/organisational problems of other councils	20
Supportive of Randwick maintaining their own identity	14
Prefer to stand alone	9
Currently a suitable number of people in the area	4
Able to operate independently	3
Don't want it any further diversified	3
Not convinced that an amalgamation would allow for effective service delivery	3
Population is increasing without merging	3
Certain areas would be prioritised over others in an amalgamated council	3
Insufficient information has been provided to residents concerning the amalgamation	2
Smaller councils perform duties at a higher rate	2
Randwick may benefit from some changes	1
Provides employment to local residents	1
Randwick has very little in common with other council areas	1
Somewhat supportive	
Amalgamation with the right LGA will benefit Council's operations	40
Currently the local area is well represented and has a good level of service and performance	30
Cost effective	24
Amalgamation is needed	17
Amalgamation is inevitable	8
Amalgamation would be beneficial for all areas	7
Larger population would benefit the local community	6
Merger will allow more efficient service delivery from Council	4
Smaller population is easier managed	4
Smaller areas may lose identity/voice	4
Insufficient information has been provided to residents concerning the amalgamation	3
Not satisfied with Randwick	3
Prefer to amalgamate on a smaller scale	3
Not economically efficient	2
Can see both positive and negatives to both options	1
Happy with current council situation but would benefit from a small merge	1
Inheritance of debts from other councils	1
Randwick needs to prove itself as a stand alone Council	1

Satisfaction with the current level of Council service delivery and performance is the main reason why residents supported the 'standalone' option.



Those who didn't support the 'standalone' option could see the benefits of amalgamation in terms of cost-efficiencies and more efficient service delivery. A small proportion felt some form of amalgamation was inevitable.

Reasons for Preference

Randwick City Not Amalgamating

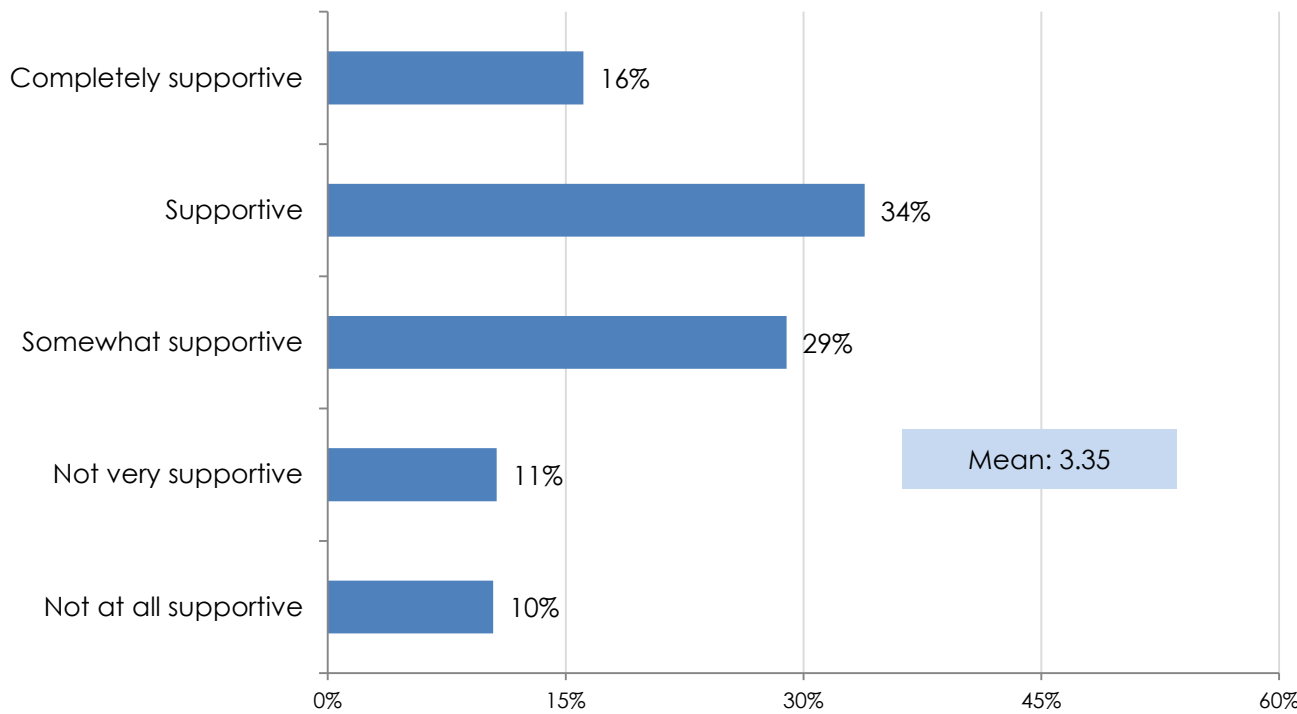
Q5a. How supportive are you of Randwick City Council standing alone and not merging with any other councils?

Q5b. Why do you say that?

Not very supportive/Not at all supportive	Count
Cost effective	36
Amalgamation would be beneficial for all areas	33
Amalgamation with the right LGA will benefit Council's operations	30
Merger will allow more efficient service delivery from Council	26
Larger population would benefit the local community	20
Amalgamation is needed	14
Amalgamation is inevitable	11
Smaller council isn't sustainable	5
No real options	4
Would create financial/economical and other problems	4
No benefits	3
Merging needs to happen	2
Not satisfied with Randwick	2
Randwick not merging wouldn't be viable	2
A foregone conclusion	1
Amalgamation is not going to happen	1
No specific reason	1
Less chance of corruption in a larger council	1
Prefer to merge than stand alone	1
Reduce the number of Councillors	1
Smaller councils have more personal issues	1
Currently the local area is well represented and has a good level of service and performance	1
Too many politicians involved with a smaller council	1
Too small an area to handle a population increase	1
Streamlining staff within the Council	1

Support for Randwick City Council Amalgamating with Waverley Council

Q7. How supportive are you of Randwick City Council joining with Waverley Council?



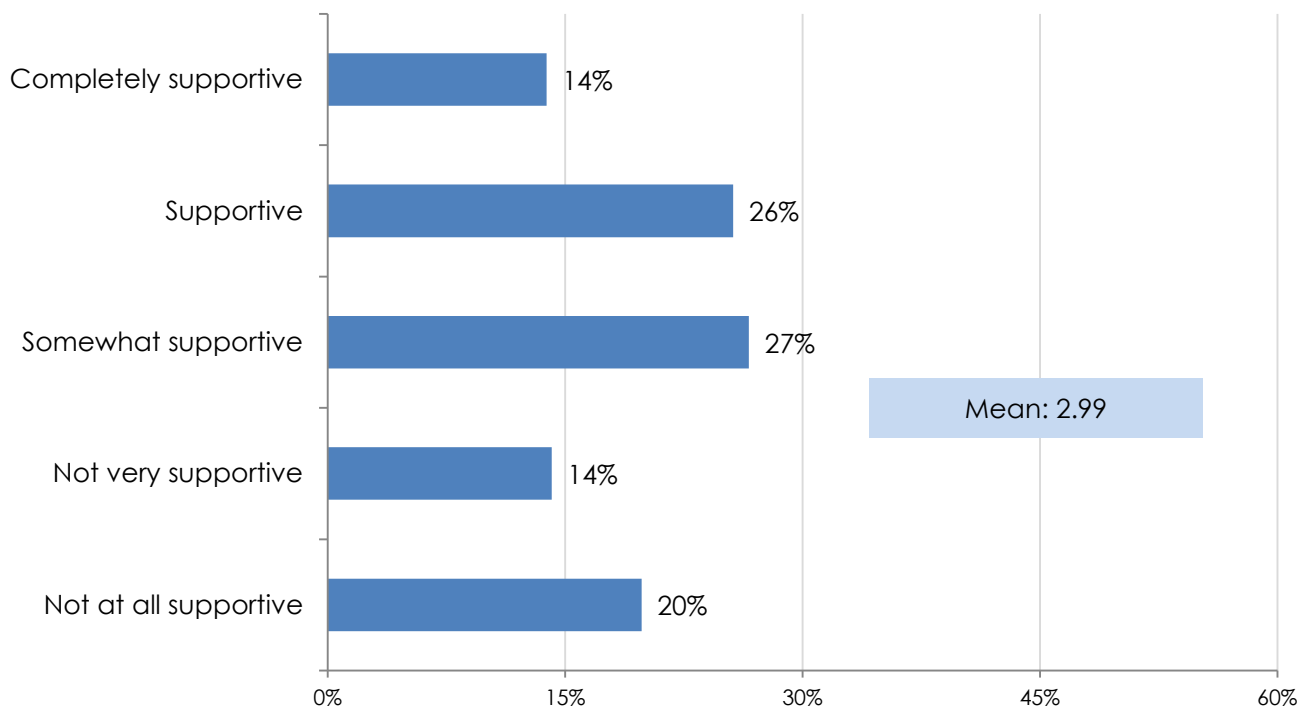
	Overall	Male	Female	18-29	30-39	40-49	50-64	65+	Ratepayer	Non-Ratepayer
Base	643	315	328	180	135	103	116	109	446	197
Mean rating	3.35	3.17	3.51	3.94▲	3.30	3.53	2.93▼	2.68▼	3.38	3.27

Scale: 1 = not at all supportive, 5 = completely supportive
▲ ▼ = A significantly higher/lower level of support than the overall

79% of residents were at least 'somewhat supportive' of Randwick City Council joining with Waverley Council. As noted earlier, this option has generated some commitment – at least to the second top code – with 50% committing to the top two codes. Residents aged 18-29 were significantly more supportive of this option, whilst those aged 50+ were significantly less supportive

Support for Randwick City Council Amalgamating with Waverley and Woollahra Councils

Q9. How supportive are you of Randwick City Council joining with both Waverley and Woollahra Councils?



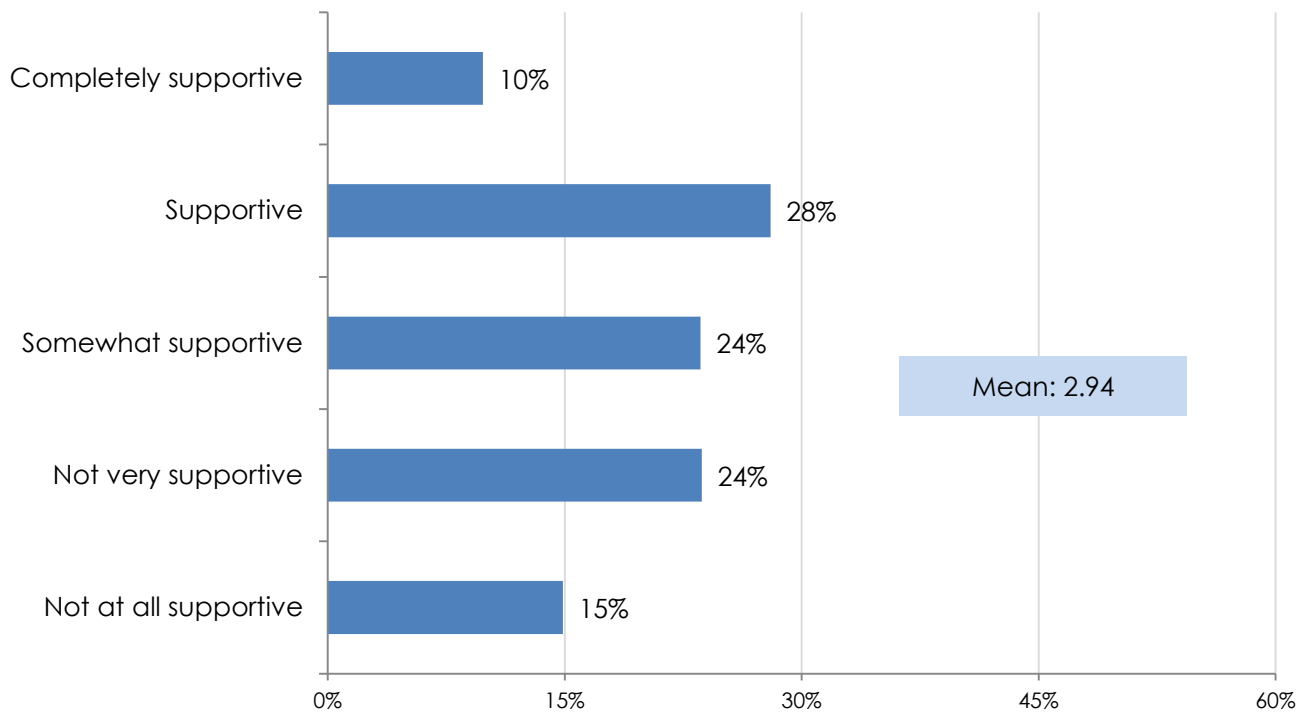
	Overall	Male	Female	18-29	30-39	40-49	50-64	65+	Ratepayer	Non-Ratepayer
Base	643	315	328	180	135	103	116	109	446	197
Mean rating	2.99	3.15	2.85	3.28	2.90	3.26	2.94	2.45▼	3.12	2.71

Scale: 1 = not at all supportive, 5 = completely supportive
▲ ▼ = A significantly higher/lower level of support than the overall

67% of residents were at least 'somewhat supportive' of Randwick City Council joining with both Waverley and Woollahra Councils – but commitment to the top two codes was relatively light (40%). Residents aged 65+ were significantly less supportive of this option.

Support for Randwick City Council Amalgamating with Botany Bay Council

Q6. How supportive are you of Randwick City Council joining with Botany Bay Council?



	Overall	Male	Female	18-29	30-39	40-49	50-64	65+	Ratepayer	Non-Ratepayer
Base	643	315	328	180	135	103	116	109	446	197
Mean rating	2.94	2.89	2.99	3.13	3.10	2.78	2.56▼	2.99	2.87	3.11

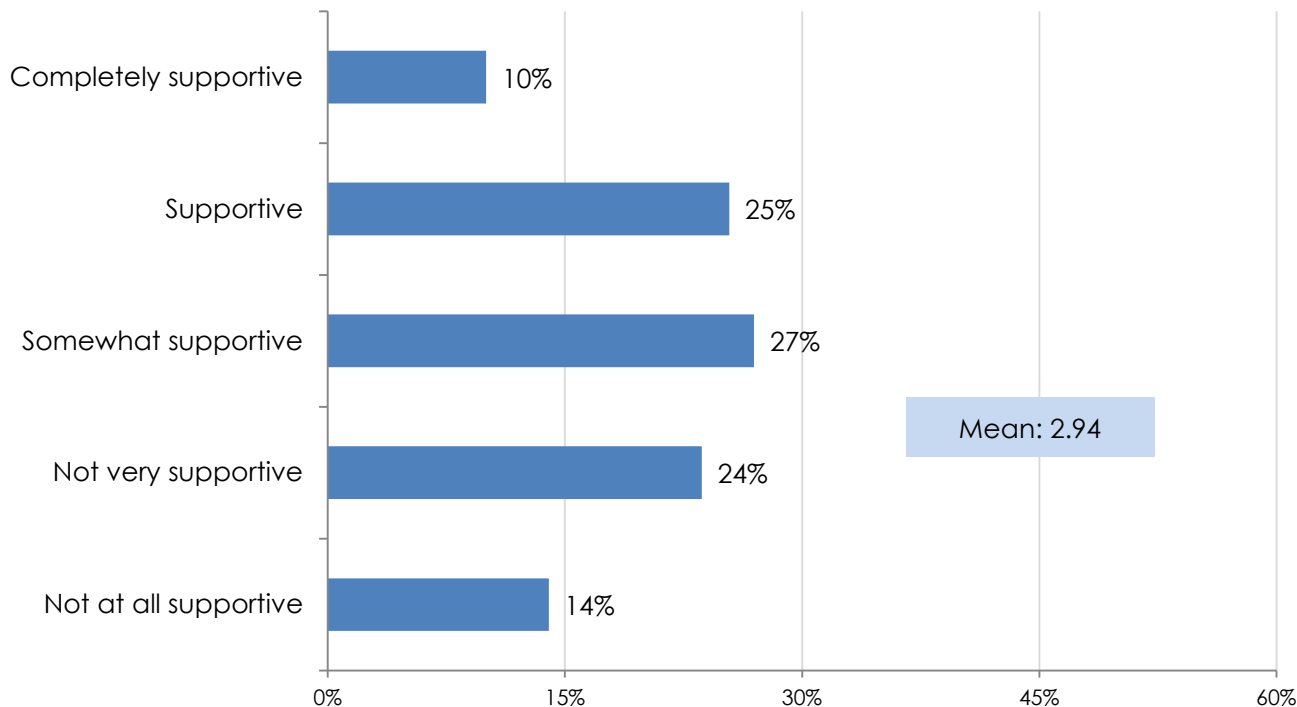
Scale: 1 = not at all supportive, 5 = completely supportive

▲ ▼ = A significantly higher/lower level of support than the overall

62% of residents were at least ‘somewhat supportive’ of Randwick City Council joining with Botany Bay Council – but commitment to the top two codes was relatively light (38%). It should be noted that residents were told that this option “does not meet the requirements of the Government’s Fit for the Future program”.

Support for Randwick City Council Amalgamating with Waverley and Botany Councils

Q8. How supportive are you of Randwick City Council joining with both Waverley and Botany Councils?



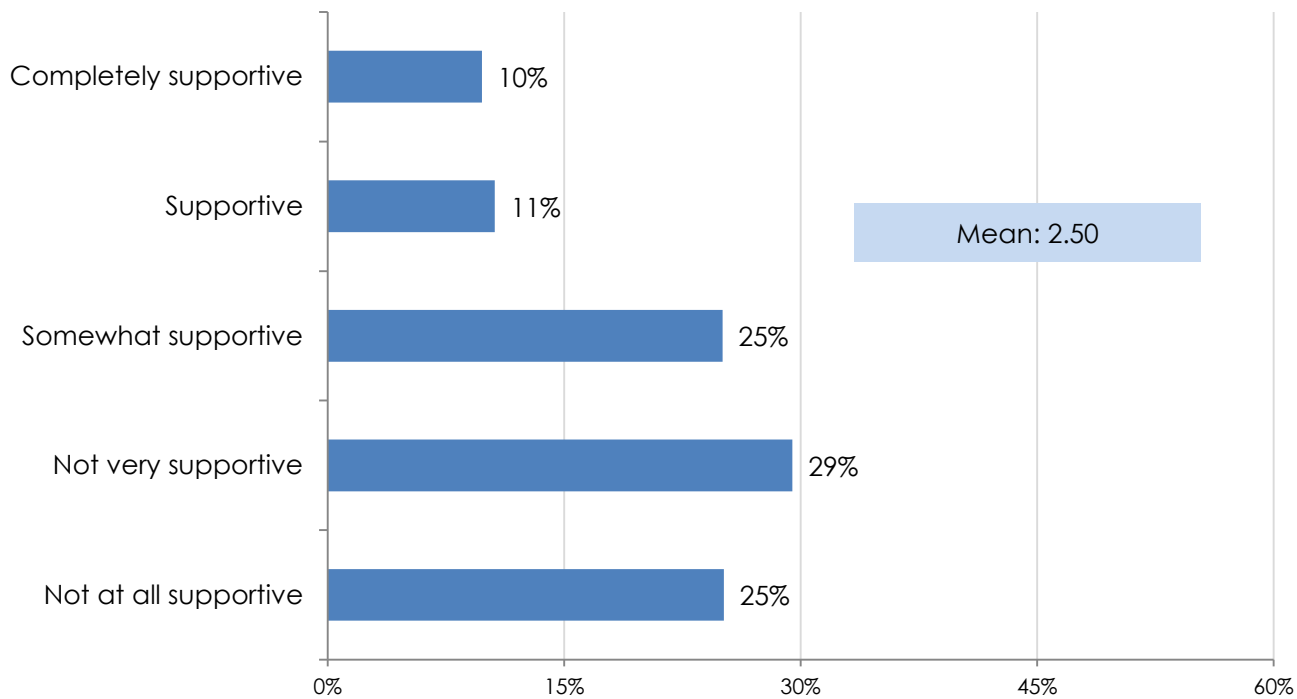
	Overall	Male	Female	18-29	30-39	40-49	50-64	65+	Ratepayer	Non-Ratepayer
Base	643	315	328	180	135	103	116	109	446	197
Mean rating	2.94	2.99	2.89	3.11	2.81	3.15	2.79	2.77	3.02	2.76

Scale: 1 = not at all supportive, 5 = completely supportive

62% of residents indicated they were at least 'somewhat supportive' of Randwick City Council merging with both Waverley and Botany Councils – but commitment to the top two codes was relatively light (35%).

Support for Randwick City Council Amalgamating with Waverley, Botany, and Woollahra Councils

Q10. How supportive are you of Randwick City Council joining with Waverley, Botany, and Woollahra Councils?



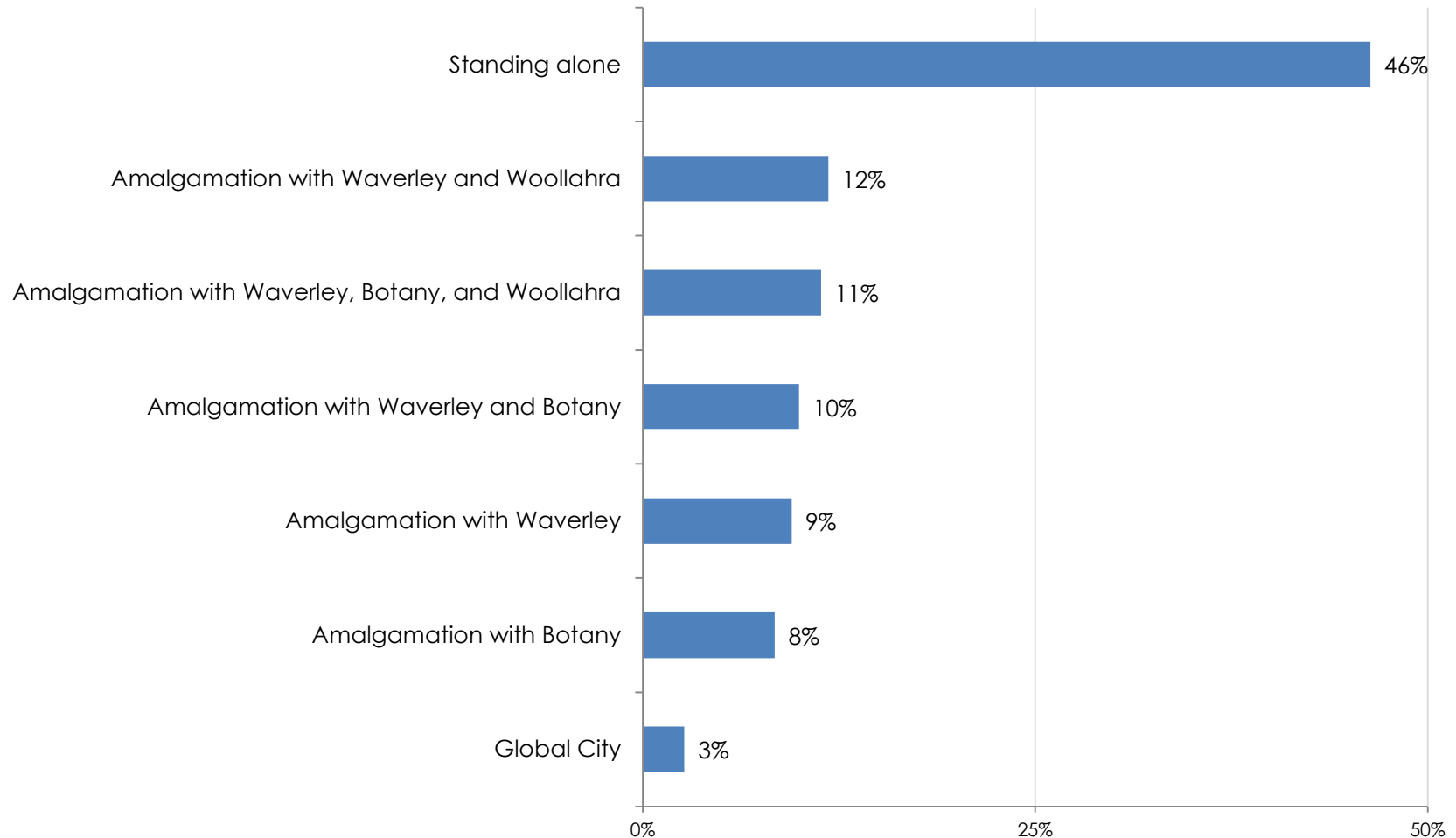
	Overall	Male	Female	18-29	30-39	40-49	50-64	65+	Ratepayer	Non-Ratepayer
Base	643	315	328	180	135	103	116	109	446	197
Mean rating	2.50	2.66	2.35	2.68	2.54	2.76	2.36	2.09	2.63	2.22

Scale: 1 = not at all supportive, 5 = completely supportive

Only 46% of residents indicated they were at least 'somewhat supportive' of Randwick City Council merging with Waverley, Botany, and Woollahra Councils – and only 21% committed to the top two codes.

Proposed Options – FIRST Preference

Q11. Which of the seven options is your most preferred option? And which is your next most preferred option? (Etc.)



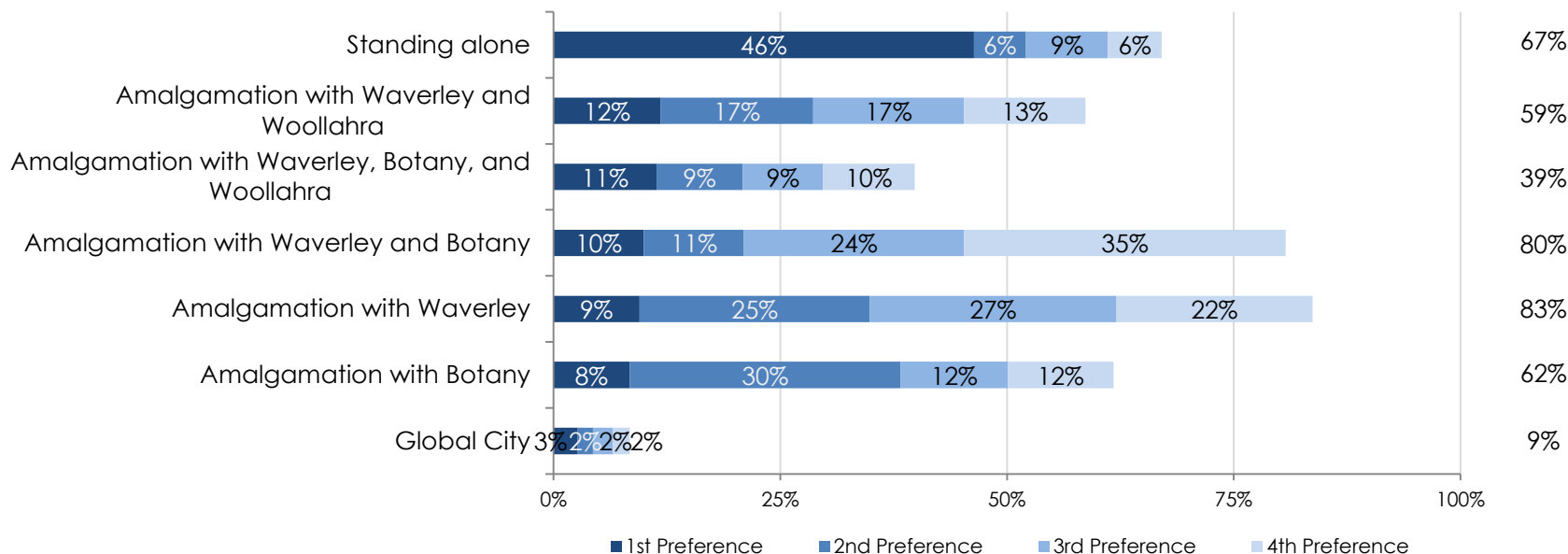
Base: n = 643

In a head-to-head preference comparison of all seven options, 'standing alone' (46%) was residents' most preferred option for Randwick City Council

Preference of Proposed Options

Q11. Which of the seven options is your most preferred option? And which is your next most preferred option? (Etc.)

Top 4 Box



Preference:	1 st	2 nd	3 rd	4 th	5 th	6 th	7 th
Standing alone	46%▲	6%▼	9%▼	6%▼	4%▼	18%▲	11%▼
Amalgamation with Waverley and Woollahra	12%	17%	17%	13%	34%▲	6%▼	1%▼
Amalgamation with Waverley, Botany, and Woollahra	11%▼	9%▼	9%▼	10%▼	14%	44%▲	2%▼
Amalgamation with Waverley and Botany	10%▼	11%▼	24%▲	35%▲	13%	5%▼	0%▼
Amalgamation with Waverley	9%▼	25%▲	27%▲	22%▲	9%▼	6%▼	1%▼
Amalgamation with Botany	8%▼	30%▲	12%	12%	22%▲	14%	2%▼
Global City	3%▼	2%▼	2%▼	2%▼	3%▼	6%▼	83%▲

Base: n = 603

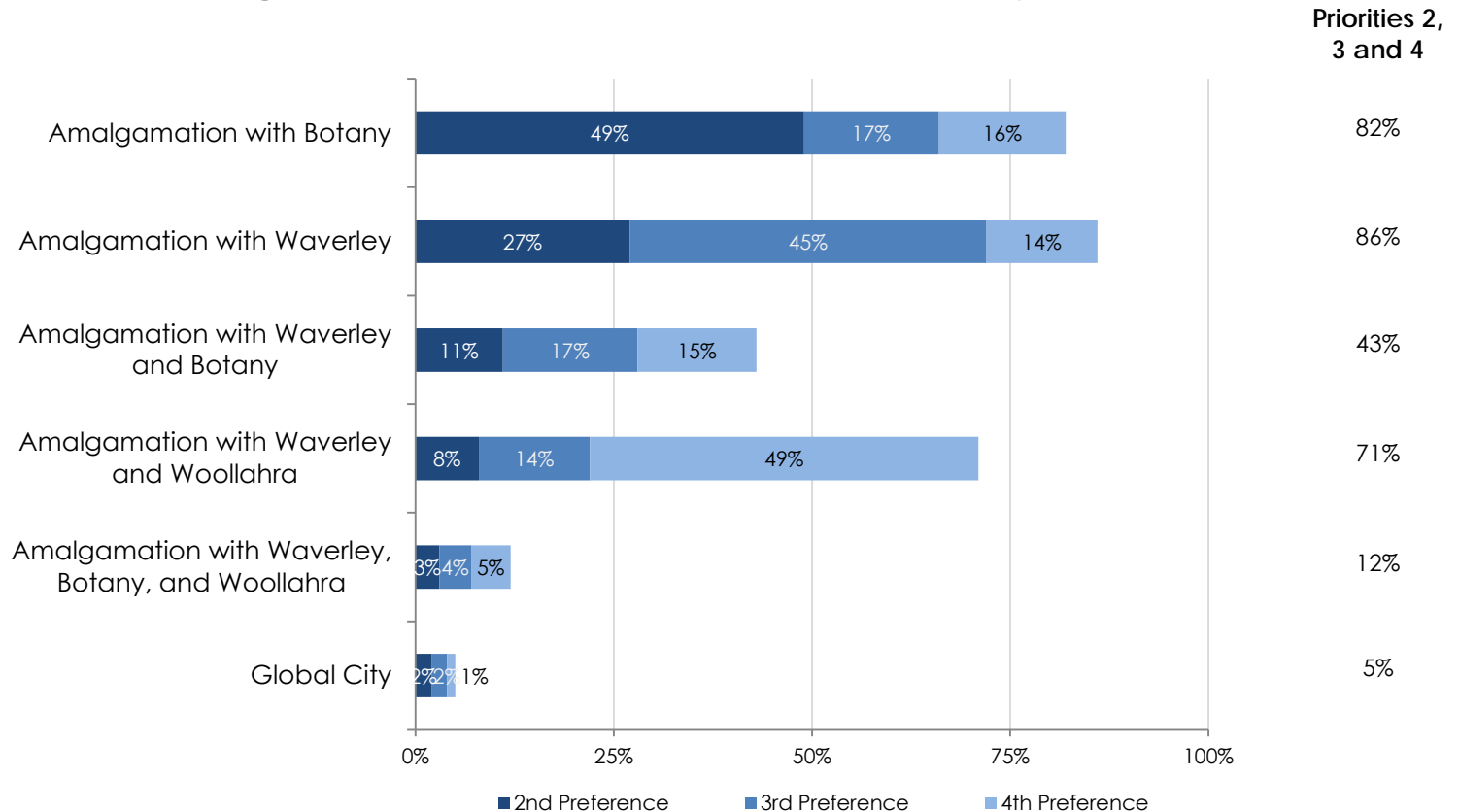
▲ ▼ = significantly higher/lower by preference

Looking beyond the 'standing alone' option, 'amalgamation with Waverley' attracted the broadest general support, with 83% of residents selecting this option as one of their top four preferences – and 61% selecting it as one of their top three preferences.

Preference of Proposed Options

Q11. Which of the seven options is your most preferred option? And which is your next most preferred option? (Etc.)

The chart below shows the preference ratings for those who selected the 'Standing alone' option as their first preference – in other words, apart from 'standing alone', what would be their second/third/fourth preferences?



Base: Those who nominated 'standing alone' as their first preference n = 298

Amongst those who selected 'standing alone' as their first preference, the two main other preferences are 'amalgamation with Waverley' and 'amalgamation with Botany'. These are the two smallest amalgamation options.

Detailed Findings:

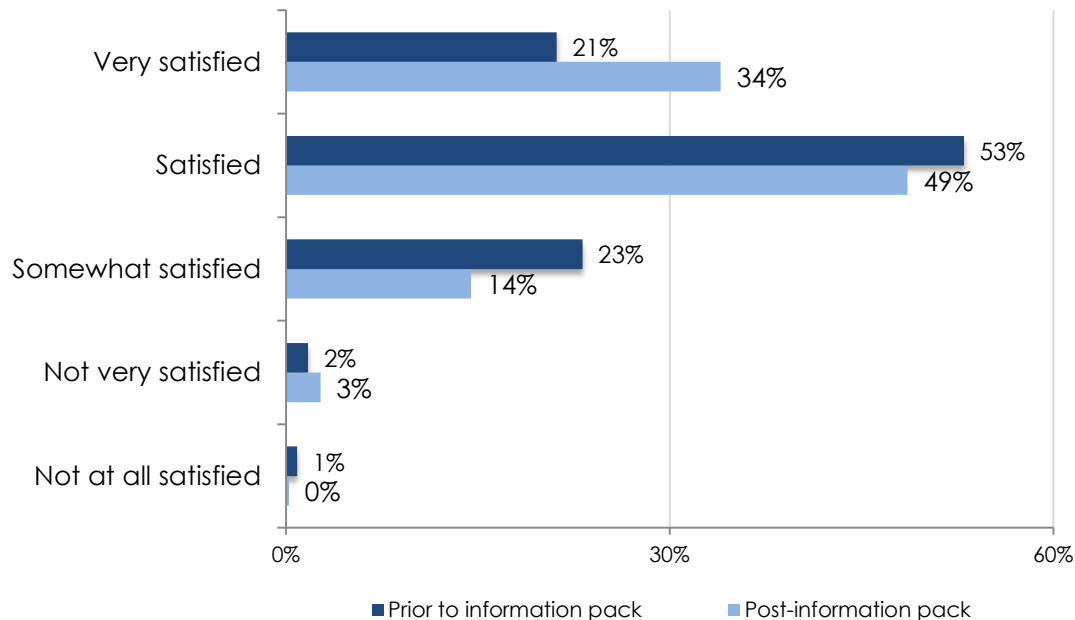
3. Attitudes Towards Council



Overall Satisfaction with the Performance of Council

Prior to receiving the information pack v Subsequent to receiving the information pack

Q2. (Recruitment survey and Recontact survey) In general, how satisfied are you with the performance of Council, and their services, not just on one or two issues but across all responsibility areas?



NSW LGA BRAND SCORES	Overall 2015	Overall 2014	Metro	All of NSW
Prior to information pack	3.92▲	3.80▼	3.45▼	3.31▼

	Overall	Male	Female	18-29	30-39	40-49	50-64	65+	Ratepayer	Non-Ratepayer
Base	643	315	328	180	135	103	116	109	446	197
Prior to information pack	3.92▼	3.97	3.87	3.93	3.86	3.79	3.88	4.14	3.97	3.81
Post-information pack	4.13▲	4.12	4.14	4.27	4.11	3.90	4.00	4.29	4.09	4.23

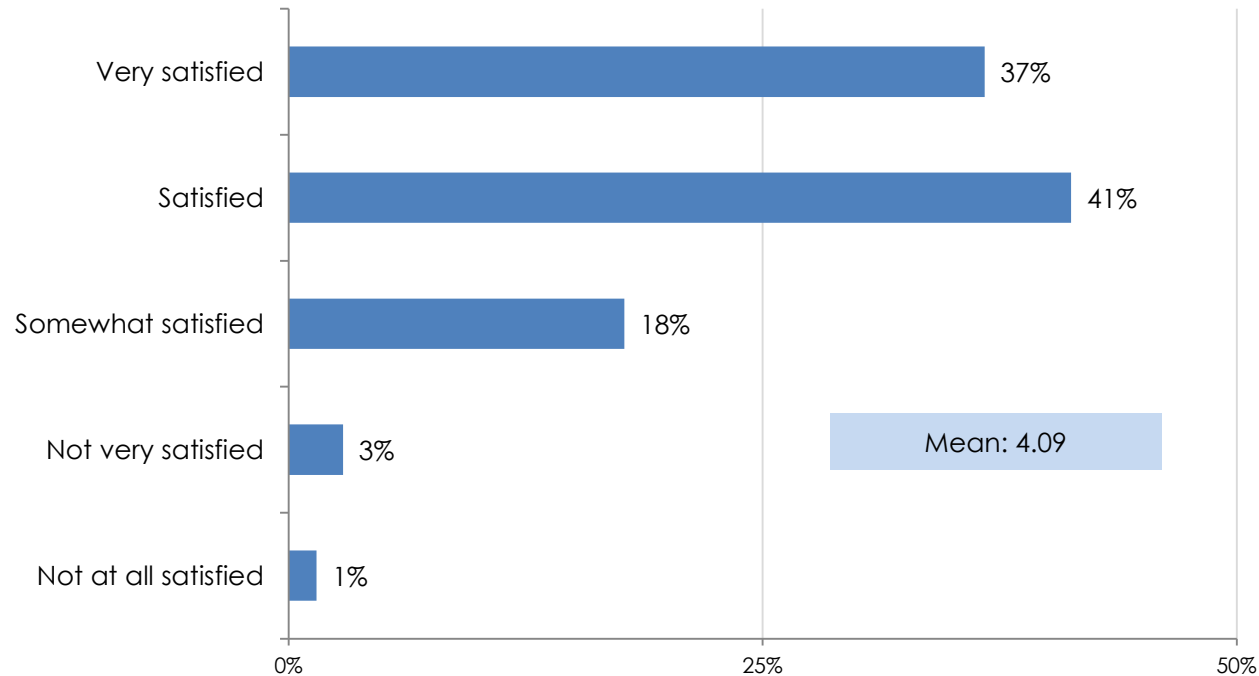
Scale: 1 = not at all satisfied, 5 = very satisfied

▲ ▼ = A significantly higher/lower level of satisfaction

Prior to the information pack, residents displayed a significantly higher level of satisfaction with the performance of Council compared to 2014 (3.92 cf. 3.80). The mean score was also significantly higher than our 'metro' and 'overall' LGA Brand Scores. Resident satisfaction increased significantly subsequent to residents receiving the information pack, indicating that engagement from Council can lift satisfaction. 35

Satisfaction with Council's Response to the Fit for the Future Project

Q13. Overall, how satisfied are you with the performance of Council in dealing with the NSW Government's Fit for the Future project and the associated issue of possible amalgamation?



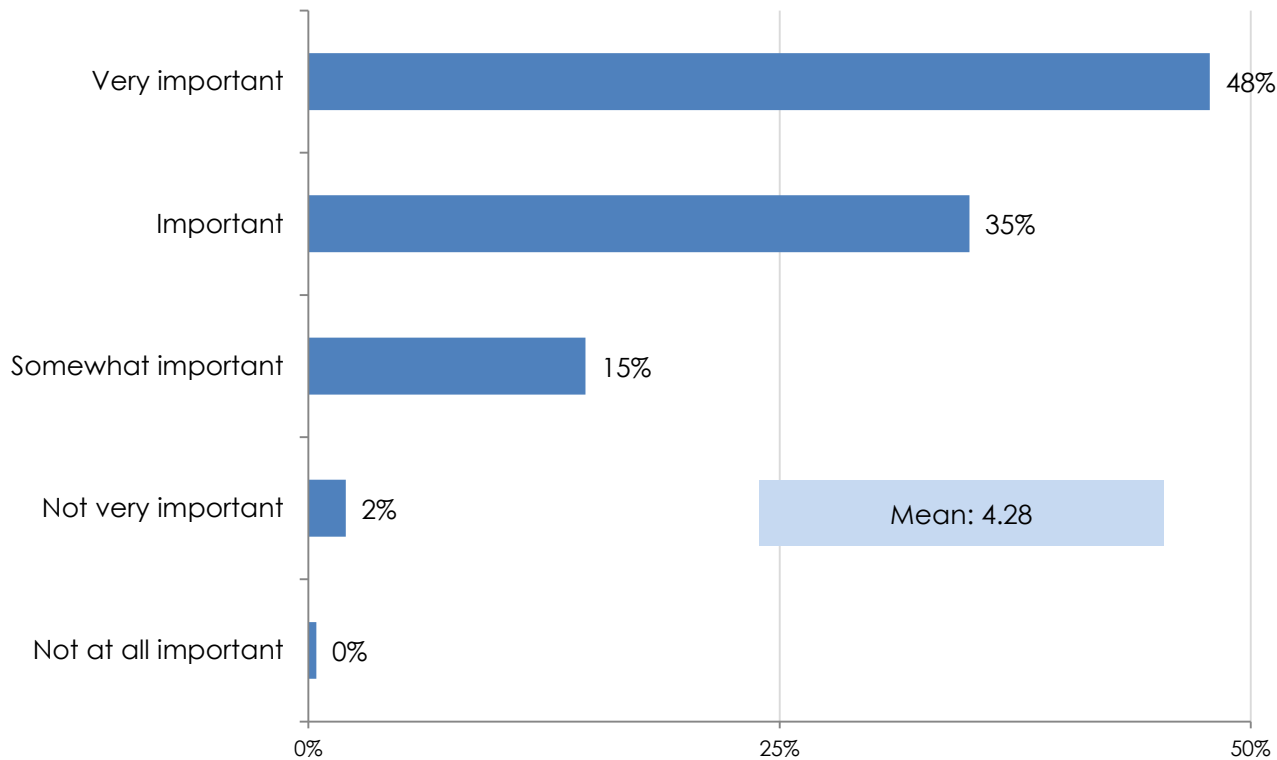
	Overall	Male	Female	18-29	30-39	40-49	50-64	65+	Ratepayer	Non-Ratepayer
Base	643	315	328	180	135	103	116	109	446	197
Mean rating	4.09	3.96	4.21	4.29	4.18	4.03	3.88	3.92	4.05	4.17

Scale: 1 = not at all satisfied, 5 = very satisfied

Overall, 96% were at least 'somewhat satisfied' with the performance of Council in dealing with the NSW Government's Fit for the Future project and the associated issue of possible amalgamation

Importance of Local Council

Q3. How important is your local Council to you?



	Overall	Male	Female	18-29	30-39	40-49	50-64	65+	Ratepayer	Non-Ratepayer
Base	643	315	328	180	135	103	116	109	446	197
Mean rating	4.28	4.19	4.37	4.12	4.31	4.23	4.31	4.53▲	4.25	4.34

Scale: 1 = not at all important, 5 = very important

▲▼ = A significantly higher/lower level of importance than the overall

98% of residents indicated that their local Council was at least 'somewhat important' to them – with 83% committing to the top 2 codes. Residents aged 65+ rated the importance of their local Council significantly higher.

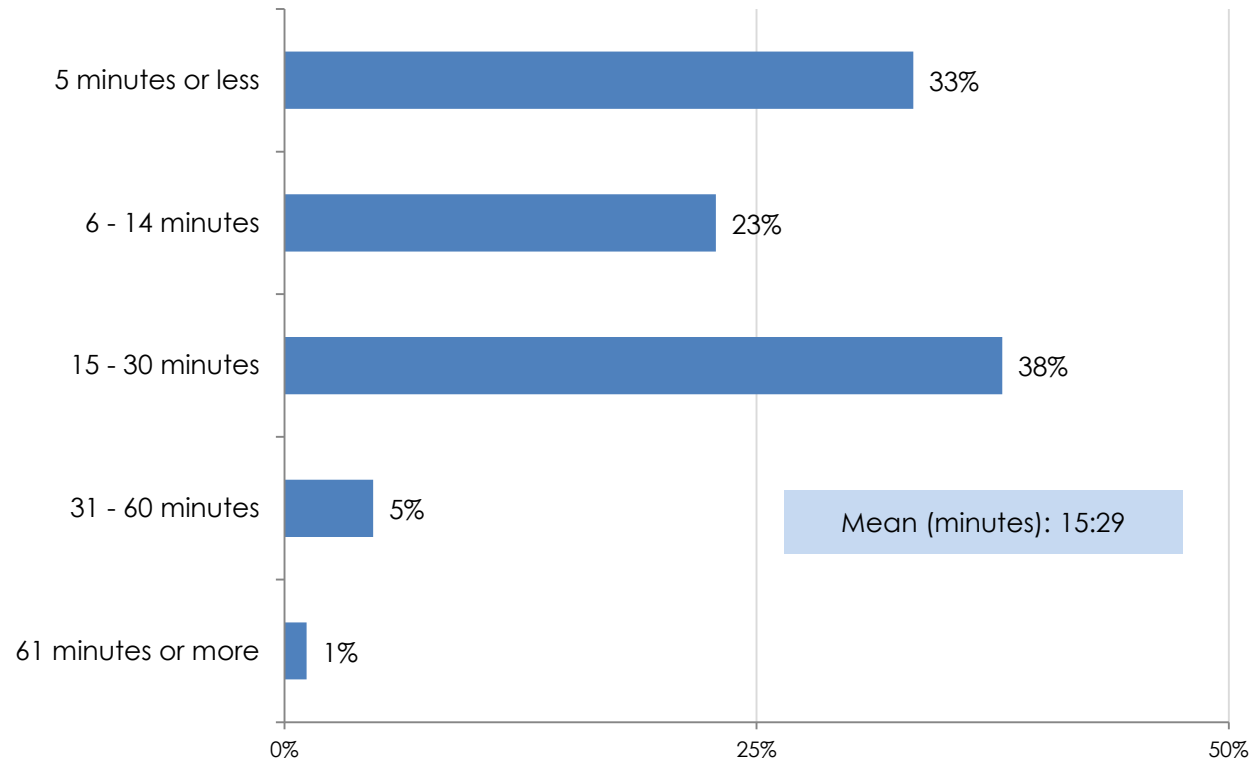
Detailed Findings:

4. Communications



Time Spent Reading the Information Pack

Q1a. Approximately how long would you have spent reading or looking through the information pack?



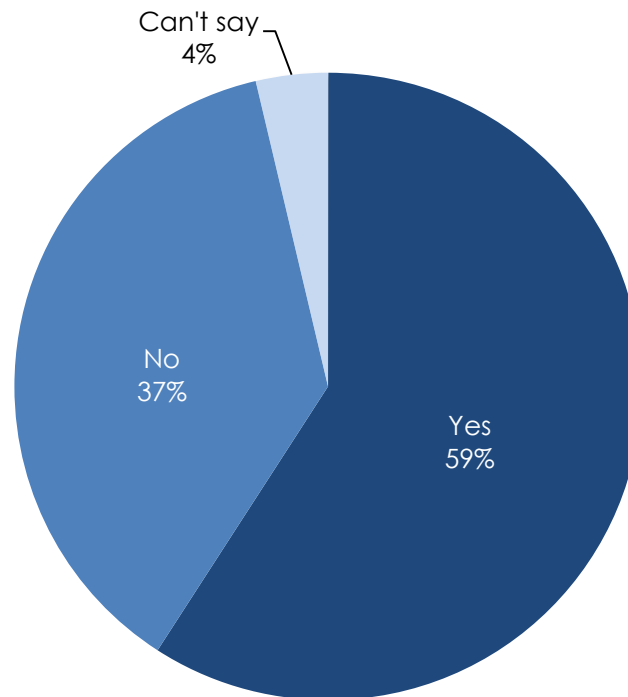
	Overall	Male	Female	18-29	30-39	40-49	50-64	65+	Ratepayer	Non-Ratepayer
Base	643	315	328	180	135	103	116	109	446	197
Mean (mins:secs)	15:29	16:38	14:23	15:12	17:12	13:20	13:28	19:50	14:32	17:40

Residents spent an average of 15 minutes 29 seconds reading or looking through the information pack that was sent to them as part of the research.



Awareness of “Randwick City’s Future” Brochure

Q1b. The information pack we sent you contains a brochure with the words “Randwick City’s Future” on the front page. Had you seen these brochures?



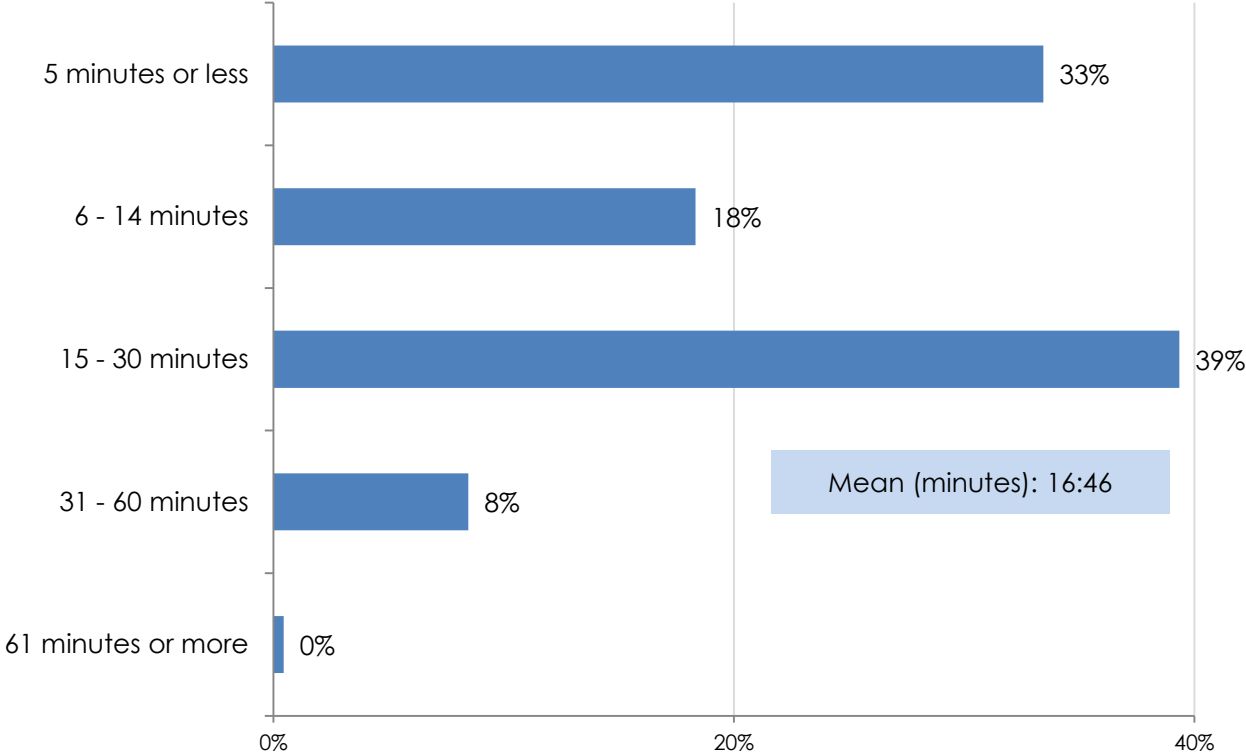
59% of residents stated they had previously seen the brochures sent with the information pack (which is consistent with the earlier finding that 69% of those aware of amalgamations became aware via Council brochures/flyers).

	Overall	Male	Female	18-29	30-39	40-49	50-64	65+	Ratepayer	Non-Ratepayer
Base	643	315	328	180	135	103	116	109	446	197
Yes	59%	62%	56%	28%▼	76%	69%	73%	66%	65%	47%
No	37%	35%	39%	72%▲	23%	24%	24%	23%	31%	52%
Can't say	4%	3%	4%	0%	1%	7%	4%	11%▲	5%▲	1%▼

▲▼ = A significantly higher/lower than the overall

Time Spent Reading the Previous Information Pack

Q1c. In total, how long would you have spent reading or looking at those earlier information packs?



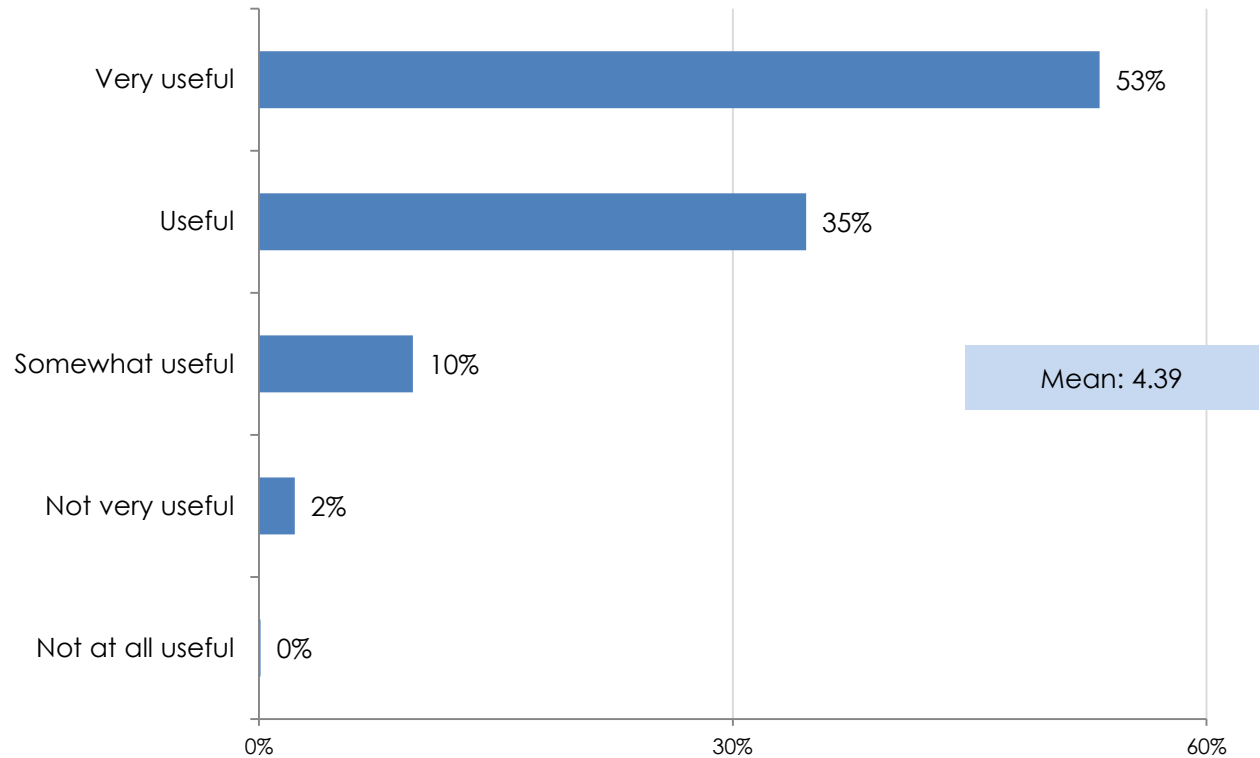
	Overall	Male	Female	18-29	30-39	40-49	50-64	65+	Ratepayer	Non-Ratepayer
Base	380	195	185	50	103	71	84	72	288	92
Mean (mins:secs)	16:46	20:40▲	12:40▼	19:57	14:18	13:46	17:45	21:34	18:10	11:50

▲ ▼ = significantly higher/lower than the overall

Of those residents who recalled having seen the amalgamation brochure prior to the research, they spent an average of 16 minutes 46 seconds reading or looking at the earlier information packs. This is an encouraging finding, suggesting the mail out to the entire LGA was not simply discarded upon receipt.

Usefulness of Council's Brochures

Q12. Overall, how useful did you find Council's brochure in explaining the Fit for the Future project and the seven options that Council is considering?



	Overall	Male	Female	18-29	30-39	40-49	50-64	65+	Ratepayer	Non-Ratepayer
Base	643	315	328	180	135	103	116	109	446	197
Mean rating	4.39	4.34	4.44	4.36	4.40	4.49	4.32	4.39	4.34	4.50

Scale: 1 = not at all useful, 5 = very useful

Encouragingly, 98% of residents found Council's brochure at least 'somewhat useful' in explaining the Fit for the Future project and the seven options that Council is considering.

Appendix





Suburbs

Weighted by Age, Gender and Location

Q14. (Recontact survey) In which suburb do you live?

	Overall
Base	643
Maroubra	23%
Randwick	22%
Coogee	15%
Kingsford	11%
Kensington	10%
Matraville	7%
Clovelly	4%
Malabar	4%
Chifley	2%
Little Bay	2%



Means of Becoming Aware of Amalgamation Proposal

By Age, Gender, and Ratepayer Status

Q1b. (Recruitment survey) Where did you hear about the proposal to potentially amalgamate Randwick City Council with other councils?

	Overall	Male	Female	18-29	30-39	40-49	50-64	65+	Ratepayer	Non-ratepayer
Base	479	258	221	97	85	89	109	98	362	118
Council mail out/flyer	69%	65%	74%	50%	77%	71%	67%	81%	71%	63%
Local Newspapers	60%	65%	54%	56%	46%	56%	69%	70%	59%	63%
Word of mouth	18%	19%	17%	17%	24%	14%	17%	19%	20%	13%
TV news	14%	16%	11%	4%	18%	11%	20%	16%	16%	8%
Radio	8%	9%	7%	0%	7%	2%	21%▲	10%	11%▲	1%▼
Other Council communication	9%	11%	8%	13%	12%	6%	10%	5%	11%	5%
Other	3%	5%	1%	0%	8%	6%	2%	2%	4%	3%
Can't recall	1%	1%	0%	0%	0%	2%	0%	1%	1%	0%

▲▼ = significantly higher/lower (by group)

Preferred Amalgamation Option

By Age, Gender and Ratepayer Status

Q11. Which of the seven options is your most preferred option? And which is your next most preferred option? (Etc.)

% = 1 st preference selection	Overall	Male	Female	18-29	30-39	40-49	50-64	65+	Ratepayer	Non-ratepayer
Base	643	315	328	180	135	103	116	109	446	197
Standing alone	49%	44%	55%	49%	60%	36%	39%	61%	43%	64%
Amalgamation with Waverley and Woollahra	12%	13%	11%	14%	10%	10%	16%	9%	12%	12%
Amalgamation with Waverley	11%	10%	11%	15%	4%	14%	15%	3%▼	14%▲	2%▼
Amalgamation with Waverley and Botany	9%	9%	10%	9%	7%	16%	12%	5%	11%	6%
Amalgamation with Waverley, Botany, and Woollahra	8%	12%	5%	3%	11%	13%	7%	12%	9%	7%
Amalgamation with Botany	8%	8%	8%	11%	8%	9%	7%	6%	8%	9%
Global City	2%	3%	1%	0%	0%	3%	4%	4%	3%	0%

▲▼ = significantly higher/lower (by group)



Recruitment Questionnaire





Randwick City Council
Fit for Future – Recruitment
January 2015

Good evening, my name is and I am calling on behalf of Randwick City Council, from a company called Micromex.

Council is conducting a community survey to help it better understand community attitudes towards local government reform.

What we'd like to do is mail you an information pack which outlines a range of options that Council would like you to consider. We will then call you back to ask your opinion of those options.

Council is very interested in obtaining your views and this will assist in understanding the community's position regarding the different options.

For demographic purposes we ask if there might be someone in the house aged 18-34 who would be able to assist us?

If no: We encourage everyone 18 years and over to participate, would you be willing to assist with this please?

If no: Thank you anyway for your time.

If yes, Can I please confirm that you do live in the Randwick City Council area?

If no: unfortunately you are not eligible for the research. Thank you for your time.

If yes, I just need to confirm that neither you nor an immediate family member work for Council or are a Councillor for Randwick City Council.

If yes, unfortunately you are not eligible for the research. Thank you for your time.

If no: I just need to get some details from you:

STAFF ARE TO BE GIVEN ALL DETAILS FROM THE RESPONDENT. DO NOT RELY THAT THE INFORMATION ON YOUR SCREEN IS CORRECT!

DO NOT SPECIFY THAT YOU HAVE ANY OF THEIR INFORMATION. THEY ARE TO GIVE YOU EACH DETAIL – DO NOT JUST ‘CONFIRM THEIR DETAILS WITH THEM’.

NAME (Include honorific):

Postal Address:

Confirm contact Number:

Preferred recontact time (Morning/afternoon or Evening):



QS1. RECORD GENDER

- ☐ Male ☐ Female

I just have a few questions

QS2. Which of these age groups do you fit into?

- ☐ 18-29
☐ 30-39
☐ 40-49
☐ 50-64
☐ 65+

Q1a. Prior to this call were you aware of the potential amalgamation of Randwick City Council with other councils?

- ☐ Yes
☐ No (Go to question 2)
☐ Not sure (Go to question 2)

Q1b. Where did you hear about the proposal to potentially amalgamate Randwick City Council with other councils? Please answer yes or no as I read each of the following (MR, Prompt)

- ☐ Council mail out/flyer
☐ Other Council communication (please specify)
☐ TV news
☐ Radio
☐ Local Newspapers
☐ Word of mouth (please specify)
☐ Other (please specify)
☐ (Do not read) Can't recall



Q2. In general, how satisfied are you with the performance of Council, and their services, not just on one or two issues but across all responsibility areas? Prompt

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Somewhat satisfied
- ☐ Not very satisfied
- ☐ Not at all satisfied

When completed

You should receive the information pack from Council in 3 days from mail-out (12th February, 2015) . Micromex will then call you back to undertake the survey from around the 17th February.

FAQs

What are the questions about? Questions are about your awareness and opinions about the proposed local government reform option.
How long will the survey take? Call-back survey will take approximately 12-15 minutes

A4 Summary Sheet (Part of Information Pack)





OPTIONS

Randwick (no change)

Population 142,310

- ✓ No increase in rates
- ✓ Protects local eastern suburbs identity
- ✗ Significant long-term cost savings
- ✗ Same level of services provided

Despite Randwick Council's excellent financial and asset management position, the option to stand alone does not meet the requirements of the Government's Fit for the Future program (population size).

Option 1



Randwick + Botany

Population 185,602

- ✓ No increase in rates
- ✓ Protects local eastern suburbs identity
- ✓ Significant long-term cost savings
- ✓ Same level of services provided

A modest size council with some common interests including Port Botany, though the option does not meet the requirements of the Government's Fit for the Future program.

Option 2



Randwick + Waverley

Population 213,016

- ✓ No increase in rates
- ✓ Protects local eastern suburbs identity
- ✓ Significant long-term cost savings
- ✓ Same level of services provided

A modest council size with common interests including beaches, ocean pools and coastal communities in the eastern suburbs.

Option 3



Randwick + Waverley + Botany

Population 256,308

- ✓ No increase in rates
- ✓ Protects local eastern suburbs identity
- ✓ Significant long-term cost savings
- ✓ Same level of services provided

A population of more than 250,000 residents and commonality including eastern suburbs beaches. This option includes Botany growth areas, industrial areas around Port Botany and Sydney Airport in one council.

Option 4



Randwick + Waverley + Woolahra

Population 270,693

- ✓ No increase in rates
- ✓ Protects local eastern suburbs identity
- ✓ Significant long-term cost savings
- ✓ Same level of services provided

A population of more than 270,000 residents with common interests including beaches, ocean and harbour pools and coastal and harbourside communities in the eastern suburbs.

Option 5



Randwick + Waverley + Botany + Woolahra

Population 313,985

- ✓ No increase in rates
- ✓ Protects local eastern suburbs identity
- ✓ Significant long-term cost savings
- ✓ Same level of services provided

A population of more than 300,000 residents taking in the extended eastern suburbs from Sydney Harbour to Port Botany. Includes communities of interest such as coastal communities, beaches, ocean and harbour pools as well as industrial areas, ports and airports.

Option 6



Randwick + Waverley + Woolahra + Botany + Sydney (global city)

Population 505,903

- ✓ No increase in rates
- ✗ Protects local eastern suburbs identity
- ✓ Significant long-term cost savings
- ✗ Same level of services provided

A very large global city with divergent communities across city centre, inner city, beachside and suburban areas. Councils of this size are by nature less representative but have financial capacity.

Option 7



Re-contact Questionnaire





Randwick City Council
Fit for the Future Phone Recontact

Good morning/afternoon/evening, my name is _____ from Micromex Research – could I speak to [insert name] please?

We spoke to you a week or so ago on behalf of Randwick City Council and you agreed to participate in our research about local government reform.

Q1. Have you received the information pack that was specifically sent to you by Council after our earlier phone call?

- ☐ Yes (Continue)
- ☐ No (Request that they check with others to see if it was received/reschedule call-back time)

Q2. Have you had a chance to read the document?

- ☐ Yes (Suggest they have it handy to refer to during survey – Ask Q1a)
- ☐ No (Offer them time to read and reschedule a call-back)

Q1a. [If Yes on Q2] Approximately how long would you have spent reading or looking through the information pack that was specifically sent to you after our earlier phone call? *Prompt*

Record minutes: _____

Q1b. The information pack we sent you contains a brochure with the words “Randwick City’s Future” on the front page. This brochure was distributed to all households across the Randwick LGA back in December and again in early February. Had you seen these brochures?

- ☐ Yes (Ask Q1c)
- ☐ No (Go to Q2)
- ☐ Can't say (Go to Q2)

Q1c. In total, how long would you have spent reading or looking through those earlier information packs? Please don't include the time spent reading the version that was sent to you after our earlier phone call. *Prompt*

Record minutes: _____



Q2. In general, how satisfied are you with the performance of Council, and their services, not just on one or two issues but across all responsibility areas? *Prompt*

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Somewhat satisfied
- ☐ Not very satisfied
- ☐ Not at all satisfied

Q3. And how important is your local council to you? *Prompt*

- ☐ Very important
- ☐ Important
- ☐ Somewhat important
- ☐ Not very important
- ☐ Not at all important



Fit for the Future - Preamble

In late 2014 the State Government released its 'Fit for the Future' program which requires most NSW councils to consider amalgamation options with neighbouring councils as the Government looks to reduce the number of metropolitan councils from 41 to 18.

The argument for amalgamation is that bigger councils could be more economically efficient in the delivery of services, whilst an argument against amalgamation is that bigger councils will be less responsive to the community's needs and local issues.

Randwick City Council is considering seven options and they would like to obtain your views on each of the seven options to assist in preparing their submission to the Government.

[Ask respondent to refer to the single page A4 summary sheet]

Referring to Option 7 at the bottom of the summary sheet... The State Government's Fit for the Future program says the first option Randwick City Council should consider is amalgamating with City of Sydney, Botany Bay, Woollahra, and Waverley Councils to form a global city.

The NSW Government supports the creation of a large 'Global City' with a population of more than 500,000 that can compete with other cities for capital investment and international reputation.

This option would create a very large city with divergent communities across the city centre, inner city, beachside and suburban areas – and that it would have financial capacity - but that councils of this size are by nature less representative



Q4a. How supportive are you of Randwick City Council joining with City of Sydney, Botany Bay, Woollahra, and Waverley Councils to form a global city? *Prompt*

- ☐ Completely supportive
- ☐ Supportive
- ☐ Somewhat supportive
- ☐ Not very supportive
- ☐ Not at all supportive

Q4b. Why do you say that?

.....

Referring to Option 1 at the top of the summary sheet... Another option Council is considering is to remain on its own, as it currently is. This would maintain the LGA's current excellent financial and asset management position – although with a current population of just over 140,000, it does not meet the State Government's scale and capacity requirements.

Q5a. How supportive are you of Randwick City Council standing alone and not merging with any other councils? *Prompt*

- ☐ Completely supportive
- ☐ Supportive
- ☐ Somewhat supportive
- ☐ Not very supportive
- ☐ Not at all supportive

Q5b. Why do you say that?

.....

Council is also considering five other amalgamation options, which are Options 2 to 6 on your summary sheet. These other options are smaller than the 'Global City' option recommended by the NSW Government, and they have an eastern suburbs focus. I'd like to quickly ask you about each one.

Referring to Option 2 at the top of the summary sheet... Randwick City Council could amalgamate with Botany Council. This would create a modest-sized council, with some common interests including Port Botany – although with a population of just over 185,000, it does not meet the State Government's scale and capacity requirements.

Q6. How supportive are you of Randwick City Council joining with Botany Bay Council? *Prompt*

- ☐ Completely supportive
- ☐ Supportive
- ☐ Somewhat supportive
- ☐ Not very supportive
- ☐ Not at all supportive



Referring to Option 3 of the summary sheet... Randwick City Council could amalgamate with Waverley Council. This would create a modest-sized council of 213,000 residents, with common interests including beaches, ocean pools and coastal communities in the eastern suburbs. This option may be considered 'broadly consistent' with the State Government's scale and capacity requirements.

Q7. How supportive are you of Randwick City Council joining with Waverley Council? *Prompt*

- ☐ Completely supportive
- ☐ Supportive
- ☐ Somewhat supportive
- ☐ Not very supportive
- ☐ Not at all supportive

Referring to Option 4 of the summary sheet... Randwick City Council could amalgamate with both Waverley and Botany Councils. This would create a council of more than 250,000 residents, with common interests including eastern suburbs beaches. It would also include Botany growth areas, industrial areas around Port Botany and Sydney Airport in one council. This option may be considered 'broadly consistent' with the State Government's scale and capacity requirements.

Q8. How supportive are you of Randwick City Council joining with both Waverley and Botany Councils? *Prompt*

- ☐ Completely supportive
- ☐ Supportive
- ☐ Somewhat supportive
- ☐ Not very supportive
- ☐ Not at all supportive

Referring to Option 5 of the summary sheet... Randwick City Council could amalgamate with both Waverley and Woollahra Councils. This would create a council of more than 270,000 residents, with common interests including beaches, ocean and harbour pools, and harbourside communities in the eastern suburbs. This option may be considered 'broadly consistent' with the State Government's scale and capacity requirements.

Q9. How supportive are you of Randwick City Council joining with both Waverley and Woollahra Councils? *Prompt*

- ☐ Completely supportive
- ☐ Supportive
- ☐ Somewhat supportive
- ☐ Not very supportive
- ☐ Not at all supportive



Referring to Option 6 of the summary sheet... Randwick City Council could amalgamate with Waverley, Botany and Woollahra Councils. This would create a council of more than 310,000 residents, taking in the extended eastern suburbs from Sydney Harbour to Port Botany. It would include communities such as coastal communities, beaches, ocean and harbour pools, as well as industrial areas, ports and airports. This option may be considered 'broadly consistent' with the State Government's scale and capacity requirements.

Q10. How supportive are you of Randwick City Council joining with Waverley, Botany and Woollahra Councils? Prompt

- ☐ Completely supportive
- ☐ Supportive
- ☐ Somewhat supportive
- ☐ Not very supportive
- ☐ Not at all supportive

Q11. I'd now like you to rank all seven options in order of preference. Which of the seven options is your most preferred option? And which is your next most preferred option? (Etc.)

- | | | |
|----|---|-------|
| 1. | Randwick (no change) | _____ |
| 2. | Randwick + Botany | _____ |
| 3. | Randwick + Waverley | _____ |
| 4. | Randwick + Waverley + Botany | _____ |
| 5. | Randwick + Waverley + Woollahra | _____ |
| 6. | Randwick + Waverley + Botany + Woollahra | _____ |
| 7. | Randwick + Waverley + Woollahra + Botany + City of Sydney (Global City) | _____ |

Q12. Overall, how useful did you find Council's brochure in explaining the Fit for the Future project and the seven options that Council is considering? Prompt

- ☐ Very useful
- ☐ Useful
- ☐ Somewhat useful
- ☐ Not very useful
- ☐ Not at all useful



Q13. And overall, how satisfied are you with the performance of Council in dealing with the NSW Government's Fit for the Future project and the associated issue of possible amalgamations? *Prompt*

- ☐ Very satisfied
- ☐ Satisfied
- ☐ Somewhat satisfied
- ☐ Not very satisfied
- ☐ Not at all satisfied

Finally, some questions about you...

Q14. In which suburb do you live?

- ☐ Chifley
- ☐ Clovelly
- ☐ Coogee
- ☐ Kensington
- ☐ Kingsford
- ☐ La Perouse
- ☐ Little Bay
- ☐ Malabar
- ☐ Maroubra
- ☐ Matraville
- ☐ Phillip Bay
- ☐ Randwick

Q15. How many years have you lived in the Randwick Council Local Government Area? *Prompt*

- ☐ Less than 6 months
- ☐ 6 months to 2 years
- ☐ 3 – 5 years
- ☐ 6 – 10 years
- ☐ More than 10 years

Q16. Do you own or rent your property?

- ☐ I/We own/are currently buying this property
- ☐ I/We currently rent this property



IF TIME PERMITS:

Q17a. Would you like to receive updates on this issue and other important Randwick City Council matters in the future?

- ☐ Yes
- ☐ No

Q17b. (If yes) What are your contact details:

Name.....

Telephone.....

Email

Thank you for your time and assistance. This market research is carried out in compliance with the Privacy Act, and the information you provided will be used only for research purposes. Just to remind you, I am calling from Micromex Research on behalf of Randwick City Council (if respondent wants our number, it is 1800 639 599).



micromex
research

Telephone: (02) 4352 2388

Fax: (02) 4352 2117

Web: www.micromex.com.au

Email: stu@micromex.com.au

Community engagement

3. Community Information Stalls Report

COMMUNITY ENGAGEMENT

Appendix

B

RANDWICK CITY'S future

— It's your City make your voice count —



INFORMATION STALLS

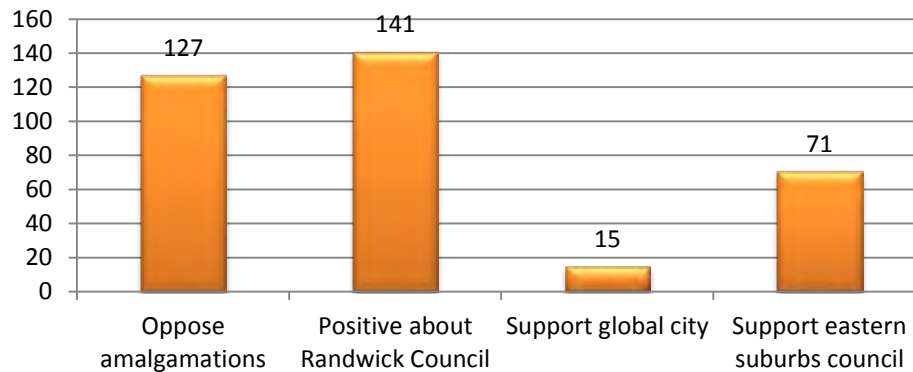
SUMMARY REPORT
Sat 17 Jan – Fri 20 Feb 2015

16 sessions 34 hours

508 conversations



General conversation feedback



Note: The above tally reflects general feedback obtained unprompted through conversation with members of the public over 16 information sessions. Respondents may have indicated multiple attitudes.



RANDWICK CITY'S future

— It's your City make your voice count —



INFORMATION STALL 1

Saturday 17 January 2015, 9am-11am
Coogee Beach

Conversations **38**



RANDWICK CITY'S future

— It's your City make your voice count —

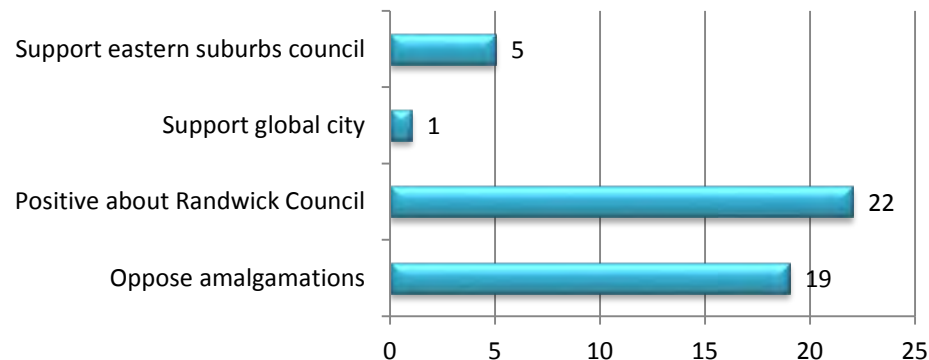


INFORMATION STALL 2

Monday 19 January 2015, 10am-12 midday
Coogee Beach

Conversations **66**

General conversation feedback



Note: The above tally reflects general feedback obtained unprompted through conversation with members of the public.



“Cold and windy morning, but good number of people. Most people are aware of amalgamation proposal and keen to receive survey in the mail. Most people spoken to oppose global city and support Randwick City Council.”

RANDWICK CITY'S future

— It's your City make your voice count —

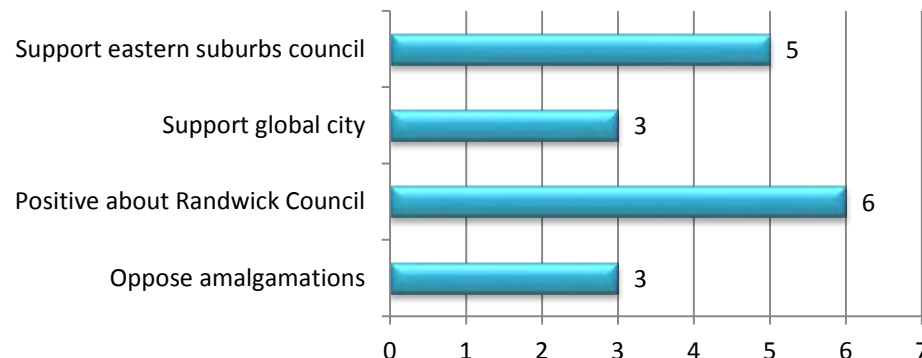


INFORMATION STALL 3

Monday 19 January 2015, 2pm-4pm
Maroubra Beach

Conversations **17**

General conversation feedback



Note: The above tally reflects general feedback obtained unprompted through conversation with members of the public.



“Very windy day with lots of students and kids around. Got the opportunity to speak to parents and gym users. Most feedback was positive about Randwick Council. Some support for a merger with Botany and little support for the global city proposal.”

RANDWICK CITY'S future

— It's your City make your voice count —

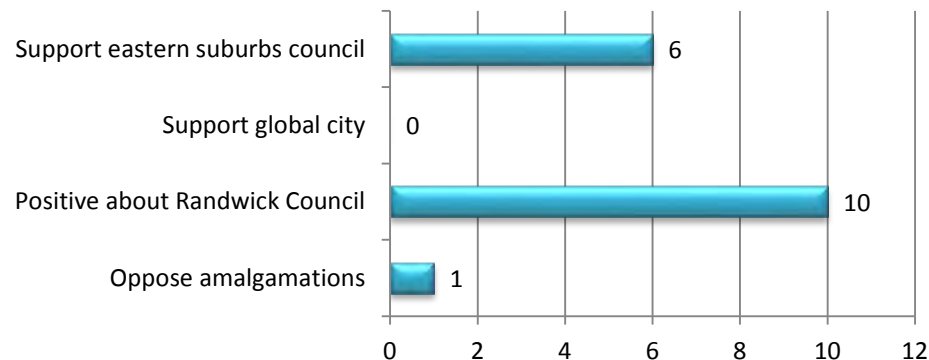


INFORMATION STALL 4

Tuesday 20 January 2015, 10am-midday
Clovelly Beach

Conversations **43**

General conversation feedback



Note: The above tally reflects general feedback obtained unprompted through conversation with members of the public.



"No support for global city. Some supportive of amalgamations with Waverley. High level of visitors. Locals very supportive of Randwick Council. Too windy to do a full stall setup."

RANDWICK CITY'S future

— It's your City make your voice count —

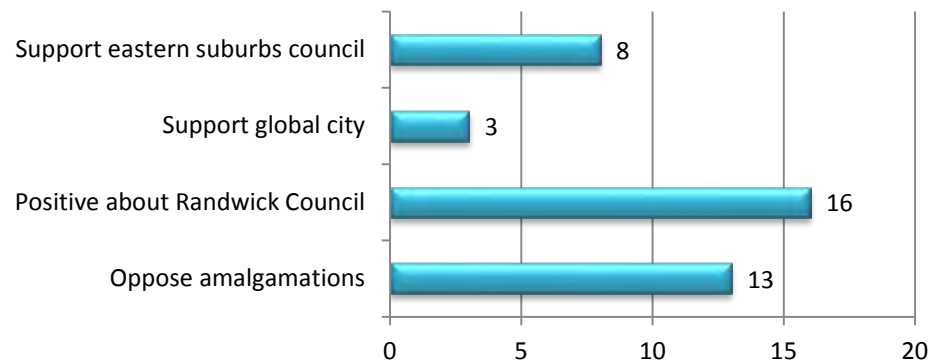


INFORMATION STALL 5

Thursday 22 January 2015, 5pm-7pm
Pacific Square Shopping Centre,
Maroubra Junction

Conversations **31**

General conversation feedback



Note: The above tally reflects general feedback obtained unprompted through conversation with members of the public.



“Lots of people present doing Thursday night shopping. Four people undecided and concerned about rates, one person unhappy about light rail, a lot of support for merging with Botany, concern about Malabar Headland development (in media that day) and three negative comments about Council.”

RANDWICK CITY'S future

— It's your City make your voice count —

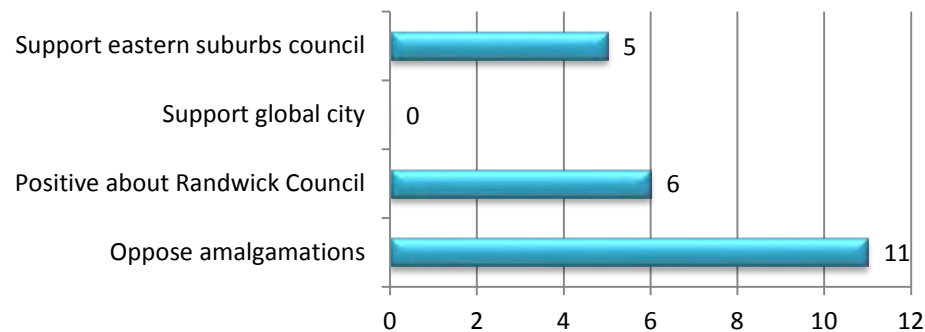


INFORMATION STALL 6

Friday 23 January 2015, 4pm-6pm
Southern Cross Close, Kingsford

Conversations **31**

General conversation feedback



Note: The above tally reflects general feedback obtained unprompted through conversation with members of the public.



“Less people and some language barriers. Range of views, people mostly opposed to amalgamations, one particularly vocal person believes rating system needs to be reviewed to create more equity.”

RANDWICK CITY'S future

— It's your City make your voice count —

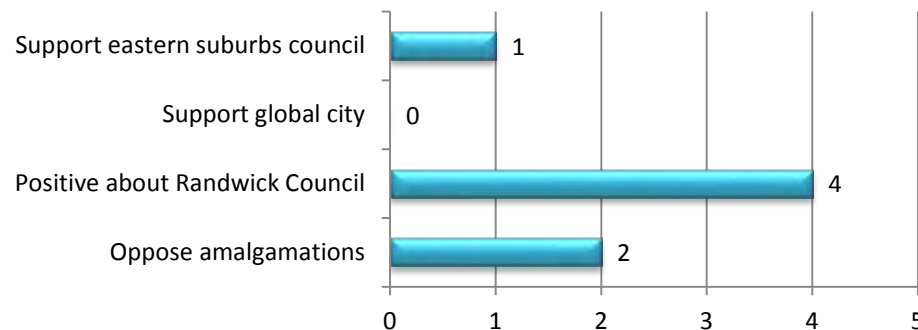


INFORMATION STALL 7

Monday 26 January 2015, 12pm-2pm
Prince Henry Community Centre
Litle Bay

Conversations **49**

General conversation feedback



Note: The above tally reflects general feedback obtained unprompted through conversation with members of the public.



“Stall setup at Randwick City free family-friendly Australia Day event. Lots of general interest, people generally happy with council but open to change if forced by State Government.”

RANDWICK CITY'S future

— It's your City make your voice count —



INFORMATION STALL 8

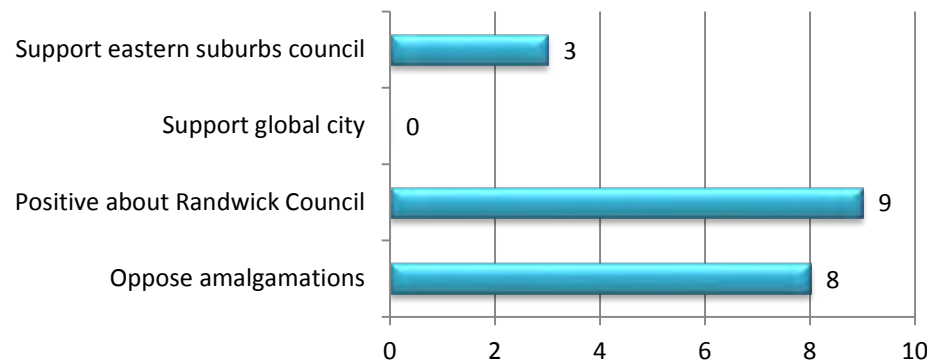
Wednesday 28 January 2015, 4pm-6pm

Peninsula Shopping Centre

Matraville

Conversations **23**

General conversation feedback



Note: The above tally reflects general feedback obtained unprompted through conversation with members of the public.



“Southern Courier photoshoot and interview with TVS Joy's World. Very quiet in the centre. Rainy day. A few Botany residents hadn't heard about amalgamations. Mostly Randwick City residents and they recalled receiving the booklet. No support for global city.”

RANDWICK CITY'S future

— It's your City make your voice count —

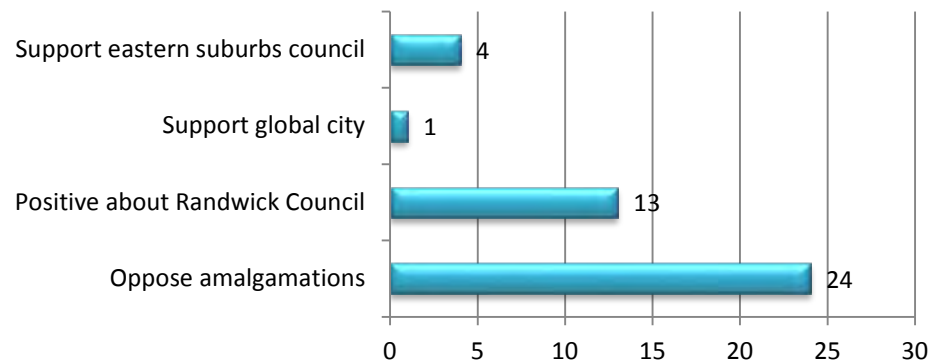


INFORMATION STALL 9

Saturday 7 February 2015, 10am-12pm
Coogee Beach

Conversations **51**

General conversation feedback



Note: The above tally reflects general feedback obtained unprompted through conversation with members of the public.



“Very busy morning at Coogee Beach. We were set up by 9.30am and were constantly busy. Margaret Hogg arrived just after 10am with large signs protesting against amalgamations. She attempted to tell everyone who approached the stall how to vote. Overall, most people were opposed to amalgamations, some were positive about Randwick City Council.”

RANDWICK CITY'S future

— It's your City make your voice count —

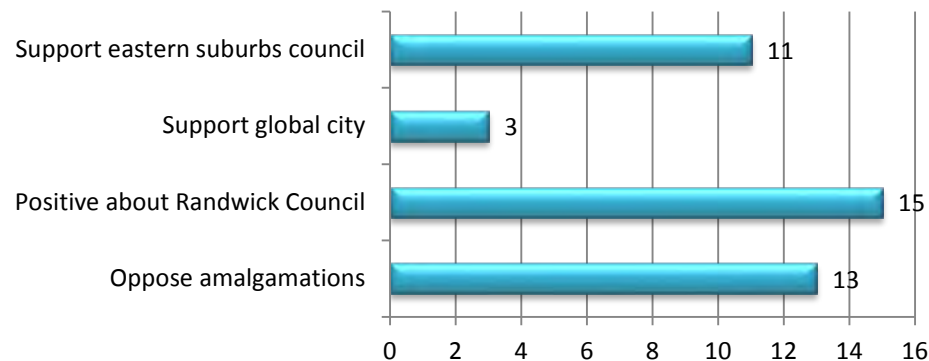


INFORMATION STALL 10

Monday 9 February 2015, midday-2pm
Southern Cross Close, Kingsford

Conversations **44**

General conversation feedback



Note: The above tally reflects general feedback obtained unprompted through conversation with members of the public.



“Overcast day with light showers at times. Most people oppose amalgamations and were positive about Randwick Council. Ten Botany Bay residents took info books saying they were happy with Botany Council. Some support for global city - see high number of people travelling into UNSW makes them more like the city. Majority in favour of a small merger if required with Botany or Waverley. Light rail and retail issues also raised.”

RANDWICK CITY'S future

— It's your City make your voice count —

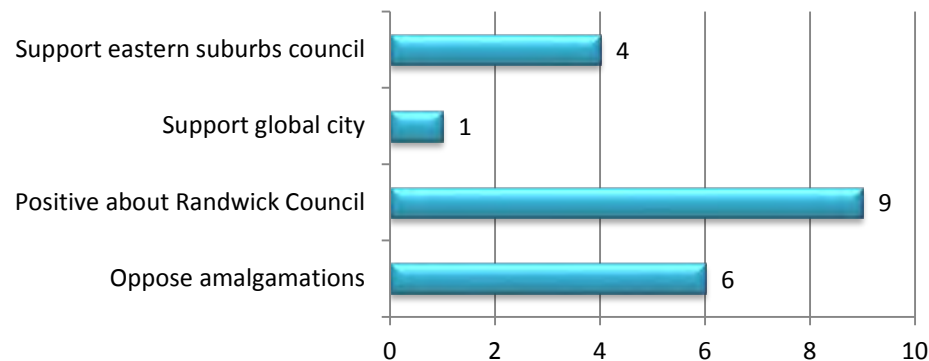


INFORMATION STALL 11

Tuesday 10 February 2015, 7am-9am
Coogee Beach

Conversations **22**

General conversation feedback



Note: The above tally reflects general feedback obtained unprompted through conversation with members of the public.



"Most people opposed to amalgamation. Margaret Hogg was present protesting against amalgamations and was directing locals on how to complete the survey. Conversations were longer than usual as people appeared to have more time to chat and ask questions."

RANDWICK CITY'S future

— It's your City make your voice count —

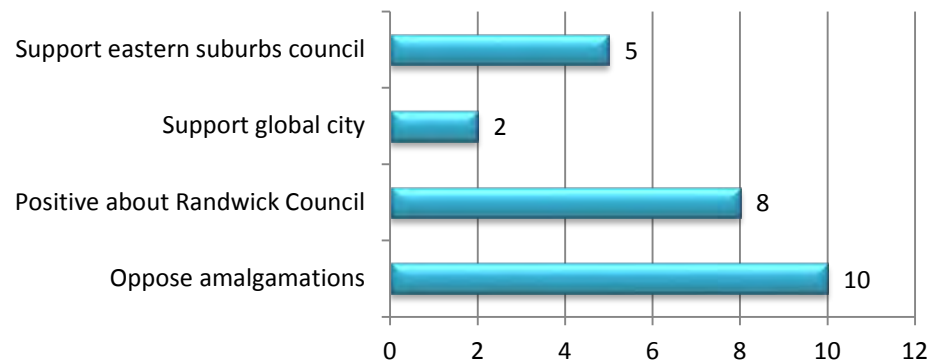


INFORMATION STALL 12

Thursday 12 February 2015, 3pm-7pm
Royal Randwick Shopping Centre

Conversations **19**

General conversation feedback



Note: The above tally reflects general feedback obtained unprompted through conversation with members of the public.



"A number wanted more direction and asked how they should complete the surveys. High praise for Council's consultation efforts. Most had seen the information pack. Council was seen as a high performer with excellent service standards and the fear that amalgamations would lead to a decline."

RANDWICK CITY'S future

— It's your City make your voice count —

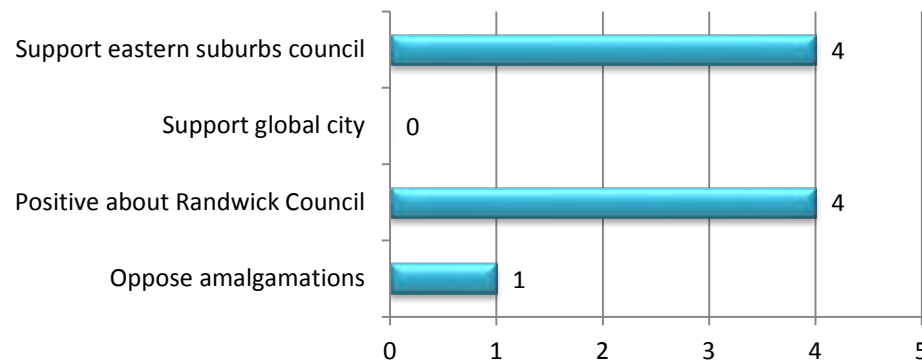


INFORMATION STALL 13

Tuesday 17 February 2015, 4pm-6pm
Clovelly Beach

Conversations **16**

General conversation feedback



Note: The above tally reflects general feedback obtained unprompted through conversation with members of the public.



“Lots of international visitors and people outside of the eastern suburbs (eg Marrickville Council). Not as many people as earlier sessions (they may have already done the survey).”

RANDWICK CITY'S future

— It's your City make your voice count —

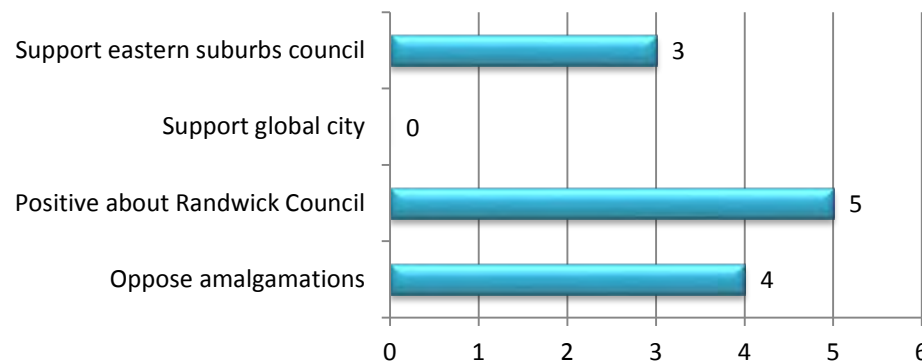


INFORMATION STALL 14

Wednesday 18 February 2015, 4pm-6pm
Matraville Peninsula Shopping Centre

Conversations **13**

General conversation feedback



Note: The above tally reflects general feedback obtained unprompted through conversation with members of the public.



"The centre was quiet. We had less conversations than usual, however those we spoke to had valuable insight. We spoke to each person for on average five minutes. Many recalled the Mayor's letter and the recent Southern Courier advertising. Most had already completed and returned the survey."

RANDWICK CITY'S future

— It's your City make your voice count —

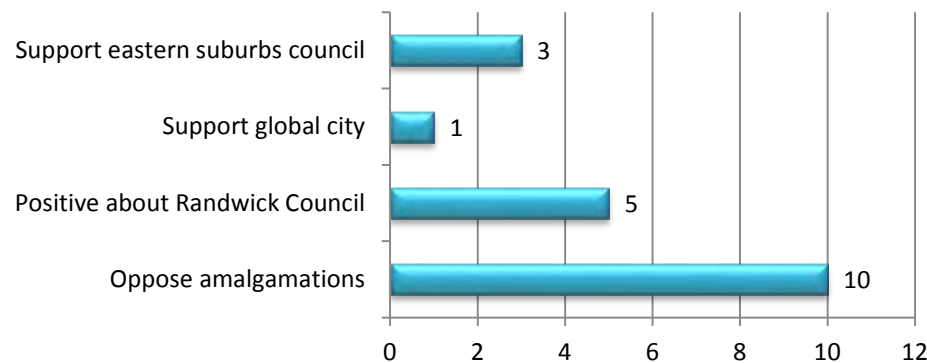


INFORMATION STALL 15

Thursday 19 February 2015, 12-2pm
Pacific Square, Maroubra

Conversations **29**

General conversation feedback



Note: The above tally reflects general feedback obtained unprompted through conversation with members of the public.



“Very busy lunchtime session. People generally oppose amalgamations, some support for eastern suburbs mergers. One person pro global city because of Clover Moore, some people worried rates might go up, some interest in light rail and route alignment and stations.”

RANDWICK CITY'S future

— It's your City make your voice count —

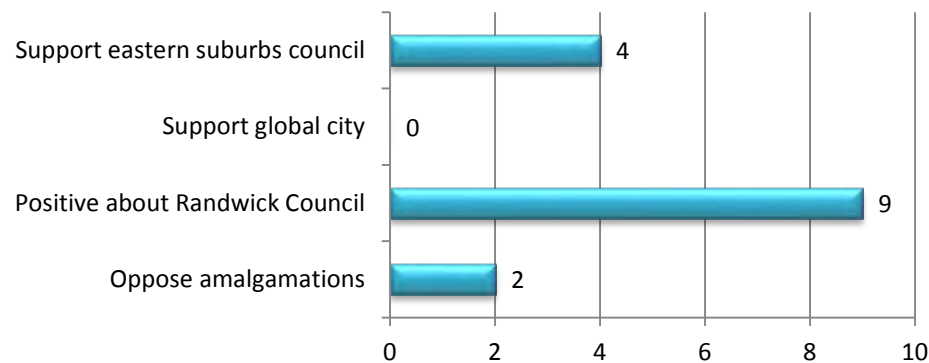


INFORMATION STALL 16

Friday 20 February 2015, 9.30am-11.30am
McKeon St, Maroubra Beach

Conversations **16**

General conversation feedback



Note: The above tally reflects general feedback obtained unprompted through conversation with members of the public.



“Final information stall. Held at McKeon St outside shops and cafes. Quieter morning as beach closed, but some good conversations with Maroubra locals. Lots of positive comments about Randwick City Council.”

Community engagement

4. Community Focus Groups (hard to reach) Report

COMMUNITY ENGAGEMENT

Appendix
B

straight Talk

hear every voice, know where you stand



Fit for the Future program

Report on the outcomes of hard to reach
community focus groups for Randwick City
Council

13 March 2015

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Appendix A Randwick City's future Information Pack

Appendix B Focus group run sheet

Appendix C Amalgamation options summary table

Appendix D Option area maps

Appendix E Council income and revenue cards

Appendix F Feedback form

Prepared By

James Page

Reviewed By

Lucy Cole Edelstein

Date

13 March 2015

Job Number

J000648

Document Name

Randwick Fit for the
Future focus groups,
report on outcomes
of focus groups for
Randwick City Council

Version

2.00

Executive summary

In September 2014 the NSW Government released its 'Fit for the Future' program with the aim of ensuring councils across NSW are in the position to provide the services and infrastructure their communities need. The report came of the back of a recommendation from the Independent Local Government Review Panel that Randwick City Council (Council) should consider amalgamating with four other councils - City of Sydney, Woollahra, Waverley and Botany - to create a global city of more than 500,000 residents. Council must respond to the recommendation with a proposal by 30 June

As part of its response Council must demonstrate it has undertaken consultation with key stakeholders and the community. Council has split its Fit for the Future consultation into three distinct stages, over a six month period (December 2014 to May 2015). Straight Talk were engaged as part of Council's second stage of consultation to design, deliver and report on the focus groups with targeted hard to reach groups. The outcomes of the focus groups will be used to inform the draft proposal placed on public exhibition during stage three consultation.

28 people participated in one of the four hard to reach focus groups held on 17 and 18 February 2015. The groups included an Aboriginal and Torres Strait islander (ATSI) communities focus group, a culturally and linguistically diverse (CALD) communities focus group, a people with a disability focus group and a younger people (under 30 years of age) focus group.

Consultation identified that these hard to reach groups were generally not well informed about the proposals beforehand. There was an understanding that the decision making process was complex and many felt as though they did not have enough information to state a preferred option, even after receiving more detail during the sessions. Whilst some commended Council for its proactive approach to the consultation, others expressed their distrust in both NSW Government's motives in promoting the amalgamations and in the information presented by Council.

After discussing the impact of amalgamation on a range of topics there was no consensus within or across the groups on the best amalgamation option. The topics that were seen to be most critical for Council to consider were the overall savings, level of service provision and number of council employees (because this was often seen to translate to service provision). Some participants thought that the cost savings associated with larger council areas could be beneficial to improved longer term service provision, whilst others feared any amalgamation might jeopardise the current level of service provided by Council.

Participants see Council as a service provider more than as a forum for political representation. They see Council staff as playing a more critical role in the delivery of the required infrastructure and services than Councillors. Participants were happy with the current level of service provision – they like the approximate mix of services offered and would like to see any savings realised by the amalgamation process to go into these services.

Of the 28 participants:

- 6 (22%) said they were opposed to the idea of amalgamating – four of these participants were in the ATSI group and two were in the CALD group
- 4 (14%) said they couldn't decide or needed more information – one of these participants was in the people with a disability group and the other three were in the CALD group.

The majority of participants, 18 participants (64%), selected one of the options between 3 and 7. Of these options, options 4, 5 and 6 received the highest level of support.

Whilst there was no consensus on which of the options for amalgamation would be most appropriate for Council, the majority of the participants supported amalgamation where:

- Waverley Council and at least one other council were amalgamated. Waverley Council was identified as having similar values, connections with the coast and a similar demographic to Randwick
- Service provision was still the highest of priorities. For this reason participants were happy with a range of options, providing they were based on similar models for service provision, but did not feel the multi-layered service provision associated with the global city option would be appropriate
- The cost savings for council were positive. For this reason some participants selected some of the options which resulted in larger council areas
- There was no impact on rates
- The number of Council staff was consistent, as participants directly associated Council staff with service provision.

1 Introduction

Fit for the Future program

In September 2014 the NSW Government released its 'Fit for the Future' program with the aim of ensuring councils across NSW are in the position to provide the services and infrastructure their communities need. The program was developed in response to the Independent Local Government Review Panel's (Review Panel) investigation into the future of local government NSW.

The Review Panel's recommendations were released in a report in October 2013. The report included ideas for local government amalgamations, which if realised, would see the number of councils in metropolitan NSW reduce from 41 to 18. It recommended that Randwick City Council (Council) should consider amalgamating with four other councils - City of Sydney, Woollahra, Waverley and Botany - to create a global city of more than 500,000 residents.

A year after the report was released the NSW Local Government Minister released a self-assessment toolkit and templates to assist councils in responding to the Fit for the Future program by 30 June 2015. This requires councils to consider how they can achieve the 'scale and capacity' required to ensure councils can meet the needs of the growing and changing communities they serve.

*'The starting point for all Fit for the Future proposals is therefore the Independent Panel's final report. These recommendations should serve as a guide for your Fit for the Future proposal. You do not have to adopt the exact recommendations of the Panel (in some cases, several options were presented) but your proposal **should demonstrate how your council has scale and capacity**. If the Panel recommend a merger for your council, this should be the first option you consider.'*

Position and initial options analysis

Council has a balanced budget, is debt free and provides high quality services for its residents. Whilst Council has publically announced its opposition to the suggestions to amalgamate, the option to operate alone will not meet the scale and capacity requirements stipulated by Fit for the Future.

The NSW Government's proposal template states that one of the options Council must consider is the Review Panel's recommendation to form a global city. The other options put forward in Council's response must be 'broadly consistent' with the global city option.

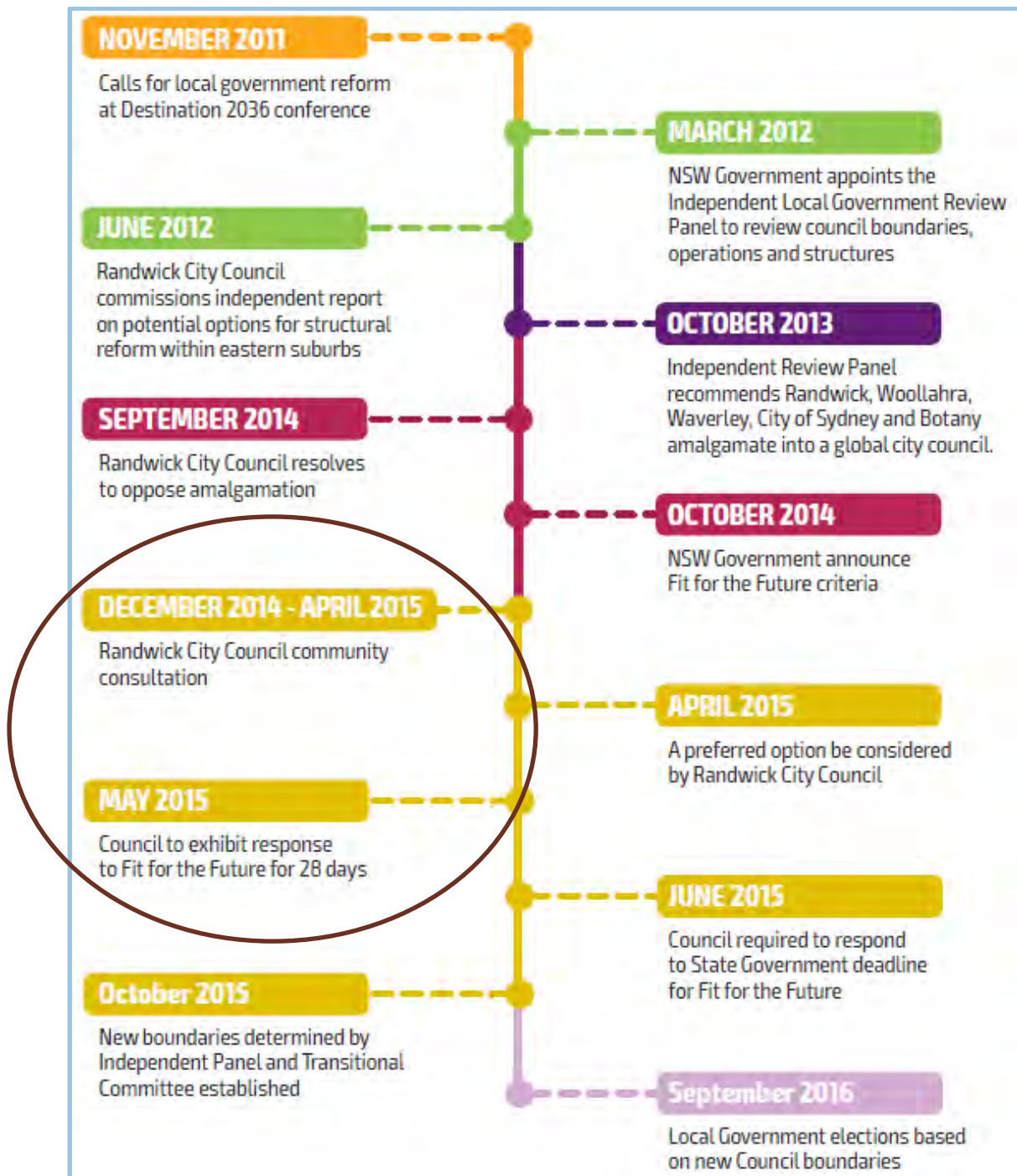
Over the past few years Council has been highly proactive in exploring the potential options for amalgamation, to be sure that it does not get 'caught out' in the review process. In June 2012, SGS Economics and Planning prepared a report on a number of potential options for Eastern Suburbs amalgamation. These options would require the NSW Government to compromise on its global city recommendation and Council to compromise on its 'no amalgamation' position. The report tested five options:

- Randwick and Botany Bay
- Randwick and Waverley
- Randwick, Botany Bay and Waverley
- Randwick, Waverley and Woollahra
- Randwick, Waverley, Botany Bay and Woollahra.

The outcomes of the work has been extremely useful in helping Council 'make sense' of the possible impact of various amalgamation combinations. The work concluded that all options would result in potential long term savings over a ten year period.

Responding to Fit for the Future program

The diagram below shows how Council is responding to the Fit for the Future program. Importantly this demonstrates community consultation is occurring at various points over a six month period, between December 2014 and May 2015.



Randwick City's future, Information pack, The NSW Government's Fit for the Future program and what it means for Randwick City, Page 12

Consultation

Council has split its Fit for the Future consultation into three distinct stages. These stages, along with the timescales, goals and activities associated with each stage are detailed below.

Stage	Timescale	Goal	Activities
One - Communicate	December 2014 to January 2015	Increase awareness of the Fit for Future program, government requirements and possible outcomes	Direct mail, custom website, local advertising, signage, information stalls, banners, social media and electronic communications
Two – Involve	February 2015	Obtain feedback on Fit for the Future program	Direct survey mail, focus groups, telephone survey, citizens jury, website, survey, information stalls, public meetings, publicity and ongoing communications
Three – Exhibit	May 2015	Public exhibit Council's draft proposal for 28 days and obtain feedback	Plebiscite, telephone survey, website information, website submissions, exhibition materials, information stalls, public meetings, publicity and ongoing communications

During the first stage of consultation Council released an information pack which provided a background to the program, the NSW Government requirements, Council's position and further information on each of the options. The information pack included information on the impact of amalgamation on a range of topics such as population, the number of council staff and Councillors, rates and overall cost savings. The information pack is very extensive and is therefore being used to support all consultation activities. A copy of the information pack is in Appendix A.

Council has recently completed the second stage of consultation. Council engaged Straight Talk to design, deliver and report on the focus groups with targeted hard to reach groups during this stage. The outcomes of the focus groups will be used to inform the draft proposal placed on public exhibition during stage three consultation.

The objectives of the focus groups were to explore with traditionally hard to reach participants their:

- 1 Exposure to Council's marketing and communications collateral
- 2 Previous knowledge of the proposed amalgamations
- 3 Understanding about what Council does
- 4 Feelings about the importance of various Issues for consideration in developing a proposal for amalgamation
- 5 Preferred options for amalgamation.

2 Methodology

The focus groups targeted particular hard to reach groups that are commonly underrepresented in consultation processes. These included:

- Aboriginal and Torres Strait Islanders (ATSI) communities
- Culturally and linguistically diverse (CALD) communities
- People with a disability
- Young people (under 30 years of age).

Details of the time, location and number of participants at each groups is below.

Focus group	Date and time	Location	Number of participants
People with a disability	17 March 2015	Randwick City Council, 30 Frances Street, Randwick	8
CALD	17 March 2015	Bowen Library, Corner of Gale Rd and Anzac Parade, Maroubra	8
ATSI	18 March 2015	La Perouse Local Aboriginal Lands Council, Yarra Bay House, Elaroo Avenue, La Perouse	8
Young people	18 March 2015	Bowen Library, Corner of Gale Rd and Anzac Parade, Maroubra	4
Total			28

Recruitment was conducted by Straight Talk in close collaboration with Council officers to best reach the targeted members of the community. The best way to encourage the participation of hard to reach groups in the consultation is for someone they trust to directly invite their participation, therefore an email was distributed by the relevant Council officers to:

- Members of Council's advisory committees to invite them to attend and to ask them to invite their networks
- Service providers and advocacy organisations to ask them to invite their networks.

The focus groups were designed to capture outputs relating to the five focus group objectives. To do this the two hour session was broken into a series of mini-briefings and feedback sessions, with the majority of the time spent exploring participant's views in depth. The discussions unfolded in a staged approach so that information built on previous information presented.

The focus groups explored opinions on the seven options presented in all of Council's consultation materials. These amalgamation options were:

OPTION 1: No amalgamation – Randwick.

OPTION 2: Randwick and Botany Bay

OPTION 3: Randwick and Waverley

OPTION 4: Randwick, Waverley and Botany Bay

OPTION 5: Randwick, Waverley and Woollahra

OPTION 6: Randwick, Waverley, Botany Bay and Woollahra

OPTION 7: Randwick, Waverley, Woollahra, Botany Bay and Sydney (global city)

An outline of the focus group sessions, activities and timescales follows. In addition, a run sheet for the focus groups is included in Appendix B.

Session	Content	Timing
Introductions and overview	<ul style="list-style-type: none">• Welcome and introductions from Straight Talk• Overview of the background to the consultation• Information on the workshop process• Participant introductions, including their name, existing relationship with council and knowledge of the proposed amalgamations	20 minutes
Knowledge about information provision	<ul style="list-style-type: none">• Explore exposure and views on Council's Scene magazine• Explore exposure and views on Councils 'Fit for the future' materials	10 minutes
Knowledge about Council	<ul style="list-style-type: none">• Explore and educate about what Council does• Explore and educate about how Council funds the work it does	10 minutes
Exploring what is important to consider in developing a proposal for amalgamation	<ul style="list-style-type: none">• Present information on the potential impacts of amalgamation on the following:<ul style="list-style-type: none">○ Population size○ Number of residents per Council staff○ Number of residents per Councillor○ Cost to ratepayers○ Overall cost savings for Council○ Level of service provision○ Identity• Explore how important it is for Council to consider each of the topics	1 hour 10 minutes
Option preferences	<ul style="list-style-type: none">• Explore preferences on the seven amalgamation options	15 minutes
Next steps	<ul style="list-style-type: none">• Thank participants for attending and ask them to complete a survey of their views on their top three preferences	5 minutes

The information distributed by Council during stage one community engagement (the information pack) was used at the focus groups in addition to:

- An options summary table – to show the potential impacts of amalgamation with each option (see Appendix C)
- A series of seven options cards – to show various options for amalgamation (see Appendix D)
- Information on service/asset provision and Council revenue (see Appendix E).

3 Focus group outcomes

The focus group outcomes are grouped and analysed based on the five objectives that were explored across all of the groups.

- 1 Exposure to Council's marketing and communications collateral
- 2 Previous knowledge of the proposed amalgamations
- 3 Understanding about what Council does
- 4 Issues for consideration
- 5 Preferred options for amalgamation.

The outcomes of all the focus groups are combined for objective one. The outcomes of objectives two to five are presented by individual targeted community group.

3.1 Outcomes at a glance

Participants in the focus groups were generally not well informed about the proposals beforehand. There was an understanding that the decision making process was complex and many felt as though they did not have enough information to state a preferred option, even after receiving more detail during the sessions.

There was distrust of both the NSW Government's motives in promoting the amalgamations and in the information presented by Council; several participants felt that the lack of information on service provision and overall savings on the 'global city' option made it difficult to draw comparisons. Other participants that found it easier to select a preferred option felt that the information that was available was clear and easy to follow.

After discussing the impact of amalgamation on a range of topics there was no consensus within or across the groups on the best amalgamation option. This is because some participants thought that the cost savings associated with larger council areas could be beneficial to improved longer term service provision, whilst others feared any amalgamation could jeopardise the current level of service provided by Council.

Of the 28 participants:

- 6 (22%) said they were opposed to the idea of amalgamating – four of these participants were in the ATSI group and two were in the CALD group
- 4 (14%) said they couldn't decide or needed more information – one of these participants was in the people with a disability group and the other three were in the CALD group.

The majority of participants, 18 participants (64%), selected one of the options between 3 and 7. Of these options, options 4, 5 and 6 received the highest level of support. These options would all involve the amalgamation of Randwick with two or three other councils and all include amalgamation with Waverley.

The topics that were seen to be most critical for Council to consider were the overall savings, level of service provision and number of council employees (because this was often seen to translate to service provision). Participants see Council as a service provider more than as a forum for political representation. They see Council staff as playing a more critical role in the delivery of the required infrastructure and services than Councillors. Participants were happy with the current level of service provision – they like the approximate mix of services offered and would like to see any savings realised by the amalgamation process to go into these services.

3.2 Exposure to Council's marketing and communications

Out of the 28 participants, two people (7%) had seen *Scene* magazine, one in the people with a disability group and one in the younger people group. Both said they liked the cover image of the sunset over the swimming pool. One of those people said they read the magazine and it had encouraged them to visit Little Bay.

12 participants (44%) had seen the information pack – five in the people with a disability group, five in the CALD group and two in the young people group. In our experience, this is a high percentage of viewing for hard to reach groups. None of the ATSI group had seen the information pack. Seven of the 28 participants (26%) had read it. These people said they were clear on Council's position after reading the information. There were mixed feelings about the information on the options provided; some mentioned that the information was very informative, whilst others felt it was too much information to digest.

Most participants were aware of the proposed amalgamations, after being exposed to the concept via word of mouth from people connected to politics and reading about it in the press.

Participants had most commonly seen the following communications produced by Council:

- Mayors letter, with details of the information sessions
- Bus shelter advertisements
- Adverts in the paper.

Less had been to one of the pop-up information sessions, read about it on the website or followed the issue on social media.

3.3 Previous knowledge of the proposed amalgamations

Across the groups, knowledge of the proposed amalgamations did not go much further than awareness of the existence of the proposal. Overall, most people had not yet formed an opinion on the best option for amalgamation, although a small number of participants had already formed an opinion for or against the idea of amalgamation.

Young people (under 30 years of age)

Young people did not have a deep previous knowledge of proposed amalgamations; one member had done some reading on the issues, the others were only vaguely aware of the proposals, and aware that there is a negative perception of amalgamation. One young person had previously lived in Brisbane, which has a metropolitan-wide council and didn't see the problem with a larger council.

"Brisbane just has one city council. I remember finding it weird when I moved here at 7 to have so many councils. Having a big council didn't feel like a big problem then. I have lived in a 'global city' and it wasn't a problem."

People with a disability

Two members had not heard at all about proposed amalgamations, four had heard a little bit, two knew about the proposals. The majority had not taken any time to read about the proposal. One participant had read the information booklet and completed a survey.

Aboriginal and Torres Strait Islanders

One member of the group had heard about the proposed amalgamations through an advisory committee they sat on, one had received a survey in the mail, one through an aboriginal land council. Two members were already against amalgamation, the rest had yet to make up their minds.

“I feel this is trying to sell the idea – this is all about becoming bigger, they want blacks support, I don’t agree with it – I don’t like the State government coming in.”

Culturally and linguistically diverse

Most of the group had heard about the proposed amalgamation, they were the most informed of all of the groups. Whilst most did not express an opinion at the start one member was already in favour of amalgamation.

“I know about this program, I was friendly with the last mayor and agree we have too many layers of government. Brisbane has only one council for the whole city. Council shouldn’t be political, why can’t they just deliver services, they should just service their residents.”

3.4 Understanding about what Council does

In general, participants understood Council’s role to be a service and infrastructure provider, and commonly mentioned road maintenance, and the provision of libraries, beach services and community programs. Most groups mentioned that Council levied rates and received grants as well as issuing fines and other charges. The younger people and ATSI groups knew less about where Council got its revenue from.

Young people (under 30 years of age)

Responsibilities:

- Lowest tier of government
- Manage public goods, levy fines
- Protect trees
- Libraries
- Beaches and environmental programs
- A lot of councillors are part time
- Some councils are much bigger with bigger budgets, such as City of Sydney.

Revenue:

- NSW Government grants
- Overdue book fines.

People with a disability

Responsibilities:

- Make decisions on behalf of community
- Manage facilities
- Manage infrastructure, roads and parking
- Consult on developments but don’t listen, leading to a feeling of not being heard
- Councils caught between people, (State) government and developers, the government can override Council anyway – this happens in Randwick, where the Council is not being heard by the government
- Manage beaches and parks

- Councillors consult with community and seem interested.

Revenue:

- Rates
- Bills
- Fines
- Charges for services
- Investments
- Leasing land and rooms for function.

Aboriginal and Torres Strait Islanders

Responsibilities:

- Beaches
- Pet registration
- Library
- Programs for older people
- Flags for events
- Rubbish
- Reconciliation Day at Bear Island
- Carols
- Fireworks.

Revenue:

- Participants in this group did not know how Council funded its operations.

Culturally and linguistically diverse

Responsibilities:

- Rubbish
- Road maintenance
- Libraries
- Community Centres
- Learning schemes
- Development plans
- Looking after housing.

Revenue:

- Rates
- Grants
- Levies
- Fines
- Charges.

3.5 Issues for consideration

Population size

There was no consensus across the groups on population sizes for councils. Some thought it did not matter, some thought it would increase the importance of Council, whilst others thought it could lead to minority groups and 'pockets of disadvantage' being overlooked.

Young people (under 30 years of age)

The group felt there were too many people in the global city option.

People with a disability

One person felt that a larger council would be able to stand up to the NSW Government more effectively, others felt that there was no need to change, that a larger council would dilute the attention paid to individuals, and that the city folk would end up having too much say under the global city option. There was also a concern that a bigger council would lead to services being further away and that there could be a lack of funding for local services in Randwick– if a larger council was mismanaged, it would mean mismanagement everywhere.

“It’s working, why fix it.”

“Why can’t some of the other people see why Randwick City works so well and take that”

“The higher the population goes the more wheels fall off the wagon”

Aboriginal and Torres Strait Islanders

The group was not concerned with population size.

“High rise situation thankfully isn’t here and the light rail will be. We’ve seen what’s happened to Botany.”

Culturally and linguistically diverse

Some members of the group felt that the population size didn’t matter, others thought it increased the chances that pockets of disadvantage would be neglected as they would disappear within the larger population.

“If the population increases but the roles are still filled and needs are met, and the services stay the same the population increases so it doesn’t matter.”

“If there’s a global city then the little pockets of poverty or need get lost because the area gets so big, they disappear within the larger population and so won’t be provided services any more.”

Resources – Council staff and Councillors

Across the groups, it was felt that Council staff, especially front-line staff, were the most important consideration – people generally didn’t want the number of staff to be cut. Participants were much more ambivalent about councillors, who were often seen as not of central importance to Council service provision.

Young people (under 30 years of age)

The group generally felt that more staff is better, and that therefore larger councils were better on the issue of staffing.

On councillor representation, there was a feeling that people may feel that not enough attention is paid to them if wards become too big/ there are too many people per councillor. It was felt that there is not much difference between the wards in Randwick Council, but if too many councils are merged, the areas will become too general, e.g. the eastern suburbs is too diverse to be a single ward. The global city option has this problem.

“I might feel even less of a connection. It wouldn’t necessarily be a loss though. Me not having a connection with councillors doesn’t impact me in a big way. It is the feeling of knowing you are represented that is important.”

People with a disability

There was much more concern with staffing numbers as opposed to councillors. It was generally felt that more staff was positive, that more staff meant more people to do the job. There was little concern for the role of councillors, it was felt they did not affect service provision significantly.

“Councillors don’t really matter cause let’s face it the staff do the job – we need the people doing the work – listening and getting someone to do the job.”

“Council staff are uniform and they stay regardless of who is elected and who goes, they are not replaced.”

Aboriginal and Torres Strait Islanders

Having specialist staff and protecting jobs was seen as vitally important for this group, particularly because they currently feel under-represented in Council issues. The group were concerned that staff that represented their interests within Council might lose their jobs, they were not worried about the number of councillors.

“I care about the staff - I think it’s good they won’t lose their jobs.”

“I’m really concerned about the jobs – they need to stay, we only have one person one day a week.”*

** This comment refers to the Indigenous Liaison Officer employed by the City of Botany Bay, one day per week. Randwick City Council employs a fulltime Indigenous Liaison Officer.*

Culturally and linguistically diverse

The group did not believe that staff wouldn’t be cut – they believed that there would be positive synergies which would allow for staff reductions without reductions in services. The group felt that the issue was not about staffing levels but in how staff are allocated.

Some members of the group were not concerned about the number of councillors, they felt that Council was there to provide services, not representation. One felt that a merge with the City of Sydney would be a ‘disaster’. Another thought that a councillor representing more people would give them a bigger profile.

“There are specific issues that the community needs, it’s not about the number of staff but the services provided, I can see that trash et cetera will continue to happen, it’s more how staff are used like face to face services.”

Costs – Council rates and Council’s savings

Of the groups that responded to this question, there was generally skepticism that amalgamations would not lead to changes in rates. In general, participants wanted any extra savings to be put into improving and extending services.

Young people (under 30 years of age)

There was scepticism that amalgamation would lead to cost savings, the group felt that rates could still rise in the future. The group felt that savings should be poured back into services, including libraries, environmental programs, youth programs, bike paths and parks.

“From the last few months of being on the advisory committee, I would put money towards some youth services like the Shack. There are young people in our Council that need a lot of support.”

People with a disability

There was no consensus on the savings or the effect on rates. The group had many questions about why some councils were in more debt or had different rates than others.

“It’s stupid to go into debt”

“If we didn’t combine they would stay in debt?”

“Why is Woollahra in so much debt?”

Aboriginal and Torres Strait Islanders

This group were not convinced that amalgamation would result in cost savings for Council and were specifically concerned about the impact of amalgamation on ATSI specific services covering drug and alcohol, mental health, primary health care, the aged and disabled, youth programs, a cultural centre for the La Perouse area and an arts centre..

Culturally and linguistically diverse

This group did not understand how there would be no effect on rates. They felt that savings should be funnelled to existing services, in particular community centres, Kooloora Community Centre, elderly and children’s services, streetscapes, better transport, multiculturalism and scholarships to create stronger links with other countries.

“It sounds scary; it doesn’t make sense to me. The financials don’t make sense; neither does the promise of no increase in rates.”

Service provision

The groups that responded were generally happy with service provision at the moment and concerned that amalgamation may affect service provision. Across all groups this was flagged as the topic that was most essential for Council to consider in determining amalgamation.

Young people (under 30 years of age)

There was a feeling that Randwick was doing a good job on services like libraries and youth services at the moment, and concern this could be lost if the global city option was taken.

“I feel like Randwick dedicates more to services like libraries and youth services, compared to other councils. Maybe there wouldn’t be a local youth council. I don’t want the smaller issues to be forgotten.”

People with a disability

Participants felt that savings should go to services, including disability ramps, reinstating lifeguard services to Malabar, youth employment training and continuation of the access committees for local areas. There was concern that a larger council would make committees inefficient and unable to provide tailored local services.

“It’s not about disabled people– can the ordinary person get access to this service?”

“If we were to merge there probably wouldn’t be an access committee. They would have to find another way. The bigger it gets the more challenging it gets too. Committees are working with a certain number people and they will have to work for half a million people. Every one of those people is represented by all in those committees.”

Aboriginal and Torres Strait Islanders

Participants wanted more ATSI specific services in the Eastern Suburbs. They did not believe that service levels would remain the same after the merge, they felt that minority, grassroots politics would be eclipsed by big party politics, and that this would have a negative effect on ATSI service provision.

Culturally and linguistically diverse

Participants feared that amalgamation will mean that more affluent areas might receive more attention, and therefore poorer areas could suffer as a result. Participants were keen to understand how the existing difference in services across council areas might be balanced – i.e. councils currently have different policies and management models for child care, some have more privately run services, whilst others take a stronger management role.

Some felt that joining services could make it easier to access services because there would more consistent service provision. One participant said that he would be happy for libraries to be provided by one council because he wouldn't need to carry so many library cards and he would have better access to books.

Identity

There was no overall consensus on the issue of whether amalgamations would affect identity. Some were worried that amalgamation could mean a loss of local identity, particularly the Eastern Suburbs identity in the 'global city' option (option 7), however others believed that local identity was based on individual suburbs and that Council had little impact on it.

Young people (under 30 years of age)

Members of the group were split on the issue of a "Randwick identity". Some felt that there was a identity that correlated with the Randwick LGA, some felt that the global city could offer a better identity, whilst another felt that the suburbs of Randwick/Coogee had their own identity separate from that of the council area, so this would be unchanged by any amalgamation.

"If we go with the global city option there will be a loss. Because, like, even with the Randwick, Waverley and Woollahra option, there is an eastern suburbs."

People with a disability

There was a feeling that the Eastern Suburbs has a particular identity, separate from that of the city. Some saw the Eastern Suburbs as the beaches from Botany Bay up to Tamarama and Bondi, whereas others thought of the Eastern Suburbs as separate from South Sydney also. Still others identified with their particular suburb and didn't think local government defined identity, so nothing would change.

"I keep thinking of the rugby -Eastern vs south. I identify as an Eastern Suburbs person."

"The Eastern Suburbs isn't me or Council it's the whole area. I don't see city as the Eastern Suburbs"

Aboriginal and Torres Strait Islanders

The group felt that Council did play an important role in forming local identity. The group thought there could be a potential loss of the Eastern Suburbs identity if the global city option was taken. Participants felt that there needed to be a saltwater connection or coastal connection. Some

members of the group made comments that suggested that amalgamating with Woollahra Council would not be appropriate because it was seen as an area with a different demographic.

Culturally and linguistically diverse

The group was split on whether amalgamation would affect identity. Some believed that changes to festivals and community events would change the sense of identity, others thought Council didn't play a role in identity, that people come from suburbs not councils.

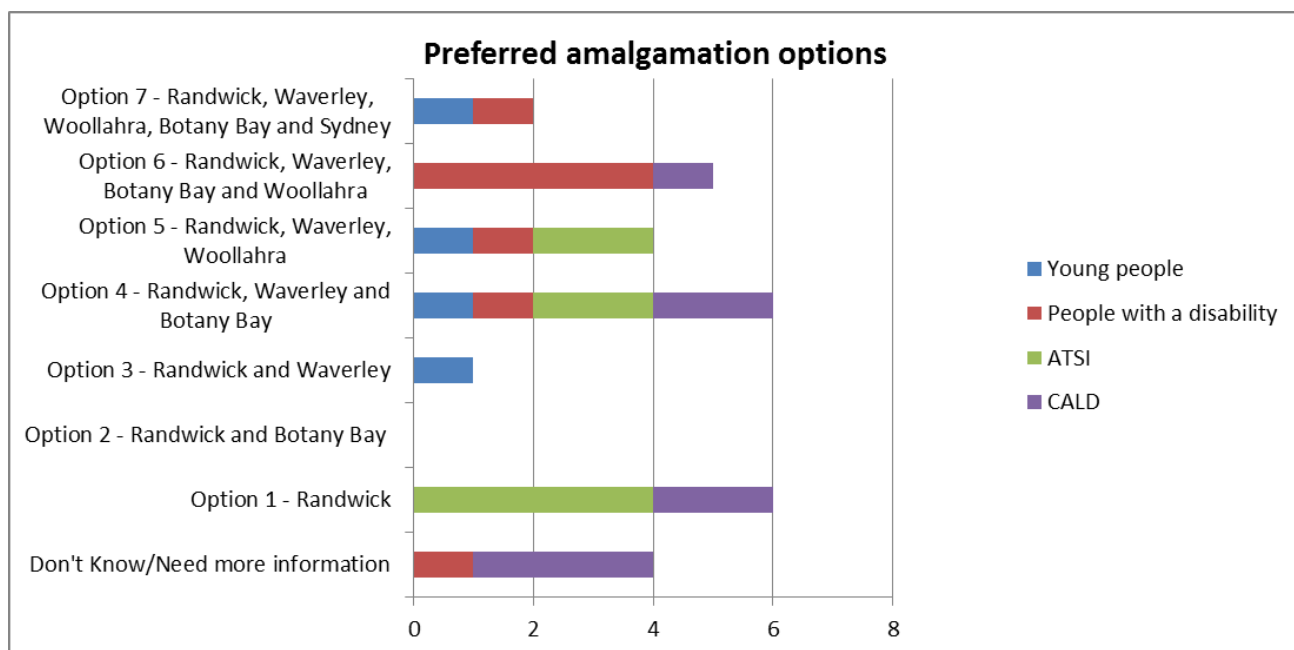
"I'm surprised they have included it at all, but they want to make sure the people are heard but in the financial model it doesn't even come into play. If anything identity blurs this situation and it comes down to a personal view I'm surprised they would even consider it. I don't think identity is defined by Council."

"You come from a suburb not a council."

"Council know it's important, each council has its own identity."

3.6 Preferred options for amalgamation

After discussing the impact of amalgamation on a range of topics there was no consensus within or across the groups on the best amalgamation option. This is because some participants thought that the cost savings associated with larger council areas could be beneficial to improved longer term service provision, whilst others feared any amalgamation could jeopardise the current level of service provided by Council.



Of the 28 participants:

- Six (22%) said they were opposed to the idea of amalgamating – four of these participants were in the ATSI group and two were in the CALD group
- Four (14%) said they couldn't decide or needed more information – one of these participants was in the people with a disability group and the other three were in the CALD group

The majority of participants, 18 participants (64%), selected one of the options between 3 and 7. Of these options, options 4, 5 and 6 received the highest level of support. These options all involve:

- Amalgamation with either two or three other councils, to result in maximum savings but retain the eastern suburbs identity
- Waverley Council is included in all of the options, with various combinations of Botany Bay and Woollahra. Waverley was most commonly selected because people felt as though the issues affecting the area were similar and that they were most likely to travel up the coast into the Waverley local government area.

4 Evaluation

4.1 Feedback form overview

At the end of the focus groups individual feedback was obtained using a feedback form to explore participant satisfaction with the workshop including suggestions about how the session might be improved. Out of 28 participants, 26 completed the feedback form. A copy of the feedback form is provided in Appendix F.

Overall there was a very high level of satisfaction with the focus group process. This is demonstrated by the graph below.



Participants were complimentary about all aspects of the focus groups but were particularly complimentary about the facilitation and the opportunities to participate during the session. The average ratings for all the statements were all above 4 in a 5 point rating scale where 5 equalled

‘strongly agree’ and 1 ‘strongly disagree’ and there was very little deviation. The scores ranged from 4.2 – 4.7, with the majority of scores being 4.5 and above.

4.2 Improvements

When asked whether they had any suggestions about how the focus groups could have been improved, participants mentioned the following topics were mentioned:

- Larger focus groups
- More attending, major representatives to answer concerned issues, more advertisements on meetings like these
- Let more people know, such as: posters in the community; bus shelters and on buses, TV/radio advertisement
- Include more numbers of participants and allow more responses
- Needed to be larger and have more time to discuss issues
- More data provided to base our views upon
- Need more information on savings, positions of other cities, potential loss and potential layered service provision
- Video/computer presentation e.g. PowerPoint
- More information/facts to make discussions worthwhile/based on facts
- Shorter time, 1 hour
- Well presented, the amalgamation chart was a very helpful tool and has given me a lot to think about
- No, I think James and Otilie were very informative and conducted the session in a comfortable and welcoming manner
- I felt I had my say
- Coffee?
- Focus group could be improved by having a more diverse group, young and old
- Starting a bit later, it was hard for me to get there on time
- Setting out the structure of the discussion at the beginning. Just a few sentences so we knew how we would go through the table systematically

4.3 Additional comments

When asked whether they had any additional comments about the project, participants mentioned the following:

- Cultural things for Aboriginal people. Health issues, mental health, drug and health issues
- Aboriginal books and CDs/speakers
- Aboriginal cultural centre – La Perouse
- Aboriginal cultural festival and learning tours and walks
- Road improvements, parks/beaches/rubbish, reduction of rates, preservation and highlighting of Aboriginal sites in RCC area

- Aboriginal cultural centre at La Perouse
- More Indigenous/community programming
- Not much
- D&A rehab, ex-offenders support, support for kids and families involved with DOCs or had kids removed, all koori specific
- Cultural centre at La Perouse
- Services for marginalised families and youth
- Streetscape beautification
- “Multicultural” links/scholarships etc.
- Preserve identity, invest in infrastructure and social programs like multiculturalism
- Extra services – reduced costs (hopefully), better staffing – more creative approaches to community problems – more money to address community needs and concerns
- More staff available for specific programs such as childcare programs and other services provided by Centrelink
- I think this is a lower priority to consider. I am surprised the focus is on how to spend the savings. How about we start saving first?
- Better roads, better equipped services, training the younger people for the future
- Provisions for aged community – this will benefit everyone in all areas
- Domestic violence centres
- Accessible community venues, toilets
- Reopening of police stations and fire stations and elderly care services and funding community centres
- Infrastructure for ageing people and access for mothers with prams
- Our community would most benefit on savings and investments by spending on beach services. Providing lifesavers in Malabar; after they built there it closed service for lifeguards. Providing more community facilities. Citizen centres. Youth centres providing training for youth
- Increase to educational and recreational facilities (i.e. local libraries, youth groups etc.)
- The maintaining of local environment e.g. parks and beaches
- Youth support services e.g. The Shack
- Libraries. Events e.g. Coogee sparklers, festivals
- Youth services – primarily education/housing/mental health based
- Preserving natural landmarks and parks etc.

5 Conclusion and recommendations

Council must consider a range of issues in determining how to respond to the NSW Government's Fit for the Future program. Consultation with hard to reach groups, has identified that these groups understand the complexity of the decision to be made by Council. There was no consensus on which of the options for amalgamation would be most appropriate for Council, however the majority of the participants supported amalgamation where:

- Waverley Council and at least one other council were amalgamated. Waverley Council was identified as having similar values, connections with the coast and a similar demographic to Randwick
- Service provision was still the highest of priorities. For this reason participants were happy with a range of options, providing they were based on similar models for service provision, but did not feel the multi-layered service provision associated with the global city option would be appropriate
- The cost savings for council were positive. For this reason some participants selected some of the options which resulted in larger council areas
- There was no impact on rates
- The number of Council staff was consistent, as participants directly associated Council staff with service provision.

Should Council be required to amalgamate, the success of this will heavily depend on key stakeholders and the community.

Straight Talk recommend that Council undertake the following actions, as soon as possible, to encourage and engender community trust in the process moving forward. Council should consider inviting focus group participants, and others involved in the consultation on Fit for the Future, to continue to be involved in future discussions.

We recommend that Council contact all participants who attended the focus groups and other consultation activities to:

- > Thank them for their participation
- > Give them a copy of the focus group report (focus group participants only)
- > Provide a summary of findings from all consultation activities
- > Provide information on the next steps (i.e. exact dates the Fit for the Future response will be placed on exhibition).

Attachments

Community Focus Groups (hard to reach) Report

COMMUNITY ENGAGEMENT

Appendix
B

RANDWICK CITY'S future



Information pack

The NSW State Government's Fit for the Future program and what it means for Randwick City



MESSAGE FROM THE MAYOR

Randwick City Council is currently facing its most important decision in the 155-year history of our City.

The NSW State Government has released its 'Fit for the Future' program which requires most NSW councils to consider amalgamation options with neighbouring councils as the Government looks to reduce the number of metropolitan councils from 41 to 18.

The Government wants us to consider an amalgamation with City of Sydney, Woollahra, Waverley and Botany councils – building a global city with more than 500,000 residents.

We don't support the creation of a global city as we value our eastern suburbs identity, local representation and existing quality services and facilities.

However, we are required to show the NSW Government that we can meet their scale and capacity (i.e. population size considered to be above 200,000) requirements in some way, whether it be through their preferred global city option or a merger that is broadly consistent. The Government has made it clear that "doing nothing is not an option".

As Mayor of Randwick, it's now my role to vigorously go through all options for the future of our Council. To do this, I need your help. I want to ensure that our community has every opportunity to participate in the decision making of our future.

I encourage you to take a moment and look through the options and extensive information in this document. Early in 2015, we will be seeking feedback from you on your preferred outcome for the future of our city prior to formulating our submission to the government in June 2015.



Ted Seng
Mayor of Randwick



COUNCIL AMALGAMATIONS

Since 2011, the future of Local Government across NSW has been on the NSW Government's agenda. On 10 September 2014 the NSW Premier and NSW Local Government Minister announced a \$1 billion 'Fit for the Future' package to "give local councils the incentives needed to ensure they are in a position to provide the services and infrastructure their communities need and deserve".

Independent Local Government Review Panel position

The announcement was in response to the Independent Local Government Review Panel's Final report released 12 months earlier. The Review Panel report included ideas for council mergers and reform and it recommended that Randwick City Council be amalgamated with Botany Bay, City of Sydney, Waverley and Woollahra Councils to form a "Global City".

Fit for the Future proposal

The NSW Government's Fit for the Future package requires all councils to use the recommendations of the Review Panel as their starting point in terms of 'scale and capacity'. For Randwick City Council, this means considering the global city option or a merger option that is 'broadly consistent'.

Randwick City Council's position

Randwick City Council already has a balanced budget and remains debt-free, providing high quality services for our community. Council is opposed to amalgamations. Unfortunately, despite Council's excellent financial and asset management position, the option to stand alone does not meet the requirements of the Government's Fit for the Future program.

"The starting point for all Fit for the Future proposals is therefore the Independent Panel's final report. You do not have to adopt the exact recommendations of the Panel but your proposal should demonstrate how your council has scale and capacity. If the Panel recommended a merger for your council, this should be the first option you consider."

Fit for the Future Guidance Material, Template 1, page 7.

Independent Eastern Sydney report

Randwick City Council, over the past several years, has been strenuous in its due diligence around Local Government reform. In June 2012, the Council commissioned a report by SGS Economics and Planning on potential options for structural change within eastern Sydney. Four options were tested based on combinations of merging Randwick, Waverley, Woollahra and Botany councils (pages 6 – 10).

The report used the same model in which Randwick Council currently operates its services across all four options of a merged council in the eastern suburbs. The report concluded that all options for structural change would result in a net surplus over 10 years of up to \$470 million. The options are presented on pages 6, 7, 8, 9 and 10 and use this SGS modelling to show the potential financial savings that could be achieved over a 10 year period.

Your City your say

We are now asking our residents and ratepayers to take a look at this information and the six options presented in this document to consider how you would like the future of Randwick City to look.

In early 2015, we will seek extensive community feedback on the options presented here and, together with the community, the Council will formulate its response to submit to the NSW Government. This response will be publicly exhibited in May 2015 before being endorsed by Council and submitted to the Government in June 2015.

CURRENT SITUATION

This table shows the most up-to-date data available on the five councils as they currently operate independently.

	Randwick	Waverley	Woollahra	Botany	Sydney
Population	142,310	70,706	57,677	43,292	191,918
2031 forecast population	174,300	82,150	67,250	56,050	273,500
Staff	522	601	376	322	1,773
Population per staff	273	118	153	134	108
Councillors	15	12	15	7	10
Population per Councillor	9,487	5,892	3,845	6,185	19,192
Budget	\$158M	\$144M	\$107M	\$66M	\$761M
Cost per resident of providing services	\$879	\$1,405	\$1,443	\$1,316	\$2,664
Average residential rates	\$1,075	\$1,058	\$1,118	\$689	\$654
Residential rates	\$52M	\$30M	\$27M	\$10M	\$59M
Business rates	\$13M	\$12M	\$5M	\$16M	\$199M
Waste levy	\$511	\$446	\$452	\$458	\$380
Development applications determined	721	553	512	138	1,840
Development application mean gross processing days	77	101	101	129	67
TCorp Assessment - Current financial sustainability	Sound	Moderate	Moderate	Weak	Strong
TCorp Assessment - Financial sustainability outlook	Positive	Neutral	Neutral	Neutral	Positive
OLG - Infrastructure Management assessment	Very Strong	Strong	Strong	Moderate	Strong
Debt	\$0	\$3M	\$6M*	\$0	\$0
Infrastructure backlog	\$7M	\$12M	\$15M	\$11M	\$67M

RANDWICK

Despite Randwick Council's excellent financial and asset management position, the option to stand alone does not meet the requirements of the Government's Fit for the Future program.



 **No increase in rates**

Significant long-term cost savings



**Protects
local eastern
suburbs
identity**

 **Same level of services provided**

142,310
population

174,300
estimated 2031 population

522
council staff

273
residents per staff

9,487
residents per Councillor*

\$52M
residential rates

\$13M
business rates

\$879
council's cost per resident

60m²
green space per resident

\$0#
projected savings over 10 years

**“WE KNOW
THAT THE
STATUS
QUO IS NOT
SUSTAINABLE”**

- Mike Baird NSW Premier SMH, 20 Oct 2014

**“NO CHANGE
IS NOT AN
OPTION”**

– Paul Toole,
Minister for Local
Government
31 Oct 2014

Benefits

- Maintained operations and services
- Maintained level of Councillor representation – 15
- Status-quo
- Record capital works spend
- 95% of residents at least somewhat satisfied with Council performance
- No debt/borrowings
- Proud 155-year heritage
- Strong local representation
- Maintained operations and services

Costs

- Meets 6/8 NSW Government requirements (fails size and debt requirements because Randwick has no debt)
 - Very strong infrastructure management assessment
 - Positive TCorp financial outlook assessment
 - Sound TCorp financial sustainability assessment
- ## Costs
- Does not meet the NSW Government's requirements for scale and capacity under the Fit for the Future program (population size)

* Based on the current maximum number of Councillors allowed - 15.
SGS Economics & Planning Eastern Sydney Local Government Review

RANDWICK + BOTANY

A modest size council with some common interests including Port Botany, though the option does not meet the requirements of the Government's Fit for the Future program.

- 
- **No increase in rates**
- **Significant long-term cost savings**
- **Protects local eastern suburbs identity**
- **Same level of services provided**

185,602
population

230,350
estimated 2031 population

844
council staff

220
residents per staff

12,373
residents per Councillor*

\$63M
residential rates

\$33M
business rates

\$981
council's cost per resident

51m²
green space per resident

\$90M[#]
projected savings over 10 years



Benefits

- No increase in rates for Randwick residents
- No increase in waste charges for Randwick residents
- Maintained operations and services
- Greater funding available for capital works projects
- \$90M in cost savings over 10 years
- Debt-free council

Costs

- Not consistent with State Government's scale and capacity requirements
- Fewer Councillors for local representation
- Initial and short-term disruptions
- Loss of Randwick identity

* Based on the current maximum number of Councillors allowed - 15.
Based on data publicly available.

RANDWICK + WAVERLEY

A modest council size with common interests including beaches, ocean pools and coastal communities in the eastern suburbs.

- 
- **No increase in rates**
- **Significant long-term cost savings**
- **Protects local eastern suburbs identity**
- **Same level of services provided**

213,016
population

256,450
estimated 2031 population

1,123
council staff

190
residents per staff

14,201
residents per Councillor*

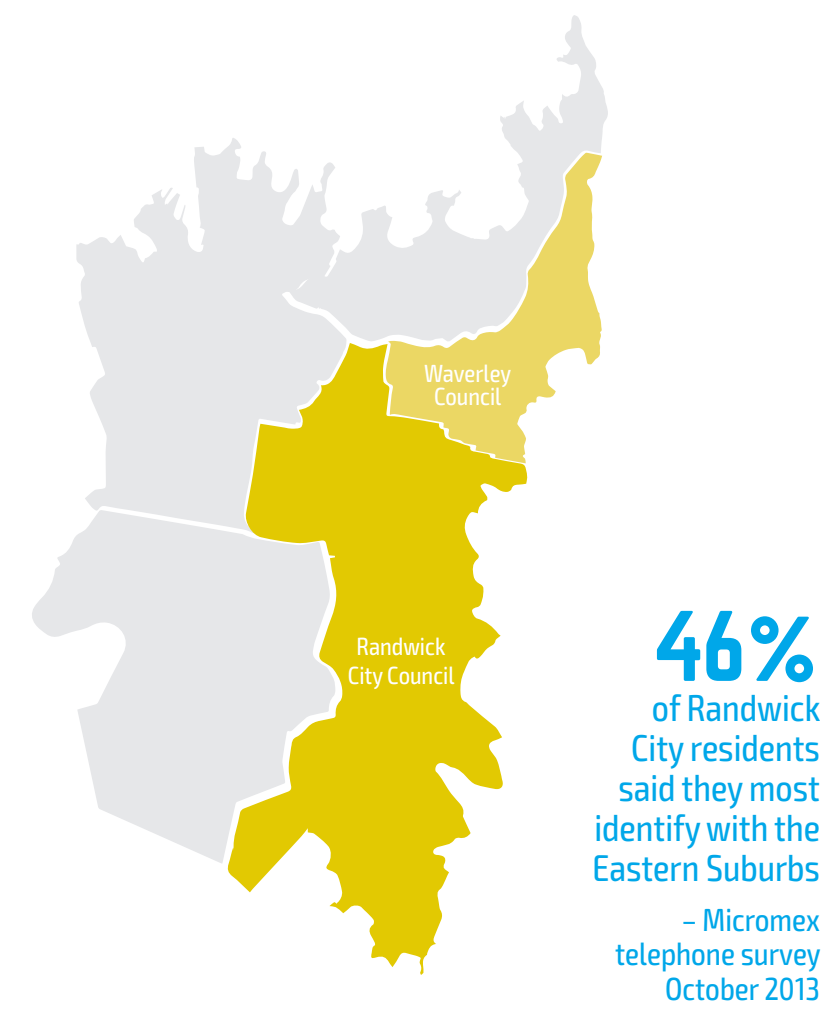
\$82M
residential rates

\$25M
business rates

\$1,165
council's cost per resident

44m²
green space per resident

\$241M[#]
projected savings over 10 years



Benefits

- No increase in rates for Randwick residents
- No increase in waste charges for Randwick residents
- Maintained operations and services
- Greater funding available for capital works projects
- \$241M in cost savings over 10 years
- Debt-free council
- Broadly consistent with State Government's scale and capacity requirements

Costs

- Fewer Councillors for local representation
- Initial short-term disruptions
- Loss of Randwick identity

* Based on the current maximum number of Councillors allowed - 15.
SGS Economics & Planning Eastern Sydney Local Government Review

RANDWICK + WAVERLEY + BOTANY BAY

A population of more than 250,000 residents and commonality including eastern suburbs beaches. This option includes Botany growth areas, industrial areas around Port Botany and Sydney Airport in one council.



No increase in rates



Significant long-term cost savings



Protects local eastern suburbs identity



Same level of services provided

256,308

population

312,500

estimated 2031 population

1,445

council staff

177

residents per staff

17,087

residents per Councillor*

\$92M

residential rates

\$41M

business rates

\$1,188

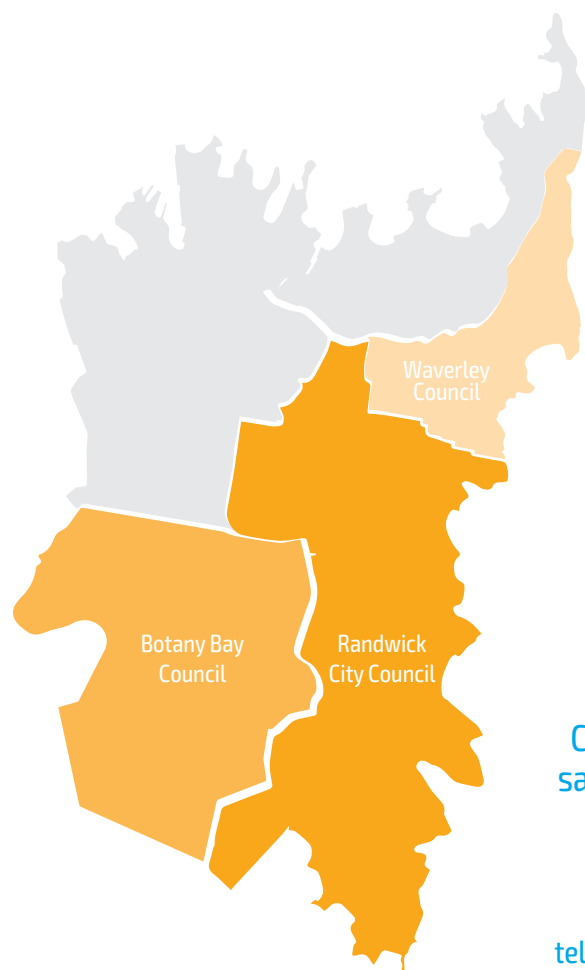
council's cost per resident

41m²

green space per resident

\$338M[#]

projected savings over 10 years



38%

of Randwick City residents said they most identify with their suburb

– Micromex telephone survey October 2013

Benefits

- No increase in rates for Randwick residents
- No increase in waste charges for Randwick residents
- Maintained operations and services
- Greater funding available for capital works projects
- \$338M in cost savings over 10 years
- Debt-free council
- Broadly consistent with State Government's scale and capacity requirements

Costs

- Fewer Councillors for local representation
- Initial short-term disruptions
- Loss of Randwick identity

* Based on the current maximum number of Councillors allowed – 15.
SGS Economics & Planning Eastern Sydney Local Government Review

RANDWICK + WAVERLEY + WOOLLAHRA

A population of more than 270,000 residents with common interests including beaches, ocean and harbour pools and coastal and harbourside communities in the eastern suburbs.



No increase in rates



Significant long-term cost savings



Protects local eastern suburbs identity



Same level of services provided

270,693

population

323,700

estimated 2031 population

1,499

council staff

181

residents per staff

18,046

residents per Councillor*

\$109M

residential rates

\$30M

business rates

\$1,218

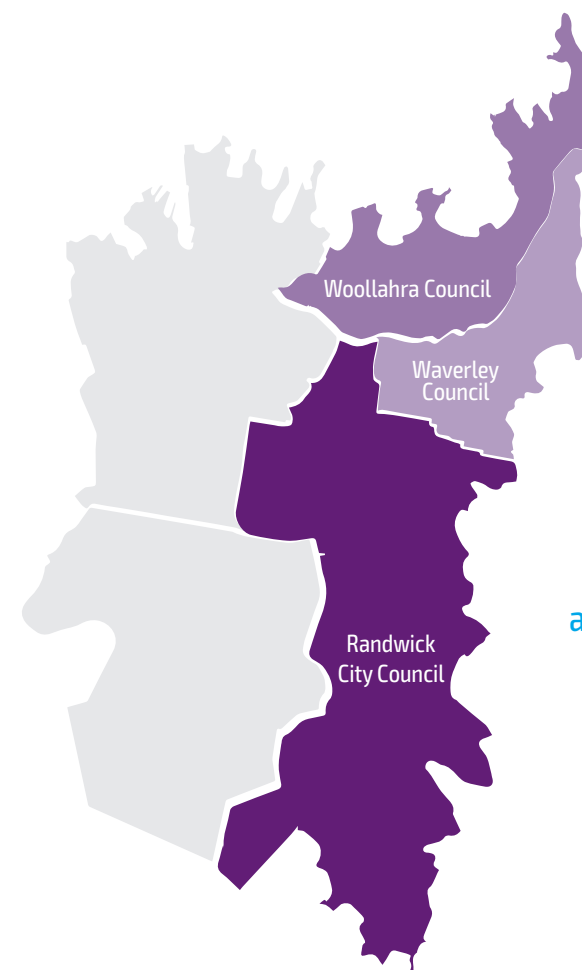
council's cost per resident

39m²

green space per resident

\$393M[#]

projected savings over 10 years



89%

of Randwick City residents prefer an amalgamation of an eastern suburbs council rather than a Global City if amalgamations occur

– Micromex telephone survey October 2013

Benefits

- No increase in rates for Randwick residents
- No increase in waste charges for Randwick residents
- Maintained operations and services
- \$393M in cost savings over 10 years
- Debt-free council
- Broadly consistent with State Government's scale and capacity requirements

Costs

- Fewer Councillors for local representation
- Initial short-term disruptions
- Loss of Randwick identity

* Based on the current maximum number of Councillors allowed – 15.
SGS Economics & Planning Eastern Sydney Local Government Review

RANDWICK + WAVERLEY + BOTANY BAY + WOOLLAHRA

A population of more than 300,000 residents taking in the extended eastern suburbs from Sydney Harbour to Port Botany. Includes communities of interest such as coastal communities, beaches, ocean and harbour pools as well as industrial areas, ports and airports.



- ✓ No increase in rates
- ✓ Significant long-term cost savings
- ✓ Protects local eastern suburbs identity
- ✓ Same level of services provided

313,985
population

379,750
estimated 2031 population

1821
council staff

172
residents per staff

20,932
residents per Councillor*

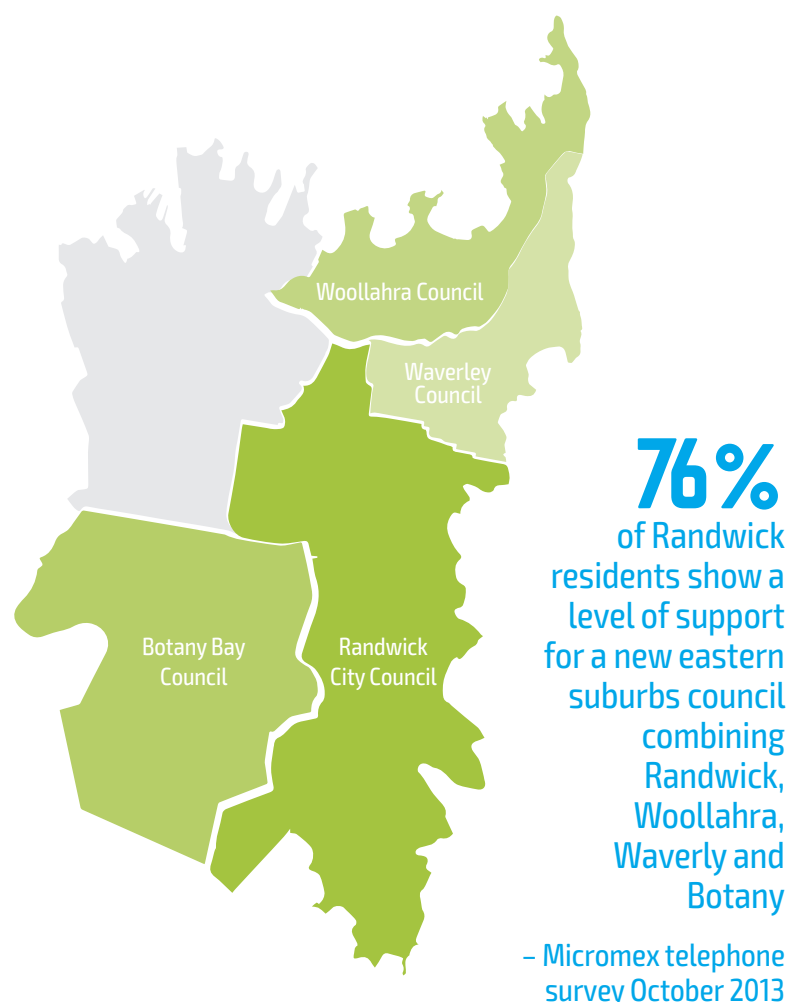
\$119M
residential rates

\$46M
business rates

\$1,230
council's cost per resident

36m²
green space per resident

\$482M[#]
projected savings over 10 years



Benefits

- No increase in rates
- No increase in waste charges
- Maintained services
- \$482M in cost savings over 10 years
- Debt-free council
- Eastern suburbs community of interest
- Broadly consistent with State Government's scale and capacity requirements

Costs

- Fewer Councillors for local representation
- Initial short-term disruptions
- Loss of Randwick identity

* Based on the current maximum number of Councillors allowed - 15.
SGS Economics & Planning Eastern Sydney Local Government Review

RANDWICK + WAVERLEY + WOOLLAHRA + BOTANY BAY + SYDNEY

A very large global city with divergent communities across city centre, inner city, beachside and suburban areas. Councils of this size are by nature less representative but have financial capacity.



- ✓ No increase in rates
- ✓ Significant long-term cost savings
- ✗ Protects local eastern suburbs identity
- ✗ Same level of services provided

505,903
population

653,250
estimated 2031 population

3594
council staff

141
residents per staff

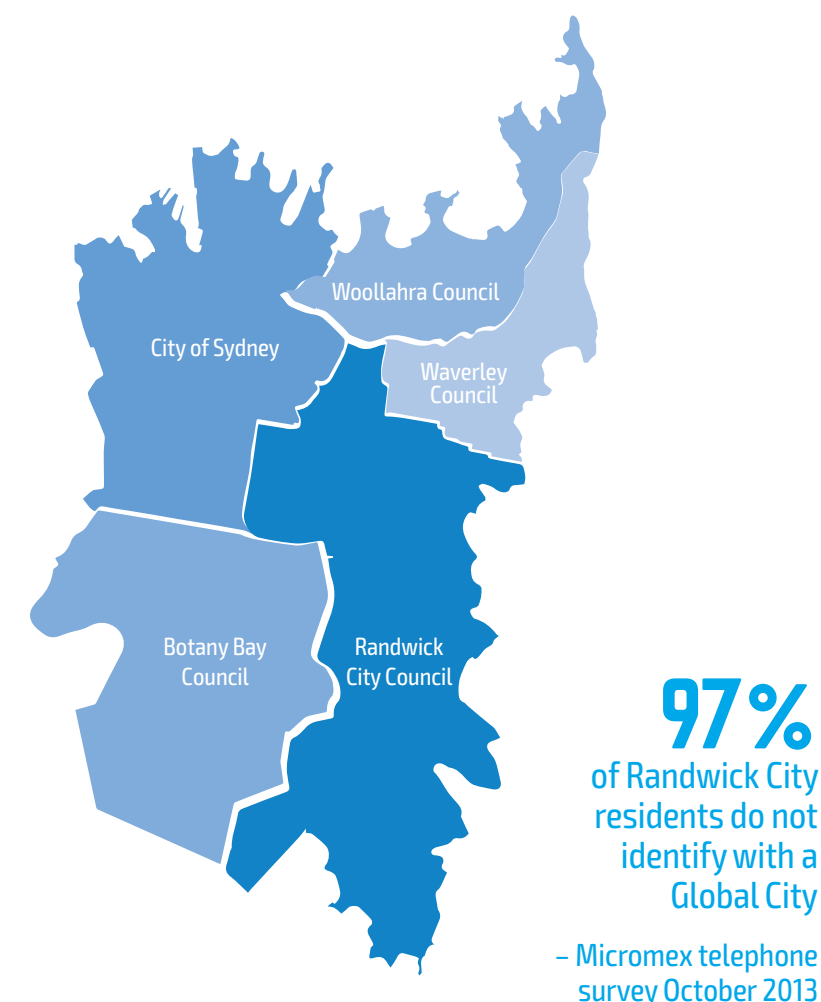
33,727
residents per Councillor*

\$178M
residential rates

\$245M
business rates

\$1,787
council's cost per resident

27m²
green space per resident



Benefits¹

- Projected 2031 population of 653,250
- Close functional interaction and economic/social links between these areas
- Ability for high-level strategic capacity to promote and support Sydney's ongoing development as Australia's premier global city
- Scope to bring together Sydney's international icons and key infrastructure under a single council

Costs

- Loss of Eastern Suburbs identity
- Fewer Councillors for local representation
- Initial short-term disruptions
- Diseconomies of scale - the requirements of a metropolitan CBD are distinctly different to those of other Council areas and would require multiple types of services operating parallel
- Loss of Randwick identity

* Based on the current maximum number of Councillors allowed - 15.
1 As defined in the Local Government Review Panel's Final Report, October 2013.

RANDWICK CITY'S future

Timeline information

The following information shows how Randwick City Council is responding to the NSW Government's Fit for the Future program requirements.

NOVEMBER 2011

Calls for local government reform at Destination 2036 conference

JUNE 2012

Randwick City Council commissions independent report on potential options for structural reform within eastern suburbs

SEPTEMBER 2014

Randwick City Council resolves to oppose amalgamation

DECEMBER 2014 - APRIL 2015

Randwick City Council community consultation

MAY 2015

Council to exhibit response to Fit for the Future for 28 days

October 2015

New boundaries determined by Independent Panel and Transitional Committee established

MARCH 2012

NSW Government appoints the Independent Local Government Review Panel to review council boundaries, operations and structures

OCTOBER 2013

Independent Review Panel recommends Randwick, Woollahra, Waverley, City of Sydney and Botany amalgamate into a global city council.

OCTOBER 2014

NSW Government announce Fit for the Future criteria

APRIL 2015

A preferred option be considered by Randwick City Council

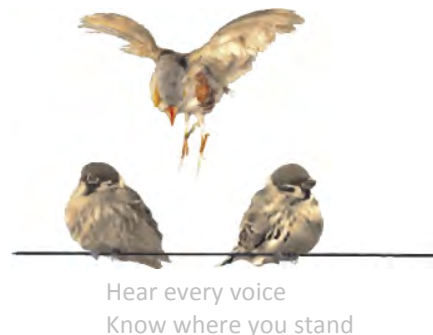
JUNE 2015

Council required to respond to State Government deadline for Fit for the Future

September 2016

Local Government elections based on new Council boundaries

straight Talk



Running order sheet

Project:		Randwick City's future consultation	
Focus group		<ul style="list-style-type: none"> Culturally and linguistically diverse group People with disabilities group Young people group Aboriginal and Torres Strait Islander group 	
Dates		17 and 18 February 2015	
Duration		2 hours each	
Team members		James Page and Otilie Bick Simpson Aboriginal facilitator - John Blair	
Time	Session	Content	Materials
30 minutes prior to start	Set-up and sign-in (30mins)	<ul style="list-style-type: none"> Room and catering set-up Participant sign-in, up to 15 minutes prior to start 	Sign-in sheet Catering (Council to organise) Tables in one big square 15 chairs Laptop, cord
0 to 10 mins	Purpose and outline	<ol style="list-style-type: none"> Thank you for coming - we know there are lots of things you could be spending your [afternoon/evening] doing I'm James and this is Otilie. We're from Straight Talk - Straight Talk is a community and engagement consultancy. We plan and facilitate a range of events for councils across NSW to get feedback from the community on important issues that affect them. Randwick City Council has engaged us to undertake a series of focus groups with the community. You are here today to discuss how Randwick City can be fit for the future In September last year the NSW State Government release its 'Fit for the Future' program with the aim of making sure councils are in the position to provide the services (such as waste collections) and infrastructure (such as pavements, swimming pools and libraries) their communities need 	'Background - visual prompt sheet on flip chart paper'
















		<p>5 The program requires the majority of NSW councils to consider amalgamating - this would mean that Randwick Council would join up with at least one of its neighbouring councils to form a new council area. Ideally the State Government want reduce the number of councils across metropolitan NSW from 41 to 18</p> <p>6 It has been recommended that Council should consider amalgamating with four other councils - City of Sydney, Woollahra, Waverley and Botany - to create a global city of 500,000 residents</p> <p>7 Randwick Council has a balance budget, is debt free and provides high quality services for its residents. Council has therefore publically announced its opposition to the amalgamation</p> <p>8 Council has been told that doing nothing (i.e. staying as one council area) is not an option because all councils will be required to cater for a population of above 200,000 residents - Council's population is expected to increase to just under 175,000 by 2031 so it won't be big enough alone to broadly meet the State Government requirements</p> <p>9 Council must respond to the State Government by 30 June this year to explain their preferred option or options, should amalgamation be required.</p> <p>10 Council has done a lot of work to explore possible options for amalgamation so it can be sure it has considered all the options. To help Council understand the possible impact of amalgamating with other eastern suburbs councils they employed a specialist organisation to undertake economic analysis. We will present some of their findings later in this session</p> <p>11 We want your feedback on a range of possible options - from combining with one other eastern suburbs council to creating a global city. We understand that this is a complex discussion so we will work through a number of issues slowly</p> <p>12 Today is part of a broader consultation to get feedback from the community, council is also undertaking a telephone survey and has issued a survey to 65,000 residents and ratepayers to gain feedback on the possible options</p> <p>13 The reason we have invited you all to participate is we are targeting groups who are commonly underrepresented in engagement processes -including culturally and linguistically diverse communities, Aboriginal and Torres Strait Islander communities, younger people and people with disabilities</p> <p>14 We don't expect you to know everything - we want you to respond based on the information we provide. There are no right or wrong answers - we are here to capture your views on the future of your local area</p> <p>15 My role is to make sure you all get a fair opportunity to have a say</p> <p>16 To help us have a good discussion I ask that just person talks at a time - this will also help Otilie take notes</p> <p>17 We have not invited Council to participate in the discussion because</p>	
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		<p>we want you to be able to talk freely</p> <p>18 A few bits of housekeeping - please keep your phones on silent, toilets and exits.</p>	
10 to 20 mins	Introductions	<p>Going around the table please tell me:</p> <p>Name</p> <p>Your existing contact with Council</p> <p>Did you know anything about the possible amalgamations before today and what are your initial thoughts on the idea?</p>	
20 to 30 mins	Knowledge about information provision	<p>Have you seen this publication? (hold up Randwick Scene Magazine). It's Council's new look community magazine and this is the first edition distributed in December. (I just want rough numbers of who got it in the mail)</p> <p>Did you read it?</p> <p>Prior to today have you seen the 'Randwick City's future information pack? (hold up pack)</p> <p>Did you read it?</p> <p>If you did - What did you think about the information provided? Was there too much or too little?</p> <p>Did you hear about the project anywhere else? (Unprompted first)</p> <p>Possible responses:</p> <ul style="list-style-type: none"> • Mayor's letter • Pop-up information sessions • Adverts in the paper • Website • Social media • Bus shelters 	<p>Copy of scene magazine</p> <p>Copy of information booklet</p>
30 to 40 mins	Knowledge about Council	<p>What do you know about what Council does? (unprompted)</p> <p>Provide information on services Council provides and other responsibilities such as infrastructure maintenance.</p> <p>What do you know about how Council funds services and infrastructure maintenance? (unprompted)</p> <p>Provide information on how Council funds its services and infrastructure maintenance</p>	<p>A4 Information sheet - what Council does and how council funds it</p>
40 mins to	Exploring what	Earlier we explained that Council has explored a number of possible	A3 options

1 hr 40 mins	is important to consider when it comes to amalgamation	<p>options for amalgamation. We now want to spend some time exploring some of the pros and cons of each of these options and gain your feedback on some specific concepts in relation to amalgamation.</p> <p>Council is considering seven possible options for amalgamation.</p> <p>Option 1 is the do nothing, this is presented as an option as it provides you with information on how council functions now</p> <p>Option 7 is the global city option, so includes an amalgamation of five councils in total. This is the NSW Government's preferred option. Options 2 to 6 are somewhere in between but all involve amalgamation with eastern suburbs councils. These options are (read all options)*</p> <p>For the majority of this session we will be referring to the comparison table in front of you. Don't worry, it looks like a lot of information - we will pull out the patterns and key information. It is just to help you visualise some of the issues.</p> <p>Council has based all of the options on Council's existing operations - so the options assume council would continue to operate its services and maintain its infrastructures in the same way.</p> <p>Look at Columns A, B and C - relate to the number of people and resources. These all relate to amount of people living in the area and the people serving them</p> <ul style="list-style-type: none"> • Column A, Population: NSW State Government has requested that in the future all councils have a bigger population that 200,000. The first two options don't meet government requirements, options 7 does but options 3-6 may or may not. It depends on what is considered to comply by the state government. • Column B, Number of residents per Council staff: As the number of amalgamated councils increase the number of residents per council staff decreases. This means there would be comparatively more staff to serve the residents • Column C, Number of residents per Councillors: Each councillor would have to represent more people. This means there would be comparatively less Councillors to serve residents <p>How important is the overall population to you?</p> <p>What about the number of Council staff?</p> <p>What about the number of Councillors?</p> <p>Which options look the best based on this information?</p> <p>Look at Columns D, E and F - relate to costs. These show the impact on rates, cost per resident and overall cost savings for Council</p> <ul style="list-style-type: none"> • Column D, Cost to ratepayers: With all of the options, there would be no increase in household rates so that can be taken off the table as a concern for Randwick residents • Column E, Overall cost savings for Council: Significant long term cost savings are identified as the number of councils increase 	<p>comparison table</p> <p>7 options cards</p> <p>Visual cards to help explain each column</p>
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		<p>How important is the cost per residents?</p> <p>How about the overall savings for Council? What should Council do with these savings if one of these options eventuates?</p> <p>Which options look the best based on this information?</p> <p>Look at Column F - relate to services and infrastructure provision.</p> <ul style="list-style-type: none"> Council anticipate that service provision would remain the same with all options apart from the global city option. This is because a global city would require multiple levels of services operating in parallel <p>How important is the level of service provision?</p> <p>Which options look the best based on this information?</p> <p>Look at Column G - this relates to the eastern suburbs identity</p> <ul style="list-style-type: none"> It demonstrates that a global city could result in a loss of the eastern suburbs identity <p>Is identity important for Council to consider?</p> <p>What role does Council play in creating this identity?</p> <p>Which options look the best based on this information?</p> <p>Anything else Council should consider?</p> <p>What else that we haven't discussed are other important factors to consider in determining the best approach to amalgamation?</p> <p>Additional prompts:</p> <ul style="list-style-type: none"> How will it impact on how you have your say? 	
1 hr 40 mins to 1 hr 55 mins	Question 2	<p>Based on what we have discussed which of the seven options do you prefer? Why?</p> <p>Additional prompts:</p> <ul style="list-style-type: none"> Does the number of councils that Council combine with matter? 1,2,3,4 Which of the other councils do you think Council should combine with if required? 	
1 hr 55 mins to 2 hrs	Next steps and close	<ol style="list-style-type: none"> Thank you for participating in the focus group People can still participate by completing a takeaway survey - please take some copies of the booklets away for your friends and family to complete Council will consider the outcomes when making its submission to NSW State Government Please complete the survey and feedback form We will produce a succinct report to show the issues discussed, if you would like to see a copy of the report please make sure you leave an email address with Otilie when you collect your stipend. 	<p>Copies of information booklet with survey</p> <p>Copy of survey for participants to complete</p> <p>Copy of process feedback form</p>

Randwick City's future – amalgamation options summary

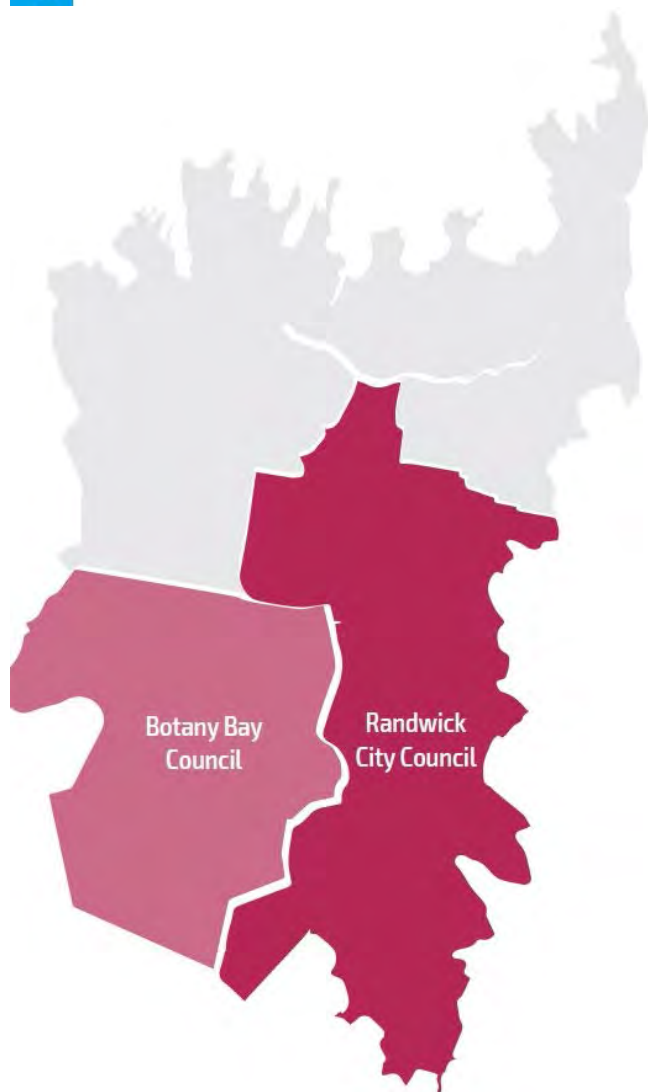
Option	A	B	C	D	E	F	G
	Combined current population	Residents per Council staff	Residents per Councillors	Cost to ratepayers	Projected savings over 10 years	Level of service provision	Eastern suburbs identity
Randwick (no change) 1 COUNCIL	142, 310  Does not comply	273 BASELINE	9,487 BASELINE	No increase 	None BASELINE	No change 	No change 
Randwick and Botany 2 COUNCILS	185, 602  Does not comply	220 	12,373 	No increase 	\$90 million 	No change 	No change 
Randwick and Waverley 2 COUNCILS	213, 016  Broadly complies	190 	14,201 	No increase 	\$241 million 	No change 	No change 
Randwick, Waverley and Botany 3 COUNCILS	256, 308  Broadly complies	177 	17,087 	No increase 	\$338 million 	No change 	No change 
Randwick, Waverley and Woollahra 3 COUNCILS	270, 693  Broadly complies	181 	18,046 	No increase 	\$393 million 	No change 	No change 
Randwick, Waverley, Botany and Woollahra 4 COUNCILS	313, 985  Broadly complies	172 	20,932 	No increase 	\$482 million 	No change 	No change 
Randwick, Waverley, Woollahra, Botany and Sydney (global city) 5 COUNCILS	505, 903  Complies	141 	33,727 	No increase 	\$ not available 	Uncertain – multi-layered service provision 	Potential loss 

RANDWICK

OPTION 1

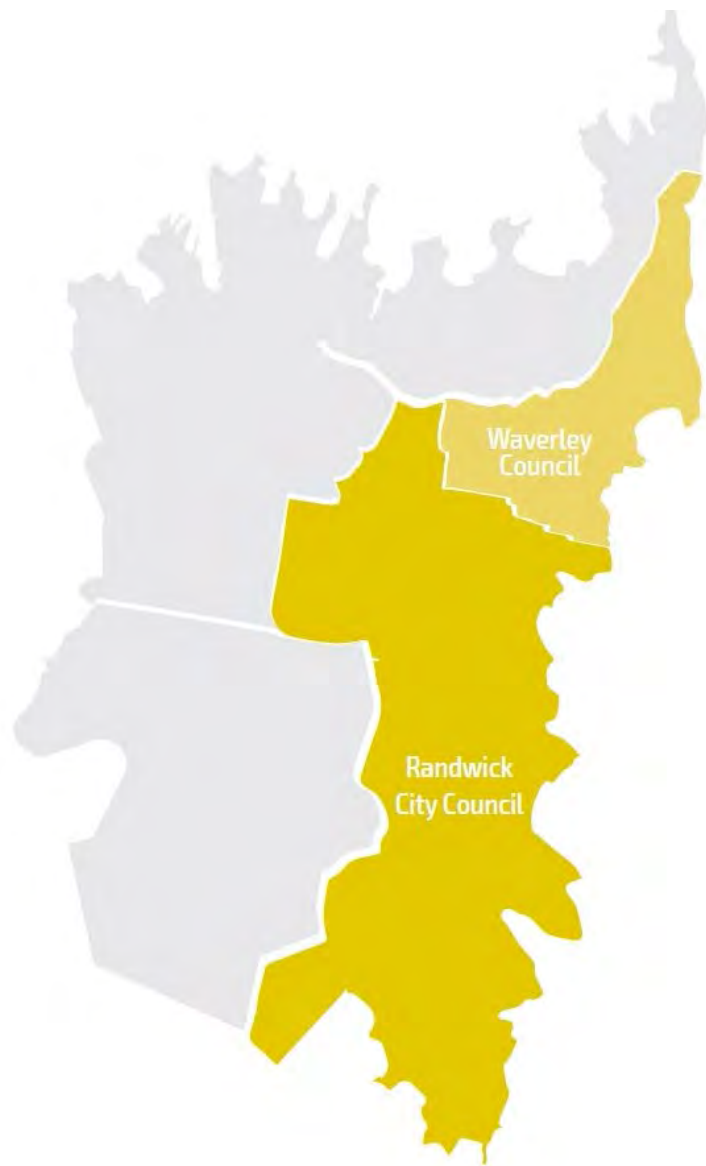


RANDWICK + BOTANY BAY



RANDWICK + WAVERLEY

OPTION 3

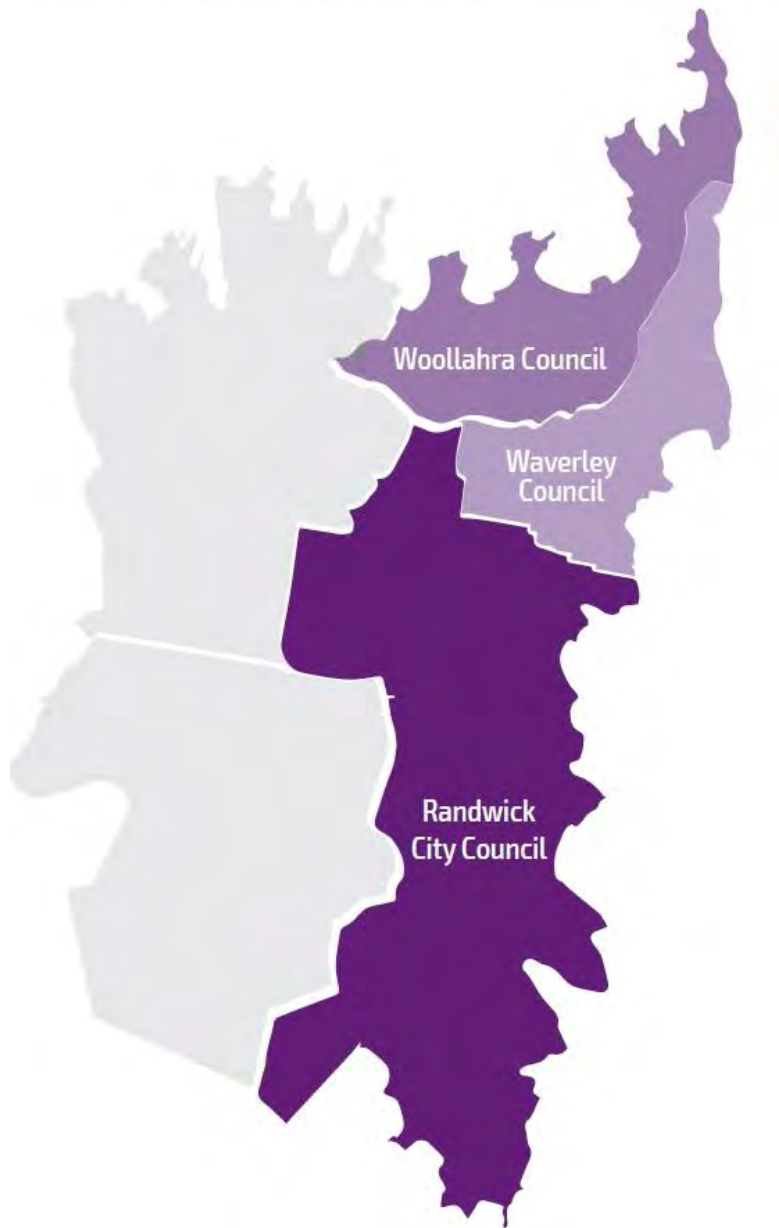


RANDWICK + WAVERLEY + BOTANY BAY

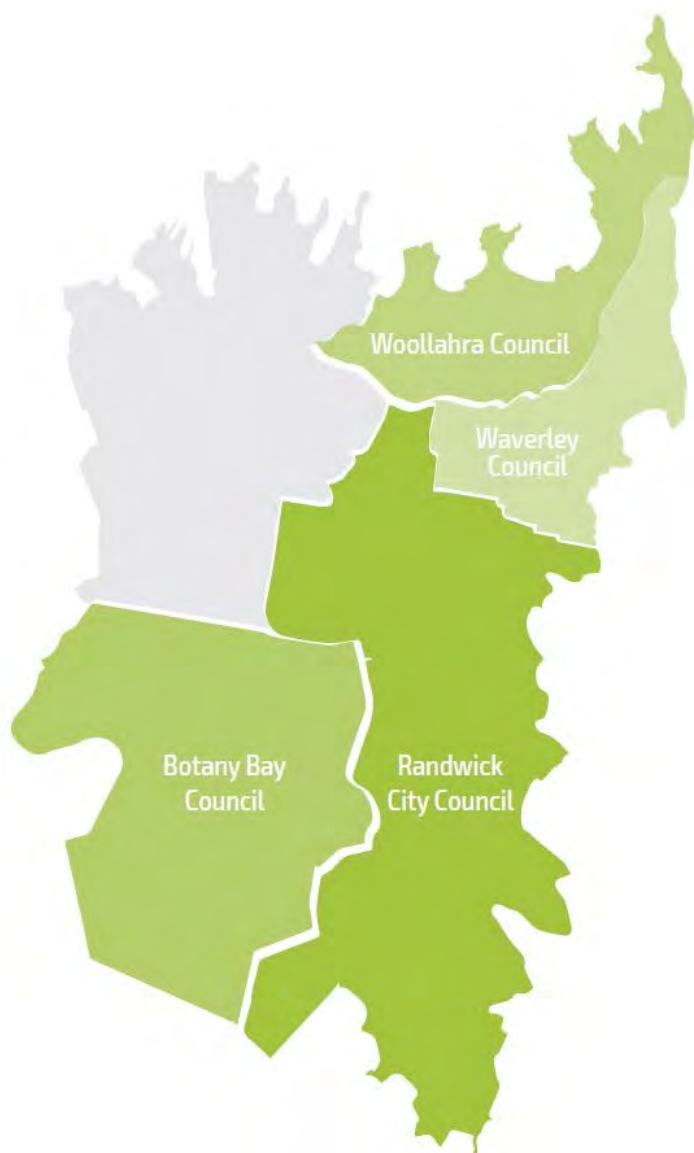


RANDWICK + WAVERLEY + WOOLLAHRA

OPTION 5



RANDWICK + WAVERLEY + BOTANY BAY + WOOLLAHRA



RANDWICK + WAVERLEY + WOOLLAHRA + BOTANY BAY + SYDNEY

OPTION 7



For every \$100 Council spends it on...

\$24

Major Works &
Construction

\$22

Waste
Management

\$14

Parks, Recreation
& Culture

\$9

Library &
Community Services

\$6

Maintain Roads,
Footpaths & Drains

\$6

Public Safety

\$4

Planning &
Development

\$4

Our Beaches

\$4

State Government
Charges

\$3

Engineering &
Traffic

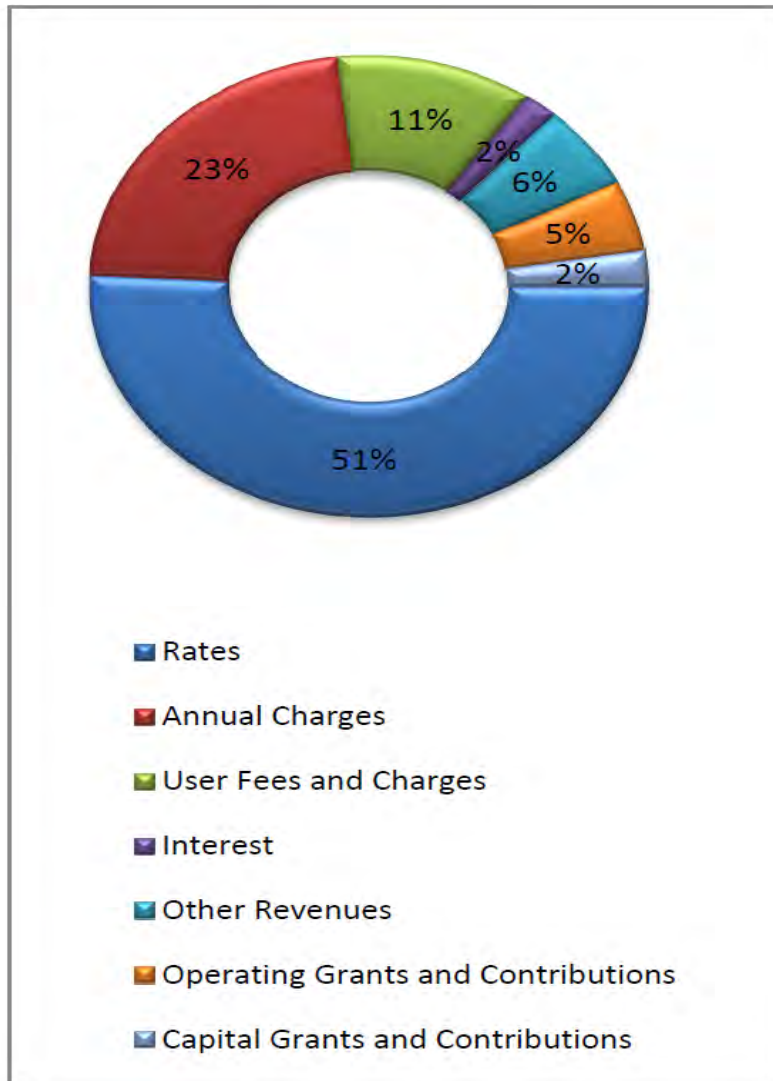
\$2

Environmental
Sustainability

\$2

Governance

Where Council money comes from



Rates	67,962,309
Annual Charges	30,100,473
User Fees and Charges	15,291,786
Interest	2,583,318
Other Revenues	8,032,652
Operating Grants and Contributions	6,599,602
Capital Grants and Contributions	3,322,007
Total	133,892,147

Feedback form



Wednesday 18 February 2015 - ATSI

Fit for the Future, Randwick City Council

To help us continually improve the way we engage with the community, we ask you to complete this very short feedback form. All responses will be treated confidentially.

	Strongly disagree		Neutral	Strongly agree	
1. The focus group timing was appropriate	1	2	3	4	5
2. The focus group venue was appropriate	1	2	3	4	5
3. The focus group covered what I expected it to cover	1	2	3	4	5
4. The focus group objectives were clearly stated	1	2	3	4	5
5. The facilitator presented clearly and logically	1	2	3	4	5
6. The focus group content was interesting and informative	1	2	3	4	5
7. The facilitator allowed me and others to have my say	1	2	3	4	5
8. There were opportunities to participate in an engaging and appropriate way	1	2	3	4	5

Do you have any suggestions about how the focus group could be improved?

If Council made savings as a result of the amalgamation and were to invest these savings, what do you think your community would most benefit from?

Thank you for your feedback. Please return this sheet at the end of focus group.



Randwick City
Council
a sense of community