

Code	Name	Progress Report Status
01	Leadership in Sustainability	
1a	Vision for Randwick City Council	
P001	Council's planning and reporting	50%
Comments	Council considered and approved the exhibition of the draft City Plan and 2018-28 Resourcing Strategy at November Ordinary Council Meeting. Exhibition of Draft City Plan and Resourcing Strategies (Our Community Our Future) commenced 1 December. The State of the City Report and State of the Environment Report endorsed at November Ordinary Council Meeting and published on Council's website. The September Quarter Performance Report on the 2017/18 Operational Plan was tabled at the November Council Meeting.	
P002	Update the Long Term Financial Plan	50%
Comments	Randwick City Council's Long Term Financial Plan updated in conjunction with the development of the draft 2018-21 Delivery Program and review of the Randwick City Plan (refer P001).	
S001	Monitor Council's financial performance and position	50%
Comments	Most of the financial performance indicators for the second quarter of the financial year are on or above target. The Infrastructure Renewal Ratio is 91%. As the Capital Works Program progresses, this will trend towards 100%.	
1b	Leadership	
P003	ICARE corporate values	50%
Comments	A visual refresh of the ICARE values is underway.	
P004	Leadership capability	50%
Comments	Planning for 2018 LGMA Management Challenge underway. Planning for Senior Leadership 360 degree development surveys underway.	
P005	Attraction and retention	30%
Comments	Improvements to the recruitment interview process underway with investigation of selection tools and e-recruitment system. Commenced expanded use of social media for job vacancies. Large volume of vacancies advertised and new starters on-boarded.	
P006	NSW Government Reform Program	50%
Comments	Continuous improvement initiatives are an ongoing focus.	
S002	Media and public comment management	50%
Comments	Randwick City Council responded to 47 requests from media outlets for information and/or public comment during the December quarter. These included queries about Council's stance on the Same Sex Marriage vote, foxes seen in Coogee and Maroubra, asbestos removal at Jack Vanny Reserve, Council's request for Independent Hearing and Assessment Panel (IHAP) representatives from the community, rock fishing and festive season alcohol bans.	

Code	Name	Progress Report Status
S003	Promote Council's achievements	50%
Comments	<p>Randwick City Council issued 34 media releases during the December quarter covering topics such as: Bali Commemorative event, rock fishing workshops, Council's response to commercial bike sharing, Heffron Park upgrades, awards won by Council staff, new cycleway routes, Kingsford Noodle Markets, and Christmas events in Randwick City.</p> <p>Highlights: Our Community Our Future survey mailed to residents.</p>	
P007	Learning and Development Strategy	50%
Comments	<p>The ICARE about Learning program has delivered 49 courses this year to date with an overall satisfaction rating of 98% from 461 participants.</p>	
P008	Employee engagement & wellbeing	43%
Comments	<p>Employee Survey completed with 68% response rate. Employee Newsletter delivery upgraded from hard copy to electronic. The Consultative Committee elections were conducted. Council continued the Wellbeing program with weekly BeFit physical fitness programs and monthly lifestyle lunches.</p>	
P009	High performance culture	50%
Comments	<p>Workforce statistics relating to attraction and retention analysed and presented to Directorates. Several e-recruitment systems investigated. Proofs for new ICARE behavioural statements prepared for consideration with new posters and icons for values. New quarterly workforce reports created for HR. Monthly WHS reports new standing item on Joint Manex meetings. Draft Strategic Workforce Plan prepared for exhibition (refer P001).</p>	
S004	Provision of Business Papers	50%
Comments	<p>Business papers for all Council and Committee Meetings were made available to the public on Council's website on the Wednesday in the week prior to meetings. Business papers for all Council and Committee Meetings were made available to the Councillors both in hard copy and electronically via the Hub App on Tuesdays (one week prior to meetings).</p>	
S005	Government Information (Public Access) Act 2009 compliance	45%
Comments	<p>295 Access to Information requests (informal GIPA applications) were received during the quarter, of which 93% were completed within five working days. Two formal GIPA applications were received during the quarter and were completed within the statutory timeframe (20 working days).</p>	
S006	Compliance with purchasing procedures	50%
Comments	<p>Over the quarter, audits indicated over 99.6% compliance with Council's internal purchasing procedures and all tenders were processed in accordance with legislative requirements. The physical audit of inventory stock undertaken in December 2017 showed 99.8% accuracy.</p>	

Code	Name	Progress Report Status
S007	Council's Property portfolio	50%
Comments	Council properties are managed in accordance with legislative requirements and lease and licence agreement terms and conditions. 151 outdoor dining agreements and 115 lease/licence agreements are in place.	
S008	Council's Insurance Program	50%
Comments	2017/18 insurance renewals complete. Public liability and property insurance claims are managed by Echelon Australia and motor vehicle claims are managed in-house.	
S009	TRIM Document archive system	50%
Comments	Archives Project Plan 2017-21 is being implemented. The archiving of records and destruction of day boxes continues as scheduled and as per regulations. Administration building storage areas on the first and third floors have now been entirely vacated of archived records and ready for alternative use. Regular consignments of archived records are sent to the Government Records Repository. Disposal schedules of older archives is ongoing.	
S010	TRIM document management	50%
Comments	TRIM upgrade from HPRM8 to HPE Content Manager 9 (HPCM) successfully completed. Sigma Pictures will enable staff to capture photos in HPCM in a more seamless manner. The user manual is complete and training to commence to a small pilot group. HPCM training delivered as scheduled on a monthly basis, including ad hoc one-on-one sessions as required. All overdue reports were presented to MANEX and Joint MANEX every week.	
S011	Financial operations, systems and information	50%
Comments	All financial operations policy, procedures and legislative requirements were achieved in the December quarter. Key financial functions include rates, debtors, accounts payable, GST, FBT, investments, payroll and cash management.	
S012	Rates and charges	50%
Comments	The 2017/18 Rate Levy was issued in accordance with legislative requirements. The second instalment was due 30 November 2017.	
S013	Maximise returns of Council's investment portfolio while minimising risk	50%
Comments	Council's investments have been maintained in accordance with the adopted policy. Monthly investment reports have been provided to Council and the investment position referred to the Internal Audit Committee for consideration. No capital loss or investment defaults occurred in the December quarter. Investment returns exceed industry benchmark.	
S014	Provision of financial information, advice and reports	50%
Comments	All internal and external financial reporting requirements were met for the financial period ending 31 December 2017.	

Code	Name	Progress Report Status
S015	Customer service requests	49%
Comments	<p>Council received 9,153 service requests during the December quarter, of which 97.2% were completed within the Service Level Agreement (SLA) timeframe. Council received 31,331 phone calls via the Call Centre during this period of which 3.4% were abandoned. Council's target is to have fewer than 5% abandoned calls on average and complete at least 85% of service requests within the SLA.</p>	
S016	Business programs and systems	50%
Comments	<p>Completed the upgrade of the Council record keeping system to the latest version, providing additional functionality to business users (refer S010). Commenced the upgrade of the enterprise system including Finance, HR, Payroll, Procurement and Assets. This upgrade will significantly improve the operation and functionality of the systems.</p>	
S017	Information technology infrastructure	50%
Comments	<p>During the December quarter, infrastructure upgrades included:</p> <ul style="list-style-type: none"> • implementation of a new Library print and payment management system (Monitor) offering expanded functionality as well as improved financial management. • relocation of the Cemetery database onto a Windows 2016 server. • installation of a Microsoft Advanced Threat Analysis server to improve network security. • implementation of Trend Micro email security cloud services to better utilise existing software investments. • implementation of a Password Security Management System to ensure the security of passwords used for critical network operations. • implementation of Azure Multi-Factor Authentication to provide additional login security to critical systems. • upgrade of the Datafuel server for the depot fuel pumps to ensure accurate reporting of fuel usage and integrated with the identification card system. • implementation of a new product (Microsoft Intune) to manage our mobile device fleet security and reporting. • acquisition of 140 new iPhone devices for deployment to staff in the March quarter utilising the mobile device management tools for the first time. 	
S018	Information technology support	50%
Comments	<p>During the December quarter, focus was on upgrades to the public library network which included installation of kiosks at each library and the re-image of 70 public use computers with a fresh Windows 10 package and updated software. This made way for the replacement Bookings and Printing service from Monitor (refer S017). Other support included:</p> <ul style="list-style-type: none"> • upgrade of 130 computers on the staff network to Windows 10 pushing the implementation to over 95% completion. • upgrade of Council's main EDRMS system to HP ECM 9.1 and roll out to all workstations. • software and license upgrades to waterRIDE, Magnet Office and Adobe products. • advance planning commenced for the deployment of Office 2016 to the organisation. 	
S019	Information technology business processes	50%
Comments	<p>After completing the upgrade of the electronic document management system (refer S016), the program to integrate the records with the intranet and collaboration system commenced. Completed rollout of a new process mapping tool ProMapp, to improve process flow and streamline business processes. Processes will be available on the new collaboration platform for staff to access online. Pilot of electronic payslips is underway and payslips have been successfully emailed to a trial group of staff.</p>	
S020	Information technology development & integration	50%
Comments	<p>Improved operational reports for business users as required.</p>	

Code	Name	Progress Report Status
S021	Maintenance of the Name and Address Register	50%
Comments	1,453 contact details were updated in the Corporate Name and Address Register (NAR). 6,626 name and address data integrity anomalies were corrected. A review of all NAR procedures was completed.	
S022	Workers compensation program	50%
Comments	Our Claim Performance Measure (CPM) was 2.6% as at 30 November 2017, which is significantly better than most medium to large employers in NSW in the scheme (average of 4.55%). One Lost Time Incident occurred in the October - December period.	
P010	WHS management systems	50%
Comments	Development of the draft WHS Contractor Management procedure continued with review undertaken by Council's Internal Auditors. A draft Personal Protective Equipment Procedure is under review.	
P011	Workplace Health and Safety Strategy	50%
Comments	Incident reporting requirements were communicated to all staff via newsletter in November. Hearing tests completed for relevant employees. Skin cancer checks offered to all employees under Employee Benefit program. 284 employees took up the offer to have their skin checked.	
S023	GIS Services	50%
Comments	During the December quarter, the map layers that provide the base for a number of the online interactive maps were updated, including waste, precincts, suburbs, and a property point layer. New maps produced showing location of cemeteries and the Christmas and New Year's events.	
S024	Online maps	50%
Comments	Interactive maps with new look and feel went live for waste, "near me", precincts, and councillors. The facilities and capital works maps in this suite are still in progress.	
S025	3D mapping	50%
Comments	The total area of Randwick City modelled in 3D is 5km ² .	
S026	GIS field collection system	50%
Comments	GIS environment system uptime was nearly 99% for the December quarter.	

Code	Name	Progress Report Status
1c Continuous improvement		
P012	Business Excellence Framework	50%
Comments	The primary focus for the December quarter was around strategy and planning, in line with the City Plan review.	
P013	Internal Audit Plan	50%
Comments	The Audit Plan for the December quarter has been implemented.	
P014	Crisis Management and Business Continuity Plan testing	50%
Comments	Review of Business Impact Analysis in Business Continuity Plan underway. Plans to improve after hours' emergency response progressed. Installation of auto dialler connected to Emergency Warning Intercommunication System at the administration building anticipated in early 2018.	
P015	City Plan Indicators	100%
Comments	Council endorsed updated Randwick City Plan Indicators Model at the November Council Meeting. Model published on Council's website.	
P016	Enterprise Risks	50%
Comments	Evacuation exercises at the Administration Building and Town Hall, the Depot and Bowen Library conducted in October. Educational session for relevant stakeholders held for counter-terrorism risk assessments for Council events. Testing/tagging of electrical equipment conducted at all Council locations in November. Employee Identification Policy approved for implementation to improve workplace security.	
02 A Vibrant and Diverse Community		
2a Meeting Community Needs		
P017	Demographic information	70%
Comments	The State of the City Report and Randwick City Plan updated for 2016 Census and other demographic and economic data. Council's 2018/19 Operational Plan will include 2016 Census data.	
S027	Interagency meetings	50%
Comments	Implemented the Christmas Cheer Program, whereby Council funded on-site entertainment for residents of six community based nursing homes as part of the end of the year festive season. Council partnered with community based support service providers to hold three celebration activities at the Kensington Park Community Centre for our culturally diverse and/or disabled residents.	
Highlights:	Implemented the inaugural Coffee and Conversation project, a fortnightly drop-in social inclusion initiative for residents living in surrounding Lexington Place.	

Code	Name	Progress Report Status
S028	Implement the subsidised rental policy	50%
Comments	Community facility tenancies managed in accordance with legislative requirements and lease and licence agreements' terms and conditions. 26 tenancies provided with subsidies under Community Facilities Management Policy.	
S029	Moverly Children's Centre	50%
Comments	Centre is fully compliant with legislation and regulations. Occupancy rate is 90%. Families on wait list were contacted and offered placements.	
S030	Multi-purpose centres plans of management	50%
Comments	Budget forecasts have been achieved for both multi-purpose centres - Randwick Community Centre and Prince Henry Centre (PHC). At the PHC, 81 events were held (51 commercial/30 non-commercial) during the December quarter. At the Randwick Community Centre, 109 bookings took place (5 commercial/104 non-commercial). The Randwick Literary Institute continues to accommodate a diverse range of user groups.	
Highlights:	During the December quarter, Council scheduled two well attended children's puppet shows at the Town Hall.	
S031	Translated content on Council's website	50%
Comments	Randwick City Council provides information in five languages on its website (Chinese – traditional, Spanish, Russian, Indonesian and Greek). During the December quarter there were 780 page views (605 unique page views). Content translated into Chinese continues to be the most visited page, with 411 page views (accounting for 52.7% of traffic to the translated content section of Council's website).	
S032	Project coordination to support our CALD community	50%
Comments	Randwick City Library has current partnerships with The Korean Cultural Centre, City East Community College, Randwick TAFE and the Ethnic Community Services Co-operative (formerly Eastern Suburbs Multicultural Access Project). Our relationship with Mission Australia has lapsed, however it will be reinstated if they receive funding to continue offering services. Opportunities for new partnerships will be explored in 2018.	
S033	Library community language collections	50%
Comments	In the December quarter, a total of 8,346 items in Languages Other Than English (LOTE) were borrowed by the CALD community from Randwick City Library.	
S034	Provision of programs and activities for CALD community	50%
Comments	Increased attendance of CALD community to library-based events in the December quarter included an International English Language Testing System (IELTS) preparation workshop delivered in partnership with City East Community College. This is in addition to our regular and popular events such as English Conversation Classes and early literacy sessions in languages other than English.	
S035	Monitor and maintain infrastructure within the City at risk of vandalism	50%
Comments	Investigations into and inspections of graffiti are conducted throughout the City on a daily basis. Over 971 sq metres of graffiti was removed by Council from public spaces during the December quarter.	
S036	Partner NSW Police Force and other agencies in crime prevention	50%
Comments	During the December quarter, Council received four applications for CCTV footage from law enforcement agencies and all were processed within service level standards.	

Code	Name	Progress Report Status
S037	Assist in project coordination to support our ATSI community	50%
Comments	Council supported the La Perouse Local Aboriginal Land Council and Guriwal Aboriginal Corporation to hold Carols by the Sea in La Perouse and partnered with Souths Cares, Weave Youth and Family Services, and Junction Neighbourhood Centre to hold Matraville Family Fun Day.	
S038	Social inclusion activities and projects	50%
Comments	<p>The following community capacity building events/activities were implemented during the December quarter:</p> <ul style="list-style-type: none"> • How to use Census ID Demographics Info session • Grandparents Fun Day • NDIS Planning Workshop to help eligible residents access the new scheme • How to prevent and treat back pain • Mindfulness Meditation to help HSC candidates manage stress. <p>Support provided to social service providers to implement a range of Christmas related activities for disadvantaged and/or vulnerable residents.</p>	
P018	Community Funding Programs	50%
Comments	Completed Round One of Council's Cultural and Community Grants Program, endorsed by Council at its November meeting. Staff attended a training workshop held by ClubGrants NSW to prepare for the new on-line grants application commencing in 2018.	

2b Strong partnerships

S039	Support local precincts and Chambers of Commerce	50%
Comments	<p>Council printed 2,500 flyers for the La Perouse and Matraville Precincts. 19 precinct meetings were held over the quarter. Council received 15 sets of precinct meeting minutes and responded to 73 resolutions of the precincts.</p> <p>The local business associations are regularly informed of all Council information relevant to the local business community.</p>	
P019	Community Planning	50%
Comments	<p>New framework for Australia Day Community Services Award developed. A fact sheet detailing key demographic characteristics for Randwick City and for each suburb is being developed for distribution to relevant staff and Councillors (refer P017).</p> <p>Highlights: Council adopted Randwick Disability Inclusion Plan on 28 November 2017.</p>	
P020	Community hub and foodbank	50%
Comments	Successfully applied for a State Government grant \$50,000 to fund the establishment of a community hub in Lexington Place. Negotiation to secure premises and appoint a managing agent continued.	

2c Community facilities

P021	La Perouse Museum	50%
Comments	<p>A draft Business Plan for the La Perouse Museum for the interim period between the physical transfer of the Museum to Council and its closing for renovations proposed for 2019 has been prepared.</p> <p>On 26 October 2017, National Parks and Wildlife officially handed over the keys and collection catalogue for the La Perouse Museum to Council.</p>	

Code	Name	Progress Report Status
2d Cultural diversity		
P022	Implement Cultural Events Program	50%
Comments	Cultural events delivered this quarter include: <ul style="list-style-type: none"> • final installation for the ArtMoves program, entitled 'Surprise Dumplings' at Borrodale Road in Kingsford (refer P027). Highlights: Twilight Concert Program implemented for 2017 calendar year. Planning for the Twilight Concert Program for 2018 has commenced, with first concert scheduled for March 2018.	
P023	Implement the annual events calendar	50%
Comments	Events planned for the December quarter have all been staged including the: <ul style="list-style-type: none"> • Senior's Christmas Concert • Kingsford Noodle Markets • Coogee Carols • NYE Coogee Sparkles. 	
S040	Civic Events	50%
Comments	Civic events held during the December quarter include holding the annual Sports Awards and Randwick City Business Excellence Awards.	
03 An Informed and Engaged Community		
3a Communicating effectively		
S041	Apply corporate communication and visual design standards	50%
Comments	181 publications were reviewed in the December quarter, including campaign materials for Christmas, Australia Day, Kingsford Noodle Markets, City Plan and community consultations. Response time was on average 1.1 days and well within the 5 day service level.	
S042	Communication plans	50%
Comments	Randwick City Council developed and implemented six Communication Plans to inform and engage the community on various Council activities including White Ribbon Walk, Heffron Park Tennis and Netball Centre capital works plans, Anti-domestic violence campaigns happening at the library, alcohol-free zones over the festive period, ban on overnight camping at beaches, and the Marine and Discovery Program.	
S043	Community newsletters	50%
Comments	Council continues to see a strong open and click rate for its eNews, which is especially pleasing following its rebrand in September. Top stories include capital works, people-focused stories and 'hidden' gems of Randwick City.	
S044	Graphic Design	50%
Comments	Council designed 401 items for projects including events: Coogee Sparkles, the Mayors Christmas Party, Australia Day, Best Gift Market, and Kingsford Noodle Market. Other material designed for publication included: the Scene Magazine Summer Edition, the Waste Calendar for distribution to all residents, the Waste Management Strategy, and 10 documents for the City Plan and Resourcing Strategy review. Various material designed for workshops, talks and community engagement and consultation.	

Code	Name	Progress Report Status
S045	Banner pole advertising	50%
Comments	Five new banner campaigns were installed in the December quarter, promoting events such as Kingsford Noodle Market, White Ribbon Walk and Christmas.	
S046	Council's website	50%
Comments	Introduced new online forms and information pages for the public website to cater for hall hire enquiries. Performed some technical processes to streamline and consolidate server and disk usage to ensure integrity of the website and information. Enhanced the myRandwick app with app and email notifications. Trialling a new online form integrated with the waste system to streamline the booking process for household clean-ups.	
S047	Library web sub-site	50%
Comments	During the December quarter, there were 142,167 page views (from 108,658 unique sessions) on the Randwick City Library website. Over the same period, Randwick City Library's Facebook page grew by 2.1% to 1,290 likes, delivering 177 posts to a total reach of 64,479 users. The Randwick City Library Pinterest page had an average of 53 viewers each day.	
S048	Online services	50%
Comments	Provided ongoing support to business units for the public website. Changed to new mapping interface for the map gallery.	
P024	Online access solutions for Library Customers	50%
Comments	Work continued on preparing for Portfolio and Enterprise 5.0 functionality, with upgrades to both Enterprise (Version 4.5.1) and Web services (2017.09). Work began on updating the Library in-house exhibition pages on the website, updating the layout and content. Bluecloud Mobile was selected as the new library app, which will feature the ability to store multiple scannable cards for use on the library self-check machines, and is available for both iOS and Android. The possibility of adding Stackmap to the catalogue has been explored, with decision pending early 2018 on completion of upgrade to Enterprise.	
P025	Implement innovative technology at the Library	50%
Comments	The Library's Print Management System was upgraded to the Monitor System, greatly enhancing access to resources in the Library and from home, and allowing for more autonomous patron interactions. Kiosks were installed in all branches allowing patrons online options to pay for library purchases, fees and fines (refer S018).	

Code	Name	Progress Report Status
S049	IT infrastructure support	50%
Comments	System upgrades were completed for Monitor Library Print Management; Exchange Online Pilot for 30 Mailboxes; HP Enterprise Content Management (TRIM); SonicWALL Firewall appliances; Cemetery Database; Email Archiving system; Kronos Staff Identification Card automation; Telstra Mobile Device Plan Management; InTune Mobile Device Management; TechnologyOne; development environment for System Centre Configuration Management; and Email Security (Trend Micro).	
P026	Online DA service	50%
Comments	New report formats are ready for implementation in Infocouncil in anticipation of the establishment of an IHAP.	

3b Promoting services

S050	Lifelong learning opportunities	50%
Comments	<p>Randwick City Library provides lifelong learning opportunities via talks, educational workshops and information in various formats including audio visual, print and electronic. The majority of electronic resources are accessible remotely 24/7. There were 854,906,478 searches of the online databases during the December quarter and 1,820 people attended the 259 different lifelong learning activities delivered. Key activities facilitated include 13 writing workshops, eight chess classes, seven mah-jong classes, four Mandarin language classes, three health talks, one HSC related event and 152 technology related classes and sessions (including four run in Mandarin and Cantonese).</p> <p>Highlights: A new inclusive art group called "All Together Now" commenced in the December quarter to provide people who have a mild disability with a social avenue to feel valued, included and stimulated. Across the December quarter there were eight sessions attracting a total of 39 attendees.</p>	

3c Participation in decision making

S051	Effective consultation plans	50%
Comments	<p>Commenced the Our Community Our Future consultation, including two information sessions for residents.</p> <p>Closed the Resident Parking Scheme Survey for RA11.</p> <p>Continued Randwick Acts of Kindness and Light Rail Parking Recovery sites to allow ongoing access to the discussion forums.</p>	
S052	Social Media	49%
Comments	<p>Randwick Council continues to grow its social media presence, and is on target to reach 30,000 fans across three platforms (Facebook, Twitter, Instagram) by year end. Our organic reach continues to thrive in an otherwise turbulent marketplace, with video content almost always outperforming any other content posted on Facebook. Our Instagram following has now surpassed our Twitter following, and is a key channel for reaching 25-34 year olds.</p>	

Code	Name	Progress Report Status
04 Excellence in Urban Design and Development		
4a Improved design		
P027	Light rail strategic development	50%
Comments	Council has worked with TfNSW to develop a design for the area above the underground substation at High Cross Park Plaza to incorporate additional seating and heritage interpretation. The design incorporates elements that complement the functionality of the substation. Council worked in partnership with TfNSW for the completion of the ArtMoves Project which involved the temporary installation of a number of artworks and sculptures along Anzac Parade in the town centres of Kensington and Kingsford. The project aims to beautify spaces along the construction zone for the light rail and encourage people to visit the installations and spend time in the area whilst supporting the local businesses and community.	
P028	K2K urban design strategy and planning proposal	50%
Comments	The Department of Planning and Environment (DPE) has issued Gateway Determination for the Draft Planning Strategy and Planning Proposal, subject to conditions. The conditions of the Gateway Determination are unsatisfactory to Council and Council has notified the Department that a Gateway Review will be requested to amend the Gateway Determination. Council has written to the Minister requesting a variation to the s94A levy across the town centres to fund local infrastructure.	
P029	Development Control Plan controls for K2K	50%
Comments	Continuing to await Gateway Determination on Planning Proposal (refer P029).	
P030	Design Excellence Panel	50%
Comments	24 DAs were referred to the Design Excellence Panel during the December quarter.	
P031	Architecture Talks and Urban Design Awards	100%
Comments	The Architecture on Show talks were completed with the two final events held in October and November.	
4b Robust development framework		
S053	DA Determination	40%
Comments	A range of measures have been introduced to ensure the timely assessment of applications including referral to consultants and establishment of criteria to prioritise straightforward and compliant DAs on a weekly basis.	
P032	Review of DA processing framework	50%
Comments	Developing process for involving objectors at pre DA stage continues.	

Code	Name	Progress Report Status
05 Excellence in Recreation and Lifestyle Opportunities		
5a Maximise open space use		
P033	Construct Coastal Walkway on Malabar Headland	15%
Comments	Council continues to work with the NSW Golf Club to determine a start date around April/May 2018 for the commencement of the construction of the Coastal Walkway through the course.	
5b Range of activities		
S054	Community programs at Des Renford Leisure Centre	50%
Comments	<p>DRLC achieved a 3% increase in attendances for the October to December period compared to the same period in the 2016/17 financial year. The facility averaged over 18,022 visits per week with learn to swim participation maintaining over 4,700 weekly enrolments and gym attendance maintaining over 2,500 week to week memberships.</p> <p>The Centre again hosted an attempt at the Guinness World Record Largest Thong Throw in support of the Victor Chang Heart Research Charity Gala Day.</p> <p>Highlights: DRLC achieved over 259,000 visits between October and December.</p>	
P034	Heffron Park Tennis centre	35%
Comments	Construction of the tennis centre is underway.	
5c Open space creation		
P035	Advocate for Malabar Headland Access	50%
Comments	<p>Council hosted an interagency group meeting on 23 November, attended by Commonwealth Department of Finance, which provided a valuable forum for discussion of various issues facing the Headland.</p> <p>Council continued construction of the walking track within the western portion of the Malabar Headland National Park. This track will provide continuous public access to the Headland site even when the rifle range is in use.</p>	
P036	Open space opportunities in line with light rail	50%
Comments	<p>Concept designs developed for two east-west bicycle routes connecting to the light rail stops. One connects Day Street, Kensington to Coogee Beach via Randwick Town Centre and the other connects the existing cycle route from Houston Road to Kingsford light rail terminus to South Coogee via Sturt and Bundock Streets.</p> <p>Council continues with the process of identifying locations for new trees as part of the CSELR Vegetation Offset Plan. The priority has been identifying locations for street trees in the vicinity of the light rail alignment.</p> <p>Preliminary design principles and concept designs developed for Anzac Parade from Kingsford to the south, providing a green transport corridor that caters for sustainable transport, recreational spaces, supports biodiversity and provides places for people. Preliminary linkages have been identified connecting the corridor to key destinations east and west.</p>	

Code	Name	Progress Report Status
5d Innovative library programs		
S055	Community feedback on library services	50%
Comments	Satisfaction surveys continue to be collected at all adult and youth events and at seniors' technology classes. Across the December quarter, aggregate feedback indicated that these events met the expectations of 92% of participants and 92% rated their overall impression as very good or outstanding.	
P037	Library resource acquisitions	50%
Comments	The study resource Studiosity (formerly Yourtutor) continues to be a popular resource, with use increasing 38% over the same period last year.	
S056	Implement Library calendar of events	50%
Comments	In the December quarter, Randwick City Library ran 454 individual events, attended by 9,947 people. Regular preschool and children's activities and technology focused classes (such as the Talking Tech and TECHconnect series) continue to be strongly patronised. Post event feedback showed 92% of respondents rated the event met their expectations and 90% rated their overall impression of the event as very good or outstanding. Highlights: Author talks delivered by Felicity Castagna, Holly Wainwright, Alisa Piper, Tony Doherty and Tracey Spicer; the launch of the 'Silent Tears' exhibition at Lionel Bowen Library and International Games Day at Margaret Martin Library.	
S057	Programs for children & families	50%
Comments	During the December quarter, the Library delivered 155 activities for children, such as craft, children's book clubs, school holiday activities, lapsit and storytime, to 6,398 participants.	
S058	Support literacy and numeracy	50%
Comments	The Launch into Learning collection has reached its target of over one hundred items. Even with the end of the school year, loans increased from 345 to 359 in the December quarter.	
S059	Programs for seniors	50%
Comments	In the December quarter, 1,458 seniors attended 245 sessions covering technology, singing, card games, chess, art and writing. Highlights: New activity, Learning Mandarin for English Speakers was offered. As session was booked to capacity, there are plans to offer more classes in 2018.	
S060	Implement Library Outreach Program	50%
Comments	Randwick City Library continues to provide outreach to schools, reaching 557 attendees in the December quarter. During a visit, the English Class from Randwick Girls High School complemented Council on the range and depth of resources available to students.	
06 A Liveable City		
6a Public asset management		
P038	Asset Management System	0%
Comments	This project has no planned activity for this reporting period.	
S061	Maintain drainage infrastructure	49%
Comments	During the December quarter, Council responded to 92 requests for clearing blocked drains and 26 requests for broken pits. Council undertook proactive clearing of numerous pipelines using high pressure jet blasting, and ongoing pit inspections and cleaning.	
S062	Maintain open space areas	50%

Code	Name	Progress Report Status
Comments	During the December quarter, scheduled maintenance within parks and other public areas was completed within or near service times. Requests for maintenance from the community were completed on or near SLA times including landscape maintenance (100%), parks lighting maintenance (93%), sports field maintenance (100%), park tree maintenance (87%), and weed removal and spraying (100%).	
S063	Maintain Council owned buildings and structures	50%
Comments	During the December quarter, all scheduled maintenance for Council owned buildings and structures was completed as per schedule. These services included general building maintenance, cleaning, and maintenance to air conditioning, lifts and fire services. Council responded to other maintenance requests from internal and external customers which were completed on time.	
S064	Maintain road pavement infrastructure	50%
Comments	During the December quarter, Council responded to 122 pothole requests and 26 road pavement requests. Council also undertook 22 heavy patching requests of failed road surfaces.	
S065	Maintain footpaths	50%
Comments	During the December quarter, Council responded to 206 footpath requests and 29 kerb and gutter requests.	
P039	Footpath Construction and Renewal Program	75%
Comments	Council has completed 75% of the planned 2017/18 Footpath Capital Works Program. The remaining 25% is in the design phase. Council has been able to achieve this milestone through the effective use of Council's panel contracts and utilising multiple contractors concurrently.	
P040	Road Rehabilitation Program	60%
Comments	The Road Rehabilitation Program is progressing ahead of schedule.	
P041	Building Capital Maintenance Program	50%
Comments	General maintenance of Council buildings is ongoing and progressing to schedule.	
P042	Drainage Program	50%
Comments	The drainage upgrade at Beauchamp Road and Poulet Street has been completed. Several minor drainage upgrades completed. The project to relieve flooding at Apsley Avenue and Hayward Street is due to commence early 2018 as is a major drainage renewal project in Duke Street, Kensington. The analysis of options for the project at Perry and Harold Streets is ongoing.	
P043	Buildings for our Community Program	50%
Comments	Buildings for our Community (2017/18) project update: <ul style="list-style-type: none"> • The Heffron (gymnastics) Centre - planning underway. • Heffron Netball Building upgrade - construction underway. 	

Code	Name	Progress Report Status
6b City places and image		
S066	Business centre and beach cleaning	50%
Comments	Business centre service levels have been met. Mechanical and manual service provided daily or as required. Beaches are cleaned mechanically and inspected daily.	
6c Community safety		
P044	Harm prevention/intervention projects	50%
Comments	Launched the 'Wise Up' anti-drug and alcohol campaign video involving young people of South Coogee housing estate and funded by Australian Drug Foundation. Delivered four domestic violence harm prevention projects during the period known as 16 Days of Activism Against Gender Violence, designed to highlight our community's concern about violence committed against women and children.	
S067	Implementation of Safety by Design Provisions	50%
Comments	Council continues to work collaboratively with NSW Police Force in the implementation of safety and security initiatives.	
S068	DA Police Protocol	50%
Comments	The referral of DAs and comments provided by the NSW Police Force address the Safety by Design criteria under S79C of the EP&A Act 1979.	
S069	Eastern Suburbs Liquor Accord	50%
Comments	In the December quarter, Council made 18 submissions to the Independent Liquor and Gaming Authority in respect to applications for a liquor licence. Two meetings of the Eastern Beaches Liquor Accord and two meetings of the UNSW Crime Prevention Partnership were held in the quarter.	
P045	Surf and Water Safety Education Program	100%
Comments	Council Lifeguards delivered the School Beach Safety Program to over 20 local schools within Randwick City.	
S070	Building regulation and compliance	50%
Comments	In the December quarter, Council investigated 241 building and compliance related customer action requests, issued 48 notices and orders, issued 125 local approvals, undertook 117 swimming pool barrier inspections and issued 19 swimming pool certificates of compliance.	
S071	Building Certification and Fire Safety Programs	50%
Comments	In the December quarter, Council issued seven construction certificates and nine complying development certificates, and carried out 126 building inspections, 109 fire safety assessments/inspections of existing buildings and processed 226 fire safety certificates/statements.	
S072	Food safety programs	50%
Comments	In the December quarter Council carried out a range of regulatory activities including responding to 113 environmental/public health related customer action requests, 174 primary food premises inspections and 86 re-inspections of food premises, approved 92 temporary food vendors/stalls and issued 8 notices/orders or penalty notices.	
S073	Water quality at DRLC	50%
Comments	The Des Renford Leisure Centre achieved 100 per cent compliance with the NSW Health Guidelines for Public Swimming Pools at all times during the December quarter. Independent laboratory water tests and NSW Health Department checks were regularly conducted with the facility achieving outstanding results for all bodies of water.	

Code	Name	Progress Report Status
P046	Road safety education	50%
Comments	The Council continued to issue child car seat fitting vouchers to Randwick residents and workers. In the December quarter, 182 vouchers were issued.	

6d Strategic land use framework

P047	District Planning Strategy	50%
Comments	Council prepared and considered a submission to the revised Eastern City District Plan and Greater Sydney Region Plan which includes key planning priorities, directions and actions relevant to preparing a local housing strategy for the City. The submission was sent to the Greater Sydney Commission (GSC) and it is expected that the draft plans will be finalised early in 2018.	
P048	ePlanning opportunities	50%
Comments	3D Model for Randwick Town Centre was updated for base layer data. Pathway upgrade to Smart Client has been completed with staff training underway. A review of Pathway property description for dual occupancies against development applications has been undertaken.	
P049	Regional planning influences	50%
Comments	A submission on the Review of the Environmental Planning and Assessment Regulation 2000 was provided to the DPE and a submission on the draft Crown Land Management Regulation 2017 was provided to Crown Lands in November. The draft SEPP (Environment) was included in Section 1(2) of the Section 149 Certificate as a draft instrument. Council provided comments to three mixed use developments in City of Sydney Council area including 890-898 Bourke Street Zetland, 888 Bourke Street Zetland and 5-15 Dunning Avenue Roseberry.	
P050	s.94A Development Contribution Plan	50%
Comments	The Council received Gateway Determination from the DPE on the draft K2K planning proposal which advised the Council to investigate funding for local infrastructure through the application of a section 94 plan (rather than s94A and the proposed community infrastructure clause). The Council is seeking a review of this determination from the DPE.	

6e Housing diversity

S074	Home maintenance and modification program	49%
Comments	During the December quarter a total of 382 home modification jobs and 74 home maintenance jobs were completed, bringing the total number of year to date completed jobs to 1,072.	
S075	Council's affordable rental housing portfolio	50%
Comments	Awaiting drafting of new Deed of Management Agreement document to be made available. Preparation underway to commence recruitment of community housing provider via EOI process.	
P051	Affordable housing	50%
Comments	A draft amendment to the State Environmental Planning Policy no. 70 exhibited until 31 January 2018 which proposes to expand the provisions of the SEPP to five new councils including Randwick City. A submission in support of the amendment is being prepared and will be reported to the Council in early 2018. The report will include the implications for the Council on the inclusion of Randwick in the SEPP and its potential to deliver more affordable rental housing across the City.	

Code	Name	Progress Report Status
6f Distinctive neighbourhoods		
P052	Randwick Junction commercial centre urban design review in line with light rail	50%
Comments	The traffic and transport analysis of the town centre and environs, and site analysis for the public domain were completed. Various design options developed to improve the public domain, especially focusing on Belmore Road and adjacent laneways.	
07 Heritage that is Protected and Celebrated		
7a Heritage		
S076	Promote heritage services and collections	50%
Comments	Five events were held in the quarter attended by a total of 175 people. Ancestry.com Training for Beginners continues to be popular.	
P053	Accessible heritage material	50%
Comments	377 metadata records were created in the quarter in preparation for the migration of the assets to the new Portfolio platform (refer P024).	
P054	Heritage item maintenance	50%
Comments	Construction of Memorial Wall for Fallen Lifesavers Memorial awaiting completion of other Council works in the vicinity. Conservation works to Bob Clarke Memorial and Captain Cook Statue completed.	
S077	Heritage consideration of developments	50%
Comments	During the December quarter, specialist heritage advice was provided on 45 DAs. Consultant heritage advice was sought in relation to a further seven DAs. Five heritage minor works confirmations were issued.	
S078	Heritage documentation	50%
Comments	Site surveys and paper mapping for contributory buildings are complete. Resourcing for preparation of an electronic mapping layer is underway and will commence in early 2018.	
P055	LEP amendments	50%
Comments	Council commissioned specialist heritage advice to investigate the possible extension of the Dudley Street Heritage Conservation Area. This is in response to an Interim Heritage Order which was revoked by a court case ruling at the NSW Land and Environment Court in April 2017 for 48 Dudley Street.	

Code	Name	Progress Report Status
08 A strong Local Economy		
8a Vibrant commercial centres		
P056	Local business study	50%
Comments	Business counts for Kingsford and Kensington were updated in October. Planning for the comprehensive business counts/audit for the Randwick City town centres is still underway and scheduled to begin first quarter 2018.	
P057	Visitor destination	50%
Comments	The Kingsford Noodle Market event was held in Kingsford on 18 November. All stallholders were local Kingsford and Kensington businesses. The event was very positively received and well attended. The 'Win Dinner on Us' competition promoting local food businesses with a high food safety rating in the NSW Food Authority Scores on Doors program was held at the Noodle Market with over 2,000 entries received on the day.	
8b Hospital and University Precinct		
P058	Health and Education Precinct master planning	40%
Comments	The University and Hospitals Precinct Reference Group (PRG) met in October to discuss key project updates. The University-Hospitals PRG participated in a transport and housing workshop facilitated by the Greater Sydney Commission (GSC) as part of the ongoing work to develop a place strategy and infrastructure plan for the Randwick collaboration area. A joint submission was prepared by the University and Hospitals PRG to the GSC Revised Eastern City District Plan; and at Council resolved to enter into a stakeholder agreement with the core stakeholders to coordinate resources in planning for the precinct's future.	
8c Effective partnerships		
S079	Business and economic networks	50%
Comments	The October Randwick City Business and Economic Leadership Forum 'Visitor Growth - Expanding Opportunities' was successfully held. The event was fully attended with invitations extended to all finalists in the 2017 Randwick Business Excellence Awards. Council supported the Realise Business 'PubBiz' free networking functions open to all local businesses in October and November. The functions were held at 'The Cookhouse' in Randwick Junction and were very well attended and received. Supported the Matraville Christmas Carols Committee by assisting with the Committee Stall on the day of the event.	
S080	Online economic information	50%
Comments	A series of free online business skills workshops developed by Realise Business and supported by Randwick Council were held in October, November and December specifically for Randwick City businesses along the light rail alignment. When these classes were not fully booked places were offered to the wider local business community. The classes have proven to be popular and will be continued in 2018. Council supported the ATO to hold a free Tax Essentials and Record Keeping Workshop for local small businesses at the Kensington Park Community Centre in October. The Workshop was very popular and further workshops will be held in 2018.	

Code	Name	Progress Report Status
8d Tourism		
P059	Sustainable tourism management	50%
Comments	<p>Council hosted all Randwick City Tourism Inc Executive Committee meetings and provided updated local and international tourism statistics, current tourism information and information of general interest. Guest speakers were invited to attend and add value to the committee meetings.</p> <p>Council hosted the Randwick City Tourism AGM.</p> <p>Council partnered with Randwick City Tourism for the October Business and Economic Leadership Forum, 'Visitor Growth - Expanding Opportunities', that highlighted the increasing business opportunities in Randwick City resulting from the increasing numbers of international and interstate visitors to Sydney and the local area (refer S079).</p>	
09 Integrated and Accessible Transport		
9a Active transport network		
P060	Randwick City Bike Plan	50%
Comments	<p>Council continues to work with Roads and Maritime Services (RMS) on funding for the Centennial Park to Kingsford and the South Coogee to Kingsford routes.</p>	
P061	Pedestrian accessibility	50%
Comments	<p>Awaiting RMS feedback on applications made for funding the recommendations of The Spot Pedestrian and Mobility Plan Study.</p>	
9b Sustainable transport		
P062	Promote private vehicle alternative transport	50%
Comments	<p>Council continues to make available free brochures providing informative walking and cycle maps at various outlets such as bike shops, the University of NSW, community centres and our Customer Service Centre.</p>	
S081	Council's fleet emissions	50%
Comments	<p>Total fuel use of Council passenger vehicles and plant combined for the December quarter is 170,894 litres producing 437 tonnes of CO²-equivalent.</p>	
9c Integrated transport		
P063	Work with key stakeholders during light rail implementation	50%
Comments	<p>Council continues to assess traffic control plans submitted, particularly from the perspective of pedestrian and cycle safety.</p>	
9d Traffic management		
P064	Road safety initiatives	50%
Comments	<p>Design underway for Blackspot projects including:</p> <ul style="list-style-type: none"> - installation of raised islands with additional stop signs in Pozieres Avenue between Anzac Parade carriageways, Matraville. - adjustment to the raised pedestrian crossing at the intersection of Byron Street and Carr Street, near Coogee Public School. 	

Code	Name	Progress Report Status
S082	Implement parking patrol programs	50%
Comments	In the December 2017 quarter, Council responded to 1,309 customer requests regarding parking concerns. Of these requests 1,306 were actioned within SLA timeframes.	
9e Parking management		
P065	Area based parking scheme	50%
Comments	Review of a number of parking scheme projects finalised and priority list established for implementation.	
P066	Commercial Centre Parking Management Strategy	25%
Comments	This project has no planned activity for this reporting period.	
10 A Healthy Environment		
10a Leader in environmental sustainability		
S083	Sustainability calendar of events and workshops	50%
Comments	10 courses and events organised over the December quarter including four different sustainable living courses for residents at Randwick Community Centre. Fair Food movie night in October attracted 60 residents and a Big Aussie Swap event held during National Recycling Week in November attracted 70 participants.	
S084	Sustainability projects with external partners	50%
Comments	Council supported participation in National Garage Sale Trail, Fair Food Week, National Recycling Week and organised inaugural Best Gift Christmas Market attended by approximately 3,500 people over the two days. Green Gym Program with Conservation Volunteers Australia completed at Randwick Community Centre and Environment Park working with Council Permabee volunteers.	
Highlight:	Inaugural Best Gift Christmas Market Day held at Randwick Community Centre supported by around 45 local artisan producers/stall holders.	
P067	3-Council collaboration	50%
Comments	Solar My Schools initiative attracting further interest with four Randwick City schools confirming PV installation in early 2018. Cities Power Partnerships letter signed by Mayor and sent to Climate Council for Randwick participation.	
P068	Garden & other school sustainability projects	50%
Comments	72 students attended environmental school excursions at Randwick Community Centre covering energy and water conservation projects and learning outcomes.	

Code	Name	Progress Report Status
10b Management of environmental risks		
P069	Sustainability framework	50%
Comments	Resilient Sydney Strategy completed and released to all participating metropolitan councils.	
P070	Floodplain risk management	50%
Comments	Floodplain Committee meetings were held in the December quarter for both the Kensington Centennial Park and Birds Gully Catchments. Both of these flood studies are progressing to program. Community consultation will be undertaken in the March 2018 quarter to advise residents in the Clovelly catchment of a new flood study of this area. Council is working on the Clovelly catchment flood study in conjunction with Waverley Council.	
S085	Tree work applications	50%
Comments	Tree permit applications and DAs for tree works continue to be processed at the target service level.	
P071	Climate change education	0%
Comments	This project is scheduled to commence in a future reporting period.	
10c Biodiversity and natural heritage		
S086	Bush regeneration and revegetation program	50%
Comments	Intensive weed control continued within bushland reserves by Council's contractors and volunteers during the December quarter. Revegetation of bushland areas previously weeded has been undertaken to increase native vegetation within various targeted sites such as Randwick Environmental Park.	
S087	Noxious and environmental weeds, and pest animal control	50%
Comments	All noxious weed requests were completed within the SLA time during the December quarter. Noxious weeds are removed or treated in accordance with the Biodiversity Act from private property by issue of notices to the property owner and from bushland reserves by Council.	
P072	Street tree planting program	40%
Comments	The Street Tree Planting Program generally proceeded to schedule although planting tapered off from November because of periodic hot and dry weather conditions. 82 street trees were planted throughout the City during the quarter.	
10d Sustainable waste technologies		
P073	Waste Strategy	50%
Comments	More than 8,200 residents visited the Randwick Recycling Centre to drop off recyclable items and/or household problem waste during the December quarter. As part of Council's community education program, 100 students received waste and recycling information. 19 tonnes of food waste were collected through the food waste recycling trial. Through ongoing kerbside collection of dry recyclables and garden organics and the processing of more than 5,000 tonnes of garbage in Alternative Waste Treatment (AWT) facilities, Council achieved 57% landfill diversion rate of domestic waste during this quarter.	
S088	Waste Collection Services	50%
Comments	Council collected 6,435 tonnes of waste and recycling material through its waste collection services. Of the domestic garbage collection, 4,775 tonnes were collected from the recycling and green waste bins.	

Code	Name	Progress Report Status
P074	Illegal dumping management	50%
Comments	Of 3,254 incidents of illegal dumping reported in the December quarter, 24 were investigated with penalty infringement notices issued by the Regional Illegal Dumping Squad and offenders required to remove their dumped waste.	
S089	Waste education programs	0%
Comments	This project is scheduled to commence in a future reporting period.	

10e Water conservation

S090	Water conservation	50%
Comments	Continued replacement of standard water meters with Magflow water meters to reduce water loss through leaks and get more accurate water consumption data. Council saved 93 million litres of potable water and water consumption cost of \$186,000 from the use of water conservation projects in the December quarter.	
P075	Stormwater, rainwater and wastewater harvesting projects	50%
Comments	Stage 2 upgrading of the water treatment plant at the Depot continuing.	
P076	Irrigation Management System	30%
Comments	Work continued on upgrading Randwick Community Centre irrigation and connecting with web-based IRRInet system.	

10f Energy conservation

S091	Energy saving projects	50%
Comments	Energy consumption across Council sites (excluding street lighting) for the December quarter was 7,066 gigajoules comprising 4,611 GJ of electricity and 2,455 GJ of gas. This energy consumption emitted 1,302 tonnes of CO ² -equivalent greenhouse gas during this period. That compares with 1,241 tonnes of CO ² -equivalent greenhouse gas emissions from Council's gas and electricity consumption in the 2016 December quarter.	
S092	Renewable energy projects	50%
Comments	During the December quarter, Council generated around 75.8 megawatt hours of electricity from renewable energy installed on Council buildings (equivalent to 273 GJ). The higher volume reflects optimal energy production from solar panels during sunnier months and the replacement of faulty inverters and other repairs to panels.	