

How to read this report





This report focuses on the 2019-20 Operational Plan actions as linked to the 2018-21 Delivery Programme and our Community Strategic Plan. Taken as a whole this report provides a progress update on our principal activities for the June – September 2019 quarter.

All actions are presented in context of the relevant theme and outcome of our Community Strategic Plan (the *Randwick City Plan*) and the corresponding direction linking to our Delivery Programme.

All actions are presented as either ongoing **services** provided by Council (i.e. the day-to-day business of Council), or **projects** (specific outputs or outcomes to be delivered within a certain timeframe). Each action has a unique identifier indicating whether an action is either a service or a project.

Stoplight status tracking is provided for each action as well as relevant commentary.

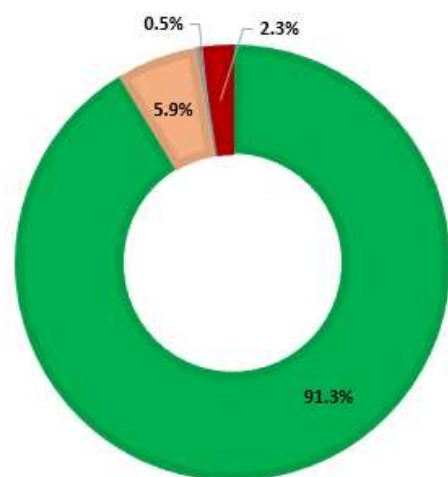
Status of actions

	Tracking as anticipated
	Progressing at a slower rate
	Completed
	On hold / indefinitely delayed / stopped

Randwick City Plan themes

Responsible management	A prospering City
A sense of community	Moving around
Places for people	Looking after the environment

Tracking summary for period



Unique identifier construction (with examples)

Prefix	= Business unit 'Function'	'P' project or 'S' service	E.g. Number	E.g. Unique Identifier
A	= Accounting	S	22	A-S022
CSM	= Customer Service Management	S	23	CSM-S023
EDRM	= Employee Development & Retention Management	S	10	EDRM-S010
EOBM	= Employee On-board Management	P	7	EOBM-P007
FMC	= Financial Management & Control	S	3	FMC-S003
GM	= Governance Management	S	15	GM-S015
IM	= Information Management	P	12	IM-P012
PCM	= Procurement Management	S	18	PCM-S018
PM	= Performance Management	P	13	PM-P013
RM	= Risk Management	P	11	RM-P011
TM	= Technology Management	S	4	TM-S004

Code


Name

Progress status report


01 Leadership in sustainability

1A COUNCIL HAS A LONG TERM VISION BASED ON SUSTAINABILITY.


1a.1 Implement the Integrated Planning and Reporting Framework including the 2018-21 Resourcing Strategy.

PM-S001	Promote our planning and reporting to the community and provide opportunities for input.	 25%
Comments	Our focus in the first quarter was the development of the draft Environmental Informing Strategy and comprehensive business unit planning throughout the Corporate Services division. Business unit planning and informing strategies complement our suite of existing integrated planning documents in providing staff, Councillors and the community evidence, clarity and confidence in our activities.	


1a.2 Ensure sound long term financial strategies underpin our asset management policies and strategic vision.

FMC-S002	Coordinate and update our 10-year Long Term Financial Plan (LTFP).	 25%
Comments	Council is in a strong financial position with sound liquidity. In 2018-19 we met or exceeded all of the required local government financial management benchmarks while achieving an operating result of \$13m surplus. The operating performance ratio of 5.51% in 2018-19 is a strong positive result that is above the 0% OLG industry benchmark and demonstrates that Council has successfully contained operating expenditure within operating revenue. Quarterly Budget Review Statements (QBRs) for the September quarter were reported to Council in November 2019. All 2019-20 financial performance indicators are on track.	



1a.3 Review and incorporate the financial strategies underpinning all strategic plans into the Long Term Financial Plan (LTFP).

FMC-S003	Continually manage, monitor and review our financial performance and position.	 25%
Comments	Quarterly Budget Review Statements (QBRs) for September quarter have been prepared and reported to Council 26 November 2019. All financial performance indicators are on track to be being achieved.	

1a.4 Provide for safe public places where people gather.

TM-S004	Maintain and expand our CCTV infrastructure and network to meet emerging requirements.	 25%
Comments	During the quarter CCTV facilities were provided to the new Malabar Ocean Rescue Facility, Heffron Tennis Centre and Mahon Pool Amenities buildings. Construction continued for the Coogee Bay Road upgrade which will incorporate CCTV. The existing Aquatic Safety camera network was expanded with the provisioning of an additional camera to cover the central area of water at Maroubra, expanding the number of cameras to three; and an additional two cameras were commissioned at Coogee Beach. Design work for aquatic safety camera network expansion commenced for Clovelly and Malabar Beaches. Once complete, this network will provide coverage on the majority of Council's ocean facing beaches and allow access from all staffed lifeguard stations.	

1a.5 Meet customer and business needs with innovative technology delivered through the Digital Strategy.

TM-P001	Investigate, source and implement business applications and processes as per Phase 1 Digital Strategy.	 25%
Comments	Completed the review of the HR process for new employees with significant saving of staff time and rework on documents once recommendations implemented. Review of processes for Work Zones and implementation of revised pricing and system support. Simplified the residential parking scheme process and configured the corporate systems to support the new process. Sourced and reviewed Expressions of Interest for supply and implementation of improved Depot mobility solutions.	
TM-P002	Deliver major projects contained within the Digital Strategy.	 25%
Comments	The Mobile Workforce Strategy deployment continued throughout the quarter, with a total of 200 staff now working from a combination of laptops and tablets. A second link to Council's datacentres in Ultimo was commissioned to facilitate the mobile workforce private mobile network, allowing seamless and secure access to Council's information systems from any location with mobile coverage. Council was recognised for its work on the Datacentre Transformation Project through winning the Statewide Mutual Risk Management Excellence Award in the Technology category. Continued to deliver the improved Aquatic Services system with work on the online portal and facility bookings underway.	

Code	Name	Progress status report
1a.6 Progressively update our suite of strategic plans, including research and study pieces which underpin our informing strategies.		
PM-P003	Prepare a draft Recreation Needs Study.	<div><div></div></div> 25%
Comments	A scoping paper was prepared to address requirements of a brief for consultants undertaking the Study. Consideration of other recreation needs studies prepared by other councils and potential consultants has been completed. This Study will enrich the research base required for the upcoming development of our overarching Open Space/Recreation Needs Informing Strategy.	
PM-P004	Employ insights from the Arts & Culture Study to update and implement our cultural strategies.	<div><div></div></div> 25%
Comments	Survey questions drafted by staff and survey promoted via arts and cultural networks. Consultancy firm Studio TCS attended meeting of the Arts and Cultural Advisory Committee and presented research status report. Members of the Committee were briefed on aspects of the Arts and Culture Study including potential operating and exhibition venues; information on case studies projects; and other potential opportunities to support and grow a strong, diverse and expressive community. First draft of the Arts and Culture Study is expected in early November 2019, which will enrich the research base required for the upcoming development of our overarching Arts & Culture Informing Strategy.	
PM-P005	Finalise the Green Infrastructure Plan – integrating green spaces into buildings and public spaces.	<div><div></div></div> 25%
Comments	Draft Council Report prepared. The Green Infrastructure Plan compliments existing research and study pieces that underpin the draft Environmental Informing Strategy.	
1B COUNCIL IS A LEADER IN THE DELIVERY OF SOCIAL, FINANCIAL AND OPERATIONAL ACTIVITIES.		
1b.1 Demonstrate best practice and leadership in local government.		
EOBM-P006	Improve the attraction and selection experience for candidates and managers.	<div><div></div></div> 15%
Comments	Human Resources Information System (HRIS) expressions of interest released, as the first stage of the implementation plan. This online system will greatly improve the attraction and selection experience for candidates and recruiting managers.	
EOBM-P007	Total Rewards Review, inc. salary system benchmarking and improvements to reward and recognition.	<div><div></div></div> 15%
Comments	More frequent benchmarking is underway as needed during formal job evaluation and advertising.	
EOBM-S005	Implement Disability Inclusion Action Plan (DIAP) and Equal Employment Opportunity (EEO) actions.	<div><div></div></div> 25%
Comments	New employees, from students, casual to permanent status continue to undertake EEO, harassment and discrimination training online. We continue to support our commitment to improving mental health awareness with new sessions Mental Health First Aid planned for next quarter.	
EOBM-S006	Embed relevant, effective and current workplace policies and procedures.	<div><div></div></div> 25%
Comments	An updated plan was developed to review all HR policies and procedures and combine content from similar policies into one policy to make it easier for staff to find what they want and to simplify the language. It is anticipated this will reduce the number of policies from 41 policies to around 10–15 policies. Online New Employee Orientation (for Casual and Temp staff) in addition to EEO, now incorporates new modules for Code of Conduct, Social Media, Sexual Harassment in the Workplace and Workplace Bullying modules.	

Code	Name	Progress status report
1b.2 Protect Council’s reputation and enhance our positive public image.		
CM-S007	Use media to promote and protect Council – monitoring and responding effectively.	<div><div></div></div> 25%
Comments	Randwick Council responded to 37 requests from media outlets for information and/or public comment during the July to September quarter. Topics included building/cladding enquiries, Council’s approach to rubbish and recycling, follow up on the judgement for the Maroubra Bowling Club plans, the potential for smoking bans in town centres, Council’s approach to dealing with weeds, comment on the Orora’s paper mill incinerator plans and Council’s plans to commission a study into effects of cruise ship terminal at Yarra Bay.	
CM-S008	Proactively promote our achievements, programs, policies and projects.	<div><div></div></div> 25%
Comments	Randwick Council issued 25 media releases during the April to June quarter covering topics such as Council’s involvement in National Tree Day, Beach Breaks Carnival, South Coogee to Kingsford cycleway project update, opening of the new Heffron Park Tennis Centre, opening the new Mahon Pool Amenities, Eco Living Expo, K2K consultation, La Perouse Museum consultation, Belmore Road upgrade, Wrapped Coast events, Cultural and Community Grants, new Mayor and Deputy Mayor plus overviews of major decisions made at each month’s Council meeting.	
1b.3 Maintain a high performing workforce that is responsive to organisational needs.		
EDRM-S009	Continue our frontline leadership development program.	<div><div></div></div> 25%
Comments	Over 40 individuals have completed Leadership and Management ICARE training across four courses achieving an Overall Satisfaction rate of 98%. For the first quarter, 19 training events were delivered to 126 staff over a total 84 training hours (5x Relationship Success and 5x Technology and Systems, 4x Induction, 1x Role Specific and 4x Other).	
EDRM-P008	Implement our organisational leadership development program.	<div><div></div></div> 10%
Comments	Preparations are underway for the Australasian Management Challenge 2020.	
EDRM-S010	Coordinate employee engagement and communication activities.	<div><div></div></div> 25%
Comments	Employee engagement survey tool ‘Officevibe’ has now been implemented across the organisation. Monthly status reports provided to Managers. Staff newsletter distributed fortnightly. Befit weekly fitness program and monthly lifestyle lunches to engage and support the wellbeing of employees. BOUNCE (emotional resilience and positive self-management) program implemented to 91 Client Service staff, program evaluation underway.	
EDRM-P009	Implement HR systems to support effective workflows and data for workforce planning.	<div><div></div></div> 10%
Comments	Human Resources Information System (HRIS) expressions of interest released, as the first stage of this action.	
1b.4 Provide good governance and administrative support for the Councillors and the organisation.		
GM-S011	Monitor and evaluate the performance of the Randwick Local Planning Panel (RLPP).	<div><div></div></div> 25%
Comments	The quarterly report for RLPP has been submitted to the Department of Planning, Industry and Environment	
GM-S012	Ensure effective and efficient administration of Council meetings.	<div><div></div></div> 25%
Comments	New Code of Meeting Practice (based on OLG Model Meeting Code) adopted July 2019. Business papers for Council meetings available on Council’s website and available to Councillors one week prior to meetings. Live minute taking at Council meetings has been implemented.	
GM-S013	Assist the community in obtaining access to our information/documents – Government Information (Public Access) Act 2009.	<div><div></div></div> 25%
Comments	301 informal Access to Information requests were processed during the quarter, with 92.4% (or 278) processed within 5 working days. Six (6) formal GIPA applications were processed during the quarter. All (100%) were processed in accordance with legislative requirements (i.e., within 20 working days).	

Code	Name	Progress status report	
GM-S014	Effectively manage our property portfolio.	<div><div></div></div>	25%
Comments	Council owned and managed properties are managed in accordance with legislative requirements (Crown Lands Management Act & Local Government Act) and lease/licence agreements terms and conditions. 140 occupation of footway agreements and 145 lease or licence agreements are currently in place.		
GM-S015	Effectively manage our insurance program.	<div><div></div></div>	25%
Comments	2019-20 insurance renewals completed. Policies implemented comprise of Casual Hirers Liability, Councillors and Officers, Liability, Crime, Motor Vehicle, Property, Public Liability/Professional Indemnity, Personal Accident, Workers Compensation Top Up, Marine Hull Commercial and Contingency. Public liability/professional indemnity claims are managed by Echelon Australia. Property, motor vehicle, marine and other claims are managed in house by Council insurance staff.		
GM-S016	Timely responses to information requests – optimal performance of our Electronic Document Management System (HPCM).	<div><div></div></div>	25%
Comments	During the reporting period ongoing HPCM training for all new and existing staff (beginner and one-on-one) continued, along with information and training sessions tailored for specific departments. Overdue reports were presented to the ELT and the Leadership Team. This period also saw the successful completion of the Network Closure Project. A series of statistical reports were provided to the ELT, along with numerous information sessions, group training sessions and the attendance of Departmental meetings designed to assist staff to easily transition to the closure of the network drives and increased TRIM usage.		
IM-S017	Cost effective and timely access to information – efficient use of storage space and effective archival.	<div><div></div></div>	25%
Comments	All the projects contained in the Archives Project Plan 2017–2021 are either complete or up-to-date, including: GA39 & GDA45 implementation, electronic media, archiving of records (existing and new), procedures updates, physical holding accessibility and managing the flow of archives.		
PCM-S018	Maintain transparency and accountability in purchasing of goods and services – compliance with procedures.	<div><div></div></div>	25%
Comments	Weekly purchase order audits indicate a minimum 99% compliance with the procurement procedures for the quarter. Tenders undertaken in the quarter were 100% compliant with legislative requirements.		
1b.5 Effectively and efficiently manage financial operations, systems and information.			
A-S019	Provide timely financial information.	<div><div></div></div>	25%
Comments	All internal and external financial reporting requirements were met for the September quarter. Monthly financial statements reported to Council each month and the September QBRS reported to Council on 26 November 2019. Audited 2018-19 Financial Statements submitted to OLG on 10 October 2019 (we were the 14th NSW Council to submit) and presented to Council 22 October 2019.		
A-S020	Ensure accurate and timely financial processes and procedures – high level of service delivery (internal and external).	<div><div></div></div>	25%
Comments	All financial services policy, procedures and legislative requirements were achieved in the September quarter. Key financial functions include rates, debtors, accounts payable, GST, FBT, investments, payroll and cash management.		
A-S021	Accurately levy and collect rates and charges (and provide appropriate payment options).	<div><div></div></div>	25%
Comments	The 2019-20 Rate Levy was issued in accordance with legislative requirements incorporating the second-year increase for the Our Community our Future special rate variation increase and a further 5-year extension of the Environmental Levy. Pensioner concessions extended by further \$25 now totalling \$350 per annum. The first instalment of rates was due 31 August 2019.		

Code	Name	Progress status report	
A-S022	Maximise returns on our investment portfolio while minimising risk.	<div><div></div></div>	25%
Comments	Council's investments have been maintained in accordance with the adopted policy. No capital loss or investment defaults occurred in the September quarter. Monthly investment reports have been provided to Council and the investment position referred to the Internal Audit Committee for consideration. Investment returns exceed industry benchmark despite historically low interest rates. The Investment Policy was last reviewed November 2018.		
1b.6 Be recognised for providing quality customer service (internal and external).			
CSM-S023	Monitor response times to customer service requests.	<div><div></div></div>	25%
Comments	Council received 9,502 service requests during the September quarter of which 94.69% were completed within the service level agreement timeframe. 26,920 phone calls via the call centre during this period of which 2% were abandoned. Council's target is to have fewer than 5% abandoned calls on average.		
1b.7 Improve and implement business systems and information technology infrastructure.			
TM-S024	Maintain, secure and update our technology platform to take advantage of new technology.	<div><div></div></div>	25%
Comments	Technology Systems staff continued to undertake maintenance activities including patching of servers, desktops and network infrastructure throughout the reporting period, with compliance rates for server patching greater than 99% throughout the period. A number of servers were decommissioned as part of ongoing rationalisation of the environment to reduce complexity and improve overall reliability. During the reporting period there was no unplanned outages to the central technology platform. No substantial investment in the core infrastructure is anticipated over the remainder of the reporting period, reflecting the significant investment made in January 2019.		
TM-S025	Provide an effective service desk to support staff in their use of technology.	<div><div></div></div>	25%
Comments	Council's Technology Service Desk provided support throughout the quarter, with 2,359 requests for service received and processed with more than 95% meeting service response targets. The Service Desk team also continued the deployment of new iPhones and laptops in line with the mobile workforce project.		
TM-S026	Provide database integrity checks, reports, business intelligence systems and integration of business systems.	<div><div></div></div>	25%
Comments	Performed database and system health check on the electronic document management system, HP Content Manager and implemented recommendations from the report. Developed new reports in Development Application submissions, Notice Status, fleet management, support for the K2K community consultation in reviewing and verifying addresses for correspondence, actioned the recommendations from the vulnerability checking performed across the infrastructure.		
TM-S027	Support and continuously improve internal business processes and collaboration tools such as the intranet.	<div><div></div></div>	25%
Comments	Implementation of the new staff intranet and staff directory is underway with stage 1 and 2 configuration and testing complete. Content migration and QA will be done in the 4 th quarter 2019-20. The business analysts have been involved in streamlining the library of 'how to's' for internal use with the combination of Promapp process maps and important information being available to staff via one interface.		
TM-S028	Support and continuously improve business applications and business systems.	<div><div></div></div>	25%
Comments	Improvements to the core system, Pathway, have included performing calculations within templates which improves the quality of the information being provided to customers and streamlines the production of s603 and other certificates. Work on the HP Content Management system to support record keeping and information management has improved robustness and performance of the system.		

Code	Name	Progress status report
1b.8 Provide a safe and healthy environment for employees, contractors and the community.		
RM-S029	Implement policies and procedures to support a culture of health and safety.	<div><div></div></div> 25%
Comments	Continual review and improvement of Work Health and Safety Policies and Procedures with the introduction of guidelines, where appropriate. In support of Chemicals Management a new system is being implemented which makes chemical handling and storage management simpler for staff and ensures compliance with appropriate legislation and regulations. We continue to navigate the Terms & Conditions of the Fitness Passport program and whether is a good fit for Council in comparison with our current BeFit program. Yogo still seems to be the most popular offering with 154 staff attendances. Lifestyle lunches delivered to staff were; Behind the Fences (delivered by former Mayor Kathy Neilson), Electric Vehicle Test Drive (partnering with Sustainability) and 'R U Okay Day' (over \$606 raised), with 60 staff attending the Lifestyle lunches. Currently we are at the logistics stage for a series of Gingerbread House Making Lifestyles lunches in December.	
RM-S030	Effectively manage workers compensation and 'return to work'.	<div><div></div></div> 25%
Comments	All workers compensation claims are managed by Allianz on Council's behalf and are managed in line with the Workers Compensation Act and related legislation. Council's revised return to work program ensures that all workers have a return to work plan which is developed in consultation with the worker and their nominated treating doctor.	
RM-P010	Draft and implement a Wellbeing Strategy.	<div><div></div></div> 10%
Comments	Research has been undertaken by Council's Risk and Safety and Learning & Development teams to commence a plan for the Wellbeing Strategy. Overall we already implements many wellbeing initiatives and therefore the strategy will be the overarching agreement to have a formal framework around work already being undertaken.	
RM-S031	Coordinate relevant health checks.	<div><div></div></div> 25%
Comments	Planning for skin checks has been commenced and dates are being secured with the successful tenderer following the medical evaluations panel tender. The skin checks for 2019 will be in early December.	
RM-P011	Improve the incident management system to provide for effective data analysis, tracking and reporting.	<div><div></div></div> 25%
Comments	Incident data is currently managed internally through excel, including data analysis, tracking and reporting. System capability will be explored through the HR system chosen through the tender process.	
1b.9 Improve and expand online systems and GIS mapping in meeting community and business needs.		
IM-S032	Produce accurate high quality cartographic maps – ensure data integrity by cross-referencing maps with other data sources.	<div><div></div></div> 25%
Comments	During the quarter 22 cartographic maps were produced. These included a 60 page Vision 2040 map book, lot size analysis for R2 and R3 zones, population density map and a heritage amendment map for Strategic Planning. A precinct and proposed precinct map for Communications. Updates to existing Resident Parking map books for Integrated Transport. Land negotiation current status map for the Land Negotiation team. An updated Heffron Park Sport Fields map which was supplied to Open Spaces. Plus new Mayor and Councillor ward maps after the appointment of Mayor Danny Said.	
IM-S033	Delivery of online maps (inc. interactive maps) and support mobile field collections systems.	<div><div></div></div> 25%
Comments	This quarter six online maps were produced or updated and one mobile field collection app was created. These online maps included the K2K online map for Strategic Planning, NRL online map for Randwick City Council's website (Change from Google base to Esri), Coastal walkway online map for our website, Wards and Councillors online map for our website proof of concept. The bushland collector app was created for the Bushland and Coast walk team. The mobile app allows his team to collect bushland data in real time and store this information in Council's GIS enterprise database. Resolved map layer presentation issues, illustrating Wards, Waste Zones and Planning information on interactive website maps.	

Code	Name	Progress status report	
IM-P012	Expand the 3D model of Randwick City.	<div></div>	0%
Comments	No substantive work has been undertaken in this area this quarter. A review of our approach to 3D modelling of Randwick City will commence in the second quarter.		
TM-S034	Maintain GIS infrastructure in support of mapping operations.	<div></div>	25%
Comments	GIS infrastructure was reviewed with a view to consolidate. A number of redundant servers and applications were decommissioned, improving the reliability of the GIS infrastructure platform. An upgrade of the Geocortex Viewer which delivers our interactive mapping platform was undertaken.		
1C CONTINUOUS IMPROVEMENT IN SERVICE DELIVERY BASED ON ACCOUNTABILITY, TRANSPARENCY AND GOOD GOVERNANCE.			
1c.1 Apply the 4-year continuous improvement strategy.			
PM-S035	Build the capacity of the organisation through initiatives, workshops and process reviews.	<div></div>	25%
Comments	Comprehensive and collaborative business unit planning is almost completed for the Corporate Services division. This initiative will progress to all business units throughout the year with workflow analysis and recommendations for process improvement. This planning will provide all staff with clarity and focus in regard to their day to day activities as well as providing a pathway for staff to relate how their daily effort contributes to outcomes for our community.		
PM-S036	Implement the 2019-20 Internal Audit Plan.	<div></div>	25%
Comments	All work undertaken as per Annual Audit Plan.		
1c.2 Systemise the method of obtaining customer feedback and add value to existing data and information.			
PM-P013	Engage the community, research and review trends towards reviewing the Randwick City Plan.	<div></div>	25%
Comments	Community engagement for the development of the draft LSPS and Housing Strategy was evaluated in August 2019.		
1c.3 Proactively manage enterprise risks within our integrated risk management system.			
RM-S037	Test the Business Continuity Plan.	<div></div>	10%
Comments	Sub plans have been reviewed by work areas in preparation for a planned scenario-based test.		
RM-S038	Identify operational and strategic risks by updating the Risk Register and integrating with the Audit Plan.	<div></div>	25%
Comments	Operational risk registers have been prepared through workshops with each work area of Council. During the process there has been an associated identification of strategic risks which will be collated and analysed to enable integration with the audit plan.		
RM-P014	Implement the Enterprise Risk Management Framework (ERM).	<div></div>	10%
Comments	A plan is in place for training of appropriate staff in the preferred risk management methodology to enable development of the ERM Framework.		
RM-S039	Periodically test the Technology sub plan of the Business Continuity Plan.	<div></div>	25%
Comments	The new capabilities delivered through the Datacentre Transformation Project has seen a shift in focus to the activity of periodically checking the performance of infrastructure providers and testing integrity of our tape based backup approach for longer term offline storage and point in time recovery. Backups were tested for specific recovery tasks on three occasions during the reporting period.		

Code	Name	Progress status report
RM-P015	Annual technology security vulnerability assessment exercise – testing network security.	<div><div></div></div> 75%
Comments	The annual technology vulnerability assessment exercise was conducted in August 2019 and expanded to incorporate testing internet services such as our website and electronic lodgement systems. The vulnerabilities identified were of less significance than the previous test in July 2018, urgent matters were remediated immediately and a plan for lower priority vulnerabilities was developed with execution staged over the remainder of this reporting year.	
02 A vibrant and diverse community		
2A MEET THE NEEDS OF OUR DIVERSE COMMUNITY AND PROVIDE EQUITABLE ACCESS TO SOCIAL SERVICES AND INFRASTRUCTURE.		
2a.1 Maintain current knowledge and understanding of community needs to support planning and program development.		
S040	Local services participation and partnerships, identifying emerging needs, service gaps and opportunities across target groups.	<div><div></div></div> 25%
Comments	Staff continue to attend and facilitate numerous meetings of local interagency groups which address the needs of our targeted groups i.e. Aboriginal and Torres Strait Islander peoples; CALD communities; Older Persons and persons with a Disability; Youth; and public housing tenants. This quarter Council staff established a working group of mental health service providers to address the emerging issues around youth suicide.	
2a.2 Provide for a high level of accessibility to Council's community facilities and infrastructure.		
S041	Fair and equitable access to our major multi-purpose centres for a range of user groups (hirers and class attendees).	<div><div></div></div> 25%
Comments	Staff continue to support and promote use of major multi-purpose centres through connection with funding sources and promoting use to partnership projects. Kensington Park Community Centre was activated for Cultural Bridges, a multicultural celebration event in October. Communities at the Centre (ComaC) partnership evaluation framework meeting was hosted at the Prince Henry Centre in August. The Arts and Culture Study includes opportunities to utilise Council venues.	
S042	Plan and schedule activities in venues that are easily identified and accessed by people with disabilities.	<div><div></div></div> 25%
Comments	Implemented the following events and activities: Know Pain or No Gain Chronic Low Back Pain Seminar held in July, 90 people in attendance. The Spirits of Prince Henry Twilight Tour held in July at the Nursing and Medical Museum, Little Bay, over 90 people in attendance. Chasing away the Black Dog: New ways to treat depression seminar held in partnership with the Black Dog Institute and Neuroscience Research Australia in October – 85 people attended the seminar. Held 'Cultural Bridges' Multicultural Festival at Kensington Park Community Centre in October, 400 people in attendance. Held the Grandparents Fun Day at the Prince Henry Nursing and Medical Museum in October and the Safe TALK Suicide Prevention Awareness Training at Bowen Library and Community Centre in October.	
2a.3 Support different groups in the community to improve access to services and recreational activities.		
S043	Maintain and develop partnerships with organisations that support of diverse communities, e.g. the Culturally and Linguistically Diverse (CALD) community.	<div><div></div></div> 25%
Comments	Randwick City Library has current partnerships with The Korean Cultural Centre, Randwick TAFE and the Ethnic Community Services Cooperative. We work with the Ethnic Community Council and the State Library of NSW to deliver technology classes to the CALD community.	
S044	Ensure library CALD collections reflect demographics and community needs.	<div><div></div></div> 25%
Comments	This quarter, the CALD community borrowed a total of 9,634 items from our Library's core collection of 7 languages. A further 240 items were borrowed by customers from the State Library's collection received in bulk loans in this quarter.	

Code	Name	Progress status report
P016	Review library CALD collection to inform future collection development.	<div><div></div></div> 25%
Comments	Our CALD Services Librarian, together with staff from the top ten CALD lending libraries in NSW, investigated a decline in collection usage through statistical analysis. Collection usage was discussed through State-wide public library groups. Meetings with CALD book vendors were held to initiate a voting system where CALD customers can vote on new books to be added to the collection to further engage with the community.	
S045	Provide a range of programs and activities for a diverse community.	<div><div></div></div> 25%
Comments	This quarter, there were 1,298 attendees at 101 CALD specific activities, which included our highly popular story times in mother languages and English Conversation Classes. In addition, we started a new Spanish Book Club that has proved immensely popular.	
S046	Provide a range of collection items, programs and activities which are accessible and inclusive for people with disabilities.	<div><div></div></div> 25%
Comments	In the September quarter we used our new sensory kits that we received through our partnership with Ability Links, at outreach events. The kits include a sensory tent and various objects to make children with sensory issues sometimes associated with Autism Spectrum Disorder feel safer in public spaces.	
IM-S047	Ensure website content is current and translated into our top 5 languages (other than English) – Chinese, Greek, Indonesian, Spanish and Russian.	<div><div></div></div> 25%
Comments	Information is presented on the council website in the 5 top community languages.	
S048	Raise awareness and build the capacity of local residents and/or their carers, improving their ability to negotiate for and access relevant services.	<div><div></div></div> 25%
Comments	Held a range of information sessions, seminars and raining to raise awareness for vulnerable cohorts about available support services and programs in Eastern Sydney in partnership with organisations such as Ethnic Community Services Co-operative, Holdsworth Community Centre & Services, Sydney Multicultural Services, St Vincent de Paul Society, Junction Neighbourhood Centre and the Black Dog Institute. On average there were between 80 –130 people in attendance. Delivered 3 x presentations to local Seniors Groups and Clubs about accessing My Aged Care, the National Disability Insurance Scheme (NDIS) and Carer Support Services. Also refer S042.	
S049	Participate and/or facilitate joint activities promoting increased understanding of consumer directed care and how to exercise choice and control in choosing disability support services.	<div><div></div></div> 25%
Comments	Co-resourced and convened the City of Sydney and Eastern Sydney Aged & Disability August Interagency meeting. Attended and participated in the Eastern Sydney Community Home Support Forum (CHSP) meetings for July & September. Attended and participated in the Eastern Sydney Abuse of Older Persons Collaborative meeting in September. Attended and participated in the South Eastern Sydney Local Health District Older Persons Mental Health Network meetings. Attended and participated in the Randwick Waverley Community Transport August Board meeting and the HIV/AIDS Related Programs (HARP) Unit World AIDS Day planning meeting held in September.	
S050	Consult regularly within the community services industry in identifying key issues important to people with disabilities and their carers.	<div><div></div></div> 25%
Comments	Regularly liaised with key disability support services in relation to client issues such as community transport for medical and social appointments for people with disabilities and the Carers, problematic hoarding disorders, accessing the NDIS and lawn mowing and gardening services etc. Also refer S049.	
2a.4 Improved opportunities for local Aboriginal and Torres Strait Islander peoples to access support services.		
S051	Support community-based support agencies to plan and deliver while providing essential information to government program funding providers aimed at meeting the needs of at-risk and/or vulnerable residents.	<div><div></div></div> 25%
Comments	Staff continue to convene/co-convene interagencies and networks across Aged and Disability, Aboriginal, Youth, Migrant and Multicultural and Families and Children sectors. Working groups have been formed to provide support to services on sector education, upskilling of data collation (logical framework), report writing, and grant writing. Community Project Officers continue to hold positions on state government advisory committees and executive groups to advocate and ensure local at-risk and vulnerable residents are represented and considered in planning, sector mapping and funding allocation.	


Code	Name	Progress status report	
S052	Assist local Aboriginal organisations to plan and deliver nationally significant events such as NAIDOC Week and Reconciliation activities.	<div></div>	25%
Comments	Provided support and information on funding opportunities to local non-government organisations who provide services to Aboriginal communities. Facilitated meetings of non-government interagency groups, linking service providers and encouraging partnerships for annual cultural celebrations. Supported a number community NAIDOC events including: Souths Cares, Prince of Wales and La Perouse Community Health Centre NAIDOC celebrations. Partnership with Waverley Council and Centennial Park Trust to host a cultural NAIDOC event at Centennial Park.		
S053	Ensure that the programs and activities delivered via the Lexo Hub address the identified needs of local indigenous individuals and families.	<div></div>	25%
Comments	Ensured that culturally appropriate services are delivered from the Hub@Lexo outreach and encouraged Aboriginal community members to attend and participate in outreach support, cooking classes, playgroups and workshops. Provided information that is culturally friendly, easy to interpret and understand to Aboriginal residents and community members that attend the Hub. Provide identified Aboriginal staff for programs where necessary.		
2a.5 Implement our social inclusion plan ‘An Inclusive Randwick’ to address gaps in service provision and reduce disadvantage.			
S054	Produce and publish the biannual Parenting Calendar linking local families to a range of child development courses.	<div></div>	25%
Comments	All contributors have submitted their information regarding workshops for the first draft of the January–June 2020 Parenting Calendar. Calendar will be completed and distributed to community by the end of the 2019 school term.		
P017	Identify options for the location of a youth focused facility to deliver high priority programs and activities for at-risk and vulnerable age groups.	<div></div>	25%
Comments	Community consultation, including the Youth Advisory Committee has demonstrated priority for a youth focused facility and a preferred location has been identified as in or near Heffron Park. Options continue to be explored.		
P018	Establish and implement a Foodbank Program in address of food security issues operating from the Lexo Hub facility.	<div></div>	25%
Comments	Trials with foodbank service providers have occurred with varying outcome levels. Research continues into best practice and appropriate programs for the community.		
2a.6 Implement grants programs to enhance services to meet community needs.			
S055	Administer our Community Partnership Funding Program, and our Cultural and Community Grants Program, and also Randwick ClubGrants NSW on behalf of participating clubs.	<div></div>	25%
Comments	Council approved funds of \$39,865 for nine Community organisations through the Cultural and Community Grant Program September 2019. Funds of \$151,112 to 13 community service providers (including 2nd and 3rd year projects) distributed as part of the 2019-20 Community Partnerships Funding Round, with a cheque presentation ceremony held 15 August. Coordinated the 2019 ClubGrants Round including the presentation Evening on 14 August 2019.		
2B STRONG PARTNERSHIPS BETWEEN THE COUNCIL, COMMUNITY GROUPS AND GOVERNMENT AGENCIES.			
2b.1 Support resident precinct committees, chambers’ of commerce and combined service clubs.			
S056	Provide meaningful face-to-face opportunities for community participation.	<div></div>	25%
Comments	13 Precinct meetings were held across Randwick City over the quarter. A new Precinct Partnership Agreement has been written in conjunction with the Precincts, and endorsed by Council, enhancing our partnership with the Precincts. Additionally, a review of the current Precinct Rules and Procedures is underway to help Precinct Executives continue to run effective, beneficial precinct meetings. The local business associations are regularly informed of all Council information relevant to the local business community.		

Code	Name	Progress status report
2b.2 Partner and implement joint projects to achieve improved service coordination and value for money outcomes for the region.		
S057	Activate and manage the Lexo Hub facility in providing accessible office space for community service providers for the delivery of health, well-being and social welfare services.	<div><div></div></div> 25%
Comments	Staff provide administration and coordination of partners and services at the Lexo Hub through weekly programs and outreach including: Domestic & Family Violence counselling; Centrelink outreach; community drop-in; community garden project; GP and Podiatry services; learn to sew program; Housing and Legal outreach. Continue to access suitable programs that can be delivered from the Hub@Lexo and implement and manage Council responsibilities agreed to with government partners of the Communities at the Centre project MOU.	
S058	Participate on the steering committee of <i>Communities at the Centre</i> : Equity and Well-being initiative relating to key social housing neighbourhoods.	<div><div></div></div> 25%
Comments	Staff participate on three Communities at the Centre committees; Operational; Steering and Evaluation committees who meet on a bi-monthly basis. Member agencies include NSW Health, Community and Justice NSW, The Deli Women and Children’s Centre, the Primary Health Network and Council. During this period Council hosted meetings of the Steering and Operational Committees.	
2C NEW AND UPGRADED COMMUNITY FACILITIES THAT ARE MULTIPURPOSE AND IN ACCESSIBLE LOCATIONS.		
2c.1 Implement the ‘Community Facilities Plan’ as per identified priorities.		
P019	Plan and construct community facilities under <i>Our Community our Future</i> program, inc. Malabar memorial hall and Blenheim House Arts & Cultural Centre.	<div><div></div></div> 25%
Comments	Blenheim House – concept planning is underway. Malabar Memorial Hall – consultant procurement underway.	
2D OUR CULTURAL DIVERSITY IS APPRECIATED AND RESPECTED.		
2d.1 Implement ‘A Cultural Randwick City’		
S059	Implement our calendar of events, including The Spot Festival and Coogee Christmas Carols.	<div><div></div></div> 25%
Comments	Refer S063.	
S060	Support and assist in the development and implementation of a range of cultural activities and events (both indigenous and non-indigenous) at La Perouse Museum.	<div><div></div></div> 25%
Comments	Implemented two sold-out Twilight Concerts in the Instrument Room at the La Perouse Museum. Initiated the Live at the Watchtower program of short concerts which were also booked out. Supported the Curator to plan the Museum program for 2020.	
S061	Support and assist in the delivery of our Multicultural Festival.	<div><div></div></div> 25%
Comments	Staff have been liaising with the Cultural Diversity & Equity Advisory Committee, Events Manager and partners to host ‘Cultural Bridges’ at the Kensington Park Community Centre and surrounds in October. This event has traditionally been supported by Randwick Council and hosted by Ethnic Community Services Cooperative in the Town Hall. It has been decided that for 2019 that Cultural Bridges be expanded upon to act as a pilot and viability test for a Multicultural Festival. The Cultural Diversity & Equity Advisory Committee will evaluate the event and offer recommendations at the November meeting.	
P020	Explore and develop a list of feasible cultural activities for implementation in our community centres, e.g. Prince Henry Centre, Randwick Literary Institute and Blenheim House.	<div><div></div></div> 25%
Comments	An Arts and Culture survey has been posted on our website and distributed to appropriate organisations as part of our Arts and Cultural Study. As part of the study a consultative company has been engaged to explore and develop a list of art and cultural activities that would be suitable for our venues and to gather community comments from the survey. A draft Arts and Culture Study is expected to be received in October 2019.	

Code	Name	Progress status report
2d.2 Deliver and/or sponsor a range of cultural programs to promote a sense of community.		
S062	Investigate feasibility, sponsorship potential and/or directly supporting community events/projects as required by resolution of Council.	<div><div></div></div> 25%
Comments	We partnered with Biennale of Sydney on programmed activities including the official launch held in September 2019 at the Prince Henry Centre, and the actual Biennale to be held in March to June 2020. The 2019-20 Cultural and Community Grant Program recommendations were submitted to the September Council meeting. A draft Arts and Culture study report is expected to be available in December and other projects that could potentially benefit residents are being investigated ie. Side Walk Talks; a Multicultural Festival; and StreetGYM.	
S063	Implement our calendar of signature annual events (and other ad hoc events).	<div><div></div></div> 25%
Comments	Three major events were delivered this quarter, in partnership with community stakeholders. They were Bastille Day ceremony and community celebration in partnership with the French Consul-General; Beach Breaks Carnival and Surfing Walk of Fame in partnership with Surfing NSW; and the Eco Living Expo.	
03 An informed and engaged community		
3A EFFECTIVE COMMUNICATION METHODS AND TECHNOLOGY ARE USED TO SHARE INFORMATION AND PROVIDE SERVICES.		
3a.1 Use effective communication methods to provide the community with information on our service activities.		
S064	Monitor and apply communication and visual design standards to our communication materials, products and website.	<div><div></div></div> 25%
Comments	Staff reviewed, edited and distributed approximately 74 publication approval requests during the quarter. Each request included a number of items including posters, flyers, banners, signage, brochures, newsletters and advertisements. These publications were edited to ensure they were of a high quality and reflected Council's refreshed and consolidated style. All publications go through a publication approval system to ensure quality of design and effective and correct communication.	
S065	Produce appropriate video content for our digital communication channels.	<div><div></div></div> 25%
Comments	18 videos were produced across our communication channels. Our highest performing video on Facebook was our K2K strategy explainer which was made in-house. According to Facebook insights from July-September it reached 21,625 people, with the top audience being women 65+ years of age. The video stimulated some insightful comments on the Facebook post and was an effective way to inform the community about our planning strategy for the Kingsford and Kensington town centres. Other videos which performed well on Facebook: Dolphins at Coogee beach, light rail information and free planting kits for National Tree Day.	
S066	Produce and/or influence the development of effective and targeted communication plans and products for our events, projects and activities.	<div><div></div></div> 25%
Comments	The Communications team implemented and developed five Communications plans to inform, educate and engage the community on various activities, including promotion of The Breaking of the Drought film event, Belmore Road upgrade, Community Service Awards nominations, Eco Living Expo and the Randwick Community Race Day.	
S067	Write quality speeches for Council representatives.	<div><div></div></div> 25%
Comments	36 speeches were written for Council representatives. They are written with a great deal of research and consideration to help build connections, inform and motivate residents at a range of events.	
S068	Produce regular community newsletters (digital and print) to inform and engage our community.	<div><div></div></div> 25%
Comments	Over the past quarter we have produced 13 editions of the weekly eNews. The most popular stories for this quarter were our residential waste services, achievements for the month of June, changes to the way we collect rubbish, information about how we deal with dangerous dogs and other dog-related questions, answered the top 5 most asked questions, promoted the K2K consultation, promoted the Belmore Road upgrade, created a round-up of free Council events and promoted the Eco Living Expo. We had an average of 29% open rate, which is above industry standard and a strong click-through rate of 25%. In September the Spring issue of Scene Magazine was delivered to more than 65,000 homes. It covered our 60 year partnership with Randwick SES, our food waste	

Code	Name	Progress status report	
	recycling program, the various programs that get people out of their homes and into the community, how to enjoy our many green spaces and the speakers who presented at the Eco Living Expo as well as four pages of news items.		
S069	Produce effective high quality visual communications materials to support and enhance our business.		<div><div></div></div> 25%
Comments	We produced 315 design items from July to September 2019 promoting and informing residents of Council news and events. We designed and distributed the Spring edition of SCENE magazine. Other highlights included new branding for the popular Eco-Living Expo, Beach Breaks festival as well as designing the Commemoration of the Wrapped Coast by Christo and Jean-Claude. We produced designs for print and web to promote community talks, workshops and targeted events and exhibitions for our diverse range of residents (Wrap with Love Knitting Group, Refugee Week: Screening of Human Flow, Know Pain or No Gain: A New Approach to Treating Back Pain, Bastille Day event, Youth Art Exhibition, Business Awards, Surfing Walk of Fame and Objets Francais exhibition to name a few). We designed consultation material for the Kokoda Park Playground, Clovelly Road masterplan and South Coogee to Kingsford.		
S070	Effectively manage our banner poles as an outdoor communications medium.		<div><div></div></div> 25%
Comments	In this quarter, staff installed seven campaigns across various suburbs. We focussed on supporting Beach Breaks, the Business Awards, Eco Living Expo, Wrapped Coast events, Randwick Rugby Club and the NRL Grand Finals.		
S071	Promote and share information to assist people with a disability (and their carers) access relevant services.		<div><div></div></div> 25%
Comments	Disseminated sector news and updates and information about new and existing support services and programs on a weekly basis to over 100 members on the Eastern Sydney Aged Disability Interagency e-mailing list. Held events such as the Grandparents Fun Day and Cultural Bridges Multicultural Event – over 25 services promoted their events, programs and services to participants. Held a range of information sessions to link and improve access for people with a disability and their carers to support services both formal and informal. Delivered 3 x in-service presentations to local groups and clubs in relation to the NDIS, Carer support services etc.		
3a.2 Ensure our website is an accessible and usable interface between Council and our community.			
S072	Ensure the library sub-site and social media channels provide timely, engaging and relevant information.		<div><div></div></div> 25%
Comments	This quarter, there were 168,666 views (from 92,052 unique sessions) on the Library website. The Library's Facebook page grew by 2.8% to 1,618 likes, delivering 76 posts to a total reach of 28,506 users. The Library had 1,048 forms completed online. We released three monthly eNewsletters featuring top library events, activities and exhibitions for each month to an average 31,464 subscribers (0.9% month on month average growth) with a 24% average open rate and a 13% click through rate.		
P021	Refresh the look of the library sub-site.		<div><div></div></div> 25%
Comments	New banner images have been added to the landing page and other sections of the subsite. The website exhibition gallery was updated with the City of Tomorrow Youth Art Exhibition: Envisioning a sustainable future. eResources pages were updated to add new resources and remove expired ones. A new section for coding resources was added to the online for kids section. 14 News articles were posted to the website		
IM-073	Maintain and enhance our website with suitable and accessible content.		<div><div></div></div> 25%
Comments	With the public website being accessed by more tablet and mobile devices, than traditional desktop computers, the Council has commenced a technical responsiveness review and rectification project to ensure high quality experience for customers. This will be concluded in the 4th quarter 2019-20.		
P022	Implement and host a <i>Community Submitted Events Service</i> , providing a space for community organisations to promote community activities.		<div><div></div></div> 15%
Comments	Community Submitted Events Service currently in planning stage.		



Code	Name	Progress status report
3a.3 Implement technology solutions in support of services and resources to meet the needs of our community.		
IM-S074	Improve and expand website content in providing online services to our community (both web and mobile).	<div><div></div></div> 25%
Comments	Migrated the library reservation system to a new platform, ensuring scalability and ease of use for the libraries and the patrons; significant streamlined the service request process for lost or damaged bins and clean-ups, allowing customers to raise requests and automatically routing them to the correct responsible officer without staff needing to do any manual processing of the request.	
TM-S075	Ensure optimal enterprise functionality to improve online access to information, services and resources.	<div><div></div></div> 25%
Comments	Marc Records for eMagazines were re-implemented in the catalogue, providing another discovery point for these digital resources. Work continues with the vendor to ensure a good customer experience when finding titles to downloading them on smart devices, so that this can be added to the library app. This quarter there were 40,805 sessions, 60,297 searches and 341,233 page views. There were 588 referrals from search engines to Randwick’s Library.link profile.	
S076	Provide innovative hardware, software and web solutions to library customers and staff.	<div><div></div></div> 25%
Comments	Patrons are now able to book study rooms online at Margaret Martin and Lionel Bowen libraries through the library app. The ability to join the library directly though the app was also enabled. Delivery of SMS library overdue and reservation notices via the SirSiDynix Library Management System was implemented.	
P023	Implement an integrated online booking system for our venues (including event invitation and RSVP functionality).	<div><div></div></div> 25%
Comments	In progress.	
TM-P024	Rollout of public wifi across our facilities and open spaces.	<div><div></div></div> 25%
Comments	Public wifi services have been commissioned at Maroubra Beach central area and across to the main bus stop for Maroubra beachgoers. Coogee Bay Road will also receive public wifi as part of the streetscape upgrade. A digital dashboard for internal use provides real time monitoring of utilisation of our wifi networks and a software upgrade to our firewall provided additional capacity for wireless users.	
3B THE COMMUNITY HAS INCREASED OPPORTUNITIES TO PARTICIPATE IN DECISION-MAKING PROCESSES.		
3b.1 Develop opportunities for community participation in Council’s decision-making processes.		
S077	Develop and support effective consultation plans in support of our projects.	<div><div></div></div> 25%
Comments	Consultation programs were undertaken for Kokoda Memorial Park playground upgrade, Residential Waste Services Survey, Heffron Park Reserve Lease, Kensington and Kingsford Planning Proposal, La Perouse Museum Upgrade, Meeks Street Urban Plaza, Arts and Culture Strategy survey, Resident Parking Scheme Survey CO6.	
S078	Obtain community feedback on our Events Program.	<div><div></div></div> 25%
Comments	Surveys carried out at the Eco Living expo. Data will be recorded at a number of events over the next 12 months as a review and to provide analysis of events.	
S079	Provide administrative support and organisation for our Advisory Committees in support of optimal meeting outcomes.	<div><div></div></div> 25%
Comments	Older Persons and Access committees attended by 10 participants each held in August – partnerships formed with Twilight tour held in July and planning for Grandparents Day to be held in October. Youth Advisory Committee met in September and discussed a proposal for an online youth presence to enhance inclusion, link youth to services and offer mental health support as well as planning for Youth Week 2020. Cultural Diversity & Equity Advisory Committee met in September and discussed ideas for a Multicultural Festival.	
S080	Identify issues of importance to people with disabilities (and their carers) through regular consultation with key community representatives.	<div><div></div></div> 25%
Comments	Refer to S042, S048 S049 and S071.	

Code	Name	Progress status report
S081	Leverage social media to encourage community participation in decision making for our projects, events and activities.	 25%
Comments	This quarter we posted 121 times on Facebook, engaging with 67,464 people. We received 2,423 comments across the three-month period. The most engaging posts for the quarter was a Dolphin photo at Coogee; the Mahon Pool Vandal and work update; and the Dog poop sign upgrade. Instagram is still a growing channel, but reporting isn't as detailed as it currently is for Facebook. We posted 24 times across the quarter and much more frequently in the "stories" element of the channel, especially to promote Council events.	


04 Excellence in urban design and development

4A IMPROVED DESIGN AND SUSTAINABILITY ACROSS ALL DEVELOPMENT.

4a.1 A high standard of design quality in new development.


P025	Finalise the Kensington to Kingsford (K2K) planning proposal and urban design strategy.	 80%
Comments	Public exhibition of the K2K proposal and associated studies and policies was undertaken between 20 August and 1 October 2019. Submissions received are currently being reviewed for reporting to Council in December 2019. A broad range of engagement activities was undertaken including on-line Q&A. Video pop-ups, social media postings and letters to the community.	
P026	Prepare Development Control Plan (DCP) for Kensington to Kingsford (K2K).	 25%
Comments	Drafting has commenced on provisions to be included in the draft DCP for the town centres.	

4a.2 Promote and recognise design excellence and sustainability.


P027	Run the 2020 design excellence program, inc. Urban Design Awards and Architecture Talks.	 25%
Comments	No architecture talks have been undertaken this quarter. The Design Excellence framework for the K2K corridor was included in the exhibited material as part of the Planning Proposal.	

4B NEW AND EXISTING DEVELOPMENT IS MANAGED BY A ROBUST FRAMEWORK.

4b.1 Effectives strategies and processes to manage the impacts of new and existing development.

S082	Determine Development Applications (DAs) efficiently in accordance with the provisions of the LEP and DCP.	 25%
Comments	1. Median net processing time for all DA's determined was 41 days (target 35 days) 2. Average net processing time for all DA's determined was 46 days (target 40 days) 3. Median gross processing time for all DAs determined was 111 days (target 65 days) 4. Average gross processing time for all DAs determined was 129 days (target 80 days)	
S083	Implement recommendations of the Randwick Local Planning Panel (RLPP).	 25%
Comments	The Randwick Local Planning Panel made 19 resolutions in the September quarter. All 19 resolutions have been implemented.	

4b.2 Ensure relevancy and delivery of good design outcomes by monitoring the provisions of the LEP and DCP.

P028	Review the LEP and DCP to ensure design provisions and controls align with the Local Strategic Planning Statement (LSPS).	 0%
Comments	On hold. To commence in 2020, once the LSPS and Housing Strategy has been finalised.	

Code

Name

Progress status report

05 Excellence in recreation and lifestyle opportunities**5A MAXIMISE OPPORTUNITIES FOR RESIDENTS AND VISITORS TO ENJOY BOTH ACTIVE AND PASSIVE OPEN SPACE.****5a.1 Progressively update plans of management focussing on active and passive recreation opportunities.**

S084	Assess applications for activities on public land in keeping with service levels agreements and incorporating relevant criteria.		0%
-------------	---	---	-----------


Comments The development/review of the Plans of Management has been deferred until completion of the Open Space and Recreation Strategy.

5a.2 Continue work towards a continuous Coastal Walkway from Clovelly to Botany Bay.

P029	Design feasibility and amenity study for the continuation of the coastal walkway through the southern golf courses.		15%
-------------	--	---	------------


Comments Initial feasibility assessment has taken place for The Coast Golf course and St Michael's Golf Course.

5B FACILITATE A RANGE OF SPORTING AND LEISURE ACTIVITIES.**5b.1 A diverse range of programs designed to increase attendances at Des Renford Leisure Centre (DRLC).**

S085	Provide and expand Des Renford Leisure Centre (DRLC) community programs in line with industry trends and customer demand.		25%
-------------	--	---	------------


Comments DRLC has continued to see increases in attendance, exceeding 1,000,000 visits for the first time in the 12-month period to quarter end. Learn to Swim participation maintained an average over 4,600 weekly enrolments, with gym membership averaging over 2,600 week-to-week memberships across the entire year.

5b.2 Plans of management for open space focus on multi-use, e.g. the Heffron Park Plan of Management.

P030	Neptune Park - improved landscaping and outdoor gym.		20%
-------------	---	---	------------

Comments Community consultation is complete and will inform the design. Land survey services procurement underway.

5C CREATE NEW OPEN SPACE AS OPPORTUNITIES ARISE.**5c.1 Advocate from public access to the remaining Commonwealth owned land at Malabar Headland.**

P031	Negotiate with Commonwealth and State Government agencies for access to the Malabar Headland.		25%
-------------	--	--	------------

Comments Liaising with Commonwealth Department of Finance on Eastern Beaches CMP and for future meeting date. Site inspection of equestrian facility undertaken and memo prepared and circulated to relevant staff.

5c.2 Plan and advocate for public open space and connection in major urban renewal and infrastructure projects.

P032	Support delivery of Green Grid links consistent with the Green Infrastructure Plan and Local Strategic Planning Statement.		25%
-------------	---	---	------------

Comments Liaising with DPIE to integrate State Government GIS maps of green grid into our system and also incorporate into Council's draft LSPS.

5c.3 Optimise the urban interface with the Light Rail.

P033	Plan and construct the Meeks Street urban plaza.		15%
-------------	---	---	------------

Comments Initial community consultation completed and concept design underway.

Code	Name	Progress status report
P034	Ensure public space and access opportunities in conjunction with the Light Rail project.	<div><div></div></div> 25%
Comments	The Acciona construction compound has been removed from Meek Street enabling improved access and activation for business support.	
5D LIBRARY PROGRAMS, RESOURCES AND FACILITIES PROVIDE INNOVATIVE AND INSPIRATIONAL OPPORTUNITIES FOR EDUCATION LEISURE.		
5d.1 Ensure library facilities, services and resources are relevant to our community.		
S086	Determine ongoing community satisfaction with Randwick City Library, inc. resources, services and facilities.	<div><div></div></div> 25%
Comments	Positive feedback about library services and activities was received via email and social media this quarter, with high usage (also refer S088) reflecting community satisfaction with the resources provided. The number of satisfied customer information enquiries has increased by 29% in comparison to the same period in the previous year. Among the three Author Talks and three Talking Tech events held in the quarter we achieved an 'expectation met' score of 96.83% from 40% of the total audience.	
S087	Acquire new items for the library collection which are relevant to community trends and expectations.	<div><div></div></div> 25%
Comments	3,104 new items were added to the library's collection during the quarter.	
S088	Ensure library facilities, services and resources meet community demand – high levels of patronage and usage.	<div><div></div></div> 25%
Comments	Across the Library Service during the quarter, 215,553 loans, 146,422 visits and 2,711 new memberships were recorded. 17,500 new library cards for adults, seniors, young adults, juniors and toys were ordered and received for new membership registration. There were 11,578 eBook loans, 9,129 eAudio loans, and 5,518 eMagazine loans. The Library's film streaming service had 3,230 films played. A total of 536 events/classes were delivered to a total 12,262 participants.	
P035	Develop a marketing plan and calendar of events in reflection of community needs, interests and demands.	<div><div></div></div> 25%
Comments	The library marketing plan for 2020 is in progress, with future events being planned based on the success of 2019 programs and activities. The main exhibition space in the Lionel Bowen Library is fully booked until mid-2021 with supporting events in the process of being scheduled. Three exhibitions have been developed as cross council partnerships. As a direct result of community feedback, a refresh and update of support material for our kids' program is underway. A new Friday Night Movies at the Library program was launched in the September Quarter, with 6 movies screened from Kanopy (our streaming service) and a total attendance of 58. An Australian Poetry Slam workshop (11 participants) and heat (inaugural RCL event - total audience 50 with 18 performances). Achieved positive feedback and requests for more like it. We held three author talks at our Margaret Martin Branch in the quarter; Peter Sheridan (73 guests), Cassie Hamer (30 guests) and Helen Pitt (40 guests) - we achieved an average expectations met score of 96.9%.	
S089	Provide exciting and innovative programs and services for children and families.	<div><div></div></div> 25%
Comments	This quarter, Randwick City Library delivered 166 activities for children, such as craft, children's book clubs, school holiday activities, baby 'lapsit' and 'storytime' to 6,351 participants. This year we had an amazing Children's Book Week with outreach to many schools across the Local Government Area, including a day long visit from 506 students from Our Lady of The Sacred Heart School at Randwick where the children were led in readings and activities around the award winning books for 2019.	
S090	Develop and deliver programs to support digital learning and social inclusion for seniors.	<div><div></div></div> 25%
Comments	Based on community feedback and similar event attendance, Talking Tech talks on the NBN rollout (group and one to one session), myGov and My Aged Care presented in the quarter will be delivered in the December quarter.	

Code	Name	Progress status report
S091	Provide a library presence at community events and continue the school visit program.	<div><div></div></div> 25%
Comments	Randwick City Library participated in The Randwick Community Race Day on 6 July 2019, Eco-Living Expo on 22 September 2019 and continued to receive school visits as requested.	
S092	Undertake community outreach through the ‘Spark Library Outreach Vehicle’.	<div><div></div></div> 25%
Comments	The Spark Library Outreach Vehicle has been present at two events in the September quarter. The Library’s inaugural outing was at the Randwick Community Race Day (over 300 visitors to the van + new membership sign ups) and the Eco-living Expo (over 450 visits to the van).	
P036	Enhance the Lionel Bowen Library façade.	<div><div></div></div> 25%
Comments	CK Design International has developed an initial plan and is currently costing signage and other facets of the design. A RFQ for painting the façade is underway.	
P037	Upgrade public toilet facilities at Lionel Bowen Library.	<div><div></div></div> 0%
Comments	Work is not expected to commence on this project until the final quarter in 2020.	
P038	Plan and fit out ‘The Third Space’ – a lifelong learning space located at Lionel Bowen Library, Maroubra.	<div><div></div></div> 25%
Comments	A business plan for the implementation of The Third Space has been developed and staff have visited libraries with makerspaces to glean ideas for the space and program.	
5d.2 Use the community hub for education and leisure activities.		
S093	Deliver lifelong learning opportunities e.g. technology literacy, physical and mental health and social integration.	<div><div></div></div> 25%
Comments	At the library, the community participated in sessions such as Tai Chi, Bridge, Mah-Jong, Art, Tabletop Gaming and singing. Seminars as part of the Talking Tech series covered topics on: Tips on Purchasing and Upgrading Your Hardware and Software, Demystifying the NBN, and Photography with your Phone. Our group and one-on-one TechConnect technology literacy programs continued.	

06 A liveable City

6A OUR PUBLIC INFRASTRUCTURE AND ASSETS ARE PLANNED, MANAGED AND FUNDED TO MEET THE COMMUNITY EXPECTATIONS AND DEFINED LEVELS OF SERVICE.

6a.1 Deliver infrastructure assets that ensure intergenerational equity and meet our obligations as the custodian of community assets.		
S094	Collect and collate asset management data to facilitate accurate and timely decisions for best management of our assets.	<div><div></div></div> 25%
Comments	The collection of asset data is progressing to schedule.	
6a.2 Conduct programmed infrastructure and asset maintenance in accordance with adopted service levels.		
S095	Maintain drainage infrastructure, inc. kerb and gutter, drainage pits and gross pollutant traps.	<div><div></div></div> 25%
Comments	Road Services completed 48 drainage requests, at 96% within the SLA, and 34 clear culvert/pits requests at 47% within SLA during the quarter.	

Code	Name	Progress status report	
S096	Maintain open space areas, inc. parks, gardens, sportsfields, streetscapes and cemeteries.	<div></div>	25%
Comments	Scheduled maintenance within parks, sportsfields and other public areas was completed within or near service level agreements. Open Space services completed 235 requests from the community regarding a variety of issues including natures strips, park maintenance, water services and streetscape gardens, 77% of these requests were completed within the nominated service level timeframe.		
S097	Maintain building facilities, inc. amenities, community centres, boardwalks and park furniture.	<div></div>	25%
Comments	All scheduled maintenance for Council-owned buildings and structures were completed as per 25% of the schedule. These services include general building maintenance, air conditioning, lifts and fire services.		
S098	Maintain road pavement infrastructure, inc. pot holes, large surface repairs, line markings and signage infrastructure.	<div></div>	25%
Comments	Road Services completed 45 Road Pavement repairs at 76% within SLA and 297 Pothole requests at 75% within SLA during the September quarter.		
P039	Maintain footpaths, inc. rectifying uneven surfaces.	<div></div>	25%
Comments	Road Services completed 387 footpath repairs at 88% within SLA during the September quarter.		
P040	Implement our Buildings capital maintenance program.	<div></div>	25%
Comments	The Buildings capital maintenance program is 25% complete, including Council-owned buildings, Parks furniture, fencing, signage maintenance, public bins damaged/ surrounds, street furniture, parks building maintenance and tenanted buildings.		
P041	Implement the Road Rehabilitation Program (as part of the Capital Works Program).	<div></div>	25%
Comments	Road rehabilitation program covers local and regional roads. The program was completed as per schedule		
6a.3 Implement and complete major projects in the ‘Our Community our Future’ program.			
P042	Plan and construct major projects under the Our Community our Future program (OCOF), inc. Heffron Centre.	<div></div>	25%
Comments	Status update for carried-over 2018-19 and new 2019-20 projects as follows: Mahon Pool Amenities – complete Malabar Offshore Jet Rescue Facility - complete Malabar Memorial Hall – early planning underway South Maroubra Beach Amenities and Car Park – early planning underway Randwick town Hall – early planning underway Heffron Centre - planning underway Randwick Administration Centre - planning underway La Perouse Museum and Toilets – preliminary planning underway Yarra Bay Bicentennial Park Amenities – detailed design complete Blenheim House (Cultural Centre) - concept stage underway Malabar Junction Amenities – detailed design complete Coogee Oval Grandstand – detailed design complete.		
P043	Plan the undergrounding of power lines at The Spot, Randwick.	<div></div>	25%
Comments	A consultant has been appointed and concept designs for undergrounding of power and street lighting have been received.		

Code	Name	Progress status report
6a.4 Prepare and implement our Smart City Strategy to take advantage of technology opportunities and deliver improved services.		
P044	Deliver the Smart Car Parking project in the Kensington and Kingsford town centres.	<div><div></div></div> 25%
Comments	Council has continued to work with UNSW researchers on delivering the Smart Parking project by undertaking surveys and commencing analysis of data collected in the field.	
IM-P045	Deliver the Smart Beach Project to optimise the beach-going experience at Coogee Beach and develop open data standards for beach information.	<div><div></div></div> 25%
Comments	During the reporting period staff and contractors reviewed the performance of various Smart City data management solutions and identified a way forward. Design commenced for the installation of smart displays throughout the Coogee precinct. A source for beach pollution condition information (NSW EPA) was identified. A weather station was commissioned at Coogee to provide local temperature and wind information, this will be integrated into the future data platform. Bin level sensors were trialled and found not suitable, alternative approaches are now being considered.	
6a.5 Consider opportunities for the restoration of the La Perouse Museum.		
P046	Project manage the restoration of the La Perouse Museum (masterplan and rebuild).	<div><div></div></div> 25%
Comments	The Master Planning stage for the Museum upgrade commenced. Community consultation was carried out during this quarter with a number of community workshops held, online survey and one-on-one interviews with major stakeholders.	
6B OUR CENTRES, BEACHES, STREETS AND OTHER PUBLIC PLACES ARE SAFE, INVITING, CLEAN AND SUPPORT A RECOGNISABLE IMAGE OF OUR CITY.		
6b.1 Clean our public places in accordance with adopted service levels.		
S099	Ensure business centres, public places and beaches are cleaned.	<div><div></div></div> 25%
Comments	City Cleansing teams have continued to meet scheduled services for the last quarter in both Beach Cleaning and Business Centres.	
6C THE SAFETY OF OUR COMMUNITY IS PARAMOUNT AND IS ACKNOWLEDGED AND SUPPORTED THROUGH PROACTIVE POLICIES, PROGRAMS AND STRATEGIES.		
6c.1 Foster a safer City and reduce anti-social behaviour by implementing ‘A Safer Randwick’ (our crime prevention and community safety plan).		
S100	Collaborate with the Police and other organisations in crime prevention and safety programs.	<div><div></div></div> 25%
Comments	Relevant staff attended the Liquor Accord and UNSW Crime Prevention Partnership meetings, generally on a quarterly basis and liaised with NSW Police in relation to a number of events and operational matters.	
S101	Develop emergency plans for major events in consultation with the Police.	<div><div></div></div> 25%
Comments	All emergency management plans were implemented for major events.	
S102	Monitor and maintain infrastructure which is at the risk of vandalism.	<div><div></div></div> 25%
Comments	Graffiti crews removed 1,692m ² of graffiti.	

Code	Name	Progress status report	
P047	Implement a partnered program of activities and events to raise awareness and support household members affected by domestic violence.	<div><div></div></div>	25%
Comments	Staff have partnered with members of the Eastern Suburbs Domestic Violence Network to plan a program of activities annual 16 Days of Activism Against Gender Violence to commence in November including the 'Step Up, Speak Up' Walk from Randwick to Coogee, the development and launch of a new Domestic Violence resource, and distribution of 'Consent' shopping bags of local businesses. Council also continues to support the Domestic Violence outreach program.		
S103	Support your service agencies in implementing activities for school aged children at risk of engaging in anti-social behaviour.	<div><div></div></div>	25%
Comments	Council staff participated in meetings with the Inner and Eastern Sydney Child and Family Interagency and Eastern Sydney Youth Services Network to discuss needs and support agencies to address service gaps. Council staff continue to consult with networks and local youth organisations to plan activities that addresses anti-social behaviour. Council partner with high schools to upskill education staff on school refusal and truancy and to connect youth and family services to strengthen referrals and wrap around support.		
S104	Collaborate with the Community Drug and Alcohol Team (CDAT) to deliver harm minimisation and awareness projects.	<div><div></div></div>	25%
Comments	Community Drug Action Team (CDAT) and Local Drug Action Team (LDAT) action plans submitted for 2020 and Framework Deed with Australian Drug Foundation has been signed-off. Events for 2020 will target aged, disabled and carers to educate and promote harm minimisation of pharmaceutical drug use. Projects for 2020 will also target Aboriginal and youth communities to promote alcohol and other drug harm minimisation and peer support.		
6c.2 Educate our community about surf and water safety.			
S105	Deliver the Surf and Water Safety education program to 20 schools.	<div><div></div></div>	25%
Comments	Our Beach Lifeguards continue to educate numerous community groups and schools in surf and water safety, including a visit to Lord Howe Island school. The knowledge and experience imparted by the RCC Lifeguard team continues to be valued and well received by the different community groups.		
6c.3 Maximise public health and safety by implementing effective regulatory and compliance services and programs.			
S106	Implement a range of food safety and environmental health activities.	<div><div></div></div>	25%
Comments	This quarter, our Environmental Health officers undertook 231 primary inspections, 61 re-inspections and inspected/assessed 89 temporary food business vendors/stalls at community or public events. We continue to participate in the Scores on Doors program and have issued 185 Scores on Doors certificates.		
S107	Implement effective regulatory and compliance activities and strategies.	<div><div></div></div>	25%
Comments	This quarter, our Compliance team actioned 220 customer action requests, issued 72 notices/orders, determined 163 local approval applications and carried out 67 swimming pool barrier inspections.		
S108	Comply with NSW health guidelines in maintaining bacterial and chemical parameters at Des Renford Leisure Centre (DRLC).	<div><div></div></div>	25%
Comments	The Des Renford Leisure Centre has maintained 100% compliance with the NSW Health Guidelines for Public Swimming Pools through Q1 of the 2019-20 financial year. Independent laboratory water tests and NSW Health Department checks have been regularly conducted with the facility achieving outstanding results for all bodies of water.		
S109	Implement an effective regulatory fire safety program.	<div><div></div></div>	25%
Comments	This quarter, our officers carried out 73 fire safety inspections of existing buildings, issued 10 new Fire Safety Notices/Orders, assessed 12 Fire Engineering reports and processed 533 Fire Safety Statements/Certificates. Council officers also established a Combustible cladding working group and drafted an External Wall Cladding – Fire Safety Investigation Plan.		

Code	Name	Progress status report
6c.4 Implement the Road Safety Action Plan.		
S110	Implement road safety behavioural projects to address pedestrian safety, speeding and drink driving.	<div><div></div></div> 25%
Comments	Council officers continue to be involved in the ongoing Child Car Seat Program, Pedestrian Safety presentations (focusing on road safety issues for older people), Safety Around Schools efforts (including improvements to the Kiss and Go zones and communications about road rules) etc.	
6D A STRATEGIC LAND USE FRAMEWORK PROVIDES FOR OUR LIFESTYLE CHANGES AND FOR A CONTINUING, YET STEADY RATE OF GROWTH ACROSS OUR CITY.		
6d.1 Review and Implement the strategic land use framework in line with urban renewal projects (Regional and District plans).		
P048	Finalise the Local Strategic Planning Statement (LSPS).	<div><div></div></div> 25%
Comments	The draft LSPS was reported to Council's Extraordinary meeting of 24 September, for Council's endorsement for exhibition purposes. It was resolved at this meeting to place the strategy on exhibition from 1 October to 29 October 2019. Exhibition will involve a dedicated 'Yoursay' webpage, newspaper advertisement and hard copy display at Council's libraries and customer service centre. It is anticipated that the LSPS will be reported to Council for finalisation in early 2020.	
6d.2 Monitor and review to continually improve the strategic land use framework.		
P049	Finalise the Housing Strategy.	<div><div></div></div> 25%
Comments	The draft Housing Strategy was reported to Council's Extraordinary meeting of 24 September 2019 for Council's endorsement for exhibition purposes. It was resolved at this meeting to place the strategy on exhibition from 1 October to 29 October 2019. Exhibition will involve a dedicated 'Yoursay' webpage, newspaper advertisement and hard copy display at Council's libraries and customer service centre. It is anticipated that the Housing Strategy will be reported to Council for finalisation in early 2020.	
P050	Start preparations for the Planning Proposal as part of the LEP roadmap process.	<div><div></div></div> 25%
Comments	The LSPS and Housing Strategy are foundation documents to start preparations for the planning proposal as part of the LEP roadmap process. Once these documents are finalised Council officers will begin work on the planning proposal which is anticipated to commence in early 2020.	
S111	Develop and implement online generation and delivery of S10.7 Certificates.	<div><div></div></div> 25%
Comments	Work continues with business systems to control customer parameters for ordering all certificate types. Data integrity scripts are in the process of being created for all property affectations.	
S112	Respond to legislative reforms, policy amendments, major proposals and proposals outside Randwick City.	<div><div></div></div> 25%
Comments	Key proposals that we've provided submissions include the State Significant Development Application for the Integration of the Acute Services Building, Randwick, short term rental accommodation reforms and the Parliamentary Inquiry into the Night Time Economy.	
6d.3 Ensure equitable and timely implementation of the s.94A Contributions Plan, monitoring the work program to enhance infrastructure services.		
P051	Prepare the new S.7.12 Development Contributions Plan for Kensington and Kingsford (K2K).	<div><div></div></div> 75%
Comments	The new (draft) s7.12 Development Contributions Plan for Kensington and Kingsford was placed on exhibition with the planning proposal during this quarter. It is anticipated that a report on the outcomes of the exhibition process will be reported to Council in December 2020 to seeking Council's endorsement for finalisation.	

Code

Name

Progress status report

6E ENHANCE HOUSING DIVERSITY, ACCESSIBILITY AND ADAPTABILITY TO SUPPORT OUR DIVERSE COMMUNITY.			
6e.1 Provide enhanced adaptability and accessibility of housing.			
S113	Implement our Home Maintenance and Modification program.		<div><div></div></div> 25%
Comments	Our Home Modification staff continue to work with occupational therapists to support aged and frail residents with the home modifications and light maintenance required to assist older residents to stay in their own homes. As an unintended consequence of this service, staff sometimes recognise vulnerable situations within their clients' homes and refer these situations on internally to staff who are able to respond to any issues through effective referral pathways.		
6e.2 Retain existing and facilitate new affordable housing - update and implement our Affordable Housing Strategy and Action Plan.			
S114	Implement our affordable rental housing programs.		<div><div></div></div> 25%
Comments	First draft of Request for Tender documentation for Randwick City Council's Affordable Housing Rental program prepared and currently under review. Once the document has been finalised, it will made open for tenderers by early 2020 to submit their application. Tenancy and property management agreement for Council's DV Transitional Housing program is also under revision by Council's community housing provider. All units are currently tenanted.		
S115	Complete land classifications for all new affordable housing dwellings – ensuring an 'operational' classification.		<div><div></div></div> 25%
Comments	New affordable housing dwellings at the Newmarket site are under construction and therefore not yet in Randwick City Council's ownership. Completion and hand over of the first allocation of the Newmarket dwellings are expected early in 2020. Once Council has ownership over the proposed dwellings the 'operational' classification will be made.		
S116	Investigate further affordable housing opportunities as part of the planning framework, inc. major strategic developments.		<div><div></div></div> 25%
Comments	Council's draft LSPS and Housing Strategy includes several planning priorities, actions and opportunities to facilitate affordable housing across the LGA. Specifically, the draft LSPS and housing strategy includes a 10% affordable housing target of which all dwellings are to be considered affordable by 2036. To achieve this, the draft LSPS and Housing Strategy identifies that additional affordable housing contribution schemes (enabled by SEPP 70) will be investigated as part of the preparation of the planning proposal.		
6F UNDERTAKE ON ONGOING PROGRAM OF COMPREHENSIVE COMMERCIAL CENTRE REVIEWS.			
6f.1 Undertake an ongoing program of comprehensive commercial centre reviews.			
P052	Undertake Belmore Rd / Avoca St road and footpath upgrades.		<div><div></div></div> 15%
Comments	Concept designs have been provided to Transport for NSW, RMS and Sydney Buses and comments are anticipated in December 2019.		
P053	Finalise the Randwick Town Centre planning strategy.		<div><div></div></div> 50%
Comments	Report on draft strategy prepared. Internal discussions continue on 7.11 (sec.94A) Contributions framework for Randwick Junction.		

Code





Name

Progress status report


07 Heritage that is protected and celebrated

7A OUR HERITAGE IS RECOGNISED, PROTECTED AND CELEBRATED.



7a.1 Local and cultural history is known, recognised, preserved and celebrated.

S117	Enhance community interpretations of heritage through promotion of local and cultural services and collections, exhibitions and partnerships.	 25%
Comments	History Week September 2019 saw the opening of the Wrapped Coast exhibition at Lionel Bowen Library. 82 people attended the launch by Penelope Seidler AM and the Mayor of Randwick. 230 people attended the evening with John Kaldor at Little Bay, marking the 50th anniversary of this landmark art installation. Many more residents have viewed the exhibition at Lionel Bowen Library which runs until 15 December 2019. A total of seven heritage events held during the quarter, with a record best attendance of in excess of 604 people. Much positive feedback has been received on social media for the current exhibition at Lionel Bowen Library. This will run until the December quarter.	
S118	Make heritage documents and resources accessible through the Portfolio Digital Asset Management system.	 25%
Comments	In progress.	
P054	Podcast oral histories of Randwick City community members.	 25%
Comments	Podcast interviewees have been selected and the project is well underway.	
P055	Celebrate Christo Wrapped Coast 50th anniversary.	 100%
Comments	<p>The 50th Anniversary of Christo and Jeanne-Claude's Wrapped Coast, commissioned by John Kaldor AO, was celebrated with the following events:</p> <ul style="list-style-type: none"> • Renowned architect and art philanthropist Penelope Seidler AM and the Mayor Cr Kathy Neilson launched an exhibition at the Lionel Bowen Library on 7 September 2019 attended by 82 people. • Art patron John Kaldor OAM shared insights from his first public art project, the Wrapped Coast on 13 September 2019 at Prince Henry Centre, attended by 230 people. • The Wrapped Coast Exhibition at the Lionel Bowen Library 1 September – 15 December 2019 features professional photographs, local oral histories, documentary footage, the original material used to wrap the coast, a marquette of the wrapped coast by a local artist and newspaper coverage of this landmark event. 	

7a.2 Prepare and implement management and maintenance plans for our heritage properties.

S119	Manage our heritage monuments, properties and murals.	 50%
Comments	Liaising internally on conservation works undertaken to date.	

7a.3 Ensure suitable conservation and adaptive re-use of our City's heritage planning provisions.


P056	Carry out an Aboriginal Cultural Heritage study.	 25%
Comments	The Study scope was finalised and feedback was sought from our Aboriginal Liaison Officer.	
P057	Undertake the Anzac Parade Heritage study.	 50%
Comments	Contacted adjoining councils to advise of impending consultation and relevant stakeholders consulted.	

Code	Name	Progress status report
P058	Review the 2002 Heritage Study as part of the LEP Roadmap process.	<div><div></div></div> 50%
Comments	Heritage Review Brief prepared.	
7a.4 Manage the La Perouse Museum to promote awareness and interest in local heritage.		
P059	Support the development of a cultural program based at La Perouse Museum.	<div><div></div></div> 25%
Comments	<p>The Museum hosted 6,713 visitors (including guided tours, public programs and two schools) during this period. Bastille Day was a marked success, with much greater visitation than the previous year. Highlights for the Museum included:</p> <ul style="list-style-type: none">• Activation of the Macquarie Watchtower as a micro-venue. Three booked out mini-concerts were highly praised, and paved the way for regular boutique programming.• “La Perouse Through the Lens” social history show continued to early September. Local visitation increased as the local community repeatedly visited to see their own stories.• “Objets Francais – a display of French objects” opened 13 September, with loans from community, other museums, the French embassy and international collectors.• A new 2019-20 programming schedule was approved and released, covering the Museum’s five themes, and• The Curator worked closed with the appointed consultants on the master planning for the La Perouse Museum upgrade project. New histories, significance and interpretation opportunities have been identified as part of this intensive, rigorous process.	
7a.5 Implement our Heritage Conservation policies in the assessment process.		
S120	Provide heritage advice on local and State significant developments.	<div><div></div></div> 25%
Comments	Heritage advice provided on Sydney Football Stadium SSDA, Bumborah Point Cemetery expansion and 30-32 Glebe Street.	


08 A strong local economy

8A VIBRANT BUSINESS, COMMERCIAL AND INDUSTRIAL SECTORS THAT PROVIDE ONGOING AND DIVERSE EMPLOYMENT OPPORTUNITIES AND SERVE THE COMMUNITY.

8a.1 Review and update the Economic Development Strategy.

P060	Prepare and exhibit a new Economic Informing Strategy.	 25%
Comments	Our consultant, SGS Economics has finalised the economic development study which has provided strategic directions for the Economic Informing Strategy.	

8a.2 Support the development of vibrant commercial centres through the implementation of a range of strategies.

P061	Prepare a Visitor Management Plan.	 25%
Comments	Our consultant, SGS Economics has finalised the economic development study which has provided analysis on the tourism and visitor economy and trends. This work will provide a basis for the preparation of a visitor management strategy in early 2020.	

Code	Name	Progress status report
8B PROVIDE GUIDANCE TO THE SPECIALISED HOSPITAL AND UNIVERSITY CENTRE.		
8b.1 Collaboratively develop strategic plans for the Hospital and University precincts.		
S121	Participate in the collaboration area process with Health NSW and the University of NSW (UNSW).	<div><div></div></div> 25%
Comments	This quarter, the Randwick Collaboration Area working group finalised the MOU and appointed a program director to facilitate the delivery of the Randwick Place Strategy. Staff participated in the regular collaboration area working group meeting in this quarter and presented key elements of the draft LSPS to the working group, which supports the delivery of the place strategy.	
8C DEVELOP AND STRENGTHEN EFFECTIVE PARTNERSHIPS WITH KEY LOCALLY BASED ORGANISATIONS.		
8c.1 Partner with local organisations in the implementation of recommendations from the Economic Development Strategy.		
P062	Develop new relationships with business groups to foster partnership and collaboration.	<div><div></div></div> 25%
Comments	We are currently partnering with Kingsford Chamber of Commerce to develop and undertake small activations in Kingsford to attract patrons back into the town centre following the extended light rail construction. And we are also partnering with the Coogee Chamber of Commerce in the planning of a networking event at Wylies Baths in December.	
8c.2 Consider online opportunities to enhance communication partnerships on economic development.		
P063	Investigate online options to enable business networking and local business awareness.	<div><div></div></div> 25%
Comments	The Economic Development page on our website is currently under review with a view to include increased business information links and listings of current business events. Local Chambers and Business Associations have been encouraged to list all public Business Events and promotions in the Council’s ‘Whats On’ listings.	
8D TOURISM’S ROLE IN THE LOCAL ECONOMY IS ACKNOWLEDGED.		
8d.1 Implement the tourism related actions of the Economic Development Strategy.		
P064	Prepare a tourism and visitor management plan.	<div><div></div></div> 25%
Comments	A tourism and visitor management plan is scheduled to be undertaken in 2020 following the finalisation of the updated Randwick Economic Development Strategy. Research is currently underway and discussions with surrounding Councils and Randwick City Tourism Inc have also been held.	
09 Integrated and accessible transport		
9A A NETWORK OF SAFE AND CONVENIENT WALKING PATHS AND CYCLE WAYS LINKING MAJOR LAND USES AND RECREATION OPPORTUNITIES.		
9a.1 Review, improve and implement facilities for cyclists as per the Randwick Bicycle Plan.		
P065	Finalise plans for the Doncaster Ave / Houston Rd pedestrian and bike rider improvement project (contingent on RMS funding).	<div><div></div></div> 0%
Comments	Transport for NSW released no funding for this project this financial year – accordingly, no additional progress is proposed for this project, this year.	
P066	Implement appropriate projects nominated by our Cycleways and Bicycles Facilities Advisory Committee (contingent on RMS funding).	<div><div></div></div> 25%
Comments	New cycle lane markings were implemented at the western end of King Street, as requested by the Cycleways and Bicycles Facilities Advisory Committee.	

Code	Name	Progress status report
9a.2 Use the footpath program to improve and develop facilities for pedestrians, including the implementation of mobility plans for commercial centres.		
S122	Complete the annual Footpath Program as part of the Capital Works Program.	<div><div></div></div> 15%
Comments	Works have commenced with progress scheduled to increase in the December quarter.	
9B THE COMMUNITY IS INFORMED, EDUCATED AND ENCOURAGED TO USE SUSTAINABLE TRANSPORT.		
9b.1 Reduce the reliance on private vehicles through the implementation of Council’s environmental action plans.		
S123	Monitor and report on our vehicle fleet emissions – investigate and advocate for energy efficient transport options for Council.	<div><div></div></div> 25%
Comments	171,622 litres of fuel consumed which is equivalent to 447 tonnes of CO2-e (a 1.6% decrease compared to Q1 last year). 16961 L of 5% biofuel consumed, equivalent to 1% of all fuel consumed in July – September 2019.	
9b.2 Demonstrate leadership in sustainable transport through our vehicle and transport choices.		
S124	Facilitate sustainable transport choices, inc. walking, cycling and public transport. Engage with staff for increased take-up of e-bikes and e-vehicles.	<div><div></div></div> 25%
Comments	Some early work is being undertaken regarding this project. This has included internal staff meetings and the establishment of working groups.	
9C ADVOCATE AND/OR PLAN FOR INTEGRATED LOCAL AND REGIONAL TRANSPORT IMPROVEMENTS, INCLUDING HIGH CAPACITY TRANSPORT SUCH AS LIGHT/STANDARD RAIL.		
9c.1 Advocate for an extension of light rail to Maroubra Junction, improved east-west public transport services, and an improved bus network.		
S125	Advocate for improved public transport services.	<div><div></div></div> 25%
Comments	Randwick Council continues to pursue details of the proposed changes to bus services – considering the commencement of light rail services in December 2019.	
9c.2 Actively participate and monitor the State Government’s implementation of light rail.		
S126	Improve the interface with light rail through working group participation, enhancing amenity, safety and accessibility along routes.	<div><div></div></div> 25%
Comments	We have continued to work with Acciona, Transport for New South Wales, UNSW, ATC, Health Infrastructure, RMS, the Police etc., to ensure a safer, better outcome from the light rail project.	
9D RESIDENTIAL AMENITY IS PROTECTED BY APPROPRIATE TRAFFIC MANAGEMENT.		
9d.1 Protect residential amenity through the implementation of traffic control strategies.		
P067	Implement the Smart Parking projects in Kingsford, Kensington and Coogee Beach.	<div><div></div></div> 25%
Comments	A cross functional team concluded the evaluation of Expressions of Interest through an open approach to the market for a solution to our requirements. A total of 12 submissions were received and evaluated to determine the best way forward. We issued a closed Request for Tender to a shortlisted group of tenderers, and incorporated additional scope items related to parking meters and infringement management. It is anticipated that the tender evaluation will conclude with appointment of a successful firm prior to the end of 2019 for implementation as soon as practicable.	

Code	Name	Progress status report
S127	Manage and implement traffic control actions arising from Traffic Committee processes.	<div><div></div></div> 25%
Comments	We continue to implement transport improvements arising from the Traffic Committee processes.	
9d.2 Ensure appropriate enforcement of the NSW Road Rules through regulatory parking patrols and enforcement programs.		
S128	Implement parking patrol and enforcement strategies in key locations in response to community concerns.	<div><div></div></div> 25%
Comments	This quarter, we responded to 1,144 requests for parking enforcement as well as carrying out their routine proactive parking patrols in key CBD and prime parking locations. 6,825 parking offences were detected. We also provided internal technical advice in relation to traffic/parking related programs such as Residential Parking Schemes and Beach Parking Permits.	
9E PARKING IS MANAGED TO BALANCE CONVENIENCE AGAINST REDUCED CAR RELIANCE.		
9e.1 Use the Resident Parking Scheme to enhance parking opportunities for residents.		
S129	Manage and implement resident parking scheme actions arising from Traffic Committee processes.	<div><div></div></div> 25%
Comments	We continue to implement parking improvements (including Resident Parking Scheme matters) arising from the Traffic Committee processes.	
9e.2 Develop a strategic approach for the overall management of parking – especially within our commercial centres.		
S130	Undertake business and parking surveys.	<div><div></div></div> 25%
Comments	Surveys of our commercial centres have been scheduled to better understand the business communities’ views regarding parking issues.	
10 A healthy environment		
10A COUNCIL’S PROGRAMS AND PARTNERSHIPS FOSTER SUSTAINABLE BEHAVIOURAL CHANGES AND OUTCOMES.		
10a.1 Develop, implement and review programs aimed at improving the City’s resilience.		
S131	Deliver sustainability courses, workshops and events for the community and review outcomes.	<div><div></div></div> 25%
Comments	Total workshop and course participation last quarter = 627 which is a 33% increase on last quarter with Eco Heroes resulting in 72 participants, Gardening on the Wildside resulting in 52 afternoon and evening participants for an eight week course. PermaBee volunteers at Randwick Community Centre has risen to a consistent attendance of approximately 20 people per week. School excursions has resulted in 226 students attending food workshops for the term and six out of eight weeks are booked for term 4. Eco Living Expo resulted in around 10,000 residents attending for the daytime event at Randwick Community Centre.	
10a.2 Support our resilience initiatives by expanding external partnerships, e.g. our MOU with University of NSW (UNSW).		
S132	Achieve sustainability outcomes with partners.	<div><div></div></div> 25%
Comments	Enmore Design students supported sustainability design projects coinciding with Eco Living Expo. Eco Living Expo attracted seven out of eight available expo demonstration spaces plus more than 40 local businesses and artisans taking out stalls at this event. A number of high profile external speakers attracted additional attendance as did external workshops on waste avoidance, de-cluttering and energy conservation. Preparation for November’s Best Gift market has seen 400 applications received from local artisans and artists for the 150 available stalls and approximately 3,000 enquiries for the suitcase rummage sale of unwanted household goods.	

Code		Name	Progress status report	
10a.3 Use the 3-Council collaboration project (with Waverley and Woollahra Councils) to reduce resource consumption across the region.				
S133	Reduce resource consumption across the eastern suburbs through 3-Council initiatives and programs.		<div></div>	25%
Comments	School solar installations supported by Solar My Schools continues to see additional schools completing feasibility studies, tendering and installation of solar on school rooftops across eastern suburbs schools. Two additional councils have agreed to commission the service from the 3 Council program at their cost. Ausgrid has extended funding duration of their support for Solar My Schools. This program is finalist in both NSW Green Globes and LGNSW Environmental Excellence Awards to be announced shortly.			
10B POLICIES AND PROGRAMS ARE DEVELOPED AND IMPLEMENTED IN RESPONSE TO ENVIRONMENTAL RISKS AND THEIR POTENTIAL IMPACTS.				
10b.1 Develop and implement a framework for long term resilience.				
S134	Increase the resilience and capacity of our community through grants, support, resources and programs.		<div></div>	25%
Comments	Randwick’s environmental school grants saw the completion and commissioning of two public electric vehicle charging stations by Brigidine College in the Wilson carpark next to The Ritz cinema at The Spot.			
10b.2 Develop and implement strategies for remediation of contaminated Council/public land.				
P068	Continue remediation works at Pioneer Park and Purcell Park.		<div></div>	25%
Comments	Lower Pioneers Park, the project designs and specifications draft has been completed with the Environmental Consultant review commenced and the aim to tender and construct in early 2020. Purcell Park Remediation project, the project design and specifications has been completed and the aim to retender and construct in early 2020.			
10b.3 Implement recommendations from the State Government’s Floodplain Development Manual and also from our local flood studies.				
S135	Continue floodplain management studies and implementation of Floodplain Risk Management Plan.		<div></div>	25%
Comments	The Clovelly catchment Floodplain Management Committee met in August and it is proposed to place the draft Flood Study on exhibition in the new year. The consultant has been engaged for the Lurline Bay, Matraville, Malabar and Yarra Bay Flood Study and consultation with the community is planned for the new year. A grant has been received to commence the Birds Gully and Bunnerong Road Flood Plain Risk Management Plan. A grant was received to assess feasibility of increasing the culvert capacity under Gardiners Road to reduce flooding in the Kensington Centennial Park catchment. Consultants are progressing with studies to assess flood mitigation options in the Upper Dolphin Street and Rainbow Street parts of the Coogee Bay catchment and in the Maroubra Beach area in the Maroubra Beach Catchment.			
10b.4 Preserve our urban forest through administering and implementing our Tree Preservation Policy.				
S136	Incorporate environmental risk assessments in assessing service requests for pruning/removal of our street trees.		<div></div>	25%
Comments	Service Requests received, assessed and processed within service levels.			
10b.5 Administer and coordinate our Climate Change Adaption and Mitigation Plan.				
P069	Inform the community in their preparation and response to climate change impacts, inc. heatwave conditions.		<div></div>	25%
Comments	Randwick’s Eco Living Expo featured a number of speakers on preparing and responding to Climate Change impacts.			

Code

Name

Progress status report

10C BUSHLAND, OPEN SPACES AND BIODIVERSITY ARE PROTECTED AND ENHANCED FOR FUTURE GENERATIONS.		
10c.1 Enhance our native and indigenous flora and fauna through implementing and monitoring our regulatory responsibilities.		
S137	Threatened species management and the development of green corridors.	<div><div></div></div> 25%
Comments	We are currently part way through a grant funded ecological restoration project at Harvey Street, Little Bay. This work has been funded through the Department of Local Land Services and our reserves which has resulted in an increase in the abundance of indigenous plant species at the site. All (100%) bushland sites have received bush regeneration treatments, the total hours committed to restoration activities this quarter has been 3,750 hours. A report on the endangered shrub, <i>Acacia terminalis</i> subsp. <i>terminalis</i> , has been submitted to the Department of Environment.	
S138	Implement the Biosecurity Act, Biodiversity Conservation Act (and SEPPs), Noxious Weeds Act and advise on managing pest animals.	<div><div></div></div> 25%
Comments	State and Commonwealth legislation relevant to the management of natural areas contained within the LGA. Advice has been disseminated to private landholders regarding a notifiable weed which generated positive outcomes. Recently Council's bushland officer was nominated President of the newly formed Sydney Weeds Network, which is derived from the Greater Sydney Region Weeds Committee.	
10c.2 Increase the tree canopy across Randwick City through our Street Tree Masterplan annual tree planning programs.		
S139	Implement our street tree programs and support National Tree Day and Trees for Mum projects.	<div><div></div></div> 25%
Comments	Increase in street tree plantings carried out by Council in the last quarter (30%) - 124 new street trees / Tree Give Away conducted on National Tree Day at Community Nursery.	
P070	Implement a program based on updated tree canopy analysis and review progress against targets.	<div><div></div></div> 25%
Comments	The draft stage 2 report from UTS on Randwick's urban canopy analysis has been received for consideration by staff with a workshop to be scheduled shortly for staff consideration.	
10D WASTE IS MANAGED SUSTAINABLY TO ENSURE HIGHEST LEVEL OF RESOURCE RECOVERY.		
10d.1 Minimise the level of waste going to landfill by developing and implementing our Resource Recovery Strategy.		
S140	Implement our 2017-2030 Waste Management Strategy.	<div><div></div></div> 25%
Comments	Council collected 5,716 tonnes of residential garbage and 1,230 tonnes of hard waste and processed at three Alternative Waste Treatment and resource recovery facilities. The recovery rate of putrescible waste processing has reduced to 28% due to a NSW EPA policy change. Including kerbside collected dry recyclables and garden organics Council achieved 46% overall landfill diversion.	
S141	Review and implement efficient collection services.	<div><div></div></div> 25%
Comments	From July – September 2019 Council collected: <ul style="list-style-type: none">• Garbage 5,716 tonnes• Recycling 2,315 tonnes• Green waste 717 tonnes• Hard waste 1,230 tonnes.	
10d.2 Implement and review actions identified in our Litter and Illegal Dumping Management Plan.		
S142	Prioritise and implement projects to reduce littering and illegal dumping.	<div><div></div></div> 25%
Comments	During this quarter Council investigated 152 illegal dumping incidences and issued 7 clean-up notices.	

Code	Name	Progress status report	
S143	Reduce the impact of litter and illegal dumping on streets and beaches.	<div><div></div></div>	25%
Comments	This quarter 235 tonnes of illegally dumped materials were collected through street cleaning and illegal waste removal activities.		
10d.3 Develop and implement community engagement programs on waste and recycling.			
S144	Deliver waste education and community engagement programs.	<div><div></div></div>	25%
Comments	Council provided 25 sessions of waste education to schools and community with participation of 1,453 students. Council also conducted three tours for residents at the Recycling Centre.		
10E A TOTAL WATER CYCLE MANAGEMENT APPROACH INCLUDING WATER CONSERVATION, REUSE AND WATER QUALITY IMPROVEMENTS IS ADOPTED.			
10e.1 Develop and implement projects to improve water conservation and efficiency across Council and the community.			
S0145	Conserve water in the operation of our amenities.	<div><div></div></div>	25%
Comments	Council’s potable water usage cost between July and September 2019 was \$62,616. Water conservation initiatives reduced our use of potable water by 31.3 million litres for the quarter.		
S0146	Increase stormwater, rainwater and wastewater harvesting opportunities.	<div><div></div></div>	25%
Comments	Maroubra Stormwater Harvesting Project tender completed. Purcell Park Stormwater Harvesting Design Completed.		
P071	Connect our irrigation assets to the web based ‘IRRInet’ system.	<div><div></div></div>	25%
Comments	Jack Vanny Reserve new irrigation system will be connected with IRRInet as part of Maroubra Stormwater Harvesting Project in 2020.		
10F ENERGY CONSERVATION AND EFFICIENCY PROGRAMS ARE IMPLEMENTED.			
10f.1 Develop and implement projects to improve energy conservation and efficiency across Council and the community.			
S0147	Implement energy saving and efficiency projects.	<div><div></div></div>	25%
Comments	Completion of the LED lighting upgrades at Bowen Library and Malabar Library. Over 1,000 lights were replaced which is expected to result in a lighting energy reduction of 74% and an annual saving in energy bills and maintenance equal to \$60,000.		
10f.2 Investigate and implement renewable energy projects.			
P072	Expand renewable energy across Randwick City, inc. a trial of battery storage.	<div><div></div></div>	25%
Comments	Council’s 20% renewable energy power purchase agreement (PPA) began on 1 July 2019. A 10 kW rooftop solar PV system was also installed at Malabar Library and the Randwick Literary Institute 2 kW rooftop solar array was recommissioned. This brings Randwick’s total rooftop solar capacity to 192 kW across 13 sites.		