

How to read this report

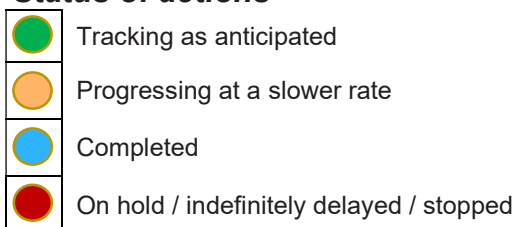
This report focuses on the 2019-20 Operational Plan actions as linked to the 2018-21 Delivery Programme and our Community Strategic Plan. Taken as a whole this report provides a progress update on our principal activities for the March 2020 quarter.

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.

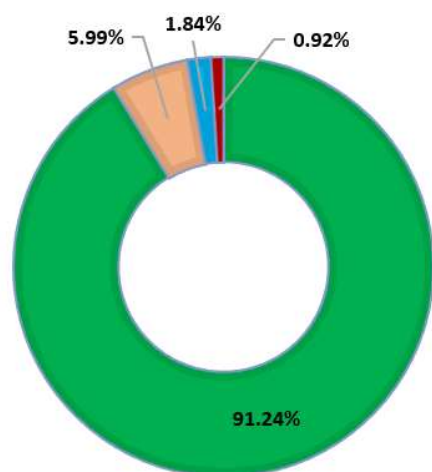
All actions are presented as either ongoing **services** provided by Council (i.e. the day-to-day business of Council), or **projects** (specific outputs or outcomes to be delivered within a certain timeframe). Each action has a unique identifier indicating whether an action is either a service or a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

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

Status of actions



Tracking summary for period



Randwick City Plan themes

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

Unique identifiers linked to business units – **examples** shown below

Prefix	= Business unit 'Function'	'P' project or 'S' service	E.g. Number	E.g. Unique Identifier
A	= Accounting	S	22	A-S022
CAG	= Community Advocacy & Governance	S	41	CAG-S041
CID	= Capital Investment Delivery	P	30	CID-P030
CIP	= Capital Investment Planning	P	29	CIP-P029
CSM	= Customer Service Management	S	23	CSM-S023
CW	= Community Wellbeing	P	18	CW-P018
EDRM	= Employee Development & Retention Management	S	10	EDRM-S010
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.	<div><div></div></div> 75%
Comments	Our focus in the third quarter shifted to the development of the draft informing Arts & Culture Strategy, with work towards the finalisation of informing Environmental Strategy continuing. Our program of comprehensive business unit planning reached out of Corporate Services to business units within our City Services and City Planning divisions. 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).	<div><div></div></div> 75%
Comments	Council is in a strong financial position with sound liquidity. In 2018-19 we met or exceed all the required local government financial management benchmarks while achieving an operation result of \$13M surplus. The operating performance ratio of 5.5% in 2018-19 is a strong positive result that is above the 0% OLG industry benchmark and demonstrates that Council has successfully contained operation expenditure within operating revenue. Quarterly Budget Review Statements (ABRS) for the December quarter were reported to Council in February 2020. All 2019-20 financial performance indicators are on track. The COVID-19 pandemic will have an impact on these financial performance indicators for the remaining quarter of 2019-20 and will flow into the 2020-21 financial year, and will be reflected in the next updated to the LTFP.	
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.	<div><div></div></div> 75%
Comments	Quarterly Budget Review Statements (QBRs) for December quarter were prepared and reported to Council 25 February 2020. All financial performance indicators are on track to be being achieved. March QBRs will be reported to Council in May 2020. The COVID-19 pandemic will have an impact on all financial performance indicators for the remaining quarter of 2019-20 and will flow into the 2020-21 financial year, and will be reflected in the next updated to the LTFP.	
1a.4 Provide for safe public places where people gather.		
TM-S004	Maintain and expand our CCTV infrastructure and network to meet emerging requirements.	<div><div></div></div> 75%
Comments	Minor works and maintenance were performed throughout the period to ensure existing infrastructure remains serviceable. CCTV coverage for all beaches covered by the network (Little Bay, Clovelly, Maroubra and Coogee) was linked to the NSW Police Force to allow real time crowd monitoring as part of Council's COVID-19 response. During the period contracts were let for the erection of new SmartPoles in the Coogee Oval Carpark as part of the Smart Parking Project. These cameras will provide both parking analytics and CCTV coverage of the Coogee Oval Carpark in Q4 of the reporting period.	
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.	<div><div></div></div> 75%
Comments	Investigated making improvements in automation of the development application and assessment processes. Documented and made recommendations about the workers compensation process to streamline returns to council. Continued with research into human resource management system for the council.	
TM-P002	Deliver major projects contained within the Digital Strategy.	<div><div></div></div> 75%
Comments	During the reporting period a few projects were deferred due to the impact of the COVID-19 pandemic. Fortunately, the work underway in the last quarter on the mobile workforce project was essential preparation for Council staff to be able to work from home. Please refer to CCTV, wifi, Smart Beach and Smart Parking projects elsewhere in this report for progress on these initiatives.	

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> 75%
Comments	The draft Recreational Needs Study is currently being prepared by Cred Consulting in conjunction with the Strategic Planning Team. Project is at the information gathering and consultation phase.	
PM-P004	Employ insights from the Arts & Culture Study to update and implement our cultural strategies.	<div><div></div></div> 75%
Comments	Following on from the study, a working group has been formed and is meeting regularly to develop the informing Arts & Culture Strategy.	
PM-P005	Finalise the Green Infrastructure Plan – integrating green spaces into buildings and public spaces.	<div><div></div></div> 75%
Comments	Under preparation. Will be reported to Council after the informing Environmental Strategy is finalised.	
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> 75%
Comments	Scoping of face to face training session for leaders shifted to online session and instructional design. Quotes being obtained.	
EOBM-P007	Total Rewards Review, inc. salary system benchmarking and improvements to reward and recognition.	<div><div></div></div> 75%
Comments	Vendor demonstrations for Job Evaluation System providers undertaken in February 2020.	
EOBM-S005	Implement Disability Inclusion Action Plan (DIAP) and Equal Employment Opportunity (EEO) actions.	<div><div></div></div> 75%
Comments	Disability awareness training confirmed for May and August 2020. Transgender awareness training provider confirmed. Mental Health First Aid training for all leaders being scoped.	
EOBM-S006	Embed relevant, effective and current workplace policies and procedures.	<div><div></div></div> 75%
Comments	The relevant policies are currently under review as per the policy review action plan. Policy instruction as part of corporate induction is kept current. Induction delivered as an online option during COVID-19.	
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> 75%
Comments	31 media enquiries were received from local and metropolitan media. Topics included Australia Day event, bushfire fundraisers, Randwick sending people to Bega Council, Rockpool ramble, Puppet festival, Permaculture news, Rainbow flag, crushed recycled glass in asphalt, Blak Markets, Library fines waived, Lifeguard challenge, Save Yarra Bay banners, Community Service award winner Matthew Harper, Beach Couture exhibition, Little Bay development, Lifeguard challenge, The Spot Festival, sunscreen dispensers, Yarra Bay protest, waiving Library fines, Twilight Concert, COVID-19 Council response, beach closures, event closures, bus route changes, Light Rail, Blak Markets.	
CM-S008	Proactively promote our achievements, programs, policies and projects.	<div><div></div></div> 75%
Comments	14 media releases were issued during the quarter including information about Council meetings, how Council responded to the bushfire crisis, Australia Day honours and celebrations, recycled glass in road asphalt, promotion of The Spot Festival, raising the Rainbow Flag, Lifeguard Challenge, Library fines waived, approval of Vision 2040, cancellation of The Spot festival, closure of beaches, COVID-19 Community Support package announced, closure of other events and venues due to COVID-19.	



Code	Name	Progress status report
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> 75%
Comments	Report on Courageous Conversations pilot finalised with feedback obtained from Depot Managers and Director City Services. Draft frontline leadership development program prepared for emerging leaders using DDI materials and Leadership Capability Framework. Work continues the design of a Capability and Learning framework.	
EDRM-P008	Implement our organisational leadership development program.	<div><div></div></div> 75%
Comments	Dependent on Capability and Learning Framework implementation. Scoping for workshop with ELT continues. Looking at virtual options.	
EDRM-S010	Coordinate employee engagement and communication activities.	<div><div></div></div> 75%
Comments	Lifestyle lunch and be-fit activities continued to be delivered during COVID-19 restrictions. Online options being investigated. The L&D team supported with engagement and communication as part of ASTR. Staff news delivered to all staff fortnightly with a focus on communicating strong COVID-19 messages to all staff.	
EDRM-P009	Implement HR systems to support effective workflows and data for workforce planning.	<div><div></div></div> 75%
Comments	Human Resource Management System (HRMS) vendor presentations attended by Corporate Service leadership and subject management experts teams and feedback provided.	
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> 75%
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> 75%
Comments	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. In response to the COVID-19 pandemic, Council conducted its first live broadcast of a council meeting (April).	
GM-S013	Assist the community in obtaining access to our information/documents – Government Information (Public Access) Act 2009.	<div><div></div></div> 75%
Comments	312 informal Access to Information requests were processed during the quarter, with 95% (or 296) 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).	
GM-S014	Effectively manage our property portfolio.	<div><div></div></div> 75%
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. 139 occupation of footway agreements and 146 lease or licence agreements are currently in place. Council support package saw the waiver of all footway dining fees effective 1 March 2020 for 6 months and seeking submissions from commercial and community tenants for waiver of up to 100% for a period of 4 months commencing 1 March 2020.	
GM-S015	Effectively manage our insurance program.	<div><div></div></div> 75%
Comments	2019-20 insurances in place. 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. Renewal process underway for 2020-21 insurances.	

Code	Name	Progress status report	
GM-S016	Timely responses to information requests – optimal performance of our Electronic Document Management System (HPCM).	<div><div></div></div>	75%
Comments	Ongoing HPCM training for new and existing staff (one-on-one and group classes) continued. Communications and information sessions promoting paper minimisation and increased digital practices were conducted across the organisation, with follow ups for some Departments, tailoring specific requirements. Training in technical features of the EDMS was conducted for the support and administrative teams to expand corporate knowledge of the capability and functionality of the product. This training was in the use of complex workflows which will provide a new way of automating workflows in the organisation.		
IM-S017	Cost effective and timely access to information – efficient use of storage space and effective archival.	<div><div></div></div>	75%
Comments	All projects in the Archives Project plan 2017-2021 are tracking on time. This quarter all DA and CC folders located in the Information Management Section have been archived and moved to tertiary storage. As part of the Digital 2020 focus, many holdings located within Council Departments were also archived and moved to tertiary storage. Timely retrieval of folders located in two off-site locations continues as required.		
PCM-S018	Maintain transparency and accountability in purchasing of goods and services – compliance with procedures.	<div><div></div></div>	75%
Comments	Weekly purchase order audits indicate a 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>	75%
Comments	All internal and external financial reporting requirements were met for the March quarter. Monthly financial statements reported to Council each month and the December QBRS reported to Council on 25 February 2020.		
A-S020	Ensure accurate and timely financial processes and procedures – high level of service delivery (internal and external).	<div><div></div></div>	75%
Comments	All financial services policy, procedures and legislative requirements were achieved in the March 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>	75%
Comments	The 2019-20 Rate levy was issued in accordance with legislative requirement incorporating the second-year increase for the <i>Our Community our Future</i> special rate variation increase and a further 5-year extension of the Environmental Levy. Pensioner concessions extended by a further \$25 now totalling \$350 per annum. The third instalment of rates was due 28 February 2020. A six-month interest free period as part of the COVID-19 Community Support Package commenced 25 March 2020.		
A-S022	Maximise returns on our investment portfolio while minimising risk.	<div><div></div></div>	75%
Comments	Council’s investments have been maintained in accordance with the adopted policy. No capital investment defaults occurred in the March quarter. Monthly investment reports have been provided to Council and the investment position referred to the Internal Audit Committee for consideration. Investment returns exceed the industry benchmark despite historically low interest rates. The Investment Policy was reviewed in November 2019. The ability for Council to ensure that there is enough cash in the business to operate on a day-to-day basis without facing a liquidity issue will prove very challenging in responding to the COVID-19 pandemic.		
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>	75%
Comments	Council received 11,482 service requests during the March quarter of which 89.4% were completed within the service level agreement timeframe. 31,157 phone calls via the call centre during this period of which 4.2% were abandoned. Council’s target is to have fewer than 5% abandoned calls on average.		

Code	Name	Progress status report
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> 75%
Comments	<p>Routine security and patching activities continued with a high level of compliance (exceeding 99%) during January and February. In March, technology staff were diverted into the emergency pandemic response to build new infrastructure necessary for the support of working from home, entailing:</p> <ul style="list-style-type: none">• Building 10 remote desktop infrastructure servers, to facilitate staff working remotely• Establishing a new VPN client to allow staff desktops to function offsite• Configuring the phone system to allow remote access, and• Microsoft Teams Core Infrastructure was deployed across the organisation, with a 10-fold increase in utilisation. <p>By the last week of March most issues had been resolved and normal patching and maintenance activities recommenced. A few system upgrade projects have been deferred until Q4 as well as limiting technical changes due to the complex environment of onsite and offsite work.</p>	
TM-S025	Provide an effective service desk to support staff in their use of technology.	<div><div></div></div> 75%
Comments	<p>The Service Desk delivered emergency support to all business units to support the transformation of the organisation to Working from Home arrangements. Providing more than 900 service requests for assistance with preparing laptops and desktops to work from home and provisioning new equipment such as headsets, monitors and laptop accessories to allow Council's fleet of laptops to move offsite; as well as requests for support in the use of Microsoft Teams, Council's meeting and collaboration platform which was expanded from a user base of 50 to 500 in the space of three weeks.</p> <p>A very high level of support was intensely provided in transitioning the organisation to a new way of working. Subsequently, a few service desk projects were deferred until the Q4 of 2019-20.</p>	
TM-S026	Provide database integrity checks, reports, business intelligence systems and integration of business systems.	<div><div></div></div> 75%
Comments	<p>Document stores for the EDMS have been moved to new storage to improve performance. Data accuracy and integrity for property information were performed in the areas of crown land and condition codes. A smart bin integration process was created which integrates bin information with the GIS information to produce a map. Made improvements to the Receipt ETL process which will ensure it is robust and efficient.</p>	
TM-S027	Support and continuously improve internal business processes and collaboration tools such as the intranet.	<div><div></div></div> 75%
Comments	<p>Documented and mapped the current procurement processes and provided several improvement recommendations which will streamline the process and free up staff to work on higher value opportunities. Rolled out the new staff Intranet to the organisation through a launch and a set of familiarity sessions with staff. The intranet has been warmly received and has proved its value for communicating to staff during the pandemic. MS Teams was rolled out for collaboration and as Working from Home productivity tool and training was conducted for managers, coordinators, 18 departments and councillors in the use of Teams, chats and online conference calls.</p>	
TM-S028	Support and continuously improve business applications and business systems.	<div><div></div></div> 75%
Comments	<p>Resolved 355 application issues and provided 11 enhancements to the use of business applications. Created 199 new online services users and assisted them in using the services. Migrated several paper-based forms to an intelligent online form, including the leave form which is used by all staff. Developed enhancements for the DA process, the Work Zone process and the Asset Opening process.</p>	
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> 75%
Comments	<p>Continual review and improvement of Work Health and Safety Policies and Procedures with the introduction of guidelines, where appropriate. At the end of the quarter there has been a focus on specific WHS procedures and processes to ensure appropriate measures are implemented, specific to COVID-19, and keeping our workforce safe during the pandemic.</p>	

Code	Name	Progress status report
RM-S030	Effectively manage workers compensation and ‘return to work’.	<div><div></div></div> 75%
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 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. The ceasing of elective surgeries has affected some of our injured workers this quarter and we are working with them and rehab consultants to support them through this.	
RM-P010	Draft and implement a Wellbeing Strategy.	<div><div></div></div> 20%
Comments	The quarter we focused on the Working from Home Strategy which aimed at maintaining staff’s mental health while working remotely and preventing feelings of isolation or disconnection between teams.	
RM-S031	Coordinate relevant health checks.	<div><div></div></div> 75%
Comments	The annual flu vaccination programme is organised for April/May. An increased number of vaccines (more than a usual year) was secured in anticipation of increased demand caused by COVID-19.	
RM-P011	Improve the incident management system to provide for effective data analysis, tracking and reporting.	<div><div></div></div> 75%
Comments	Incident data is currently managed internally through Excel, including data analysis, tracking and reporting. System integration 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> 75%
Comments	During the quarter 11 new map layers were created and 65 subdivisions were implemented in our database. The GIS section produced 54 cartographic maps which include the below: <ul style="list-style-type: none">- K2K Planning Proposal and K2K LEP Revision- Alcohol Prohibited Areas- Open Space & Recreational Study- Capital Works- Resident Parking, including a Special Parking Permit map for Hospital workers and Smart Parking.- Heritage Amendments- The Spot Festival- La Perouse Unemployment Camps- Bushcare locations.	
IM-S033	Delivery of online maps (inc. interactive maps) and support mobile field collections systems.	<div><div></div></div> 75%
Comments	Six online maps were produced this quarter and updated on Randwick’s website. One mobile field collection app was also created. Online maps included: <ul style="list-style-type: none">- Waste Zones & Pickup Dates- Bushcare Sites- Food Safety Rating- Alcohol Prohibited Areas- Open Space Study- Councillors & Wards Mobile field collection app: <ul style="list-style-type: none">- Street Litter Bins Collector App.	


Code	Name	Progress status report	
IM-P012	Expand the 3D model of Randwick City.	<div><div></div></div>	75%
Comments	The 3D Nearmap Tool was launched to staff via the Intranet in February 2020 and familiarisation sessions were held with key users.		
TM-S034	Maintain GIS infrastructure in support of mapping operations.	<div><div></div></div>	75%
Comments	Our GIS environment was maintained with all relevant patches applied. There were no outages to the infrastructure during the period. The remainder of our online maps were converted from legacy platforms to ArcGIS Online and prepared for publishing to the website. Further planning continued for the upgrade of the GIS platforms to new versions scheduled for the Q4 2019-20.		
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></div></div>	75%
Comments	Comprehensive and collaborative business unit planning is underway across all divisions. Among other things this activity leads to workflow analysis and recommendations for process improvement. This planning will provide all staff with clarity and focus about 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></div></div>	75%
Comments	All work undertaken in accordance with the 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></div></div>	75%
Comments	The upcoming review of the Randwick City Plan in readiness for the 2021 Term will encompass community engagement insights from various recent consultations including, the LSPS, Night-Time Economy, and Housing Strategy. We are also planning further dedicated consultation which will underpin our next Community Strategic Plan.		
1c.3 Proactively manage enterprise risks within our integrated risk management system.			
RM-S037	Test the Business Continuity Plan.	<div><div></div></div>	75%
Comments	Scenario based test was being scheduled when the COVID-19 restrictions commenced, and Council formed the Continuity Management Team (CMT) and sub Pandemic Response Team (PRT). During this process all departments have reviewed and implemented their sub plans to respond to the Pandemic. Real life testing of BCP is a consequent result.		
RM-S038	Identify operational and strategic risks by updating the Risk Register and integrating with the Audit Plan.	<div><div></div></div>	50%
Comments	Council’s overall Enterprise Risk Management Framework is scheduled to be reviewed with the Executive Leadership Team and integrated into the Audit Plan proposed by the Audit Risk and Improvement Committee (ARIC).		
RM-P014	Implement the Enterprise Risk Management Framework (ERM).	<div><div></div></div>	30%
Comments	Preferred Risk Management methodology of Management of Risk (MOR), training and qualification achievement are in progress and final exam delayed due to COVID-19 and in availability of exam adjudicator.		

Code	Name	Progress status report
RM-S039	Periodically test the Technology sub plan of the Business Continuity Plan.	 75%
Comments	<p>In March 2020 the Business Continuity Plan for Technology was formally invoked in response to the COVID-19 Pandemic event. Council's mobile workforce strategy which allows for a large fleet of laptops to be used by staff offsite in the event of a building loss or denial of access to the Administration Centre aligned closely with the actual scenario requiring staff to work from home unless essential.</p> <p>The IMT services Departmental sub plan was updated and activated. Staff within the IMT area were dispersed to their homes to work with a limited onsite presence to allow for interactions with physical equipment.</p> <p>This real-world event highlighted that Council is well placed to continue normal operations, with 300 staff now working from home or alternate sites. Knowledge gained from the response will be incorporated into the plan and into certain investments in areas such as telephony which remain limited by physical phone handsets in the future.</p>	
RM-P015	Annual technology security vulnerability assessment exercise – testing network security.	 75%
Comments	<p>A periodic scan of the environment was performed by internal staff at the end of March to identify new vulnerabilities that may have arisen as a result of the rapid deployment of the working from home infrastructure and a remediation plan put in place for the month of April.</p>	



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.	 75%
Comments	<p>Staff facilitated various meetings about a wide range of topics with local services and government agencies pre and post COVID-19, using face-to-face and online meeting platforms. Topics included: water safety, International Womens Day, NDIS information, addressing domestic violence, mental health and suicide prevention.</p>	

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).	 75%
Comments	<p>Worked in partnership with Central and Eastern Sydney Primary Health Network to co-deliver the Stay Standing Falls Prevention Program over 6 weeks at the Kensington Park Community Centre from February to March as part of scheduled Seniors Week activities. Continue to promote internal and external grant opportunities to Aged and Disability service providers/ groups to deliver accessible and affordable support programs and activities for clients and residents. Fees waived for St Vincent de Paul Society Local Area Coordination program to deliver scheduled NDIS information sessions in March at Margaret Martin Library for people with disabilities and their Carers.</p>	
S042	Plan and schedule activities in venues that are easily identified and accessed by people with disabilities.	 75%
Comments	<p>Implemented events and activities in accessible Council and community-based venues that met the identified needs of people with a range of disabilities. These activities included: a series of Healing Grief seminars, Advance Care Planning, Older People, Pain and Medication and Stay Standing a six week falls prevention program was held at the Kensington Park Community Centre for people with mobility impairments. 'Back to Prince Henry' and the 'Spirits of Prince Henry' were both held at the Prince Henry Nursing and Medical Museum at Little Bay and the 'Wrap with Love' knit-in program was held on a weekly basis at St Basil's Aged Care Facility and the Kensington Park Community Centre from February until mid-March. These activities also align with the key actions as outlined in Council's Disability Inclusion Action plan for 2017 - 2020.</p>	

Code	Name	Progress status report
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.	 75%
Comments	Facilitated and promoted an exhibition of the JNC's '45 years 45 stories' campaign and collaborated with them to curate a Living Library collection. Unfortunately, the living library event scheduled for 21 March 2020 was unable to proceed as the library was closed.	
S044	Ensure library CALD collections reflect demographics and community needs.	 75%
Comments	Development of CALD Collections is ongoing, with new purchases and items added to collection regularly. The CALD librarian negotiates and forms relationships with book and material vendors in a complex market to supply the library with relevant materials.	
P016	Review library CALD collection to inform future collection development.	 75%
Comments	The CALD librarian has created a survey to be distributed across the State about the decline in use of CALD library collections. This is so we can formulate a strategy to purchase and make accessible items that satisfy CALD community wants and needs from library collections.	
S045	Provide a range of programs and activities for a diverse community.	 75%
Comments	In the March quarter the library ran 228 events with a total attendance of 6,067, average attendance across events was 27. The program of events targeted a diverse range of audiences including seniors, children of all ages, youth, general adult and English as a second language. See P035 for further event details.	
S046	Provide a range of collection items, programs and activities which are accessible and inclusive for people with disabilities.	 75%
Comments	The library continuously works on the formulation and delivery of new programs and activities for people with disabilities. The library has continued its Home Library Service for people unable to attend the library. The library hosts a disability friendly Create Art Class that actively encourages people with disabilities to attend. We have developed new sensory story times and loose parts play for children on the autism spectrum or with other sensory disorders.	
IM-S047	Ensure website content is current and translated into our top 5 languages (other than English) – Chinese, Greek, Indonesian, Spanish and Russian.	 75%
Comments	Information is presented on Council's website in the top five 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.	 75%
Comments	Planned and implemented a range of information sessions in partnership with key agencies to raise awareness and understanding of available support services and programs in the region, and to better enable priority cohorts to access these services. The community information sessions were designed to remove barriers to access and were delivered by industry experts and people with lived-experience to ensure they were accessible to people from CALD backgrounds and people with a range of disabilities. Seminars were held on Advance Care Planning, Older People, Pain and Medication, Healing Loss and Grief and many participants involved in the Falls Prevention program held at Kensington Park Community Centre went on to access additional local strengths and exercise sessions and classes. Ensured that community outreach was provided at key events–services such as Hearing Australia, Holdsworth Community and Kooloora Community Centre and SESLHD etc. participated in events organised during and around Seniors Week. NDIS information sessions scheduled for late March were cancelled due to COVID-19.	
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.	 75%
Comments	Co-convened and resourced the City of Sydney Aged & Disability Services Interagency meeting held in February – secured guest speakers from Central and Eastern Sydney Primary Health Network and the St Vincent de Paul Society to give presentations on how services and their clients can assess the new information line for psychosocial services for people with severe mental illness and associated psychosocial functional impairments. Supported St Vincent de Paul Society to promote the Local Area Coordination Program to help people with disabilities and their Carers wanting to access the National Disability Insurance Scheme and to understand the changes that the NDIS will be implementing to the scheme. Information sessions scheduled for March 18 th & 25 th at Margaret Martin Library to help people with disabilities and their Carers better understand the scheme were cancelled due to COVID-19. Seminars held during this reporting period explored how residents can direct	

Code	Name	Progress status report	
	decisions about their finances and health care, even when they are no longer able to speak /advocate for themselves due to illness or injury. In-service presentation delivered to the Malabar Combined Probus group in February in relation to the NDIS, My Aged Care Platform and Council services and programs such as the Library Homes Service and Randwick Home Modification and Maintenance Service.		
S050	Consult regularly within the community services industry in identifying key issues important to people with disabilities and their carers.		75%
Comments	Co-convened and resourced the City of Sydney and Eastern Sydney Aged & Disability Interagency meeting for February to identify emerging issues, gaps in service provision and priorities for Disability services and their clients. Sourced relevant guest speakers to present on new or expanded services and programs to improve outcomes for people with severe mental illness and offer support for carers. Facilitated 4 x plenary sessions at the 'You Ain't Seen Nothing Yet' CHSP Connecting the Future through Quality and Diversity Conference held in March at the Teacher's Federation. The conference captured the voices and experiences of consumers, carers and staff from diverse communities, highlighting the need for responsive, innovative and consumer directed approaches to service delivery. Ove 300 people were in attendance. Consultations were undertaken on Council's Open Space and Recreation Needs Study with members of the Older Persons and Access Advisory Committee for meetings held in February. Participated in the Randwick Waverley Community Transport Group Board meeting held in January to continue to provide innovative transport solutions for people with disabilities and Carers living in the Randwick and Waverley local government areas.		
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.		75%
Comments	Supported implementation of Aboriginal Interagency in collaboration with the La Perouse Local Aboriginal Land Council to support community-based planning and activity delivery.		
S052	Assist local Aboriginal organisations to plan and deliver nationally significant events such as NAIDOC Week and Reconciliation activities.		75%
Comments	NAIDOC and Reconciliation events cancelled due to COVID-19. Council assisted the La Perouse Local Aboriginal Community to plan for the implementation of the Mullet Run in April.		
S053	Ensure that the programs and activities delivered via the Lexo Hub address the identified needs of local indigenous individuals and families.		75%
Comments	Activities delivered prior to COVID-19 closure were inclusive and addressed the needs of local Aboriginal community members.		
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 <i>Parenting Calendar</i> linking local families to a range of child development courses.		75%
Comments	The 2020 Parenting Calendar produced, published and 1,260 distributed to childcare centres, preschools and primary schools within the Randwick local government area. Parenting workshops cancelled to be rescheduled and moved onto an online platform.		
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.		75%
Comments	The Youth Advisory Committee has been developing a plan for a Youth Space. They have also been engaged in Open Spaces surveys to assist Randwick City Council in developing this idea further.		
P018	Establish and implement a Foodbank Program in address of food security issues operating from the Lexo Hub facility.		75%
Comments	Due to COVID-19 closure the Foodbank program was unable to proceed at The Hub @ Lexo. However, Council has supported Viral Kindness and Harris Farm Market to develop a fruit and veg activity working with local not for profit agencies and charity services to deliver a weekly fruit and veg activity for at risk and vulnerable community members commencing in April.		

Code	Name	Progress status report
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 Randwick ClubGrants NSW on behalf of participating clubs.	<div><div></div></div> 75%
Comments	Randwick ClubGRANTS Scheme – applications are currently open and closing on Monday 11 May. At this stage the round will be going ahead with an anticipated reduction in the pool of funding due to COVID-19. All clubs have been closed since 23 March 2020.	
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></div></div> 75%
Comments	Nine Precinct meetings were held across Randwick City over the quarter. At the quarterly Precinct Coordination Committee meeting, Precinct Executives finalised recommended updates to the Precinct Rules and Procedures Guide and Precinct boundaries.	
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, wellbeing and social welfare services.	<div><div></div></div> 75%
Comments	Due to COVID-19 closure, The Hub @ Lexo closed 16 March 2020. CPO’s continues to manage the site and prior to closure the following services were delivered; Centrelink outreach, Housing NSW outreach, Kingsford Legal Services, GP, Podiatry Services, Women’s counselling, Sewing/Patchwork program, Hairdresser, Social Inclusion Drop In Tuesday, Heart Foundation walking group with JNC, Art group with Breakthru, and Supported Playgroup with SECC.	
S058	Participate on the steering committee of <i>Communities at the Centre: Equity and Well-being initiative relating to key social housing neighbourhoods.</i>	<div><div></div></div> 75%
Comments	CoMAC has not met due to COVID-19 closure however the Steering group met to review pandemic response and planning prior to closure.	
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> 75%
Comments	Blenheim House – concept planning underway. Malabar Memorial Hall – early concept planning 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> 75%
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> 75%
Comments	The Museum hosted 4,224 visitors between January and March 2020. Highlights during the Summer months included sold-out performances in the Instrument Room by the classical quartet Sonic Feet (who curated masterworks around the Museum’s main themes), and another “Live at the Watchtower” mini-series, this time with romantic and powerful tango music from “Orquestra La Luna”. The Watchtower as a micro-venue has made an incredible impact on community engagement and raised awareness of this amazing site and of the Museum’s growing activities. The curated show “Objets Francais” – which had 6,015 visitors – end and was replaced at the end of March with “Happy Valley – La Perouse in the Depression”. This show reveals many new stories, objects and photographs, but has been closed with the rest of	

Code	Name	Progress status report	
	Museum from 26 March 2020 onwards, due to the pandemic. We are currently commissioning a 360 interactive virtual tour of Happy Valley, for the Council website. The Curator continues to contribute to the Museum’s Redevelopment Project as part of the Project Control Group.		
S061	Support and assist in the delivery of our Multicultural Festival.		<div><div></div></div> 75%
Comments	Worked with events team to respond to Council resolution regarding the feasibility of a Multicultural Festival.		
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> 75%
Comments	List development continuing with some implementation including the Randwick Puppet Festival at Randwick Literary Institute and Vivaldi in the Park at the Randwick Community Centre and Environment Park.		
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> 75%
Comments	Supported events team to investigation viability in a large-scale Multicultural Festival. Up-scaled ‘Cultural Bridges’ event at Kensington Park Community Centre as a pilot.		
S063	Implement our calendar of signature annual events (and other ad hoc events).		<div><div></div></div> 75%
Comments	Major events included the Australia Day Community Celebration at Maroubra Beach and the Australia Day Community Service Awards and Citizenship ceremony at Little Bay. The Spot Festival was cancelled due to COVID-19 and community safety.		
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> 75%
Comments	Council continues to provide an inhouse publication approval process to ensure consistency of branding and design.		
S065	Produce appropriate video content for our digital communication channels.		<div><div></div></div> 75%
Comments	20 videos were produced or shared across our Facebook channel. Our highest performing was a simple iPhone video of Malabar Ocean Pool during stormy conditions. According to Facebook insights, it reached 22,000 people. Another top performing video was ‘How gross pollutant traps work’. This video helped inform the community of council’s efforts to keep our beaches clean and generated some positive conversation around beach pollution and stormwater recycling. Other videos which performed well: Recycled glass in asphalt project, a message from the Mayor regarding COVID-19 and the return of the wetlands at Randwick Environment Park.		
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> 75%
Comments	The Communications team implemented and developed 8 Communications plans to inform, educate and engage the community on various activities, including the Randwick Puppet Festival, Paperless DAs, Maroubra Beach Stormwater Recycling, The Spot Festival, COVID-19 related Comms, Community Care Cards, Happy Valley and Beach Couture exhibitions.		

Code	Name	Progress status report
S067	Write quality speeches for Council representatives.	<div><div></div></div> 75%
Comments	The Communications team wrote 17 speeches for Council representatives which informed, entertained and connected members of our community at various events. Some notable speeches were Australia Day and The Carve Pro.	
S068	Produce regular community newsletters (digital and print) to inform and engage our community.	<div><div></div></div> 75%
Comments	In the past quarter we sent out 12 editions of eNews. The average open rate of 32%. Top stories included Randwick rallies for bushfire crisis, what do water restrictions mean for Council and Australia Day Community Awards. Additionally, we mailed out our quarterly magazine, SCENE, to 64,000 households. This issue focused on Water and how Council conserves and reuses water to successfully manage the resource particularly during a time of drought and water restrictions.	
S069	Produce effective high quality visual communications materials to support and enhance our business.	<div><div></div></div> 75%
Comments	Council has produced 397 items for publication and web from Jan – March 2020. Regular items included the Mayor’s column in The Beast and Southern Courier, Rates notice for Q3, consultation communication, Bushland Newsletter and the Summer edition of SCENE magazine. We designed collateral material for the Local Strategic Planning Strategy and Local Character Statements. Designs were refreshed for the Australia Day event internally and The Spot festival externally as well as material for the Happy Valley exhibition at The La Perouse Museum. Council also supported the printed and web/social communications with video content. Towards the beginning of March, focus was shifted to keeping the community informed with COVID-19 advice and current information. Staff prioritised this above other communication materials and worked on the first Community Care Card which was distributed to all residents and could also be downloaded. A lot of other councils followed our example. We also designed the “Spread kindness, not germs” campaign to keep the community informed, but also to spread a positive message and to keep business as usual as far possible.	
S070	Effectively manage our banner poles as an outdoor communications medium.	<div><div></div></div> 75%
Comments	Council ran six street banners campaigns including Australia Day, summer in Randwick City, Save Yarra Bay, The Spot Festival, Suburb street banners, Rabbitohs and Anzac Day banners.	
S071	Promote and share information to assist people with a disability (and their carers) access relevant services.	<div><div></div></div> 75%
Comments	Council continues to communicate information relevant for people with a disability. In the summer 2020 Scene Magazine Council included a feature story and cover photo about accessibility facilities and locations in Randwick City.	
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> 75%
Comments	All events run in the March quarter were advertised within the events calendar within the library sub-site this included 70 single occurrence events and 45 regularly recurring. 27 relevant single and regularly recurring events were also published on the Library’s Facebook page. We published 16 relevant news articles on the website featuring summer holiday activities, International Mother Language Day, library outreach programs, community scam awareness notification and library services specific FAQs regarding the impact of COVID-19. In the March quarter the library published 105 Facebook posts with an average reach of 598. A considerable uptick in Facebook engagement was experienced as a direct impact of COVID-19 as library published material and information to support the community such as the offer of free books for the community when the library doors closed – this achieved a reach of over 16k impressions.	
P021	Refresh the look of the library sub-site.	<div><div></div></div> 75%
Comments	Library home page (banner and contents) was adjusted mid-March to remove emphasis on suspended events to focus on eResources available 24/7.	
IM-073	Maintain and enhance our website with suitable and accessible content.	<div><div></div></div> 75%
Comments	With the current pandemic situation, information was rapidly produced and sent to the website for the community. Hits on the website for the quarter are up from an average of 80,000 hits per month prior to COVID-19 to over 100,000 hits per month currently. Our online forms have also seen increased usage.	

Code	Name	Progress status report
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> 75%
Comments	Three Community Submitted events were published this quarter. This was significantly less than previous quarter due to the COVID-19 pandemic. Four draft event listings were cancelled – not being published because of COVID-19.	
3a.3 <i>Implement technology solutions in support of services and resources to meet the needs of our community.</i>		
IM-S074	Improve and expand website content in providing online services to our community (both web and mobile).	<div><div></div></div> 75%
Comments	We have improved our online service offering in the quarter by automating services with online forms in 7 instances including new forms for Bushcare, rates, customer service and COVID-19 information pages.	
TM-S075	Ensure optimal enterprise functionality to improve online access to information, services and resources.	<div><div></div></div> 75%
Comments	In the March quarter there were 37,081 sessions, 54,210 searches and 300,781 page views. There were 495 referrals from search engines to Randwick’s Library.link profile. Image requests for DVD covers have commenced, enriching the display of titles in both the catalogue and library app.	
S076	Provide innovative hardware, software and web solutions to library customers and staff.	<div><div></div></div> 75%
Comments	Library Staff have commenced using Teams for communication as staff work from the office and home. Shifts have been used to track staff locations, planner used for tracking projects and training. SharePoint has been used in conjunction with Forms for staff training on eResources. While the Library has been closed due to COVID-19 remote access to family history resources has been setup using a modified version of the catalogue to provide a secure logon site to meet the vendors requirements for access.	
P023	Implement an integrated online booking system for our venues (including event invitation and RSVP functionality).	<div><div></div></div> 50%
Comments	This project is in progress.	
TM-P024	Rollout of public wifi across our facilities and open spaces.	<div><div></div></div> 75%
Comments	During the quarter wifi was activated at Clovelly Beach. Malabar Beach is not complete due to delays caused by the telecommunications provider and Coogee Bay Road wifi is dependent on the overall civil works program. Technology staff engaged with the Heffron Centre consultants to incorporate wifi into the design of the new facility at the earliest possible stage.	
3B THE COMMUNITY HAS INCREASED OPPORTUNITIES TO PARTICIPATE IN DECISION-MAKING PROCESSES.		
3b.1 <i>Develop opportunities for community participation in Council’s decision-making processes.</i>		
S077	Develop and support effective consultation plans in support of our projects.	<div><div></div></div> 75%
Comments	Consultation programs were undertaken for Resident parking scheme survey RA5, Randwick heritage review, Bundock Park Clovelly playground upgrade, Lurline Bay, Matraville, Malabar and Yarra Bay flood study, Newmarket VPA Variation, Open Space and Recreation Needs Study, Integrated Transport Study.	
S078	Obtain community feedback on our Events Program.	<div><div></div></div> 75%
Comments	Feedback from major events has been collated. Data will be recorded at several 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> 75%
Comments	The Youth Advisory Committee (YAC) and the Cultural Diversity & Equity Advisory Committee (CDEAC) had strong engagement at the beginning of the year. COVID-19 has placed these meetings on hold as some of our members do not have easy accessibility to online platforms. The YAC has been working on the concept of Youth Spaces, and how young people can be more involved with Randwick Council’s sustainability initiatives. The CDEAC has been looking at racial discrimination in our community and how we can address this through the acknowledgement of local communities and the value they give to our diverse and vibrant spaces.	

Code	Name	Progress status report
S080	Identify issues of importance to people with disabilities (and their carers) through regular consultation with key community representatives.	<div><div></div></div> 75%
Comments	Refer to S042, S048 S049 and S071.	
S081	Leverage social media to encourage community participation in decision making for our projects, events and activities.	<div><div></div></div> 75%
Comments	This quarter we posted 97 times on Facebook. We reached an average of 443,926 people each month. We received 4,177 comments across the three-month period. We used the platform to promote consultations and receive feedback, advertise events, encourage attendance at community events and inform the community of Council upgrades and activities. The most popular posts were Clovelly Beach Cam installed (JAN); Storm debris clean up (FEB); Coronavirus: Beaches Closed (March). We also received and responded to 1,049 messages received through Facebook’s Messenger over the three-month period. Instagram is a growing platform for us with now more than 5,500 followers. We are also tagged frequently and communicate regularly through the “Stories” feature on Instagram.	
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.	<div><div></div></div> 75%
Comments	The K2K Planning proposal has been exhibited with the post exhibitions report currently being considered by the Department of Planning.	
P026	Prepare Development Control Plan (DCP) for Kensington to Kingsford (K2K).	<div><div></div></div> 75%
Comments	The draft DCP is currently being prepared and anticipated to be reported to Council seeking endorsement for public exhibition in May/June.	
4a.2 Promote and recognise design excellence and sustainability.		
P027	Run the 2020 design excellence program, inc. Urban Design Awards and Architecture Talks.	<div><div></div></div> 75%
Comments	Planning for the 2020 design excellence program has commenced. The Urban Design Awards are being planned for late 2020.	
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.	<div><div></div></div> 75%
Comments	Applications Lodged: 191 Applications Determined: 192 42% of DAs have been determined within 40 days, 65% of DAs have been determined within 60 days. The net average is 55 days.	
S083	Implement recommendations of the Randwick Local Planning Panel (RLPP).	<div><div></div></div> 75%
Comments	10 Das were submitted by Council Staff and 3 Clause 4.55 Amended DAs to the RLPP agenda this quarter all have been accepted and determined.	

Code	Name	Progress status report
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).	<div><div></div></div> 75%
Comments	A report on the draft LSPS and outcomes of the exhibition were reported to Council in February. The LSPS received a 'letter of assurance' from the Greater Sydney Commission and the LSPS was 'made' by the General Manager. The LSPS was published on the NSW Planning Portal in March.	
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.	<div><div></div></div> 0%
Comments	The development/review of the Plans of Management has been deferred until completion of the informing 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.	<div><div></div></div> 75%
Comments	Draft feasibility has been completed for Randwick Golf Club, The Coast and St Michaels.	
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.	<div><div></div></div> 75%
Comments	DRLC continued to see large attendance numbers over the summer period, again exceeding 1,000,000 visits for the 12-month period to quarter end. The Learn to Swim program maintained an average of 4,600 weekly enrolments, and the gym/aerobics programs exceeded 2,600 week-to-week memberships across the last quarter. The Centre was closed to the public on 18 March in compliance with COVID-19 restrictions.	
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.	<div><div></div></div> 40%
Comments	Survey complete and concept 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.	<div><div></div></div> 75%
Comments	Contact and liaising with the Commonwealth Department of Finance is ongoing about site management and a future interagency meeting date.	
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.	<div><div></div></div> 75%
Comments	The Open Space and Recreation study is now underway and includes tasks that require analysis, research outcomes and strategic advice for delivering Green Grid links and improving access to key recreational assets.	

Code	Name	Progress status report
5c.3 Optimise the urban interface with the Light Rail.		
P033	Plan and construct the Meeks Street urban plaza.	<div></div> 50%
Comments	Concept design completed and currently being exhibited for community consultation.	
P034	Ensure public space and access opportunities in conjunction with the Light Rail project.	<div></div> 75%
Comments	Council's LSPS collaboration area structure plan identifies public space and access opportunities in conjunction with the Light Rail project to include improved public access through the Racecourse to light rail stops. Public domain improvements incorporated in the K2K Strategy reviewed as part of the new infrastructure contribution plans.	
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, including resources, services and facilities.	<div></div> 75%
Comments	We collected and recorded feedback from 6 general audience events run in the March quarter. We achieved an average net satisfaction score of 96.48%, the average speaker rating was 80.44%. Our Talking Tech events indicated lower satisfaction levels and we are working with the providers and the attendees to improve these scores. Comparing our March 2020 quarter results with the full 2019 calendar year of events our average net satisfaction score is holding steady at 96.87%.	
S087	Acquire new items for the library collection which are relevant to community trends and expectations.	<div></div> 75%
Comments	2,406 new items were received against orders for the shortened March quarter, with 2,563 new items catalogued and made available for loan. An additional 2,293 items were placed on order with library suppliers.	
S088	Ensure library facilities, services and resources meet community demand – high levels of patronage and usage.	<div></div> 75%
Comments	Across the Library Service during the report period January to March 2020, 191,023 loans, 120,529 visits and 2,969 new memberships were recorded. There were 13,581 eBook loans, 10,097 eAudio loans, and 5,413 eMagazine loans. The Library's film streaming service had 2,993 films played. There were 23,861 total wifi sessions, 23,540 sessions for public PC usage and 1,249 sessions for study room usage. Self-checker usage at Lionel Bowen and Margaret Martine Libraries was 83,832 for both loan and renewal. Our Library sites were closed to the public on 18 March due to COVID-19 restrictions.	
P035	Develop a marketing plan and calendar of events in reflection of community needs, interests and demands.	<div></div> 75%
Comments	In the March quarter 228 events with a total 6,076 combined attendance, were run by the library for a wide audience ranging from the very young to seniors. We launched our online reader's advisory service <i>Ask Rachel</i> , set up and promoted International Mother Language Day in February. Developed and promoted Multicultural March events activities, but some had to be cancelled due to the library closure. Alongside our regular events and activities program we launched a new Health and Wellbeing lunch time talks program, ran three out of five author talk events scheduled in the March quarter featuring bestselling crime author Chris Hammer, well known personality Mary Moody and also with new author, long time journalist Melanie Dimmitt specifically tailored for new parents of children with disabilities. We held a still life art 5-week course and planning to run more due to demand. A new Ukulele for Beginners course was attended with great aplomb and quickly moved to virtual space to continue.	
S089	Provide exciting and innovative programs and services for children and families.	<div></div> 75%
Comments	We continued the annual Summer Storytime trail but this year with the support of the library outreach truck. Facilitated a summer reading program for the community. We ran a special multi-cultural Japanese Pastel Art class for adults and children. Due to impact of COVID-19 we launched a regular LIVE on Facebook program for kids 0–5 years from mid-March. Launched the Lionel Bowen Young Writers' Award 2020. which will be open until 1 July.	

Code	Name	Progress status report
S090	Develop and deliver programs to support digital learning and social inclusion for seniors.	<div><div></div></div> 75%
Comments	The library delivered TechConnect one-on-one tutoring in this quarter along with our other activities for seniors such as Bridge and Mah-jong. We have been active in the delivery of some classes by Zoom such as Ukulele for seniors while closed.	
S091	Provide a library presence at community events and continue the school visit program.	<div><div></div></div> 75%
Comments	The Spark library outreach truck facilitated the Summer Storytime Trail held at Coogee and Heffron park attracting a larger audience than usual. It also attended the community La Perouse Commemorative Mass held on 16 February 2020.	
S092	Undertake community outreach through the ‘Spark Library Outreach Vehicle’.	<div><div></div></div> 75%
Comments	The Spark library truck engaged and entertained the community via the library’s annually run Summer Storytime Trail attracting more than 300 attendees overall. It was also present at the La Perouse Commemorative Mass held 16 February 2020.	
P036	Enhance the Lionel Bowen Library façade.	<div><div></div></div> 50%
Comments	Design is ready to be submitted for DA to Council.	
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> 75%
Comments	Fitting-out the room in preparation for launch in the final quarter in 2020.	
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> 75%
Comments	In the March quarter the library ran several seminars as part of the Talking Tech series covered topics on: Can you spot a scam? And Apps for Health and Wellbeing. We also launched a new monthly lunch time Health and Wellbeing Talks program, the first two events held in Feb and March which were well attended and achieved a 100% net satisfaction score. We also ran a fully booked Still Life painting 5-week course along with our regular program of events to support lifelong learning and social integration such as Mah-jong, Tai Chi for Beginners, Seaside Singers, Chess and Bridge club.	
06 A liveable City		
6A OUR PUBLIC INFRASTRUCTURE AND ASSETS ARE PLRENEED, 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. Joe	<div><div></div></div> 75%
Comments	All yearly retaining wall data is collected, footpath data collection is completed, new footpath data layer is available on Interactive Mapping. Drainage data collection (Zoom Camera trial) is complete. video footage is on express post.	








Code	Name	Progress status report	
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>	75%
Comments	Road Services completed 62 drainage requests, at 68% within the SLA, and 162 clear culvert/pits requests at 43% within SLA during the quarter.		
S096	Maintain open space areas, inc. parks, gardens, sportsfields, streetscapes and cemeteries.	<div><div></div></div>	75%
Comments	Scheduled maintenance within parks, sports fields and other public areas was completed within or near service level agreements. Open Space services completed 395 requests from the community regarding a variety of issues including natures strips, park maintenance, water services and streetscape gardens, 71% 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></div></div>	75%
Comments	All scheduled maintenance for Council owned buildings and structures were completed as per 75% of the schedule. These services include general building maintenance, air conditioning, lifts and fire systems.		
S098	Maintain road pavement infrastructure, inc. potholes, large surface repairs, line markings and signage infrastructure.	<div><div></div></div>	75%
Comments	Road Services completed 42 Road Pavement repairs at 31% within SLA, 311 Pothole requests at 62% within SLA, 313 signs request at 53% within SLA and 41 Line marking at 63% within SLA during the quarter.		
P039	Maintain footpaths, inc. rectifying uneven surfaces.	<div><div></div></div>	75%
Comments	Road Services completed 195 footpath repairs at 78% within SLA and 34 kerb and gutter repairs at 56% within SLA during the quarter.		
P040	Implement our Buildings capital maintenance program.	<div><div></div></div>	75%
Comments	The Buildings Capital Maintenance Program is 75% completed including Council owned buildings, Parks furniture, fencing, signage maintenance, public bins damage /surrounds, street furniture, Parks building maintenance and tenanted buildings.		
P041	Implement the Road Rehabilitation Program (as part of the Capital Works Program).	<div><div></div></div>	75%
Comments	Capital Works completed the following: <ul style="list-style-type: none">Moverly Rd from 116 to 134 Moverly Road – Concrete road replacement with asphaltMoverly Rd From Garden St to Cooper St – Concrete road repair (77m2) Capital works to be completed: <ul style="list-style-type: none">Havelock Ave at From Asher St to Bus Stop - Concrete road replacement with asphalt – Planning for May/June 2020 – planned for end may completion.		

Code	Name	Progress status report
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></div></div> 75%
Comments	Status update for carried-over 2018-19 and new 2019-20 projects as follows: <ul style="list-style-type: none">Malabar Memorial Hall – early planning underwaySouth Maroubra Beach Amenities and Car Park – early planning underwayRandwick town Hall – early planning underwayHeffron Centre - planning underwayRandwick Administration Centre - planning underwayLa Perouse Museum and Toilets – preliminary planning underwayYarra Bay Bicentennial Park Amenities – construction documentation completeBlenheim House (Cultural Centre) - concept stage underwayMalabar Junction Amenities – construction documentation completeCoogee Oval Grandstand – construction documentation completeCoogee Surf Life Saving Club – construction underway.	
P043	Plan the undergrounding of power lines at The Spot, Randwick.	<div><div></div></div> 75%
Comments	Spot undergrounding is currently with consultant and Ausgrid. Final details were confirmed in late March 2020. Pending Ausgrid approval.	
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> 75%
Comments	The contract for the work has been signed by the contractor and Council. Due to COVID-19, the contractor is unable to travel from Victoria to undertake the works to implement the smart parking solution. A request has been made to the Federal Government to extend the project end date to accommodate the unforeseen delay.	
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> 75%
Comments	In the reporting period the Smart Beach Project made substantial progress until the start of March when the COVID-19 pandemic event led to the deferral of further work: <ul style="list-style-type: none">Smart Lockers were commissioned for a further 30 lockers at Coogee Beach so that ¾ of lockers are now bookable smart lockers.Smart Signs were commissioned with beach safety messages and weather information. In late March these displays were repurposed for COVID-19 messaging regarding social distancingFour smart BBQs at Coogee North were commissioned and orders placed for the four BBQs at Coogee South.Public Address systems integrated with Council’s phone system were delivered and tested.A sunscreen dispensing station was ordered and delivered, and integration to Council’s payment gateway completed. The unit is in storage for installation post COVID-19.	
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> 75%
Comments	Project milestones are on track for La Perouse Museum.	

Code	Name	Progress status report	
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>	75%
Comments	City Cleansing teams have continued to meet scheduled services last quarter in both Beach Cleaning and Business Centres. Due to the pandemic March has seen increased CBD street and cleaning and sanitising.		
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>	75%
Comments	Relevant staff attended the Liquor Accord and UNSW Crime Prevention Partnership meetings, held generally on a quarterly basis and liaised with NSW Police in relation to several events and operational matters (UNSW Crime Prevention Partnership – March 2020 meeting cancelled due to COVID-19).		
S101	Develop emergency plans for major events in consultation with the Police.	<div><div></div></div>	75%
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>	75%
Comments	Total graffiti removed in third quarter is 1,061m ² .		
P047	Implement a partnered program of activities and events to raise awareness and support household members affected by domestic violence.	<div><div></div></div>	75%
Comments	Supported the Communications team to promote information about support services for victims of domestic violence during the COVID-19 closure. Supported a key client's application to Central Eastern Sydney Primary Health Network for implementation of a range of primary and early prevention activities addressing social norms that underpin violence against women across the Eastern Suburbs.		
S103	Support your service agencies in implementing activities for school aged children at risk of engaging in anti-social behaviour.	<div><div></div></div>	75%
Comments	Our inter-agencies have been supporting services in an online capacity during COVID-19 to discuss and address issues in changing the mode of service delivery while social distancing restrictions are in place. The inter-agencies are targeting key gaps such as data accessibility for clients, the criminal justice system, and the encouragement of help-seeking behaviours and consistent engagement in community. Worked closely with Youth Off The Streets and Kool Kids to deliver collaborative outreach activities targeting at risk children and young people.		
S104	Collaborate with the Community Drug and Alcohol Team (CDAT) to deliver harm minimisation and awareness projects.	<div><div></div></div>	75%
Comments	Renegotiated with Alcohol & Drug Foundation regarding CDAT and LDAT activities. Funding agreement for 2020 established and updated to work within COVID-19 constraints.		

Code	Name	Progress status report
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> 75%
Comments	Beach lifeguards continued to deliver surf and water safety education to the broader community, including schools, pre-school groups and community-based programs. The knowledge and experience imparted by the Lifeguard team continues to be valued and well received by the various 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> 75%
Comments	In the January to March quarter, Council's Environmental Health Officers undertook 89 primary food inspections and 22 re-inspections. Council continues to participate in the Scores on Doors program and has issued 44 Scores on doors certificates.	
S107	Implement effective regulatory and compliance activities and strategies.	<div><div></div></div> 75%
Comments	In the January to March quarter, Council's regulatory officers have actioned 139 customer service requests; issued 73 notices and orders, determined 184 local approvals and carried out 99 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> 75%
Comments	The Des Renford Leisure Centre has maintained 100% compliance with the NSW Health Guidelines for Public Swimming Pools through Q3 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> 75%
Comments	This quarter, our officers carried out 98 fire safety inspections of existing buildings, issued 14 new Fire Safety Notices/Orders, assessed 15 Fire Engineering reports and processed 1,286 Fire Safety Statements/Certificates.	
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> 75%
Comments	The ongoing delivery of these projects has continued.	
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> 100%
Comments	A report on the draft LSPS and outcomes of the exhibition were reported to Council in February. The LSPS received a 'letter of assurance' from the Greater Sydney Commission and the LSPS was 'made' by the General Manager. The LSPS was published on the NSW Planning Portal in March.	
6d.2 Monitor and review to continually improve the strategic land use framework.		
P049	Finalise the Housing Strategy.	<div><div></div></div> 75%
Comments	A report on the draft Housing Strategy and outcomes of the exhibition were reported to Council in February. The Housing Strategy has been finalised by Council and sent to the Department of Planning, Industry and Environment for the Secretary's endorsement.	

Code	Name	Progress status report
P050	Start preparations for the Planning Proposal as part of the LEP roadmap process.	<div><div></div></div> 75%
Comments	Preparation of the Planning Proposal as part of the LEP roadmap process has commenced.	
S111	Develop and implement online generation and delivery of S10.7 Certificates.	<div><div></div></div> 75%
Comments	Work to cleanse and formalise property descriptions is ongoing and progressing including liaising with Revenue Team to prepare for scenario testing on any potential impacts on rates notices, and collaborating with Business Systems to update Property Type, bulk delete and reapply parcel conditions and lapse redundant parcel conditions, all of which facilitate on-line generation of S10.7 Certificates.	
S112	Respond to legislative reforms, policy amendments, major proposals and proposals outside Randwick City.	<div><div></div></div> 75%
Comments	Council officers responded to one State Significant Development Application, one major proposal and one legislative reform in the March Quarter of 2020.	
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	Draft s7.12 Plan for K2K has been prepared and is currently with the Department of Planning for review, comment and drafting of guidelines.	
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> 75%
Comments	Clients: total 164 / new clients 120 Referrals: 144 OTs / 20 My Aged Care Jobs: 443 total / 377 home modifications / 66 home maintenance.	
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> 75%
Comments	RFT scheduled for early 2020 has been placed on hold. To investigate a City West Model to manage Council’s affordable housing program. The Tenancy and property management agreement for Council’s DV Transitional Housing program is still under revision.	
S115	Complete land classifications for all new affordable housing dwellings – ensuring an ‘operational’ classification.	<div><div></div></div> 75%
Comments	Dwellings have been handed over to Randwick City Council and are now in Council’s ownership. The properties will be presented to Council at the May council meeting following public exhibition. They are currently in the process of being classified as ‘operational’.	
S116	Investigate further affordable housing opportunities as part of the planning framework, inc. major strategic developments.	<div><div></div></div> 75%
Comments	Council’s LSPS and Housing Strategy outline measures to facilitate affordable housing as part of the planning framework including in areas of housing growth. Following finalisation of the LSPS and Housing Strategy, council officers have begun preparation of a planning proposal to incorporate provisions within the planning framework.	

Code	Name	Progress status report
6F	UNDERTAKE ON ONGOING PROGRAM OF COMPREHENSIVE COMMERCIAL CENTRE REVIEWS.	
6f.1	<i>Undertake an ongoing program of comprehensive commercial centre reviews.</i>	
P052	Undertake Belmore Rd / Avoca St road and footpath upgrades.	 50%
Comments	Concept design is completed. Project currently on hold pending further upgrades to Belmore Road by TfNSW (formerly RMS).	
P053	Finalise the Randwick Town Centre planning strategy.	 75%
Comments	Draft Planning Strategy Report prepared. All inhouse-prepared Sketch-up digital maps are being updated and checked and, where necessary, amended for final document.	
07	Heritage that is protected and celebrated	
7A	OUR HERITAGE IS RECOGNISED, PROTECTED AND CELEBRATED.	
7a.1	<i>Local and cultural history is known, recognised, preserved and celebrated.</i>	
S117	Enhance community interpretations of heritage through promotion of local and cultural services and collections, exhibitions and partnerships.	 75%
Comments	During this quarter we held 5 heritage events held including the new Saturday afternoon heritage series at Margaret Martin Library. These proved the most popular with Cr Kathy Neilson "Behind the Fences of Randwick" and Linda McIntosh, "The history of Clovelly" or Poverty Point, as it used to be known. 176 people attended these two events alone, a total of 286 people attended all events partnered with either Cape Banks Family History group or Randwick and District Historical Society. Due to the COVID-19 disruption all public events were cancelled from 18 March when the library closed.	
S118	Make heritage documents and resources accessible through the Portfolio Digital Asset Management system.	 75%
Comments	Just under 100 assets were added to Portfolio during this quarter.	
P054	Podcast oral histories of Randwick City community members.	 100%
Comments	The podcasts for the Randwick Local Legends' series have been edited and being prepared for the online launch.	
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. <p>The Wrapped Coast Exhibition at the Lionel Bowen Library 1 September – 15 December 2019 featured 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.</p>	
7a.2	<i>Prepare and implement management and maintenance plans for our heritage properties.</i>	
S119	Manage our heritage monuments, properties and murals.	 75%
Comments	Ongoing internal heritage assessment was provided, including processing of Heritage Office advice, for the Captain Cook Statue, Blenheim House, La Perouse Museum and Wylies Baths.	

Code	Name	Progress status report
7a.3 Ensure suitable conservation and adaptive re-use of our City's heritage planning provisions.		
P056	Carry out an Aboriginal Cultural Heritage study.	<div><div></div></div> 75%
Comments	Responses to request for quotes from nominated consultants has been received and assessed and additional submission requested from consultants currently being processed.	
P057	Undertake the Anzac Parade Heritage study.	<div><div></div></div> 75%
Comments	Study brief prepared and sent together with request for quotation to nominated consultants.	
P058	Review the 2002 Heritage Study as part of the LEP Roadmap process.	<div><div></div></div> 75%
Comments	Responses to request for quotes from nominated consultants have been assessed and a consultancy, Extent Heritage Pty Ltd, has been appointed to undertake Heritage Review.	
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> 75%
Comments	The Museum hosted 4,224 visitors between January and March 2020. Highlights during this quarter included sold-out performances in the Instrument Room by the classical quartet Sonic Feet, and another "Live at the Watchtower" mini-series, this time with romantic and powerful tango music from "Orquestra La Luna". The Watchtower as a micro-venue has made an incredible impact on community engagement and raised awareness of this amazing site and of the Museum's growing activities. The curated show "Objets Francais" – which had 6015 visitors – ended at the end of March. The Museum closed on 26 March onwards, due to the pandemic.	
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> 75%
Comments	Approximately 35 heritage comments provided for local and State significant developments this quarter.	
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.	<div><div></div></div> 75%
Comments	The Economic Development Study has been completed by SGS. This study provides background research outcomes, analysis and strategic advice on Randwick City's economic and employment trends and economic activity centres. This information will help inform the development of the Economic Informing Strategy over 2020.	
8a.2 Support the development of vibrant commercial centres through the implementation of a range of strategies.		
P061	Prepare a Visitor Management Plan.	<div><div></div></div> 75%
Comments	A tourism and visitor management plan is scheduled to be undertaken in 2020 following the development of our informing Economic Development Strategy. Research is currently underway and discussions with surrounding Councils and Randwick City Tourism Inc have also been held. Further preparatory investigation and research regarding new available tourism data and statistics has been undertaken as well the collation of Tourism Research Australia (TRA) data and Airbnb statistics.	

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> 75%
Comments	Council officers met with the Collaboration Area partners on transport planning and participated in a sustainability workshop. Six priority initiatives from the workshop were chosen for the Sustainability Working Group to progress.	
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> 75%
Comments	Economic Development maintained existing relationships and was in regular communication with the local Chambers of Commerce and business groups across the reporting period. 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. A partnership has been established with the Kingsford Chamber of Commerce and TfNSW to provide a temporary KINGSFORD LED sign installation in Kingsford. These activations have been temporarily put on hold and are ready to be put in place once the current social distancing regulations are eased. Discussions were held with the Randwick/the Spot Business Association to host an information evening as soon as the social distancing regulations are relaxed.	
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> 75%
Comments	The Economic Development page on our website is currently under review. It is proposed to upgrade the page to include increased business information links and listings of current local and regional business events. Local Chambers and Business Associations have been encouraged and assisted with listing all public business events and promotions in the 'What's On' page on Councils website. Discussions have been held with Communications on appropriate ways to promote local businesses and business areas through Council's online media outlets.	
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> 75%
Comments	A tourism and visitor management plan is scheduled to be undertaken in 2020 following the development of our informing Economic Development Strategy. Research is currently underway and discussions with surrounding Councils and Randwick City Tourism Inc have also been held. Further preparatory investigation and research regarding new available tourism data and statistics has been undertaken as well as the collation of Tourism Research Australia (TRA) data and Airbnb statistics.	
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> 15%
Comments	In late March Council resolved to fund the final design of the Doncaster Rd cycleway from Alison Road to Anzac Parade – design will commence in April.	

Code	Name	Progress status report
P066	Implement appropriate projects nominated by our Cycleways and Bicycles Facilities Advisory Committee (contingent on RMS funding).	<div><div></div></div> 75%
Comments	Progress with these tasks / projects has continued.	
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> 65%
Comments	Progress has slowed down significantly due to the COVID-19 reduction in contractors’ efficiency to undertake Council projects.	
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> 75%
Comments	A new electric Polaris Ranger beach buggy has been ordered. New Hyundai Ioniq electric vehicle arrived. 182,143 litres of fuel used across passenger (4% decrease on last Q3) and plant fleet resulting in 475 tonnes of CO2-e. 16,920 litres of 5% biodiesel used.	
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> 75%
Comments	Progress with this project continues.	
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> 75%
Comments	We continue to advocate with TfNSW about the lack of clarity around proposed bus changes. We await future announcements in this area.	
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> 100%
Comments	The Light Rail project is completed. No further action required regarding this measure.	
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> 75%
Comments	<p>Progress on the Smart Parking Project has been impacted by the COVID-19 pandemic. In the first two months of the quarter the following was achieved:</p> <ul style="list-style-type: none">• Payments stream – executed PayStay contract and determined locations for parking meters. Installation of meters delayed due to COVID-19 as company is NZ based• Parking Sensors – delayed due to contractor not able to progress works due to COVID-19 (interstate travel required)• Parking Cameras – civil works contract for new SmartPoles let to an external provider with a mid-May completion date. Cameras can then be installed	

Code	Name	Progress status report
	<ul style="list-style-type: none">Directional signage – investigation of options for mains versus solar commenced.Enforcement – upgrade of handheld devices for infringement issuing and new printers continued An extension from the Commonwealth for their funding component has been obtained.	
S127	Manage and implement traffic control actions arising from Traffic Committee processes.	<div><div></div></div> 75%
Comments	Traffic control arising from Traffic Committee decisions continues to be implemented.	
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> 75%
Comments	Council’s Parking Officers and Rangers undertake regular patrols of Council’s business centres, beachside locations, school zones and other restricted parking areas and take appropriate enforcement action. Staff also actioned 982 parking related customer requests during the quarter.	
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> 75%
Comments	Implementation of parking changes arising from Traffic Committee processes continue to be implemented. Recent focus was on resident areas near to the Kingsford light rail terminus.	
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> 50%
Comments	Mapping of parking arrangements have been prepared to be undertaken in the upcoming quarter.	
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> 75%
Comments	January’s Marine and Coastal Discovery Program saw 568 participants attending 18 activities across Randwick’s beaches from Clovelly to La Perouse and included access of the Ocean Action Pod communicating on plastics pollution of our oceans. 4-week organic gardening course booked out at Randwick Community Centre. Monthly and weekly Permabees and monthly Eco Heroes Club commenced at Randwick Community Centre with approximately 80 participants per month increasing participation levels substantially. First solar and batteries webinar delivered to 50 households in March. Collaborating with Waverley and Woollahra for additional webinars on electric vehicles and energy saving at home.	
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> 75%
Comments	As part of the Randwick Collaboration Area project, Randwick Council is working with UNSW and a range of Randwick stakeholders to implement sustainability initiatives across the precinct. Scoping of the projects is currently underway following the workshop held at Racecourse by each of the collaboration partners (projects include greenhouse gas reductions, recovering food waste, increasing cycleway access).	

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></div></div> 75%
Comments	Solar My Schools program with schools and Compost Revolution continuing as programs of the 3-Council regional environmental collaboration. New Sun Tenants model applied for first time in Randwick, facilitated by Council, enabling solar installation on tenanted buildings with agreement of the landlord.	
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></div></div> 75%
Comments	Sustainability support of Twilight Concert at Randwick Community Centre with Vivaldi's Four Seasons and supported with shadow puppetry environmental messaging.	
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></div></div> 75%
Comments	Purcell park tender concluded, and contract awarded, anticipated commencement date on site 9 June 2020, anticipated finish date 27 November 2020. Pioneer Park Design completed anticipated to commence work November 2020.	
10b.3 Implement recommendations from the State Government's Floodplain Development Manual and from our local flood studies.		
S135	Continue floodplain management studies and implementation of Floodplain Risk Management Plan.	<div><div></div></div> 75%
Comments	Lurline Bay, Matraville, Malabar, Yarra Bay flood study is currently underway, surveyor capturing land data, floodplain modelling consultants are updated with most up to date data captured. Maroubra – Feasibility study for lowering of Main Promenade has been concluded. Administrative task to be completed. Coogee Bay catchment - Upper Dolphin Street drainage upgrade has been Concluded. Administrative task to be completed. Coogee Bay catchment - Rainbow Street trapped low point detailed investigation has been Concluded. Administrative task to be completed.	
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></div></div> 60%
Comments	Due to the significant storm event in February, there has been a delay in the completion of standard requests as storm-damaged sites have been prioritised.	
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></div></div> 75%
Comments	Continuing delivery via Council workshop program delivered at Randwick Community Centre, joint program of 3-Council Regional Environment Program through schools and the Australian Energy Foundation information sessions for residents on installing solar and similar energy saving measures around households.	
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> 75%

Code	Name	Progress status report	
Comments	All (100%) bushland sites have received bush regeneration treatments, the total hours committed to restoration activities this quarter has been 3,750 hours. Due the COVID-19 pandemic Bushcare groups have been suspended during the quarter.		
S138	Implement the Biosecurity Act, Biodiversity Conservation Act (and SEPPs), Noxious Weeds Act and advise on managing pest animals.	<div><div></div></div>	75%
Comments	Council continues to monitor for biosecurity threats and is in regular contact with Local Land Services about developments within the Randwick local government area.		
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>	55%
Comments	Street Tree Planting was suspended during drought conditions.		
P070	Implement a program based on updated tree canopy analysis and review progress against targets.	<div><div></div></div>	75%
Comments	Follow up underway with ISF consultant and stage on draft Stage 2 report on Randwick’s Urban Canopy cover.		
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>	75%
Comments	Council collected 6,256.86 tonnes of residential garbage and 1,244.38 tonnes of hard waste, processed at three Alternative Waste Treatment and resource recovery facilities. The recovery rate of putrescible waste processing has reduced to 3.85% due to an NSW EPA policy change (revocation of Mixed Waste Organics Output Exemption). Council achieved 40% overall landfill diversion from kerbside collected dry recyclables and garden organics.		
S141	Review and implement efficient collection services.	<div><div></div></div>	75%
Comments	For this quarter Council collected: Garbage – 6,256.86 tonnes Recycling – 2,599.59 tonnes Green Waste – 1,972.06 tonnes Hard Waste – 1,244.89 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>	75%
Comments	During this quarter we investigated 101 illegal dumping incidences and issued 11 notices including two penalty notices.		
S143	Reduce the impact of litter and illegal dumping on streets and beaches.	<div><div></div></div>	75%
Comments	During this quarter 318.54 tonnes of illegally dumped materials were collected through 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>	75%
Comments	Council provided 10 waste education sessions to schools and community with participation of 465 students. Council conducted one tour for residents at the Recycle Centre.		

Code	Name	Progress status report
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> 75%
Comments	Maroubra Stormwater Harvesting System has been commenced and it will be connected to proposed South Maroubra Amenity Building for providing recycle water for flushing toilet. The design and procurement phases are complete. The construction phase has recently commenced.	
S0146	Increase stormwater, rainwater and wastewater harvesting opportunities.	<div><div></div></div> 75%
Comments	Council’s potable water usages cost savings between January and March 2020 was \$81,410. Water conservation initiatives reduced our use of potable water by 38,583 million litres for the quarter. Maroubra Stormwater Harvesting System construction has started with 30% construction works completed.	
P071	Connect our irrigation assets to the web based ‘IRRInet’ system.	<div><div></div></div> 75%
Comments	New irrigation system of Arthur Byrne Reserve will be connected with IRRInet as part of the Maroubra Stormwater Harvesting System.	
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> 75%
Comments	1,730 lights have now been replaced across 20 Council buildings, saving us an estimated \$105,000 per year. A building management system is to be installed at Bowen Library to reduce energy consumption of air-conditioning units. Scoping of the Works Depot LED upgrade is now underway. This financial quarter, Council consumed 8,032 GJ of electricity, 1,291 GJ of gas and produced 1,675 tonnes of CO2 (a reduction of 27% on FY18/19 Q3).	
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> 75%
Comments	Council’s 193 kW of rooftop solar output 79,900 kWh of solar this financial quarter, an increase of 15% on FY 2018-19 Q3. A site is being selected for the trial of battery storage. A rooftop solar inverter has been replaced at DRLC.	