

September 2021 Quarterly Progress Report





This report tracks progress against the 2021-22 Operational Plan actions for the July - September 2021 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 2018-2022 Delivery Programme.

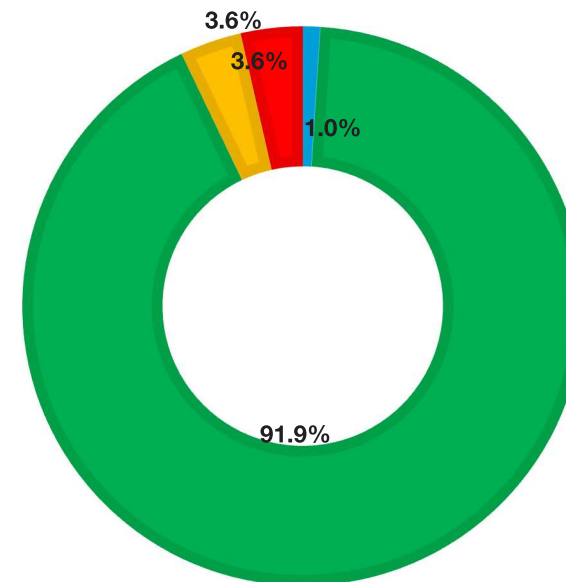
Randwick City Plan themes

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

Status of actions (summary)

2	1.0%		Complete
181	91.9%		On track or ahead of schedule
7	3.6%		Progressing at a slower rate
7	3.6%		On hold / indefinitely delayed / stopped

Tracking summary for period



2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment	Progress	Responsible officer	
1. Leadership in sustainability					
1a. Council has a long-term vision based on sustainability.					
1a.1	Implement the Integrated Planning and Reporting framework including the Randwick City Plan, medium term plans and the Resourcing Strategy across the four year cycle.	Update the community on Council's progress in implementing the current 4 year delivery program, and work with the community to create a new 10 year Community Strategic Plan.	The final quarterly progress report tracking progress against the 2020-21 Operational Plan actions was presented to Council at the August 2021 meeting. The 2020-21 Annual Report, 2017-2021 State of our City Report and 2017-2021 State of the Environment Report were prepared and subsequently endorsed at the October 2021 Council meeting. The Integrated Transport Strategy and Open Space and Recreation Strategy were adopted by Council in July 2021 following public exhibition in June; and the Arts and Culture Strategy was adopted by Council in August 2021.	25%	Business Strategist
1a.2	Ensure sound long term financial strategies underpin the Council's asset management policies and strategic vision.	Coordinate and update the Council's 10-year Long Term Financial Plan (LTFP), with particular emphasis on creating a strong and sustainable Council.	Council's fully revised Long Term Financial Plan (LTFP) was presented to Council at their September 2021 ordinary meeting. The draft LTFP is now on public exhibition ahead of been finalised and presented to Council at their 1 November 2021 extraordinary meeting.	75%	Chief Financial Officer
1a.3	Review and incorporate the financial strategies, underpinning all short and medium term plans into the Long Term Financial Plan.	Manage, monitor and review Council's financial performance and position on a regular basis.	In the September quarter, Council's 2020-21 Financial Statements were produced, externally audited and presented to Council and to the Audit Office prior to being lodged with the Office of Local Government. Randwick again being the first metropolitan council in NSW to lodge to the OLG. Council's financial performance and financial position is formally reviewed on a monthly basis with Monthly Financial Reports prepared and presented to each meeting of Council. Additionally, a formal quarterly budget review process is performed in accordance with the Act and Regulations.	25%	Chief Financial Officer
		Support those in our community facing financial hardship, particularly in relationship to the pandemic, by providing options for deferring rates and annual charges.	Financial Services staff continue to work with ratepayers to negotiate alternative payment arrangements that suit their individual financial circumstances. The pandemic has necessitated the development of a bespoke sensitive approach to account management communications. In September 2021 Council endorsed an extension of the COVID-19 interest waiver period to 28 February 2022. This was welcomed by ratepayers.	25%	Chief Financial Officer

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment	Progress	Responsible officer	
1a.4	Provide for safe public places where people gather.	Ensure the CCTV infrastructure network is maintained and fit for purpose.	The CCTV network continues to provide greater than 99% camera availability across all sites. Remediation of failed physical infrastructure at Council's works depot has been completed. An additional aquatic safety PTZ camera has been provided at Mahon Pool.	25%	Manager, Information Management & Technology
		During patrolled hours, provide beach lifeguard's supervision, communication, engagement and interaction in order to ensure the safe, equitable and compliant use of Council's beaches, as well as quickly and effectively responding to a wide range of incidents and emergencies across our beaches and coastline.	July to September 2021 saw 1.63 million visitors to Randwick City Council beaches, with the beach lifeguard service performing 42 rescues, preventing 3,275 incidents from occurring, conducting 3,660 regulatory actions, making 2,286 surf craft warnings and responding to 40 major incidents.	25%	Manager, Public Safety & Aquatic Services
1a.5	Implement the Digital Strategy to ensure Council's adoption of innovative technology which meets customer and business needs.	Improve the flexibility of community facing business workflows and increase the life span of current applications by 2 years, through the implementation and adoption of an Enterprise Service Bus (ESB) solution.	A pilot of the Azure Logic Apps and Azure API Management solutions is currently underway in conjunction with the Human Resources Management Solution and NSW Planning Portal integrations.	25%	Manager, Information Management & Technology
		Build a data warehouse to encompass all of Council's structured data and make it available for enterprise reporting and analytics, through a business intelligence (BI) solution.	Implementation of the Azure Synapse Data Warehouse platform has commenced with information from the Human Resources Management Solution now available in the new warehouse. Data movements have been facilitated through the implementation of an Extract, Transform and Load tool (Microsoft Data Factory).	25%	Manager, Information Management & Technology
		Increase security, protection, visibility and control over network security, through the implementation of a Unified Threat Management (UTM) solution.	Scoping for this project has commenced with mapping of the current state at the conceptual level, and detailed mapping of requirements for email and related services now underway.	25%	Manager, Information Management & Technology
		Procure and implement an strategic asset management software solution to improve analysis and business intelligence derived from data.	Preparations for procurement of a suitable solution are underway.	25%	Manager, Change Management
		Implement a new Human Resource Management system which will reduce manual and repetitive tasks in the management and operation of HR and Payroll services and improve customer experience.	The implementation of the Human Resource Management System is progressing through quality assurance and user training. Expected to go live in February 2022.	25%	Manager, Change Management

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1a.6	Progressively update medium term plans such as the Recreation Needs Study.	Complete the suite of 10 year informing strategies by finalising the following strategies: - Social Inclusion & Diversity - Economic Development - Integrated Transport - Arts & Culture - Open Space & Recreation	The Integrated Transport and Open Space and Recreation strategies were adopted by Council at the July 2021 Council meeting. The Arts & Culture Strategy was adopted by Council at the August 2021 Council meeting. The social study was finalised and the draft Inclusive Randwick Strategy prepared in the September quarter. The draft strategy was subsequently endorsed by Council for exhibition at the October 2021 Council meeting. Consultation with businesses regarding the proposed Economic Development Strategy commenced in October 2021.	25%	Business Strategist
1b. Council is a leader in the delivery of social, financial and operational activities.					
1b.1	Demonstrate best practice and leadership in local government.	Increase retention of new starters through the development of a recruitment framework and strategy. Review flexible working procedures, setting out a clear framework for managing flexible working. Increase retention of high performing staff through a formal reward and recognition initiatives program. Enhancing the growth of our employees by embedding on the job training opportunities within the training plans of all staff.	The use of LinkedIn and our online induction program continues to optimise the talent acquisition strategy. Research is underway for the review of the Recruitment and Selection Policy. Research and consultation is underway for the review of the working from home policy and flexible work arrangements policy. Analysis is underway of current reward and recognition offerings for high performing and long serving staff. Configuration and testing of the performance and learning modules within the new Human Resource Management System was undertaken to incorporate informal and on the job learning within development plans.	25%	Manager, Human Resources
1b.2	Contribute to protecting the Council's reputation and enhancing its positive public image.	Promote Council's achievements, programs, policies and projects across online and print media Promote and protect Council's image through effective use of media and online communities, including monitoring and responding to enquiries effectively.	Council published 52 online news stories in the quarter - which is more than double Council's KPI for this action. We have increasingly embraced publishing more online news content relating to Council's projects, events and activities as a way of providing more information to the community, at a time when there is less local media. Council received 33 media enquiries in the quarter. Council continues to provide a high quality media liaison service to help protect Council's reputation and to further our plans and projects. The volume of media enquiries has generally decreased since the closure of <i>The Southern Courier</i> print newspaper in mid 2020. Some key proactive media promotions included the publication of the Heffron Centre first look artist impressions in <i>The Daily Telegraph</i> .	25%	Manager, Communications
1b.3	Maintain a high performing workforce that is responsive to the needs of the organisation.	Develop a 'fit for purpose' capability and learning framework. Develop and implement an internal communications plan.	Research and scoping for the capability and learning framework is complete and ready for consultation by key stakeholders. Research and consultation is underway for the development of an internal communications plan.	25%	Manager, Human Resources

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1b.4	Provide good governance and administrative support for the Council and organisation.	Ensure the effective and efficient administration of Council meetings (and Local Government Election 2021) for the benefit of Councillors and the community.	All Council meetings during the September quarter were held online due to Covid-19 restrictions. There was no disruption to meetings, the ability of the public to address meetings or public access to meetings during this time (due to live streaming of the online meetings). The Local Government elections which were scheduled to be held in Sep 2021 have been moved to 4 Dec 2021 due to the Covid-19 Pandemic. Randwick City Council's elections are being administered by the NSW Electoral Commission.	25%	Manager, Customer & Compliance
		Ensure compliance with the Government Information (Public Access) Act 2009 and assist the community in obtaining access to appropriate Council information/documents.	392 Informal Access to Information requests were processed during the quarter, with 350 (89.3% processed within two (2) working days. Four (4) formal GIPA applications were processed during the quarter. All formal applications were processed within the legislated 20 working days.	25%	Manager, Customer & Compliance
		Maintain transparency and accountability in the purchasing of goods and services and ensure compliance with purchasing procedures.	Transparency and accountability was maintained with procedures, processes, templates and reviews to ensure compliance with purchasing procedures. Procurement training and user assistance is ongoing.	25%	Manager, Customer & Compliance
		Manage Council's Insurance Renewal program.	Insurance Renewals will be undertaken over the March/April 2022 period as per standard practice.	25%	Manager, Customer & Compliance
		Manage Council's Claims Management program.	Council's claims management program is performing well and is on track.	25%	Manager, Customer & Compliance
		Monitor and evaluate performance of the Randwick Local Planning Panel in accordance with NSW Department of Planning Industry and Environment Guidelines.	The quarterly report for the Randwick Local Planning Panel has been submitted to the Department of Planning, Industry and Environment.	25%	Manager, Development Assessments
		1b.5	Effectively and efficiently manage financial operations, systems and information.	Provide timely financial information, advice and reports to the community, the Council, senior management and staff.	In the September quarter, Council's 2020-21 Financial Statements were produced, externally audited and presented to Council and to the Audit Office prior to being lodged to the Office of Local Government. Randwick again being the first metropolitan council in NSW to lodge to the OLG. All internal and external financial reporting requirements were complied with. Regular cashflow reports, monthly financial statements and quarterly budget reviews were prepared and reported as required.
Ensure all Financial Services' processes and procedures are timely and accurate in providing a high level of service to internal and external customers regarding rating, debtors, accounts payable, payroll, investments and cash management.	All financial services policies, procedures and legislative requirements were complied with. Key financial functions include rates, debtors, accounts payable, GST, FBT, investments, payroll and cash management. The reviewed Investment Policy was adopted by Council at their September 2021 ordinary meeting.			25%	Chief Financial Officer

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment	Progress	Responsible officer
Effectively and efficiently manage financial operations, systems and information.	Ensure the accurate levy, and collection of rates and charges, and provide appropriate payment options, including BPAY, Direct Debit, Australia Post, web based and in person.	The 2021-22 Rates & Charges were levied with notices issue in July in accordance with legislative requirements. Routine missed Instalment notices were issued in September for the first instalment due date of 31 August 2021. Council continues to work with ratepayers that may be experiencing financial hardship, to develop payment arrangements that are tailored to individual financial circumstances. Council's pandemic relief interest waiver application process first adopted in July 2021 was extended in September 2021 to run for 8-months to 28 February 2022 (an extension on the original 4-months to 31 October 2021).	25%	Chief Financial Officer
	Maximise returns of the Council's investment portfolio while minimising risk.	Interest rates are at historical lows with the official RBA cash rate remaining at 0.1% at the end of the September quarter. Council's investments are maintained in accordance with the adopted Policy, last reviewed and adopted by Council in September 2021. Monthly investment reports are provided to Council and the investment position referred to the Audit Risk and Improvement Committee for consideration. Investment returns exceed the industry benchmark despite the historically low interest rates. By actively managing investment maturity dates and cash on hand, Council has successfully managed to maintain sufficient cash in the business, operating throughout the pandemic without facing a liquidity issue.	25%	Chief Financial Officer
	Manage outstanding debtors, ensuring overdue rates and annual charges remain below 15% and repayment plans are developed bringing Council's ratio back to benchmark within 3 years.	The pandemic has necessitated the development of a bespoke sensitive approach to account management communications. This approach has provided better than expected recovery results whilst maintaining an emphasis on customer focus. COVID-19 impacted collections in the 2019-20 financial year and the 2020-21 year. At the end of these years, the outstanding rates percentages were 4.84% and 3.8% respectively. These results were better than expected and below the metro benchmark of 5%. Payments are tracking relatively normally so far in 2021-22.	25%	Chief Financial Officer
	Deliver sound and practical short and medium-term forecasting and reporting, with robust data, efficient transaction processing, and effective management of risk, including: uncertainty and sensitivity analysis.	Monthly financial reports are prepared for Council in conjunction with quarterly budget reviews. The Long Term Financial Plan (LTFP) was fully revised in the September quarter.	25%	Chief Financial Officer
1b.6 Be recognised as providing quality internal and external customer service and call centre services.	Develop a Customer Service Framework.	Development of the Customer Service Framework is on track. Council received 13,508 service requests during the September quarter of which 75.6% were completed within the service level agreement timeframe. 27,055 phone calls were received via the call centre during this period of which 1.5% were abandoned. Council's target is to have fewer than 5% abandoned calls on average.	25%	Manager, Customer & Compliance

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment	Progress	Responsible officer	
1b.7	Continue to improve and implement business process systems and information technology infrastructure.	Increase internal customer satisfaction in the delivery of information management and technology support functions to other business units of Council.	<p>IMT Services implemented a new service management tool (FreshService) and this quarter is the first quarter where full results are available. In the quarter 7,109 requests were logged with IMT Services; upon completion of those tickets the customer was invited to leave a survey rating regarding the support they received. In total 695 feedback ratings were provided (9.7% of requests).</p> <p>Of those ratings, 95.0% were very good, 4.7% were good and 0.3% were bad or very bad. Each of the tickets rated bad or very bad have been investigated by the Manager and Leader Service Management for improvement opportunities.</p>	25%	Manager, Information Management & Technology
		Perform a Penetration Test on Council's IM&T architecture and present the findings to the Audit, Risk and Improvement Committee alongside a remediation plan to address any vulnerabilities found.	A procurement process was conducted for the selection of penetration testing and external security assessment services, and a suitably qualified firm engaged. Penetration testing was conducted throughout the month of September with the results due in early October. The report will be tabled at the November ARIC committee meeting.	25%	Manager, Information Management & Technology
		Optimise the availability of Council's core infrastructure (datacentre and networks) during core business hours.	No outages were experienced in the core infrastructure during the reporting period.	25%	Manager, Information Management & Technology
		Optimise Council's application portfolio through appropriate consolidation and transition of legacy systems and reduction of duplication.	Application optimisation activities conducted during the period include (a) major upgrade of Council's Pathway property, rating and customer system to prepare for a future transition to cloud; (b) decommissioning of out of date CLASS leisure centre management solution; (c) decommissioning of out of date image library software Cumulus and installation of new solution Collaboro; (d) upgrade of Nexa Qflow digital signage and customer service queue solution; (e) upgrade of Salto Space building access management solution; (f) continued work on testing the removal of the human resource management components of TechnologyOne as part of the implementation of the new Human Resource Management System; (g) functionality review of legacy software DBSearch and QEfile to transition information to the legacy data warehouse area.	25%	Manager, Information Management & Technology
		Upgrade audio-visual communication technologies to support flexible staff working arrangements.	Equipment has been procured to fit out meeting rooms with Microsoft Teams collaboration equipment, with installation scheduled to occur in the second quarter. Council's main phone system will be transitioned from Cisco to Microsoft teams to provide a unified experience for staff across onsite and remote working by the end of the third quarter in FY21-22.	25%	Manager, Information Management & Technology
		Review and rationalise Council's data holdings including online, physical, tape and archive through the adoption of an Information Management Lifecycle approach.	During the period a review of legacy tape cassettes holdings at Iron Mountain was conducted and existing holdings rationalised. An analysis of council email flows was conducted as part of determining the future direction for online forms.	25%	Manager, Information Management & Technology
		Undertake a review of governance practices in the Information Management and Technology Services Department to establish an adopted governance framework.	During the quarter, work commenced on the Application Management Policy suite.	25%	Manager, Information Management & Technology

2018-22 Delivery Program (4-year program)		2021-22 Operational Plan (1-year action)	Comment	Progress	Responsible officer
1b.8	Provide a safe and healthy environment for employees, contractors and the community.	Implement policies and procedures to support a culture of health and safety.	Work Health and Safety Policies and Procedures were reviewed, amended and implemented as required throughout this quarter.	25%	Manager, Customer & Compliance
		Effectively manage workers compensation and return to work.	Workers compensation claims and injury management was undertaken in line with Council's Return to Work Program, which is compliant with SIRA's return to work guidelines.	25%	Manager, Customer & Compliance
		Draft and implement a Wellbeing Plan.	Wellbeing plans were developed in response to specific and current wellbeing issues identified to be relevant for Council.	25%	Manager, Customer & Compliance
		Coordinate appropriate health checks relevant to effective business operations.	Council's annual skin check program is currently in the planning stage, scheduled for December 2021, with all appropriate COVID-19 safety measures being included.	25%	Manager, Customer & Compliance
		Adopt and implement the new Drug and Alcohol Policy.	This policy review has been put on hold, due to the continuing pandemic and challenges that this presents in implementation of an amended Alcohol and Other Drugs Program which introduces random testing.	0%	Manager, Customer & Compliance
1b.9	Support the community and organisation through the improvement and expansion of online systems and GIS mapping.	Standardise the delivery of all spatial data and information services.	All spatial data and information services continue to be consolidated through Council's Enterprise Content Management section. Legacy spatial data in QEFile and DBSearch has been reviewed with a view to transitioning to appropriate containers.	25%	Manager, Information Management & Technology
1c. Continuous improvement in service delivery based on accountability, transparency and good governance.					
1c.1	Apply the four-year Continuous Improvement Strategy within the organisation.	Develop an effective Performance Management Framework through community consultation, research, strategic planning and business unit planning.	Five of the proposed seven informing strategies have been adopted and comprehensive business unit planning has facilitated identification of the functions, processes, activities and outputs across Council. This work is critical to the development of an effective Performance Management Framework that links Council's high-level strategic objectives (contained in the informing strategies) with business unit functions, processes and activities.	25%	Business Strategist
1c.2	Implement a systematic and structured approach to obtaining feedback from customers and managing existing data and information.	Undertake regular customer satisfaction surveys and consultation activities to obtain feedback to help inform Council's activities.	Randwick Council undertook a representative customer satisfaction survey of the Randwick City community in September 2021. The survey is scheduled to be done every two years and provides insights into community attitudes towards Council's service delivery and performance across a wide range of topics. Council will use the feedback to help refine its future services and to inform the delivery of the Community Strategic Plan which will go on exhibition in early 2022.	25%	Manager, Communications

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1c.3	Proactively manage enterprise risks within Council's integrated risk management system.	Implement Council's Enterprise Risk Management Framework which sets out Council's prioritisation and integration of Risk Management into the business and incorporates Council's risk appetite and tolerances.	Work continues with all business areas to support implementation of risk management against each area's Business Unit Plan and associated completion of operational risk registers.	25%	Manager, Customer & Compliance
		Inform the Audit, Risk and Improvement Committee (ARIC) of risks identified in Council's Enterprise Risk Management Framework to establish and implement internal audit priorities.	In the September quarter, work continued on identifying risks across all business units. These risks will be used to establish and implement additional internal audit priorities.	25%	Manager, Customer & Compliance

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment	Progress	Responsible officer	
2. 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 a current understanding of our community's needs, and up to date information to support planning and program development.	Lead local services participation and partnerships, identifying emerging needs, service gaps and opportunities across target groups.	The Eastern Sydney Youth Services Network meeting occurred twice in the period with 69 members attending from local youth services. The City of Sydney and Eastern Sydney Ageing and Disability Interagency was held on two occasion in this reporting period with over 100 members in attendance. Council staff supported the implementation of the monthly Eastern Suburbs Domestic violence Network meeting to support local DFV support services. Council facilitated a services providers crisis response meeting to address, support and coordinate food security, vaccination and community support during lockdown.	25%	Manager, Community Development
		Undertake a Social Needs Study to investigate and identify current and future social needs of the community.	A social needs study was undertaken with Elton Consulting and completed in August. This study has been used as a resource document to underpin the draft Inclusive Randwick Strategy	100%	Manager, Community Development
2a.2	Provide high levels of accessibility to the Council's community facilities and infrastructure.	Ensure that a range of user groups (hirers and class attendees) have fair and equitable access to our major multi-purpose centres (Prince Henry Centre, Randwick Community Centre, the Randwick Literary Institute and La Perouse Museum).	Community Facilities were closed over the September quarter due to COVID lockdowns. Prince Henry Centre hosted a number of funerals over this period in line with public health order restrictions.	25%	Manager, Economic Development & Placemaking
		Ensure that user groups (hirers and class attendees) have fair and equitable access to all remotely managed community centres (9 venues).	Community centres were closed over the September quarter due to COVID lockdowns with all regular and casual hirers being advised as such. Reopening plans have been issued to all regular hirers.	25%	Manager, Customer & Compliance
2a.3	Support the different groups in the community to improve access to services and recreational activities.	Ensure Library culturally and linguistically diverse (CALD) collections reflect demographics and community needs in Randwick City.	In this quarter we lent 140 items from our Chinese, French, Greek, Polish, Russian and Spanish Culturally and Linguistically Diverse (CALD) Collections to customers using the Home Library Service. The CALD Services Librarian has engaged with vendors for continued supply of new Culturally and Linguistically Diverse (CALD) materials for the library.	25%	Manager, Randwick City Library
		Provide a range of culturally and linguistically diverse (CALD) programs and activities for a diverse community.	Smartphone and Tablet Basic Training for Chinese Speaking Seniors, English as a Second Language Book Club and English conversation classes (online only) continued during the September quarter. The library delivered nine events/programs specifically for culturally and linguistically diverse audience with a combined audience of 78.	25%	Manager, Randwick City Library
		Provide a range of age appropriate library collection items, programs and activities that are accessible and inclusive.	The library ran 117 events/programs to an online only audience, with a total combined audience of 1,911. 67 events/programs were held for children and youth with a 1027 combined audience, 45 events or programs were held for adults/seniors with a combined audience of 941 and nine events/programs were held specifically for a culturally and linguistically diverse audience with a combined audience of 78.	25%	Manager, Randwick City Library

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<p>Support the different groups in the community to improve access to services and recreational activities.</p>	<p>Assist people to understand consumer directed care and to exercise choice and control in choosing support services (disability and other).</p>	<p>Convened two City of Sydney and Eastern Sydney Aged and Disability Interagency meetings in this reporting period, securing guest speakers to raise awareness for services and their clients on the topics of Death Literacy and end-of-life-care, older women, homelessness, wellbeing programs and the Carers and Disability Gateway. A total 102 people attended the meetings.</p> <p>Worked with SESLHD, NeuraScience Research Australia, and the Centre for Emotional Health at Macquarie University to promote programs such as 'Keeping Connected: 'Positive Mental Health: Positive Ageing' Forum, and 'Maintaining Brain Health.</p> <p>Promoted the Diversity and Disability Alliance's new Eastern Sydney Peer Support cafe and wellbeing program.</p> <p>Provided over 50 referrals for vulnerable and isolated residents to support services (both formal and informal) and also to specialist homeless and hoarding and squalor services during this reporting period.</p> <p>Assisted older residents and Carers from CALD backgrounds to access culturally appropriate services from Ethnic Community Services, COA and Greek Welfare.</p>	<p>25%</p>	<p>Manager, Community Development</p>
	<p>Work with local residents and/or their carers to improve their ability to negotiate within the service delivery system and to access relevant community services.</p>	<p>Provided referrals on at least 50 occasions during this reporting period to assist older people, people with disabilities and their allies to access support services both formal and informal. Regularly circulated information and resources to local residents, community groups and services to notify them of new and culturally appropriate programs to ensure isolated older people, people with disabilities and isolated carers remained socially connected & healthy during COVID.</p> <p>Supported Junction Neighbourhood Centre and the Eastern Sydney Digital Inclusion Working Group to secure funding of \$5000 for the provision of new data plans and tech savvy training for digitally disadvantaged and isolated older people, carers and people with disabilities living in housing estates in South Coogee and South Maroubra.</p> <p>Referred 15 people experiencing homelessness and/or rough sleeping/begging in the Randwick LGA in this reporting period to the Homelessness Outreach Support Teams (HOST) and St Vincents Homelessness Health. Also provided advice on referral processes to residents on how to support people who are rough sleeping, homeless or living with problematic hoarding disorders.</p>		

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2a.4 Provide improved opportunities for local Aboriginal and Torres Strait Islander people to access support services including employment, family support and recreational activities.	Assist local Aboriginal organisations to plan and deliver nationally significant events such as NAIDOC Week and Reconciliation activities.	Continued to meet with community services/agencies and education providers to plan for future NAIDOC and Reconciliation Week activities and programs that are inclusive, appropriate and culturally sensitive to the local Aboriginal and Torres Strait Islander community.	25%	Manager, Community Development
	Ensure that the programs and activities delivered via the Lexo Hub address the identified needs of local First Nations people.	Continued to communicate and provide access to programs for Aboriginal people that live in the Sth Maroubra and Sth Coogee area including access to vaccines and health support.	25%	Manager, Community Development
	Support community-based support agencies to plan and deliver services; and provide information to government program funding providers to assist them in meeting the needs of at-risk and/or vulnerable residents.	Launched weekly Orange Sky mobile laundry service at the Hub for residents and rough sleepers. Continued to provide access to COVID vaccinations through the Hub.	25%	Manager, Community Development
2a.5 Implement the social inclusion plan (An Inclusive Randwick) to reduce disadvantage and address regional gaps in service provision.	Partner with the Eastern Sydney Youth Services Network (ESYSN) to implement programs and activities that support local young people and their families.	The ESYSN met twice in the period with 69 members attending from local youth services. One meeting focussed on best practice comorbidity referral, and the other on digital youth services and lockdown.	25%	Manager, Community Development
	Develop programs designed to connect and engage socially-isolated seniors within the comfort and security of their own homes.	<p>Worked with Junction Neighbourhood Centre and Eastern Sydney Digital Inclusion Working Group to secure funding to assist people living in social housing in the Southern suburbs of Randwick LGA to get best value data plans and access basic tech savvy training to assist them to remain connected with family members and friends and access critical support services online.</p> <p>In partnership with Waverley Council, developed joint consultations and mini focus groups to develop RCC's new Disability Inclusion Action Plan for the next 4 years, and to identify new inclusion actions for the plans. These sessions will be held online to ensure safety and inclusion for older people and people with a disability and their Carers in October/November.</p> <p>Commenced planning for online events for older people and Carers on healthy relationships and ageing in partnership with the City of Sydney and Eastern Sydney Abuse of Older Persons Collaborative.</p> <p>Submitted Seniors Festival grant funding application to Dept of Communities and Justice to deliver in-person and online events during and around Seniors Week 2022 to meet the identified needs and creative interests of older people.</p>	25%	Manager, Community Development

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2a.6	Implement grants programs in accordance with the Council's guidelines to enhance services that meet community needs.	Administer our Community Investment Program including the funding streams: Community Connect, Community Creative, Community Partnerships, Community Contributions and Community Sustainable.	Delivered the July round of Community Partnerships funding stream in this reporting period. The September round of Community Connect and Community Creative was open for applications. June recipients of the Community Connect and Community Creative funding streams had to delay the delivery of their programs due to the NSW COVID lockdown, however new dates have been scheduled.	25%	Manager, Community Development
		Administer the Randwick ClubGrants NSW on behalf of participating clubs.	Council administered the club grants program with participating clubs with \$330,820 distributed to community organisations.	100%	Manager, Community Development
2b: Strong partnerships between the Council, community groups and government agencies					
2b.1	Provide support for resident precinct committees, local chambers of commerce and combined service clubs.	Attend meetings and provide information and support for Resident Precinct Committees, local business associations, and combined service clubs on request.	All economic development information requests were addressed. Precinct and RSL Club meetings were attended when required.	25%	Manager, Economic Development & Placemaking
		Provide meaningful and relevant opportunities for community participation through face to face engagement activities such as Precinct meetings and other opportunities.	18 Precinct meetings were held over the quarter, all held online via Zoom. Due to Greater Sydney's lockdown, Council was unable to conduct any face to face engagement. Instead, engagements were conducted online, including the Matraville Town Centre Masterplan workshop and online drop in sessions for the Lurline Bay, Matraville, Malabar and Yarra Bay Flood Study.	25%	Manager, Communications
		Host four Precinct Coordination Committee Meetings.	One Precinct Coordination Committee meeting was held online in August. The meeting discussed the changes to the Local Government elections, impacts of COVID, and updates on Council's Informing Strategies.	25%	Manager, Communications
2b.2	Partner and implement joint projects with community groups and government agencies to achieve improved service coordination and value for money outcomes in the region.	Continue to manage and activate the Lexo Hub facility in providing accessible space for community service providers for the delivery of health, wellbeing and social welfare services.	The Hub provided referral support during the period for marginalised and vulnerable community members and a weekly food security program. The Hub staff continued to work with Kirketon Road Centre (KRC) to deliver a weekly COVID vaccine clinic for housing residents and people experiencing homelessness.	25%	Manager, Community Development
		Actively engage in the Interagency Group for the 're-enablement' of services and agencies that support Randwick City.	Participated in the Inner Eastern Sydney Child and Family Interagency meeting and steering committee. Participated in the La Perouse Government Interagency. Supported implementation and participated in the Eastern Sydney Domestic Violence Network. Convened two Eastern Sydney Aged and Disability Interagency. Supported and attended two Commonwealth Health Support Program Forum meetings. Supported and attended two Eastern Sydney Digital Inclusion Working groups meetings. Supported the implementation of three Eastern Sydney Abuse of Older Persons Collaborative meetings and two Randwick/Waverley Community Transport meetings.	25%	Manager, Community Development
		Work with the La Perouse Aboriginal Land Council to identify areas for partnership to support our local First Nations people.	Continued to facilitate discussions with the La Perouse Local Aboriginal Land Council to identify programs and projects to support current Aboriginal concerns. Co-chaired the La Perouse Non Government Network meeting.	25%	Manager, Community Development

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment	Progress	Responsible officer
Partner and implement joint projects with community groups and government agencies to achieve improved service coordination and value for money outcomes in the region.	Partner with key community service providers to deliver: primary and early intervention programs which may include domestic and family violence; youth and family programs; aged and disability programs; and multi-cultural campaigns and activities.	The second parenting calendar for 2021 was released with participation by five different providers as well as Randwick City Council engaging further providers to deliver parenting workshops. Partnered with Wear it Purple to develop a project and apply for funding to support the establishment of gender and sexuality alliances in schools in the Randwick LGA. Worked with Bensoc to deliver an afternoon outreach youth activity weekly at The Hub and a housing support officer. Partnered with Homeless Outreach Support Team to continue to provide assertive-outreach to people experiencing homelessness and rough sleeping in Randwick LGA. Continued to work with Catholic Healthcare Hoarding and Squalor Resource Unit to provide specialised support to residents with problematic hoarding disorders. Worked with Randwick Waverley Community Transport to help re-engage clients and support eligible residents to access transport for medical and social support.	25%	Manager, Community Development
	Participate in a range of contracts for goods and services run by industry aggregators e.g. SSROC, LGP and Procurement Australia.	Participated in tenders for agricultural chemicals, water chemicals, tree services and the SSROC embedding sustainability into procurement project.	50%	Manager, Customer & Compliance
2c: New and upgraded community facilities that are multipurpose and in accessible locations				
2c.1 Implement the Community Facilities Plan as per identified priorities.	Plan for community facilities under the Our Community Our Future Program such as the Southern Suburbs Youth Facility, Snape Park Amenities Upgrade and Coogee Beach Bus Shelter. Also plan for and construct toilet facilities such as the Malabar Pool Amenities and Dunningham Reserve Amenities.	Early feasibility planning has commenced on Southern Suburbs Youth Facility, Snape Park Amenities, Coogee Bus Shelter and Malabar Pool Amenities. Planning has also started on Dunningham Reserve Amenities.	25%	Coordinator, Major Projects
2d: Our cultural diversity is appreciated and respected.				
2d.1 Implement A Cultural Randwick City.	Deliver Council's annual program of cultural events.	No cultural events were delivered in this quarter due to public health order restrictions. Planning for Twilight Concerts 2021 has commenced and will comprise at least 4 concerts over 12 months commencing in March 2022.	0%	Manager, Economic Development & Placemaking
2d.2 Deliver and/or sponsor a range of events to promote a sense of community.	Support community groups in their delivery of events that promote a sense of community.	July events including Bastille Day and the Beach Breaks Carnival at Maroubra were cancelled due to the COVID-19 Greater Sydney Lockdown. The Sports Awards program continued online with nominations closing in September. Citizenship Ceremonies moved online from September, welcoming 230 new citizens virtually. Planning commenced for a wide range of Summer / Christmas activations.	15%	Manager, Economic Development & Placemaking

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment	Progress	Responsible officer	
3. An informed and engaged community					
3a. Effective communication methods and technology are used to share information and provide services.					
3a.1	Provide information to the community on the Council's services and activities using effective communications methods.	Develop and implement effective and targeted communications plans and products for the Council and its services and activities.	We had more than 20 communications plans active across the quarter. Main priorities included the Heffron Centre; Vaccination campaign, the new issue of scene magazine, Sports Awards 2021, Dogs on Leash campaign, Community Investment Fund, NSW Elections postponed; Garden Awards; La Perouse Amenities upgrade and Biketober.	25%	Manager, Communications
		Produce high quality graphics to support and enhance the Council's business.	Council designed over 261 items across social, digital and print channels in the last quarter. This included consultation material for the Kokoda playground, Bundock playground, Matraville public domain masterplan, Coral Sea Park and La Perouse Amenities. We produced the Spring issue of SCENE magazine as well as updating COVID-19 information and a 'Let's get vaccinated' campaign. We finalised the Strategy documents for Integrated Transport, Arts & Culture, Open Spaces & Recreation as well as the Long Term financial Plan. We designed campaigns for the Sports Awards, Blenheim House arts activation, Bali Memorial as well as advertising the Eco Living festival.	25%	Manager, Communications
		Manage and use Council's banner poles as an outdoor communication medium.	Throughout this quarter, we installed five street banner campaigns including a new generic campaign, which received a lot of positive feedback. Other campaigns included a campaign to NSW Health for Hepatitis, and NRL banners to support our local teams - we kept Rabbitohs up through the grand final. We also installed our ECO LIVING Festival banners to promote the online festival, which went for a month.	25%	Manager, Communications
		Produce appropriate video content for use on Council's digital channels.	17 videos were produced in-house this quarter. The highest performing video on Council's social channels was drone footage of a whale at Maroubra beach. This footage was captured by the lifeguards on duty and edited by the Communications team. It was shared 196 times and reached 31,000 people on Facebook, with engagement 8.5x higher than other posts in that period. Another top performing video was the Sports Awards Nominations Open video, reaching 12,000 people and generating some positive interactions in the comments sections. This was a way for our team to re-use last year's 2020 video submissions as promo for the 2021 awards. The video, along with new marketing material resulted in a 52% increase in nominations from the previous year. The high engagement also confirms our community like to hear from other residents as spokespeople for our council. Another top performing video was the Heffron Centre 'start of construction' video, reaching over 9,000 people and generating mostly positive comments from the community. Collaborating with our stakeholders, we captured interviews about the community benefits of the Heffron Centre. This footage also made appearances on national TV, generating further coverage.	25%	Manager, Communications
		Research and write quality speeches for Council representatives as required.	We wrote only a few speeches as many events were been cancelled. The Speeches written were for the Mayor for online citizenship ceremonies, Architecture talk and the Mayor's End of Term Speech.	25%	Manager, Communications
		Produce regular print and electronic newsletters to inform and engage the community about Council activities, events and projects.	Our Weekly eNewsletter improved it's open rate significantly this quarter, reaching 41% in July. The Click Rate declined, however, showing us that residents receive all the information they need without clicking or nothing interested them enough to click through. As the lockdown was in place during this period, we tried to provide all information easily to the residents.	25%	Manager, Communications

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment	Progress	Responsible officer
	<p>Provide information to the community on the Council's services and activities using effective communications methods.</p>	<p>Promote and disseminate information to vulnerable people and communities to improve access to services, support and inclusion activities.</p> <p>Disseminated information about new online social support and culturally appropriate food programs, NDIS Management workshops and the 'Buried in Treasures' program for residents with problematic hoarding disorders via the Eastern Sydney Aged and Disability Interagency & Commonwealth Home Support Program (CHSP) Forum.</p> <p>Promoted wellness programs to interagency members, local groups and residents on topics such as 'Maintaining Brain Health', 'Positive ageing and social health', elder abuse, digital inclusion and Holdsworth Homeshare. Also promoted Council events and activities offered via digital platforms.</p>	25%	Manager, Community Development
3a.2	<p>Ensure that the Council's website provides an accessible and usable interface between the Council and the community.</p>	<p>Continue to ensure compliance with web content accessibility standards.</p> <p>Council continues to monitor compliance of its public facing website assets with relevant accessibility standards. Council is currently implementing Google dynamic translation services for all webpages to improve accessibility in relevant community languages.</p> <p>Simplify the means of capturing data from customers.</p> <p>New online forms have been commissioned to improve customer data collection utilising Council's ePathway platform. In the quarter, the process for managing Informal Access to Information under the Government Information (Public Access) Act 2009 has been moved online; the registration of missed bin collections and other waste matters has also been moved online. A mapping exercise for Council's email customer touchpoints has commenced.</p> <p>Ensure that the Library subsite and social media channels provide timely, engaging and relevant information.</p> <p>There were 81,210 page views within the library's subsite. 18 news articles were published on the library sub-site to keep the community updated in a timely manner. Articles included library service updates, library service and resource reminders, event updates, winter school holiday program information, and a new library survey invitation. All 117 events delivered in the September quarter were promoted online and via the library's social media channels. We posted 142 Facebook posts (average daily reach 527) and 18 Instagram posts featuring service updates, live online events and general information for the community. Eight EDMs (electronic direct mail items) were dispatched in the September quarter, five of these featured upcoming events and activities, and three focused on how the latest Covid 19 restrictions were impacting the library. As at end September the library had 45,433 eNewsletter subscribers with an average open rate of 22.31% for the September quarter.</p>	25%	Manager, Information Management & Technology
			25%	Manager, Information Management & Technology
			25%	Manager, Randwick City Library
3a.3	<p>Implement technological solutions that support the development of services and resources and meet the needs of the community.</p>	<p>Continue to provide innovative hardware, software and web solutions to library customers and staff.</p> <p>eMagazines have now been integrated into the main library catalogue. This allows library members to browse and discover over 3000 digital titles, and borrow them directly through the library catalogue and app. Comicsplus by LibraryPass was added to the suite of online resources, providing access to over 30000 titles for kids and adults through their website and LibraryPass app. A new interface for the library catalogue was launched, highlighting up to six collections via carousels to enhance discovery.</p>	25%	Manager, Randwick City Library

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment	Progress	Responsible officer	
3b. The community has increased opportunities to participate in decision-making processes.					
3b.1	Develop opportunities for community input into the Council's decision-making processes.	Use social media to help the community be part of the decision-making process, respond promptly to enquiries and to connect with the community about Randwick City's projects, events and activities.	This past quarter, social media was used regularly to inform residents of lockdown restrictions, consultations and community interest pieces. We reached an average of 283,000 people each month, posting a total of 131 times across the quarter. Our posts received 5448 comments within the quarter. Top posts include a video of the whale off Maroubra; New Mural painted at Malabar School; Lights being switched on at Sports fields; Les Davison post; Town Hall Red & Green and Free Coffee with Pfizer at The Leo Hub.	25%	Manager, Communications
		Develop and implement consultation plans to support the delivery of Council's projects.	11 community consultation programs were commenced during the period. This includes the Draft Councillor Expenses and Facilities Policy, Pop-up Pedal Parks 2021 survey, Matraville Town Centre Masterplan, Waratah Ave Plaza Concept Design, Coral Sea Park Upgrade, Clovelly and Carrington Road Pocket Park Project, Council's Long Term Financial Plan 2021-31, and the La Perouse Amenities Block Upgrade. The Matraville Town Centre Masterplan consultation included two online workshops.	25%	Manager, Communications
		Audit and review the function of Council's Advisory Committees, including Terms of Reference, objectives and vision.	Advisory committees have not been meeting due to COVID and recruitment needs. Over the reporting period community officers have collated the terms of reference and discussed options of how the committees can run in 2022. This has also been included as a strategic approach in the draft Inclusive Randwick Strategy developed over the reporting period.	25%	Manager, Community Development

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment	Progress	Responsible officer	
4. Excellence in urban design and development					
4a. Improved design and sustainability across all development.					
4a.1	Require a high standard of design quality and sustainability in new development in line with Council's policies.	Undertake research to inform development of the updated comprehensive Development Control Plan.	Over the term, we have reviewed, analysed and researched issues including urban design, flooding and environmental sustainability for input into the Comprehensive DCP.	25%	Manager, Strategic Planning
4a.2	Promote and recognise design excellence and sustainability through events or other activities.	Initiate and facilitate the Architecture Talks 2021 event.	We successfully hosted one Architecture Talk event on 11 August 2021. Planning is underway for second event in November 2021.	50%	Manager, Strategic Planning
4b. New and existing development is managed by a robust framework.					
4b.1	Develop and implement effective processes and strategies to manage the impact of new and existing development.	Determine DAs efficiently and in accordance with the provisions of the LEP and DCP.	Statistics for the quarter are detailed below: Applications Lodged:309 Applications Determined: 237 37.47% of DAs were determined within 40 days 56.28% of DAs were determined within 60 days The net median is 52.43 days	25%	Manager, Development Assessments
4b.2	Monitor provisions of the LEP and DCP to ensure relevancy and delivery of good design outcomes.	Report and exhibit new housing investigation areas as part of the draft comprehensive LEP.	The Department of Planning, Industry and Environment (DPIE) granted a gateway determination in September 2021 for five housing investigation areas to be placed on public exhibition as part of the draft Comprehensive Planning Proposal. Council officers liaised with DPIE to clarify conditions attached to the determination that need to be addressed prior to the draft Proposal being publicly exhibited.	25%	Manager, Strategic Planning

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment	Progress	Responsible officer	
5. Excellence in recreation and lifestyle opportunities					
5a: Maximise opportunities for residents and visitors to enjoy both active and passive open space uses.					
5a.1	Progressively update plans of management, in accordance with an established priority list and the Recreation Needs Study, focusing on active and passive recreation opportunities.	Undertake high priority Plans of Management for Coastal and Beachside reserves (including Coogee Beach and Clovelly Beach).	The Maroubra Beach Plan of Management is being developed. A consultant has been engaged and stage 1 consultation has been completed. A draft of the Generic Plan of Management has been prepared following consultation.	25%	Manager, Technical Services
5a.2	Continue work towards creating a continuous Coastal Walkway from Clovelly to Botany Bay as detailed in the Recreation Needs Study.	Design and document a coastal walkway route around Lurline Bay.	Project will commence in April 2022.	0%	Manager, Technical Services
5b: Facilitate a range of sporting and leisure activities.					
5b.1	Introduce and maintain a diverse range of programs to increase attendances at Des Renford Leisure Centre from year to year.	Deliver fitness programs that meet the community's needs, and explore alternative delivery methods to address environmental factors that serve as barriers to people exercising.	DRLC has been closed due to COVID-19 since 25 June 2021, with the outdoor Olympic pool being the first facility to re-open on 27 September 2021. Throughout the closure the team at DRLC continued to provide excellent programs to the community, including online group fitness classes; school-based art and craft sessions; quality virtual squad coaching; and 1-on-1 online consultations and exercises programs.	25%	Manager, Public Safety & Aquatic Services
		Continue to review and maintain DRLC facilities to ensure the Centre remains an industry leader.	Throughout the closure due to COVID, DRLC was maintained to a high standard, with pool plant & filtration equipment remaining operational. The closure also provided the opportunity to replace carpet throughout the Centre, as well as conduct major maintenance work in the Training (Learn-to-Swim) Pool. Improvements to the gym layout and equipment were also finalised throughout the closure, ensuring returning patrons have access to the best training environment.	25%	Manager, Public Safety & Aquatic Services

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment	Progress	Responsible officer	
5b.2	Implement open space plans of management with a focus on multi-uses such as the Heffron Park Plan of Management.	Process applications for activities on public land incorporating relevant assessment criteria and complying with service level agreements.	No events were approved during the period due to Public Health Orders. Filming activities were approved and assessment of future events was undertaken.	25%	Manager, Technical Services
		Implement actions arising from the Open Space & Recreation Strategy 2021.	Playground upgrades are being planned. The planning for a new synthetic sports field is nearly completed. Cycleway facilities are planned for on road and on shared paths within parks. Pop up pedal parks have been implemented. Upgrades are being planned at DRLC. General park upgrades including new seats, signs and water fountains have been installed to improve our open spaces generally. The upgrade of the criterion at Herron Park is being planned. Planning for the rehabilitation of Malabar and Mahon rock pools is underway. Master Planning is underway for Maroubra Beach coastal reserves. Work on the development of the generic plan of management for community land is well progressed.	25%	Manager, Technical Services
		Construction of new outdoor gyms at Snape Park and Barwon Park.	Projects will commence in 2022.	0%	Manager, Infrastructure Services
		Upgrade of the playground at Fitzpatrick Park, Kensington.	The concept design has been completed and a consultation plan developed.	25%	Manager, Technical Services
		Construct a new synthetic field at Coral Sea Park.	Consultant was engaged, concept designs assessed and preferred option selected. Consultation has been undertaken.	25%	Manager, Infrastructure Services
5c: Create new open space as opportunities arise.					
5c.1	Advocate for public access to the remaining Commonwealth land at Malabar Headland.	Negotiate with Commonwealth and State Governments for community access to Malabar Headland.	Continued to liaise and monitor public access arrangements with Commonwealth and State Agencies in relation to headland management.	25%	Manager, Strategic Planning
5c.2	Plan and advocate for public open space and connections in major urban renewal and infrastructure projects.	Review major proposals to optimise delivery of open space and recreation opportunities.	Council officers coordinated a submission, Councillor Briefing and Council Report on the proposed SSI proposal for the Kamay/Botany Bay ferry wharf project.	25%	Manager, Strategic Planning
5c.3	Optimise the urban interface with the Light Rail.	Finalise the documentation and construction of the Waratah Avenue Street Plaza.	Community consultation has been undertaken and a concept design has been developed.	25%	Manager, Technical Services

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment	Progress	Responsible officer	
5d: Library programs, resources and facilities provide innovative and inspirational opportunities for education and leisure.					
5d.1	Improve and develop library facilities, services and resources ensuring their ongoing relevance to the community.	Continue to provide innovative programs and services for children and families.	67 events/programs were held for children and youth with a combined audience of 1027. A new STEAM interactive online program called Monday Makers was established for a young adult audience. Babies and Bop continued to provide fun entertainment for an early childhood audience and kids club online promotes reading and literacy for pre-schoolers.	25%	Manager, Randwick City Library
		Acquire new physical and digital items for the Library collection that are reflective of community trends, meet user expectations and are relevant to the community.	No physical item deliveries were in place during the lockdown period. However, library staff continued ordering items from the suppliers as per usual procedure. Standing order plans were also being filled in by the suppliers. Deliveries are scheduled to resume in October. Additional funds were allocated for acquiring electronic resources such as ebooks and eaudiobooks. Overall the usage of all electronic resources has increased by 32% from the same quarter of the previous year and by 88% from the same quarter of the pre-Covid 2019-2020 financial year.	25%	Manager, Randwick City Library
		Ensure that all facilities, services and resources of Randwick City Library meet community demand, expectations and relevance through a high level of patronage and usage.	The COVID lockdown period starting from 26 June 2021 had a significant impact on the library usage and statistics. No library visits, PC nor room bookings were recorded during the lockdown period (which included the full quarter), however, statistics for online resource usage increased. Across the Library Service during the report period July to September 2021, 61,178 loans and 820 new memberships were recorded. There were 22,318 eBook loans, 15,547 eAudiobook loans, and 11,060 eMagazine loans. The Library's film streaming service had 6,587 films played.	15%	Manager, Randwick City Library
		Continue to develop and deliver programs supporting digital learning and social inclusion for seniors.	The following programs were delivered online to encourage social integration and opportunities for lifelong learning for all adults including seniors: Author talks, Ukulele strumming session, Writing for Pleasure and Tai Chi. Smartphone and Tablet Basic Training for Chinese Speaking Seniors also continued.	25%	Manager, Randwick City Library
	Improve and develop library facilities, services and resources ensuring their ongoing relevance to the community.	Provide regular and pop-up community outreach through the Spark Library Outreach vehicle and activities such as the School Visit program.	All face-to-face events and outreach activities and programs were suspended during the September quarter. The Library's Children Services Team delivered events to the Coogee South primary school families when they were all in isolation for 14 days.	10%	Manager, Randwick City Library
		Continue to improve physical facilities of Randwick City Library by enhancing the façade of Lionel Bowen Library.	Further investigation is required into use of glass to replace Danpalon for facade elements; this has delayed going to Tender for the implementation of the signage and facade upgrade.	15%	Manager, Randwick City Library
		Replace carpets on level 2 at Lionel Bowen Library.	Still to be implemented, not possible during lockdown.	0%	Manager, Randwick City Library
		Activate The Third Space, a lifelong learning space on Level 3 of the Lionel Bowen Library, and implement a plan of activities and workshops.	Furniture for the fit out of The Third Space has been ordered and will be installed in October; Monday Makers activities have proceeded online during lockdown.	25%	Manager, Randwick City Library
		Produce an integrated, community-focused marketing plan and calendar of events for the library that reflects community needs and interests.	The library ran two internal marketing plan foundation sessions with staff, developed a SWOT Analysis and reviewed KPIs, target audiences and strategies. The insights from these sessions and the community feedback received from the survey completed in April 2021, will be used to inform the marketing plan.	25%	Manager, Randwick City Library

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment	Progress	Responsible officer	
5d.2	Continue to provide a community hub for education and leisure activities.	Provide the community with facilities and opportunities through the library for lifelong learning and social integration.	The following programs were delivered online to encourage social integration and opportunities for lifelong learning: Babies and Bop (12-36mths), Kids' Club (3-5yrs), book chat author talks, Ukulele strumming session, Writing for Pleasure, Smart Phone and Tablet training for Chinese speaking adults, English conversation classes, Cult Classic book club, Quirky Movie Club and Crafternoon on Fridays. A new weekly session called Monday Makers was also established for 12-16 year olds.	25%	Manager, Randwick City Library
6. A liveable City					
6a: Our public infrastructure and assets are planned, managed and funded to meet the community expectations and defined levels of service.					
6a.1	Continue asset management planning to deliver infrastructure assets that ensure intergenerational equity and meet Council's obligations as the custodian of our community's assets.	Continue to collect and collate asset management data to ensure accurate and timely decisions in support of best management of Council's assets.	Data collection has been undertaken for drainage infrastructure. Open space asset data collection has commenced.	25%	Manager, Technical Services
6a.2	Conduct programmed infrastructure and asset maintenance management in accordance with adopted service levels.	Implement the Road Rehabilitation Program as part of the Capital Works Program.	The program has commenced and is progressing as per schedule.	25%	Manager, Technical Services
		Maintain drainage infrastructure (kerb and gutter, drainage pits and gross pollutant traps).	Road Services completed 48 drainage requests, at 95% within the SLA, and 44 clear culvert/pit requests at 50% within SLA during the quarter. All gross pollutant traps were inspected monthly and cleaned three times. 90t of pollutants were removed.	25%	Manager, Infrastructure Services
		Maintain open space areas (parks, sports fields, gardens, streetscapes and cemeteries).	Scheduled maintenance within parks, sports fields and other public areas was completed within or near service level agreements. Open Space services completed 333 requests from the community regarding a variety of issues including nature strips, park maintenance, water services and streetscape gardens, 75% of these requests were completed within the nominated service level timeframe.	25%	Manager, Infrastructure Services
		Maintain building facilities (amenity buildings, community centres, boardwalks and park furniture).	The trades section has completed 66% of logged maintenance requests within the SLA for all buildings, libraries, community centres, park facilities, open space fencing and open space/street furniture. 209 requests were completed during the September quarter.	25%	Manager, Infrastructure Services
		Maintain road pavement infrastructure (pot holes and large surface repairs, line markings and signage infrastructure).	Road Services completed 49 road pavement repairs at 65% within SLA, 229 pothole requests at 87% within SLA, 477 sign requests at 76% within SLA and 35 line marking requests at 69% within SLA during the quarter.	25%	Manager, Infrastructure Services
		Maintain and repair footpaths, including the rectification of uneven surfaces.	Road Services completed 224 footpath repairs at 95% within SLA and 36 kerb and gutter repairs at 100% within SLA during the quarter.	25%	Manager, Infrastructure Services
		Implement the Building Capital Maintenance Program.	The Trades Section is on track to completed 100% of the Capital Maintenance Program for 2021-22.	25%	Manager, Infrastructure Services

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment	Progress	Responsible officer	
	Conduct programmed infrastructure and asset maintenance management in accordance with adopted service levels.	Implement the Footpath Construction and Renewal Program, including access kerb ramps, as part of the Capital Works Program.	The 2021-22 Footpath Construction and Renewal Program is progressing well. 33 projects (with a total value of \$1.8M) have been completed, and a further 15 projects valued at \$1.2M are in progress.	25%	Manager, Infrastructure Services
		Manage Council's Property Portfolio.	Tenanted buildings are held under a lease or licence agreement which details responsibility for asset maintenance. Reactive repair requests are recorded through Smartclient Pathways CRM system.	25%	Manager, Customer & Compliance
6a.3	Implement and complete major projects in the Our Community our Future Program.	Commence construction of the Heffron Centre under the Our Community Our Future program.	Work has commenced on the Heffron Centre of Excellence. Demolition of has occurred, design development continues and the project is running according to program.	25%	Manager, Infrastructure Services
6a.4	Prepare and implement a Smart City Strategy for the delivery of improved services and take advantage of technological opportunities.	Continue to investigate opportunities to improve lighting across the Randwick LGA and use new technologies such as intelligent lighting to improve on efficiency in our indoor and outdoor facilities including parks, playgrounds, beaches and all buildings owned/operated by Council.	The replacement of legacy lighting with LED street lights has been completed. New lighting technologies including solar lighting have been assessed and included in projects.	25%	Manager, Technical Services
6a.5	Consider opportunities for the restoration of the La Perouse Museum and improved access.	Manage the restoration of the La Perouse Museum (including the master plan and re-build).	The La Perouse Museum Upgrade Projects continues with the feasibility stage; a Report to Council in September providing overview of current costings, draft Concept and Masterplans and seeking commencement of consultation with the La Perouse Aboriginal Community was endorsed. Interim capital improvements including upgrades to existing toilets, wayfinding signage and minor repairs were carried on the site.	25%	Manager, Economic Development & Placemaking
6b: Our centres, beaches, streets and other public places are safe, inviting, clean and support a recognisable image of our City.					
6b.1	Conduct public place cleaning in accordance with adopted service levels.	Ensure business centres, public places and beaches are cleaned to agreed service levels.	Waste and Cleansing services have continued to meet scheduled cleaning of public spaces at beaches and business centres and we continue to provide increased cleaning and sanitisation of high traffic areas in CBD's and beachside areas. Lockdowns enabled the use of pool and gym staff to increase cleaning and sanitisation of outdoor parks and gyms.	25%	Manager, Waste & Cleansing Services

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment	Progress	Responsible officer	
6c: The safety of our community is paramount and is acknowledged and supported through proactive policies, programs and strategies.					
6c.1	Implement actions identified in the Council's crime prevention and community safety plan (A Safer Randwick City) to reduce anti-social behaviour and foster a safer city.	Monitor and maintain infrastructure at risk of vandalism within Randwick City.	Graffiti removed in the period was 1370 sq metres.	25%	Manager, Waste & Cleansing Services
		Collaborate with the community, key service providers and agencies to reform the Community Drug Action Team (CDAT) and deliver harm minimisation programs and awareness raising projects.	Liaised with the CDAT team and partner organisations to determine participation in the program. Identified a local high priority project - addressing rising levels of vaping	25%	Manager, Community Development
		Develop partnerships with police, government agencies, community organisations and individuals to promote community safety and inhibit the causes of crime and anti-social behaviour.	Council staff have attended all meetings of the Eastern Beaches Liquor Accord and UNSW Crime Prevention Partnership. Council officers continue to liaise with NSW Police on operational matters as required. Council staff facilitate and attend the Police Aboriginal Consultative Committee and provide a verbal update on reported/observed anti-social behaviour. Council staff facilitated and attended the Eastern Sydney Abuse of Older Persons Collaborative (ESAOPC) on three occasions to address the spike of financial abuse of older residents as a result of adult children moving back into the family home due to COVID. The ESAOPC are now addressing the issue through ongoing awareness raising/education sessions and campaigns in the public domain.	25%	Manager, Community Development
6c.2	Educate the public on surf and water safety.	Implement surf and water safety education programs to a minimum of 20 schools, and continue to develop online delivery options to increase accessibility.	With COVID-19 restrictions and NSW schools being closed, it was not possible to deliver the surf and water safety programs in schools. Instead, the beach lifeguard team continued to gather information and video footage that will be put towards new online content to help educate beach users on how to enjoy Randwick City Council's beaches safely. The beach lifeguards also increased their interactions with visitors at the three patrolled beaches in the LGA, in order to enhance safety along the coastline.	5%	Manager, Public Safety & Aquatic Services
		Grow the library of pre-recorded water safety tutorials in various languages, further expanding Council's current water safety offering.	The beach lifeguard team continued to gather information and video footage that will be put towards new online content to help educate beach users on how to enjoy Randwick City Council's beaches safely.	25%	Manager, Public Safety & Aquatic Services
6c.3	Implement effective regulatory and compliance services and programs to maximise public health and safety in Randwick City.	Implement a food safety inspection program, and other regulatory programs.	Due to Covid restrictions, Council's food business inspection program has been temporarily suspended. In the July to September quarter, Council's Environmental Health, Building and Compliance officers actioned 416 customer service requests; issued 58 notices/orders; determined 213 local approvals applications; processed 379 fire safety statements/certificates and carried out 8 swimming pool barrier inspections.	5%	Manager, HB&RS
		Maintain bacterial and chemical parameters at Des Renford Leisure Centre (DRLC) in compliance with NSW Health guidelines for pool and recycled water quality.	Throughout the COVID-19 closure, the DRLC pools remained operational with water quality being tested daily and maintained at all times. DRLC pools remained 100% compliant with NSW Health guidelines for pool water quality throughout the September quarter.	25%	Manager, Public Safety & Aquatic Services

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment	Progress	Responsible officer	
6c.4	Implement the Road Safety Action Plan.	Implement road safety behavioural projects to address pedestrian safety, speeding and drink driving.	The Road safety Action Plan is ongoing, with a number of activities completed.	25%	Manager, Integrated Transport
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.	Complete housing investigation areas and residential zone reviews as identified in the Housing Strategy.	Housing Investigation Areas including urban design studies contained within the Comprehensive Planning Proposal were reviewed by DPIE and a Gateway Determination was issued in September 2021. Public exhibition intended for early 2022.	25%	Manager, Strategic Planning
6d.2	Continually monitor and update the strategic land use framework for continual improvement.	Exhibit and complete the comprehensive LEP review.	Draft Planning Proposal approved for exhibition by DPIE via Gateway approval on 12 September 2021. Public exhibition intended for February 2022.	25%	Manager, Strategic Planning
6d.3	Ensure equitable and timely implementation of the s94A Contributions Plan and monitor the work program to enhance infrastructure and services.	Prepare and exhibit an updated Infrastructure Contributions Plan.	Infrastructure Contributions Plan draft works schedule and funding spreadsheet is being updated based on priorities identified in Council's Informing Strategies. Submissions were prepared on NSW State Government Infrastructure Bill advocating for better outcomes for Councils.	50%	Manager, Strategic Planning
6e: Enhance housing diversity, accessibility and adaptability to support our diverse community.					
6e.1	Provide for enhanced adaptability and accessibility of housing.	Continue to provide the Home Maintenance and Modification program.	297 home maintenance jobs were completed this quarter. the numbers are down from previous quarters due to the COVID lockdown and only urgent jobs being completed.	25%	Manager, Community Development
6e.2	Update and implement Council's Affordable Housing Strategy and Action Plan to facilitate new and retain existing affordable housing.	Prepare and exhibit an Affordable Housing Plan for urban renewal areas.	Draft Affordable Housing scheme prepared for Housing Investigation Areas. Draft scheme scheduled to be placed on public exhibition in early 2022 with the Comprehensive Planning Proposal.	25%	Manager, Strategic Planning
		Review and update the Affordable Housing Policy and Transitional Housing programs to include greater flexibility and different approaches to hardship through investigating different housing models.	The updated Transitional Housing program and procedures were adopted by Council at the September 2021 meeting. A Request for Expressions of Interest was issued in September for managing the Transitional Housing private rental model program on behalf of Council.	25%	Manager, Community Development

2018-22 Delivery Program (4-year program)		2021-22 Operational Plan (1-year action)	Comment	Progress	Responsible officer
6f: Undertake commercial centre reviews to ensure ongoing economic viability of the centres and consistency with District Plan objectives.					
6f.1	Undertake an ongoing program of comprehensive commercial centre reviews.	Exhibit and finalise updated LEP provisions for the Randwick Junction Town Centre.	Engagement with stakeholders/landowners within Randwick Junction, fine grain urban design and heritage analysis, 3D modelling, local transport study and economic analysis currently underway.	25%	Manager, Strategic Planning
7. Heritage that is protected and celebrated					
7a: Our heritage is recognised, protected and celebrated.					
7a.1	Local and cultural history is recognised, known, preserved and celebrated (through events, media, etc).	Promote local and cultural services and collections through a range of programs and presentations that enhance community interpretations of heritage.	An exhibition planned to mark the 70th Anniversary of Randwick City Library was put on hold during lockdown; instead a video has been produced plus street flags will be mounted in October to celebrate this milestone. The Local Studies Team pivoted from their planned History Week activities to a Zoom author talk with Dr Anita Heiss. Dr Heiss spoke to 65 attendees about her latest novel 'Bila Yarrudhanggalangdhuray'. The event generated a lot of positive feedback from the audience and was a great success. The Local Studies Team also hosted researcher Christine Yeats via Zoom, who delivered a talk on the Coogee Mardi Gras tragedy of 1959. The event attracted an audience of 44 people who were enthralled and asked many questions of the presenter. In addition to these events the team received and responded to 131 specialist local history and genealogical enquiries. Heritage e-resources Ancestry.com had 7707 searches and FindMyPast had 2731 views.	25%	Manager, Randwick City Library
		Investigate the creation of a downloadable mobile app for self-guided heritage walking tours around the Randwick LGA.	Initial research has been undertaken into a suitable app.	25%	Manager, Randwick City Library
		Facilitate access to heritage documents and resources through the Portfolio Digital Asset Management System.	The total number of historical images uploaded to the Portfolio database was one of the highest recorded in a quarter at 833 images. There were also 1345 views via the Randwick Photo Gallery.	25%	Manager, Randwick City Library
		Digitise the historic Building Application books 1919-1952.	Building Application books 1919-1952 have been collected by Pascoes Digital and are in the process of being digitised.	25%	Manager, Randwick City Library
7a.2	Prepare and implement management and maintenance plans for heritage properties owned by Council.	Manage Council's heritage monuments, murals and properties.	Heritage advice is ongoing as required. A total of 76 heritage DA referrals and 8 heritage exemption determinations were dealt with during the quarter.	25%	Manager, Strategic Planning

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment	Progress	Responsible officer	
7a.3	Implement, monitor and review our City's heritage planning provisions to ensure suitable conservation and adaptive re-use.	Exhibit and finalise the Randwick Heritage Review as part of the Comprehensive LEP review.	Council officers have engaged heritage consultants to prepare heritage inventory statements for potential heritage listings in the Comprehensive LEP exhibition.	25%	Manager, Strategic Planning
7a.4	Manage the La Perouse Museum to enhance access to and information about local heritage.	Research, develop and implement exhibitions, programs and education events through the La Perouse Museum to maximise public access to local and regional histories.	The Museum remained largely closed during this period due to COVID, but in the period answered a range of research enquiries, continued research on two upcoming exhibitions, improved the permanent displays, worked with Gujaga Foundation on a major historical timeline project, developed 2021-22 public programming and managed the conservation project for the Laperouse anchor. Minor capital and facilities improvements were also undertaken.	10%	Manager, Economic Development & Placemaking
7a.5	Implement Council's Heritage Conservation policies in the assessment process.	Implement measures to improve efficiency in the assessment of heritage applications.	A number of initiatives have been implemented to improve efficiency of heritage applications including streamlining and triaging heritage DA applications upfront. Weekly internal panel review with DA team initiated for referrals.	25%	Manager, Strategic Planning

2018-22 Delivery Program (4-year program)		2021-22 Operational Plan (1-year action)	Comment	Progress	Responsible officer
8. 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.	Develop and adopt a new Economic Strategy.	The SGS Economic Development Study update that was commissioned to research the local economy post the first wave of the COVID-19 pandemic was completed in July. Community consultation was planned as well as a city wide business survey for delivery in October. It is expected that the Draft Economic Development Informing Strategy will be sent to the November Ordinary Council Meeting.	25%	Manager, Economic Development & Placemaking
8a.2	Implement a range of strategies to support the development of vibrant business and commercial centres.	Investigate and scope a range of activations specifically designed for each main town centre to support new and existing business and increase town centre vibrancy.	Specific town centre activations are under development for delivery once the lockdown is over and social distancing and NSW Health Regulations permit.	25%	Manager, Economic Development & Placemaking
		Develop a design for the intersection of Clovelly Road and Carrington Road in accordance with the Clovelly Road Masterplan.	Consultant has been engaged and background information has been collated. A consultation plan was developed with public consultation occurring between 30 September and 8 November 2021.	25%	Manager, Technical Services
		Commence implementation of recommendations from the Matraville Streetscape Improvements Study.	Consultants have been engaged and community consultation has been completed. A background study has been prepared to assist with development of concept options.	25%	Manager, Technical Services
		Commence implementation of recommendations from the Maroubra Junction Masterplan.	Consultants have been engaged and community consultation has been completed. A background study has been prepared to assist with development of concept options.	25%	Manager, Technical Services
		Develop a new Urban Elements manual that outlines town centre improvements that reflect the unique characteristics of each town centre.	Project will commence in April 2022.	0%	Manager, Technical Services
8b. Provide guidance to the specialised Hospital and University centre.					
8b.1	Work with institutions to develop strategic plans for Hospital and University precincts.	Support the implementation of the Randwick Collaboration Place Strategy.	Three State Significant Developments (SSDs) were reviewed and reported for the Hospital Campus and Royal Randwick Racecourse. A proponent led planning proposal for the Randwick Racecourse spectator precinct was reviewed and feedback provided.	25%	Manager, Strategic Planning

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment	Progress	Responsible officer	
8c. Develop and strengthen effective partnerships with key locally based organisations.					
8c.1	Implement the adopted recommendations of the Economic Development Strategy in relation to partnerships with locally based organisations.	Undertake main street programming in partnership with locally based organisations.	Program under development.	25%	Manager, Economic Development & Placemaking
8c.2	Consider online opportunities to enhance communication partnerships on economic development.	Investigate online opportunities to enhance communication partnerships on economic development.	Appropriate online opportunities under investigation.	25%	Manager, Economic Development & Placemaking
8d. Tourism's role in the local economy is acknowledged.					
8d.1	Implement the adopted recommendations of the Economic Development Strategy in relation to tourism.	Continue to collaborate with key stakeholders to enhance tourism product development and increase visitation.	Discussions are underway regarding plans for appropriate tourism product development.	25%	Manager, Economic Development & Placemaking

2018-22 Delivery Program (4-year program)		2021-22 Operational Plan (1-year action)	Comment	Progress	Responsible officer
9. 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 detailed within the Randwick Bicycle Plan.	Implement appropriate projects as nominated by the Council's Cycleways and Bicycle Facilities Advisory Committee, as well as pedestrian and bike rider improvement projects.	We have finalised the design plans for the Kingsford to Centennial Park pedestrian and cycling improvements project. TfNSW are now prepared to deliver the project from the next quarter. Early planning has commenced for the Anzac Parade paths project.	25%	Manager, Integrated Transport
9a.2	Continue to use the footpath program to improve and develop facilities for people who are walking and identify opportunities for pedestrian improvements through the preparation and implementation of pedestrian and mobility plans for our commercial centres.	Design and construct pedestrian refuges throughout the LGA to improve the safety of pedestrians.	During the September quarter, the planning and delivery of 29 new federally funded pedestrian improvement projects progressed.	25%	Manager, Integrated Transport
9b: The community is informed, educated and encouraged to use sustainable transport.					
9b.1	Implement Council's Energy Savings Plan and Local Greenhouse Action Plan to reduce reliance on private motor vehicles.	Continue to monitor and report on vehicle emissions for Council's fleet; and investigate and advocate for opportunities to utilise energy efficient transport for Council.	129,606 litres of fuel used across passenger and plant fleet (24% decrease on September 2020 quarter) resulting in 346 tonnes of CO ₂ -e. 17,492 L of 5% biodiesel used.	25%	Manager, Sustainability
9b.2	Continue to show leadership in this area with Council's vehicle and transport choices.	Engage with Council staff for increased take-up of e-bikes and vehicles and facilitate sustainable transportation choices including walking, cycling and public transport.	A presentation on e-bikes was provided to staff as part of lunch time presentations.	25%	Manager, Sustainability

2018-22 Delivery Program (4-year program)		2021-22 Operational Plan (1-year action)	Comment	Progress	Responsible officer
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 the extension of the light rail system to Maroubra Junction, improved east-west public transport services and improved bus network.	Advocate for improved public transport services.	We continue to liaise with TfNSW regarding bus service improvements. We have also amended a number of bus stops to facilitate STA' s introduction of less crowded, articulated (bendy) buses.	25%	Manager, Integrated Transport
9c.2	Participate in working groups and monitor the State Government's implementation of light rail.	Continue to liaise with Transport for NSW regarding any post implementation issues given the completion of the Light Rail Project.	There are minimal changes being made to light rail facilities. The service is working well.	25%	Manager, Integrated Transport
9d: Residential amenity is protected by appropriate traffic management.					
9d.1	Implement traffic control strategies to protect residential amenity.	Manage and implement actions arising from the Traffic Committee processes.	The on-going roll-out of traffic facilities continued over the September quarter.	25%	Manager, Integrated Transport
9d.2	Implement regulatory parking patrol and enforcement programs to ensure appropriate enforcement of the NSW Road Rules.	Undertake parking patrols and implement the Road Rules in business centres, school zones, beachside locations and other restricted parking locations.	Council Rangers and Parking Officers undertake regular patrols of business centres, beachside locations, school zones and other restricted parking locations and undertake appropriate regulatory action. In the July to September quarter, Council Officers have also investigated 709 parking related customer requests.	25%	Manager, HB&RS
9e: Parking is managed to balance convenience against reduced car reliance.					
9e.1	Enhance parking opportunities for residents through appropriate management of the Resident Parking Scheme.	Manage the 'area based' Residential Parking Scheme.	The Resident Parking Scheme is being managed, with a number of local surveys being carried out. We have also undertaken significant planning work on improving the application processes for customers.	25%	Manager, Integrated Transport
9e.2	Develop a strategic approach to the overall management of parking – especially within our commercial centres.	Complete a review of kerbside usage in two town/local centres.	Finalisation of the maps style for consultation has been undertaken. Consultation to commence soon.	25%	Manager, Integrated Transport
		Complete a parking management study of the Randwick Collaboration Area (RCA) with RCA partners.	No activities have commenced on this project. Scheduled to commence in the March 2022 quarter.	0%	Manager, Integrated Transport

2018-22 Delivery Program (4-year program)		2021-22 Operational Plan (1-year action)	Comment	Progress	Responsible officer
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.	Provide resources and engage community sectors, householders and business owners in programs to respond to Climate Change and conservation of natural resources.	Sustainability rebates continue to attract strong community support. Since the rebates were first introduced in November 2020, almost 300 rebates have been provided covering all 10 of the energy and water saving items available. Approx. \$150,000 of rebates have enabled \$1.7 million of new investment by residents and businesses. The Eco Living Festival was organised as a 4 week event corresponding to the 4 themes of the Environment Strategy with 33 separate on-line sessions. The festival ran from 20 September - 24 October 2021.	25%	Manager, Sustainability
10a.2	Expand external partnerships supporting Council's resilience initiatives e.g. UNSW MOU.	Expand and increase partnerships with community and business, UNSW and other partners across the Randwick Collaboration Precinct to bring down emissions of greenhouse gases, reduce waste and meet adopted environmental targets.	Council is supporting a project with Civil and Wastewater Engineering students at UNSW on stormwater design and construction projects in Randwick City.	25%	Manager, Sustainability
10a.3	Continue the development, implementation and review of the 3-Council collaboration project with Waverley and Woollahra Councils to reduce resource consumption across the region.	Continue implementing the 3-Council Regional Environment Program initiatives including Compost Revolution, Solar my Schools, and Solar my Club; and identify new opportunities to engage and collaborate with the community to reduce resource consumption.	Solar feasibility completed for 5 local schools, with each now awaiting installation. Matraville RSL, Wylies Baths and South Maroubra SLSC have also been supported with solar PV installation through Solar my Club. The Sydney Water Waterfix program is now being supported via the 3-Council work program.	25%	Manager, Sustainability
10b: Policies and programs are developed and implemented in response to environmental risks and their potential impacts.					
10b.1	Develop and implement a long term resilience framework for Randwick.	Investigate the integration of resilience across relevant programs and policies.	Presentation and update on Council's resilience work has been provided to Resilience Sydney.	25%	Manager, Sustainability
10b.2	Develop and implement environmental strategies for remediation of contaminated Council/public land.	Continue ongoing remediation works and monitoring activities at Chifley Reserve, Heffron Park, Pioneer Park and Purcell Park.	Pioneers Park all weather playing field (Field #2) was completed in August. The community is currently enjoying the use of the added amenity. The turf field (Field #1) has encountered some latent groundwater and drainage issues and will be completed in late October. Chifley reserve continues to be monitored for off-gassing as per the RAP Operational Plan. The Purcell Park Remediation Project was completed in December 2020 and the site has been certified as remediated. Ongoing RAP Operational Management continues for Heffron, Purcell and Chifley Parks.	25%	Manager, Infrastructure Services

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment	Progress	Responsible officer	
10b.3	Implement recommendations contained in the NSW Government's Floodplain Development Manual and relevant floodplain management studies carried out for Randwick City.	Continue Floodplain Management studies and Floodplain Risk Management Plan implementation actions as per Council's schedule.	The Lurline Bay, Matraville, Malabar and Yarra Bay draft flood Study was completed and placed on public exhibition.	25%	Manager, Technical Services
10b.4	Administer and implement Council's Tree Preservation policy to preserve our urban forest.	Complete customer service requests for pruning/removal of Council street trees, incorporating relevant environmental risk assessments.	105 Tree Applications for private trees were received and processed. 508 Service Requests were received in the quarter with 89% completed within the SLA.	25%	Manager, Technical Services
10b.5	Administer and coordinate Council's Climate Change Adaption and Mitigation Plan.	Develop criteria for Council's response to the climate emergency declaration.	Joined up with Climate Emergency Australia to assist in our response to our own Climate Emergency declaration.	25%	Manager, Sustainability
10c: Bushland, open spaces and biodiversity are protected and enhanced for future generations.					
10c.1	Implement and monitor Randwick's regulatory responsibilities especially in relation to the enhancement of our native and indigenous flora and fauna.	Implement the Bush Regeneration and Revegetation Program including threatened species management and development of green corridors.	All (100%) of bushland sites have received bush regeneration treatments, the total hours committed to restoration activities this quarter has been 3,750 hours. Bushcare activities have recommenced according to COVID Safe plans which have been developed by Council and comply with current Public Health Orders.	25%	Manager, Infrastructure Services
		Implement the Biosecurity Act and provide advice on invasive flora and fauna.	Council continues to manage weeds on public land in a risk based manner and provides information and advice to the community through educational materials and direct requests for information from members of the community.	25%	Manager, Infrastructure Services
10c.2	Implement annual tree planting programs in accordance with Council's Street Tree Masterplan to continue to increase our tree canopy cover across our City.	Implement annual street tree planting programs.	An updated Request a Tree program was established to overcome the lapse in community planting (due to COVID lockdown) with almost 100 trees requested by residents across Randwick. Council staff are working with new SSROC appointed contractors for planting to be carried out.	25%	Manager, Sustainability

2018-22 Delivery Program (4-year program)		2021-22 Operational Plan (1-year action)	Comment	Progress	Responsible officer
10d: Waste is managed sustainably to ensure highest level of resource recovery.					
10d.1	Develop and implement Council's Resource Recovery Strategy to minimise the level of waste going to land-fill.	Monitor and improve Food Organics and Garden Organics (FOGO) collection and processing services across all residential properties in the City.	During the period July to September more than 3,400 tonnes of FOGO have been collected, which is a 14% increase compared to the last quarter. The continuous engagement and education activities managed to maintain the contamination rate at 1.5%, which is lower than the 3% industry standard and other councils in NSW.	25%	Manager, Waste & Cleansing Services
		Develop and implement programs to improve waste and recycling services in social housing properties.	Engagement of a consultant is underway to conduct an analysis of issues related to waste and recycling services in social housing properties and develop a strategy for improvement.	25%	Manager, Waste & Cleansing Services
		Develop and implement a new Recycling Processing contract.	Recycling processing service needs analysis, as well as market, contract and procurement risk analysis have been completed. Information gathered will be used to inform the preparation of the recycling processing tender.	25%	Manager, Waste & Cleansing Services
10d.2	Implement and review actions identified in Council's Litter and Illegal Dumping Management Plan.	Develop and implement community engagement programs to reduce illegal dumping and litter.	The process of engaging a consultant to develop an Illegal Dumping and Litter Management Plan, including community engagement programs, is underway.	25%	Manager, Waste & Cleansing Services
10d.3	Develop and implement community engagement programs on waste and recycling.	Develop and implement community engagement programs to reduce recycling and FOGO contamination.	An education and communication program to reduce contamination in recycling and FOGO has been developed for implementation.	25%	Manager, Waste & Cleansing Services
10e: A total water cycle management approach including water conservation, re-use and water quality improvements is adopted.					
10e.1	Develop and implement projects to improve water conservation and efficiency across Council and the Community.	Implement water conservation initiatives in the operation of Council's amenities.	Over the September quarter, Council's potable water savings from alternate water supplies totalled approximately 59,004KL with 29,238KL of these savings occurring from the use of treated stormwater (recycled water) and approximately 29,766KL from borewater. Total cost savings for Council were \$140,429. The recently completed stormwater harvesting systems at Maroubra and Purcell Park have contributed to these savings.	25%	Manager, Infrastructure Services
		Implement water conservation in Council's amenities as part of the Capital Works delivery programs.	All of Council's new/upgraded buildings are being built to the current industry and Australian standards including water conservation initiatives.	25%	Manager, Infrastructure Services
		Investigate and implement stormwater, rainwater and wastewater harvesting opportunities within Randwick City.	Council has commenced design of 10 new GPT's and recently finished construction of one new GPT at Frenchmans Bay La Perouse.	25%	Manager, Infrastructure Services

2018-22 Delivery Program (4-year program)		2021-22 Operational Plan (1-year action)	Comment	Progress	Responsible officer
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.	Continue implementing energy and water saving rebates for residents and business owners to contribute towards achieving Randwick's target of 60% reduction in greenhouse gas emissions.	Sustainability rebates continue being taken up by residents and business owners. The almost 300 residents and businesses who have now received a rebate, have together saved approximately \$374,000 off energy bills and reduced carbon emissions by just over 2,000 tonnes.	25%	Manager, Sustainability
		Investigate options to increase Council's procurement of renewable energy.	Over the September quarter arrangements were made for Council's purchase of 100% renewable energy from July 2022 through SSROC PEERS3 process. Council endorsed this arrangement on 1 November 2021.	25%	Manager, Customer & Compliance
10f.2	Investigate and implement renewable energy projects across Randwick City.	Continue implementation of Council's 100% Renewable Energy Roadmap.	Solar PV was installed at Coogee Oval and Senior Citizens Centre.	25%	Manager, Sustainability