

# March 2022 Quarterly Progress Report

This report tracks progress against the 2021-22 Operational Plan actions for the January – March 2022 quarter.

All actions are presented in context of the relevant theme, outcome and direction of the Randwick City Plan and the 2018-2022 Delivery Programme.

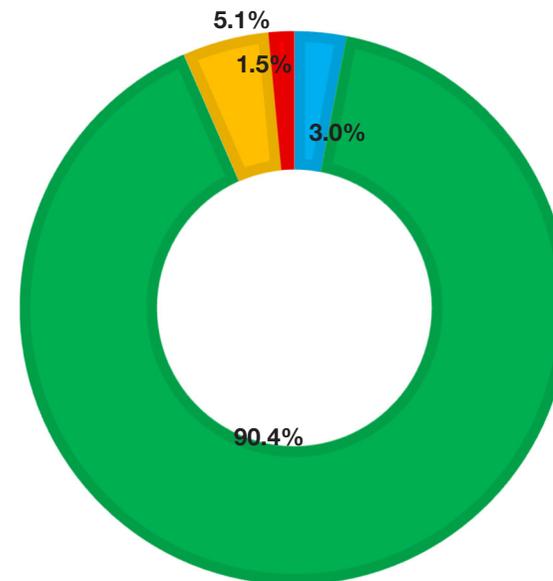
## Randwick City Plan themes

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

## Status of actions (summary)

6	3.0%		Complete
178	90.4%		On track or ahead of schedule
10	5.1%		Progressing at a slower rate
3	1.5%		On hold / indefinitely delayed / stopped

## Tracking summary for period



2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment for current period (1 January 2022 - 31 March 2022)	Progress	Responsible officer	
<b>1. Leadership in sustainability</b>					
<i>1a. Council has a long-term vision based on sustainability.</i>					
1a.1	<b>Implement the Integrated Planning and Reporting framework including the Randwick City Plan, medium term plans and the Resourcing Strategy across the four year cycle.</b>	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 Draft 2022-2032 Community Strategic Plan and Draft Economic Development Strategy were considered by Council at the February Council meeting and subsequently placed on public exhibition from 25 February - 25 March 2022.  The Inclusive Randwick Strategy was adopted by Council at the February Council meeting.  The second quarterly progress report tracking progress against the 2021-22 Operational Plan actions was received and noted by Council at the March 2022 meeting.	75%	Business Strategist
1a.2	<b>Ensure sound long term financial strategies underpin the Council's asset management policies and strategic vision.</b>	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 revised Long Term Financial Plan (LTFP) was prepared and subsequently presented to Council as part of the Draft Resourcing Strategy on the 26 April 2022.	75%	Chief Financial Officer
1a.3	<b>Review and incorporate the financial strategies, underpinning all short and medium term plans into the Long Term Financial Plan.</b>	Manage, monitor and review Council's financial performance and position on a regular basis.	Monthly financial reports are prepared for Council in conjunction with quarterly budget reviews.	75%	Chief Financial Officer
		Support those in our community facing financial hardship, particularly in relation 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. In the quarter, the interest waiver period for ratepayers was extended until 30 June 2022.  Rate collections are within LTFP benchmarks.	75%	Chief Financial Officer
1a.4	<b>Provide for safe public places where people gather.</b>	Ensure the CCTV infrastructure network is maintained and fit for purpose.	The CCTV network experienced disruption due to the severe weather and rain events that were widespread during the quarter. In particular, coastal sites at Mahon Pool and Gordon's Bay were affected, along with infrastructure in Coogee Bay Road.  The weather conditions made safe site access difficult for Council's contracted provider. Repairs are underway across all sites to restore normal services and to return to high levels of availability.	75%	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.	The January to March quarter resulted in 2.82 million visitors to Randwick City Council's patrolled beaches, with the beach lifeguard service administering first aid on 3,554 occasions, performing 323 rescues, preventing 7,646 incidents from occurring, conducting 5,048 regulatory actions, making 2,306 surf craft warnings and responding to 58 major incidents.	75%	Manager, Public Safety & Aquatic Services

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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.	Due to border restrictions and ongoing impacts of COVID-19 on the technology employment market, Council has been unable to secure suitably qualified staff to continue to progress delivery of the Enterprise Service Bus.	50%	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.	The implementation of the new Human Resource Management Solution (HRMS) was the catalyst for the creation of the first set of data cubes in the data warehouse, from an employee perspective, which will allow the Council to conduct detailed analysis from day one of operations of this new solution. Work has begun on the following repositories: master data, metadata and quality data.	75%	Manager, Information Management & Technology
		Increase security, protection, visibility and control over network security, through the implementation of a Unified Threat Management (UTM) solution.	Council's Solution Architect finalised the technical requirements for the scope of the project which will incorporate a redesign of Council's network topology and security approach to facilitate ongoing hybrid working arrangements between office and home. Development of the tender pack for issue to market commenced.	75%	Manager, Information Management & Technology
		Procure and implement a strategic asset management software solution to improve analysis and business intelligence derived from data.	Workshops/briefings with both the Council and Executive Leadership Team (ELT) have been organised to confirm the final scope of the project for the improvement in the management of Council's \$2b assets, this is prior to running a procurement process for the purchase of a solution.  Further activities that have been conducted include the design and development of the architecture to align with the asset management strategy, policy and framework, and engaging the appropriate business units to document asset management processes and requirements.	75%	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.	Quality assurance activities are complete. Organisation wide training and familiarisation is in progress for May cut over.	75%	Manager, Change Management
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, Open Space & Recreation, and Arts & Culture Strategies were adopted by Council in the September 2021 quarter.  The Inclusive Randwick Strategy was adopted by Council at the February 2022 Council meeting.  The Draft Economic Development Strategy was considered by Council at the February Council meeting and subsequently placed on public exhibition from 25 February - 25 March 2022.	75%	Business Strategist

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<b>1b. Council is a leader in the delivery of social, financial and operational activities.</b>				
<b>1b.1 Demonstrate best practice and leadership in local government.</b>	Increase retention of new starters through the development of a recruitment framework and strategy.	A review and refresh of the recruitment and onboarding process is underway. Training and support for the recruitment function of the new HRMS is under development. LinkedIn is being leveraged for hard to fill roles.	75%	Manager, Human Resources
	Review flexible working procedures, setting out a clear framework for managing flexible working.	Extensive consultation with the workforce and leadership stakeholders has resulted in a trial of flexible working approaches.	75%	Manager, Human Resources
	Increase retention of high performing staff through a formal reward and recognition initiatives program.	Research continues into best practice reward and recognition offerings in similar and disparate industries, with analysis continuing on the applicability to Randwick's culture, values and engagement targets.	75%	Manager, Human Resources
	Enhancing the growth of our employees by embedding on the job training opportunities within the training plans of all staff.	All staff who participate in the annual performance review process discuss training plans and opportunities for the coming year. In the March quarter there were 21 training sessions held internally, with 518 staff in attendance. Additionally, 54 staff attended external training to support their development and there were 104 online course completions.	75%	Manager, Human Resources
<b>1b.2 Contribute to protecting the Council's reputation and enhancing its positive public image.</b>	Promote Council's achievements, programs, policies and projects across online and print media	Council published 29 online news stories in the quarter. 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.	75%	Manager, Communications
	Promote and protect Council's image through effective use of media and online communities, including monitoring and responding to enquiries effectively.	Council received 38 media enquiries this quarter. Topics ranged from the potential foil boarding ban on beaches, our Australia Day event, Meriton's plan to develop Little Bay, the Matraville Incinerator, rock fishing deaths and shark fatality at Little Bay, CCTV at La Perouse, DA processing times and the Coogee Bay Hotel development plans.	75%	Manager, Communications
<b>1b.3 Maintain a high performing workforce that is responsive to the needs of the organisation.</b>	Develop a 'fit for purpose' capability and learning framework.	The Capability and Learning Framework was endorsed by the Executive.	100%	Manager, Human Resources
	Develop and implement an internal communications plan.	The communications plan is up and running and uses all the platforms and mediums available to Council, including but not limited to Email, Newsletters, Staff Alerts, Tool Box Talks, Monitor Notice Boards, Team Meetings, GM Communications and intranet. As newer or more effective platforms are identified they will be incorporated into the suite of communication channels.	100%	Manager, Human Resources
<b>1b.4 Provide good governance and administrative support for the Council and organisation.</b>	Ensure the effective and efficient administration of Council meetings (and Local Government Election 2021) for the benefit of Councillors and the community.	Two (2) ordinary meetings and one (1) extraordinary Council meeting were held during the quarter. The two ordinary meetings were held at the Prince Henry Centre (at Little Bay) and the extraordinary meeting was held online. There were no disruptions to meetings, the ability of the public to address meetings or public access to meetings during this time.	75%	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.	418 informal Access to Information Requests were processed during the quarter, with 407 (97.4%) processed within five (5) working days. Two (2) formal GIPA Applications were processed during the quarter. Both formal applications were processed within the legislated 20 working days.	75%	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.	75%	Manager, Customer & Compliance
	Manage Council's Insurance Renewal program.	Insurance renewals have been completed successfully with required amendments to coverage made.	100%	Manager, Customer & Compliance
	Manage Council's Claims Management program.	Council's claim management program is performing well and is on track.	75%	Manager, Customer & Compliance
	Monitor and evaluate performance of the Randwick Local Planning Panel in accordance with NSW Department of Planning Industry & Environment Guidelines.	The quarterly report for the Randwick Local Planning Panel has been submitted to the Department of Planning, Industry and Environment.	75%	Manager, Development Assessments

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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.	Quarterly budget reviews, Investment, and Cashflow Reports were prepared and also reported as required to ARIC and Council.	75%	Chief Financial Officer
		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.	75%	Chief Financial Officer
		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.	Council continues to work with ratepayers that may be experiencing financial hardship and to develop payment arrangements that are tailored to individual financial circumstances. Council's relief interest waiver application process first adopted in July 2021 was extended to 30 June 2022.	75%	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 March quarter. Council's investments are maintained in accordance with the adopted Policy. Investment Returns and Cashflows are monitored daily and have exceeded benchmarked and budgeted returns.  The Investment Reports for December and January were adopted by Council at the February ordinary meeting.	75%	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 majority of third rates instalment were paid within a reasonable timeframe (due on the 28 February 2022), with payments only slightly (<1%) behind the pre-COVID 4 year average. The third instalment overdue notices were issued on 22 March 2022 to 6,036 customers. The number of overdue customers was consistent with the overdue notices in the same 2020-21 period.	75%	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 November 2021, December 2021 and January 2022 Monthly Financial Reports and the Quarterly Financial Report for December 2021, were endorsed by Council on the 22 February 2022. Budget Briefings were held on the week commencing 4 April 2022.	75%	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 17,014 service requests during the March quarter of which 86.6% were completed within the service level agreement timeframe. 30,767 phone calls were received via the call centre during this period of which 4.6% were abandoned. Council's target is to have fewer than 5% abandoned calls on average.	75%	Manager, Customer & Compliance

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1b.7	<b>Continue to improve and implement business process systems and information technology infrastructure.</b>	Increase internal customer satisfaction in the delivery of information management and technology support functions to other business units of Council.	75%	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.	75%	Manager, Information Management & Technology	
		Optimise the availability of Council's core infrastructure (datacentre and networks) during core business hours.	No unplanned outages were experienced in the core infrastructure during the reporting period.  Network equipment for sites including the Heffron Centre, Depot and Libraries has been placed on order. There are extensive delays for electronic equipment due to supply chain issues, so Council is now proactively ordering with long lead time items.	75%	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) transition of the Administration Centre and Depot to Teams Telephony to remove dependency on the legacy Cisco telephone platform and integration into a single Teams experience; (b) decommissioning of the legacy cemetery database system; (c) simplification of the Smart Beach displays to reduce complexity and remove unneeded items; (d) implementation and testing of a new customer contact centre platform for launch in the forthcoming quarter; (e) continued preparation for the Human Resource Management System launch in the forthcoming quarter (May).	75%	Manager, Information Management & Technology
		Upgrade audio-visual communication technologies to support flexible staff working arrangements.	During the quarter additional meeting rooms at the Depot (Chifley and Matraville Rooms) were upgraded to incorporate Microsoft Teams.	75%	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 quarter, Council commenced the transition of tape based backup to cloud backup services to remove the requirement to maintain physical tape holdings. A pilot has been commenced to back up critical datasets to cloud storage. Analysis of the full backup requirement has also commenced to determine which data needs to be backed up to cloud service storage, and which data can adopt a shorter lifecycle.	75%	Manager, Information Management & Technology
		Undertake a review of governance practices in the Information Management and Technology Services Department to establish an adopted governance framework.	Work continued on Council's Application Management Policy suite and the development of an agreed IM&T forward schedule of works.	75%	Manager, Information Management & Technology

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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.	75%	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.	75%	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.	75%	Manager, Customer & Compliance
		Coordinate appropriate health checks relevant to effective business operations.	Council's annual skin check program was finalised in March 2022 with skin checks for all remaining staff that could not secure an appointment in December 2021.	75%	Manager, Customer & Compliance
		Adopt and implement the new Drug and Alcohol Policy.	Review and implementation of an amended Alcohol and Other Drugs Program was previously placed on hold during the pandemic. Now that restrictions have been eased, the policy review has recommenced.	10%	Manager, Human Resources
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.	During the quarter two new staff were recruited and inducted into Council's GIS team to ensure continued service delivery during a period of staff parental leave.	75%	Manager, Information Management & Technology
<b>1c. Continuous improvement in service delivery based on accountability, transparency and good governance.</b>					
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.	Through comprehensive business unit planning and the preparation of action plans for each of our seven informing strategies, we have developed clear performance indicators for our Draft 2022-2026 Delivery Program and 2022-2023 Operational Plan. These indicators track performance in delivering the outcomes of the community strategic plan AND delivering the day to day services and regulatory functions needed by our community.	75%	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.	Council's Customer Satisfaction Survey was undertaken in late 2021. The next one is due in 2023. Council commenced six consultation programs in the quarter.	75%	Manager, Communications
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.	75%	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 March quarter, work continued on identifying, analysing and recording operational risks across all business units, through the business unit planning process. The risk mitigations with the risk registers will be used to minimise risks throughout the organisation. A regular update report was presented to ARIC (25th March 2022).	75%	Manager, Customer & Compliance

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<b>2. A vibrant and diverse community</b>					
<b>2a: Meet the needs of our diverse community and provide equitable access to social services and infrastructure.</b>					
2a.1	<p><b>Maintain a current understanding of our community's needs, and up to date information to support planning and program development.</b></p>	<p>Lead local services participation and partnerships, identifying emerging needs, service gaps and opportunities across target groups.</p>	<p>The Eastern Sydney Youth Services Network (ESYSN) worked closely with services to gain an understanding and build strategies around school absenteeism in the LGA.</p> <p>The Inner &amp; Eastern Sydney Migrant Interagency IESMI worked closely with service providers to gain a better understanding of gaps in services in the Culturally and Linguistically Diverse (CALD) community.</p> <p>The IESMI Pathways to Employment working party is building on past knowledge to plan an event in October/November this year. International students will also be included in the programming.</p> <p>Information was shared via the IESMI google group about health information and participating in the SESLHD COVID-19 Community Organisations meeting for Priority Populations.</p> <p>The City of Sydney and Eastern Sydney Ageing and Disability Interagency continued to work closely with local services to identify the way forward in terms of the new aged care reforms and the impacts/implications on local services and agencies. A summary report from the Planning day held in October was written and circulated to members. In addition, Council facilitated discussions on outcomes from the planning day and the priorities and focus for the Interagency in 2022.</p> <p>Worked with City of Sydney and Waverley Councils to hold a forum on Social Isolation and Loneliness for the planned April Ageing and Disability Interagency meeting, with the view to explore ideas and practical actions for services to address social isolation and loneliness in older people, people with disabilities (PwD) and their carers at a local level.</p> <p>Worked closely with the Eastern Sydney Digital Inclusion Working Group to provide digital affordability and access to vulnerable cohorts including older people and PwD.</p> <p>The Eastern Suburbs Domestic Violence Network held a planning meeting to aid in development of a range of initiatives for 2022. Support was also provided for implementation of a film screening at NSW Parliament for the DFV bystander campaign 'We're Better Than That'.</p>	75%	Manager, Community Development
		<p>Undertake a Social Needs Study to investigate and identify current and future social needs of the community.</p>	<p>The Inclusive Randwick Strategy was approved in February 2022.</p>	100%	Manager, Community Development
2a.2	<p><b>Provide high levels of accessibility to the Council's community facilities and infrastructure.</b></p>	<p>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).</p>	<p>The venues team continues to maintain and provide high levels of accessibility to Council venues. Following the reopening of venues in the December quarter, there has been a surge in hire enquiries for the Prince Henry Centre and Randwick Sustainable Classroom. There has also been growth in the amount regular hirers utilise these sites.</p> <p>In the March quarter, the La Perouse Museum has delivered 11 public programs and events, attended by 450 participants (excluding general visitation and exhibitions engagement).</p>	75%	Manager, Economic Development & Placemaking
		<p>Ensure that user groups (hirers and class attendees) have fair and equitable access to all remotely managed community centres (9 venues).</p>	<p>Community centres are open and fully operational. Regular and casual hirers are hiring halls at pre-covid levels</p>	75%	Manager, Customer & Compliance

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2a.3	<b>Support the different groups in the community to improve access to services and recreational activities.</b>	Ensure Library culturally and linguistically diverse (CALD) collections reflect demographics and community needs in Randwick City.	In the March quarter we lent a total of 7408 items from our Chinese, French, Greek, Polish, Russian and Spanish Culturally and Linguistically Diverse (CALD) collections to customers. CALD books and materials for children are in high demand, with a total of 2782 items lent in this quarter.	75%	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 March quarter.  Harmony Week (21- 27 March) celebrated the diverse culture and languages in our community. Storytimes in community languages featured Japanese, Portuguese, Mandarin and Spanish. Kids 0-5 were invited to dress up in costumes from around the world which offered a fun engaging way to learn about different customs and cultures. There were a number of international films screened throughout this week as well.  The library delivered 36 events/programs specifically for a culturally and linguistically diverse audience with a combined audience of 156.	75%	Manager, Randwick City Library
		Provide a range of age appropriate library collection items, programs and activities that are accessible and inclusive.	The library ran 135 events/programs both online and in person/face-to-face, with a total combined audience of 2525. 51 events/programs were held for children and youth with a 1006 combined audience, 81 events or programs were held for adults/seniors with a combined audience of 1048 and 36 events/programs were held specifically for a culturally and linguistically diverse audience with a combined audience of 156.	75%	Manager, Randwick City Library
		Assist people to understand consumer directed care and to exercise choice and control in choosing support services (disability and other).	Convened The City of Sydney and Eastern Sydney Ageing and Disability Interagency meeting in this reporting period, and developed and circulated a report to members from the planning meeting held in October. In addition, Council facilitated discussions on outcomes from the planning day and the priorities and focus for the Interagency in 2022.  Supported the Eastern Sydney Commonwealth Home Support Programme (CHSP) forum held in March, and facilitated focus groups on the new support at home program and the significant impact the aged care reforms will have on services in the region. Provided meeting proceedings to advocate for work to respond to issues experienced by local service providers.  Provided assistance, advice and referrals (primarily for community transport, home care, social support and exercise programs) to an average of 35 residents/services per month.  Continued to work with local agencies, such as SESLHD, Junction Neighbourhood Centre and Holdsworth Community, to reach isolated and digitally disadvantaged older residents, carers and people with disabilities living in social housing in the southern suburbs of Randwick City.	75%	Manager, Community Development

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<p><b>Support the different groups in the community to improve access to services and recreational activities.</b></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>Implemented online events including 'Coping with change in challenging times' and 'Dealing with grief and loss' encouraging help seeking behaviours for residents experiencing grief and loss, anxiety, depression and loneliness.</p> <p>Held 3 x Mindfulness photography and art workshops in this reporting period to encourage residents, particularly carers, to access support programs and social inclusion activities offered by local community services.</p> <p>Held a community consultation for Aboriginal residents at Yarra Bay Oval in February to identify new inclusion actions for Council's Disability Inclusion Action Plan for 2022-2026.</p> <p>Hosted the annual Eastern Sydney Homeless Street Count.</p> <p>Co-ordinated and co-facilitated a staff online Lifestyle Lunch on homeless services with Department of Communities and Justice (DCJ) and Homeless Health Service, St Vincent's Hospital.</p> <p>Participated in COA Sydney's Seniors Week Expo in this reporting period. Promoted a range of services, programs, events and activities offered by Council to ensure older people and Carers are engaged and connected with their local community and can live safely and supported in their own home.</p> <p>Continued to provide individual support to residents and service providers to increase levels of service provision for residents and clients as required.</p> <p>Circulated information and resources to residents and local community groups to notify them of local events, new programs and support services, and grant opportunities.</p>	<p><b>75%</b></p>	<p>Manager, Community Development</p>
<p><b>2a.4 Provide improved opportunities for local Aboriginal and Torres Strait Islander people to access support services including employment, family support and recreational activities.</b></p>	<p>Assist local Aboriginal organisations to plan and deliver nationally significant events such as NAIDOC Week and Reconciliation activities.</p> <p>Ensure that the programs and activities delivered via the Lexo Hub address the identified needs of local First Nations people.</p> <p>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.</p>	<p>Planning underway for National Reconciliation week and NAIDOC Week.</p> <p>Promoted COVID booster vaccination campaign to the Aboriginal community residing in the LGA.</p> <p>Staff continue to work collaboratively with service partners; however, the ongoing pandemic has reduced the ability for external partners to provide direct services. A limited number of targeted programs continue to operate including the food security program, COVID vaccination and testing clinic, referral support and support with access to MyGov and Service NSW for at risk residents.</p>	<p><b>75%</b></p> <p><b>75%</b></p> <p><b>75%</b></p>	<p>Manager, Community Development</p> <p>Manager, Community Development</p> <p>Manager, Community Development</p>

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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.	Recruitment is underway for the Youth Community Development Officer position - the person in this position will co-convene the ESYSN. Meanwhile the ESYSN met on 10 March with a focus on school attendance, especially in this post-COVID environment. The RCC rep has assisted to secure speakers for the May ESYSN which will focus on services available for young people with disabilities.	75%	Manager, Community Development
		Develop programs designed to connect and engage socially-isolated seniors within the comfort and security of their own homes.	Held online events including 'Coping with challenging times' and 'Dealing with grief and loss' in this reporting period. These events assisted older people, particularly those experiencing carer stress, to access available community support services.  Held a documentary film screening of 'Kusama: Infinity' in March exploring the life and art of contemporary Japanese artist, Yayoi Kusama. The film screening allowed older people, their carers, family members and friends to attend a free and accessible, local community event at the iconic Ritz Cinema in Randwick.	75%	Manager, Community Development
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.	In the February 2022 Round of Community Creative and Community Connect, 9 Community Connect applications and five Community Creative applications were approved for funding totalling \$77,570. Grantees continued to deliver projects from the October round of Community Creative and Community Connect.	75%	Manager, Community Development
		Administer the Randwick ClubGrants NSW on behalf of participating clubs.	Council administered the club grants program with participating clubs in the September quarter. A total of \$330,820 was distributed to community organisations.  Applications are currently open for the Randwick ClubGRANTS 2022 funding round. The closing date is 13 May at 5pm.	100%	Manager, Community Development
<b>2b: Strong partnerships between the Council, community groups and government agencies</b>					
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.	75%	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.	15 Precinct meetings were held over the quarter, with most being held online via zoom. Precincts are progressively moving back to face to face meetings as COVID restrictions are lifted. Council staff attended several precinct meetings to present on various projects. The Economic Development team has been having face-to-face meetings with shop owners at Maroubra Beach discussing the McKeon Street activation.	75%	Manager, Communications
		Host four Precinct Coordination Committee Meetings.	One Precinct Coordination Committee meeting was held online in February 2022 where the General Manager presented the Council's priorities for the coming year and the make-up of the new council following the December 2021 elections.	75%	Manager, Communications

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2b.2	<b>Partner and implement joint projects with community groups and government agencies to achieve improved service coordination and value for money outcomes in the region.</b>	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.	Staff continued to oversee operation of The Hub@Lexo and work collaboratively with external service providers and partners. The easing in COVID restrictions has allowed for an increased number of health, wellbeing and social welfare activities to be delivered face-to-face by external service providers and partners. The Hub staff continued to work with Kirketon Road Centre (KRC) to deliver a weekly COVID and fluvax clinic for housing residents and people experiencing homelessness. The Hub commenced a partnership with The Salvation Army to deliver a BBQ fortnightly, and also with The Shack to deliver a weekly Youth Program.	75%	Manager, Community Development
		Actively engage in the Interagency Group for the 're-enablement' of services and agencies that support Randwick City.	Convened the City of Sydney and Eastern Sydney Ageing and Disability Interagency February meeting, which showcased the way forward and local priorities for 2022.  Supported the Eastern Sydney CHSP forum in March, and facilitated discussions around the new aged care reforms and the impact of these on providers.  Supported the Eastern Sydney Suicide Prevention Network meeting and commenced planning an associated suicide prevention awareness raising event for September.	75%	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 that support current Aboriginal concerns. Co-chaired the La Perouse Non Government Network meeting.	75%	Manager, Community Development
		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.	Hosted the Eastern Sydney Annual Homeless Street Count in this reporting period.  Co-ordinated and co-facilitated a staff Lifestyle Lunch online-event to raise awareness of local homelessness services in partnership with DCJ and Homeless Health Service, St Vincent's Hospital.	75%	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 the SSROC tender for Tree Maintenance and the Procurement Australia contract for Commercial Furniture.	75%	Manager, Customer & Compliance
<b>2c: New and upgraded community facilities that are multipurpose and in accessible locations</b>					
2c.1	<b>Implement the Community Facilities Plan as per identified priorities.</b>	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.	Feasibility planning is in progress for Southern Suburbs Youth Facility, Snape Park Amenities, Coogee Bus Shelter, Malabar Pool Amenities, Burrows Park Amenities and Heffron Park Criterium. Planning is also underway on Dunningham Reserve Amenities.	75%	Coordinator, Major Projects

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<b>2d: Our cultural diversity is appreciated and respected.</b>					
2d.1	<b>Implement A Cultural Randwick City.</b>	Deliver Council's annual program of cultural events.	<p>The La Perouse Museum held a series of public programs and performances during the summer months including Chris Cody's jazz opera suite and Dean Kelly's Cultural Immersion event on Country. First Nations cultural programming continued with Tours on Country, and artist talks in the Galleries at the Museum. Two exhibitions - one on Aboriginal Art - proved highly successful.</p> <p>Twilight Concerts in the Park were held in March over 2 nights showcasing Emma Pask &amp; Gregg Arthur. Both events were sold out.</p>	75%	Manager, Economic Development & Placemaking
2d.2	<b>Deliver and/or sponsor a range of events to promote a sense of community.</b>	Support community groups in their delivery of events that promote a sense of community.	<p>In January 2022, Australia Day was marked with a Civic Ceremony at the Prince Henry Centre welcoming 20 new citizens and recognising community members' outstanding contributions via the presentation of the annual Community Service Awards. Later in the day, a free outdoor community event was held at Kensington Community Centre and Oval, offering live music, food trucks, face painting, wildlife experience and roving entertainment.</p> <p>In February, online citizenship ceremonies facilitated the welcoming of 191 new Australian Citizens.</p> <p>A celebration was held at Meeks Street during Lunar New Year featuring lion dancing, craft workshops, lantern installation and a DJ.</p> <p>Planned Mardi Gras celebrations at the Rainbow on Coogee Beach were cancelled due to poor weather conditions.</p> <p>The postponed 2021 Randwick Business Awards re-opened voting across February and March, with the presentation scheduled for May.</p> <p>In March, Council hosted the much celebrated return of the Spot Festival offering a range of food and market stalls, live music, entertainment and community dance groups. Local businesses were allowed to extend their alfresco dining into Perouse Road and St Paul's Street.</p> <p>La Perouse Day was marked during a reception at the La Perouse Museum with attendance by the French Consul General and members of the Friends of La Perouse.</p>	75%	Manager, Economic Development & Placemaking

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment for current period (1 January 2022 - 31 March 2022)	Progress	Responsible officer	
<b>3. An informed and engaged community</b>					
<b>3a. Effective communication methods and technology are used to share information and provide services.</b>					
<b>3a.1</b>	<b>Provide information to the community on the Council's services and activities using effective communications methods.</b>	Develop and implement effective and targeted communications plans and products for the Council and its services and activities.	During this quarter we implemented 17 Communications plans. Plans included the Australia Day event and Citizenship ceremony, Marine and Coastal Discovery, Summer in Randwick, Women's Art Prize entries, Randwick Alfresco, Lunar New Year, Mardi Gras, Women's Day Art exhibition, The Spot Festival, Plastic Free Randwick, Blenheim House artist EOI, the protection of native fauna, Sydney Film Festival 2022, Mahon and Malabar pools coping, Bushcare volunteers, Anzac Day and Heffron Centre construction.	75%	Manager, Communications
		Produce high quality graphics to support and enhance the Council's business.	Council designed over 128 items across social, digital and print channels in the last quarter. This included consultation material for Barwon Park and Snape Park outdoor gym, the Fitzpatrick playground upgrade, Economic Development Strategy consultation and the Dunningham Reserve toilets. We produced the Autumn edition of SCENE magazine. We designed various Draft Strategy reports for council meetings and public exhibitions. We produced a range of material for events and activations for Australia Day, Lunar New Year, Randwick Al Fresco, The Spot Festival, Mardi Gras, The Twilight Concerts, Woman's Art Prize Competition, Plant with Us, French Explorers Exhibition and celebrating one year of FOGOing!	75%	Manager, Communications
		Manage and use Council's banner poles as an outdoor communication medium.	We used our street banners to communicate with the community and celebrate our City and country. We flew 'Summer in Randwick' banners and 'Australia Day' banners. We also used our banners to show the diversity of our community, flying Lunar New year banners across our City, Mardi Gras Banners and International Women's Day banners. At the end of March we showed our support for local NRL teams by flying Rabbits and Roosters banners.	75%	Manager, Communications
		Produce appropriate video content for use on Council's digital channels.	12 videos were produced in-house, which includes the fortnightly Mayoral video included in e-news as well as a celebration of the first year of FOGO. One video to promote our Anzac Day event was produced externally. This was screened at the Ritz Cinema in the lead up to the event.	75%	Manager, Communications
		Research and write quality speeches for Council representatives as required.	The following 8 speeches were prepared for the Mayor: Australia Day event, Citizenship ceremony, Lunar New Year celebration, the Mardi Gras community event, Women's Art Prize ceremony, The Spot Festival, Sydney Multicultural Community Services Seniors Carnival and the opening of the French Explorers exhibition.	75%	Manager, Communications
		Produce regular print and electronic newsletters to inform and engage the community about Council activities, events and projects.	13 issues of enews were sent during this quarter. Our open rate is high - reaching above 40% on average each month. Our click rate has decreased a little, to an average of 12% this month. The most popular stories for the quarter were: Your Rubbish Collection Calendar (1800 clicks); Australia Day Community Award winners (1600clicks); New Mayor and Deputy (1500 clicks).	75%	Manager, Communications
		Promote and disseminate information to vulnerable people and communities to improve access to services, support and inclusion activities.	Continued to disseminate information to support services, interagencies, networks and individuals to support access to critical services both formal and informal for marginalised, excluded and vulnerable residents and clients.  Held Disability Inclusion Action Plan (DIAP) community consultations with Aboriginal community members at Yarra Bay Oval. The community consultation process for Council's new DIAP for 2022-2026 was finalised in February and a consultation outcome summary report was written and made available to participants on request.	75%	Manager, Community Development

2018-22 Delivery Program (4-year program)		2021-22 Operational Plan (1-year action)	Comment for current period (1 January 2022 - 31 March 2022)	Progress	Responsible officer
3a.2	Ensure that the Council's website provides an accessible and usable interface between the Council and the community.	Continue to ensure compliance with web content accessibility standards.	Council continued 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 a range of languages.	75%	Manager, Information Management & Technology
		Simplify the means of capturing data from customers.	During the period work continued on the development of service request management practices for waste service enquiries and an online portal was launched for Des Renford Leisure Centre patrons.	75%	Manager, Information Management & Technology
		Ensure that the Library subsite and social media channels provide timely, engaging and relevant information.	<p>There were 118,024 page views within the library's subsite.</p> <p>8 news articles were published on the library sub-site to keep the community updated in a timely manner. Articles included library service updates (easing of restrictions), library service and resource reminders (Easter Closing), event updates (Harmony Week, Spark at the Spot, Seniors Festival), and a survey about the Author Talks program.</p> <p>All 135 events delivered in the March quarter were promoted online and via the library's social media channels.</p> <p>The Library posted 106 Facebook posts (average daily reach 428) and 21 Instagram posts featuring service updates, live online events and general information for the community.</p> <p>Three EDMs (electronic direct mail items) were dispatched in the March quarter detailing new events and related library news.</p> <p>At the end of the March quarter the library had 45,761 eNewsletter subscribers.</p>	75%	Manager, Randwick City Library
3a.3	Implement technological solutions that support the development of services and resources and meet the needs of the community.	Continue to provide innovative hardware, software and web solutions to library customers and staff.	<p>The Library's software used for managing computers and study room bookings was upgraded to allow staff to manage all services through the one portal.</p> <p>The Library's online children's story telling platform (Storybox) is now available as an app for iOS and android, allowing users to personalise their experience.</p> <p>Magazine issues are now able to be reserved through the library app, providing greater access to the collection.</p>	75%	Manager, Randwick City Library
<b>3b. The community has increased opportunities to participate in decision-making processes.</b>					
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.	Across Facebook and Instagram we reached an average of 350,000 people per month, posting a total of 256 times across both platforms. We used the channels to support our community through the tragic deaths at Little Bay and alerting the community to Council's response. We also supported the Lexo Hub with their COVID booster program and promoted The Spot Festival leading up to and on the day of the event.	75%	Manager, Communications
		Develop and implement consultation plans to support the delivery of Council's projects.	Council launched six community consultation programs during the period to gather feedback from the community on 1) Dunning Reserve Amenities 2) Community Strategic Plan 3) Economic Development Strategy 4) Bundock Street Parking 5) Barwon Park Matraville outdoor Gym 6) Snape Park Maroubra outdoor gym.	75%	Manager, Communications
		Audit and review the function of Council's Advisory Committees, including Terms of Reference, objectives and vision.	Work has commenced on the developing the new Community Engagement Strategy. A report on the formation of the new Committee structure, for a trial basis, is due to go to the Council Meeting on the 24th May 2022.	50%	Manager, Community Development

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<b>4. Excellence in urban design and development</b>					
<b>4a. Improved design and sustainability across all development.</b>					
4a.1	<b>Require a high standard of design quality and sustainability in new development in line with Council's policies.</b>	Undertake research to inform development of the updated comprehensive Development Control Plan.	Research and analysis continued in the March quarter in relation to draft controls for the comprehensive DCP with priority being given to drafting residential and sustainability controls.	75%	Manager, Strategic Planning
4a.2	<b>Promote and recognise design excellence and sustainability through events or other activities.</b>	Initiate and facilitate the Architecture Talks 2021 event.	Recordings of talks held in 2021 have been uploaded on Council's website. No further Architecture Talks are scheduled in the current financial year.	100%	Manager, Strategic Planning
<b>4b. New and existing development is managed by a robust framework.</b>					
4b.1	<b>Develop and implement effective processes and strategies to manage the impact of new and existing development.</b>	Determine DAs efficiently and in accordance with the provisions of the LEP and DCP.	Statistics for the quarter are detailed below: Applications Lodged: 203 Applications Determined: 216 36.46% of DAs were determined within 40 days 53.47% of DAs were determined within 60 days The net median is 60.93 days	75%	Manager, Development Assessments
4b.2	<b>Monitor provisions of the LEP and DCP to ensure relevancy and delivery of good design outcomes.</b>	Report and exhibit new housing investigation areas as part of the draft comprehensive LEP.	In late January 2022 Council officers briefed the Independent Planning Panel (IPC) on Council's position as to why it should support a review of Gateway conditions. The IPC handed down its advice to the Department of Planning and Environment (DPE) in early February 2022 supporting one of the three matters presented by Council. In March 2022, DPE amended the Gateway Determination. A report outlining the Gateway alteration was considered by Council on 22 March 2022. At this meeting Council resolved that the Planning Proposal be presented to the April Council meeting for consideration.	75%	Manager, Strategic Planning
<b>5. Excellence in recreation and lifestyle opportunities</b>					
<b>5a: Maximise opportunities for residents and visitors to enjoy both active and passive open space uses.</b>					
5a.1	<b>Progressively update plans of management, in accordance with an established priority list and the Recreation Needs Study, focusing on active and passive recreation opportunities.</b>	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. An enhanced consultation plan, which includes specific consultation with Youth Groups and a workshop with Councillors, is planned for implementation in the next quarter.  A draft of the Generic Plan of Management has reached 100% completion.	75%	Manager, Technical Services
5a.2	<b>Continue work towards creating a continuous Coastal Walkway from Clovelly to Botany Bay as detailed in the Recreation Needs Study.</b>	Design and document a coastal walkway route around Lurline Bay.	The project has been deferred to 2022-23.	0%	Manager, Technical Services

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<b>5b: Facilitate a range of sporting and leisure activities.</b>					
<b>5b.1</b>	<b>Introduce and maintain a diverse range of programs to increase attendances at Des Renford Leisure Centre from year to year.</b>	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.	The DRLC gym and group fitness programs continue to rebuild following the closure from July-October 2021. In addition to delivering a wide variety of in-person fitness programs and aerobics classes, the team at DRLC has recently brought back online workouts that are uploaded weekly on social media. This ensures those unable to enjoy the benefits of training at DRLC, are still able to exercise from home.  The attendance at DRLC continues to steadily recover as it heads back towards pre-COVID numbers.	75%	Manager, Public Safety & Aquatic Services
		Continue to review and maintain DRLC facilities to ensure the Centre remains an industry leader.	DRLC continues to be well-maintained, through stringent reporting procedures and regular cleaning and maintenance audits.  Exceptionally large rainfall and storms across the January-March period tested the DRLC buildings and surrounding structures, with any damage being attended to promptly.  Opportunities to improve the centre are constantly being reviewed, with the Splash Park and Pool Blanket replacement projects well underway.	75%	Manager, Public Safety & Aquatic Services
<b>5b.2</b>	<b>Implement open space plans of management with a focus on multi-uses such as the Heffron Park Plan of Management.</b>	Process applications for activities on public land incorporating relevant assessment criteria and complying with service level agreements.	Event applications were assessed and approved within service levels.	75%	Manager, Technical Services
		Implement actions arising from the Open Space & Recreation Strategy 2021.	The planning of Fitzpatrick Park and Coral Sea Park playgrounds has been substantially completed.  The planning for a new synthetic sports field at Coral Sea Park was completed and was endorsed by Council for construction.  Cycling facilities are planned for on road and on shared paths within parks. Pop up pedal parks are being planned.  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 planning for the upgrade of the criterion at Heffron Park is underway.  Planning for the rehabilitation of Malabar and Mahon rock pools is underway.  Master Planning is underway for Maroubra Beach coastal reserves.  A draft Generic Plan of Management for community land has been completed and will be presented to a councillor briefing prior to endorsement by Council for public exhibition.	75%	Manager, Technical Services
		Construction of new outdoor gyms at Snape Park and Barwon Park.	These projects are presently at the Community Consultation phase.	20%	Manager, Infrastructure Services
		Upgrade of the playground at Fitzpatrick Park, Kensington.	Development of the documentation for the playground is progressing and has reached 50% stage.	75%	Manager, Technical Services
		Construct a new synthetic field at Coral Sea Park.	Tender has been completed and Council has resolved to proceed with Contract award. Contract documents have been drafted and issued for execution. Construction commencement is anticipated for late May/ early June and is dependent on separate drainage works at the park being complete.	60%	Manager, Infrastructure Services

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<b>5c: Create new open space as opportunities arise.</b>					
5c.1	<b>Advocate for public access to the remaining Commonwealth land at Malabar Headland.</b>	Negotiate with Commonwealth and State Governments for community access to Malabar Headland.	Continued to liaise and monitor public access arrangements to the headland with Commonwealth and State Agencies.	75%	Manager, Strategic Planning
5c.2	<b>Plan and advocate for public open space and connections in major urban renewal and infrastructure projects.</b>	Review major proposals to optimise delivery of open space and recreation opportunities.	<p>Open space and recreation draft provisions were included in the Comprehensive Planning Proposal to require major projects to give regard to the provision of and access to open space. An Information sheet was prepared as part of the exhibition package.</p> <p>Council made a submission to the Greater Sydney Parklands Bill raising concerns about the proposed governance arrangements and finance mechanisms.</p> <p>Council also made a submission to the Centennial Ponds Plan draft strategic framework highlighting the need for the Plan to ensure ongoing community access to the ponds, support for tree replacement and expansion and strengthening of green grid connections.</p>	75%	Manager, Strategic Planning
5c.3	<b>Optimise the urban interface with the Light Rail.</b>	Finalise the documentation and construction of the Waratah Avenue Street Plaza.	The design of the public plaza has progressed to 95% complete.	75%	Manager, Technical Services
<b>5d: Library programs, resources and facilities provide innovative and inspirational opportunities for education and leisure.</b>					
5d.1	<b>Improve and develop library facilities, services and resources ensuring their ongoing relevance to the community.</b>	Continue to provide innovative programs and services for children and families.	<p>51 events/programs were delivered for kids and youth with a combined audience of 1006. The majority of events for children were delivered onsite (in person).</p> <p>Three Summer Storytime Trail events were delivered in outdoor community locations.</p> <p>The summer school holiday program was somewhat interrupted by the increased Covid cases as facilitators were unable to attend.</p> <p>Spark in the Park for Feb and March received over 200 bookings each however, both were cancelled due to inclement weather.</p> <p>The weekly Monday Makers and a new 3D printing club for a youth audience commenced.</p> <p>For Harmony Week, the Library held a week of storytimes in community languages such as French, Mandarin, Japanese and Portuguese. Children had the opportunity to dress up in traditional costumes from around the world.</p> <p>A regular monthly Play Workshop was established in the March quarter, where families with young children were invited to drop in to play with a carefully curated selection of toys from the Toy and Game Library. The workshop encouraged new memberships and provided an opportunity for children to have some free fun out of the inclement weather conditions.</p>	75%	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.	<p>The Library's online children's storytelling platform Storybox is now available as an app for iOS and android, allowing users to personalise their experience.</p> <p>There were 3292 new physical items received into the collection and 2679 new items were catalogued and available for loan</p>	75%	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.	Across the Library Service during the January to March 2022 quarter, there were 161,239 loans, 64,452 visits and 2,525 new memberships recorded. There were 15,824 eBook loans, 12,623 eAudio loans, and 6,312 eMagazine loans. The Library's film streaming service had 3,348 films played. There were 8,621 total wifi sessions, 8,614 sessions of public PC usage, and 606 study room bookings. Self-checker usage was 67,111 for both loan and renewal.	75%	Manager, Randwick City Library

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<p><b>Improve and develop library facilities, services and resources ensuring their ongoing relevance to the community.</b></p>	<p>Continue to develop and deliver programs supporting digital learning and social inclusion for seniors.</p>	<p>The following programs were delivered online to encourage social integration and opportunities for lifelong learning for all adults, some were specifically hosted for senior library members: Author talks, Ukulele strumming session, and Tai Chi. Talking Tech event topics in the March quarter featured: Photography with your Phone and a workshop to sort digital photos.</p> <p>The Tech Connect one-on-one service delivered by library volunteers recommenced. Library members signed up for specialised technical assistance with their own device.</p>	75%	Manager, Randwick City Library
	<p>Provide regular and pop-up community outreach through the Spark Library Outreach vehicle and activities such as the School Visit program.</p>	<p>The Library participated in the Spot Festival and attracted many patrons with toys and games and simple craft and colouring in.</p> <p>The Library's monthly Spark in the Park events received over 200 registration per event however, they were unable to proceed due to inclement weather conditions.</p>	75%	Manager, Randwick City Library
	<p>Continue to improve physical facilities of Randwick City Library by enhancing the façade of Lionel Bowen Library.</p>	<p>Specifications for the design are being finalised and Council will be able to go to Tender for the installation shortly.</p>	75%	Manager, Randwick City Library
	<p>Replace carpets on level 2 at Lionel Bowen Library.</p>	<p>The carpet has been ordered and will be installed by the end of the financial year.</p>	75%	Manager, Randwick City Library
	<p>Activate The Third Space, a lifelong learning space on Level 3 of the Lionel Bowen Library, and implement a plan of activities and workshops.</p>	<p>A regular Monday Makers session and 3D printing club was established in the March quarter. School holiday programming such as Wall Mounted Unicorns and badge making creative classes also took place.</p> <p>Further development of the space included installation of a new ceiling, large TV and cabinetry fixed to the walls for project display.</p>	75%	Manager, Randwick City Library
	<p>Produce an integrated, community-focused marketing plan and calendar of events for the library that reflects community needs and interests.</p>	<p>A survey to evaluate the author talk program and gauge community appetite for special author talks with refreshments was released. Results indicate that for the right author/topic the community is interested. We are now trailing this.</p> <p>Our initial trial event was provided free of charge to ensure access to renowned speaker Wendy McCarthy.</p>	75%	Manager, Randwick City Library

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment for current period (1 January 2022 - 31 March 2022)	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.	<p>The Summer Storytime Trail proceeded with success attracting 210 participants over three days at three different locations (Kensington Park, Randwick Community Centre and La Perouse Museum).</p> <p>The school holiday program featured an Animation workshop for Y3-6 students, Monday Makers Catapult Creations, Robogals Sound of Colour and Robot Rescues, CSO forensics, Recycle Ocean Plastics Workshop, and Wearable Circuits. The combined audience was 115 across all school holiday program events.</p> <p>Babies and Bop and Kids' Club continued onsite each Wednesday at Lionel Bowen Library from end January (following school holidays).</p> <p>A new weekly 3D printing club for young adults (Third Space initiative) and a monthly Come and Play for babies - 5 yr olds (Toy and Games library initiative) was established.</p> <p>The monthly Spark in the Park events were scheduled (achieving over 200 bookings for each), but were cancelled due to inclement weather.</p> <p>A Tai Chi 8 week program was delivered in a hybrid format with a portion of the participants attending in person and the majority online. Participants at home enjoyed this format as they felt they were in room getting instructed with others even though offsite.</p> <p>An Author Talk with Ben Quality was produced by Woollahra with support from Waverley and Randwick City Library. It was delivered online due to Covid risk.</p> <p>Harmony Week (21- 27 March) celebrated the diverse culture and languages in our community. Storytimes in community languages featured Japanese, Portuguese, Mandarin and Spanish. Kids were invited to dress up in costumes from around the world which offered a fun engaging way to learn about different customs and cultures. There were also several international films screened throughout this week.</p> <p>The following programs were also delivered to provide the community opportunity to connect and socialise: Crafternoon Fridays(monthly), Ukulele intermediate strumming club, English Conversation Classes, and Talking Tech for digital inclusion.</p>	75%	Manager, Randwick City Library

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<b>6. A liveable City</b>					
<b>6a: Our public infrastructure and assets are planned, managed and funded to meet the community expectations and defined levels of service.</b>					
6a.1	<b>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.</b>	Continue to collect and collate asset management data to ensure accurate and timely decisions in support of best management of Council's assets.	Collection of drainage condition assessment data is underway. Footpath condition assessment is being planned.	75%	Manager, Technical Services
6a.2	<b>Conduct programmed infrastructure and asset maintenance management in accordance with adopted service levels.</b>	Implement the Road Rehabilitation Program as part of the Capital Works Program.	The program has commenced and is progressing as per schedule.	75%	Manager, Technical Services
		Maintain drainage infrastructure (kerb and gutter, drainage pits and gross pollutant traps).	Road Services completed 134 drainage requests, at 98% within the SLA, and 133 clear culvert/pit requests at 65% within SLA during the quarter.	75%	Manager, Infrastructure Services
		Maintain open space areas (parks, sports fields, gardens, streetscapes and cemeteries).	Scheduled maintenance within parks, sports fields and other public areas has been affected by wet weather and storms. The conditions have increased the rate of plant growth, restricting maintenance efforts and diverted resources towards emergency situations. In addition, staff and contractors have been affected by positive covid cases.  Open Spaces Services received 666 requests from the community regarding a variety of issues including nature strips, park maintenance, water services and streetscape gardens, 82% of these requests were completed within the nominated service level timeframe.	75%	Manager, Infrastructure Services
		Maintain building facilities (amenity buildings, community centres, boardwalks and park furniture).	The Trades section has completed 73% of logged maintenance requests within the SLA for buildings, libraries, community centres, park facilities, open space fencing and open space/street furniture. 438 requests were made in the March quarter.	75%	Manager, Infrastructure Services
		Maintain road pavement infrastructure (pot holes and large surface repairs, line markings and signage infrastructure).	Road Services completed 64 road pavement repairs at 89% within SLA, 425 pothole requests at 72% within SLA, 213 sign requests at 100% within SLA and 26 line marking requests at 85% within SLA during the quarter.	75%	Manager, Infrastructure Services
		Maintain and repair footpaths, including the rectification of uneven surfaces.	Road Services completed 254 footpath repairs at 82% within SLA and 25 kerb and gutter repairs at 88% within SLA during this quarter.	75%	Manager, Infrastructure Services
		Implement the Building Capital Maintenance Program.	The Trades section is on track to complete 100% of the Capital Maintenance Program for 2021-22	75%	Manager, Infrastructure Services
		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. 61 projects (with a total value of \$3.60M) have been completed, and a further 3 projects valued at \$0.13M are in progress.	95%	Manager, Infrastructure Services
		Manage Council's Property Portfolio.	Tenanted buildings are occupied under either lease or licence agreements which detail each party's responsibilities for asset maintenance. Reactive repairs were recorded in Smartclient and actioned in line with service level agreements.	75%	Manager, Customer & Compliance

2018-22 Delivery Program (4-year program)		2021-22 Operational Plan (1-year action)	Comment for current period (1 January 2022 - 31 March 2022)	Progress	Responsible officer
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.	Works are progressing on site, despite disruptions due to rain. 70% of the structure has been placed and the showcase field is progressing through detailed earthworks. Most inground services have been installed.	75%	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 where deemed suitable. Council endorsed the rollout of the LED lighting for main roads program.	75%	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).	Consultation with the First Nations community using an external consultant continued, with a report issued to Council in late March. A letter was sent to the Minister of the Environment regarding the long-term lease and seeking long-term ownership of the Cable Station. The outcomes from both initiatives will inform the next steps for the La Perouse Museum restoration and upgrade project.	75%	Manager, Economic Development & Placemaking
<b>6b: Our centres, beaches, streets and other public places are safe, inviting, clean and support a recognisable image of our City.</b>					
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. The recent weather conditions have impacted on the teams workload particularly along the coastline, however, staff have worked hard to minimise the impact on residents and visitors.	75%	Manager, Waste & Cleansing Services
<b>6c: The safety of our community is paramount and is acknowledged and supported through proactive policies, programs and strategies.</b>					
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 during this period was 1708 square metres.	75%	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.	A youth info card was developed in collaboration with other local Councils for distribution during youth week. The card provides crisis numbers for young people in the Eastern Suburbs.  Harm minimisation programs have been incorporated into Community Development programs.	75%	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.  Staff also attended an SES Water Safety Committee Meeting to work with members and Surf Life Saving NSW to recruit and train community members for the South East Sydney Bilingual Water Safety Volunteers Program. This program assists in keeping CALD community members safe when using our beaches.	75%	Manager, Community Development

2018-22 Delivery Program (4-year program)		2021-22 Operational Plan (1-year action)	Comment for current period (1 January 2022 - 31 March 2022)	Progress	Responsible officer
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 restrictions easing and the 2021-22 beach season nearing an end, Council is now able to contact local schools and community groups interested in Randwick Council beach lifeguards delivering the Surf & Water Safety program. The quiet off-season is traditionally the best time to deliver the program to primary school children in preparation for the busy upcoming beach season.  The lifeguards will recommence delivering a COVID safe Surf & Water Safety program to a minimum of 20 schools and community groups from early 2022-23.	40%	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 busy 2021-22 beach season brought a halt to the development of pre-recorded water safety tutorials. Now that the season is nearing an end, work can recommence.	50%	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.	Council's Environmental Health Officers have resumed their inspection program for food businesses and carried out 419 primary inspections and 40 reinspections in the January to March quarter.  In the January to March quarter, Council's Health, Building & Compliance Officers actioned 347 customer service requests, issued 106 Notices/Orders, determined 165 local approvals applications, conducted 52 swimming pool inspections and 74 fire safety-related inspections.	75%	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.	During the January to March quarter, 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 during this period.	75%	Manager, Public Safety & Aquatic Services
6c.4	Implement the Road Safety Action Plan.	Implement road safety behavioural projects to address pedestrian safety, speeding and drink driving.	Implementation of the Road Safety Action Plan is ongoing, with a number of activities completed.	75%	Manager, Integrated Transport
<b>6d: A strategic land use framework provides for our lifestyle changes and for a continuing, yet steady rate of growth across our City.</b>					
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.	Exhibition material and engagement activities were prepared during the quarter for the housing investigation areas and dual occupancy subdivision provisions.	75%	Manager, Strategic Planning
6d.2	Continually monitor and update the strategic land use framework for continual improvement.	Exhibit and complete the comprehensive LEP review.	The Comprehensive Planning Proposal Gateway review outcome was reported to the March Ordinary Council meeting. At this meeting Council resolved that the amended Planning Proposal be presented to the April Council meeting.	75%	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.	Council's submission on the Infrastructure Contributions Bill was reported to the 22 March Ordinary Council meeting. Council resolved to endorse the submission to the State Government with the inclusion of additional matters relating to the impacts of the Bill on Council's financial position and allocation of local contributions to deliver state infrastructure.	75%	Manager, Strategic Planning

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment for current period (1 January 2022 - 31 March 2022)	Progress	Responsible officer	
<b>6e: Enhance housing diversity, accessibility and adaptability to support our diverse community.</b>					
6e.1	<b>Provide for enhanced adaptability and accessibility of housing.</b>	Continue to provide the Home Maintenance and Modification program.	311 combined Home Maintenance & Modification jobs were completed this quarter from 113 referrals. Numbers are down slightly due to COVID. Many of the completed jobs were large - requiring more time and manpower.	75%	Manager, Community Development
6e.2	<b>Update and implement Council's Affordable Housing Strategy and Action Plan to facilitate new and retain existing affordable housing.</b>	Prepare and exhibit an Affordable Housing Plan for urban renewal areas.	An information sheet has been finalised for the Comprehensive LEP exhibition outlining the draft Affordable Housing Scheme for the Housing Investigation Areas.	75%	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.	Council entered a partnership with a community housing provider for one additional property to be included in Council's Transitional Housing Program. Referrals for this property will be made through DFV service providers.	75%	Manager, Community Development
<b>6f: Undertake commercial centre reviews to ensure ongoing economic viability of the centres and consistency with District Plan objectives.</b>					
6f.1	<b>Undertake an ongoing program of comprehensive commercial centre reviews.</b>	Exhibit and finalise updated LEP provisions for the Randwick Junction Town Centre.	Council officers engaged consultants to undertake economic and feasibility modelling within the Randwick Junction town centre that will inform planning investigations. A local transport study for the area was completed by a traffic consultant in the quarter.  The consultants reports are being analysed to assist in achieving the objectives and purpose of the Randwick Junction Planning Strategy.	75%	Manager, Strategic Planning
<b>7. Heritage that is protected and celebrated</b>					
<b>7a: Our heritage is recognised, protected and celebrated.</b>					
7a.1	<b>Local and cultural history is recognised, known, preserved and celebrated (through events, media, etc).</b>	Promote local and cultural services and collections through a range of programs and presentations that enhance community interpretations of heritage.	Randwick and District Historical Society hosted the society's AGM at the Lionel Bowen Library in March 2022.  166 local studies enquiries were answered during the period plus 11 corporate requests. There were 15 in person appointments.  Ancestry.com, FindMyPast and the Randwick Photo Gallery had a total of 6688 searches in the quarter.  An article on the history of the Shark Tower at Coogee Beach was researched and written for Randwick Scene magazine.	75%	Manager, Randwick City Library
		Investigate the creation of a downloadable mobile app for self-guided heritage walking tours around the Randwick LGA.	A decision regarding this project is pending, with some potential companies identified.  Some existing and potential walks have been identified for possible inclusion in the app.	75%	Manager, Randwick City Library
		Facilitate access to heritage documents and resources through the Portfolio Digital Asset Management System.	The Portfolio Project has seen a record number of 400 assets and 400 associated metadata records created during the quarter. These are the earliest Randwick Municipal Council Minutes Books from 1859 - 1892 to date. They are being added to the Randwick City Library online catalogue. They are then harvested by the National Library of Australia to TROVE. They will be invaluable assets for both Council staff and local residents researching the history of Randwick City. Adding more content is an ongoing workflow.	75%	Manager, Randwick City Library
		Digitise the historic Building Application books 1919-1959.	A further 20 volumes of the Building Application books have been digitised by Pascoe Digital this quarter. This project is on track for delivery by the end of the current financial year. The digitisation has already proved critical in establishing the exact construction date for the Malabar Memorial Hall during the current upgrade program. Building Applications are used on a daily basis in the course of Council business and also by researchers tracing house and family history. The digital assets form part of the ongoing workflow for the Portfolio Project.	75%	Manager, Randwick City Library

2018-22 Delivery Program (4-year program)		2021-22 Operational Plan (1-year action)	Comment for current period (1 January 2022 - 31 March 2022)	Progress	Responsible officer
7a.2	<b>Prepare and implement management and maintenance plans for heritage properties owned by Council.</b>	Manage Council's heritage monuments, murals and properties.	Heritage DA advice is ongoing. A total of 74 heritage DA referrals and 4 heritage exemption requests were dealt with during the quarter.	75%	Manager, Strategic Planning
7a.3	<b>Implement, monitor and review our City's heritage planning provisions to ensure suitable conservation and adaptive re-use.</b>	Exhibit and finalise the Randwick Heritage Review as part of the Comprehensive LEP review.	Heritage consultants completed the detailed heritage inventory sheets for items that have potential heritage listing.  On 4 March 2022, Council placed an Interim Heritage Order (IHO) on the property at 11A Marcel Ave Coogee. To facilitate the making of the IHO, Council commissioned an expert heritage report to assess the history and heritage significance of the property. A report on this matter was considered by Council at its meeting of 22 March 2022. Council resolved to commence the process of preparing a planning proposal to include 11A Marcel as an item within the heritage schedule of Randwick LEP 2012.  Council officers prepared an information sheet outlining the proposed heritage items for inclusion in the draft Comprehensive LEP amendment. These information sheets will be placed on public exhibition with the Comprehensive LEP amendment.	75%	Manager, Strategic Planning
7a.4	<b>Manage the La Perouse Museum to enhance access to and information about local heritage.</b>	Research, develop and implement exhibitions, programs and education events through the La Perouse Museum to maximise public access to local and regional histories.	4623 guests visited the Museum during this quarter. A new exhibition "French Explorers" opened to the public at the end of March 2022.  11 public events were held in conjunction with Indigenous artists, academics, lecturers, educators, storytellers and musicians. The majority of these events were booked out.  A major timeline project as well as collection conservation projects were undertaken during the quarter.  The Museum Redevelopment project progressed with consultants Balarinji conducting interviews with La Perouse's Aboriginal community.	75%	Manager, Economic Development & Placemaking
7a.5	<b>Implement Council's Heritage Conservation policies in the assessment process.</b>	Implement measures to improve efficiency in the assessment of heritage applications.	Efficiency and management measures were implemented to improve the processing and assessment of heritage applications. Temporary heritage planners were engaged by Council to assist in the processing of heritage DAs and exemptions and to progress heritage strategic projects.	75%	Manager, Strategic Planning

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment for current period (1 January 2022 - 31 March 2022)	Progress	Responsible officer	
<b>8. A strong local economy</b>					
<b>8a. Vibrant business, commercial, and industrial sectors that provide ongoing and diverse employment opportunities and serve the community.</b>					
8a.1	<b>Review and update the Economic Development Strategy.</b>	Develop and adopt a new Economic Strategy.	The draft Economic Development Strategy was considered by Council at its February 2022 meeting and placed on public exhibition from 25 February until 25 March 2022.	75%	Manager, Economic Development & Placemaking
8a.2	<b>Implement a range of strategies to support the development of vibrant business and commercial centres.</b>	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.	The Alfresco Randwick temporary outdoor dining program was created and is operational.  A number of activations were held to align with Valentines Day and St Patricks Day.  Randwick met regularly with Investment NSW to develop the concept for Sydney Street Parties to be held in The Spot and Coogee. An Expression of Interest Stage 2 was submitted to NSW Department of Planning and Environment's Streets as Shared Spaces grant program.	75%	Manager, Economic Development & Placemaking
		Develop a design for the intersection of Clovelly Road and Carrington Road in accordance with the Clovelly Road Masterplan.	Development of the documentation for the plaza is progressing and has reached 25% stage.	75%	Manager, Technical Services
		Commence implementation of recommendations from the Matraville Streetscape Improvements Study.	The draft Masterplan has been completed and is being presented to key stakeholders in May 2022.	75%	Manager, Technical Services
		Commence implementation of recommendations from the Maroubra Junction Masterplan.	The draft Masterplan has been completed to 80% stage.	80%	Manager, Technical Services
		Develop a new Urban Elements manual that outlines town centre improvements that reflect the unique characteristics of each town centre.	The project commencement has been deferred to 2022-23.	0%	Manager, Technical Services
<b>8b. Provide guidance to the specialised Hospital and University centre.</b>					
8b.1	<b>Work with institutions to develop strategic plans for Hospital and University precincts.</b>	Support the implementation of the Randwick Collaboration Place Strategy.	Council planning, Sustainability and Economic development officers met with representatives from Health NSW to discuss strategic planning issues and trends affecting the Randwick Collaboration Area. Council's draft Randwick Junction town centre review is investigating opportunities for health, medical and related commercial development to support the Collaboration area.	75%	Manager, Strategic Planning
<b>8c. Develop and strengthen effective partnerships with key locally based organisations.</b>					
8c.1	<b>Implement the adopted recommendations of the Economic Development Strategy in relation to partnerships with locally based organisations.</b>	Undertake main street programming in partnership with locally based organisations.	A meeting with the Randwick Health and Innovation Precinct team was held to explore opportunities to partner on business development and place activation. A meeting was also held with Kingsford Business Chamber.	50%	Manager, Economic Development & Placemaking
8c.2	<b>Consider online opportunities to enhance communication partnerships on economic development.</b>	Investigate online opportunities to enhance communication partnerships on economic development.	A pilot enewsletter was distributed to current business contacts and a social media campaign conducted to encourage businesses to view and comment on the draft Economic Development Strategy.  An enewsletter was distributed to food and beverage businesses to inform them of the Alfresco Randwick outdoor dining program.  An esurvey was distributed to businesses that participated in The Spot Festival to gain their feedback.	75%	Manager, Economic Development & Placemaking
<b>8d. Tourism's role in the local economy is acknowledged.</b>					
8d.1	<b>Implement the adopted recommendations of the Economic Development Strategy in relation to tourism.</b>	Continue to collaborate with key stakeholders to enhance tourism product development and increase visitation.	Discussions will be scheduled to develop a tourism destination management plan in alignment with the timeframe identified in the draft Economic Development Strategy 2032.	25%	Manager, Economic Development & Placemaking

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment for current period (1 January 2022 - 31 March 2022)	Progress	Responsible officer	
<b>9. Integrated and accessible transport</b>					
<b>9a: A network of safe and convenient walking paths and cycle ways linking major land uses and recreation opportunities.</b>					
9a.1	<b>Review, improve and implement facilities for cyclists as detailed within the Randwick Bicycle Plan.</b>	Implement appropriate projects as nominated by the Council's Cycleways and Bicycle Facilities Advisory Committee, as well as pedestrian and bike rider improvement projects.	TfNSW have appointed a primary contractor to deliver Council's Kingsford to Centennial Park walking and cycling improvements project. We continue to work closely with TfNSW on detailed aspects of this project. Construction activities will commence May / June 2022.  Council officers worked closely with Greater Sydney Parklands (GSP) on the delivery of the new walking and riding paths along the southern edge of Queens Park. While most of this project is contained within the Waverley LGA, upon GSP land, some elements (including footpaths, ramps and parking areas) are within the Randwick Council area. This project is approximately 90% complete and is progressing well.  Early planning continues for the Anzac Parade paths project.	75%	Manager, Integrated Transport
9a.2	<b>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.</b>	Design and construct pedestrian refuges throughout the LGA to improve the safety of pedestrians.	20 of the remaining 24 federally funded pedestrian safety projects were completed by the end of the March quarter. Final design work on the remaining projects is progressing well. Council is working closely with TfNSW regarding any variations required to the design of these projects.	75%	Manager, Integrated Transport
<b>9b: The community is informed, educated and encouraged to use sustainable transport.</b>					
9b.1	<b>Implement Council's Energy Savings Plan and Local Greenhouse Action Plan to reduce reliance on private motor vehicles.</b>	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.	156,740 litres of fuel was used across passenger and plant fleet (9.7% decrease on last Q3) resulting in 414 tonnes of CO2-e. 20,879 L of 5% biodiesel was used.  Another public electric vehicle charging station is to be installed by JOLT / Ausgrid in Maroubra Junction by June.	75%	Manager, Sustainability
9b.2	<b>Continue to show leadership in this area with Council's vehicle and transport choices.</b>	Engage with Council staff for increased take-up of e-bikes and vehicles and facilitate sustainable transportation choices including walking, cycling and public transport.	Currently negotiating additional electric vehicles for Council's fleet as well as costing additional EV charging infrastructure at a number of locations.	75%	Manager, Sustainability
<b>9c: Advocate and/or plan for integrated local and regional transport improvements, including high capacity transport such as light/standard rail.</b>					
9c.1	<b>Advocate for the extension of the light rail system to Maroubra Junction, improved east-west public transport services and improved bus network.</b>	Advocate for improved public transport services.	We continue to liaise with TfNSW regarding bus service improvements.	75%	Manager, Integrated Transport
9c.2	<b>Participate in working groups and monitor the State Government's implementation of light rail.</b>	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.	75%	Manager, Integrated Transport
<b>9d: Residential amenity is protected by appropriate traffic management.</b>					
9d.1	<b>Implement traffic control strategies to protect residential amenity.</b>	Manage and implement actions arising from the Traffic Committee processes.	The on-going roll-out of the remaining federally funded pedestrian safety projects has progressed well; each having been endorsed by the Traffic Committee.	75%	Manager, Integrated Transport

2018-22 Delivery Program (4-year program)		2021-22 Operational Plan (1-year action)	Comment for current period (1 January 2022 - 31 March 2022)	Progress	Responsible officer
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 January to March quarter, Council Officers have also investigated 1155 parking related customer requests.	75%	Manager, HB&RS
<b>9e: Parking is managed to balance convenience against reduced car reliance.</b>					
9e.1	Enhance parking opportunities for residents through appropriate management of the Resident Parking Scheme.	Manage the 'area based' Residential Parking Scheme.	A Resident Parking Survey was undertaken in the proposed MB1 (Maroubra Beach) area. The results of this survey were reported to the February 2022 Traffic Committee meeting.  The much improved 'on-line' application processes for Resident Parking Scheme customers is working well.	75%	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.	The commercial centre parking surveys have been delayed due to other pressing issues. They are scheduled for implementation prior to 2023.	50%	Manager, Integrated Transport
		Complete a parking management study of the Randwick Collaboration Area (RCA) with RCA partners.	No activities have commenced on this project due to other priorities.	0%	Manager, Integrated Transport

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment for current period (1 January 2022 - 31 March 2022)	Progress	Responsible officer	
<b>10. A healthy environment</b>					
<b>10a: Council's programs and partnerships foster sustainable behavioural changes and outcomes.</b>					
10a.1	<b>Develop, implement and review programs aimed at improving the City's resilience.</b>	Provide resources and engage community sectors, householders and business owners in programs to respond to Climate Change and conservation of natural resources.	Our PermaBee group saw 168 people volunteering at the Randwick Community Centre over the March quarter.  Workshops at the Randwick Community Centre were attended by 20 representatives from the Community group network and an additional 48 residents.  There were 1,664 attendees at the January 2022 Marine and Coastal Discovery Program along Randwick's coastline.  80 young people attended eco-hero sessions at the Randwick Community Centre.  The South Coogee Organic Buyers group was established on weekly basis at the outdoor classroom.	75%	Manager, Sustainability
10a.2	<b>Expand external partnerships supporting Council's resilience initiatives e.g. UNSW MOU.</b>	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.	The Sustainability team attended UTS to support their sustainability program delivery to returned students. They also supported Twilight Concerts at the Randwick Community Centre as part of Earth Hour.  The Randwick Collaboration Precinct project with Health and DPE was re-commenced.  The 'Letters for Sustainability' initiative was conducted with Randwick Girls High School.  Council's environmental initiatives were recognised at Keep Australia Beautiful NSW Sustainable Cities Awards (postponed from 2021).	75%	Manager, Sustainability
10a.3	<b>Continue the development, implementation and review of the 3-Council collaboration project with Waverley and Woollahra Councils to reduce resource consumption across the region.</b>	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.	Presentation to GMs of 3 Councils completed with re-signing of Memorandum of Understanding to continue the 3-Council Regional Environment Program for an additional 3 years.  The 3-Council program is considering a small trial of Randwick's sustainability rebates across the Eastern Suburbs with support from Randwick.	75%	Manager, Sustainability
<b>10b: Policies and programs are developed and implemented in response to environmental risks and their potential impacts.</b>					
10b.1	<b>Develop and implement a long term resilience framework for Randwick.</b>	Investigate the integration of resilience across relevant programs and policies.	Support was provided for commencement of the South Coogee Food Buyers group at the Community Centre.  Ongoing support was provided for commencement of the Maroubra Community Garden.  Coordinated the Cities of Tomorrow project which culminated in a secondary school project on display during the Twilight Concerts.	75%	Manager, Sustainability
10b.2	<b>Develop and implement environmental strategies for remediation of contaminated Council/public land.</b>	Continue ongoing remediation works and monitoring activities at Chifley Reserve, Heffron Park, Pioneer Park and Purcell Park.	Chifley reserve continues to be monitored for off-gassing as per the Remediation Action Plan (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.	75%	Manager, Infrastructure Services

2018-22 Delivery Program (4-year program)		2021-22 Operational Plan (1-year action)	Comment for current period (1 January 2022 - 31 March 2022)	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 Clovelly catchment draft flood study was placed on public exhibition.	75%	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.	968 Service Requests were received within the quarter with 86% within the SLA. 105 Tree Applications for private trees were received and processed.	75%	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.	Staff and some Councillors attended briefings on the latest Intergovernmental Panel on Climate Change (IPCC) outcomes report. The briefings were conducted by Resilient Sydney and the Cities for Climate Protection Programs.	75%	Manager, Sustainability
<b>10c: Bushland, open spaces and biodiversity are protected and enhanced for future generations.</b>					
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 continued during the period with appropriate COVID Safe plans in place.	75%	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.	75%	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.	Council's 2022 Plant with Us community plantings commenced at Arthur Byrne Reserve with 58 community volunteers planting trees and understorey plants in spite of poor weather conditions.	75%	Manager, Sustainability
<b>10d: Waste is managed sustainably to ensure highest level of resource recovery.</b>					
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 March quarter 3,877 tonnes of FOGO have been collected. Even though the tonnage is 2.9% lower than the last quarter tonnage, it is very high recovery of FOGO. The contamination level was contained to 1.5%.	75%	Manager, Waste & Cleansing Services
		Develop and implement programs to improve waste and recycling services in social housing properties.	A consultant has been engaged to develop a strategy for service improvement that will reduce recycling and FOGO contamination	75%	Manager, Waste & Cleansing Services
		Develop and implement a new Recycling Processing contract.	Tenders received for receipt and processing of kerbside collected recyclables are currently being evaluated to select a contractor for delivery of the recycling processing services.	75%	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.	Development of the Illegal dumping and litter management plan is underway.	75%	Manager, Waste & Cleansing Services

2018-22 Delivery Program (4-year program)		2021-22 Operational Plan (1-year action)	Comment for current period (1 January 2022 - 31 March 2022)	Progress	Responsible officer
10d.3	Develop and implement community engagement programs on waste and recycling.	Develop and implement community engagement programs to reduce recycling and FOGO contamination.	The education and communication program developed to reduce contamination in recycling and FOGO continues.	75%	Manager, Waste & Cleansing Services
<b>10e: A total water cycle management approach including water conservation, re-use and water quality improvements is adopted.</b>					
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.	Council's potable water savings from alternate water supplies totalled approximately 38,008KL with 17,206 KL of these savings occurring from the use of treated stormwater (recycled water) and approximately 20,802 KL from the use of bore water. Total cost savings for Council were \$90,459.	75%	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.	75%	Manager, Infrastructure Services
		Investigate and implement stormwater, rainwater and wastewater harvesting opportunities within Randwick City.	Council is continuing design of 10 new Gross Pollutant Traps (GPTs). Construction will commence shortly in Yarra Bay for the installation of a new GPT, and design is now complete for a new GPT in the Kamay-Botany National Park.  Council's Sustainability Rebates program also provides a subsidy of up to \$1,000 for rainwater tank installations in houses, units and businesses.	75%	Manager, Infrastructure Services
<b>10f: Energy conservation and efficiency programs are implemented.</b>					
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.	As of 31 March 2022, the Sustainability Rebates program had incentivised more than 2,348 kW of rooftop solar across 288 houses, apartments and businesses in Randwick. This is estimated to be saving the community more than \$590,000 per year in electricity bills. An additional 36 batteries have also been installed.	75%	Manager, Sustainability
		Investigate options to increase Council's procurement of renewable energy.	Over the March quarter, arrangements were made for Council to purchase 100% renewable electricity from July 2022 onwards through the SSROC PEERS3 program.	75%	Manager, Customer & Compliance
10f.2	Investigate and implement renewable energy projects across Randwick City.	Continue implementation of Council's 100% Renewable Energy Roadmap.	The Street Lighting Improvement Program led by Southern Sydney Regional Organisation of Councils (SSROC) is being expanded to main roads (as well as the remaining compact fluorescent lamps (CFLs) on residential roads). This program is believed to already be the largest LED deployment in Australia and is saving councils millions each year in reduced energy and maintenance charges. If the forthcoming proposal is accepted by councils, it should take total LED deployments to more than 95% of all Ausgrid lighting over the next few years.  In 2021-22 Q3, Council used 6,530 GJ of electricity (8% less than last Q3), of which 5% was sourced from its rooftop solar panels and an additional 27% was sourced from its renewable energy power purchase agreement, making the total renewables percentage 32%. Council also consumed 1,421 GJ of gas (5% less than last Q3). In total, Councils use of electricity and gas was 7,951 GJ (7% less than last Q3). The total emissions from energy for Q3 was 1,288 tCO2-e (10% less than last Q3).	75%	Manager, Sustainability