

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment for current period (1 April 2022 - 30 June 2022)	Progress	
1. Leadership in sustainability				
1a. Council has a long-term vision based on sustainability.				
1a.1	Implement the Integrated Planning and Reporting framework including the Randwick City Plan, medium term plans and the Resourcing Strategy across the four year cycle.	Update the community on Council's progress in implementing the current 4 year delivery program, and work with the community to create a new 10 year Community Strategic Plan.	The Community Strategic Plan (CSP) was adopted by Council on 26 April 2022. Resourcing Strategy on 28 June 2022, Delivery Programme and Operational Plan on 28 June 2022. The third quarterly progress report tracking progress against the 2021-22 Operational Plan actions was received and noted by Council at the June 2022 meeting.	100%
1a.2	Ensure sound long term financial strategies underpin the Council's asset management policies and strategic vision.	Coordinate and update the Council's 10-year Long Term Financial Plan (LTFF), with particular emphasis on creating a strong and sustainable Council.	Council's revised Long Term Financial Plan (LTFF) and Financial Management Strategy was placed on public exhibition from 29 April to 27 May 2022. Council adopted the updated LTFF at the 28 June Ordinary Council Meeting. This details how Council will provide the resources required to deliver on its commitment to the community whilst maintaining the long-term sustainability of the organisation.	100%
1a.3	Review and incorporate the financial strategies, underpinning all short and medium term plans into the Long Term Financial Plan.	Manage, monitor and review Council's financial performance and position on a regular basis.	Monthly financial reports are prepared for Council in conjunction with quarterly budget reviews. The March, April and May 2022 monthly financial reports were endorsed by Council on a monthly basis with the latest May report being endorsed at the 26 June Council Meeting. The March Quarterly Budget Review was completed and endorsed by Council on 24 May 2022. A comprehensive risk control matrix outlining the Council's financial management practices, processes and improvements was presented to ARIC and endorsed on 17 June 2022.	100%
		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. The interest waiver period for ratepayers concluded on 30 June 2022. Interest written off in relation to COVID waivers at 30 June 2022 totalled \$6,426.20. Rate collections are within LTFF benchmarks.	100%
1a.4	Provide for safe public places where people gather.	Ensure the CCTV infrastructure network is maintained and fit for purpose.	The CCTV network experienced disruption due to additional storm and high rainfall events during the reporting period. In particular flooding affected CCTV in Yarra Bay and Coogee Beach areas, and the lack of sunlight took the Gordon's Bay CCTV camera offline for an extended period of time - Council is investigating permanent mains power options for this site which also address the high sea impact location of the current camera installation on the rock shelf near the waterline. 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.	100%
		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 April to June quarter resulted in 1.63 million visitors to Randwick City Council's patrolled beaches, with the beach lifeguard service administering first aid on 1,705 occasions, performing 46 rescues, preventing 3,494 incidents from occurring, conducting 3,716 regulatory actions, making 2,025 surf craft warnings and responding to 24 major incidents.	100%
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. At the end of the quarter, Council was in a position to make an offer to a candidate for the Integration Specialist role who will be commencing with Council on 25 July 2022.	50%
		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 continued implementation of the Human Resource Management System during the quarter has led to the development of the first HR employee data sets in the warehouse being usable for other operations within Council. Activities during the quarter focussed on bedding down the HRMS data, building a reference employee table and populating Council's internal directory system (Active Directory) with reporting line information. Work continues on the master data, metadata and data quality activities for other datasets - currently there is a project underway to consolidate and resolve errors in land and property information datasets where parcel descriptions in Council's systems do not match Land Registry Services or Valuer General descriptions of parcels. This work is progressing well supported by the Data Architect and Database Administrator staff.	100%
		Increase security, protection, visibility and control over network security, through the implementation of a Unified Threat Management (UTM) solution.	During the quarter the requirements for the UTM project were finalised and the tender was issued to market in June 2022, with a close date of 5 July 2022. A clarification session was held via Microsoft Teams on 8 June 2022, with 69 participants from the market attending. Tender evaluation is scheduled to commence in Q1 FY22-23.	100%
		Procure and implement a strategic asset management software solution to improve analysis and business intelligence derived from data.	Asset Management Solution Request for Tender documents have been drafted and will be finalised and distributed following endorsement of the project by Council at July 2022 Council meeting.	100%
		Implement a new Human Resource Management System which will reduce manual and repetitive tasks in the management and operation of HR and Payroll services and improve customer experience.	The new HRMS, covering Core HR, Payroll and Workforce Management went live in May 2022. Project close down activities are underway to handover the solution to HR, Payroll and Information Management and Technology for business as usual operation.	100%
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 Economic Development Strategy was adopted by Council at the 26th April 2022 Council Meeting.	100%
1b. Council is a leader in the delivery of social, financial and operational activities.				
1b.1	Demonstrate best practice and leadership in local government.	Increase retention of new starters through the development of a recruitment framework and strategy.	A review of the recruitment and onboarding process continues. Training and support for the recruitment function of the new HRMS is under development. LinkedIn is being leveraged for hard to fill roles.	100%
		Review flexible working procedures, setting out a clear framework for managing flexible working.	The trial of flexible working approaches has commenced with clear guidelines provided on the parameters on flexible working.	100%
		Increase retention of high performing staff through a formal reward and recognition initiatives program.	Research continues into best practice reward and recognition offerings. Annual salary reviews were undertaken for eligible employees within the new HRMS system rewarded with a one step increase in salary.	100%
		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 June quarter there were 65 internal training events with 657 staff in attendance. Additionally, 47 staff attended external training in support of their development and there were 476 online course completions.	100%
1b.2	Contribute to protecting the Council's reputation and enhancing its positive public image.	Promote Council's achievements, programs, policies and projects across online and print media.	Council published 46 online news stories during the quarter. We used the platform to focus on promoting Council's LEP exhibition period, as well as other Council projects, events and partnerships.	100%
		Promote and protect Council's image through effective use of media and online communities, including monitoring and responding to enquiries effectively.	Council received 29 media enquiries this quarter. Topics ranged from rock fishing, parking, the condition of beaches after storms, the closing of sports fields after rain events, our Anzac Day Dawn Service, illegal dumping, housing targets, Arden Street amenities, Malabar Rock Pool and an interview with the Mayor for The Beast Magazine.	100%
1b.3	Maintain a high performing workforce that is responsive to the needs of the organisation.	Develop a 'fit for purpose' capability and learning framework.	Consultation on alignment between NSW Local Government capabilities and the RCC role matrix and learning and development has commenced in preparation for the implementation of the Capability and Learning framework next financial year.	100%

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	Develop and implement an internal communications plan.	The communications plan continues to be implemented across Council.	100%	
1b.4	Provide good governance and administrative support for the Council and organisation.	Ensure the effective and efficient administration of Council meetings (and Local Government Election 2021) for the benefit of Councillors and the community.	Three (3) 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.	100%
		Ensure compliance with the Government Information (Public Access) Act 2009 and assist the community in obtaining access to appropriate Council information/documents.	425 informal Access to Information Requests were processed during the quarter, with 412 (97%) processed within five (5) working days. Two (2) formal GIIPA Applications were processed during the quarter. Both formal applications were processed within the legislated 20 working days.	100%
		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 internal procurement procedures and legislative requirements. Procurement training and user assistance is ongoing.	100%
		Manage Council's Insurance Renewal program.	All renewals have been successfully undertaken to cover Council for this financial year.	100%
		Manage Council's Claims Management program.	Council's Claim Management program performed extremely well over this financial year.	100%
		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.	100%
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.	100%
		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.	100%
		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.	Financial Services staff continually work on the billing and recovery of rates, ensuring that land & property valuations, pensioner management, invoice generation, and recovery of outstanding debts are up to date and processed in a timely manner. Customers are provided with various payment options, and every effort is made to work with ratepayers experiencing financial hardship and to develop arrangements tailored to individual circumstances.	100%
		Maximise returns of the Council's investment portfolio while minimising risk.	The Market focus continues to be on central banks and the extent of their rate hikes this cycle. With markets factoring a series of additional rate hikes, this has seen a significant shift in term deposit rates over the past year. Australia's headline CPI came in much stronger than expected, at +5.1% y/y. The RBA somewhat surprised markets by raising the official cash rate to 0.85%. The Investment Reports for March, April and May were adopted by Council on a monthly basis, with the latest at the 28 June Ordinary meeting.	100%
		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 fourth rates instalment were paid within a reasonable timeframe (due on the 31 May 2022), with payments only slightly (~2%) behind the pre-COVID 4 year average. The fourth instalment overdue notices were issued on 15 June 2022 to 5,794 customers. The number of overdue customers was slightly higher for the overdue notices in the same period 2020-21 by 259.	100%
		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 March, April and May 2022 monthly financial reports were endorsed by Council on a monthly basis with the latest May report being endorsed at the 26 June Council Meeting. The March Quarterly Budget Review was completed and endorsed by Council on the 24 May 2022. A comprehensive risk control matrix outlining the Council's financial management practices, processes and improvements was presented to ARIC and endorsed on 17 June 2022.	100%
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 14,890 service requests during the June quarter of which 79.93% were completed within the service level agreement timeframe. 26,450 phone calls were received via the call centre during this period of which 2.66% were abandoned. Council's target is to have fewer than 5% abandoned calls on average.	100%
1b.7	Continue to improve and implement business process systems and information technology infrastructure.	Increase internal customer satisfaction in the delivery of information management and technology support functions to other business units of Council.	In the quarter 6,338 requests were lodged with IM&T Services for support or service delivery (this is a slight increase from the previous quarter). Of these, 512 customers completed the voluntary survey, with 483 rating the service 'very good', 27 rating the service as 'good', 1 rating the service as 'bad' and 1 rating of 'very bad' during the reporting period.	100%
		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.	There were no cyber security incidents in the reporting period. With the final decommissioning of the legacy Cisco telephony system, the final security risks arising from the penetration test conducted in Q2 of FY21-22 has been closed out. A desk review of the Australian Cyber Security Centre's Essential 8 security framework was conducted and the results presented to Council's Audit, Risk and Improvement Committee. Ongoing mandatory cyber education and training was assigned to all staff who regularly use a computer through Council's e-learning program. This will prepare Council staff for another business email compromise simulation	100%
		Optimise the availability of Council's core infrastructure (datacentre and networks) during core business hours.	There was one Severity One outage which was caused by a large scale power outage in Maroubra - this outage affected staff for approximately 90 minutes. Whilst this outage would normally only affect sites in Maroubra, sites with power were also disrupted. This has led to further investigation of options for rationalisation and simplification of the network to avoid cascading outages which impact other locations. Staff affected had the option of continuing to work utilising Council's mobile SIM card based solution that allowed access to internal and external systems via the mobile network albeit at a lower speed than normal connectivity.	100%
		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) Implementation of Genesys Purecloud as Council's contact centre software to replace the legacy Cisco conferencing system, ensuring that contact centre functionality is available anywhere in Australia in a business continuity event; (b) Decommissioning of the legacy TechnologyOne Human Resource Management and Kronos Time and Attendance Systems as a result of the successful implementation of the Human Resource Management System; (c) Transition of two out of three legacy datasets from the Q-File product into Council's recordkeeping system Content Manager; (d) Implementation of AirTable to manage simple collaborative table functions; and	100%
		Upgrade audio-visual communication technologies to support flexible staff working arrangements.	During the quarter the operation of the AV communications systems was stabilised, internal procedural documentation was updated, and a system commissioned at the Prince Henry Centre for use by the Economic Development and Placemaking teams. One final system remains to be commissioned at the Randwick Community Centre.	100%
		Review and rationalise Council's data holdings including online, physical, tape and archive through the adoption of an Information Management Lifecycle approach.	At Council's June meeting the Data Management Policy and four associated guidelines were adopted. These policies will provide data governance architecture over Council's large and growing information holdings. Consolidation of legacy data sets into master repositories continued with the transition of two legacy datasets into new repositories (Kronos and TechnologyOne HR data; Q-File strata plans and legacy property information). A review of classification schema for unstructured data was undertaken. There was continued work to rationalise and reduce backup activities to reduce costs whilst providing continued assurance.	100%

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		Undertake a review of governance practices in the Information Management and Technology Services Department to establish an adopted governance framework.	Work continued on the Application Management Policy and IT security framework.	100%
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.	100%
		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.	100%
		Draft and implement a Wellbeing Plan.	Wellbeing plans were developed in response to specific and current wellbeing issues identified to be relevant for Council.	100%
		Coordinate appropriate health checks relevant to effective business operations.	Council's annual flu vaccination program was completed in April/May, with 314 staff receiving their flu vaccination via this program.	100%
		Adopt and implement the new Drug and Alcohol Policy.	Due to the ongoing pandemic situation, implementation of a new Alcohol and Other Drug policy introducing random testing, has been put on hold but planning has been created to restart the process in 2022-23. The current policy remains effective	10%
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.	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).	100%
1c. Continuous improvement in service delivery based on accountability, transparency and good governance.				
1c.1	Apply the four-year Continuous Improvement Strategy within the organisation.	Develop an effective Performance Management Framework through community consultation, research, strategic planning and business unit planning.	The Delivery Programme and Operational Plan was adopted by Council at the 28 June 2022 Council Meeting. This document contains all indicators that track performance in delivering the outcomes of the Community Strategic Plan and delivering the day to day services and regulatory functions needed by the community.	100%
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 and the next one is scheduled for 2023. In this quarter, 12 new community engagement programs were commenced including a significant consultation on Council's draft LEP.	100%
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. A workshop was undertaken with the ELT to present Council's Enterprise Risk Management Framework.	100%
		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.	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 (17 June 2022).	100%
2. A vibrant and diverse community				
2a: Meet the needs of our diverse community and provide equitable access to social services and infrastructure.				
2a.1	Maintain a current understanding of our community's needs, and up to date information to support planning and program development.	Lead local services participation and partnerships, identifying emerging needs, service gaps and opportunities across target groups.	The Eastern Sydney Youth Services Network (ESYSN) worked closely with services to gain an understanding and build strategies around disability and young people. Training by twenty10 offered to ESYSN members on PRISM LGBTIQ+ Inclusivity Training. The Inner & 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. Joint collaboration with Sydney Multicultural Community Service for Refugee Week. Ongoing information share via Settlement Service International for Ukrainian Refugees settling in the area. Initial planning meeting with Moving Forward Together after new date of Harmony Walk for October 16th 2022. Information was shared via the IESMI google group about health information and participating in the SESLHD COVID-19 Community Organisations meeting for Priority Populations. The City of Sydney and Eastern Sydney Ageing and Disability Interagency dedicated the April and June meetings to the theme of Social Isolation and Loneliness with facilitated discussions on local situations and actions, resulting in projects such as the development of local directories capturing programs/activities that are not promoted through formal service information platforms such as My Aged Care, etc. The City of Sydney and Eastern Sydney Abuse of Older Persons Collaborative progressed planning to deliver online events and training to upskill support workers to better respond to abuse and community education sessions to empower older people and their allies to seek help and gain an understanding of existing support services and referral pathways. Information was shared to networks re training for support workers in the City and Eastern Sydney to assist clients with a disability and older people to get the best data plans and to become digitally connected so they can access medical and social appointments and other supports and family networks. The Eastern Suburbs Domestic Violence Network (ESDVN) held 3 meetings during the period to inform services of changes to DFV service provision/funding. ESDVN worked collaboratively with Randwick Council to hold a DV Vigil on 4 May to remember those who have lost their lives to violence with over 70 people attending. Council staff supported the implementation of the respectful relationship program 'Love Bites' at JJ Cahill High School with 50	100%
		Undertake a Social Needs Study to investigate and identify current and future social needs of the community.	Completed.	100%
2a.2	Provide high levels of accessibility to the Council's community facilities and infrastructure.	Ensure that a range of user groups (hirers and class attendees) have fair and equitable access to our major multi-purpose centres (Prince Henry Centre, Randwick Community Centre, the Randwick Literary Institute and La Perouse Museum).	The venues team continues to maintain and provide high levels of accessibility to Council venues. The Randwick Sustainable Classroom continues to be a popular venue for children's birthday parties with the wet weather likely contributing to the increase in bookings. The Prince Henry Centre and the Randwick Literary Institute continue to operate with their usual bookings and regular hirers. From April to June 2022, the La Perouse Museum saw a rise in numbers and in diversity of user groups accessing the Museum: tours and classes were provided for Campfire Indigenous training, Kadoo educational tours, Young La Perouse leaders (Land Council), Guriwal Elders and Land Council Deadly group. 9 educational groups visited the	100%
		Ensure that user groups (hirers and class attendees) have fair and equitable access to all remotely managed community centres (9 venues).	1,006 confirmed bookings. Combined halls used for total of 3,170.5 hours, 317 business bookings, 36 community group bookings, 336 not for profit bookings, 306 private bookings, 11 religious group bookings.	100%
2a.3	Support the different groups in the community to improve access to services and recreational activities.	Ensure Library Culturally and Linguistically Diverse (CALD) collections reflect demographics and community needs in Randwick City.	This quarter we lent a total of 6,910 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 2,884 items lent. We have lent 19,986 items from our CALD collections in the 2021/2022 financial year.	100%

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	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 continued during the June quarter. All English Conversation Classes moved away from the online format and resumed being held in person at the library. Monthly storytime sessions in the community languages Mandarin, Japanese, Spanish were reintroduced in April. The library delivered 35 events/programs specifically for a culturally and linguistically diverse audience with a combined audience of 249.	100%
	Provide a range of age appropriate library collection items, programs and activities that are accessible and inclusive.	The library ran 239 events/programs both online and in person/face-to-face, with a total combined audience of 3,536. 97 events/programs were held for children and youth with a 2,165 combined audience, 119 events or programs were held for adults/seniors with a combined audience of 1,204 and 35 events/programs were held specifically for a culturally and linguistically diverse audience with a combined audience of 249. All regular weekly early literacy programs for babies and toddlers resumed in person/face-to-face. Library clubs such as Bridge, Mahjong and Chess targeting mostly retired and older adults recommenced at the library in the June quarter.	100%
	Assist people to understand consumer directed care and to exercise choice and control in choosing support services (disability and other).	Convened 2 x City of Sydney and Eastern Sydney Ageing and Disability Interagency meetings in this reporting period, continuing with the theme of social isolation and loneliness and advanced discussions on local actions including developing a community directory to enable older people and people with disabilities to access more informal social supports and health and wellbeing programs that are not promoted via My Aged Care, etc. The meetings also provided a platform for local services such as the Junction Neighbourhood Centre, Counterpoint Community Centre and the Older Women's Network to showcase new and innovative programs offered both on-line and in-person to increase community participation rates in older people and PWD, particularly those from non-English speaking backgrounds who face additional barriers to access. Implemented the Choice and Control in Life and Death online seminar in May, exploring the different options available for burials, cremations and funerals with a focus on empowering people to make the best choice for themselves and their loved ones. Industry experts included The Australian Imams Councils, Tender Funerals, Doula's for Life and Southern Metropolitan Cemeteries NSW. Implemented an online event in May on the importance of understanding Advance Care Planning and how Death Literacy can affect the end-of-life experience in partnership with NSW Health and Doula's for Life. Attended the Eastern Sydney Suicide Prevention Network June meeting and provided support to progress planning for the suicide prevention awareness walk to be held in September and to attract additional network members. Continue to work with the City of Sydney and Eastern Sydney Abuse of Older Person's collaborative to deliver campaigns on raising awareness of the different kinds of elder abuse including financial, physical and psychological and planning in progress to implement online events in October to promote referral pathways to help for older people. Planning in progress with the NDIS Local Area Coordinators, Wise Employment and Autism Mates to deliver community education session on volunteer and employment pathways for young people with disabilities. Provided assistance, advice and referrals (primarily for community transport, home care, social support and exercise programs) to an average of 25 residents/services per month. Continued to work with local agencies, such as SESLHD, Junction Neighbourhood Centre Autism Mates and Holdsworth Community, to reach isolated and digitally disadvantaged older residents, carers and people with	100%
2a.4	Support the different groups in the community to improve access to services and recreational activities.	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. Implemented online events including a series of Choice and Control in life and death with a range of industry experts on topics such as Advance Care Planning, Death and Grief Literacy and burials cremations and funerals - traditional and new alternatives. These sessions were delivered in May in partnership with NSW Health, The Australian Imams Council and Doula's for Life. 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. Finalised Council's draft Disability Inclusion Action Plan for 2022-2026, incorporating feedback, suggestions and ideas from residents of all ages and cultural backgrounds with diverse lived-experience of disability, both physical and less visible. Delivered a program of events for the NSW Seniors Week to promote awareness of community support programs and services both formal and informal, and providing opportunities for intergenerational connection and engagement. These events were held in April and included Back to Prince Henry, The Spirits of Prince Henry Twilight Tours and Talks and Mindfulness Photography workshops. Over 500 people were in attendance. Widely promoted a range of services, programs, events and activities offered by local services and support organisations both formal and informal to ensure older people and carers are engaged and connected with their local community and can live safely and supported in their own home. Continued to provide individual support to residents and service providers to increase levels of service provision for residents and clients as required. Circulated information and resources to members of the City of Sydney and Eastern Sydney Ageing and Disability Interagency and community networks and groups to notify them of local events, new programs and support services, and grant opportunities. Council staff continue to support social housing residents with information on available support services and pathways including when new services become available.	100%
2a.4	Provide improved opportunities for local Aboriginal and Torres Strait Islander people to access support services including employment, family support and recreational activities.	Assist local Aboriginal organisations to plan and deliver nationally significant events such as NAIDOC Week and Reconciliation activities. Ensure that the programs and activities delivered via the Lexo Hub address the identified needs of local First Nations people. 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.	100%
2a.5	Implement the social inclusion plan (An Inclusive Randwick) to reduce disadvantage and address regional gaps in service provision	Held Koojay Corroboree for National Reconciliation Week. Planned NAIDOC Week events, however postponed and rescheduled due to inclement weather. Held Aboriginal Art Therapy workshop for Aboriginal residents. Engaged Aboriginal Drug and Alcohol counsellor for residents. 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.	100%
	Partner with the Eastern Sydney Youth Services Network (ESYSN) to implement programs and activities that support local young people and their families.	The ESYSN met face-to-face at the Lionel Bowen Library in May, with a specialist panel presentation on disability services. At this meeting there was a request for Council-funded training and the first of these - LGBTIQ training - was provided in the last week of June. Recruitment is complete for the new Community Project Officer, who will co-convene the ESYSN with Waverley Council every two months.	100%

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	Develop programs designed to connect and engage socially-isolated seniors within the comfort and security of their own homes.	<p>Implemented the 'UNSEEN' multimedia exhibition on the women and their experiences of hidden homelessness at the Lionel Bowen Gallery at Maroubra from March until June, inclusive of an exhibition launch 'Meet the artists of 'Unseen' in April. Over 1000 people viewed the exhibition.</p> <p>Held a screening of 'Picturing Home' a biographical documentary following the life changing journey of Jai Jaru who is born in Thailand but ends up homeless in Sydney for over twenty years. The film screening allowed older people, their carers and family members and friends to attend a free and accessible, local community event at the iconic Ritz Cinema at Randwick. 95 people in attendance.</p> <p>Held a screening of HUMAN Flow, a documentary exploring the global refugee crisis to mark Refugee Week in June. The film screening was held at the Ritz Cinema Randwick to ensure access for residents with mobility impairments and those who may be transport disadvantaged.</p> <p>Held a fascinating series of online events exploring how residents can overcome taboos and stigma surrounding death, dying and old age, a total of 3 online events were held during this reporting period.</p> <p>Partnered with SESLHD to deliver the 'Secrets of Ageing with Resilience Forum' at South Juniors Kingsford in</p>	100%
2a.6	Implement grants programs in accordance with the Council's guidelines to enhance services that meet community needs.	<p>Administer our Community Investment Program including the funding streams: Community Connect, Community Creative, Community Partnerships, Community Contributions and Community Sustainable.</p> <p>In the June 2022 round of Community Creative and Community Connect, 22 Community Connect applications and 16 Community Creative applications were submitted for funding totalling \$229,737. Grantees continued to deliver projects from the February round of Community Creative and Community Connect.</p>	100%
	Administer the Randwick ClubGrants NSW on behalf of participating clubs.	Council supported the ClubGrants application and assessment. With the decision and distribution of funds to take place in August.	100%
2b: Strong partnerships between the Council, community groups and government agencies.			
2b.1	Provide support for resident precinct committees, local chambers of commerce and combined service clubs.	<p>Attend meetings and provide information and support for Resident Precinct Committees, local business associations, and combined service clubs on request.</p> <p>All economic development information requests were addressed. Precinct and RSL Club meetings were attended when required.</p>	100%
	Provide meaningful and relevant opportunities for community participation through face to face engagement activities such as Precinct meetings and other opportunities.	17 Precinct meetings were held over the quarter. Council staff attended several precinct meetings to present on various projects, including the Clovelly and Carrington Road Pocket Park and the Comprehensive Planning Proposal (LEP Review).	100%
	Host four Precinct Coordination Committee Meetings.	One Precinct Coordination Committee meeting was held online in June 2022 where the Strategic Planning team presented on the Comprehensive Planning Proposal (LEP Review).	100%
2b.2	Partner and implement joint projects with community groups and government agencies to achieve improved service coordination and value for money outcomes in the region.	<p>Staff continue to oversee the operation of The Hub @ Lexo and work collaboratively with external service providers and partners. KRC (Kirketon Road Centre) continue to provide a weekly COVID and flu/vax clinic for housing residents and COVID testing. Kingsford Legal Centre has resumed face to face services and has seen a large number of residents accessing legal support. Holdsworth Community Centre provided My Aged Care support face to face which significantly improved outcomes for residents that engaged in the support service. Staff met with Maroubra Police and KRC to plan implementation of a Needle Syringe Program as part of a harm reduction program for local residents. Staff are liaising with new partners including Karitane, Alcohol and Drug services, to deliver services from the site.</p> <p>Chaired the Eastern Suburbs Domestic Violence Network (ESDVN) during April, May and June. Organising guest speakers including presentations on changes to affirmative consent laws and coercive control laws. Participated in the Inner and Eastern Sydney Child and Family Interagency to support understanding of local support services and any changes in support programs.</p> <p>Convened the Eastern Sydney and Eastern Sydney Ageing and Disability Interagency meetings for April and June. Organised guest speakers including presentations on collaborative and innovative programs to reduce social isolation and increase community participation as restrictions ease.</p> <p>Continue to support the Eastern Sydney Suicide Prevention Network in their planning for the suicide prevention awareness raising walk in September.</p> <p>Supported the Eastern Sydney CHSP Forum in May and continue to work SSDO's in Eastern Sydney to ensure that services are supported and well placed concerning the transition to the new aged care reforms in terms of training needs, etc.</p> <p>Continue to support and participate in the City of Sydney and Eastern Sydney Abuse of Older Persons Collaborative to develop campaigns, training for support workers and community education sessions to reduce the prevalence of</p>	100%
	Work with the La Perouse Aboriginal Land Council to identify areas for partnership to support our local First Nations people.	Ongoing discussions with the La Perouse Local Aboriginal Land Council and partners such as the Gujaga Foundation to identify programs and projects that support current concerns. Co-chaired the La Perouse Non-Government Service Provider Network meeting.	100%
	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.	<p>Partnered with Weave Youth Services, Bowls Australia, Word Travels, Bowen Library and South Sydney High School to deliver a program of Youth Week events. Over 2000 local young people participated in these events. Finalised a new Youth Info Card for young people focusing on support services where young people are using violence or experiencing violence.</p> <p>Partnered with the Prince Henry Hospital Trained Nurses Assoc. to deliver Seniors week events at the Prince Henry Nursing and Medical Museum at Little Bay in April including 'Back to Prince Henry' and 'The Spirits of Prince Henry Twilight Tours' for April and June (4 in total). Over 600 people were in attendance for these events.</p> <p>Partnered with NSW Health, the Australia National Imams Council, Doula's for Life and Southern Metropolitan Cemeteries NSW to deliver three online information sessions on Choice and Control in life and death, focusing on topics such as death and grief literacy and the importance of advance care planning and burials, cremations and funerals - traditional and new alternatives.</p> <p>Partnered with Blur Projects to implement 'UNSEEN' a multimedia exhibition on women and their experiences of hidden homelessness at Bowen Library Gallery from March until June, including meet the artists of UNSEEN exhibition launch in April. Including a documentary film screening of Picturing Home at the Ritz Cinema Randwick.</p> <p>Partnered with Catholic Community Services Hoarding and Squalor Resource Unit to deliver a staff lifestyle lunch online event on 'Understanding Hoarding and Pathways to Help in August'</p>	100%
	Participate in a range of contracts for goods and services run by industry aggregators e.g. SSROC, LGP and Procurement Australia.	Participating on SSROC tenders for Ready Mixed & Sustainable Concrete, Linemarking, Hardware & Industrial Footwear, Waste Audit Services and Temporary Staff. New SSROC electricity contract from 1st July. Usage of various SSROC, LGP and Procurement Australia contracts as published on our GIPPA contracts register.	100%
2c: New and upgraded community facilities that are multipurpose and in accessible locations.			
2c.1	Implement the Community Facilities Plan as per identified priorities.	Feasibility planning is in progress for Southern Suburbs Youth Facility, Snape Park Amenities, Burrows Park Amenities and Heffron Park Criterion. Preliminary community consultation underway for Coogee Beach Bus Shelter & Amenities. Concept design stage for Malabar Pool Amenities commenced. Planning is also underway on Dunningham Reserve Amenities.	100%

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment for current period (1 April 2022 - 30 June 2022)	Progress	
2d: Our cultural diversity is appreciated and respected.				
2d.1	Implement A Cultural Randwick City.	Deliver Council's annual program of cultural events.	In May the Events and Community Development team partnered with the La Perouse Local Aboriginal Land Council and the Gujaga Foundation to deliver the Koojag Corroboree on Coogee Beach, launching Reconciliation Week. The event featured a fashion parade of unique Aboriginal designs by Colleen Tighe Johnson of Buluuy Mirrii Design, live dance performances, fire displays and cultural activities such as smoking ceremony and boomerang showcase. The event was attended by members of the local community and local schools. The La Perouse Museum held nine public programs and cultural events including an innovative Digital event in the Watchtower attended by 280 people, sold out weaving workshops and cultural tours by Indigenous leaders. Specialist tours of the exhibitions were also delivered.	100%
2d.2	Deliver and/or sponsor a range of events to promote a sense of community.	Support community groups in their delivery of events that promote a sense of community.	Local veterans were welcomed at an Anzac Day Civic Reception, held at the Prince Henry Centre in Little Bay on April 20. On April 25, the Events team worked with the Coogee Randwick Clovelly RSL to deliver the annual Anzac Day Dawn Service at Goldstein Reserve, Coogee. The event was attended by approximately 6,000 community members, and was followed by a march (supported by Council, the Eastern Beaches Police Area Command and Randwick State Emergency Services) from Coogee Diggers to Coogee Beach. Promotional and traffic support was also provided to other local RSL Anzac Day activities including Malabar and Maroubra RSLs. On May 2, a Civic Reception was held at the Prince Henry Centre, Little Bay to celebrate the 100th Anniversary of the Country Women's Association. On May 25, the postponed 2021 Business Awards were presented at a ceremony held at Randwick Racecourse, attended by local Chambers of Commerce and nominated local businesses. National Reconciliation Week was launched with the Koojag Corroboree on the 27 May in partnership with the La Perouse Local Aboriginal Land Council and the Gujaga Foundation, local Indigenous dance groups, and Indigenous Fashion Designer Colleen Tighe Johnson of Buluuy Mirrii Design. The Australian Surfing Walk of Fame nominations were opened for the month of May, to be presented as part of Maroubra Beach Breaks in July 2022. On June 18, a community celebration was held in Macartney Reserve, to thank and congratulate everyone involved in the grass roots campaign against the Little Bay Cove development proposal. The event featured live music, coffee and afternoon tea and was attended by the community and members of the Save Little Bay Group. In April, May and June, six citizenship ceremonies were held, facilitating the welcoming of 307 new citizens in the	100%
3. An informed and engaged community				
3a. Effective communication methods and technology are used to share information and provide services.				
3a.1	Provide information to the community on the Council's services and activities using effective communications methods.	Develop and implement effective and targeted communications plans and products for the Council and its services and activities.	During this quarter we implemented six Communications plans. Plans included the Discovery Walk at Randwick Environment Park, our pop-up pedal parks, improvements to the coping on three ocean pools, Scene Magazine, Bastille Day and the Little Bay Community event.	100%
		Produce high quality graphics to support and enhance the Council's business.	Council designed over 513 items across social, digital and print channels in the last quarter. This included consultation material for Malabar Hall upgrade, Arden Street Amenities upgrade, Ella reserve, Maroubra Beach youth survey, Community Engagement Strategy and the comprehensive LEP consultation. We produced the Winter edition of SCENE magazine. We designed various Draft Strategy reports for council meetings and public exhibitions including the Workforce Management Strategy and Disability Inclusion Action Plan. We produced a range of material for events and activations for Beach Breaks, Bastille Day, Sports Awards, Anzac Day, Koojag Corroboree, various playground openings, the Little Bay Community Event and Discovery at Randwick Environment Park outdoor classroom. We also produced staff and bushcare newsletters.	100%
		Manage and use Council's banner poles as an outdoor communication medium.	Our street banner campaigns were used to celebrate our community's diversity as well as promote exciting events across the City. We flew banners promoting ANZAC Day, Koojag Corroboree, our library's 70th anniversary as well as a community grants funded campaign by a local artist called COVID HEROES, which flew in Coogee.	100%
		Produce appropriate video content for use on Council's digital channels.	14 videos were produced in-house, which includes the fortnightly Mayoral videos as well as three videos by the Mayor to help promote the draft Operational Plan and Budget's Your Say exhibition period. Additionally Anzac Day videos and Business Award winners video were produced.	100%
		Research and write quality speeches for Council representatives as required.	26 speeches and MC notes were written this quarter for the Mayor focussing on a variety of community events and occasions such as: Anzac Day, Business Awards, Domestic Violence Remembrance, Randwick Netball Season Launch, Country Women's Association, Koojag Corroboree and Little Bay community event.	100%
		Produce regular print and electronic newsletters to inform and engage the community about Council activities, events and projects.	12 issues of enews were sent out this quarter with a continually high open rate, averaging 42% with a click rate remaining around 12% this quarter. We focussed on explaining and promoting the LEP exhibition. Most clicked on stories for the quarter were: Business Award winners, Storm Clean Up, LEP Dual Occupancy explained; Housing Investigation Areas explained.	100%
		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. Support dissemination of information to local DFV support services through Exec role at the DV network. Continue to disseminate information and resources and training to Interagency networks, SESLHD, local groups and to advisory committee members and individual residents to access critical services both formal and informal for marginalised, excluded and vulnerable residents who face additional barriers to access. Support dissemination of information to Aged and Disability support services and organisations through co-convenor role of CoS and ES Aged and Disability Interagency. Supported specific new programs developed to assist marginalised clients living in the southern suburbs of Randwick City to re-engage particularly in health and wellbeing programs such as Catholic Healthcare's program for older residents in Maroubra.	100%
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 conducted a review of its web presence to assess relevance and usefulness of the current content on each page, including checking with the relevant internal business unit owner. As a result a number of pages which were deemed no longer needed were archived. Council continues to monitor adherence to accessibility standards. During the reporting period, Council completed the implementation of the Google Translate dynamic translation widget to replace statically translated content and ensure that all content is available in multiple languages at a cost that is sustainable for the organisation.	100%
		Simplify the means of capturing data from customers.	During the period work continued on the infrastructure required to support waste services and online asset opening permits. An initial review of tree management activities was also conducted.	100%

2018-22 Delivery Program (4-year program)		2021-22 Operational Plan (1-year action)	Comment for current period (1 April 2022 - 30 June 2022)	Progress
		Ensure that the Library sub-site and social media channels provide timely, engaging and relevant information.	<p>There were 120,025 page views within the library's sub-site.</p> <p>10 news articles were published on the library sub-site to keep the community updated in a timely manner. Articles included library service updates (extending of opening hours), library service and resource reminders (Queen's Birthday Closing, Kids Top Reads collection), event updates (regular programs and events resuming in-person/face-to-face, Ride the HSC Wave, school holiday program of events), and Lismore Library Appeal information.</p> <p>All 239 events delivered in the June quarter were promoted online and via the library's social media channels.</p> <p>The Library posted 112 Facebook posts (average daily reach 485) and 24 Instagram posts featuring service updates, live online events and general information for the community.</p> <p>Six EDMs (electronic direct mail items) were dispatched in the June quarter, three of which detailing new events and related library news, one supporting the Council Malabar Library Improvements survey, one informing of the end of the Lismore Library Appeal, and one announcing that the Lionel Bowen Young Writers' Award is open for entries.</p> <p>At the end of the June quarter the library had 45,650 eNewsletter subscribers.</p>	100%
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 acquired Hoopla as a new online resource, featuring an always available collection of ebooks, eaudio, ecomics, film, tv and music. It will be made available to the public in August.</p> <p>The Library's online registration page has been updated to allow for toy memberships to be processed online, or opt to have a digital membership. All members are able to go cardless.</p>	100%
3b. The community has increased opportunities to participate in decision-making processes.				
3b.1	Develop opportunities for community input into the Council's decision-making processes.	Use social media to help the community be part of the decision-making process, respond promptly to enquiries and to connect with the community about Randwick City's projects, events and activities.	We posted 247 times across Instagram and Facebook, excluding stories. We reached an average of 271,000 people each month through these two social platforms. The most popular posts being related to Anzac Day and Koojay Corroboree. Ranger Joe with lost dog Lucy and the lifeguard's dolphin video were also very popular this quarter. Additionally, we received 487 direct messages through Facebook and Instagram.	100%
		Develop and implement consultation plans to support the delivery of Council's projects.	Council launched 12 community consultation programs during the period to gather feedback from the community on 1) Illegal Dumping and Littering 2) Draft 2022-26 Delivery Program and 2022-23 Operational Plan and Budget 3) Draft Resourcing Strategy 4) VPA 177-197 Anzac Pde Kensington 5) Malabar Memorial Hall and Library upgrade 6) Rainbow and Ellen St Randwick Pedestrian Facility 7) Arden Street Amenities 8) Ella Reserve Playground Upgrade 9) McKeon Street Shared Space 10) Draft Code of Meeting Practice 11) Randwick LEP Review - Comprehensive Planning Proposal 12) Clovelly and Carrington Road Pocket Park Concept Design (stage 2).	100%
		Audit and review the function of Council's Advisory Committees, including Terms of Reference, objectives and vision.	Prepared a report for the first Inclusive Randwick Portfolio Committee, which was held in July. A full audit of the community Advisory Committees has been identified as a strategic approach in the Inclusive Randwick Strategy for the 22/23 Operational Plan.	50%
4. Excellence in urban design and development				
4a. Improved design and sustainability across all development.				
4a.1	Require a high standard of design quality and sustainability in new development in line with Council's policies.	Undertake research to inform development of the updated comprehensive Development Control Plan.	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.	100%
4a.2	Promote and recognise design excellence and sustainability through events or other activities.	Initiate and facilitate the Architecture Talks 2021 event.	Work plan prepared for the Urban Design and Architecture Awards, 2022. No further Architecture Talks are scheduled in the current financial year.	100%
4b. New and existing development is managed by a robust framework.				
4b.1	Develop and implement effective processes and strategies to manage the impact of new and existing development.	Determine DAs efficiently and in accordance with the provisions of the LEP and DCP.	<p>Statistics for the quarter are detailed below:</p> <p>Applications Lodged: 162</p> <p>Applications Determined: 210</p> <p>33.13% of DAs were determined within 40 days</p> <p>47.93% of DAs were determined within 60 days</p> <p>The net median is 66.70 days.</p>	100%
4b.2	Monitor provisions of the LEP and DCP to ensure relevancy and delivery of good design outcomes.	Report and exhibit new housing investigation areas as part of the draft comprehensive LEP.	The Housing Investigation Areas, including urban design reports for each area, were exhibited from 31 May until 12 July.	100%
5. Excellence in recreation and lifestyle opportunities				
5a: Maximise opportunities for residents and visitors to enjoy both active and passive open space uses.				
5a.1	Progressively update plans of management, in accordance with an established priority list and the Recreation Needs Study, focusing on active and passive recreation opportunities.	Undertake high priority Plans of Management for Coastal and Beachside reserves (including Coogee Beach and Clovelly Beach).	<p>The Maroubra Beach PoM and Masterplan development continued. Enhanced consultation with youth groups and the indigenous community was planned and has begun.</p> <p>The draft Generic Plan of Management has been completed.</p>	70%
5a.2	Continue work towards creating a continuous Coastal Walkway from Clovelly to Botany Bay as detailed in the Recreation Needs Study.	Design and document a coastal walkway route around Lurline Bay.	A consultant to provide Coastal and Marine advice relating to the coastal walkway at Lurline Bay has been engaged. The final report and findings were due 30 June 2022 but have been delayed. The information in the report will be used to prepare a feasibility assessment and design for the elevated walkway off the rock cliff. The engagement of consultants to prepare the design is scheduled for January 2023.	0%
5b: Facilitate a range of sporting and leisure activities.				
5b.1	Introduce and maintain a diverse range of programs to increase attendances at Des Renford Leisure Centre from year to year.	Deliver fitness programs that meet the community's needs, and explore alternative delivery methods to address environmental factors that serve as barriers to people exercising.	<p>The DRLC gym and group fitness programs continue to rebuild following the closure for the first quarter of the 21/22 FY. In addition to delivering a wide variety of in-person fitness programs and aerobics classes, the team at DRLC have continued to build the library of online workouts that are uploaded weekly on social media. This allows those people unable to enjoy the benefits of training at DRLC to exercise from home.</p> <p>Attendance at DRLC continues to steadily grow as it heads back towards pre-COVID numbers, with program numbers and facility memberships both on the increase.</p>	100%

2018-22 Delivery Program (4-year program)		2021-22 Operational Plan (1-year action)	Comment for current period (1 April 2022 - 30 June 2022)	Progress
		Continue to review and maintain DRLC facilities to ensure the Centre remains an industry leader.	DRLC continues to conduct regular cleaning and maintenance audits to ensure the facility is well maintained and remains fully-operational. The poor weather patterns experienced throughout the first 3-months of 2022 have continued during the April-June quarter, further testing the facility and requiring ongoing maintenance. The Splash Park project has experienced delays, but construction is expected to commence early in the 22/23 FY, as is the case with the Pool Blanket and Seating replacement.	100%
5b.2	Implement open space plans of management with a focus on multi-uses such as the Heffron Park Plan of Management.	Process applications for activities on public land incorporating relevant assessment criteria and complying with service level agreements.	Event applications were assessed and approved within service levels.	100%
		Implement actions arising from the Open Space & Recreation Strategy 2021.	The construction of Coral Sea Park playground 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. Preliminary works have begun. Cycling facilities are planned for on road and on shared paths within parks. Pop up pedal parks were 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 with an RFQ completed and a consultant selected. Planning for the rehabilitation of Malabar and Mahon rock pools was completed. Master Planning is underway for Maroubra Beach coastal reserves. A draft Generic Plan of Management for community land has been completed and will be reported to Council for in principle endorsement prior to submitting the PoM to the Department of Planning and Environment and then planning	100%
		Construction of new outdoor gyms at Snape Park and Barwon Park.	Both park outdoor-gyms are currently in procurement. Submissions are expected 20 July. Lead times for equipment is being assessed and will determine the projects critical paths. Gym equipment has been ordered and expected to be received around 15 December 2022. Installation is scheduled to be completed by 25 January 2023.	20%
		Upgrade of the playground at Fitzpatrick Park, Kensington.	Project has been handed over to Projects team. The project will go to tender the week commencing 19 September 2022..	90%
		Construct a new synthetic field at Coral Sea Park.	Contract was awarded on 4 May to Statewide Civil Pty Ltd. Procurement of long lead time materials is progressing. Lead times have been affected due to effects of global supply chain delays. Communications with the club are ongoing. It is anticipated that works will commence on site 30 June. Due to park safety concerns some additional urgent stormwater relining works are proceeding. Stormwater relining works to commence 17 June and scheduled to finish 5 July. Current anticipated completion is scheduled for December 2022, weather permitting.	60%
5c: Create new open space as opportunities arise.				
5c.1	Advocate for public access to the remaining Commonwealth land at Malabar Headland.	Negotiate with Commonwealth and State Governments for community access to Malabar Headland.	Continued to liaise and monitor public access arrangements to the headland with Commonwealth and State Agencies.	100%
5c.2	Plan and advocate for public open space and connections in major urban renewal and infrastructure projects.	Review major proposals to optimise delivery of open space and recreation opportunities.	Open space and recreation draft provisions are 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. The draft Comprehensive LEP was exhibited from 31 May until 12 July.	100%
5c.3	Optimise the urban interface with the Light Rail.	Finalise the documentation and construction of the Waratah Avenue Street Plaza.	The planning for Waratah Avenue plaza has been completed and handed over to the project delivery team.	100%
5d: Library programs, resources and facilities provide innovative and inspirational opportunities for education and leisure.				
5d.1	Improve and develop library facilities, services and resources ensuring their ongoing relevance to the community.	Continue to provide innovative programs and services for children and families.	98 events/programs were delivered for children and youth with a combined audience of 2,176. The majority of events for children were delivered onsite (in person). Two Spark in the Park events were delivered in outdoor community locations. Regular school visits recommenced with visits to the library from local pre-schools and schools. The library hosted successful monthly "Come and Play" workshops engaging parents and carers with the positive power of play in a fun environment for babies, toddlers and children. In April the library supported families with school aged children, by providing fun and educational school holiday programs including basket weaving and digital illustration. In May, the library ran Ride the HSC Wave workshops in partnership with Waverley and Woollahra libraries to support high school students with Maths, Business Studies, History, English and study skills. In the Third Space at Lionel Bowen Library, young people created sustainable furniture out of recycled cardboard as part of the Cities for Tomorrow program. Other programs for youth in this quarter included Law Week events, creating	100%
		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.	The library acquired Hoopla as a new online resource, featuring an always available collection of eBooks, eAudio, ecomics, film, tv and music. It will be made available to the public in August. There were 4,807 new physical items received into the collection and 3,338 new items were catalogued and available for loan.	100%
		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 April to June 2022 report period, there were 175,621 loans, 82,430 visits and 2,418 new memberships recorded. There were 15,213 eBook loans, 13,617 eAudio loans, and 6,415 eMagazine loans. The Library's film streaming service had 3,107 films played. There were 10,896 total Wi-Fi sessions, and 10,668 sessions for public PC usage, 924 study room bookings. Self-checker usage was 68,315 for both loan and renewal.	100%
	Improve and develop library facilities, services and resources ensuring their ongoing relevance to the community.	Continue to develop and deliver programs supporting digital learning and social inclusion for seniors.	Creative programs have proven popular for seniors. Art classes and Ukulele strumming sessions in the library booked out quickly. Bridge, Mahjong and Chess Clubs have been reintroduced. Other programs held for seniors encouraging social integration and opportunities for lifelong learning included: Author talk, History talk, Tai Chi, Art Group talks, Knitting groups. Three Talking Tech events were held focusing on digital inclusion with topics featuring: Facebook for beginners, tips for upgrading and purchasing digital devices, and a workshop on how to manage passwords. As part of NSW Law Week, the event 'Navigating the System' was held by a Legal Aid lawyer to show how to dispute decisions made by government agencies and services like Centrelink or health services.	100%

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment for current period (1 April 2022 - 30 June 2022)	Progress
	Provide regular and pop-up community outreach through the Spark Library Outreach vehicle and activities such as the School Visit program.	In the June quarter, the library was able to provide library outreach with two Spark in the Park events hosted at the Sustainability Hub at Munda Street, Randwick. The outdoor events were well attended despite the wild and windy weather at our June session. School visits have started up again in this quarter with class visits from local primary schools, pre-schools and day care centres. These visits are supported with storytimes and engagement with library services for teachers and children.	100%
	Continue to improve physical facilities of Randwick City Library by enhancing the façade of Lionel Bowen Library.	Specifications for the design still being finalised; once done Council will be able to go to Tender.	100%
	Replace carpets on level 2 at Lionel Bowen Library.	The carpets have been replaced on level 2 of the Lionel Bowen Library and Randwick & District Historical Society premises.	100%
	Activate The Third Space, a lifelong learning space on Level 3 of the Lionel Bowen Library, and implement a plan of activities and workshops.	The Third Space has received more equipment in this quarter, working towards a proposed launch in October. Additional 3D printers, and a laser cutter with air filtration have been purchased for the space, as well as IT and audio equipment. Despite the Third Space not being complete, it is already being highly utilised for making and other digital and analog creative workshops for children, youth, adults and seniors. Sessions on 3D design, computer and technology training, Cities for Tomorrow, Young architects, Art for adults and Seniors, Tai Chi and Ukulele were held in the Third Space in this quarter.	100%
	Produce an integrated, community-focused marketing plan and calendar of events for the library that reflects community needs and interests.	Following the survey results from the last quarter, we trialled the first paid author talk with refreshments (Lucy Tweed). It was delivered as a hybrid event without charge for online attendance. The talk received 13 bookings for onsite and 28 for online participation. Creative programs for adults and seniors such as art classes and ukulele sessions in the library booked out quickly. Bookings have been monitored closely and more events of a similar kind will be produced in the next quarter. Australian Poetry Slam Heat has been in high attendance in previous years and was held again this year in partnership with World Travels with 47 attendees. A Poetry Slam workshop was delivered for Young Adults the day prior to prepare and motivate them for potential participation in the Heat. The Lionel Bowen Young Writers' Award is held again this year for students in school years 3-12. This biennial collaborative project between Randwick City Library, UNSW and Juvenilia Press promotes literacy and writing. Entries opened in May and will close 31 August. The annual Ride the HSC Wave program was held in collaboration with Waverley and Woollahra Libraries, with 3 events delivered at Randwick City Library to support HSC students. Two events were planned to be hosted at the library as part of the Sydney Writers Festival, however, only one went ahead due to cancellation because of illness of the author.	100%
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. 2 of 3 monthly Spark in the Park outdoor events went ahead, one was cancelled due to inclement weather. Australian Poetry Slam Heat was held again this year in partnership with World Travels with 47 attendees. A Poetry Slam workshop was delivered for Young Adults the day prior to prepare and motivate them for potential participation in the Heat. The Lionel Bowen Young Writers' Award is held again this year for students in school years 3-12. This biennial collaborative project between Randwick City Library, UNSW and Juvenilia Press promotes literacy and writing. Entries opened in May and will close 31 August. The annual Ride the HSC Wave program was held in collaboration with Waverley and Woollahra Libraries, with 3 events delivered at Randwick City Library to support HSC students. 2 events were planned to be hosted at the library as part of the Sydney Writers' Festival, however, only one went ahead due to cancellation because of illness of the author. The talk by Astrid Scholte in conversation with Will Kostakis was targeted at young adults (20 attendees). Author talk with Lucy Tweed was delivered as a hybrid event. A small fee was charged for onsite attendance with refreshments, online attendance was free of charge. The talk received 13 bookings for onsite and 28 for online participation. Creative programs have proven popular for adults and seniors. A new art workshop was delivered and Ukulele strumming sessions continued onsite. As part of NSW Law Week, the event "Navigating the System" was held by a Legal Aid lawyer to show how to dispute decisions made by government agencies and services like Centrelink or health services. The following programs were also delivered to provide the community opportunity to connect and socialise: Bridge	100%
6. A liveable City			
6a: Our public infrastructure and assets are planned, managed and funded to meet the community expectations and defined levels of service.			
6a.1	Continue asset management planning to deliver infrastructure assets that ensure intergenerational equity and meet Council's obligations as the custodian of our community's assets.	Continue to collect and collate asset management data to ensure accurate and timely decisions in support of best management of Council's assets. Drainage data collection has continued. The commencement of the footpath condition assessment was delayed due to negotiations with the preferred consultant.	70%
6a.2	Conduct programmed infrastructure and asset maintenance management in accordance with adopted service levels.	Implement the Road Rehabilitation Program as part of the Capital Works Program. The program was substantially completed. Some of the planned resurfacing works were deferred due to development occurring in the street and due to delays in the schedule arising from the wet weather.	85%
	Maintain drainage infrastructure (kerb and gutter, drainage pits and gross pollutant traps).	Road Services completed 89 drainage requests, at 100% within the SLA, and 128 clear culvert/pit requests at 70% within SLA during the quarter. All GPTs have been inspected twice and cleaned in May. 91t of debris were removed.	100%
	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. Open Spaces Services received 491 requests from the community regarding a variety of issues including nature strips, park maintenance, water services and streetscape gardens, 72% of these requests were completed within the nominated service level timeframe.	100%
	Maintain building facilities (amenity buildings, community centres, boardwalks and park furniture).	The Trades section has completed 92% of logged maintenance requests within the SLA for buildings, libraries, community centres, park facilities, open space fencing and open space/street furniture. 368 logged requests were made in the June quarter.	100%
	Maintain road pavement infrastructure (pot holes and large surface repairs, line markings and signage infrastructure).	Road Services completed 103 road pavement repairs at 72% within SLA, 693 pothole requests at 53% within SLA, 248 sign requests at 98% within SLA and 46 line marking requests at 41% within SLA during the quarter.	100%

2018-22 Delivery Program (4-year program)		2021-22 Operational Plan (1-year action)	Comment for current period (1 April 2022 - 30 June 2022)	Progress
		Maintain and repair footpaths, including the rectification of uneven surfaces.	Road Services completed 199 footpath repairs at 97% within SLA and 45 kerb and gutter repairs at 100% within SLA during this quarter.	100%
		Implement the Building Capital Maintenance Program.	The Trades section has completed 100% of the Capital Maintenance Program for 2021-22.	100%
		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 complete. 65 projects with a total value of \$3.70M were delivered.	100%
		Manage Council's Property Portfolio.	8 new Occupation of Footway Agreements, 7 licence/lease agreements executed, 5 Native Title Managers Reports. Reactive repairs recorded in Smartclient and actioned within approved SLA.	100%
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. 80% of the structure has been placed and the showcase field is progressing through detailed earthworks. Most inground services have been installed. Internal wall framing on Ground and level 1 has progressed as has the electrical, mechanical and hydraulic services.	100%
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.	100%
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).	A response from the Minister of the Environment was received, outlining the impact and legislation requirements should the lease or title of the Museum be altered. The Minister requested a meeting between National Parks and Wildlife Service NSW and Council. This major project is on hold whilst discussions commence over the longterm title of the Museum.	10%
6b: Our centres, beaches, streets and other public places are safe, inviting, clean and support a recognisable image of our City.				
6b.1	Conduct public place cleaning in accordance with adopted service levels.	Ensure business centres, public places and beaches are cleaned to agreed service levels.	Waste and Cleansing Services have continued to meet scheduled cleaning of public spaces at beaches and business centres. The weather conditions continue to impact our workload particularly along the coastline, however, staff have worked hard to minimise the impact on residents and visitors.	100%
6c: The safety of our community is paramount and is acknowledged and supported through proactive policies, programs and strategies.				
6c.1	Implement actions identified in the Council's crime prevention and community safety plan (A Safer Randwick City) to reduce anti-social behaviour and foster a safer city.	Monitor and maintain infrastructure at risk of vandalism within Randwick City.	Graffiti removed during this period was 2,515 square metres.	100%
		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.	Council is no longer participating in this program. Harm minimisation programs have been incorporated into Community Development programs.	100%
		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 met with local Police and Kirketon Road Centre to implement a localised need syringe program at The Hub @ Lexo to reduce harm from disposed needles. Investigating meeting with local residents and Police to discuss safety needs of residents on Yorktown Parade. Liaising with Inner Sydney Voice and Eastern Beach Area Command re 'Randwick Generation' elder abuse webinar and education session in Feb 2022, as reporting for elder abuse has escalated since the easing of COVID in Randwick City and surrounding areas.	100%
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.	The quiet April-June period on the beaches has permitted RCC beach lifeguards to revamp the 'Beach and Surf Safety Education Program', ready for delivery to local schools in October 2022. The new education program includes updated footage and information, that will be delivered to 20+ schools in the Randwick LGA before the busy summer beach season commences.	75%
		Grow the library of pre-recorded water safety tutorials in various languages, further expanding Council's current water safety offering.	New video footage being gathered for the 'Beach and Surf Safety Education Program' will also be utilised for updating and expanding the range of water safety tutorials on the Randwick City Council website. All videos will be focused on specific water safety messages, with subtitles in a wide-range of languages.	75%
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 324 primary inspections and 34 reinspections in the April to June quarter. In the April to June quarter, Council's Health, Building & Compliance Officers actioned 240 customer service requests, issued 102 Notices/Orders, determined 244 local approvals applications, conducted 57 swimming pool inspections and 82 fire safety related inspections.	100%
		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 April - June quarter, the DRLC pools remained fully-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.	100%
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 was achieved - with a particular focus on safety for elderly pedestrians, child car seat fitting and local street speeding.	100%
6d: A strategic land use framework provides for our lifestyle changes and for a continuing, yet steady rate of growth across our City.				
6d.1	Review and implement the strategic land use framework in line with urban renewal projects, Regional and District Plans.	Complete housing investigation areas and residential zone reviews as identified in the Housing Strategy.	Exhibition of Comprehensive LEP ran from 31 May until 12 July. A broad range of activities and material was prepared including information pack posted to all property owners, telephone surveys (including on ground intercept surveys for housing investigation areas) and pop up stalls in various locations.	100%
6d.2	Continually monitor and update the strategic land use framework for continual improvement.	Exhibit and complete the comprehensive LEP review.	Exhibition of the Comprehensive LEP commenced during the quarter in line with a thorough Community Engagement Strategy.	100%
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.	Further work on updating existing contributions plan on hold until NSW Government has finalised Infrastructure Bill. In line with new regulations, analysis of DA portal data undertaken to identify infrastructure contributions received and expended in previous financial year. Spreadsheet data being analysed against financial transactions.	100%
6e: Enhance housing diversity, accessibility and adaptability to support our diverse community.				
6e.1	Provide for enhanced adaptability and accessibility of housing.	Continue to provide the Home Maintenance and Modification program.	293 combined Home Maintenance & Modification jobs were completed this quarter from 107 referrals. Referrals are steadily coming in though slightly less than last quarter. Reporting for this period DEX is closing, date entry has been finalised by RHMMS.	100%

2018-22 Delivery Program (4-year program)		2021-22 Operational Plan (1-year action)	Comment for current period (1 April 2022 - 30 June 2022)	Progress
6e.2	Update and implement Council's Affordable Housing Strategy and Action Plan to facilitate new and retain existing affordable housing.	Prepare and exhibit an Affordable Housing Plan for urban renewal areas.	Affordable Housing Plan for the Housing Investigation Areas was exhibited as part of the Comprehensive LEP from 31 May for a 6 week period.	100%
		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 has successfully tenanted its first private rental unit for our transitional housing program.	100%
6f: Undertake commercial centre reviews to ensure ongoing economic viability of the centres and consistency with District Plan objectives.				
6f.1	Undertake an ongoing program of comprehensive commercial centre reviews.	Exhibit and finalise updated LEP provisions for the Randwick Junction Town Centre.	Review and analysis of economic and financial feasibility study continued during the quarter; meetings with consultants and property owners; further refinement of modelling and planning investigations also carried out. Reporting of provisions to Council scheduled for Q4 2022.	100%
7. Heritage that is protected and celebrated				
7a: Our heritage is recognised, protected and celebrated.				
7a.1	Local and cultural history is recognised, known, preserved and celebrated (through events, media, etc).	Promote local and cultural services and collections through a range of programs and presentations that enhance community interpretations of heritage.	History Talk by Tony Bowen - Growing up with Lionel Bowen held June 2022 celebrating 70 years since the opening of the first Randwick Library Branch in 1952. 35 people in attendance and over 370 people have already viewed the recording of this single event via YouTube at: https://www.youtube.com/watch?v=8w52kHPeOuo This quarter there have been 2,564 views of the aggregation of recorded History Talks recorded events created and hosted by the local studies. Electronic Heritage subscriptions/services including Ancestry.com, FindMyPast and the Randwick Photo Gallery totalled 5,704 sessions. 234 local studies enquiries were answered including 14 corporate complex research subjects for the business or consultancies working for Council. This represents a 71% increase in complex research enquiries over the previous quarter.	100%
		Investigate the creation of a downloadable mobile app for self-guided heritage walking tours around the Randwick LGA.	The budget for this project has been carried over to the 2022-23 financial year.	100%
		Facilitate access to heritage documents and resources through the Portfolio Digital Asset Management System.	The Portfolio Project for Randwick Council Minute Book Assets has had an additional 360 assets and 360 associated metadata records created in the June quarter. There are now 760 minute book assets in total covering the time period 1859-1915, which are being added to the library's online catalogue. They are then harvested by the National Library of Australia to TROVE. The total number of accessible heritage assets in the Portfolio module of the library catalogue currently stands at 6,205 assets. These assets are invaluable for researchers of the history of Randwick City.	100%
		Digitise the historic Building Application books 1919-1959.	This phase of the project is nearing completion. The vendor requested an extension of timeframe to July 31 2022, due to Covid related delays. The project output will be 2TB of data. Building Applications are used on a daily basis in the course of Council business and also by members of the community in the course of house history research. Some of the digital assets form part of the workflow for the Portfolio Project.	100%
7a.2	Prepare and implement management and maintenance plans for heritage properties owned by Council.	Manage Council's heritage monuments, murals and properties.	Heritage DA advice is ongoing. A total of 67 heritage DA referrals and 4 heritage exemption requests were dealt with during the quarter.	100%
7a.3	Implement, monitor and review our City's heritage planning provisions to ensure suitable conservation and adaptive reuse.	Exhibit and finalise the Randwick Heritage Review as part of the Comprehensive LEP review.	Heritage Information Sheets for proposed new heritage items and conservation areas were prepared and exhibited during the quarter as part of the Comprehensive LEP. During the quarter, a heritage data form/statement of significance was prepared for 11A Marcel Avenue Coogee. This matter was reported to the Randwick Local Planning Panel on 16 June and to the Ordinary Council meeting of 28 June 2022.	100%
7a.4	Manage the La Perouse Museum to enhance access to and information about local heritage.	Research, develop and implement exhibitions, programs and education events through the La Perouse Museum to maximise public access to local and regional histories.	The Museum was a return to pre-COVID numbers with 5,441 guests visiting the Museum this quarter. The current exhibition "French Explorers" is proving popular. 9 cultural and educational programs were held during this period; all were fully booked. Exhibition development began on the next three exhibitions; "Living Stories" by Aboriginal artist Craig Shepherd, "Aboriginal Sporting Heroes of La Perouse" 2023 show with an external consultant, and a solo exhibition by Jordan Ardler in 2023. The Museum answered 14 research requests via email and in person, and is working with the Aboriginal community on a social history archive.	100%
7a.5	Implement Council's Heritage Conservation policies in the assessment process.	Implement measures to improve efficiency in the assessment of heritage applications.	Continued to monitor, allocate and track heritage DA referrals. Additional resources has assisted in reducing the DA backlog during the quarter.	100%
8. A strong local economy				
8a. Vibrant business, commercial, and industrial sectors that provide ongoing and diverse employment opportunities and serve the community.				
8a.1	Review and update the Economic Development Strategy.	Develop and adopt a new Economic Strategy.	The draft Economic Development Strategy was adopted by Council at its April 2022 meeting.	100%
8a.2	Implement a range of strategies to support the development of vibrant business and commercial centres.	Investigate and scope a range of activations specifically designed for each main town centre to support new and existing business and increase town centre vibrancy.	Council economic development officers collaborated with Investment NSW to produce Sydney Street Parties held in The Spot (3000 attendees) and Coogee (5000 attendees) in June. Early community survey results indicate 89% agree the event was a success and 29% said they spent between \$10-\$30 and 27% over \$50. There was an estimated 10% increase in spending than other weekend days. The application to the NSW Department of Planning and Environment's Streets as Shared Spaces grant program was successful and planning to implement a temporary plaza in McKeon Street began, including community consultation in May. 90% of survey respondents supported the creation of a temporary plaza.	100%
		Develop a design for the intersection of Clovelly Road and Carrington Road in accordance with the Clovelly Road Masterplan.	Concept plan has been developed and is being submitted to Council at its meeting in September 2022 for endorsement.	55%
		Commence implementation of recommendations from the Matraville Streetscape Improvements Study.	The draft Masterplan was presented to TfNSW and required amendment which was undertaken in the quarter.	90%
		Commence implementation of recommendations from the Maroubra Junction Masterplan.	The draft Masterplan has been completed to 80% stage. The plan cannot be completed until the Maroubra Road corridor study is completed.	80%
		Develop a new Urban Elements manual that outlines town centre improvements that reflect the unique characteristics of each town centre.	This project is scheduled to commence January 2023.	0%
8b. Provide guidance to the specialised Hospital and University centre.				
8b.1	Work with institutions to develop strategic plans for Hospital and University precincts.	Support the implementation of the Randwick Collaboration Place Strategy.	Council officers have met with Health Infrastructure in relation to conditions of development consent for the redevelopment of the Health Campus. Council officers have also continued to liaise and meet with UNSW Health and Innovation Precinct group to explore opportunities for collaboration.	100%
8c. Develop and strengthen effective partnerships with key locally based organisations.				

2018-22 Delivery Program (4-year program)		2021-22 Operational Plan (1-year action)	Comment for current period (1 April 2022 - 30 June 2022)	Progress
8c.1	Implement the adopted recommendations of the Economic Development Strategy in relation to partnerships with locally based organisations.	Undertake main street programming in partnership with locally based organisations.	A meeting with the Randwick Health and Innovation Precinct team was held to explore opportunities to partner on business development and place activation.	50%
8c.2	Consider online opportunities to enhance communication partnerships on economic development.	Investigate online opportunities to enhance communication partnerships on economic development.	A pilot newsletter was distributed to around 300 current business contacts to inform them of government grant opportunities, relevant Council programs and events. An newsletter was distributed to around 650 food and beverage businesses to inform them of the need to have approval for outdoor dining or A-frame signage on the footpath and that fees applied from 1 July. An esurvey was distributed to around 60 business stakeholders to gain their feedback on the Sydney Street Parties. The Randwick website was updated to inform the community of current projects.	100%
8d. Tourism's role in the local economy is acknowledged.				
8d.1	Implement the adopted recommendations of the Economic Development Strategy in relation to tourism.	Continue to collaborate with key stakeholders to enhance tourism product development and increase visitation.	Discussions will be scheduled to develop a tourism destination management plan in alignment with the timeframe identified in the Economic Development Strategy 2032.	25%
9. Integrated and accessible transport				
9a: A network of safe and convenient walking paths and cycle ways linking major land uses and recreation opportunities.				
9a.1	Review, improve and implement facilities for cyclists as detailed within the Randwick Bicycle Plan.	Implement appropriate projects as nominated by the Council's Cycleways and Bicycle Facilities Advisory Committee, as well as pedestrian and bike rider improvement projects.	TfNSW's primary contractor has commenced delivery of Council's Kingsford to Centennial Park walking and cycling improvements project. Council officers continue to work closely with TfNSW on detailed aspects of this project. Construction activities were well underway in April 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 completed and open for residents to walk or ride along. Early planning continues for the Anzac Parade paths project.	100%
9a.2	Continue to use the footpath program to improve and develop facilities for people who are walking and identify opportunities for pedestrian improvements through the preparation and implementation of pedestrian and mobility plans for our commercial centres.	Design and construct pedestrian refuges throughout the LGA to improve the safety of pedestrians.	Most of the 24 federally funded pedestrian safety projects were completed by the end of the June quarter. Some weather delays and supply chain delays required a few projects to be extended into July.	100%
9b: The community is informed, educated and encouraged to use sustainable transport.				
9b.1	Implement Council's Energy Savings Plan and Local Greenhouse Action Plan to reduce reliance on private motor vehicles.	Continue to monitor and report on vehicle emissions for Council's fleet; and investigate and advocate for opportunities to utilise energy efficient transport for Council.	117,661 L of diesel (17% decrease on last Q4) and 41,598 L of petrol (10% decrease on last Q4) were used across passenger and plant fleet, a total of 135,642 L (15% decrease on last Q4). This resulted in 351 tonnes of CO2-e (16% decrease on last Q4).	100%
9b.2	Continue to show leadership in this area with Council's vehicle and transport choices.	Engage with Council staff for increased take-up of e-bikes and vehicles and facilitate sustainable transportation choices including walking, cycling and public transport.	Site assessment completed and quotes underway for next tranche of public electric vehicle charging locations across Randwick City to meet informing strategy targets.	100%
9c: Advocate and/or plan for integrated local and regional transport improvements, including high capacity transport such as light/standard rail.				
9c.1	Advocate for the extension of the light rail system to Maroubra Junction, improved east-west public transport services and improved bus network.	Advocate for improved public transport services.	We continue to liaise with TfNSW regarding bus service improvements.	100%
9c.2	Participate in working groups and monitor the State Government's implementation of light rail.	Continue to liaise with Transport for NSW regarding any post implementation issues given the completion of the Light Rail Project.	There are minimal changes being made to light rail facilities. The light rail service is working well.	100%
9d: Residential amenity is protected by appropriate traffic management.				
9d.1	Implement traffic control strategies to protect residential amenity.	Manage and implement actions arising from the Traffic Committee processes.	The final roll-out of all of the federally funded pedestrian safety projects progressed well; each having been endorsed by the Traffic Committee.	100%
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 April to June quarter, Council Officers have also investigated 1,122 parking related customer requests.	100%
9e: Parking is managed to balance convenience against reduced car reliance.				
9e.1	Enhance parking opportunities for residents through appropriate management of the Resident Parking Scheme.	Manage the 'area based' Residential Parking Scheme.	Planning of upcoming Resident Parking Surveys has commenced. The results of these surveys will be reported to subsequent Traffic Committee meetings. The much improved 'on-line' application processes for Resident Parking Scheme customers is working well.	100%
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%
		Complete a parking management study of the Randwick Collaboration Area (RCA) with RCA partners.	At this time, closer liaison with our collaboration partners, regarding parking, is scheduled for Mar-Jun 2023.	0%
10. A healthy environment				
10a: Council's programs and partnerships foster sustainable behavioural changes and outcomes.				
10a.1	Develop, implement and review programs aimed at improving the City's resilience.	Provide resources and engage community sectors, householders and business owners in programs to respond to Climate Change and conservation of natural resources.	132 PermaBee volunteers participated in on-site programs at Randwick Community Centre over the quarter. 155 additional participants in ongoing workshops program plus 690 students attended sessions over the quarter. How to Transition to an All-Electric Home Webinar for residents with 48 attendees. Keeping Warm In Winter Lifestyle Lunch with staff with 20 attendees.	100%

2018-22 Delivery Program (4-year program)		2021-22 Operational Plan (1-year action)	Comment for current period (1 April 2022 - 30 June 2022)	Progress
10a.2	Expand external partnerships supporting Council's resilience initiatives e.g. UNSW MOU.	Expand and increase partnerships with community and business, UNSW and other partners across the Randwick Collaboration Precinct to bring down emissions of greenhouse gases, reduce waste and meet adopted environmental targets.	<p>Presentation with Wastewater and Civil Engineering School for purposes of accessing final year students on Randwick related projects. One project completed with environmental studies students in School of Humanities and Environment.</p> <p>South Coogee Organic Buyers group saw 180 residents participating in the organic buying and collection program.</p> <p>Support of Waverley Council's Skyparks project funded under Greening our City in their installation at UNSW.</p> <p>Engagement with WIRES wildlife rescue volunteers in project to re-locate them from Randwick Environment Park following confirmation of external grant to be matched by Council.</p>	100%
10a.3	Continue the development, implementation and review of the 3-Council collaboration project with Waverley and Woollahra Councils to reduce resource consumption across the region.	Continue implementing the 3-Council Regional Environment Program initiatives including Compost Revolution, Solar my Schools, and Solar my Club; and identify new opportunities to engage and collaborate with the community to reduce resource consumption.	<p>Urban cooling study completed and presented to Waverley, Randwick and Woollahra staff (auspiced by Waverley) providing partial data analysis of Randwick's urban canopy cover (public and private).</p> <p>Commencement of Energy Smart Cafes program with local cafes and restaurants.</p>	100%
10b: Policies and programs are developed and implemented in response to environmental risks and their potential impacts.				
10b.1	Develop and implement a long term resilience framework for Randwick.	Investigate the integration of resilience across relevant programs and policies.	Signed on for a second electric vehicle bulk purchase program for residents with Good Car Co.	100%
10b.2	Develop and implement environmental strategies for remediation of contaminated Council/public land.	Continue ongoing remediation works and monitoring activities at Chifley Reserve, Heffron Park, Pioneers Park and Purcell Park.	Council is undertaking an Environmental Assessment of former landfill sites, to support operational business units and meet legislative compliance obligations. To achieve a greater level of confidence and understanding of the environmental aspects associated with landfill sites, Council has requested independent verification of the number and location of closed landfills in the LGA. RCC is conducting this project to ensure that former landfill sites, and other contaminated open spaces have been identified within the LGA and that these sites have EMPs which adhere to current legislation and use for the spaces. A consultant RFQ is currently in evaluation.	100%
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.	Floodplain Management in key catchments continued during the quarter. The Birds Gully Bunnerong Road Floodplain Risk Management Study and Plan (FRMSP) development has continued and reached 50% complete. The Clovelly catchment draft flood study public exhibition continued. Based on feedback, we are adding additional information to the Flood Study including improved flood mapping and will be placing the updated report on public exhibition again.	100%
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.	965 Service Requests were received within the quarter with 87% within the SLA. 81 Tree applications for private trees were received and processed.	100%
10b.5	Administer and coordinate Council's Climate Change Adaptation and Mitigation Plan.	Develop criteria for Council's response to the climate emergency declaration.	Draft Renewables Sydney project presented with proposal to facilitate residents to participate in GreenPower program (some additional issues being clarified with GreenPower).	100%
10c: Bushland, open spaces and biodiversity are protected and enhanced for future generations.				
10c.1	Implement and monitor Randwick's regulatory responsibilities especially in relation to the enhancement of our native and indigenous flora and fauna.	Implement the Bush Regeneration and Revegetation Program including threatened species management and development of green corridors.	All (100%) of bushland sites have received bush regeneration treatments. The total hours committed to restoration activities this quarter has been 3,750 hours.	100%
		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.	100%
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.	230 volunteers participated in 3 Plant with Us community planting events.	100%
10d: Waste is managed sustainably to ensure highest level of resource recovery.				
10d.1	Develop and implement Council's Resource Recovery Strategy to minimise the level of waste going to land-fill.	Monitor and improve Food Organics and Garden Organics (FOGO) collection and processing services across all residential properties in the City.	3,404 tonnes of FOGO have been collected during June quarter, but 11.8% higher than the same period in 2021. The contamination is contained to low level as that of the last quarter.	100%
		Develop and implement programs to improve waste and recycling services in social housing properties.	Behavioural change interventions on trial to improve waste recovery and FOGO in public housing areas at Kooloora and Lexington Place.	100%
		Develop and implement a new Recycling Processing contract.	The tenders were declined by a Council resolution CS21/22 (24 May 2022) and are currently being negotiated with two suppliers.	100%
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.	A draft plan has been prepared through desktop research, community survey and codesign workshop with experts. The plan is with ELT for approval.	100%
10d.3	Develop and implement community engagement programs on waste and recycling.	Develop and implement community engagement programs to reduce recycling and FOGO contamination.	Commencement of waste recovery solutions commencing across 21 different medium and high rise multi-units to increase recovery of various waste streams, e.g. clothing, cardboard and small electricals.	100%
10e: A total water cycle management approach including water conservation, re-use and water quality improvements is adopted.				
10e.1	Develop and implement projects to improve water conservation and efficiency across Council and the Community.	Implement water conservation initiatives in the operation of Council's amenities.	Council's potable water savings from alternate water supplies totalled approximately 15,640 KL with 5,810 KL of these savings occurring from the use of treated stormwater (recycled water) and approximately 9,830 KL from the use of bore water. Total cost savings for Council were \$37,223.	100%
		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.	100%
		Investigate and implement stormwater, rainwater and wastewater harvesting opportunities within Randwick City.	Construction has proceeded to 50% in Yarra Bay for the installation of a new GPT. Design is now complete for a new GPT in the Kamay-Botany National Park and is proceeding through procurement of a suitability experienced and qualified contractor.	100%
			Design is progressing on the Coogee Beach Stormwater harvesting system. (Engineering Services)	
10f: Energy conservation and efficiency programs are implemented.				

2018-22 Delivery Program (4-year program)		2021-22 Operational Plan (1-year action)	Comment for current period (1 April 2022 - 30 June 2022)	Progress
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.	In FY2022 Q4, 227 kW of rooftop solar and 100 kWh of battery storage installed across Randwick City as part of the Sustainability Rebates Program. Across all 12 rebates in Q4, \$487,000 was leveraged in community funding towards sustainability initiatives, more than 13 times Council's expenditure.	100%
		Investigate options to increase Council's procurement of renewable energy.	On 1st July 2022, Council commenced with our agreement with Zen Energy to purchase 100% renewable electricity. This was achieved through the SSROC PEERS3 program.	100%
10f.2	Investigate and implement renewable energy projects across Randwick City.	Continue implementation of Council's 100% Renewable Energy Roadmap.	<p>Council is requesting quotes to convert the gas boilers at the DRLC amenities into high efficiency electric heat pumps.</p> <p>In 2021/22 Q4, Council used 7,769 GJ of electricity (6% less than last Q4), of which 2% was sourced from its rooftop solar panels and an additional 23% was sourced from its renewable energy power purchase agreement, making the total renewables percentage 25%. Council also consumed 2,490 GJ of gas (7% less than last Q4). In total, Council's use of electricity and gas was 10,259 GJ (6% less than last Q4). The total emissions from energy for Q4 was 1,555 tCO2-e (6% less than last Q4).</p>	100%