

September 2020 Quarterly Progress Report




This report focuses on the 2020-21 Operational Plan actions as linked to the 2018-22 Delivery Programme and our Community Strategic Plan. Taken as a whole, this report provides a progress update on our principal activities for the September 2020 quarter.

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

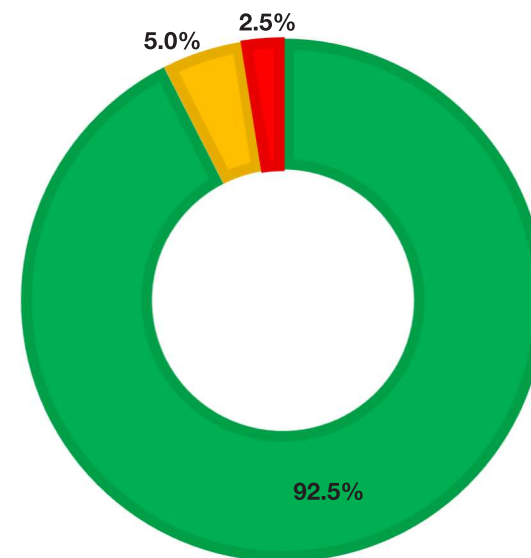
Randwick City Plan themes

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

Status of actions (summary)

222	92.5%		On track
12	5%		Progressing at a slower rate
6	2.5%		On hold / indefinitely delayed / stopped

Tracking summary for period



01 Leadership in sustainability			
1A COUNCIL HAS A LONG TERM VISION BASED ON SUSTAINABILITY.			Progress
Item	<i>1a.1 Implement the Integrated Planning and Reporting framework including the Randwick City Plan, medium term plans and the Resourcing Strategy across the 4 year cycle.</i>		
1a.1.1		Promote Council's planning and reporting to the community and provide opportunities for input.	25%
	Comments	The draft Operational Plan and Budget 2020-21 was placed on public exhibition from 10 June 2020 to 9 July 2020. During this time a range of activities were undertaken to seek community feedback. Following consideration of all submissions received, the 2020-21 Operational Plan was adopted by Council on 28 July 2020. The final quarterly progress report tracking progress against the 2019-20 Operational Plan actions was presented to Council at the August 2020 meeting, and the 2019-20 Annual report was prepared (for consideration by Council in October). The draft Environment Strategy was placed on public exhibition from 2 September to 13 October 2020, following consideration by Council in July.	
	<i>1a.2 Ensure sound long term financial strategies underpin our asset management policies and strategic vision .</i>		
1.a.2.1		Coordinate and update the Council's 10 year LTFP, with particular emphasis on the creation of a more resilient Randwick community.	25%
	Comments	Council finished the 2019-20 financial year in a sound financial position despite the impact of the COVID-19 pandemic. Council has developed a 2020-21 budget that responds to financial pressures of the pandemic while building a resilient Randwick and creating economic stimulus to support the local community and businesses. The 2020-21 budget was developed with an emphasis on maintaining financial performance indicators and ensuring that Council's financial position moving forward is not only sound but also sustainable. The LTFP is being updated to reflect the forecasted impact of the 2020-21 budget. The LTFP integrates with Council's other informing and resourcing strategies.	
1.a.2.2		Review Council's property portfolio to ensure high value investment.	25%
	Comments	Council has a portfolio of properties held for various purposes. The properties held primarily for investment purpose are externally managed by Council's appointed property managing agents. This group of properties is reviewed on an annual basis to ensure that an appropriate market rental is applied, maximising the return on investment for this asset class. The annual review will be conducted in collaboration with Coordinator Property, Manager Customer and Compliance, and the Financial Services team.	
	<i>1a.3 Review and incorporate the financial strategies, underpinning all short and medium term plans into the Long Term Financial Plan.</i>		
1a.3.1		Manage, monitor and review the Council's financial performance and position on a continual basis.	25%
	Comments	Council's financial performance and financial position is formally reviewed on a monthly basis with Monthly Financial Reports prepared and presented to each meeting of Council. Additionally, a formal quarterly budget review process is performed in accordance with the Act and Regulations.	
1a.3.2		Support those in our community facing financial hardship due to the pandemic, by providing options for deferring of rates and annual charges and repayment options.	25%
	Comments	In response to the pandemic, Council implemented an interest free period on all overdue rates effective from 25 March 2020. Initially for a period of 6 months, this has been since extended to 31 December 2020. In addition to the interest free period, Financial Services staff are working with ratepayers to negotiate alternative payment arrangements that suit their individual particular financial circumstances.	
1a.3.3		Partner with UNSW and Arc (student union) to support local and international students facing financial and emotional hardship and engage them in the community.	25%
	Comments	Arc have received funding through the first round of the Community Connect investment stream to establish a food hub and MATEs program for international and domestic students to help support and connect them.	
	<i>1a.4 Provide for safe public places where people gather.</i>		
1a.4.1		Ensure CCTV infrastructure network is maintained, fit for purpose and expanded to meet emerging requirements.	25%
	Comments	CCTV Network infrastructure continues to have higher than 99% availability. A new contractor has been engaged for a 3 year maintenance contract for CCTV and the existing provider has been transitioned out.	

<i>1a.5 Implement the Digital Strategy to ensure Council's adoption of innovative technology which meets customer and business needs.</i>			
1a.5.2		Investigate, source and implement the adopted Digital Strategy projects for 2020-21 and review portfolio of projects - rationalising and re-sequencing relative to changing organisational needs.	25%
	Comments	Council's Smart Beach and Smart Parking projects continued to progress towards conclusion. A comprehensive reprioritisation has led to the focus of investment being directed to the Human Resource Management Information System initiative as the major organisational priority for the 2020-21 financial year.	
<i>1a.6 Progressively update medium term plans such as the Recreation Needs Study.</i>			
1a.6.1		Conduct Social Needs Analysis, to inform the Open Space and Recreation Strategy.	25%
	Comments	Commenced initial planning	
1a.6.2		Develop and finalise 10-year informing strategies for: - Environment - Economic Development - Arts & Culture - Open Space/Recreation - Integrated Transport - Housing.	25%
	Comments	The draft Environment Strategy was placed on public exhibition from 2 September to 13 October 2020, following consideration by Council in July. Progress was also made on the Open Space and Recreation Needs Study and Integrated Transport Study.	
1B COUNCIL IS A LEADER IN THE DELIVERY OF SOCIAL, FINANCIAL AND OPERATIONAL ACTIVITIES.			
<i>1b.1 Demonstrate best practice and leadership in local government.</i>			
1b.1.1		Implement efficiencies and improvements to the attraction and selection experience for candidates and managers.	25%
	Comments	The use of LinkedIn continues to be a successful attraction platform for managers and candidates. Development continues for inhouse online recruitment and selection training.	
1b.1.2		Lead a whole of community approach to mental health awareness and suicide prevention (to be used as benchmark for future collaborations across Councils).	25%
	Comments	Commenced initial planning and supported Lifeline with 'crisis' signage in high risk areas	
1b.1.3		Continue the Total Rewards review, including salary system benchmarking and improvements to reward and recognition.	25%
	Comments	Project planning is underway with the selected job evaluation system vendors.	
1b.1.4		Implement Disability Inclusion Action Plan (DIAP) and Equal Employment Opportunity (EEO) Management Plan items.	25%
	Comments	A review of the Disability and Inclusion Action Plan is underway.	
<i>1b.2 Contribute to protecting the Council's reputation and enhancing its positive public image.</i>			
1b.2.1		Effectively use media and online communities to promote and protect Council by monitoring, responding and providing an effective media enquiries and response process.	25%
	Comments	32 media enquiries were received from local and metropolitan media. Topics included questions around the Coogee Bay Road activation and our Bastille Day event, beach control plans for spring, our smart parking trial, Randwick Town Centre proposal, housing targets and current Library services.	

1b.2.2		Proactively promote Council's achievements, programs, policies and projects.	25%
	Comments	Our website was updated with news and information about Council's Community Investment Fund, the Beach breaks activation, the temporary closure of Mahon Pool, smart lockers installed at Coogee Beach, the Coogee Bay Road activation, our Operational Plan and Budget, updates on the July, August and September Council meetings, the Frenchman's Playground update, upgrade works for the Malabar Junction amenities building, an update on the Heffron Centre, works on the Yarra Bay Amenities building, promotion of the Eco Living Online weekend, proposed pop up cycleway routes, the re-election of Councillor Veitch as Deputy Mayor and how to support local businesses.	
<i>1b.3 Maintain a high performing workforce that is responsive to the needs of the organisation.</i>			
1b.3.1		Continue implementation of our frontline leadership development program.	25%
	Comments	The Randwick team participated in the Australasian Management Challenge and completed the supporting short course in leadership. Quoting is underway for suppliers of leadership development services and coaching, and the New Leaders category was added to the online learning library.	
1b.3.2		Draft and implement a learning and capability framework incorporating a leadership development strategy.	25%
	Comments	Development continues on the Capability and Learning Framework with research, testing and role clarity.	
1b.3.3	1b.3.3	Coordinate employee engagement and communication activities.	25%
	Comments	Lifestyle lunches have continued to be delivered during COVID-19 restrictions and planning is underway to deliver some essential face to face learning within appropriate parameters. Staff news is delivered to all staff fortnightly with a focus on engagement and wellbeing during COVID.	
1b.3.4		Commence implementation of HR systems supporting effective workflows and data for workforce planning.	25%
	Comments	A formal tender for the HR system was undertaken, vendor responses were evaluated and vendor demonstrations were conducted.	
<i>1b.4 Provide good governance and administrative support for the Council and organisation.</i>			
1b.4.1		Ensure the effective and efficient administration of Council meetings (and Local Government Election 2021) for the benefit of Councillors and the community.	25%
	Comments	Business papers for Council meetings are available on Council's website, the Hub App and hard copies are also available to Councillors one week prior to meetings. Council meetings have been moved to the Prince Henry Centre during the COVID-19 pandemic, and live minute taking has continued. In addition, Council has been live audio broadcasting its meetings via YouTube and a link is provided on Council's website the day following the meeting.	
1b.4.2		Ensure compliance with the Government Information (Public Access) Act 2009 and assist the community in obtaining access to appropriate Council information/documents.	25%
	Comments	302 Informal Access to Information requests were processed during the quarter, with 96% (or 290 requests) processed within the 5 working days service standard. Six (6) formal GIPA applications were processed during the quarter, with 100% processed within the legislative timeframe (being 20 working days).	
1b.4.3		Monitor and evaluate performance of the Randwick Local Planning Panel in accordance with NSW Department of Planning and Environment Guidelines.	25%
	Comments	The quarterly report for RLPP has been submitted to the Department of Planning, Industry and Environment.	
1b.4.4		Maintain transparency and accountability in the purchasing of goods and services and ensure compliance with purchasing procedures.	25%
	Comments	Transparency and accountability maintained with education, procedures, templates and audits to ensure compliance with purchasing procedures.	
<i>1b.5 Effectively and efficiently manage financial operations, systems and information.</i>			
1b.5.1		Provide timely financial information, advice and reports to the community, the Council, senior management and staff.	25%
	Comments	All internal and external financial reporting requirements were met for the September quarter. The 2019-20 Financial Statements were completed, audited, presented to Council and lodged with the OLG all within the September quarter. Randwick was the first metropolitan council to lodge their financial statements with the OLG and only the second general purpose council overall in NSW. Monthly financial statements are produced and submitted to each meeting of Council.	

1b.5.2		Ensure all Financial Services' processes and procedures are timely and accurate in providing a high level of service to internal and external customers about rating, debtors, accounts payable, payroll, investments and cash management, etc.	25%
	Comments	All financial services policy, procedures and legislative requirements were achieved in the September quarter. Key financial functions include rates, debtors, accounts payable, GST, FBT, investments, payroll and cash management.	
1b.5.3		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.	25%
	Comments	The 2020-21 Rate levy was issued in accordance with legislative requirement incorporating the third and final year of increases associated with the Our Community our Future special rate variation and the second year of the further 5-year extension of the Environmental Levy. Pensioner concessions continue at \$350 per annum which includes Council's voluntary additional \$100 rebate in addition to the statutory provisions. In response to the COVID-19 pandemic, the 2020-21 rate issue and the first instalment of rates was extended by one month with a revised due date of 30 September. An interest free period was also introduced as part of the COVID-19 Community Support Package. Initially for a period of six months, this interest free period commenced on 25 March 2020 and has been subsequently extended to 31 December 2020. Any rate recovery legal action was halted in response to the pandemic. Council is working with ratepayers to develop payment arrangements that are tailored to individual financial circumstances.	
1b.5.4		Maximise returns of the Council's investment portfolio while minimising risk.	25%
	Comments	Interest rates are at historical lows with the official RBS cash rate at 30 September 2020 remaining at 0.25%. Council's investments have been maintained in accordance with the adopted policy. No capital investment defaults occurred in the September quarter. Monthly investment reports have been provided to Council and the investment position referred to the Audit Risk and Improvement Committee for consideration. Investment returns exceed the industry benchmark despite the historically low interest rates. The Investment Policy was last reviewed in November 2019. The COVID-19 pandemic has impacted available cashflows. By actively managing investment maturity dates and cash on hand, Council has successfully managed to maintain sufficient cash in the business to operate on a day-to-day basis without facing a liquidity issue.	
1b.5.5		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.	25%
	Comments	Council finished the 2019-20 financial year with an outstanding rates percentage of 4.84%. While still within industry benchmarks, this did represent approximately \$2 million of additional outstanding rates compared to the previous year. Rate collections are closely monitored and analysis conducted to understand the impact of the pandemic and the levels of ratepayer take up of the interest free period.	
1b.5.6		Identify, develop and advocate for projects and programs that may attract State and Federal Grant Funding.	25%
	Comments	In the September quarter we worked in partnership with St Vincent de Paul society to identify the access needs at Yarra Bay beach and surrounds. Consultations were conducted with people with disabilities and their supporters which resulted in obtaining a grant contribution towards an accessible bay ramp and beach wheelchair for Yarra Bay to the value of \$25,000. Council also sought grant funding through a number of government programs including the Australian Government Infrastructure Investment Program, Streets as Shared Spaces Grant program, Greening our Cities, Everyone Can Play, and the Public Spaces Legacy program.	
1b.5.7		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.	25%
	Comments	Monthly financial reports are prepared for Council in conjunction with quarterly budget reviews. Additional analysis, reviews and reporting for the September quarter included completion of the 2019-20 financial statements, review of outstanding rate collections, review of cashflow forecasts and current cash position, preparation of recommendations on changes to provision of motor vehicles, calculations for transfer of contract staff to award salary indexation, review of pandemic related impact of DRLC operations and budget position.	
1b.5.8		Develop a process for the assessment of all applications for financial assistance that ensures fair, open and transparent consideration of financial assistance during a time of increased need and economic constraint.	25%
	Comments	Financial assistance guidelines for COVID-19 Rental Relief were prepared and presented to the Executive Leadership Team (ELT).	

<i>1b.6 Be recognised as providing quality internal and external customer service and call centre services.</i>			
1b.6.1		Develop a Customer Experience Strategy.	25%
	Comments	Onsite visits at Commonwealth Bank and Service NSW undertaken to gain insights into an effective contact centre.	
<i>1b.7 Continue to improve and implement business process systems and information technology infrastructure.</i>			
1b.7.1		Provide a technological environment that delivers confidence to customers.	25%
	Comments	IMT Services continued to improve and refine the infrastructure used to enable Council's key systems. During the period, a number of infrastructure changes were completed to improve stability of Council's internet facing infrastructure, and a project was initiated to investigate root cause of site outages that might disrupt services.	
1b.7.2		Provide continued improvement, support, and implementation of intranet and collaboration tools, to support internal business processes.	25%
	Comments	During the period Council's intranet continued to be the principal source of information for staff, with a number of minor enhancements and refinements of content.	
1b.7.3		Provide continued improvement, support, and implementation of business applications and processes and business systems.	25%
	Comments	During the reporting period a program of work was developed by the new Application Management Section for upgrading Council's financial, property and rating, recordkeeping and customer relationship management systems. Work commenced on a number of major system upgrades with a full program of upgrades scheduled for the next 12 months. Business analysis activities were conducted on a number of critical information capture processes to understand how these can be optimised. A new appointment in this space will drive uptake of digital technologies in place of email and other unstructured forms of content capture.	
<i>1b.8 Provide a safe and healthy environment for employees, contractors and the community.</i>			
1b.8.1		Implement policies and procedures to support a culture of health and safety.	25%
	Comments	Continual review, amendment and implementation of Work Health and Safety Policies and Procedures, with addition of provisions to respond to the current global pandemic.	
1b.8.2		Effectively manage workers compensation and return to work.	25%
	Comments	All workers compensation claims are managed by Allianz on Council's behalf and are managed in line with the Workers Compensation Act and related legislation. Council's return to work program ensures that all workers have a return to work plan which is developed in consultation with the worker and their nominated treating doctor.	
1b.8.3		Draft and implement a Wellbeing Plan.	25%
	Comments	Wellbeing plans are developed in response to specific and current wellbeing issues identified to be relevant for Council. The focus in the September quarter was supporting staff through the ongoing challenges presented by the global pandemic, including the release of a Wellbeing Information Pack to all staff.	
1b.8.4		Coordinate appropriate health checks relevant to effective business operations.	25%
	Comments	The skin check program is scheduled for the December quarter.	
1b.8.5		Adoption and implementation of the new Drug and Alcohol Policy.	0%
	Comments	The adoption and implementation of the new Drug and Alcohol Policy was postponed until the next quarter, with the priority for the Corporate Risk and Safety team in this quarter being the support provided to both the organisation and individuals due to the ongoing impacts of COVID-19 and ongoing planning of business continuity.	
<i>1b.9 Support the community and organisation through the improvement and expansion of online systems and GIS mapping.</i>			
1b.9.1		Provide an integrated spatial information service to internal and external customers which supports decision making.	25%
	Comments	Council's ArcGIS spatial information service was upgraded to a new version and consolidated to provide a more stable and reliable platform.	

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.			
1c.1.1		Develop an effective Performance Management Framework through community consultation, research, strategic planning and business unit planning.	25%
	Comments	Comprehensive business unit planning for City Services and City Planning progressed. This planning is critical to the development of an effective Performance Management Framework that links Council's high-level strategic objectives with business unit functions, processes and activities.	
1c.2 Implement a systematic and structured approach to obtaining feedback from customers and managing existing data and information.			
1c.2.1		Undertake research, review trends and engage the community towards review of the Randwick City Plan.	25%
	Comments	The draft Environment Strategy was placed on public exhibition from 2 September to 13 October 2020, following consideration by Council in July. This exhibition sought community views regarding key environment outcomes for inclusion in the updated Community strategic Plan. Progress was also made on the Integrated Transport Study and Open Space and Recreation Study.	
1c.3 Proactively manage enterprise risks within Council's integrated risk management system.			
1c.3.1		Implementation of Council's Enterprise Risk Management Framework and testing of the Business Continuity Plan.	25%
	Comments	Planning session held with the Executive Leadership Team to agree on an outline for the Framework and a presentation was made to the Audit Risk and Improvement Committee (ARIC).	
1c.3.2		Utilise risks identified in Council's Enterprise Risk Management Framework to inform the Audit, Risk and Improvement Committee.	25%
	Comments	During the quarter, planning for Risk Management workshops was undertaken. These workshops will focus on working with Business Units to align their risk registers with their activities in their Business Unit Plans.	

02 A vibrant and diverse community			
2A MEET THE NEEDS OF OUR DIVERSE COMMUNITY AND PROVIDE EQUITABLE ACCESS TO SOCIAL SERVICES AND INFRASTRUCTURE.			
2a.1 Maintain a current understanding of our community's needs, and up to date information to support planning and program development.			
2a.1.1		Lead local services participation and partnerships, identifying emerging needs, service gaps and opportunities across target groups.	25%
	Comments	Regular meetings and communication is being had with all service providers. We are currently having conversations around the provision of youth services in the area and how we can support filling this gap with Youth off the Streets now leaving	
2a.1.2		Develop and finalise a 10-year informing Arts and Culture Strategy.	25%
	Comments	In progress	
2a.1.3		Provide a 100% subsidy for pandemic affected childcare organisations leasing council owned properties, for a period of 6 months.	50%
	Comments	No childcare centres applied for the subsidy in the September quarter.	
2a.1.4		Support not for profit community organisations by providing up to 100% rental subsidy for a period of 6 months.	50%
	Comments	No not for profit community organisations applied for the subsidy in the September quarter.	
2a.1.5		Support for local sporting groups, by the waiving of ground hire fees for a period of 6 months.	25%
	Comments	Support has been provided to local sporting groups by waiving ground hire fees and ensuring each sporting group has adequate Covid Safe plans in place. Bookings for the Heffron Synthetic Soccer field have continued to be popular, with fees being waived for over 560 hours of bookings in Q1 2020/21.	

<i>2a.2 Provide high levels of accessibility to the Council's community facilities and infrastructure.</i>			
2a.2.1		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), health restrictions permitting.	25%
	Comments	Council resumed hall hire for a number of sole traders and small businesses in the Randwick Literary Institute. COVID-19 Protocols were implemented and Council staff directly supported and supervised compliance with the new protocols. The Prince Henry Centre continues to operate under the current restrictions with limited capacity. Whilst RCC has not resumed any regular hire due to the clients individual circumstances, the centre can be booked for one off hire with limited capacities applying.	
<i>2a.3 Support the different groups in the community to improve access to services and recreational activities.</i>			
2a.3.1		Ensure Library CALD collections reflect demographics and community needs in Randwick City.	25%
	Comments	In this quarter we lent 10,584 items in our CALD Collections of Chinese, French, Greek, Polish, Russian, Spanish. More work was done in analysing trends in usage of the CALD collections.	
2a.3.2		Provide a range of online programs and activities for a diverse community, such as the CALD community.	25%
	Comments	During the September quarter, in addition to the library's range of inclusive online programs, we had 28 targeted events for the CALD community in our English conversation classes and technology classes in Chinese (specifically for mobile devices to promote connectedness). We had 205 participants in the library programs run specifically for our diverse community. We also displayed and forwarded COVID-19 information in our community languages.	
2a.3.3		Raise awareness of local residents and/or their Carers, increasing capacity and improving their ability to negotiate within the service delivery system and to access relevant community services.	25%
	Comments	Established partnership with Holdsworth Community during this reporting period to help residents who were not connected to available support programs, both formal and informal. Assisted over 20 residents with complex and chronic illness to access support and funding platforms such as My Aged Care, the National Disability Insurance Scheme and the Carers Gateway. In addition, we raised awareness and understanding of participatory rights, referral pathways and support agencies via online information sessions designed to empower residents to navigate these complex service systems, and better advocate and negotiate service delivery arrangements with providers. Provided over 40 hours of direct service delivery and advocacy to residents living with severe hoarding and squalor disorder and their families.	
2a.3.4		Assist people to understand consumer directed care and to exercise choice and control in choosing support services (disability and other).	25%
	Comments	Delivered a series of online seminars in the reporting quarter designed to raise awareness about referral pathways, participatory rights, consumer-directed care, advocacy and available support services and programs for people living with Dementia and their Carers. These included Understanding Dementia webinars and a 'Celebrating Diversity in Dementia' online forum for people from diverse backgrounds and their allies. These seminars provided a platform for people with a lived-experience of Dementia and the often excluded voices and experiences of people from LGBTQ plus communities, to address gaps in service delivery and person-centred approaches to care. Provided support, advice and referral to residents and services in relation to consumer directed care and information and service system platforms on at least 25 occasions.	

2a.3.5		Identify key issues important to people who are isolated and/or with disabilities and their families and carers through regular consultation with our community service providers, key organisations and community representatives.	50%
	Comments	<p>Delivered a series of Mental Health online seminars during this reporting period to combat social isolation and increased anxiety, depression and loneliness as an unintended consequence of COVID-19 social distancing measures. These included 'Healing grief, loss and change,' 'Coping with COVID-19 for Carers' and 'Understanding Anxiety and Depression'. These seminars had a strong focus on encouraging help-seeking behaviours.</p> <p>Held two 'Understanding Dementia' webinars in partnership with 3Bridges and Holdsworth Community and a 'Celebrating Diversity in Dementia' online forum to raise awareness about referral pathways, participatory rights, consumer-directed care and available support services and programs for people living with Dementia and their Carers.</p> <p>Worked in close collaboration with Holdsworth Community and Ethnic Community Services Co-op to support hard-to-reach residents, by providing technology training to connect them and facilitate participation in healthy ageing programs.</p> <p>Convened the City of Sydney and Eastern Sydney Aged and Disability Service August Interagency meeting to identify gaps, priorities and opportunities for services and their clients - 47 members were in attendance.</p>	
2a.3.6		Provide a range of collection items, programs and activities that are accessible for those with disabilities.	25%
	Comments	As all events are now run as online events it has opened up our program of events to be more inclusive for those with disabilities particularly those with mobility issues. In the September quarter we ran 98 events for families and general adults. Recorded events are available to view with closed captions on YouTube	
2a.3.7		Work with collaboration partners to explore opportunities to share space and facilities for community benefit.	25%
	Comments	An audit on the use of council facilities has commenced and further research and scoping is taking place to identify opportunities for the community	
<i>2a.4 Provide improved opportunities for local Aboriginal and Torres Strait Islander people to access support services including employment, family support and recreational activities.</i>			
2a.4.1		Develop an Aboriginal & Torres Strait Islander cultural competency framework and link with agencies, services and community groups.	25%
	Comments	Commenced initial planning.	
2a.4.2		Support community-based support agencies to plan and deliver while providing essential information to government program funding providers aimed at meeting the needs of at-risk and/or vulnerable residents.	25%
	Comments	The delivery of community programs and activities has been affected during COVID, however continued support has been provided to agencies and service providers through LexoHub and the Aboriginal government and non-government working groups . We have also partnered with Oz harvest to deliver a food security program weekly to vulnerable residents across this period.	
2a.4.3		Assist local Aboriginal organisations to plan and deliver nationally significant events such as NAIDOC Week and Reconciliation activities.	10%
	Comments	The traditional corroboree could not proceed in the first quarter due to the restrictions from COVID-19, however multiple social media posts were made acknowledging reconciliation week. In addition, multiple instances of planning took place with local community groups for NAIDOC week which included determining the feasibility and risk assessment of events and developing alternate solutions based on COVID restrictions.	
2a.4.4		Ensure that the programs and activities delivered via the Lexo Hub address the identified needs of local indigenous individuals and families.	25%
	Comments	Programs started to recommence at the Hub and local aboriginal families were supported through food security, counselling services, GP services, playgroup and Centrelink support.	
<i>2a.5 Implement the social inclusion plan (An Inclusive Randwick) to reduce disadvantage and address regional gaps in service provision.</i>			
2a.5.1		Identify options for the location of a youth focused facility to deliver high priority programs and activities for at-risk and vulnerable age groups.	10%
	Comments	The Youth Advisory Committee has been discussing the implementation and service delivery requirement of a youth-focused facility in our Randwick LGA, however, due to COVID-19, the Youth Advisory Committee has delayed meetings until social distancing restrictions are lifted and Council spaces re-open for meetings.	
2a.5.2		Continue to liaise with child and family services to produce and publish the Parenting Calendar (twice yearly) offering to local families a range of training on child development.	25%
	Comments	The 2020 parenting calendar is updated biannually with the next issue due in January.	

2a.5.3		Continue to monitor and improve on programs operating from the Lexo Hub facilities that address food security.	25%
	Comments	We partner with Oz harvest to deliver a weekly food security program to residents	
2a.5.4		Maintain and adapt local government services to ensure continued service throughout the COVID-19 pandemic.	25%
	Comments	Throughout the first quarter of the 2020-21 financial year, Council has continued to closely monitor the COVID-19 situation and adjust operations as required to manage the health risk and continue to deliver the essential services and projects needed by our community. We have followed all public health orders regarding the use of public areas (including beaches, parks, libraries, community centres and the DRLC), facilitated ongoing work from home arrangements (where appropriate), changed the format of some events and meetings (including moving them online), and continued to implement a range of measures to help businesses, sporting and community groups impacted by COVID-19. As restrictions have eased, we have created and implemented COVID safe plans as required.	
2a.5.5		Advocate to Federal and State Governments to secure financial assistance for community groups and community service providers.	25%
	Comments	State and federal funding is primarily determined through the Targeted Early Intervention (TEI) model and NDIS. We have been in discussions with local MP's and service providers in regards to the lack of youth services in the city and are investigating ways in which the TEI funding can support youth focused services.	
2a.5.6		Combat social isolation experienced by our Seniors through targeted programs designed to connect and engage within the comfort and security of their homes.	50%
	Comments	Designed and implemented a series of webinars and online forums in partnership with key community agencies during the reporting period to meet the identified needs of older people and their carers. These included two 'Understanding Dementia' webinars and a 'Celebrating Diversity in Dementia' online forum for people living with Dementia from diverse backgrounds and their allies. Two Healing Grief and Loss webinars and a program of Mental Health seminars were also delivered online covering the topics of 'Anxiety and Depression' and 'Coping with COVID-19 for Carers'. These online events showcased local services who were providing innovative programs to close the digital divide and ensure Seniors remain safely connected during COVID-19 social distancing regulations. Provided advice and referrals to residents and services regarding available community programs for Seniors on over 25 occasions.	
2a.5.7		Bring together local sporting teams, assisting their re-engagement in sport by matching them with elite athletes who will provide mentoring and morale during the pandemic (e.g. Craig Foster #playforlife).	0%
	Comments	This activity was not achieved based on the availability of elite athletes and COVID restrictions around sport activities. However we were able to establish a partnership with Craig Foster #playforlife and Randwick Waverly Community Transport Group involving Craig Foster and SBS. The partnership promoted community transport as a critical service type for vulnerable cohorts to access social and medical appointments - and to reduce social isolation and increase community participation rates for the elderly, frail-aged, people with disabilities and their Carers during and beyond the pandemic.	
2a.5.8		Partner with the Eastern Sydney Youth Services Network (ESYSN) to implement programs and activities that support local young people and their families.	25%
	Comments	The ESYSN is co-chaired with Waverly Council and, due to COVID, monthly meetings currently run online.	
2a.5.9		Explore opportunities to promote an increase in volunteering.	25%
	Comments	This project is in the scoping phase.	
<i>2a.6 Implement grants programs in accordance with the Council's guidelines to enhance services that meet community needs.</i>			
2a.6.1		Administer our Community Partnership Funding Program, and our Cultural and Community Grants Program, and also Randwick ClubGrants NSW on behalf of participating clubs.	25%
	Comments	Carried over funds from March 2020 Cultural and Community Grant for funded projects delayed due to COVID 19. Commenced the Council's Community Investment Program with the Community Connect and Community Creative Investment Stream August 2020 Rounds. A total of 11 projects were funded to receive a combined total of \$37,713.	
2a.6.2		Provide up to 100% subsidy towards access to Council's community facilities for the visual and performing arts sector for a period of 12 months through "Community Investment Program".	25%
	Comments	Provided funding to five arts organisations totalling \$12,054 in the inaugural Community Creative Investment Stream August 2020 Round	

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.

2b.1.1.		Provide meaningful and relevant opportunities for community participation through face to face engagement activities such as Precinct meetings and other opportunities.	25%
	Comments	17 Precinct meetings were held across Randwick City over the quarter. Due to COVID-19 restrictions, all meetings were hosted via Zoom. The quarterly Precinct Coordination Committee Meeting was held in September, also via Zoom, and Precinct Executives were briefed on the Draft Environment Strategy.	

2.b.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.

2b.2.1		Continue to manage and activate the Lexo Hub facility in providing accessible office space for community service providers for the delivery of health, wellbeing and social welfare services.	25%
	Comments	Programming at the Lexo Hub facility gradually started to recommence post the COVID-19 shut down with service providers, health and community organisations delivering programs to support the community.	
2b.2.2		Continue to lead and facilitate partnerships with services and agencies to share information and address community issues, gaps, best practice and to explore innovative and creative community-led solutions.	25%
	Comments	We have increased the scope of support in our community investment program to include supporting innovative and creative community led solutions to connection and creative projects.	
2b.2.3		Partner with key community service providers to deliver primary and early intervention domestic and family violence campaigns and activities.	25%
	Comments	Council Partners with the DV network to deliver video content, MATEs bystander training, speak out walk, MADD and RAGE programs for adolescents to raise awareness and deliver campaigns and activities to address domestic and family violence	
2b.2.4		Actively engage in the Interagency group for the 're-enablement' of services and agencies that support Randwick City. Program will bring together learnings, capacity, priorities, issues, resources and planning for collaboration.	25%
	Comments	Actively involved in health, aged, disability, Multicultural, families and youth interagencies to help identify issues and collaborate	
2b.2.5		Work with Interagency group to develop a Mental Health Awareness and suicide prevention plan.	25%
	Comments	Commenced initial planning. Council also partnered with Lifeline to install crisis signage in at risk locations, and launched the Community Hotline to help connect residents with support and resources	
2b.2.6		Work with the La Perouse Aboriginal Land Council to identify areas for partnership to support our local aboriginal community through this period.	25%
	Comments	Commenced initial conversations	

2C NEW AND UPGRADED COMMUNITY FACILITIES THAT ARE MULTIPURPOSE AND IN ACCESSIBLE LOCATIONS.			
2c.1 Implement the Community Facilities Plan as per identified priorities.			
2c.1.1		Plan for and construct community facilities under the Our Community Our Future Program such as South Maroubra Beach Amenities & Car Park, Coogee Oval Grandstand & Amenities, Matraville Youth & Cultural Hall, Yarra Bay Bicentennial Park Amenities, Coogee Surf Club Refurbishment, Randwick Community Nursery, Spot Streetscape Upgrade and Maroubra Beach Master Plan.	25%
	Comments	Status update for projects include: - South Maroubra Beach Amenities & Car Park: design development planning underway - Coogee Oval Grandstand & Amenities: construction underway - Matraville Youth & Cultural Hall: early consultation & consultant engagement underway - Yarra Bicentennial Park Amenities: construction underway - Coogee SLSC: construction underway - Randwick Community Nursery: The project scope is being confirmed with key stakeholders and the procurement process is to commence shortly. - Spot streetscape: Electrical design for the undergrounding of power & street lighting has been completed. The brief for the landscape design has been developed. - Maroubra Beach Masterplan: This project will be undertaken in parallel with development of a Plan of Management for the coastal reserves. The brief for this project is being developed and it is anticipated that the project will commence in January 2021.	
2D OUR CULTURAL DIVERSITY IS APPRECIATED AND RESPECTED.			
2d.1 Implement 'A Cultural Randwick City'			
2d.1.1		Support and assist in the development and implementation of a range of cultural activities and events based at La Perouse Museum.	25%
	Comments	Public programs working with Aboriginal artists and guides (master weaver Deidre Martin, cultural guides Kadoo Tours, and Aboriginal ambassador Dean Kelly) were developed and delivered - all sold out events. French themed tours delivered with bi-lingual guides - also sold out - were delivered specifically to the French community also at the La Perouse Museum.	
2d.1.2		Support and assist in the delivery of Council Multicultural Celebrations.	25%
	Comments	The Inner Eastern Sydney Migrant Interagency (IESMI) is convened by RCC every month to support multicultural agencies and bring the communities together. This group has continued to meet online. Over the September quarter, the interagency planned the delivery of an online Migrant Employment Expo between 3-5 November.	
2d.1.3		Develop a list of feasible cultural activities for implementation in council owned community centres and venues.	25%
	Comments	Planning for COVID-19 safe Twilight Concerts is underway with a range of performances proposed for various sites around the LGA. The Arts and Cultural Audit continues identifying creatives, spaces and places and arts and cultural activities in the LGA and will enable programming to include local arts and cultural practitioners.	
2d.1.4		Engage with the community via virtual means with a range of online and live events to maintain community connection and implement Council's calendar of signature events, health restrictions permitting.	25%
	Comments	Eco Living Fair event successfully held online reaching over 10 000 viewers. Two Twilight Concerts Online ready and scheduled for uploading to Council's What's Online page.	
2d.2 Deliver and/or sponsor a range of cultural programs to promote a sense of community.			
2d.2.1		Investigate feasibility, sponsorship potential or support community events / projects, including those as required by Council resolutions.	25%
	Comments	Scoping feasibility and focus areas	

03 An informed and engaged community

3A EFFECTIVE COMMUNICATION METHODS AND TECHNOLOGY ARE USED TO SHARE INFORMATION AND PROVIDE SERVICES.

Item 3a.1 Provide information to the community on the Council's services and activities using effective communications methods.

3a.1.1		Monitor and apply corporate communications and visual design standards to Council's communications materials, products and website.	25%
	Comments	The Design team has overseen all communication material generated and managed by the Comms team with an online tiered approval system. This allows us to ensure that everything published adheres to the Council brand language.	
3a.1.2		Produce appropriate video content for use on Council's digital channels.	25%
	Comments	18 videos were produced in-house for Council's social media and website. In July we produced a video for the Beach Breaks Festival, which encouraged our community to visit the art installation at Maroubra Beach and go in the draw to win prizes from local businesses. We also produced a 'Coogee Shared Space' video, with interviews from Coogee business owners who were advocating for Council to create activation areas on Coogee Bay Road. This video reached over 9,000 people and generated some interesting conversation around shared spaces. In August, we filmed the opening of Frenchmans Playground, with Mayor Danny Said on hand to officially open the upgraded playground and some interviews with the first kids to try out the new equipment. This was our top performing video for the quarter, with lots of positive comments on the playground and conversations around supporting the local businesses in the area whilst visiting.	
3a.1.3		Advise on and/or produce effective and targeted communications plans and products for Council and its services and activities.	25%
	Comments	Council implemented and developed 8 Communications Plans to inform, educate and engage the community on various activities, including Frenchman's Bay playground, Eco Living Online, Malabar Junction Amenities, Community Service Awards, Community hotline, Community Investment fund, the Maroubra Stormwater Harvesting project and the rollout of the FOGO education campaign.	
3a.1.4		Research and write quality speeches for Council representatives as required.	25%
	Comments	5 speeches were written for Council representatives during this quarter. Some of these included: Bastille Day, Volunteer of the Year Awards and the War on Food Waste Forum.	
3a.1.5		Produce regular print and electronic newsletters to inform and engage the community about Council activities, events and projects.	25%
	Comments	In the past quarter we sent out 14 editions of eNews. The average open rate was 28%. Top stories included COVID restrictions; Food Truck and Coogee Bay Road Activation, Heffron Centre plans and the removal of a rock from Mahon Pool. Additionally, we mailed out our quarterly magazine, SCENE, to 64,000 households. This issue focused on thanking all of Council's frontline workers for keeping things going during the worst of the pandemic, introducing the idea of FOGO (Food Organics Garden Organics) and our Environment Strategy. The front cover featured outdoor worker Ludo Carla, working at Maroubra Beach.	
3a.1.6		Produce high quality and effective visual communication materials to support and enhance Council's business.	25%
	Comments	In the past quarter we produced 432 designed items. Some of the highlights include the Spring edition of SCENE magazine, the Operational Plan, and Environment Strategy. We continued to design social and print media updates for the COVID-19 updates and notifications. For this work, we were awarded as a finalist in the International Adobe Government Design Awards (17 finalist from over 600+ entries). We also designed collateral for a community hotline to assist the community through COVID-19 hardships. Throughout the quarter, we also focussed more on animation and digital design with more events and consultations happening through Zoom and Facebook Live. Examples of such events included the 'Healing Grief and Loss' workshop, 'Celebrating Diversity in Dementia webinar' and 'The Eco-Living Online' event.	
3a.1.7		Manage and effectively use Council's banner poles as an outdoor communication medium.	25%
	Comments	We installed three banner campaigns throughout this quarter - Eco Living, Rabbitohs & Roosters, and a Generic Suburb campaign.	
3a.1.8		Promote and disseminate information to vulnerable people and communities to improve access to services, support and inclusion activities.	25%
	Comments	Council continues to ensure information it produces is targeted and appropriate for all communities in Randwick City including vulnerable communities. In September 2020 a post on Council's Facebook page about the wheelchair matting at Malabar Beach went viral reaching 1.5 million people and receiving 72,000 'reactions' - mostly likes and loves. Council continues to ensure stories like this form part of its broader communication strategy.	

3a.1.9		Ensure relevant content on Council's website is available in different community languages.	25%
	Comments	Council content remains available in the principal community languages. A review of broader accessibility for content via automatic translation tools has been commenced.	
<i>3a.2 Ensure that the Council's website provides an accessible and usable interface between the Council and the community.</i>			
3a.2.1		Maintain and enhance the Council website to provide suitable and accessible content.	25%
	Comments	Council's website continues to be the principal means of connecting with the community and the content on the site was maintained in line with business expectations.	
3a.2.1		Ensure that the Library sub-site and social media channels provide timely, engaging and relevant information.	25%
	Comments	We published 21 news articles on the library sub-site in the September quarter featuring information about operational and membership changes and specific programs. We published 3 monthly eNewsletters to 34.5k subscribers linking to upcoming events and news articles. We posted 167 Facebook posts featuring timely updates, live events, collection information and updates. We communicated important membership changes such as the removal of fines for overdue items, opening hours and library access changes in an email broadcast format in addition to our regular monthly eNewsletter.	
<i>3a.3 Implement technological solutions that support the development of services and resources and meet the needs of the community.</i>			
3a.3.1		Implementation of the new RFID hardware and software.	25%
	Comments	The library is currently tendering for the implementation of new RFID hardware and software.	
3a.3.2		Continue to provide innovative hardware, software and web solutions to library customers and staff.	25%
	Comments	EzProxy implementation has begun, which will provide a seamless unified interface for all users of the library's subscribed online resources.	
3a.3.3		Continue improvement and expansion of the external website content and provision of online services to our community, via the website and mobile applications.	25%
	Comments	During this quarter Council decommissioned its legacy mobile application. Council is in the process of deploying SnapSendSolve to allow for electronic service requests to be captured in a structured way, and we have also worked to ensure that Council's website renders suitably on mobile devices.	
3B THE COMMUNITY HAS INCREASED OPPORTUNITIES TO PARTICIPATE IN DECISION-MAKING PROCESSES.			
<i>3b.1 Develop opportunities for community input into the Council's decision-making processes</i>			
3b.1.1		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.	25%
	Comments	During this quarter we posted our most popular post to-date, reaching more than 1.5 million people and attracting media attention. This post was of a young boy using the wheelchair matting, which showed Council's commitment to inclusivity and diversity. We also used Facebook and Instagram to alert the community to our consultations, events and projects, including Eco Living Online.	
3b.1.2		Provide effective administrative support to Council's Advisory Committees in support of optimal meeting outcomes and organisation.	0%
	Comments	The advisory committees had agreed not to meet during COVID. However prior to COVID restrictions, discussions had already begun on the declining membership of advisory committees and it was agreed to conduct a review of the objectives and start a new recruitment drive in order to attract and retain members. Given the current restriction challenges associated with recruiting and running advisory committees during the pandemic, the recruitment drive is planned to commence in the new year.	
3b.1.3		Obtain feedback from the community on Council's Events Program to inform future decision-making.	25%
	Comments	Consultation material prepared; however consultation with the community is on hold until the review of the draft Event Strategy is complete.	
3b.1.4		Develop and support effective consultation plans to support the delivery of Council's projects.	25%
	Comments	Consultation programs were undertaken for Bundock Park Playground Upgrade Concept Plan, Malabar Pool Amenities, Community Investment Program, Malabar Outdoor Gym, Pop-up Pedal Parks, Kensington and Kingsford Town Centre draft DCP, Coogee Shared Space, Matraville Youth and Cultural Hall, Financial Statements 2019-20, and Draft Environment Strategy	

04 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.

4a.1.1		Finalise the Development Control Plan (DCP) controls for Kensington to Kingsford (K2K).	25%
	Comments	On exhibition 5/8/20 to 11/9/20 and submissions being reviewed for reporting to the Council	

4a.2 Promote and recognise design excellence and sustainability through events or other activities.

4a.2.1		Initiate and run the 2020-21 Design Excellence program.	25%
	Comments	2020 Urban Design Awards Program commenced including People's Choice Awards Voting. Awards Presentation evening to be held in October	

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.

4b.1.1		Determine DAs efficiently and in accordance with the provisions of the LEP and DCP.	25%
	Comments	Applications Lodged: 913 Applications Determined: 822 35% of DAs have been determined within 40 days, 58% of DAs have been determined within 60 days. The net median is 58 days.	

4b.2 Monitor provisions of the LEP and DCP to ensure relevancy and delivery of good design outcomes.

4b.2.1		Commence a comprehensive review of the LEP including house-keeping amendments.	25%
	Comments	Development and modelling of Housing Investigation Areas underway; heritage review underway; Recreational Needs & Open Space Study nearing completion; housekeeping review commenced.	

05 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.

5a.1.1		Process applications for activities on public land incorporating relevant assessment criteria and complying with service level agreements.	25%
	Comments	Applications for activities on public land have been assessed within agreed service levels. Due to the pandemic, application fees have been waived and approvals have been conditioned to comply with the NSW Public Health Order.	
5a.1.2		Develop and finalise a 10-year informing Open Space and Recreation Strategy.	25%
	Comments	Consultants reviewing final draft of Study with finalisation in October. Work on the Strategy to commence following completion of the Study.	

5a.2 Continue work towards creating a continuous Coastal Walkway from Clovelly to Botany Bay as detailed in the Recreation Needs Study.

5a.2.1		Undertake the feasibility and amenity studies for the Coastal Walk at Lurline Bay.	5%
	Comments	Preliminary scoping of the project has been undertaken and a plan for the delivery of the project has been prepared. The project is scheduled to commence in early 2021.	

5a.2.2		Complete the feasibility study for an amenities block at Malabar pool.	50%
	Comments	Community consultation has been undertaken to seek feedback on the level of support for the amenities, the preferred siting and the types of amenities. A report on the consultation outcomes will be presented to the October 2020 meeting of the Ordinary Council.	
5B FACILITATE A RANGE OF SPORTING AND LEISURE ACTIVITIES.			
<i>5b.1 Introduce and maintain a diverse range of programs to increase attendances at Des Renford Leisure Centre from year to year.</i>			
5b.1.1		Evaluate industry trends and Centre resources, to deliver ongoing community fitness programs while exploring online and virtual delivery methods for alternative fitness delivery.	25%
	Comments	DRLC continues to explore various options for delivering fitness to the community under COVID restrictions. An increased presence on social media has added to an established online exercise library, complimenting the delivery of over 810 weekly Aerobics, Learn to Swim and Squad program classes. A comprehensive COVID Safe plan has resulted in an alternative delivery of all classes and programs within the Centre, while ensuring patrons and staff are kept safe.	
5b.1.2		Review and maintain DRLC facilities to ensure the Centre remains an industry leader.	25%
	Comments	Ongoing facility, equipment and maintenance audits ensure DRLC remains an industry leader in both services and presentation. Regular upgrades and replacement of equipment helps DRLC provide leading classes and programs to the community, in a safe environment that meets industry standards.	
<i>5b.2 Implement open space plans of management with a focus on multi-uses such as the Heffron Park Plan of Management.</i>			
5b.2.1		Improved landscaping and outdoor gym - Neptune Park, Coogee.	35%
	Comments	The concept design for this project has been completed. The outdoor gym has been designed and sent to the Coogee Precinct Committee for comment. The planting schedule for the bird sanctuary (landscaping) is being developed in consultation with the Coogee Precinct Committee.	
5b.2.2		Upgrade the Kokoda Memorial Park playground.	25%
	Comments	The concept design has been completed. Community consultation has been completed. The detailed design and documentation is underway.	
5b.2.3		Upgrade the Coral Sea Park playground.	5%
	Comments	Preliminary scoping of the project has been undertaken and a plan for the delivery of the project has been prepared. The commencement of the design of this grant funded project is scheduled to begin in early 2021.	
5b.2.4		Design and construct a new pathway at Randwick Environment Park.	25%
	Comments	The concept design and scope of works has been completed.	
5b.2.5		Design a new synthetic field at Coral Sea Park.	25%
	Comments	The procurement process is underway for the engagement of a design consultant to commence design of the synthetic playing field. Development of a design scope has also commenced with a review of stakeholder requirements.	
5C CREATE NEW OPEN SPACE AS OPPORTUNITIES ARISE.			
<i>5c.1 Advocate for public access to the remaining Commonwealth land at Malabar Headland.</i>			
5c.1.1		Negotiate with Commonwealth and State Government agencies for community access to the Malabar Headland.	25%
	Comments	Contact and liaison with Department of Finance is ongoing.	
<i>5c.2 Plan and advocate for public open space and connections in major urban renewal and infrastructure projects.</i>			
5c.2.1		Support delivery of open space and recreation needs identified by the 10-year informing Strategy and supporting study.	25%
	Comments	Consultants finalising Study; due for completion in October. Informing Strategy to be prepared following Study completion.	
<i>5c.3 Optimise the urban interface with the Light Rail.</i>			
5c.3.1		Develop a design and documentation for the street plaza in Waratah Avenue.	25%
	Comments	The concept design is complete. The detailed design is planned to be commenced in early 2021.	

5c.3.2		Finalise the documentation for the Meeks Street Urban Plaza.	45%
	Comments	The concept design has been completed and approved. Detailed design has commenced.	
5c.3.3		Commence implementation of identified open space and public spaces opportunities and temporary activations.	25%
	Comments	Temporary activation in Southern Cross Close commenced and lighting component to be completed in October/November.	
5c.3.4		Continue to deliver the streetscape upgrade works to Randwick Town Centre along Belmore Road.	25%
	Comments	Council has engaged a contractor to undertake the upgrade works to Belmore Road and they are due to commence first half of November 2020. The major stakeholders on the project have been identified as the Randwick Precinct Committee, Randwick Chamber of Commerce and Royal Randwick Shopping Centre management. All major stakeholders have been consulted. Local residents and business owners will receive a letter notification informing them of the project and key dates shortly.	
5D LIBRARY PROGRAMS, RESOURCES AND FACILITIES PROVIDE INNOVATIVE AND INSPIRATIONAL OPPORTUNITIES FOR EDUCATION LEISURE.			
<i>5d.1 Improve and develop library facilities, services and resources ensuring their ongoing relevance to the community.</i>			
5d.1.1		Continue to provide exciting and innovative in-house and digital programs and services for children and families.	25%
	Comments	In the September quarter we held 53 live online events for children and youth audiences with 737 combined live audience. All live Facebook events are available to watch on demand. The program of events included rhyme and storytime, bookchat, workshops for school holidays and fun activities such as Escape the Room. The children's services team also held 4 events for the online Eco Living Fair. All in person events remained suspended.	
5d.1.2		Ensure the acquisition of new physical and digital items for the Randwick City Library collection are reflective of community trends, meet user expectations and are relevant to the community.	25%
	Comments	The Library now offers over 200 HSC study guides and past exam papers from ATAR notes through the online platform EdUnlimited. This complements our popular selection of physical study guides, and provides equitable access, with simultaneous access to all titles remotely. 3431 new physical items were received into the library system, and 4520 new items catalogued and available for loan.	
5d.1.3		Ensure all facilities, services and resources of Randwick City Library meet community demand, expectations and relevance.	25%
	Comments	During this quarter there were 225,692 loans, 79,421 visits and 2,514 new memberships were recorded across the library service. There were 16,862 eBook loans, 12,134 eAudio loans, and 7,546 eMagazine loans. The Library's film streaming service had 5,329 films played. There were 14,709 total Wi-Fi sessions, 13,951 sessions for public PC usage and 1,170 sessions for study room usage. Self-checker usage at Lionel Bowen and Margaret Martin Libraries was 80,491 for both loan and renewal. The project for upgrading self-check machines is being tendered. Re-opening the libraries from 1 June 2020 after COVID-19 closure meant that the statistics for this quarter for loans, library visits, new memberships, Wi-Fi sessions, public PC and study room usage, and self-checker usage increased compared to the previous quarter.	
5d.1.4		Utilise consumer research to determine ongoing community satisfaction with Randwick City Library, including resources, services and facilities.	25%
	Comments	Implemented a quick 5-7 survey on one topic at a time to garner community sentiment and feedback. The inaugural survey focused on our new Bestsellers collection available at Lionel Bowen.	
5d.1.5		Continue to develop and deliver programs supporting digital learning and social inclusion for seniors.	25%
	Comments	Due to the pandemic we have been unable to host our regular suite of programs for seniors. This includes our TechConnect program. However we have a successful Writing for Pleasure class as well as Author talks and Book clubs online that promote social inclusion for Seniors.	
5d.1.6		Fit out The Third Space, a lifelong learning space, on Level 3 of the Lionel Bowen Library, and implement a plan of activities and workshops.	25%
	Comments	Equipment and fittings were purchased for the Third Space in this quarter. Walls, flooring and window coverings are complete for the space. We are continuing planning for programs, staffing and delivery for 2021.	
5d.1.7		Deliver an integrated, community focused marketing plan and calendar of events that reflects community needs, interests and demands.	10%
	Comments	The current calendar of events has been adjusted to provide as many activities and programs as possible online, due to the pandemic.	

5d.2 Continue to provide a community hub for education and leisure activities.

5d.2.1		Provide the community with facilities and opportunities for lifelong learning and social integration.	25%
	Comments	The library transitioned its Writing for Pleasure course to an online format in the September quarter. Bookclubs are also being transitioned into an online format, we now have 4 regular book club sessions.	

06 A liveable City

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

6a.1 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.

6a.1.1		Continue to collect and collate asset management data to ensure accurate and timely decisions in support of best management of Council's assets.	25%
	Comments	The planning of asset data collection and briefs has commenced. Data collection will be undertaken for the various asset classes throughout the financial year.	

6a.2 Conduct programmed infrastructure and asset maintenance management in accordance with adopted service levels.

6a.2.1		Implement the Road Rehabilitation Program as part of the Capital Works Program.	27%
	Comments	The road resurfacing program has commenced and is progressing according to schedule.	
6a.2.2		Maintain drainage infrastructure (kerb and gutter, drainage pits and gross pollutant traps).	25%
	Comments	Road Services completed 62 drainage requests, at 92% within the SLA, and 38 clear culvert/pits requests at 55% within SLA during the quarter. 206 drainage pits were also inspected and cleared as part of routine maintenance. All gross pollutant traps were inspected every month and cleaned twice. 93t of pollutants were removed.	
6a.2.3		Maintain open space areas (parks, sportsfields, gardens, streetscapes and cemeteries).	25%
	Comments	Scheduled maintenance within parks, sports fields and other public areas was completed within or near service level agreements. Open Space services received 562 requests from the community regarding a variety of issues including nature strips, park maintenance, water services and streetscape gardens. 70% of these requests were completed within the nominated service level timeframe.	
6a.2.4		Maintain building facilities (amenity buildings, community centres, boardwalks and park furniture).	25%
	Comments	The buildings Capital Maintenance Program is 25% completed including Council owned buildings, parks furniture, fencing, signage maintenance, public bin damage/ surrounds, street furniture, parks building maintenance and tenanted buildings.	
6a.2.5		Maintain road pavement infrastructure (pot holes and large surface repairs), line markings and signage infrastructure.	25%
	Comments	Road Services completed 88 Road Pavement repairs at 82% within SLA, 487 Pothole requests at 52% within SLA, 422 signs request at 46% within SLA and 46 Line markings at 41% within SLA during the quarter. Plant to repair potholes was out of service for more than a month which explains why many pothole requests were not completed within SLA.	
6a.2.6		Maintain and repair footpaths, including the rectification of uneven surfaces.	25%
	Comments	Road Services completed 390 footpath repairs at 92% within SLA and 29 kerb and gutter repairs at 90% within SLA during the quarter.	
6a.2.7		Implement the Footpath Construction and Renewal Program, including access kerb ramps, as part of the Capital Works Program.	25%
	Comments	38 Footpaths projects completed to date valued at \$1.8M and 19 footpath projects currently under construction valued at \$3.0M	
6a.2.8		Implement the Building Capital Maintenance Program.	25%
	Comments	Trades Section has completed 25% of the Capital Works maintenance Program.	

<i>6a.3 Implement and complete major projects in the Our Community our Future Program.</i>			
6a.3.1		Plan and commence construction on major projects under the Our Community Our Future Program such as The Heffron Centre.	25%
	Comments	Status update on projects include: - Heffron Centre: Development Application submitted, design development underway - La Perouse Museum: feasibility stage and early concept planning underway	
6a.3.2		Complete streetscape design and documentation and commence delivery of upgrade works associated with the undergrounding of powerlines at The Spot, Randwick.	25%
	Comments	The electrical design for the undergrounding of power and street lighting has been completed. The brief for the landscape design has been developed.	
<i>6a.4 Prepare and implement a Smart City Strategy for the delivery of improved services and take advantage of technological opportunities.</i>			
6a.4.1		Continue to deliver major and minor projects identified in the Smart City Strategy where opportunities arise.	25%
	Comments	Council tendered and evaluated for a new Human Resource Management System to replace a number of manual processes and out of date systems, and during the quarter continued the evaluation of these products with a view to awarding a contract in the last quarter of 2020. Further progress was also made on Council's Smart Beach and Smart Parking projects.	
6a.4.2		Deliver the Smart Car parking project in the Kensington and Kingsford town centres.	25%
	Comments	Smart carparking project well underway despite delays due to COVID-19.	
6a.4.3		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.	5%
	Comments	Preliminary scoping of the project has been undertaken and a plan for the delivery of the project has been prepared. The project is scheduled to commence in early 2021.	
<i>6a.5 Consider opportunities for the restoration of the La Perouse Museum and improved access.</i>			
6a.5.1		Project manage the restoration of the La Perouse Museum – master plan and re-build.	25%
	Comments	During this period, the Project Control Group of the Museum Redevelopment Project oversaw the completion of the LPM Business Plan, the Betteridge Curatorial Review and Framework, and an evolving Masterplan and Concept Design responding to community and stakeholder consultations.	
6B OUR CENTRES, BEACHES, STREETS AND OTHER PUBLIC PLACES ARE SAFE, INVITING, CLEAN AND SUPPORT A RECOGNISABLE IMAGE OF OUR CITY.			
<i>6b.1 Conduct public place cleaning in accordance with adopted service levels.</i>			
6b.1.1		Ensure business centres, public places and beaches are cleaned to agreed service levels.	25%
	Comments	City Waste and Cleansing teams have continued to meet scheduled services this quarter in both Beach Cleaning and Business Centres. Due to the pandemic this quarter has seen a continuation of increased CBD street cleaning and sanitising.	
6C THE SAFETY OF OUR COMMUNITY IS PARAMOUNT AND IS ACKNOWLEDGED AND SUPPORTED THROUGH PROACTIVE POLICIES, PROGRAMS AND STRATEGIES.			
<i>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.</i>			
6c.1.1		Participate in crime prevention and safety programs in collaboration with the Police and other organisations.	25%
	Comments	Relevant Council staff have attended the quarterly meetings of the Eastern Beaches Liquor Accord and UNSW Crime Prevention Partnership which have recommenced after being temporarily suspended due to COVID-19. Council officers continue to liaise with NSW Police on operational matters as required.	

6c.1.2		Collaborate with community, key service providers and agencies to reform the Community Drug Action Team (CDAT) to deliver harm minimisation programs and awareness raising projects.	25%
	Comments	We worked with LDAT/CDAT to plan a series of online seminars to raise awareness and understanding of the misuse of Drugs and Alcohol during COVID-19. The seminars will explore the unintended misuse of drugs and alcohol due to heightened anxiety, loneliness, grief and depression as a direct result of the disruption and devastation brought about by the pandemic. The workshops will focus on simple but effective strategies that people can use - particularly during triggering periods such as the upcoming festive season to build their resilience and wellbeing and better cope with vast changes and ongoing uncertainty that still lies ahead for many of us.	
6c.1.3		Research and implement planned programs of activities and events with lead agencies to raise community awareness, and to support household members affected by domestic violence.	25%
	Comments	Council partners with the Eastern Suburbs Domestic Violence Network to research and implement programs and activities. The DV network is currently planning upcoming events which will take place over the 16 days of activism against gender violence in November.	
6c.1.4		Link police and communities through the Lexington Place hub - mental health partnership and targeted community areas.	25%
	Comments	Council participates in the Police Aboriginal Consultative committee which meets regularly to link and discuss mental health issues, anti social behaviour and targeted communities. We also communicate regularly with Police on a 'needs' bases through Lexo hub.	
6c.1.5		Ensure emergency management plans are developed and implemented in consultation with police for major events, health restrictions permitting.	25%
	Comments	No major events have been held in the last quarter, therefore emergency management plans have not been required. Discussions are held with the Eastern Beaches Local Area Command when required.	
6c.1.6		Monitor and maintain infrastructure at risk of vandalism within Randwick City.	25%
	Comments	Total graffiti removed in the first quarter was 1759 square metres.	
<i>6c.2 Educate the public on surf and water safety.</i>			
6c.2.1		Deliver surf and water safety education programs to a minimum of 20 schools and other community groups. Develop online delivery options for the surf and water safety program to reach otherwise inaccessible groups.	10%
	Comments	The continuing disruptions due to the pandemic have temporarily put a hold on delivering the water safety education program to schools. Instead the emphasis has remained on supporting the community and their use of Randwick's beaches throughout the pandemic. However, as restrictions start to ease, schools are beginning to book in the water safety program for the December quarter. Planning has commenced for the online delivery of the surf and water safety program, however no content has been published to date.	
6c.2.2		Develop pre-recorded water safety tutorials in a number of languages - expanding Council's current water safety offering.	10%
	Comments	Planning has commenced for the creation of pre-recorded water safety tutorials in multiple languages, however no content has been published to date.	
<i>6c.3 Implement effective regulatory and compliance services and programs to maximise public health and safety in Randwick City.</i>			
6c.3.1		Maintain bacterial and chemical parameters at Des Renford Leisure Centre (DRLC) in compliance with NSW Health guidelines for pool and recycled water quality.	25%
	Comments	DRLC has continued to maintain 100% compliance with the NSW Health Guidelines for Public Swimming Pools through the September quarter. Independent laboratory water tests and unannounced NSW Health Department audits were regularly conducted, with the facility achieving outstanding results for all bodies of water and the implementation of its COVID Safe plan.	
6c.3.2		Implement a range of food safety and environmental/public health activities and plans.	25%
	Comments	In the July to September quarter, Council's Environmental Health Officers undertook 37 primary inspections, 5 re-inspections and inspected/assessed 5 temporary food business vendors/stalls at community or public events. Council continues to participate in the Scores on Doors program and has issued 36 Scores on doors certificates.	
6c.3.3		Implement effective regulatory and compliance activities and programs.	25%
	Comments	In the July to September quarter 2020, Council's Compliance team have actioned 232 customer action requests, issued 74 notices/orders and 4 penalty infringement notices, determined 250 local approval applications and carried out 31 swimming pool barrier inspections.	
6c.3.4		Implement an effective regulatory fire safety program.	25%
	Comments	This quarter, our officers carried out 99 Fire Safety Inspections of existing buildings, issued 13 new Fire Safety Notices/Orders, assessed 16 new Fire Engineering reports and processed 1790 Fire Safety Certificates/ Statements. Our Combustible Cladding working group is currently on track to ensure that RCC meets the NSW Government goals for action relating to high risk residential buildings.	

<i>6c.4 Implement the Road Safety Action Plan.</i>			
6.c.4.1		Implement road safety behavioural projects to address pedestrian safety, speeding and drink driving.	25%
	Comments	Council's Road Safety Community Officer continues to implement the Road Safety Action Plan, with specific focus on Council's Child Car Seat Checking and Fitting Program and the senior pedestrians' 'Stepping Out' program.	
6D A STRATEGIC LAND USE FRAMEWORK PROVIDES FOR OUR LIFESTYLE CHANGES AND FOR A CONTINUING, YET STEADY RATE OF GROWTH ACROSS OUR CITY.			
<i>6d.1 Review and implement the strategic land use framework in line with urban renewal projects, Regional and District Plans.</i>			
6d.1.1		Deliver actions identified in the LSPS and Housing Strategy including housing investigation areas.	25%
	Comments	Underway and includes the preparation of the comprehensive LEP to give effect to the actions of the LSPS and Housing strategy.	
<i>6d.2 Continually monitor and update the strategic land use framework for continual improvement.</i>			
6d.2.1		Preparation of the comprehensive Planning Proposal as part of the LEP Roadmap process.	25%
	Comments	The Comprehensive planning proposal is underway in accordance with the LEP roadmap timeframe.	
6d.2.2		Cleanse and streamline property related data in finalisation of the project for online generation and delivery of S10.7 Certificates.	25%
	Comments	Data integrity checks and scoping underway to ensure data quality for future automation.	
6d.2.3		Respond to legislative reforms, policy amendments, major proposals and proposals outside the LGA.	25%
	Comments	Submissions prepared on the NSW Government's proposed Housing Diversity SEPP and State Housing Strategy.	
<i>6d.3 Ensure equitable and timely implementation of the s94A Contributions Plan and monitor the work program to enhance infrastructure and services.</i>			
6d.3.1		Revise, update and prepare new contribution frameworks.	25%
	Comments	Reviews of projected growth and income for the new city-wide contribution plan were undertaken. The new K2K Contributions Plan also came into force.	
6E ENHANCE HOUSING DIVERSITY, ACCESSIBILITY AND ADAPTABILITY TO SUPPORT OUR DIVERSE COMMUNITY.			
<i>6e.1 Provide for enhanced adaptability and accessibility of housing.</i>			
6e.1.1		Continue the Home Maintenance and Modification program.	25%
	Comments	468 Home maintenance and modification jobs have been completed this quarter.	
<i>6e.2 Update and implement Council's Affordable Housing Strategy and Action Plan to facilitate new and retain existing affordable housing.</i>			
6e.2.1		Investigate further affordable housing opportunities as a part of the planning framework including major strategic developments.	25%
	Comments	K2K Affordable Housing Contributions Scheme came into effect and other Affordable Housing opportunities are being investigated.	
6e.2.2		Explore opportunities to fast track our affordable housing program to acquire additional properties.	25%
	Comments	Scoping for opportunities was undertaken in the September quarter.	
6e.2.3		Work with NSW Department of Housing to accelerate the renewal of social housing estates and increase the amount of affordable and social housing.	25%
	Comments	Scoping for opportunities was undertaken in the September quarter.	

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.

6f.1.1		Finalise the Randwick Town Centre Strategy.	25%
	Comments	The draft Randwick Junction Town Centre Strategy was endorsed by Council for public exhibition on 25 August 2020.	

07 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).

7a.1.1		Promote local and cultural services and collections that enhance community interpretations of heritage.	25%
	Comments	<p>The NSW Heritage Festival occurs every September and due to COVID19 library events were restricted to ZOOM. This did not impact their popularity - Cr Kathy Nielson and Dr Marjorie O'Neill MP were very popular presenters with over 88 people joining the Local Studies Librarian live in conversation. These events were recorded and now form part of the Growing 'History Talks' Channel on RCC YouTube. As of 20 October, the 4 events had been viewed a total of 886 times since the live recording. Zoom has expanded the reach of our audience for heritage events.</p> <p>The electronic heritage resources Ancestry.com and FindMyPast have enjoyed a significant increase in usage since remote access has been enabled by the vendors of these products as a concession to COVID-19 restrictions. The database Sage has had around three times as much usage as the same quarter last year. The changes to the vendor business model due to COVID-19 has led to a significant increase in usage and a great benefit to our customers.</p> <p>The Local Studies section responded to 301 specialist questions during this quarter.</p>	
7a.1.2		Investigate the creation of downloadable walking Apps for heritage walks around Randwick City.	0%
	Comments	The investigation for this initiative is planned to begin in the next quarter. This was delayed due to the competing priority of returning the Libraries standard service delivery back to the Community.	
7a.1.3		Make heritage documents and resources accessible through the Portfolio Digital Asset Management System.	25%
	Comments	During this quarter, 225 assets and metadata records were created in Portfolio. Quotes for the digitisation of BA Books are being sourced to enhance access to these fragile resources for both staff and the community.	
7a.1.4		Develop a cultural program based at Blenheim House following finalisation of the informing Arts & Culture Strategy.	25%
	Comments	Blenheim House re-design is in progress including studio spaces and exhibition and performance space. Planning for appropriate infrastructure and equipment for cultural programming continues.	
7a.2 Prepare and implement management and maintenance plans for heritage properties owned by Council.			
7a.2.1		Manage Council heritage monuments, murals and properties.	25%
	Comments	Heritage advice is ongoing as required.	
7a.3 Implement, monitor and review our City's heritage planning provisions to ensure suitable conservation and adaptive re-use.			
7a.3.1		Finalise the Aboriginal Cultural Heritage Study.	25%
	Comments	Aboriginal Cultural Heritage Study has commenced and consultation being planned.	
7a.3.2		Finalise the Anzac Parade Heritage Study.	25%
	Comments	Anzac Parade Heritage Study has commenced and is to be completed in October.	
7a.3.3		Investigate the possibility of having Yarra Bay and Frenchman's Beach included on the Australian National Heritage List.	25%
	Comments	These two nominations are being actively considered by Heritage NSW.	

7a.3.4		Investigate opportunities to secure funds for Yarra Bay and Frenchman's Beach through the Australian Heritage Grants Program.	25%
	Comments	These two nominations are being actively considered by Heritage NSW, and grants will be pursued following successful nominations.	
<i>7a.4 Manage the La Perouse Museum to enhance access to and information about local heritage.</i>			
7a.4.1		Support the development and implementation of a cultural program based at the La Perouse Museum, including the development of online interactive videos and programs.	25%
	Comments	La Perouse Museum delivered 8 public programs, plus the online Bastille Day celebrations, virtual tours and lectures online as part of our post-COVID activations. Visitation has been higher compared to previous years with 5122 visitors, many of which are from Sydney or the Randwick LGA (a new trend). The "Happy Valley and Beach Couture" virtual tour online has been very popular and provides a new template for future online engagement. New exhibitions on Max Dupain and Aboriginal art are in curatorial development (with community and sector partners).	
<i>7a.5 Implement Council's Heritage Conservation policies in the assessment process.</i>			
7a.5.1		Provide heritage advice on State significant and local developments.	25%
	Comments	Approximately 65 heritage comments provided for local and state significant developments this quarter.	

08 A strong local economy

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

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

8a.1.1		Finalise and exhibit the 10-year informing Economic Development Strategy.	20%
	Comments	Although complete, the Randwick Economic Development study now will have to be updated to reflect the economic development impact of the pandemic on the local economy. Following on from comprehensive research to be undertaken over the next six months to update the Economic Development Study, the preparation of the draft Economic Development Informing Strategy is planned for March 2021.	
8a.1.2		Create more than 3,000 jobs through funding injection for delivery of capital projects worth \$48.6M.	25%
	Comments	The capital works budget delivery is progressing according to schedule. Project planning and delivery is being undertaken with consultancies and contractors, thus supporting and creating jobs.	
8a.1.3		Establish a new Economic Development and Placemaking Business Unit.	25%
	Comments	The position descriptions are in progress.	
8a.1.4		Safeguard 800 local government jobs (headcount).	25%
	Comments	Council is working with key stakeholders to provide flexibility, support and security for the workforce.	

8a.2 Implement a range of strategies to support the development of vibrant commercial centres.

8a.2.1		Undertake road and footpath upgrades - Belmore Road / Avoca Street.	25%
	Comments	The land survey has been undertaken and a concept design has been developed. The finalisation of the concept has been delayed due to a TfNSW proposal to change bus route and traffic arrangements at the intersection of Avoca St / Belmore Road and High Street.	
8a.2.2		Review and investigate urban design opportunities in local centres with particular emphasis on creating a more resilient Randwick community.	25%
	Comments	As part of the Comprehensive Planning Proposal, local neighbourhood centres are progressively being investigated. Specific Housing Investigation Areas will strengthen relevant local centres.	

8a.2.3		Prioritise public domain capital expenditure to encourage increased levels of activity that supports restaurant, café and theatre, retail and recreation clusters.	80%
	Comments	Funding has been included in the 2020-21 capital works program for town centre upgrades (Randwick, The Spot, Meeks St Plaza). Funding has been allocated for the planning of the Waratah Street Plaza and to investigate public domain improvement at the Matraville town centre. Grant funding applications have been submitted for construction of the Waratah Street Plaza and the Clovelly Road / Carrington Road streetscape upgrade. A public place activation and business support initiative has been developed for the Coogee town centre with grant funding from the Play Streets grant program. Funding has been allocated in the current capital works program for development of a Plan of Management and Masterplan at Maroubra Beach covering the coastal reserves and the town centre. Funding has also been allocated for development of a Masterplan at Maroubra junction that will guide future development of this important town centre.	
8a.2.4		Support short-term expansion of commercial space to allow for social distancing by extending into local laneways, reserves, etc..	25%
	Comments	The Coogee Bay Road project is in progress. Two businesses have had their temporary extension approved; 4 others have been provided with paperwork. The Eat, Drink, Play Food Truck activation has been extended for a further 10 month trial extending to 10 parks and reserves across the LGA.	
8B PROVIDE GUIDANCE TO THE SPECIALISED HOSPITAL AND UNIVERSITY CENTRE.			
<i>8b.1 Work with institutions to develop strategic plans for Hospital and University precincts..</i>			
8b.1.1		Continued participation in Collaboration Area process with Health NSW for the Randwick Hospital Complex and with UNSW for the University Precinct.	25%
	Comments	Participation in the Collaboration Area process is ongoing.	
8C DEVELOP AND STRENGTHEN EFFECTIVE PARTNERSHIPS WITH KEY LOCALLY BASED ORGANISATIONS.			
<i>8c.1 Implement the adopted recommendations of the Economic Development Strategy in relation to partnerships with locally based organisations.</i>			
8c.1.1		Develop new relationships with business groups and foster partnerships and collaboration between business groups and Council.	25%
	Comments	Workshops have been held with Coogee Businesses, and a networking breakfast attended with Randwick, Malabar, Matraville and Maroubra Precincts. A meeting was also held with East Connect business network.	
8c.1.2		Finalise and exhibit the 10-year informing Economic Development Strategy.	20%
	Comments	Although complete, the Randwick Economic Development study now will have to be updated to reflect the economic development impact of the pandemic on the local economy. Following on from comprehensive research to be undertaken over the next six months to update the Economic Development Study, the preparation of the draft Economic Development Informing Strategy will be started in March 2021.	
8c.1.3		Support arts, culture and small business by activating public places and spaces within 900m of town centres with third party events and experiences.	25%
	Comments	A pop up busker music program is being planned for Christmas. A Meeks St program has already commenced.	
8c.1.4		Develop a Mainstreet program in collaboration with businesses and prepare strategic business cases for recovery investment.	0%
	Comments	The development of a Mainstreet Program will commence at the completion of the recruitment and on-boarding of the new Economic Development & Placemaking team. This program will be the priority for the new team.	
8c.1.5		Develop new public domain plans for town centres including The Spot Randwick, Maroubra Junction, and Clovelly Road that supports restaurant, café and theatre, retail and recreation clusters; provide local infrastructure, such as lighting and safety initiatives; and business development to encourage the night-time use of centres.	20%
	Comments	The electrical design for the undergrounding of power and street lighting has been completed. The brief for the landscape design has been developed and quotes are being sought. The project scoping for the development of a Masterplan at Maroubra junction that will guide future development of this important town centre has begun. The Clovelly Road / Carrington Road precinct upgrade included in the Clovelly Road Masterplan has been nominated for grant funding under the Open Space Legacy program.	
8c.1.6		Include specific grant funding for the arts and culture sector within the "Community Investment Program".	25%
	Comments	Community Creative has been established with 3 funding rounds per year.	
8c.1.7		Assist business establishment and operation by prioritising small business applications and providing a subsidy of up to 100% for DA fees, occupation of footway dining fees, A-frame signage fees, and food safety inspection fees.	25%
	Comments	100% of DA Fee subsidy has been established & small business applications are being prioritised. Occupation of footway dining fees, A-frame signage fees, and food safety inspection fees are not being charged.	

8c.1.8		Provide up to 50% subsidy for local small business towards hire fees, lease and licence fees for council owned properties, for 6 months.	50%
	Comments	Two requests for the subsidy were received at the end of the quarter. Both requests will be assessed against the subsidy guidelines.	
<i>8c.2 Consider online opportunities to enhance communication partnerships on economic development.</i>			
8c.2.1		Investigate options for online platforms to enable business networking and local business awareness.	25%
	Comments	The research phase of this activity has begun, with the following phases to follow in due course: analysis, compose, consult and adopt.	
8D TOURISM'S ROLE IN THE LOCAL ECONOMY IS ACKNOWLEDGED.			
<i>8d.1 Implement the adopted recommendations of the Economic Development Strategy in relation to tourism.</i>			
8d.1.1		Collaborate with key stakeholders to develop a Destination Management Plan, enhance tourism product development and increase visitation and visitor experience.	0%
	Comments	The development of a Destination Management Plan will commence at the completion of the recruitment and on-boarding of the new Economic Development & Placemaking team. This new team will take the lead in developing the plan in mid 2021.	

09 Integrated and accessible transport

9A A NETWORK OF SAFE AND CONVENIENT WALKING PATHS AND CYCLE WAYS LINKING MAJOR LAND USES AND RECREATION OPPORTUNITIES.

9a.1 Review, improve and implement facilities for cyclists as detailed within the Randwick Bicycle Plan.

9a.1.1		Implement appropriate projects as nominated by the Council's Cycleways and Bicycles Facilities Advisory Committee as well as pedestrian and bike rider improvement projects.	40%
	Comments	The detailed designs for two pop-up cycleways (Todman Ave & High Street) are progressing well (in conjunction with Transport for NSW) and implementation is expected by Christmas 2020. Detailed Stage 3 design is almost finalised for the Doncaster / Houston cycleway; with construction timing to be determined. The brief for Stage 1 of the Anzac Parade Paths Project (including walking and riding facilities) is under preparation. Roll out of bike parking and implementation of minor walking and riding facilities continues.	
9a.1.2		Review and Implement temporary "pop up" cycleway facilities to alleviate pressure on the road and public transport network by providing safe active travel in response to COVID-19 (Todman Ave and Doncaster Avenue, Kingsford; and Maroubra Road, Maroubra).	25%
	Comments	The detailed designs for two pop-up cycleways (Todman Ave & High Street) are progressing well (in conjunction with Transport for NSW) and implementation is expected by Christmas 2020. It was decided that the originally proposed Maroubra Road pop-up cycleway will not be progressed.	
<i>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.</i>			
9a.2.1		Complete the annual Footpath Program as part of the Capital Works Program.	25%
	Comments	The footpath program incorporating new footpaths and renewals has commenced and is progressing according to schedule.	
9a.2.2		Implement Council's Traffic and Road Safety Program through research studies, the construction of infrastructure and associated works to improve road safety throughout the LGA: <ul style="list-style-type: none"> - Completion of Yarra Road Traffic Calming Devices - Completion of the Maroubra Road Traffic Management Study - Completion of the Bunnerong Road, Perry Street and Franklin Street Intersection design works - Upgrade of Barker Street Pedestrian Refuge - Installation of new pedestrian refuge on Howard Street, Randwick. 	25%
	Comments	Design works on the capital items is well underway utilising both internal and consultant designers.	

9B THE COMMUNITY IS INFORMED, EDUCATED AND ENCOURAGED TO USE SUSTAINABLE TRANSPORT.			
<i>9b.1 Implement Council's Energy Savings Plan and Local Greenhouse Action Plan to reduce reliance on private motor vehicles.</i>			
9b.1.1		Continue to monitor and report on vehicle emissions for Council's fleet; investigate and advocate for opportunities to utilise energy efficient transport for Council.	25%
	Comments	Four new hybrid vehicles for Rangers arrived and one electric Polaris Ranger beach buggy arrived. 171,237 L of fuel was used across passenger and plant fleet (0.2% decrease on last Q1), resulting in 475 tonnes of CO2-e. 17,050 L of 5% biodiesel was used.	
<i>9b.2 Continue to show leadership in this area with Council's vehicle and transport choices.</i>			
9b.2.1		Engage with Council staff for increased take-up of e-bikes and vehicles and facilitate sustainable transportation choices including walking, cycling and public transport.	25%
	Comments	The first meeting of the 3-Council's Electric Vehicle Charging Project Control Group took place with two representatives from Council. This group will focus on developing and promoting public electric vehicle charging stations across the region.	
9C ADVOCATE AND/OR PLAN FOR INTEGRATED LOCAL AND REGIONAL TRANSPORT IMPROVEMENTS, INCLUDING HIGH CAPACITY TRANSPORT SUCH AS LIGHT/STANDARD RAIL.			
<i>9c.1 Advocate for the extension of the light rail system to Maroubra Junction, improved east-west public transport services and improved bus network.</i>			
9c.1.1		Advocate for improved public transport services.	25%
	Comments	Council officers continue to seek clarification on proposed bus service changes but have yet to be provided with details. Release of the longer term South Eastern Sydney Transport Strategy has been welcomed.	
<i>9c.2 Participate in working groups and monitor the State Government's implementation of light rail.</i>			
9c.2.1		Liaise with Transport for NSW regarding any post implementation issues given the completion of the Light Rail Project.	25%
	Comments	A number of issues have been identified and raised with Transport for NSW and TransDev regarding light rail issues. The inter-agency relationships are sound.	
9D RESIDENTIAL AMENITY IS PROTECTED BY APPROPRIATE TRAFFIC MANAGEMENT.			
<i>9d.1 Implement traffic control strategies to protect residential amenity.</i>			
9d.1.1		Manage and implement actions arising from the Traffic Committee processes.	25%
	Comments	On-going actions arising out of Traffic Committee recommendations are being implemented in a timely manner.	
<i>9d.2 Implement regulatory parking patrol and enforcement programs to ensure appropriate enforcement of the NSW Road Rules.</i>			
9d.2.1		Implement parking patrol and enforcement strategic approaches in key locations and in response to community concerns.	25%
	Comments	Council's Rangers and Parking Officers undertake regular patrols of business centres, beachside locations, school zones and other restricted parking locations and undertake appropriate regulatory action. In the July to September quarter, Council officers have also investigated 908 parking related customer requests.	
9E PARKING IS MANAGED TO BALANCE CONVENIENCE AGAINST REDUCED CAR RELIANCE.			
<i>9e.1 Enhance parking opportunities for residents through appropriate management of the Resident Parking Scheme.</i>			
9e.1.1		Manage the 'area based' Residential Parking Scheme.	25%
	Comments	A number of resident parking area reviews are progressing, with resident surveys soon to be undertaken.	

<i>9e.2 Develop a strategic approach to the overall management of parking – especially within our commercial centres.</i>			
9e.2.1		Continue to undertake business and parking surveys to better inform future decision making.	25%
	Comments	Solid ground work for our 'centres parking review' has been undertaken. Surveys of the business communities are proposed to commence from the second quarter.	
9e.2.2		Develop and finalise a 10-year informing Integrated Transport Strategy.	25%
	Comments	The draft Transport Study has been prepared and is soon to be updated with reference to the South East Sydney Transport Strategy and the likely transport changes arising from the effects of the COVID-19 pandemic. The Integrated Transport Strategy will be developed once the updated study is complete.	

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.

10a.1.1		Deliver sustainability courses, workshops, events and activities for community, staff and businesses and report and review outcomes.	25%
	Comments	<p>Permabee volunteers have been underway at Randwick Community Centre since easing of COVID restrictions. Approximately 40 attendees per month on-site, over 100 attendees for workshops via Zoom and more than 5000 engaged per month via Facebook.</p> <p>The Eco Living event was held online over 2.5 days from Sept 18-20, with 29 Zoom workshop presentations and 5 live-streams from Randwick Community Centre. While just under 300 attended on the day, YouTube views show 1,100 views and Facebook engagement was approximately 60,000.</p> <p>Sustainability quizzes conducted each month ending in July saw 600 people take the environmental quiz.</p> <p>Energy workshops for residents have been on hold, although promotion of the partnership with Australian Energy Foundation continues and presentations were part of the Eco Living online program.</p>	
10a.1.2		Finalise the 10-year informing Environmental Strategy.	25%
	Comments	The draft Environment Strategy was placed on public exhibition from 2 September to 13 October 2020, following consideration by Council in July.	

10a.2 Expand external partnerships supporting Council's resilience initiatives e.g. UNSW MOU.

10a.2.1		Achieve sustainability outcomes with external partners and funding opportunities, including local businesses, UNSW and not-for-profits.	25%
	Comments	Two funding applications submitted for Greening our City grants. Visit with Mayor to UNSW for discussion on future projects when students return to campus. Major involvement in Randwick Collaboration Precinct project, including working with partners on developing an Emissions Reduction Strategy (consultants being finalised end of October). Concept plan for WIRES and interpretive centre considered by Taronga Zoo specialists. Continued work with Climate Emergency Australia network and Resilient Sydney as ambassador.	

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.

10a.3.1		Participate in initiatives and programs conducted as part of the 3-Council collaboration to reduce resource consumption across the eastern suburbs.	25%
	Comments	<p>18 local schools with solar installed across Randwick (approximately 900 kilowatts solar capacity) and additional 10 schools at different stages of Solar my School initiative. Currently 6 clubs / community organisations enlisted in Solar my Club extension of this initiative (approximately 150 kilowatts solar potential).</p> <p>Most popular public electric vehicle charging stations for quarter are Silver Street carpark and Coogee beach, both with approximately 280 charging sessions.</p> <p>Just over 700 compost bins / worms farms distributed to residents over 2019-20 (final figures) equating to an estimated 800 tonnes of waste diverted from landfill.</p>	

10B POLICIES AND PROGRAMS ARE DEVELOPED AND IMPLEMENTED IN RESPONSE TO ENVIRONMENTAL RISKS AND THEIR POTENTIAL IMPACTS.			
<i>10b.1 Develop and implement a long term resilience framework for Randwick.</i>			
10b.1.1		Provide grants, support and resources for Council programs and projects increasing resilience and capacity for Randwick community including residents, schools and businesses.	25%
	Comments	School environmental grants held over with advice to be provided to schools by end of 2020 regarding a new process to commence around March 2021. Work commenced on a new process for energy and solar rebates approved by Council for residents and businesses. The new process includes an integrated and mostly automated system. Soft launch is scheduled for November 2020.	
<i>10b.2 Develop and implement environmental strategies for remediation of contaminated Council/public land.</i>			
10b.2.1		Continue ongoing remediation works and monitoring activities at Chifley Reserve, Heffron Park, Pioneer Park and Purcell Park.	25%
	Comments	Chifley Reserve Landfill gas automation continues to operate effectively and Heffron Park Annual Asbestos Monitoring has commenced. Purcell Park remediation project is currently underway and progressing as per contract.	
<i>10b.3 Implement recommendations contained in the NSW Government's Floodplain Development Manual and relevant floodplain management studies carried out for Randwick City.</i>			
10b.3.1		Continue floodplain management studies and Floodplain Risk Management Plan implementation actions as per annual plan.	25%
	Comments	The Southern LGA flood study has commenced. Grant funding has been received for the Birds Gully and Bunnerong Road catchment to undertake the Floodplain Risk Management Study and Plan.	
<i>10b.4 Administer and implement Council's Tree Preservation policy to preserve our urban forest.</i>			
10b.4.1		Process Customer Service Requests for pruning /removal of Council street trees incorporating relevant environmental risk assessments.	25%
	Comments	There were 480 Service Requests received in the period that were assessed and processed.	
<i>10b.5 Administer and coordinate Council's Climate Change Adaption and Mitigation Plan.</i>			
10b.5.1		Investigate and undertake educational opportunities to inform community preparation and response on climate change impacts, including heatwave conditions.	20%
	Comments	Continued to work with the Resilient Sydney office in NSW and the new Climate Emergency Australia network in Victoria to identify and establish processes and responses to Climate Change including heatwave conditions which will potentially impact Randwick residents and community.	
10C BUSHLAND, OPEN SPACES AND BIODIVERSITY ARE PROTECTED AND ENHANCED FOR FUTURE GENERATIONS.			
<i>10c.1 Implement and monitor Randwick's regulatory responsibilities especially in relation to the enhancement of our native and indigenous flora and fauna.</i>			
10c.1.1		Implement the Bush Regeneration and Revegetation Program including threatened species management and development of green corridors.	25%
	Comments	The scope of works for each bushland site has been reviewed, updated and provided to bush regeneration contractors to guide their activities for the year. All (100%) bushland sites have received bush regeneration treatments, according to the updated scope of works, the total hours committed to restoration activities this quarter has been 3,750 hours. A flora survey has been undertaken in several locations on Malabar Headland so that the ecological impact of planned hazard reduction burning at the site can be assessed. A variety of novel bush regeneration activities, such as soil tillage, flame weeding and canopy thinning, are being trialled at Randwick Environment Park to determine the efficacy of these techniques in promoting the regeneration of native species.	
10c.1.2		Implement the Noxious Weeds Act and provide advice on managing pest animals.	25%
	Comments	Council has responded to all noxious weed enquiries received during the period. Council officers have attended the Sydney Pest Animal Action Network during the period where advice is shared amongst relevant agencies.	
<i>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.</i>			
10c.2.1		Implement an ongoing Annual Street Tree Planting Program. Community Street Tree Planting project, National Tree Day and Trees for Mum projects.	25%
	Comments	Greening our City grants applications were submitted to assist with annual and community street tree planting efforts.	

10.c.2.2		Implement the Biosecurity Act, Biodiversity Conservation Act and supporting SEPPs.	25%
	Comments	Sites containing endangered species and ecological communities have been managed according to the Biodiversity Conservation Act and supporting planning policies.	
10D WASTE IS MANAGED SUSTAINABLY TO ENSURE HIGHEST LEVEL OF RESOURCE RECOVERY.			
<i>10d.1 Develop and implement council's Resource Recovery Strategy to minimise the level of waste going to landfill.</i>			
10.d.1.1		Implement Food Organics and Garden Organics (FOGO) Collection and Processing Services to all residential properties across the City.	25%
	Comments	Cleanaway Pty Ltd. has been awarded the Waste, Recycling and Food Organics and Garden Organics collection contract ,and the preparation for implementation of the contract on 1 March 2021 is underway. Council's processing contract for garbage and clean-up material with SUEZ is operating. The green waste processing contract with Veolia for processing of green waste processing is currently operating. The Food Organics and Garden Organics processing contract awarded to Veolia in 2018 subject to implementation of FOGO collection services is currently being negotiated to commence from 1 March 2021 when the FOGO collection starts.	
10.d.1.2		Review and negotiate Council's waste processing contract based on NSW EPA's revocation of Mixed Waste Organic Outputs.	25%
	Comments	Due to the revocation of the Mixed Waste Organic Outputs (MWO) by NSW EPA, the MWO produced through processing of Council's general waste is no longer able to be used as compost. Negotiations with Council contractor SUEZ are underway to ensure waste disposal is appropriately carried out.	
10.d.1.3		Improve services for integrated waste management in Multi Unit Dwellings (MUDs) towards reducing illegal dumping and contamination.	25%
	Comments	A study on integrated waste management in MUDs has identified techniques and processes to reduce illegal dumping and contamination. The findings will be implemented in future across all multi-unit dwellings in the City to reduce contamination in recycling bins and reduce illegal dumping.	
<i>10d.2 Implement and review actions identified in Council's Litter and Illegal Dumping Management Plan.</i>			
10.d.2.1		Develop an updated litter and Illegal dumping management plan and subsequent illegal dumping and litter prevention program.	25%
	Comments	Revision and updating of the Litter and Illegal Dumping Management Plan is underway. Studies to reduce litter in Malabar and kerbside illegal dumping in hotspot areas are underway.	
<i>10d.3 Develop and implement community engagement programs on waste and recycling.</i>			
10d.3.1		Develop and implement community engagement and service improvement program to avoid and reduce waste, and reduce recycling contamination and reverse contamination.	25%
	Comments	A study on contamination in recycling bins and reverse contamination in garbage bins in Single Unit Dwellings is currently being carried out. Development of a community engagement and service improvement program to avoid and reduce waste, and reduce recycling contamination and reverse contamination is also underway.	
10d.3.2		Develop and implement community engagement and education plan for FOGO services aiming at increased participation and contamination reduction.	25%
	Comments	A community engagement and communication plan for high level of community awareness and participation, and low contamination rate in FOGO collection has been developed.	
10E A TOTAL WATER CYCLE MANAGEMENT APPROACH INCLUDING WATER CONSERVATION, REUSE AND WATER QUALITY IMPROVEMENTS IS ADOPTED.			
<i>10e.1 Develop and implement projects to improve water conservation and efficiency across Council and the Community.</i>			
10e.1.1		Implement water conservation in the operation of Council's amenities.	25%
	Comments	The South Maroubra Amenity Building will be connected to Maroubra Stormwater Harvesting System. Purcell Park Stormwater Harvesting System is 60% completed and will be operating by the end of the year.	

10e.1.2		Complete the Maroubra Beach Stormwater Harvesting Project.	80%
	Comments	Construction of Maroubra Stormwater Harvesting System is progressing to programme and is 80% complete. Main tanks works and connection to the Northern Offtake are complete. The project is entering its final stages and preparing for commissioning. The project is anticipated to be complete late December 2020	
10e.1.3		Increase stormwater, rainwater and wastewater harvesting opportunities within Randwick City.	25%
	Comments	Council's potable water usage cost savings between July and September 2020 was \$100,645. Water conservation initiatives reduced our use of potable water by 42,828 million litres for the quarter.	
10F ENERGY CONSERVATION AND EFFICIENCY PROGRAMS ARE IMPLEMENTED.			
<i>10f.1 Develop and implement projects to improve energy conservation and efficiency across Council and the Community.</i>			
10f.1.1		Implement energy saving and efficiency projects across the City including residential, businesses, schools and Council sites.	25%
	Comments	Climate Active certification is underway for accredited offsets of Council's operational carbon emissions. Bowen Library's energy consumption in September was 50% less than September 2019. Council's total electricity and gas use for this quarter was 11,263 GJ, a 14% decrease compared to the last Q1.	
<i>10f.2 Investigate and implement renewable energy projects across Randwick City.</i>			
10f.2.1		Expand renewable energy across the City including residential, business, schools and Council sites.	25%
	Comments	New solar completed at Malabar Library, and repairs completed to rectify solar systems at Literary Institute and DRLC. All Council sites are now installed with real time renewable energy monitoring which is displayed across all sites on monitor screens. The Solar for Apartments program is underway to assist 10 apartments install rooftop solar (and now also LED lighting). Council's 200 kW of rooftop solar produced 63,000 kWh of electricity this quarter, reducing emissions by 57 tonnes.	