

How to read this report





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

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

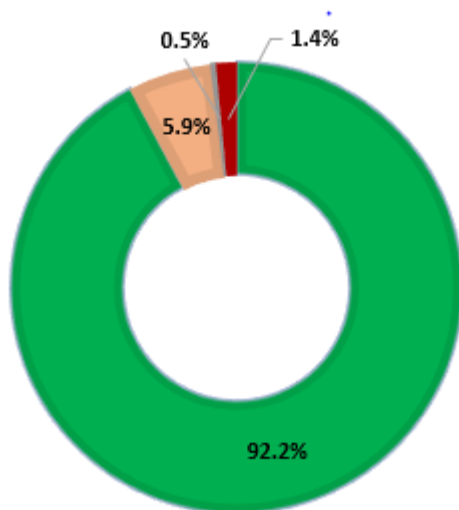
All actions are presented as either ongoing **services** provided by Council (i.e. the day-to-day business of Council), or **projects** (specific outputs or outcomes to be delivered within a certain timeframe). Each action has a unique identifier indicating whether an action is either a service or a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

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

Status of actions

	Tracking as anticipated
	Progressing at a slower rate
	Completed
	On hold / indefinitely delayed / stopped

Tracking summary for period
















Randwick City Plan themes

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









Unique identifiers linked to business units – examples shown below










Prefix = Business unit 'Function'	'P' project or 'S' service	E.g. Number	E.g. Unique Identifier
A = Accounting	S	22	A-S022
CAG = Community Advocacy & Governance	S	41	CAG-S041
CID = Capital Investment Delivery	P	30	CID-P030
CIP = Capital Investment Planning	P	29	CIP-P029
CSM = Customer Service Management	S	23	CSM-S023
CW = Community Wellbeing	P	18	CW-P018
EDRM = Employee Development & Retention Management	S	10	EDRM-S010
FMC = Financial Management & Control	S	3	FMC-S003
GM = Governance Management	S	15	GM-S015
IM = Information Management	P	12	IM-P012
PCM = Procurement Management	S	18	PCM-S018
PM = Performance Management	P	13	PM-P013
RM = Risk Management	P	11	RM-P011
TM = Technology Management	S	4	TM-S004






Code	Name	Progress status report
01 Leadership in sustainability		
1A COUNCIL HAS A LONG TERM VISION BASED ON SUSTAINABILITY.		
1a.1 Implement the Integrated Planning and Reporting Framework including the 2018-21 Resourcing Strategy.		
PM-S001	Promote our planning and reporting to the community and provide opportunities for input.	 50%
Comments	Our focus in the second quarter remained on the development of the draft informing Environmental Strategy and underlying research pieces for further informing strategy development inc. Arts & Culture and Integrated Transport. Our program of comprehensive business unit planning reached out of Corporate Services to business units within our City Services and City Planning divisions. Business unit planning and informing strategies complement our suite of existing integrated planning documents in providing staff, Councillors and the community evidence, clarity and confidence in our activities.	
1a.2 Ensure sound long term financial strategies underpin our asset management policies and strategic vision.		
FMC-S002	Coordinate and update our 10-year Long Term Financial Plan (LTFP).	 50%
Comments	Council is in a strong financial position with sound liquidity. In 2018-19 we met or exceeded all of the required local government financial management benchmarks while achieving an operating result of \$13m surplus. The operating performance ratio of 5.51% in 2018-19 is a strong positive result that is above the 0% OLG industry benchmark and demonstrates that Council has successfully contained operating expenditure within operating revenue. Quarterly Budget Review Statements (QBRs) for the December quarter were reported to Council in November 2019. All 2019-20 financial performance indicators are on track. LTFP was last updated in February 2019.	
1a.3 Review and incorporate the financial strategies underpinning all strategic plans into the Long Term Financial Plan (LTFP).		
FMC-S003	Continually manage, monitor and review our financial performance and position.	 50%
Comments	Quarterly Budget Review Statements (QBRs) for September quarter were prepared and reported to Council 26 November 2019. All financial performance indicators are on track to be being achieved. December QBRs will be reported to Council in February 2020.	
1a.4 Provide for safe public places where people gather.		
TM-S004	Maintain and expand our CCTV infrastructure and network to meet emerging requirements.	 50%
Comments	During the reporting period CCTV infrastructure was expanded to cover Clovelly Beach, with a direct connection to the Maroubra Beach Lifeguard Station. This provides both general and specific CCTV coverage for aquatic safety and general public safety. Malabar Beach CCTV equipment has been commissioned providing CCTV coverage of the amenities building and playground; and an aquatic safety camera has also been installed, pending the connection of the fibre optic network to the beach precinct which is underway with Council's telecommunications carrier. Civil works associated with the implementation of CCTV in Coogee Bay Road continued, with the first SmartPoles installed prior to Christmas. Designed a point to point link for the Mahon Pools Amenities continued in conjunction with Technical Services, to extend the footprint of Council CCTV and Wifi to this facility.	
1a.5 Meet customer and business needs with innovative technology delivered through the Digital Strategy.		
TM-P001	Investigate, source and implement business applications and processes as per Phase 1 Digital Strategy.	 50%
Comments	Completed improvements to the management of internal HR processes to increase efficiency by automating the application and processing processes. Digitised important internal security processes and automated approvals. Made improvements and automated regulatory business processes. Commenced the sourcing of a new Human Resource Management System via a formal Expression of Interest process. Provided extra operational information for Customer Service on call clean-ups to improve the customer experience. Launched the End Beach Pollution campaign, including an immersive online educational experience.	









Code	Name	Progress status report
TM-P002	Deliver major projects contained within the Digital Strategy.	 50%
Comments	The Mobile Workforce project continued with a focus on deployment of mobile solutions to Council's Ranger Services and Environmental Health areas. In excess of 230 staff now have a mobile working capability across the organisation, including all members of the leadership team and staff that routinely are required to work in the field. Utilisation of devices for mobile working increased during the period with increased utilisation of mobile data to interface back to Council' systems. Please refer to CCTV, Wifi, Smart Beach and Smart Parking projects elsewhere in this report for progress on these initiatives.	
1a.6 Progressively update our suite of strategic plans, including research and study pieces which underpin our informing strategies.		
PM-P003	Prepare a draft Recreation Needs Study.	 50%
Comments	A Brief for the preparation of an Open Space and Recreational Needs Study was issued to a selected Panel of consultants. Cred consulting was the successful tenderer and commenced preliminary work and will form the basis of Council's Open Space and Recreational Strategy which is scheduled for completion this year.	
PM-P004	Employ insights from the Arts & Culture Study to update and implement our cultural strategies.	 50%
Comments	A city-wide online community consultation was conducted by Council to identify how local residents engage with the arts. Council received just under 800 responses to the survey about arts practice, engagement and how Council can support the development of Arts and Culture in Randwick City. The survey responses were collated and analysed and provided as data for the Arts and Culture Study. The study was completed and published and will form the basis of Council's Arts and Culture Strategy which is scheduled for completion this year.	
PM-P005	Finalise the Green Infrastructure Plan – integrating green spaces into buildings and public spaces.	 50%
Comments	Under preparation. Will be reported to Council after the informing Environmental Strategy is finalised.	
1B COUNCIL IS A LEADER IN THE DELIVERY OF SOCIAL, FINANCIAL AND OPERATIONAL ACTIVITIES.		
1b.1 Demonstrate best practice and leadership in local government.		
EOBM-P006	Improve the attraction and selection experience for candidates and managers.	 10%
Comments	Reviewed additional advertising platforms, on social media pages that would reach an increase number of potential candidates.	
EOBM-P007	Total Rewards Review, inc. salary system benchmarking and improvements to reward and recognition	 40%
Comments	Prepared a selective tender for a new externally managed position evaluation system. This is in addition to the more frequent external benchmarking.	
EOBM-S005	Implement Disability Inclusion Action Plan (DIAP) and Equal Employment Opportunity (EEO) actions.	 50%
Comments	The relevant policies are currently under review as per the Policy review action plan. Approval to conduct Mental health first aid training is being sought next quarter for all Managers and Supervisors. A representative from HR will attend Disability Awareness Training to ensure future customer service training and induction reflects a disability awareness component.	
EOBM-S006	Embed relevant, effective and current workplace policies and procedures.	 50%
Comments	The policy review is underway and tracking as per the action plan. The aim is to reduce the number of policies from 41 to around 10-15 policies and rewrite them in plain English so they are easier for staff to understand and follow.	







Code	Name	Progress status report
1b.2 Protect Council's reputation and enhance our positive public image.		
CM-S007	Use media to promote and protect Council – monitoring and responding effectively.	 50%
Comments	38 media enquiries were received from local and metropolitan media. Topics included sewage overflow at Maroubra Beach, a balcony collapse at Coogee, cancelling fireworks, sniffer dogs at Coogee, the death of Dr Alan Hall, Sculptures by the Sea, Step Out Speak Out and Little Bay Cove. Responses to media enquiries are typically turned around the same day and we met 100% of deadlines.	
CM-S008	Proactively promote our achievements, programs, policies and projects.	 50%
Comments	19 media releases were issued during the quarter including information about Council meetings, K2K decision, fireworks cancelled at Coogee Carols, Coogee Bay Road works nearing completion, night time economy study, Beach Pollution Ends Here, kerbside clean-up changes, results of waste consultation, introduction of food waste recycling, Best Gift Markets and Step Out Speak Out.	
1b.3 Maintain a high performing workforce that is responsive to organisational needs.		
EDRM-S009	Continue our frontline leadership development program.	 10%
Comments	Priority for early 2020 is to design, development and implementation of a Capability and Learning framework which will incorporate our Leadership Development Program.	
EDRM-P008	Implement our organisational leadership development program.	 10%
Comments	The ELT will be reviewing the Capability and Learning Framework this quarter and the implementation of an organisational leadership development program will be a priority action from that in 2020.	
EDRM-S010	Coordinate employee engagement and communication activities.	 50%
Comments	Staff News delivered to all staff fortnightly, and other internal communications via the digital display screens which are located at major sites.	
EDRM-P009	Implement HR systems to support effective workflows and data for workforce planning.	 10%
Comments	The procurement of a Human Resources Management System (HRMS) is at the stage of reviewing vendors who submitted an expression of interest.	
1b.4 Provide good governance and administrative support for the Councillors and the organisation.		
GM-S011	Monitor and evaluate the performance of the Randwick Local Planning Panel (RLPP).	 50%
Comments	The quarterly report for RLPP has been submitted to the Department of Planning, Industry and Environment.	
GM-S012	Ensure effective and efficient administration of Council meetings.	 50%
Comments	Code of Meeting Practice (based on OLG Model Meeting Code) adopted July 2019. Business papers for Council meetings available on Council's website and available to Councillors one week prior to meetings. Live minute taking at Council meetings has been implemented.	
GM-S013	Assist the community in obtaining access to our information/documents – Government Information (Public Access) Act 2009.	 50%
Comments	280 informal Access to Information requests were processed during the quarter, with 100% (or 280) processed within 5 working days. Two (2) formal GIPA applications were processed during the quarter. All (100%) were processed in accordance with legislative requirements (i.e., within 20 working days).	
GM-S014	Effectively manage our property portfolio.	 50%
Comments	Council owned and managed properties are managed in accordance with legislative requirements (Crown Lands Management Act & Local Government Act) and lease/licence agreements terms and conditions. 139 occupation of footway agreements and 146 lease or licence agreements are currently in place.	









Code	Name	Progress status report
GM-S015	Effectively manage our insurance program.	 50%
Comments	2019-20 insurances in place. Policies implemented comprise of Casual Hirers Liability, Councillors and Officers, Liability, Crime, Motor Vehicle, Property, Public Liability/Professional Indemnity, Personal Accident, Workers Compensation Top Up, Marine Hull Commercial and Contingency. Public liability/professional indemnity claims are managed by Echelon Australia. Property, motor vehicle, marine and other claims are managed in house by Council insurance staff.	
GM-S016	Timely responses to information requests – optimal performance of our Electronic Document Management System (HPCM).	 50%
Comments	During the reporting period ongoing HPCM training for all new and existing staff (beginner and one-on-one) continued, along with information and training sessions tailored for specific departments. Overdue reports were presented to the ELT and the Leadership Team. An organisational wide initiative is planned to promote a digital workspace across Council. In preparation prior to the launch in 2020, appropriate plans, communications and actions have been prepared and drafted.	
IM-S017	Cost effective and timely access to information – efficient use of storage space and effective archival.	 50%
Comments	All the projects contained in the Archives Project Plan 2017–2021 are either complete or up to date, including: GA39 & GDA45 implementation, electronic media, archiving of records (existing and new), procedures updates, physical holding accessibility and managing the flow of archives. In preparation for the digital 2020 focus, physical holdings have been archived and moved to tertiary storage.	
PCM-S018	Maintain transparency and accountability in purchasing of goods and services – compliance with procedures.	 50%
Comments	Weekly purchase order audits indicate a minimum 99% compliance with the procurement procedures for the quarter. Tenders undertaken in the quarter were 100% compliant with legislative requirements.	
1b.5 Effectively and efficiently manage financial operations, systems and information.		
A-S019	Provide timely financial information.	 50%
Comments	All internal and external financial reporting requirements were met for the December quarter. Monthly financial statements reported to Council each month and the September QBRS reported to Council on 26 November 2019. Audited 2018-19 Financial Statements submitted to OLG on 10 October 2019 (we were the 14th NSW Council to submit) and presented to Council 22 October 2019.	
A-S020	Ensure accurate and timely financial processes and procedures – high level of service delivery (internal and external).	 50%
Comments	All financial services policy, procedures and legislative requirements were achieved in the December quarter. Key financial functions include rates, debtors, accounts payable, GST, FBT, investments, payroll and cash management.	
A-S021	Accurately levy and collect rates and charges (and provide appropriate payment options).	 50%
Comments	The 2019-20 Rate Levy was issued in accordance with legislative requirements incorporating the second-year increase for the Our Community our Future special rate variation increase and a further 5-year extension of the Environmental Levy. Pensioner concessions extended by further \$25 now totalling \$350 per annum. The second instalment of rates was due 30 November 2019.	
A-S022	Maximise returns on our investment portfolio while minimising risk.	 50%
Comments	Council's investments have been maintained in accordance with the adopted policy. No capital loss or investment defaults occurred in the December quarter. Monthly investment reports have been provided to Council and the investment position referred to the Internal Audit Committee for consideration. Investment returns exceed industry benchmark despite historically low interest rates. The Investment Policy was reviewed November 2019.	








Code	Name	Progress status report
1b.6 Be recognised for providing quality customer service (internal and external).		
CSM-S023	Monitor response times to customer service requests.	 50%
Comments	Council received 9,424 service requests during the October quarter of which 94.32% were completed within the service level agreement timeframe. 26,989 phone calls via the call centre during this period of which 3.92% were abandoned. Council's target is to have fewer than 5% abandoned calls on average.	
1b.7 Improve and implement business systems and information technology infrastructure.		
TM-S024	Maintain, secure and update our technology platform to take advantage of new technology.	 50%
Comments	Technology Systems staff continued to undertake maintenance activities including patching of servers, desktops and network infrastructure throughout the reporting period, with compliance rates for server patching greater than 99% throughout the period. During the reporting period there was no unplanned outages to the central technology platform.	
TM-S025	Provide an effective service desk to support staff in their use of technology.	 50%
Comments	Technology staff continued to provide a high level of servicing to the organisation, attending to 2,314 service requests during the reporting period, with requests resolved within service level exceeding 92% for each month. Projects of note include the completion of preparation of the Office 365 software package for deployment and the continued rollout of mobile working devices.	
TM-S026	Provide database integrity checks, reports, business intelligence systems and integration of business systems.	 50%
Comments	Improved database maintenance routines and commenced health checks of major corporate application databases. Provided additional report capability for business users.	
TM-S027	Support and continuously improve internal business processes and collaboration tools such as the intranet.	 50%
Comments	Commenced pilot of the new intranet with Corporate Services. This will improve communication and engagement for employees across the organisation. Completed improvements to the HR onboarding process, the formal purchasing process, the management of customer enquiries and requests in the Integrated Transport department. Commenced the setup of the improved Work Zone processes.	
TM-S028	Support and continuously improve business applications and business systems.	 50%
Comments	Finalised the upgrade of the Property and Rating business application to comply with the latest regulatory requirements. Provided training in applications to business users to continuously improve processing of enquiries and requests from customers.	
1b.8 Provide a safe and healthy environment for employees, contractors and the community.		
RM-S029	Implement policies and procedures to support a culture of health and safety.	 50%
Comments	Continual review and improvement of Work Health and Safety Policies and Procedures with the introduction of guidelines, where appropriate. New online Chemicals Management system, WHS Monitor, has been implemented and is now in use across the business. City Services WHS project tracking well and involves all areas of the Division reviewing Safety documentation.	
RM-S030	Effectively manage workers compensation and 'return to work'.	 50%
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.	
RM-P010	Draft and implement a Wellbeing Strategy.	 10%
Comments	Research has been undertaken by Council's Risk and Safety and Learning & Development teams to commence a plan for the Wellbeing Strategy. Overall Council already	








Code	Name	Progress status report
	implements many wellbeing initiatives and therefore the strategy will be the overarching agreement to have a formal framework. In the last quarter the goal was to work with the external provider "Fitness Passport" to implement the program across Council. The external provider running the program are not unfortunately able to facilitate this currently due to resourcing issues internally at "Fitness Passport".	
RM-S031	Coordinate relevant health checks.	 50%
Comments	In early December Council ran the skin check program for staff with 332 skin checks being undertaken by an external medical provider.	
RM-P011	Improve the incident management system to provide for effective data analysis, tracking and reporting.	 50%
Comments	Incident data is currently managed internally through Excel, including data analysis, tracking and reporting. System integration will be explored through the HR system chosen through the tender process.	
1b.9 Improve and expand online systems and GIS mapping in meeting community and business needs.		
IM-S032	Produce accurate high-quality cartographic maps – ensure data integrity by cross-referencing maps with other data sources.	 50%
Comments	<p>During the quarter 30 cartographic maps were produced. Including:</p> <ul style="list-style-type: none"> • Arts and culture map • Updated KF3 and KF4 resident parking area maps • Land negotiation current status map • After school care throughout the Randwick City Council LGA • K2K LEP maps • Australia Day event map and Coogee Sparkles event map • Coogee smart parking • Residential swimming pool locations throughout the LGA • Reserve categorization map book. 	
IM-S033	Delivery of online maps (inc. interactive maps) and support mobile field collections systems.	 50%
Comments	<p>This quarter five online maps were produced, and two mobile field collection apps were created.</p> <p>Online maps included:</p> <ul style="list-style-type: none"> • Capital works (Council works) to replace the existing google based version on our website in the forthcoming quarter • Facilities to replace the existing google based version on our website in the forthcoming quarter • Parking permit areas (live on Council's website) • Residential swimming pool locations throughout the LGA (Live, for internal use only) • Bushcare sites (Draft for launch in the next quarter). <p>Mobile field collection apps were:</p> <ul style="list-style-type: none"> • Pit cleaning collector application used Council's Road Services Team to record the condition of drainage pits. • Retaining wall collector application used by Council's Technical Services staff to identify retaining walls throughout the city and record their condition. 	
IM-P012	Expand the 3D model of Randwick City.	 50%
Comments	Procurement of a new 3D base data service was finalised through a commercial provider. This will form the basis of further 3D mapping work in the remaining quarters.	

Code	Name	Progress status report
TM-S034	Maintain GIS infrastructure in support of mapping operations.	 50%
Comments	Spatial and Technology staff concluded an upgrade of the GeoCortex interactive mapping service after issues arose with integration to Council's property system. The system is now stable and performing to requirements. A review of the ArcGIS core mapping platform was commenced with a view to rationalise the infrastructure in the next quarter. Several legacy mapping services used by Council's website were redeveloped with a view to replacing the maps on the public website with new maps that use a simpler and more robust underlying infrastructure - this work is scheduled for Quarter 3.	
1C CONTINUOUS IMPROVEMENT IN SERVICE DELIVERY BASED ON ACCOUNTABILITY, TRANSPARENCY AND GOOD GOVERNANCE.		
1c.1 Apply the 4-year continuous improvement strategy.		
PM-S035	Build the capacity of the organisation through initiatives, workshops and process reviews.	 50%
Comments	Comprehensive and collaborative business unit planning is underway across all divisions. Among other things this activity leads to workflow analysis and recommendations for process improvement. This planning will provide all staff with clarity and focus about their day to day activities as well as providing a pathway for staff to relate how their daily effort contributes to outcomes for our community.	
PM-S036	Implement the 2019-20 Internal Audit Plan.	 50%
Comments	All work undertaken in accordance with Audit Plan.	
1c.2 Systemise the method of obtaining customer feedback and add value to existing data and information.		
PM-P013	Engage the community, research and review trends towards reviewing the Randwick City Plan.	 50%
Comments	The upcoming review of the Randwick City Plan will encompass community engagement insights from various recent consultations including, the LSPS, Night-Time Economy, and Housing Strategy. We are also planning further dedicated consultation which will underpin our next Community Strategic Plan.	
1c.3 Proactively manage enterprise risks within our integrated risk management system.		
RM-S037	Test the Business Continuity Plan.	 30%
Comments	Scenario based test to be arranged to enable SWOT analysis of Council's BCP.	
RM-S038	Identify operational and strategic risks by updating the Risk Register and integrating with the Audit Plan.	 50%
Comments	Council's overall Enterprise Risk Management is under review to enable improved integration with the Audit Plan.	
RM-P014	Implement the Enterprise Risk Management Framework (ERM).	 30%
Comments	Preferred Risk Management methodology of Management of Risk (MOR), training and qualification achievement are in progress.	
RM-S039	Periodically test the Technology sub plan of the Business Continuity Plan.	 50%
Comments	Technology Systems staff performed an upgrade of the core server infrastructure during the reporting period, which required Council operations to only run out of one datacentre (either Alexandria or Ultimo) whilst the upgrade was underway. This work had the effect of testing the failover of services between the two datacentres and running Council operations on a single datacentre, which is what would occur in a business continuity event. All services continued normal operation with no disruption to staff. Backup operations continued throughout the quarter as planned.	

Code	Name	Progress status report
RM-P015	Annual technology security vulnerability assessment exercise – testing network security.	 50%
Comments	During the quarter the focus has been on remediation of issues identified in the annual assessment conducted in August 2019. In November a re-test of those vulnerabilities was conducted by the security firm and a satisfactory level of remediation has been achieved. A periodic assessment of vulnerabilities using a software tool Nessus was conducted to continue to assess internal vulnerabilities and confirm baseline security is maintained.	
02 A vibrant and diverse community		
2A MEET THE NEEDS OF OUR DIVERSE COMMUNITY AND PROVIDE EQUITABLE ACCESS TO SOCIAL SERVICES AND INFRASTRUCTURE.		
2a.1 Maintain current knowledge and understanding of community needs to support planning and program development.		
S040	Local services participation and partnerships, identifying emerging needs, service gaps and opportunities across target groups.	 50%
Comments	Staff facilitated meetings with local services and government agencies to discuss issues around the number of suicides and the continual effects on the community. The aim of the meetings is to establish a whole of community approach to mental health awareness and suicide prevention that is sustainable, consistent and eventually led by community. Staff also met with NSW Community and Justice staff to workshop a strategy to implement changes to their Early Targeted Intervention program in Randwick City. Council staff continue to facilitate and attend local service interagency meetings and workshops, and coordinate the community services hub at Lexington Place, Maroubra.	
2a.2 Provide for a high level of accessibility to Council's community facilities and infrastructure.		
S041	Fair and equitable access to our major multi-purpose centres for a range of user groups (hirers and class attendees).	 50%
Comments	Council continues to work closely with community groups to encourage use of Council's multi-purpose centres. Community Grants provide value-in-kind access and through community partnerships. The Randwick Literacy Institute has regular long-term bookings by several dance and cultural groups, the Kensington Park Community Centre is used on a regular basis by a local senior's group and the Holdsworth Centre for residents with a disability. Council is in the process of drafting an informing Arts and Culture strategy which will provide strategic direction for the activation of other Council-owed community centres.	
S042	Plan and schedule activities in venues that are easily identified and accessed by people with disabilities.	 50%
Comments	Held 'Chasing Away the Black Dog' seminar at Margaret Martin Library – new treatments for depression (90 participants); hosted Cultural Bridges at Kensington Park Community Centre (12 service providers / 400+ participants); 'Safe TALK' Suicide Prevention awareness training at Lionel Bowen Library (20 participants).	
2a.3 Support different groups in the community to improve access to services and recreational activities.		
S043	Maintain and develop partnerships with organisations that support of diverse communities, e.g. the Culturally and Linguistically Diverse (CALD) community.	 50%
Comments	Randwick City Library currently has partnerships with The Korean Cultural Centre, Randwick TAFE and the Ethnic Community Services Cooperative. We work with the Ethnic Community Council and the State Library of NSW to deliver technology classes to the CALD community.	
S044	Ensure library CALD collections reflect demographics and community needs.	 50%
Comments	This quarter, the CALD community borrowed a total of 7,948 items from our Library's core collection of 7 languages. A further 150 items were borrowed by customers from the State Library's collection received in bulk loans in this quarter.	



Code	Name	Progress status report
P016	Review library CALD collection to inform future collection development.	 50%
Comments	Our CALD collection usage is being monitored and new materials purchased. Discussions continued with CALD book vendors to initiate a voting system where CALD customers can vote on new books to be added to the collection to further engage with the community with a trial to be implemented by end of 2020.	
S045	Provide a range of programs and activities for a diverse community.	 50%
Comments	In the December quarter there were 1,110 attendees at 96 CALD specific activities, which included our highly popular story times in mother languages and English Conversation Classes. This quarter we provided Tech Savvy Seniors classes in Mandarin and Spanish.	
S046	Provide a range of collection items, programs and activities which are accessible and inclusive for people with disabilities.	 50%
Comments	In the December quarter we continued use of our sensory kits that we received through our partnership with Ability Links, at outreach events – we held two outreach events in this quarter. The kits include a sensory tent and various objects to make children with sensory issues (sometimes associated with Autism Spectrum Disorder) feel safer in public spaces.	
IM-S047	Ensure website content is current and translated into our top 5 languages (other than English) – Chinese, Greek, Indonesian, Spanish and Russian.	 50%
Comments	Information is presented on Council’s website in the top five community languages.	
S048	Raise awareness and build the capacity of local residents and/or their carers, improving their ability to negotiate for and access relevant services.	 50%
Comments	Continued to provide advice, support and referrals on a weekly basis to both services and residents with complex needs, e.g. hoarding, mental illness and navigating NDIS and My Aged Care platforms.	
S049	Participate and/or facilitate joint activities promoting increased understanding of consumer directed care and how to exercise choice and control in choosing disability support services.	 50%
Comments	Grandparents Day at Prince Henry Medical Museum (700+ older persons and people with disabilities attended) – included service providers who promoted community home support options for older people and their carers and people with disabilities; provided a range of information and resources to navigate and access services. Hosted ‘Chasing Away the Black Dog’ novel treatments for depression and other psychiatric disorders, in partnership with Black Dog Institute and NEURA. Held ‘Safe Talk’ suicide prevention.	
S050	Consult regularly within the community services industry in identifying key issues important to people with disabilities and their carers.	 50%
Comments	Prepared Disability Inclusion Action Plan report for Council’s 2018-19 Annual Report. Convened meetings of City of Sydney and Eastern Sydney Aged and Disability Interagency and partnered local service providers to identify current and emerging issues experienced by residents with a disability and their carers. Held biannual regional planning day for members of the City of Sydney and Eastern Sydney Aged and Disability Interagency; prepared draft report to advance issues and highlight priorities to Councils and government departments. Attended and participated in the Eastern Sydney Abuse of Older Persons Collaborative; held community information stall to raise awareness about HIV AIDS transmission and prevention at Coogee Family Fun Day.	
2a.4 Improved opportunities for local Aboriginal and Torres Strait Islander peoples to access support services.		
S051	Support community-based support agencies to plan and deliver while providing essential information to government program funding providers aimed at meeting the needs of at-risk and/or vulnerable residents.	 50%
Comments	Continued to attend and facilitate meetings of local interagency groups which address the needs of Aboriginal and Torres Strait Islander peoples advocating for local at-risk community members and ensure that vulnerable residents are represented. Provide information on funding opportunities to local non-government organisations who provide services to Aboriginal communities.	

Code	Name	Progress status report
S052	Assist local Aboriginal organisations to plan and deliver nationally significant events such as NAIDOC Week and Reconciliation activities.	 50%
Comments	Provided support and information on funding opportunities to local non-government organisations who provide services to Aboriginal communities. Facilitated meetings of non-government interagency groups, linking service providers and encouraging partnerships for annual cultural celebrations. Supported community events including: Guriwal Aboriginal Breast Cancer Morning Tea, Employment Expo at Prince of Wales and Sharing Stories at the La Perouse Community Health Centre.	
S053	Ensure that the programs and activities delivered via the Lexo Hub address the identified needs of local indigenous individuals and families.	 50%
Comments	Ensured that culturally appropriate services are delivered from the Hub@Lexo outreach and encouraged Aboriginal community members to attend and participate in outreach support, health initiatives, playgroups and workshops. Continued to provide information which is culturally friendly, easy to interpret and understand to Aboriginal residents and community members that attend the Hub. Provide identified Aboriginal staff for programs where necessary.	
2a.5 Implement our social inclusion plan 'An Inclusive Randwick' to address gaps in service provision and reduce disadvantage.		
S054	Produce and publish the biannual Parenting Calendar linking local families to a range of child development courses.	 50%
Comments	The 2020 Parenting Calendars have been produced and published within its proposed timeline. A new format for each half yearly calendar has captured both clients and service providers with its bold imagery as well it's easy to read layout. A total of 1,260 booklets distributed to childcare centres, preschools and primary schools within Randwick Coty. This resource is available at our libraries and our Administration Building.	
P017	Identify options for the location of a youth focused facility to deliver high priority programs and activities for at-risk and vulnerable age groups.	 50%
Comments	A report has been drafted and will be submitted to the Youth Advisory Committee for discussion and advice.	
P018	Establish and implement a Foodbank Program in address of food security issues operating from the Lexo Hub facility.	 50%
Comments	Met with Foodbank Australia operator to discuss how we could implement a program at The Hub. Aim to commence program in early 2020. Supported a small number of families with food hampers over Christmas.	
2a.6 Implement grants programs to enhance services to meet community needs.		
S055	Administer our Community Partnership Funding Program, and our Cultural and Community Grants Program, and Randwick ClubGrants NSW on behalf of participating clubs.	 50%
Comments	Distributed funds of \$39,865 distributed to the nine successful recipients of the Cultural and Community Grant Program September 2019 Round. Preparing for the March 2020 Cultural and Community Grant Program round.	
2B STRONG PARTNERSHIPS BETWEEN THE COUNCIL, COMMUNITY GROUPS AND GOVERNMENT AGENCIES.		
2b.1 Support resident precinct committees, chambers of commerce and combined service clubs.		
S056	Provide meaningful face-to-face opportunities for community participation.	 50%
Comments	11 Precinct meetings were held across Randwick City over the quarter. At the quarterly Precinct Coordination Committee meeting, Precinct Executives were presented with their signed Precinct Partnership Agreements by the Mayor, Councillor Danny Said.	

Code	Name	Progress status report
2b.2 Partner and implement joint projects to achieve improved service coordination and value for money outcomes for the region.		
S057	Activate and manage the Lexo Hub facility in providing accessible office space for community service providers for the delivery of health, wellbeing and social welfare services.	 50%
Comments	Activate, oversee and manage The Hub's daily activities. Liaise with partner agencies and support implementation of service delivery at The Hub. Met with youth agencies and social support services to determine service delivery appropriateness and community needs. Supported implementation of Women's Health Morning tea with health workers discussing and answering questions about women's health needs, supported implementation of Smoking Cessation program and Community garden activity, held 1-year opening of The Hub celebration, and held Community Christmas party with over 50 people attending.	
S058	Participate on the steering committee of <i>Communities at the Centre: Equity and Well-being</i> initiative relating to key social housing neighbourhoods.	 50%
Comments	There are three major committees connected with the Communities at the Centre (ComaC) program which is based at the community services hub at Lexington Place, Maroubra. These are: the ComaC Steering Committee; the ComaC Evaluation Committee; and the Operational Committee. Meetings are held bi-monthly and rotate venues between the Sydney Eye Hospital (SESLHD) and Randwick Council's Administration Building. Member agencies include Randwick City Council, South Eastern Sydney Local Health District; Community and Justice NSW; Primary Health Network; and The Deli Women and Children's Centre.	
2C NEW AND UPGRADED COMMUNITY FACILITIES THAT ARE MULTIPURPOSE AND IN ACCESSIBLE LOCATIONS.		
2c.1 Implement the 'Community Facilities Plan' as per identified priorities.		
P019	Plan and construct community facilities under <i>Our Community our Future</i> program, inc. Malabar memorial hall and Blenheim House Arts & Cultural Centre.	 50%
Comments	Blenheim House – concept planning is underway. Malabar Memorial Hall – consultant procurement underway.	
2D OUR CULTURAL DIVERSITY IS APPRECIATED AND RESPECTED.		
2d.1 Implement 'A Cultural Randwick City'		
S059	Implement our calendar of events, including The Spot Festival and Coogee Christmas Carols.	 50%
Comments	Refer S063.	
S060	Support and assist in the development and implementation of a range of cultural activities and events (both indigenous and non-indigenous) at La Perouse Museum.	 50%
Comments	Council staff worked with the La Perouse Aboriginal community to present the Cultural Whale (Guriwil) Storytelling workshop on Frenchman's Bay Beach. The workshop included traditional Aboriginal storytelling, fire ceremony and bush tucker. The event was sold out with 40 residents experiencing traditional culture. Local Aboriginal community members continue to provide cultural support to Council staff at the museum.	
S061	Support and assist in the delivery of our Multicultural Festival.	 50%
Comments	In partnership with Ethnic Community Services Co-operative and the Community Development Team at Randwick City Council, the Cultural Bridges event was held on 12 October 2019 at the Kensington Park Community Centre. This event further supported the cultural diversity and talent within the Randwick City Community and assisted with engaging communities through active participation with activities and cultural entertainment provided on the day. With over 10 local organisations, 11 suppliers and six performers taking part on the day. The event celebrated culture with community with an estimated number of 350 community members including adults and children attending throughout the day.	
P020	Explore and develop a list of feasible cultural activities for implementation in our community centres, e.g. Prince Henry Centre, Randwick Literary Institute and Blenheim House.	 50%
Comments	A public Arts and Culture survey was recently completed, with outcomes to be considered in the drafting of an Arts and Culture informing strategy expected to be completed in 2020.	

Code **Name** **Progress status report**





2d.2 Deliver and/or sponsor a range of cultural programs to promote a sense of community.









S062	Investigate feasibility, sponsorship potential and/or directly supporting community events/projects as required by resolution of Council.	 50%
Comments	Council continues to provide support for community events and projects through our Community Grants Program and partnerships developed through Advisory Committee meetings, community consultation and interagency discussions.	
S063	Implement our calendar of signature annual events (and other ad hoc events).	 50%
Comments	10 major events were implemented this quarter. They included the Bali Memorial ceremony, Kingsford Noodle Markets, Step Out Speak Out Walk, Seniors Christmas concerts, Coogee Carols and New Year's Eve Fireworks. Other civic events included the Malabar Family Day, Garden Awards, Sports Awards and Business Awards.	









03 An informed and engaged community


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

3a.1 Use effective communication methods to provide the community with information on our service activities.

S064	Monitor and apply communication and visual design standards to our communication materials, products and website.	 50%
Comments	All Council publications continue to be reviewed by Council's Communications Team to ensure quality and consistency with Council's Brand Guidelines.	
S065	Produce appropriate video content for our digital communication channels.	 50%
Comments	20 videos were produced across our communication channels. Our highest performing video on Facebook was our light rail launch video which was made in-house. The communications team shot, edited and posted this video to Facebook all in the one day to update the Randwick community on the light rail launch. According to Facebook insights from October-December it reached 5,100 people, with the top audience being women 35-44 years of age. Other videos which performed well on Facebook: Step Out Speak Out walk, New Year's fireworks and Council's beach pollution campaign.	
S066	Produce and/or influence the development of effective and targeted communication plans and products for our events, projects and activities.	 50%
Comments	The Communications team implemented and developed 5 Communications plans to inform, educate and engage the community on various activities, including Community Service Awards, Step Out Speak Out, Coogee Carols, Coogee Sparkles and Kingsford Night Noodle Markets.	
S067	Write quality speeches for Council representatives.	 50%
Comments	The Communications team wrote 41 speeches for Council representatives which informed, entertained and connected members of our community at various events. Some notable speeches were Kingsford Night Noodle Markets, Carols by the Sea, Refugee Week Celebrations and the Blak Markets.	
S068	Produce regular community newsletters (digital and print) to inform and engage our community.	 50%
Comments	In the past quarter we sent out 13 editions of eNews. The average open rate of 29%. Top stories included Business Awards Winners, Save Yarra Bay Event and Water restrictions. Additionally, we mailed out our quarterly magazine, SCENE, to 64,000 households. This issue focused on Accessibility in Randwick City and our partnership with Sydney Dogs and Cats Home. The front cover featured the Langan-Stark family: Petra, Steve, Hudson and Sawyer who lives with cerebral palsy.	

Code	Name	Progress status report
S069	Produce effective high-quality visual communications materials to support and enhance our business.	 50%
Comments	In the last quarter of the year we have produced 2,170 graphic high-quality print and digital design items. This included the Rates notice, Waste survey results, Annual Report, La Perouse Museum programmes as well as the newly branded 'Step Out Speak Out' event. We designed the La Perouse museum consultation, Bushland Summer Newsletter, Marine and Coastal Discovery Program, the Waste Calendar as well as the very successful Best Gift Market. We also produced the Summer Edition of SCENE magazine and launched the 'Beach Pollution Ends Here' campaign.	
S070	Effectively manage our banner poles as an outdoor communications medium.	 50%
Comments	In this quarter, staff installed nine campaigns across various suburbs. We focussed on supporting Step Out Speak Out, Noodle Markets, Christmas in Randwick and Coogee Carols.	
S071	Promote and share information to assist people with a disability (and their carers) access relevant services.	 50%
Comments	A range of community and development-run programs were promoted through eNews and Facebook. Our Summer edition of SCENE magazine featured a story on accessibility in Randwick City and listed a range of facilities, parks, buildings and beaches which are accessible to everybody in our community.	
3a.2 Ensure our website is an accessible and usable interface between Council and our community.		
S072	Ensure the library sub-site and social media channels provide timely, engaging and relevant information.	 50%
Comments	In the December quarter, there were 151,265 views (from 84,980 unique sessions) on the Library website. The Library's Facebook page grew by 4.9% to 1,679 likes, delivering 103 posts to a total reach of 51,345 users. The Library had 748 forms completed online. We released three monthly eNewsletters featuring top library events, activities and exhibitions for each month. We currently communicate to 32,987 subscribers (increase of 3.8% on previous quarter) with a 21.22% average open rate and a 13.29% average click through rate.	
P021	Refresh the look of the library sub-site.	 50%
Comments	In the December quarter three webpage headers were replaced with new images. A new online form was added for members to register to loan items from the Book Club in a Box collection. A visual book carousel was added to the Book club in a box page to promote the collection, and various landing page thumbnails were updated. The Wrapped Coast 50 th Anniversary Celebration Exhibition was added to the website. 16 News Articles were posted to the website.	
IM-073	Maintain and enhance our website with suitable and accessible content.	 50%
Comments	Improved the accessibility of the council, library and DRLC websites by updating the templates in line with Accessibility Guidelines. This has improved the website experience for mobile and tablet users.	
P022	Implement and host a <i>Community Submitted Events Service</i>, providing a space for community organisations to promote community activities.	 50%
Comments	Reviewed, edited and published 31 Community Submitted Events during quarter.	
3a.3 Implement technology solutions in support of services and resources to meet the needs of our community.		
IM-S074	Improve and expand website content in providing online services to our community (both web and mobile).	 50%
Comments	Launched the End Beach Pollution online educational experience which informs residents, ratepayers and visitors about ways to reduce beach pollution and provides an online experience to explore the drains of Randwick City.	



Code	Name	Progress status report
TM-S075	Ensure optimal enterprise functionality to improve online access to information, services and resources.	 50%
Comments	In the December quarter there were 37,724 sessions, 56,619 searches and 324,106 page views. There were 474 referrals from search engines to Randwick's Library.link profile. Changes were made to authentication with our eBook platform overdrive to allow users who change card numbers to have continued access to their current loans and reservations.	
S076	Provide innovative hardware, software and web solutions to library customers and staff.	 50%
Comments	During the quarter a new collection of eBook and eAudio titles, Indyreads from the SLNSW, was added to our collection, and made accessible through the library website and mobile app. The Library facility management system Monitor was updated, improving print functionality, and user management.	
P023	Implement an integrated online booking system for our venues (including event invitation and RSVP functionality).	 25%
Comments	A project team will look at this in conjunction with a few other priorities.	
TM-P024	Rollout of public wifi across our facilities and open spaces.	 50%
Comments	During the quarter works continued for public wifi at Clovelly Beach which is anticipated to be commissioned in January 2020; and for Malabar Beach anticipated in March 2020. Investigation of options for linking the Mahon Pool Amenities building to the network were explored utilising a point to point link, to expand the wifi service to this facility. Capacity of the public wifi at La Perouse Museum was enhanced through an increase to the speed of the underlying link, allowing more simultaneous connections. Work on Coogee Bay Road wifi continued with the first SmartPoles erected, most of the commissioning works will occur in March 2020.	
3B THE COMMUNITY HAS INCREASED OPPORTUNITIES TO PARTICIPATE IN DECISION-MAKING PROCESSES.		
3b.1 Develop opportunities for community participation in Council's decision-making processes.		
S077	Develop and support effective consultation plans in support of our projects.	 50%
Comments	Consultation programs were undertaken for Council's Financial Statements 2018-19, Arts and Culture Strategy, Meeks Street Urban Plaza, Kensington and Kingsford Town Centre Planning Proposal, Vision 2040, Clovelly Road Draft Masterplan, Resident Parking Scheme Surveys CO6, KF3 and KF4, Community Participation Plan and The Night Time Economy Study.	
S078	Obtain community feedback on our Events Program.	 50%
Comments	Surveys carried out at the Kingsford Noodle Markets and Coogee Carols. Data will be recorded at several events over the next 12 months as a review and to provide analysis of events.	
S079	Provide administrative support and organisation for our Advisory Committees in support of optimal meeting outcomes.	 50%
Comments	During reporting period Council reviewed the role and structure of the Community Advisory Committees and resolve to merge the Older Persons and Access Advisory Committees into one committee and retain the other four Committees. The Arts and Cultural Advisory Committee met twice during this period and the Youth and Community Diversity and Equity Committees meeting once. Both the Older Persons and Access committees met and were advised of Council's resolution. Action is in progress to reactivate the Aboriginal Advisory Committee. Staff continues to provide secretarial support, report on outcomes to Council and action recommendations of meetings.	
S080	Identify issues of importance to people with disabilities (and their carers) through regular consultation with key community representatives.	 50%
Comments	Refer to S042, S048 S049 and S071.	

Code	Name	Progress status report
S081	Leverage social media to encourage community participation in decision making for our projects, events and activities.	 50%
Comments	This quarter we posted 102 times on Facebook, reaching 478,683 people. We received 2,683 comments across the three-month period. The most engaging posts for the quarter were a post on Mons Ave street, Closed National Parks amidst fires and the cancellation of Fireworks at Coogee Carols. Instagram is still a growing channel, but reporting isn't as detailed as it currently is for Facebook. We posted 13 times across the quarter and more frequently in the "stories" element of the channel.	


04 Excellence in urban design and development

4A IMPROVED DESIGN AND SUSTAINABILITY ACROSS ALL DEVELOPMENT.

4a.1 A high standard of design quality in new development.



P025	Finalise the Kensington to Kingsford (K2K) planning proposal and urban design strategy.	 75%
Comments	Council resolved to endorse the final K2K Planning Proposal at its meeting of 10 December 2019 following public exhibition. Updated Planning Proposal, maps and associated documents collated for uploading on the Department of Planning portal. The Proposal has reached a key stage in the planning process, with the next stage being drafting of legislative amendments.	
P026	Prepare Development Control Plan (DCP) for Kensington to Kingsford (K2K).	 50%
Comments	Work commenced during the quarter on drafting the K2K DCP structure, clauses and graphics.	

4a.2 Promote and recognise design excellence and sustainability.


P027	Run the 2020 design excellence program, inc. Urban Design Awards and Architecture Talks.	 0%
Comments	Planning for the 2020 design excellence program is to commence in the Jan-March quarter of 2020.	

4B NEW AND EXISTING DEVELOPMENT IS MANAGED BY A ROBUST FRAMEWORK.

4b.1 Effectives strategies and processes to manage the impacts of new and existing development.

S082	Determine Development Applications (DAs) efficiently in accordance with the provisions of the LEP and DCP.	 50%
Comments	<ol style="list-style-type: none"> 1. Median net processing time for all DA's determined was 41 days (target 35 days) 2. Average net processing time for all DA's determined was 45 days (target 40 days) 3. Median gross processing time for all DAs determined was 103 days (target 65 days) 4. Average gross processing time for all DAs determined was 124 days (target 80 days) 	
S083	Implement recommendations of the Randwick Local Planning Panel (RLPP).	 50%
Comments	The Randwick Local Planning Panel made 26 resolutions in the December quarter. All 26 resolutions have been implemented.	

4b.2 Ensure relevancy and delivery of good design outcomes by monitoring the provisions of the LEP and DCP.

P028	Review the LEP and DCP to ensure design provisions and controls align with the Local Strategic Planning Statement (LSPS).	 50%
Comments	In the December quarter, Council's draft LSPS was on exhibition and Council officers reviewed the submissions received. A report on the draft LSPS and outcomes of the exhibition will be reported to Council for their endorsement in the March quarter of 2020.	

Code


Name

Progress status report

05 Excellence in recreation and lifestyle opportunities


5A MAXIMISE OPPORTUNITIES FOR RESIDENTS AND VISITORS TO ENJOY BOTH ACTIVE AND PASSIVE OPEN SPACE.

5a.1 Progressively update plans of management focussing on active and passive recreation opportunities.

S084	Assess applications for activities on public land in keeping with service levels agreements and incorporating relevant criteria.		0%
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Comments The development/review of the Plans of Management has been deferred until the development of our informing Open Space and Recreation Strategy.


5a.2 Continue work towards a continuous Coastal Walkway from Clovelly to Botany Bay.

P029	Design feasibility and amenity study for the continuation of the coastal walkway through the southern golf courses.		50%
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Comments Initial feasibility assessment has taken place for The Coast Golf course and St Michael's Golf Course.


5B FACILITATE A RANGE OF SPORTING AND LEISURE ACTIVITIES.

5b.1 A diverse range of programs designed to increase attendances at Des Renford Leisure Centre (DRLC).

S085	Provide and expand Des Renford Leisure Centre (DRLC) community programs in line with industry trends and customer demand.		50%
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Comments DRLC has continued to see large attendance numbers visiting the Centre, again exceeding 1,000,000 visits for the 12-month period to quarter end. Learn to Swim participation maintained an average over 4,600 weekly enrolments and gym memberships averaged over 2,600 week-to-week memberships across the last quarter.


5b.2 Plans of management for open space focus on multi-use, e.g. the Heffron Park Plan of Management.

P030	Neptune Park - improved landscaping and outdoor gym.		40%
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Comments Land survey services have been engaged and procurement is underway.

5C CREATE NEW OPEN SPACE AS OPPORTUNITIES ARISE.

5c.1 Advocate from public access to the remaining Commonwealth owned land at Malabar Headland.

P031	Negotiate with Commonwealth and State Government agencies for access to the Malabar Headland.		50%
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Comments Continued to liaise with the Commonwealth Department of Finance regarding ongoing site management and a future interagency meeting date.

5c.2 Plan and advocate for public open space and connection in major urban renewal and infrastructure projects.










P032	Support delivery of Green Grid links consistent with the Green Infrastructure Plan and Local Strategic Planning Statement.		50%
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Comments Council's draft LSPS structure plan outlines local and regional Green Grid links. The Open Space and Recreation study to commence in 2020 will consider how to deliver on the Green Grid links and improve access to our key recreational assets.

5c.3 Optimise the urban interface with the Light Rail.

P033	Plan and construct the Meeks Street urban plaza.		40%
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Comments Initial community consultation completed and concept design underway.


Code	Name	Progress status report
P034	Ensure public space and access opportunities in conjunction with the Light Rail project.	 50%
Comments	Council's draft LSPS collaboration area structure plan identifies public space and access opportunities in conjunction with the Light Rail project to include improved public access through the Racecourse to the light rail stops. Public domain improvements incorporated in the K2K Strategy reviewed as part of the new infrastructure contributions plans.	
5D LIBRARY PROGRAMS, RESOURCES AND FACILITIES PROVIDE INNOVATIVE AND INSPIRATIONAL OPPORTUNITIES FOR EDUCATION LEISURE.		
<i>5d.1 Ensure library facilities, services and resources are relevant to our community.</i>		
S086	Determine ongoing community satisfaction with Randwick City Library, inc. resources, services and facilities.	 50%
Comments	We surveyed eight events (3 author talks, 5 information sessions) in the December quarter with a total 81 respondents across all. We achieved a 100% overall satisfaction rating. Average presenter rating of 90.17%	
S087	Acquire new items for the library collection which are relevant to community trends and expectations.	 50%
Comments	4,033 new items were received against orders for the December quarter, with 3,771 catalogued and available for loan in the same period. A new 'Bestsellers' range was added to the collection and launch in December.	
S088	Ensure library facilities, services and resources meet community demand – high levels of patronage and usage.	 50%
Comments	Across the Library Service during the report period October to December 2019, 197,753 loans, 131,072 visits and 2,435 new memberships were recorded. There were 12,405 eBook loans, 9,672 eAudio loans, and 5,839 eMagazine loans. The Library's film streaming service had 2,735 films played. There were 29,828 total wifi sessions, 25,796 sessions for public PC usage and 1,202 sessions for study room usage. Self-checker usage at Lionel Bowen and Margaret Martine Libraries was 90,771 for both loan and renewal.	
P035	Develop a marketing plan and calendar of events in reflection of community needs, interests and demands.	 50%
Comments	The library marketing plan 2020 draft is currently under review. We held three author talks namely Holly Wainwright (32 guests), Pat Sheil and Peter Hoystead (34 guests) and Sue Liu (30 guests) - we achieved an average net satisfaction score of 100%.	
S089	Provide exciting and innovative programs and services for children and families.	 50%
Comments	We trialled a new Japanese Pastel Art workshop as part of the Best Gift Market activities, with all spaces filled during the quarter. We also ran a 3D ornaments craft workshop utilising recycled material. A total of 44 cross-generational community members attended these workshops.	
S090	Develop and deliver programs to support digital learning and social inclusion for seniors.	 50%
Comments	In the December quarter, Randwick City Library delivered 249 activities to 3,740 attendees aimed at Seniors. Creating social and digital inclusion for seniors via diverse sessions delivered by staff, presenters and volunteers on technology, including the NBN and our popular continuing programs such as Bridge, Mah-jong and Singing. In addition, we hosted wellness sessions on resilience for the senior community.	
S091	Provide a library presence at community events and continue the school visit program.	 50%
Comments	In the December quarter library staff attended the Best Gift Market in November and ran four workshops. It provided a place of respite, calm and opportunity to educate the public about the library services and activities.	
S092	Undertake community outreach through the 'Spark Library Outreach Vehicle'.	 50%
Comments	During the December quarter the Library Spark outreach van attended the Best Gift Market with over 500 visitors to the stand. An additional six library staff have received training and orientation with the vehicle so that the van can be activated at more community events throughout 2020.	

Code	Name	Progress status report
P036	Enhance the Lionel Bowen Library façade.	 25%
Comments	The initial design concept has been accepted and we are awaiting further details from the designer to progress this exciting project.	
P037	Upgrade public toilet facilities at Lionel Bowen Library.	 0%
Comments	Work is not expected to commence on this project until the final quarter in 2020.	
P038	Plan and fit out ‘The Third Space’ – a lifelong learning space located at Lionel Bowen Library, Maroubra.	 10%
Comments	Further research has been undertaken to see what would work for this space. We plan to have it up and running by the end of the final quarter in 2020.	
5d.2 Use the community hub for education and leisure activities.		
S093	Deliver lifelong learning opportunities e.g. technology literacy, physical and mental health and social integration.	 50%
Comments	In the December quarter the library ran several seminars as part of the Talking Tech series covered topics on: The NBN, Navigating MyGov and My Aged Care and Holiday Planning Online. Our group and one-on-one TechConnect technology literacy programs continued. Our social inclusion programs such as Bridge and Mah-jong continue to be extremely popular with the community.	





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 Deliver infrastructure assets that ensure intergenerational equity and meet our obligations as the custodian of community assets.









S094	Collect and collate asset management data to facilitate accurate and timely decisions for best management of our assets.	 50%
Comments	The collection of asset data is progressing to schedule.	

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


S095	Maintain drainage infrastructure, inc. kerb and gutter, drainage pits and gross pollutant traps.	 50%
Comments	Road Services completed 32 drainage requests, at 94% within the SLA, and 22 clear culvert/pits requests at 86% within SLA during the quarter.	
S096	Maintain open space areas, inc. parks, gardens, sportsfields, streetscapes and cemeteries.	 50%
Comments	Scheduled maintenance within parks, sportsfields and other public areas was completed within or near service level agreements. Open Space services completed 386. Requests from the community regarding a variety of issues including natures strips, park maintenance, water services and streetscape gardens, 74% of these requests were completed within the nominated service level timeframe.	
S097	Maintain building facilities, inc. amenities, community centres, boardwalks and park furniture.	 50%
Comments	All scheduled maintenance for Council-owned buildings and structures were completed as per 50% of the schedule. These services include general building maintenance, air conditioning, lifts and fire services.	
S098	Maintain road pavement infrastructure, inc. potholes, large surface repairs, line markings and signage infrastructure.	 50%

Code	Name	Progress status report
Comments	Road Services completed 23 Road Pavement repairs at 96% within SLA, 145 Pothole requests at 66% within SLA, 386 signs request at 51% within SLA and 72 Line marking at 56% within SLA during the quarter.	
P039	Maintain footpaths, inc. rectifying uneven surfaces.	 50%
Comments	Road Services completed 250 footpath repairs at 82% within SLA and 27 kerb and gutter repairs at 89% within SLA during the quarter.	
P040	Implement our Buildings capital maintenance program.	 50%
Comments	The Buildings capital maintenance program is 50% complete, including Council-owned buildings, Parks furniture, fencing, signage maintenance, public bins damaged/surrounds, street furniture, parks building maintenance and tenanted buildings.	
P041	Implement the Road Rehabilitation Program (as part of the Capital Works Program).	 50%
Comments	Capital works handed over: <ul style="list-style-type: none"> • 116-134 Moverly Road - replacement of concrete road to Asphalt road works complete • Clovelly Road and Fern Street - raised crossing complete • 49 Belmore Rd to Royal Randwick Shopping Centre - asphalt road re-sheet complete. 	
6a.3 Implement and complete major projects in the 'Our Community our Future' program.		
P042	Plan and construct major projects under the Our Community our Future program (OCOF), inc. Heffron Centre.	 50%
Comments	Status update for carried-over 2018-19 and new 2019-20 projects as follows: <ul style="list-style-type: none"> • Malabar Memorial Hall – early planning underway • South Maroubra Beach Amenities and Car Park – early planning underway • Randwick town Hall – early planning underway • Heffron Centre - planning underway • Randwick Administration Centre - planning underway • La Perouse Museum and Toilets – preliminary planning underway • Yarra Bay Bicentennial Park Amenities – detailed documentation complete • Blenheim House (Cultural Centre) - concept stage underway • Malabar Junction Amenities – detailed documentation complete • Coogee Oval Grandstand – detailed documentation complete • Coogee Surf Life Saving Club – detailed documentation complete. 	
P043	Plan the undergrounding of power lines at The Spot, Randwick.	 50%
Comments	The Electrical design work is progressing to schedule.	
6a.4 Prepare and implement our Smart City Strategy to take advantage of technology opportunities and deliver improved services.		
P044	Deliver the Smart Car Parking project in the Kensington and Kingsford town centres.	 50%
Comments	Following an EOI process, a tender was released to four shortlisted companies for the supply, configuration, implementation and maintenance of smart parking solutions. Three tender responses were received and evaluated by the tender evaluation committee. A preferred tenderer was chosen and a report to the November Council meeting recommended Council engage the preferred tenderer. An initial meeting with the contractor has been held, and the contract is under preparation.	

Code	Name	Progress status report
IM-P045	Deliver the Smart Beach Project to optimise the beach-going experience at Coogee Beach and develop open data standards for beach information.	 50%
Comments	<p>The project made substantial progress during the period:</p> <ul style="list-style-type: none"> • Technology Systems staff in conjunction with Waste and Cleaning staff tested a variety of different sensors for monitoring bin levels on a representative sample of five bins including different locations and bin types, with successful levels obtained; as a result, an order was placed for 50 additional sensors to cover the entire Coogee Beach Precinct • A pilot group of 20 smart lockers which can be reserved through a smartphone application were implemented, with a view to having all lockers at Coogee Lower Amenities being electronic smart lockers • Enabling civil works for the Smart Signage were undertaken and orders raised for the displays • A specialist graphic design and integration firm was awarded the work to build the Smart Signage Displays, based on requirements established from Council's beach lifeguards • Orders were placed for Smart BBQs, amenities, people counters and a smart city data hub (Ubidots) • Compacting bins were installed as part of the Coogee Bay Road works and integrated into the Smart Bin platform. <p>The public wifi at Coogee Beach continues to be well utilised, with peak utilisation of 189 concurrent connections on New Year's Eve.</p>	
6a.5 Consider opportunities for the restoration of the La Perouse Museum.		
P046	Project manage the restoration of the La Perouse Museum (masterplan and rebuild).	 50%
Comments	Project milestones are on track.	
6B OUR CENTRES, BEACHES, STREETS AND OTHER PUBLIC PLACES ARE SAFE, INVITING, CLEAN AND SUPPORT A RECOGNISABLE IMAGE OF OUR CITY.		
6b.1 Clean our public places in accordance with adopted service levels.		
S099	Ensure business centres, public places and beaches are cleaned.	 50%
Comments	City Cleansing teams have continued to meet scheduled services last quarter in both Beach Cleaning and Business Centres. Due to an increase in leaf litter from drought conditions and the "Adopt a Drain" campaign November and December saw a significant increase in requests for additional manual and mechanical street cleaning.	
6C THE SAFETY OF OUR COMMUNITY IS PARAMOUNT AND IS ACKNOWLEDGED AND SUPPORTED THROUGH PROACTIVE POLICIES, PROGRAMS AND STRATEGIES.		
6c.1 Foster a safer City and reduce anti-social behaviour by implementing 'A Safer Randwick' (our crime prevention and community safety plan).		
S100	Collaborate with the Police and other organisations in crime prevention and safety programs.	 50%
Comments	Relevant staff attended the Liquor Accord and UNSW Crime Prevention Partnership meetings, held generally on a quarterly basis and liaised with NSW Police in relation to several events and operational matters.	
S101	Develop emergency plans for major events in consultation with the Police.	 50%
Comments	All emergency management plans were implemented for major events.	
S102	Monitor and maintain infrastructure which is at the risk of vandalism.	 50%
Comments	Total graffiti removed in second quarter is 1,644.5 square metres.	


Code	Name	Progress status report
P047	Implement a partnered program of activities and events to raise awareness and support household members affected by domestic violence.	 50%
Comments	Supported Step Out Speak Out Walk Against Violence. In partnership with Eastern Suburbs Domestic Violence Network, four local Councils, and Counterpoint Community services, held Domestic Violence – The Basics for Workers half day information session and launched Eastern Suburbs Resource. Worked with local independent grocers to give out free shopping bags during the 16 Days of Activism Against Gender Based Violence with a message about consent.	
S103	Support your service agencies in implementing activities for school aged children at risk of engaging in anti-social behaviour.	 50%
Comments	Follow up meetings from Principal’s symposium on school refusal and transition – planning for an annual event to address specific issues of school-aged children. Met with The Shack Youth services to discuss service needs and gap in service delivery for tweenies, children aged 9-12 years. Due to funding constraints, the Kool Kids Club is the only service funded to work with this age group and they work with Aboriginal and Torres Strait Islander children specifically. Followed up earlier meeting with DET to discuss needs of tweenies however no outcome to date.	
S104	Collaborate with the Community Drug and Alcohol Team (CDAT) to deliver harm minimisation and awareness projects.	 50%
Comments	Council staff are working to launch new membership and direction of the CDAT Committee to deliver harm minimisation and awareness with the assistance of the Australian Drug Foundation. A ‘pharma-abuse’ activity/event is currently being planned in consultation with local services and community members.	
6c.2 Educate our community about surf and water safety.		
S105	Deliver the Surf and Water Safety education program to 20 schools.	 50%
Comments	Beach Lifeguards continue to deliver surf and water safety education to the wider community, including schools, playgroups and library-based programs. The knowledge and experience imparted by our Lifeguard team continues to be valued and well received by the different community groups.	
6c.3 Maximise public health and safety by implementing effective regulatory and compliance services and programs.		
S106	Implement a range of food safety and environmental health activities.	 50%
Comments	Our Environmental Health Officers carried out 179 Primary food inspections, 52 Re-inspections, 61 Temporary food inspections and issued 140 Scores on doors certificates from October to December 2019.	
S107	Implement effective regulatory and compliance activities and strategies.	 50%
Comments	During the quarter, our regulatory officers actioned 203 building and compliance related customer requests, issued 112 notices and orders and undertook 89 swimming pool barrier inspections.	
S108	Comply with NSW health guidelines in maintaining bacterial and chemical parameters at Des Renford Leisure Centre (DRLC).	 50%
Comments	The Des Renford Leisure Centre has maintained 100% compliance with the NSW Health Guidelines for Public Swimming Pools through Q2 of the 2019-20 financial year. Independent laboratory water tests and NSW Health Department checks have been regularly conducted with the facility achieving outstanding results for all bodies of water.	
S109	Implement an effective regulatory fire safety program.	 50%
Comments	This quarter, our officers carried out 98 fire safety inspections of existing buildings, issued 14 new Fire Safety Notices/Orders, assessed 11 Fire Engineering reports and processed 765 Fire Safety Statements/Certificates.	

Code Name Progress status report


6c.4 Implement the Road Safety Action Plan.		
S110	Implement road safety behavioural projects to address pedestrian safety, speeding and drink driving.	 50%
Comments	Council officers continue to be involved in the ongoing Child Car Seat Program, Pedestrian Safety presentations (focusing on road safety issues for older people), Safety Around Schools efforts (including improvements to the Kiss and Go zones and communications about road rules) etc.	


6D A STRATEGIC LAND USE FRAMEWORK PROVIDES FOR OUR LIFESTYLE CHANGES AND FOR A CONTINUING, YET STEADY RATE OF GROWTH ACROSS OUR CITY.


6d.1 Review and Implement the strategic land use framework in line with urban renewal projects (Regional and District plans).


P048	Finalise the Local Strategic Planning Statement (LSPS).	 50%
Comments	The draft LSPS came off exhibition in the December quarter of 2019 and Council officers reviewed the submissions received. A report on the outcomes of the exhibition process and the LSPS will be reported in the March quarter seeking Council's endorsement to finalise the LSPS.	

6d.2 Monitor and review to continually improve the strategic land use framework.


P049	Finalise the Housing Strategy.	 50%
Comments	Council's draft Housing Strategy came off exhibition in the December quarter in 2019 and Council officers collated and reviewed the submissions received. It is intended that the draft Housing Strategy will be reported to Council for finalisation once the LSPS has been endorsed by Council and the GSC.	

P050	Start preparations for the Planning Proposal as part of the LEP roadmap process.	 50%
Comments	Preparations for the Planning Proposal is to commence in the March quarter of 2020 once the LSPS has been endorsed by Council.	

S111	Develop and implement online generation and delivery of S10.7 Certificates.	 50%
Comments	Liaising and working with Business Systems to finalise integrity scripts for cleansing and formalising data for property descriptions as a prelude to on-line generation of S10.7 Certificates.	


S112	Respond to legislative reforms, policy amendments, major proposals and proposals outside Randwick City.	 50%
Comments	Council officers responded to three State Significant Development Applications in the December quarter of 2019.	








6d.3 Ensure equitable and timely implementation of the s.94A Contributions Plan, monitoring the work program to enhance infrastructure services.









P051	Prepare the new S.7.12 Development Contributions Plan for Kensington and Kingsford (K2K).	 75%
Comments	The draft s.7.12 Contributions Plan for K2K was endorsed by Council on 10 December 2019. Council will request that the Minister endorse the necessary amendments to the EPA Act to enable a higher levy of up to 2.5% to be implemented within the town centres.	





6E ENHANCE HOUSING DIVERSITY, ACCESSIBILITY AND ADAPTABILITY TO SUPPORT OUR DIVERSE COMMUNITY.

6e.1 Provide enhanced adaptability and accessibility of housing.

S113	Implement our Home Maintenance and Modification program.	 50%
Comments	107 referrals received; 78 new clients; 290 jobs completed from October to December 2019.	

Code	Name	Progress status report
6e.2 Retain existing and facilitate new affordable housing - update and implement our Affordable Housing Strategy and Action Plan.		
S114	Implement our affordable rental housing programs.	 50%
Comments	The Request for Tender for Randwick City Council's Affordable Housing Rental program is currently being reviewed. Once the document has been finalised, it is aimed to be made open for tenderers by February 2020 to submit their application. The Tenancy and property management agreement for Council's DV Transitional Housing program has been reviewed and approved.	
S115	Complete land classifications for all new affordable housing dwellings – ensuring an 'operational' classification.	 50%
Comments	The following has not been yet been completed as the dwellings are not in Randwick City Council's ownership. These dwellings not completed or ready for hand over. Once Council has ownership of the proposed dwellings the 'operational' classification will be made.	
S116	Investigate further affordable housing opportunities as part of the planning framework, inc. major strategic developments.	 50%
Comments	Council's draft LSPS and Housing Strategy outlines measures to facilitate affordable housing as part of the planning framework including in areas of housing growth. Once the draft LSPS and Housing Strategy are adopted and finalised by Council and the GSC, council officers will begin preparation of a planning proposal to incorporate provisions within the planning framework.	
6F UNDERTAKE ON ONGOING PROGRAM OF COMPREHENSIVE COMMERCIAL CENTRE REVIEWS.		
6f.1 Undertake an ongoing program of comprehensive commercial centre reviews.		
P052	Undertake Belmore Rd / Avoca St road and footpath upgrades.	 50%
Comments	Concept designs are being assessed by TfNSW, RMS and Sydney Buses.	
P053	Finalise the Randwick Town Centre planning strategy.	 50%
Comments	Draft Planning Strategy Report prepared. All inhouse-prepared Sketch-up digital maps are being checked and, where necessary, amended for final document.	
07 Heritage that is protected and celebrated		
7A OUR HERITAGE IS RECOGNISED, PROTECTED AND CELEBRATED.		
7a.1 Local and cultural history is known, recognised, preserved and celebrated.		
S117	Enhance community interpretations of heritage through promotion of local and cultural services and collections, exhibitions and partnerships.	 50%
Comments	Library staff, in conjunction with Cape Banks Family History group, conducted a beginner's Ancestry.com training course for interested novice family historians. New books released with local content have been ordered for the collection, including "Shark Arm" which will be the topic of an upcoming history talk at Margaret Martin Library. In partnership with the Randwick and District Historical Society the library co-hosted a fascinating talk by Rusheen Craig on Maroubra – the man and the suburb which was well received by all attending.	
S118	Make heritage documents and resources accessible through the Portfolio Digital Asset Management system.	 50%
Comments	In the December quarter 107 digital images' metadata were updated for Portfolio.	


Code	Name	Progress status report
P054	Podcast oral histories of Randwick City community members.	 50%
Comments	The Library's podcast project is continuing as a cross-team project between libraries and the communications area of Randwick City Council. The interviews with "Local Legends", began in this quarter and expected to be complete in January 2020. The interviews have been recorded in video and audio and will make a lasting contribution to our local history, as well as creating a new avenue for members of the public to engage with our history and Randwick City Council.	
P055	Celebrate Christo Wrapped Coast 50th anniversary.	 100%
Comments	<p>The 50th Anniversary of Christo and Jeanne-Claude's Wrapped Coast, commissioned by John Kaldor AO, was celebrated with the following events:</p> <ul style="list-style-type: none"> Renowned architect and art philanthropist Penelope Seidler AM and the Mayor Cr Kathy Neilson launched an exhibition at the Lionel Bowen Library on 7 September 2019 attended by 82 people. Art patron John Kaldor OAM shared insights from his first public art project, the Wrapped Coast on 13 September 2019 at Prince Henry Centre, attended by 230 people. <p>The Wrapped Coast Exhibition at the Lionel Bowen Library 1 September – 15 December 2019 features professional photographs, local oral histories, documentary footage, the original material used to wrap the coast, a Marquette of the wrapped coast by a local artist and newspaper coverage of this landmark event.</p>	
7a.2 Prepare and implement management and maintenance plans for our heritage properties.		
S119	Manage our heritage monuments, properties and murals.	 50%
Comments	Internal heritage assessment was provided, and Heritage Office approvals were obtained, for works to the La Perouse Museum and Wylies Baths.	
7a.3 Ensure suitable conservation and adaptive re-use of our City's heritage planning provisions.		
P056	Carry out an Aboriginal Cultural Heritage study.	 50%
Comments	Study brief completed and relevant consultants will be sent request for quotes in mid-February 2020.	
P057	Undertake the Anzac Parade Heritage study.	 50%
Comments	Continue to liaise with adjoining Councils and relevant stakeholders. Draft study brief being prepared.	
P058	Review the 2002 Heritage Study as part of the LEP Roadmap process.	 50%
Comments	Study brief completed and RFQs sent to relevant consultants.	
7a.4 Manage the La Perouse Museum to promote awareness and interest in local heritage.		
P059	Support the development of a cultural program based at La Perouse Museum.	 50%
Comments	La Perouse Museum visitation continued to grow weekly during this period; Objets Francais – a show celebrating French heritage not relating to Lapérouse and featuring newly acquired or unseen French objects – opened in September and was the main show during this period. Sold-out public programs included Chris Cody Quartet and the Astrolabe Suite for Lapérouse, the Nutty Professor School Holiday Program for science buffs, and the astonishing Dean Kelly held an unforgettable cultural experience on Frenchman's Beach under a bushfire sunset, taking guests on a journey into Indigenous beliefs, history and a way of living and connecting to the land.	
7a.5 Implement our Heritage Conservation policies in the assessment process.		
S120	Provide heritage advice on local and State significant developments.	 50%
Comments	Approximately 40 formal heritage comments provided for local and State significant developments this quarter.	

Code	Name	Progress status report
08 A strong local economy		
8A VIBRANT BUSINESS, COMMERCIAL AND INDUSTRIAL SECTORS THAT PROVIDE ONGOING AND DIVERSE EMPLOYMENT OPPORTUNITIES AND SERVE THE COMMUNITY.		
<i>8a.1 Review and update the Economic Development Strategy.</i>		
P060	Prepare and exhibit a new Economic Informing Strategy.	 50%
Comments	This quarter, our consultant, SGS Economics finalised the economic development study which has provided strategic directions for the Economic Development Informing Strategy. The SGS strategic economic development directions are current under internal review.	
<i>8a.2 Support the development of vibrant commercial centres through the implementation of a range of strategies.</i>		
P061	Prepare a Visitor Management Plan.	 50%
Comments	SGS Economics finalised the economic development study which has provided analysis on the tourism and visitor economy and trends. This work will provide a basis for the preparation of a visitor management plan. Work on this plan is expected to start mid 2020 following the development of our informing Economic Development Strategy.	
8B PROVIDE GUIDANCE TO THE SPECIALISED HOSPITAL AND UNIVERSITY CENTRE.		
<i>8b.1 Collaboratively develop strategic plans for the Hospital and University precincts.</i>		
S121	Participate in the collaboration area process with Health NSW and the University of NSW (UNSW).	 50%
Comments	Council officers met with the Collaboration Area partners on transport planning and a 6-month review on the implementation of the Randwick Place Strategy. A sustainability workshop is to be held in the March quarter on progressing sustainability initiatives for the Collaboration Area in the next quarter.	
8C DEVELOP AND STRENGTHEN EFFECTIVE PARTNERSHIPS WITH KEY LOCALLY BASED ORGANISATIONS.		
<i>8c.1 Partner with local organisations in the implementation of recommendations from the Economic Development Strategy.</i>		
P062	Develop new relationships with business groups to foster partnership and collaboration.	 50%
Comments	Economic Development maintained existing relationships and was in regular communication with local business groups across the reporting period. We are currently partnering with Kingsford Chamber of Commerce to develop and undertake small activations in Kingsford to attract patrons back into the town centre following the extended light rail construction. A partnership has been established with the Kingsford Chamber of Commerce and TfNSW to provide a temporary KINGSFORD LED sign installation in Kingsford. Council hosted an information evening to attract new members to join the Randwick/the Spot Business Association in October. Council partnered with TfNSW to provide the Armistice Day poppy installation in High Cross Park at Randwick Junction in November and Economic Development partnered with the Coogee Chamber of Commerce to organise a December networking event at Wylies Baths. The event was successful with good attendance and excellent feedback.	
<i>8c.2 Consider online opportunities to enhance communication partnerships on economic development.</i>		
P063	Investigate online options to enable business networking and local business awareness.	 50%
Comments	The Economic Development page on our website is currently under review with a view to include increased business information links and listings of current business events. Local Chambers and Business Associations have been encouraged and assisted with listing all public business events and promotions in the Council's 'What's On' listings.	

Code **Name** **Progress status report**

8D TOURISM'S ROLE IN THE LOCAL ECONOMY IS ACKNOWLEDGED.



8d.1 Implement the tourism related actions of the Economic Development Strategy.

P064	Prepare a tourism and visitor management plan.	 50%
Comments	A tourism and visitor management plan are scheduled to be undertaken in 2020 following the development of our informing Economic Development Strategy. Research is currently underway and discussions with surrounding Councils and Randwick City Tourism Inc have also been held. Further preparatory investigation and research regarding the utility of available tourism data and statistics as well as Airbnb statistics has been undertaken.	


09 Integrated and accessible transport

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

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


P065	Finalise plans for the Doncaster Ave / Houston Rd pedestrian and bike rider improvement project (contingent on RMS funding).	 0%
Comments	TfNSW released no funding for this project this financial year – accordingly, no additional progress is proposed for this project, this year.	
P066	Implement appropriate projects nominated by our Cycleways and Bicycles Facilities Advisory Committee (contingent on RMS funding).	 50%
Comments	Following the Advisory Committee's endorsement, bike riding was strongly promoted at both the Eco Living Expo held in September 2019, and at the Heffron Easy Ride community event held in November 2019. These events provided valuable opportunities for residents to learn more about bike riding and to ask questions about our future planning of facilities for bike riders.	

9a.2 Use the footpath program to improve and develop facilities for pedestrians, including the implementation of mobility plans for commercial centres.


S122	Complete the annual Footpath Program as part of the Capital Works Program.	 50%
Comments	The footpath capital works program is progressing to schedule.	








9B THE COMMUNITY IS INFORMED, EDUCATED AND ENCOURAGED TO USE SUSTAINABLE TRANSPORT.

9b.1 Reduce the reliance on private vehicles through the implementation of Council's environmental action plans.

S123	Monitor and report on our vehicle fleet emissions – investigate and advocate for energy efficient transport options for Council.	 50%
Comments	Existing Nissan LEAF electric pool vehicle replaced with new electric LEAF. New Hyundai Ioniq electric vehicle on order. 183,101 litres of fuel used across passenger and plant fleet resulting in 477 tonnes of CO2-e. 17,423 L of 5% biodiesel used.	

9b.2 Demonstrate leadership in sustainable transport through our vehicle and transport choices.

S124	Facilitate sustainable transport choices, inc. walking, cycling and public transport. Engage with staff for increased take-up of e-bikes and e-vehicles.	 50%
Comments	Additional e-bike provided for Prince Henry Centre. Two additional e-bikes ordered for Works Depot.	

Code	Name	Progress status report
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 an extension of light rail to Maroubra Junction, improved east-west public transport services, and an improved bus network.</i>		
S125	Advocate for improved public transport services.	 50%
Comments	We continue to work with TfNSW on better bus connections – especially from Maroubra to Randwick. We are also attending transport forums examining transport improvements in the region.	
<i>9c.2 Actively participate and monitor the State Government's implementation of light rail.</i>		
S126	Improve the interface with light rail through working group participation, enhancing amenity, safety and accessibility along routes.	 50%
Comments	We have continued to work with Acciona, TfNSW, UNSW, ATC, Health Infrastructure, RMS, the Police, etc., to ensure a safer, better outcome from the Light Rail project.	
9D RESIDENTIAL AMENITY IS PROTECTED BY APPROPRIATE TRAFFIC MANAGEMENT.		
<i>9d.1 Protect residential amenity through the implementation of traffic control strategies.</i>		
P067	Implement the Smart Parking projects in Kingsford, Kensington and Coogee Beach.	 50%
Comments	Focus in the quarter has been on completing the procurement for the Smart Parking project, with tender evaluation completed and a report to Council prepared. Subsequently, Council resolved to award a contract to a specialist parking infrastructure and systems provider with works commencing in January 2020. The project scope includes the use of both sensors and cameras to report bay availability, enabling payment of parking at Coogee via an app and integration with the existing parking infringement platform Pinforce.	
S127	Manage and implement traffic control actions arising from Traffic Committee processes.	 50%
Comments	We continue to implement transport improvements arising from the Traffic Committee processes.	
<i>9d.2 Ensure appropriate enforcement of the NSW Road Rules through regulatory parking patrols and enforcement programs.</i>		
S128	Implement parking patrol and enforcement strategies in key locations in response to community concerns.	 50%
Comments	Council's Parking Officers and Rangers undertake regular patrols of Council's business centres, beachside locations, school zones and other restricted parking areas and take appropriate enforcement action. Staff also actioned 1,090 parking related customer requests during the quarter.	
9E PARKING IS MANAGED TO BALANCE CONVENIENCE AGAINST REDUCED CAR RELIANCE.		
<i>9e.1 Use the Resident Parking Scheme to enhance parking opportunities for residents.</i>		
S129	Manage and implement resident parking scheme actions arising from Traffic Committee processes.	 50%
Comments	We continue to implement parking improvements (including Resident Parking Scheme matters) arising from the Traffic Committee processes. In November we surveyed the new KF3 and KF4 Resident Parking areas near Kingsford tram terminus.	
<i>9e.2 Develop a strategic approach for the overall management of parking – especially within our commercial centres.</i>		
S130	Undertake business and parking surveys.	 50%
Comments	Surveys of our commercial centres have been scheduled to better understand views of our business community regarding parking issues.	

Code Name Progress status report

10 A healthy environment


10A COUNCIL'S PROGRAMS AND PARTNERSHIPS FOSTER SUSTAINABLE BEHAVIOURAL CHANGES AND OUTCOMES.

10a.1 Develop, implement and review programs aimed at improving the City's resilience.

S131	Deliver sustainability courses, workshops and events for the community and review outcomes.	 50%
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Comments	Community tours of sustainability education 'hub' with 28 participants including Bangladeshi local government delegation; 48 attendees to a rooftop solar and batteries presentation; 364 participants in Oct Marine and Discovery program across 8 activities; 240 Permabee workshop participants plus 220 Permabee volunteers around permaculture garden at Randwick Community Centre. Flagship Eco Living Expo exceeded previous attendance with approx. 12,000 attendees, around 50 stallholders and approx. 12 specialist presentations, demonstrations and workshops.	
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10a.2 Support our resilience initiatives by expanding external partnerships, e.g. our MOU with University of NSW (UNSW).

S132	Achieve sustainability outcomes with partners.	 50%
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Comments	Apartment Solar Program in partnership with the Australian Energy Foundation (AEF) has 13 apartment blocks participants from around 40 Expressions of Interest received. 32 representatives of eastern suburban schools attended Randwick Community Centre for Eastern Suburbs Sustainable Schools Network (ESSSN); Eat, Shop, Chop event supported with Oz Harvest at Kensington with almost 500 attendees accessing free services available. Two ClimateWatch trails identified through partnership with EarthWatch Institute. Development of our informing Environmental Strategy continued internally with a Councillor Briefing in November 2019.	
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10a.3 Use the 3-Council collaboration project (with Waverley and Woollahra Councils) to reduce resource consumption across the region.

S133	Reduce resource consumption across the eastern suburbs through 3-Council initiatives and programs.	 50%
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Comments	Grow it Local food gardens events conducted across eastern suburbs including workshop at Randwick Community Centre attended by 32 residents. Solar My Schools reaches new benchmark with inclusion of all Sydney Catholic schools and grants funding to extend Solar My Schools beyond 3-Council area (approved by Steering Committee). LGNSW Excellence award received for public electric vehicle charging station project. External grant approved under Climate Resilience funding to coordinate building standards project across eastern suburbs. Continuing use of Barrett House by four local environment groups. Partnership project commenced with the Westpac Helicopter Rescue base at La Perouse.	
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10B POLICIES AND PROGRAMS ARE DEVELOPED AND IMPLEMENTED IN RESPONSE TO ENVIRONMENTAL RISKS AND THEIR POTENTIAL IMPACTS.

10b.1 Develop and implement a framework for long term resilience.








S134	Increase the resilience and capacity of our community through grants, support, resources and programs.	 50%
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Comments	Best Gift sustainable Christmas market held at Coogee beach for first time with 140 stallholders and 60 'suitcase rummage' sellers attracting between 3,000 and 4,000 attendees. More than 600 residents attended free mulch giveaway at Works Depot top-yard receiving 1,300 bags of mulch for domestic garden areas. Resilient Sydney supported with promotion of free Red Cross emergency 'app' for residents.	
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10b.2 Develop and implement strategies for remediation of contaminated Council/public land.

P068	Continue remediation works at Pioneer Park and Purcell Park.	 50%
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Comments	Purcell Park remediation retendering commenced. Pioneers Park Lower Field remediation design and specification – 80% completed.	
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Code	Name	Progress status report
10b.3 Implement recommendations from the State Government's Floodplain Development Manual and also from our local flood studies.		
S135	Continue floodplain management studies and implementation of Floodplain Risk Management Plan.	 50%
Comments	The Clovelly catchment Floodplain Management Committee will meet early 2020 to recommend placement of the draft Flood Study on exhibition. The consultant has been engaged for the Lurline Bay, Matraville, Malabar and Yarra Bay Flood Study and consultation with the community is planned for 2020. A grant was received to commence the Birds Gully and Bunnerong Road Flood Plain Risk Management Plan. A further grant was received to assess feasibility of increasing the culvert capacity under Gardeners Road to reduce flooding in the Kensington Centennial Park catchment. Consultants are progressing with studies to assess flood mitigation options in the Upper Dolphin Street and Rainbow Street parts of the Coogee Bay catchment and in the Maroubra Beach area in the Maroubra Beach Catchment.	
10b.4 Preserve our urban forest through administering and implementing our Tree Preservation Policy.		
S136	Incorporate environmental risk assessments in assessing service requests for pruning/removal of our street trees.	 50%
Comments	Service requests have been received, assessed and processed throughout the quarter at the target service levels.	
10b.5 Administer and coordinate our Climate Change Adaption and Mitigation Plan.		
P069	Inform the community in their preparation and response to climate change impacts, inc. heatwave conditions.	 50%
Comments	Climate Change grant provided to 3-Council program to conduct review and analysis of BASIX changes for improved building resilience.	
10C BUSHLAND, OPEN SPACES AND BIODIVERSITY ARE PROTECTED AND ENHANCED FOR FUTURE GENERATIONS.		
10c.1 Enhance our native and indigenous flora and fauna through implementing and monitoring our regulatory responsibilities.		
S137	Threatened species management and the development of green corridors.	 50%
Comments	We are currently part way through a grant funded ecological restoration project at Harvey Street, Little Bay. This work has been funded through the Department of Local Land Services and our reserves which has resulted in an increase in the abundance of indigenous plant species at the site. All (100%) bushland sites have received bush regeneration treatments, the total hours committed to restoration activities this quarter was 3,750 hours.	
S138	Implement the Biosecurity Act, Biodiversity Conservation Act (and SEPPs), Noxious Weeds Act and advise on managing pest animals.	 50%
Comments	Biosecurity training was delivered to operational staff during the quarter. This information prepares staff to identify potential biosecurity threats in the field, improving the ability of the local area to respond to and contain potential pest incursions.	
10c.2 Increase the tree canopy across Randwick City through our Street Tree Masterplan annual tree planning programs.		
S139	Implement our street tree programs and support National Tree Day and Trees for Mum projects.	 50%
Comments	184 new street trees planted throughout Randwick City during the quarter.	
P070	Implement a program based on updated tree canopy analysis and review progress against targets.	 50%
Comments	Stage 2 analysis provided by UTS / ISF for review and comment at future staff workshop.	

Code Name Progress status report

10D WASTE IS MANAGED SUSTAINABLY TO ENSURE HIGHEST LEVEL OF RESOURCE RECOVERY.

10d.1 Minimise the level of waste going to landfill by developing and implementing our Resource Recovery Strategy.

S140	Implement our 2017-2030 Waste Management Strategy.	 50%
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Comments Council collected 5,177 tonnes of residential garbage and 1,130 tonnes of hard waste, processed at three Alternative Waste Treatment and resource recovery facilities. The recovery rate of putrescible waste processing has reduced to 12% due to an NSW EPA policy change (revocation of Mixed Waste Organics Output Exemption). From kerbside collected dry recyclables and garden organics Council achieved 44% overall landfill diversion.

S141	Review and implement efficient collection services.	 50%
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Comments For this quarter Council collected:
 Garbage – 6,472.6 tonnes
 Recycling – 2,488.89 tonnes
 Green Waste – 2,436.23 tonnes
 Hard Waste – 1,134.44 tonnes

10d.2 Implement and review actions identified in our Litter and Illegal Dumping Management Plan.


S142	Prioritise and implement projects to reduce littering and illegal dumping.	 50%
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Comments During this quarter we investigated 117 illegal dumping incidences and issued 35 notices including three penalty notices.

S143	Reduce the impact of litter and illegal dumping on streets and beaches.	 50%
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Comments During this quarter 273 tonnes of illegally dumped materials were collected through illegal waste removal activities.


10d.3 Develop and implement community engagement programs on waste and recycling.

S144	Deliver waste education and community engagement programs.	 50%
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Comments Council provided 10 waste education sessions to schools and community with participation of 655 students. Council conducted two tours for residents at the Recycle Centre. Waste information stall provided at Council’s Best Gift Market at Coogee beach.

10E A TOTAL WATER CYCLE MANAGEMENT APPROACH INCLUDING WATER CONSERVATION, REUSE AND WATER QUALITY IMPROVEMENTS IS ADOPTED.


10e.1 Develop and implement projects to improve water conservation and efficiency across Council and the community.

S0145	Conserve water in the operation of our amenities.	 50%
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Comments Proposed South Maroubra Amenity building will be connected with Maroubra Stormwater Harvesting System. Both projects are scheduled to commence in 2020. The harvesting project scheduled for construction in March 2020.

S0146	Increase stormwater, rainwater and wastewater harvesting opportunities.	 50%
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Comments Council’s potable water usage cost savings between October and December 2019 was \$102,060. Water conservation initiatives reduced our use of potable water by 48,370 million litres for the quarter. Maroubra Stormwater Harvesting Project construction will be commenced in the first week of March 2020.

P071	Connect our irrigation assets to the web based ‘IRRIInet’ system.	 50%
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Comments Jack Vanny Reserve new irrigation system will be connected with IRRIInet as part of Maroubra Stormwater Harvesting Project in 2020.

Code	Name	Progress status report
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>		
S0147	Implement energy saving and efficiency projects.	 50%
Comments	Installation of HVAC controller at Bowen Library Level 1 to stop operation on public holidays and reduce out of hour consumption by 20 kW – a reduction of 53% - resulting in an annual energy reduction of 50,000 kWh and 46 tonnes of CO2-e per year. LED lighting upgrades at the Clovelly Senior Citizens Club, Matraville Youth Centre, Totem Hall, Coogee Oval Groundsman Room, Maroubra Senior Citizens Centre, Malabar Community Library, SES Building and Randwick Community Centre will contribute substantially to energy and cost savings at these sites.	
<i>10f.2 Investigate and implement renewable energy projects.</i>		
P072	Expand renewable energy across Randwick City, inc. a trial of battery storage.	 50%
Comments	Installation of 10kW rooftop solar array completed in November 2019 at Malabar Library. 20% of Council’s electricity continues to be provided by the Moree Solar Farm.	