

June 2021 Quarterly Progress Report




This report tracks progress against the 2020-21 Operational Plan actions for the April - June 2021 quarter.

All actions are presented in context of the relevant theme and outcome of our Community Strategic Plan (the *Randwick City Plan*) and the corresponding direction linking to our 2018-2022 Delivery Programme.

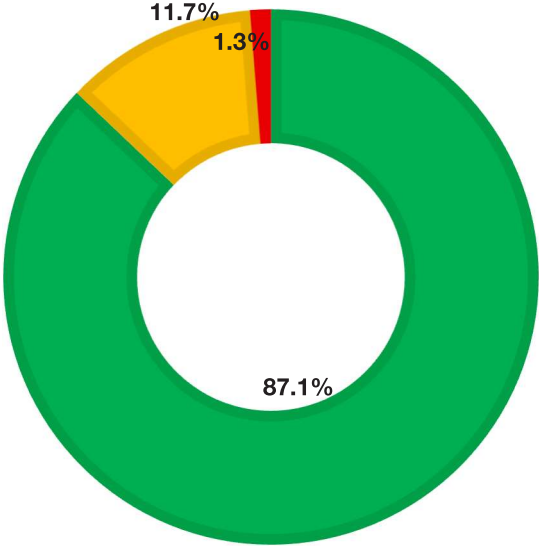
Randwick City Plan themes

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

Status of actions (summary)

209	87.1%		Complete / on track
28	11.7%		Progressing at a slower rate
3	1.3%		On hold / indefinitely delayed / stopped

Tracking summary for period



01 Leadership in sustainability		Progress
1A COUNCIL HAS A LONG TERM VISION BASED ON SUSTAINABILITY.		Progress
Item	<i>1a.1 Implement the Integrated Planning and Reporting framework including the Randwick City Plan, medium term plans and the Resourcing Strategy across the 4 year cycle.</i>	
1a.1.1	Promote Council's planning and reporting to the community and provide opportunities for input.	100%
Comments	The draft Operational Plan and Budget 2021-22 was placed on public exhibition from 29 April 2021 to 27 May 2021. During this time a wide range of activities were undertaken to seek community feedback. Following consideration of all submissions received, the 2021-22 Operational Plan was adopted by Council on 29 June 2021. The March quarterly progress report tracking progress against the 2020-21 Operational Plan actions was presented to Council at the May 2021 meeting. The draft Integrated Transport, Arts and Culture, and Open Space and Recreation Strategies were placed on public exhibition from 31 May 2021 to 28 June 2021, following consideration by Council in April.	
	<i>1.a.2 Ensure sound long term financial strategies underpin our asset management policies and strategic vision.</i>	
1.a.2.1	Coordinate and update the Council's 10 year LTFP, with particular emphasis on the creation of a more resilient Randwick community.	100%
Comments	Continued development for next update of LTFP. Introduced four year forward budgeting by budget managers to capture anticipated future trends for revenue streams and expenditure levels. Draft LTFP presented to ELT in May 2021. Feedback for further refinement provided. New LTFP to be endorsed by new Council after September elections.	
1.a.2.2	Review Council's property portfolio to ensure high value investment.	100%
Comments	Council has a portfolio of properties held for various purposes. The properties held primarily for investment purpose are externally managed by Council's appointed property managing agents. This group of properties is reviewed on an annual basis to ensure that an appropriate market rental is applied, maximising the return on investment for this asset class.	
	<i>1a.3 Review and incorporate the financial strategies, underpinning all short and medium term plans into the Long Term Financial Plan.</i>	
1a.3.1	Manage, monitor and review the Council's financial performance and position on a continual basis.	100%
Comments	Council's financial performance and financial position is formally reviewed on a monthly basis with Monthly Financial Reports prepared and presented to each meeting of Council. Additionally, a formal quarterly budget review process is performed in accordance with the Act and Regulations.	
1a.3.2	Support those in our community facing financial hardship due to the pandemic, by providing options for deferring of rates and annual charges and repayment options.	100%
Comments	Financial Services staff are working with ratepayers to negotiate alternative payment arrangements that suit their individual financial circumstances. The pandemic has necessitated the development of a bespoke sensitive approach to account management communications. This approach has provided better than expected recovery results whilst maintaining an emphasis on customer focus.	
1a.3.3	Partner with UNSW and Arc (student union) to support local and international students facing financial and emotional hardship and engage them in the community.	100%
Comments	Over the last quarter Council continue to work with UNSW and supported ARC (Student union) with their good deed day, a program running events to clean up different community areas which encouraged all students to participate and support each other.	
	<i>1a.4 Provide for safe public places where people gather.</i>	
1a.4.1	Ensure CCTV infrastructure network is maintained, fit for purpose and expanded to meet emerging requirements.	100%
Comments	In this quarter a significant investment was made in stabilising the CCTV network in the Coogee Bay Road precinct. The CCTV network has had intermittent faults caused by water ingress into the new Smart poles in Coogee Bay Road. The poles have been sealed and weatherproof fittings installed. Other minor repairs and maintenance have been conducted, and a new health check and preventative maintenance arrangement with Council's contractor has been established. Remediation works at the Depot to install an Australian Standards compliant electrical and data network also continued.	
	<i>1a.5 Implement the Digital Strategy to ensure Council's adoption of innovative technology which meets customer and business needs.</i>	
1a.5.2	Investigate, source and implement the adopted Digital Strategy projects for 2020-21 and review portfolio of projects - rationalising and re-sequencing relative to changing organisational needs.	100%
Comments	During the period the Smart Beach and Smart Parking projects were concluded and the Commonwealth Grants acquitted. The major business project currently underway is the implementation of a new Human Resource Management System which is currently in the implementation phase with a view to go live in Quarter 4 of 2021.	
	<i>1a.6 Progressively update medium term plans such as the Recreation Needs Study.</i>	
1a.6.1	Conduct Social Needs Analysis, to inform the Open Space and Recreation Strategy.	100%
Comments	A social study was conducted over this quarter which included community consultations, mini groups, survey and service providers forum to underpin the 'inclusive Randwick' informing strategy	

1a.6 .2		Develop and finalise 10-year informing strategies for: - Environment - Economic Development - Arts & Culture - Open Space/Recreation - Integrated Transport - Housing.	100%
	Comments	The draft Integrated Transport, Arts and Culture, and Open Space and Recreation Strategies were placed on public exhibition from 31 May 2021 to 28 June 2021, following consideration by Council in April.	
1B COUNCIL IS A LEADER IN THE DELIVERY OF SOCIAL, FINANCIAL AND OPERATIONAL ACTIVITIES.			
<i>1b.1 Demonstrate best practice and leadership in local government.</i>			
1b.1.1		Implement efficiencies and improvements to the attraction and selection experience for candidates and managers.	100%
	Comments	The use of LinkedIn continues to optimise the talent acquisition strategy for People and Culture Advisors, hiring managers and candidates.	
1b.1.2		Lead a whole of community approach to mental health awareness and suicide prevention (to be used as benchmark for future collaborations across Councils).	100%
	Comments	Council worked with Lifeline to review crisis signage in locations where there is high risk of suicide. Planning has commenced to develop a Mental Health Awareness and suicide prevention plan. Council is working alongside the 'Eastern Suburbs Youth Services Network' to update the service directory which includes the listings of youth focused services that work in the mental health and suicide awareness space. Planning is underway for a youth forum and staff continue to work directly with Health and refer clients at risk of suicide directly to the clinical team.	
1b.1.3		Continue the Total Rewards review, including salary system benchmarking and improvements to reward and recognition.	100%
	Comments	Work continues with the vendor on the analysis of sample positions. Consultation messaging was prepared for the ASTR event. A draft Reward and Recognition framework is being developed. A review of the length of service and pandemic appreciation event is underway.	
1b.1.4		Implement Disability Inclusion Action Plan (DIAP) and Equal Employment Opportunity (EEO) Management Plan items.	100%
	Comments	A cultural diversity lifestyle lunch was held June. Worked with a first nations key note speaker for the ASTR event. Preparations are underway for a NAIDOC week lifestyle lunch in July. Planning has commenced to update the DIAP for the period 2022 to 2026, this is being done in partnership with Waverley Council.	
<i>1b.2 Contribute to protecting the Council's reputation and enhancing its positive public image.</i>			
1b.2.1		Effectively use media and online communities to promote and protect Council by monitoring, responding and providing an effective media enquiries and response process.	100%
	Comments	40 media enquiries were received from local and metropolitan media. Topics included questions around the Heffron Centre, asbestos found at Little Bay, Council's approach to the use of shark drumlines, raves that had been occurring at Malabar headland, tree removal from Havelock Avenue, whether Council has access to early vaccinations for staff, details about a dog attack in Coogee and details about how lockdown has affected Council services.	
1b.2.2		Proactively promote Council's achievements, programs, policies and projects.	100%
	Comments	32 media releases were issued during the quarter. Topics covered included our Anzac Day Dawn Service, new High Street pop up cycleway, asbestos at Little Bay Beach, highlights of the draft Council budget, NOX Night Sculpture Walk, school pedestrian safety blitz, plaza planned for Maroubra Junction, Council's opposition to bus route cuts, pop up pedal parks at Coogee and Chifley, the new boardwalk at the Environment Park, the opening of the Malabar Beach outdoor gym, Planning panel rejection of the Little Bay Meriton high rise, how stay at home orders have impacted Council facilities, Randwick Business Excellence Awards and wrap ups of each of the Council meetings for April, May and June. In addition, our website was updated with news and information about livestream location for the Anzac Day Dawn Services, the removal of the Coogee Bay Road shared space, an interview with the student planner who was awarded the Sima Truvert award, Get the Site Right details, further information on the Heffron Centre, work commencing on the Coogee Beach balustrade, tips on safe ocean swimming, the Des Renford Coffee Club, the Shell It exhibition at La Perouse Museum, volunteer groups that clean our environment, information on the Jack Munday Memorial Tree planting and further Stay At Home information.	

	<i>1b.3 Maintain a high performing workforce that is responsive to the needs of the organisation.</i>		
1b.3.1		Continue implementation of our frontline leadership development program.	100%
	Comments	The Breaking Waves Management Challenge team were announced as the NSW champions and preparations are underway for the Australasian competition in August.	
1b.3.2		Draft and implement a learning and capability framework incorporating a leadership development strategy.	100%
	Comments	The draft visual model underwent consultation and feedback was collated.	
1b.3.3	1b.3.3	Coordinate employee engagement and communication activities.	100%
	Comments	Monthly lifestyle lunches continued virtually and priority training was delivered virtually and face to face within COVID safe parameters. Liaison continued for options and pricing for both virtual and face to face exercise and wellbeing programs. Employee of the month awards were awarded for excellence in Customer experience. Consultation is underway on internal communication channels. Internal communications have had a focus on supporting the organisation with COVID safe messaging. ASTR annual event was planned for 22 June to 1 July with all workshops and presentations conducted by internal specialists (except keynote speaker). This event was postponed due to COVID.	
1b.3.4		Commence implementation of HR systems supporting effective workflows and data for workforce planning.	100%
	Comments	Implementation of the new HR system is underway and the system is ready for testing. It is planned go live in late 2021.	
	<i>1b.4 Provide good governance and administrative support for the Council and organisation.</i>		
1b.4.1		Ensure the effective and efficient administration of Council meetings (and Local Government Election 2021) for the benefit of Councillors and the community.	100%
	Comments	All Council meetings have been held in accordance with legislative requirements, with the June Council meeting being held online, due to the Covid-19 pandemic. The Local Government Election 2021 will be administered for Randwick City Council by the NSW Electoral Commission. Council has assisted over the quarter by including election information and relevant links on its website.	
1b.4.2		Ensure compliance with the Government Information (Public Access) Act 2009 and assist the community in obtaining access to appropriate Council information/documents.	100%
	Comments	319 informal Access to Information requests were processed during the quarter of which 294 (or 92.1%) were processed in 5 working days. Three (3) formal GIPA applications were processed during the quarter of which 2 were processed in the statutory timeframe (of 20 working days), and 1 remained undecided as at 30 June 2021.	
1b.4.3		Monitor and evaluate performance of the Randwick Local Planning Panel in accordance with NSW Department of Planning and Environment Guidelines.	100%
	Comments	The quarterly report for the RLPP has been submitted to the Department of Planning, Industry and Environment.	
1b.4.4		Maintain transparency and accountability in the purchasing of goods and services and ensure compliance with purchasing procedures.	100%
	Comments	Transparency and accountability was maintained with education, procedures, templates and audits to ensure compliance with purchasing procedures. Probity adviser engaged for Heffron Centre procurement activities. Procurement Training ongoing.	
	<i>1b.5 Effectively and efficiently manage financial operations, systems and information.</i>		
1b.5.1		Provide timely financial information, advice and reports to the community, the Council, senior management and staff.	100%
	Comments	All internal and external financial reporting requirements were complied with. Regular cashflow reports, monthly financial statements and quarterly budget reviews were reported accordingly. Financial Services is working with all its stakeholders in a consultative, constructive, cooperative and collaborative manner.	
1b.5.2		Ensure all Financial Services' processes and procedures are timely and accurate in providing a high level of service to internal and external customers about rating, debtors, accounts payable, payroll, investments and cash management, etc.	100%
	Comments	All financial services policies, procedures and legislative requirements were complied with. Key financial functions include rates, debtors, accounts payable, GST, FBT, investments, payroll and cash management.	
1b.5.3		Ensure the accurate levy, and collection of rates and charges, and provide appropriate payment options, including BPAY, Direct Debit, Australia Post, web based and in person.	100%
	Comments	Instalment reminders as part of the 2020-21 Rate levy were issued in accordance with legislative requirements. The COVID-19 related interest free period on overdue rates and charges finished on 31 December 2021. Council is continuing to work with ratepayers that may be experiencing financial hardship, to develop payment arrangements that are tailored to individual financial circumstances.	
1b.5.4		Maximise returns of the Council's investment portfolio while minimising risk.	100%
	Comments	Interest rates are at historical lows with the official RBA cash rate at 30 June 2021 remaining at 0.1%. Council's investments have been maintained in accordance with the adopted policy. Monthly investment reports have been provided to Council and the investment position referred to the Audit Risk and Improvement Committee for consideration. Investment returns exceed the industry benchmark despite the historically low interest rates. By actively managing investment maturity dates and cash on hand, Council has successfully managed to maintain sufficient cash in the business to operate on a day-to-day basis without facing a liquidity issue.	

1b.5.5		Manage outstanding debtors, ensuring overdue rates and annual charges remain below 15% and repayment plans are developed bringing Council's ratio back to benchmark within 3 years.	100%
	Comments	Financial Services staff are working with ratepayers to negotiate alternative payment arrangements that suit their individual financial circumstances. The pandemic has necessitated the development of a bespoke sensitive approach to account management communications. This approach has provided better than expected recovery results whilst maintaining an emphasis on customer focus. Council finished the 2019-20 financial year with an outstanding rates percentage of 4.84%. This rate was expected to rise significantly in 2020-21 before returning to benchmark within 3 years post pandemic. The concerted efforts in account management have seen the outstanding collections in 2020-21 better the 2019-20 result and are well within industry benchmark at 3.8%. (Final result TBC post audit).	
1b.5.6		Identify, develop and advocate for projects and programs that may attract State and Federal Grant Funding.	100%
	Comments	In the June quarter Council fulfilled funding requirements from Department of Communities and Justice through our parenting calendar. We also met all funding requirements for the Commonwealth Home support funding and delivered youth week and seniors week activities through funded grants.	
1b.5.7		Deliver sound and practical short and medium-term forecasting and reporting, with robust data, efficient transaction processing, and effective management of risk, including: uncertainty and sensitivity analysis.	100%
	Comments	Monthly financial reports are prepared for Council in conjunction with quarterly budget reviews. Additional analysis, reviews and reporting were conducted, including review of outstanding rate collections, review of cashflow forecasts and current cash position, review of ongoing pandemic related impact of DRLC operations and budget position.	
1b.5.8		Develop a process for the assessment of all applications for financial assistance that ensures fair, open and transparent consideration of financial assistance during a time of increased need and economic constraint.	100%
	Comments	Action complete. Covid-19 Rental Relief guidelines were adopted by the Executive Leadership Team (ELT) in the December quarter.	
<i>1b.6 Be recognised as providing quality internal and external customer service and call centre services.</i>			
1b.6.1		Develop a Customer Service Framework	100%
	Comments	Council received 11,909 service requests during the June quarter of which 82.9% were completed within the service level agreement timeframe. 29,624 phone calls were received via the call centre during this period of which 5.4% were abandoned. Council's target is to have fewer than 5% abandoned calls on average; however, the major increase in call volumes due to Covid-19 and FOGO meant our resources were stretched to the limit. Further enhancements to the existing Framework are continually being developed.	
<i>1b.7 Continue to improve and implement business process systems and information technology infrastructure.</i>			
1b.7.1		Provide a technological environment that delivers confidence to customers.	100%
	Comments	During the reporting period there were no severity condition one outages that affected council systems. Preventative maintenance, application upgrades and decommissioning of out of date software continued to establish and maintain good practice in this area. The current patch management solution was rebuilt to improve the level of automation of security compliance. Planning commenced for a cyber security simulation exercise in Q3 of 2021. Council staff continued to monitor alerts from Cyber Security NSW as they were received and followed recommended actions in the alerts if they applied to Randwick's IT systems.	
1b.7.2		Provide continued improvement, support, and implementation of intranet and collaboration tools, to support internal business processes.	100%
	Comments	During the quarter an activity was commenced to analyse Council's intranet content to ensure content is relevant, has a defined business owner, appropriate information classification and links to Council's business unit planning process. At the end of the period there was significant work involved in updating Council's intranet to support the Covid-19 response. IMT staff have commenced the implementation of the Teams Telephony system to replace the current Cisco phone system to provide a unified messaging and telephony experience for staff in Microsoft Teams.	
1b.7.3		Provide continued improvement, support, and implementation of business applications and processes and business systems.	100%
	Comments	During the quarter, upgrade planning commenced for the implementation of a new version of Content Manager record keeping software and the Pathway local government specific application. Work continued on the decommissioning of legacy CLASS leisure centre management solution and transfer of functionality to the Envibe product. Analysis of service requests continued and a new online service request form was created for managing replacement bags for FOGO caddies. The Cumulus image library was extracted and is being ingested into a new Collaboro digital asset management program.	
<i>1b.8 Provide a safe and healthy environment for employees, contractors and the community.</i>			
1b.8.1		Implement policies and procedures to support a culture of health and safety.	100%
	Comments	Work Health and Safety Policies and Procedures were reviewed, amended and implemented as required throughout this quarter.	
1b.8.2		Effectively manage workers compensation and return to work.	100%
	Comments	Work Health and Safety Policies and Procedures were reviewed, amended and implemented as required throughout this quarter.	

1b.8.3		Draft and implement a Wellbeing Plan.	100%
	Comments	Wellbeing plans were developed in response to specific and current wellbeing issues identified to be relevant for Council.	
1b.8.4		Coordinate appropriate health checks relevant to effective business operations.	100%
	Comments	Coordination of the annual flu vaccination program was undertaken and 351 Council staff received a flu vaccination via the workplace program.	
1b.8.5		Adoption and implementation of the new Drug and Alcohol Policy.	0%
	Comments	Due to the ongoing pandemic situation, implementation of a new Alcohol and Other Drug policy introducing random testing, has been put on hold. The current policy remains effective.	
1b.9 Support the community and organisation through the improvement and expansion of online systems and GIS mapping.			
1b.9.1		Provide an integrated spatial information service to internal and external customers which supports decision making.	100%
	Comments	During the quarter, there was a focus on supporting Council's Greening Randwick initiative, including the deployment of applications on tablets to allow community plantings to be accurately mapped and recorded in Council's GIS system; as well as bringing in tree survey information collected by contractors. The other priority focus was support for the Local Environment Plan review process underway in Strategic Planning.	
1C CONTINUOUS IMPROVEMENT IN SERVICE DELIVERY BASED ON ACCOUNTABILITY, TRANSPARENCY AND GOOD GOVERNANCE.			
1c.1 Apply the four-year Continuous Improvement Strategy within the organisation.			
1c.1.1		Develop an effective Performance Management Framework through community consultation, research, strategic planning and business unit planning.	100%
	Comments	Comprehensive business unit planning for Corporate Services, City Services, City Planning and Communications progressed. This planning is critical to the development of an effective Performance Management Framework that links Council's high-level strategic objectives with business unit functions, processes and activities.	
1c.2 Implement a systematic and structured approach to obtaining feedback from customers and managing existing data and information.			
1c.2.1		Undertake research, review trends and engage the community towards review of the Randwick City Plan.	100%
	Comments	The first draft of the social study was completed in May 2021. This Study will be used to inform the Social Inclusion Strategy, which is one of the seven Informing Strategies that will form the basis of the new Community Strategic Plan. The updated Economic Study was also completed this quarter and will be used to create the new Economic Strategy. Three of the other informing strategies (the draft Integrated Transport, Arts and Culture, and Open Space and Recreation Strategies) were placed on public exhibition from 31 May 2021 to 28 June 2021, following consideration by Council in April.	
1c.3 Proactively manage enterprise risks within Council's integrated risk management system.			
1c.3.1		Implementation of Council's Enterprise Risk Management Framework and testing of the Business Continuity Plan.	80%
	Comments	Business Unit Planning for each area is now progressing to include an identification of operational and strategic risks associated with identified activities and primary outputs. A scenario test of Council's BCP will be arranged for the last quarter of 2021.	
1c.3.2		Utilise risks identified in Council's Enterprise Risk Management Framework to inform the Audit, Risk and Improvement Committee.	80%
	Comments	Risks identified, as part of Business Unit Planning, will be shared with Council's Internal Auditor to inform the Audit Risk and Improvement Committee.	

02 A vibrant and diverse community			
2A MEET THE NEEDS OF OUR DIVERSE COMMUNITY AND PROVIDE EQUITABLE ACCESS TO SOCIAL SERVICES AND INFRASTRUCTURE.			
2a.1 Maintain a current understanding of our community's needs, and up to date information to support planning and program development.			
2a.1.1		Lead local services participation and partnerships, identifying emerging needs, service gaps and opportunities across target groups.	100%
	Comments	Council staff continue to play key roles in leading local partnerships and initiatives to address emerging needs and service gaps. Across this quarter Council has partnered with local services in a Community Expo, to promote programs that support families with young people, online sessions for Seniors to address loneliness and isolation, and Youth Week activities. Council staff continue to co-chair the Eastern Suburbs Domestic Violence Network and supported the implementation of the 'Making Connections' Forum to raise awareness of local support services for families and children. Council continued to oversee The Hub @ Lexo and partnered with South Sydney Local Health District, Department of communities and justice, The Deli and Primary health network to launch a new integrated care model being hosted at the Hub. Council staff continue to co-resource and convene the City and Eastern Sydney Aged and Disability Interagency and supported the implementation of webinars on Healthy Relationships as we age and elder abuse for older people and community members. Council supported the development of video resources with the 'City of Sydney and Eastern Sydney Abuse of Older Person's Collaborative', individual agencies and local Councils to reduce the prevalence of elder abuse. Council also implemented a program of online and in-person sessions to address community need and raise awareness of the importance of Advance Care Planning, Building Resilience and Wellbeing, Drug and Alcohol misuse, and Choice in Life and Death to overcome stigma surrounding death, dying and ageing.	

2a.1.2		Develop and finalise a 10-year informing Arts and Culture Strategy.	100%
	Comments	The Arts & Culture Strategy has been on exhibition and final strategy will be put to Council in July 2021.	
2a.1.3		Provide a 100% subsidy for pandemic affected childcare organisations leasing council owned properties, for a period of 6 months.	100%
	Comments	No applications from childcare centres were received for the June quarter.	
2a.1.4		Support not for profit community organisations by providing up to 100% rental subsidy for a period of 6 months.	100%
	Comments	No applications from not for profit groups were received for the June quarter.	
2a.1.5		Support for local sporting groups, by the waiving of ground hire fees for a period of 6 months.	100%
	Comments	The period in which fees will be waived has now ended. Prior to the return of COVID restrictions at the end of June, usage of the Synthetic Field at Heffron Park was starting to return to pre-COVID levels.	
<i>2a.2 Provide high levels of accessibility to the Council's community facilities and infrastructure.</i>			
2a.2.1		Ensure that a range of user groups (hirers and class attendees) have fair and equitable access to our major multi-purpose centres (Prince Henry Centre, Randwick Community Centre, the Randwick Literary Institute and La Perouse Museum), health restrictions permitting.	100%
	Comments	The Museum has hosted a wide range of small community groups and public activations from the local First Nations community. An education tour was provided for a Probus group. 6 public programs were held, four exhibition tours, and five school groups were hosted during this quarter with a total of 484 participants. Randwick Literary Institute remained open for user groups and hirers.	
<i>2a.3 Support the different groups in the community to improve access to services and recreational activities.</i>			
2a.3.1		Ensure Library CALD collections reflect demographics and community needs in Randwick City.	100%
	Comments	In this quarter we lent 8,248 items from our Chinese, French, Greek, Polish, Russian, Spanish CALD Collections.	
2a.3.2		Provide a range of online programs and activities for a diverse community, such as the CALD community.	100%
	Comments	Smartphone and Tablet Basic Training for Chinese Speaking Seniors, English as a Second Language Book Club and English conversation classes (online and in person) continued during the June quarter. The library ran 219 events/programs, 20 were delivered to an online only audience, 158 to an in person only audience and 41 were hybrid audiences (both online and in person). Total combined audience 3,559 (3317 in person, 242 online). There were 111 events/programs for children (preschool and school age) and youth with a 1170 combined audience. 56 events or programs for adults/seniors with a combined audience of 768 and 46 events/programs specifically for culturally and linguistically diverse audience with a combined audience of 303.	

2a.3.3	Raise awareness of local residents and/or their Carers, increasing capacity and improving their ability to negotiate within the service delivery system and to access relevant community services.	100%
	<p>Comments</p> <p>Council Implemented a range of Seniors Week events both online and in-person to meet the identified needs of Carers and the community, including 'Feeling Safe, Supported and Secure' (a webinar exploring the boundaries of healthy relationships as we age and signs of elder abuse). A workshop promoting available support services and referral pathways and was delivered in partnership with the City of Sydney and Eastern Sydney Abuse of Older Person's Collaborative.</p> <p>Council implemented 'Back to Prince Henry', Council's signature Seniors Week event which included the 'Bravery, Bandages and Bedpans' exhibition, the 'Spirits of Prince Henry' Twilight Tours' and 'Paranormal Prince Henry' (an online event exploring the paranormal history of the former Prince Henry Hospital).</p> <p>Council implemented 2 x 'Building Resilience and Wellbeing' online seminars to help the community understand why our attitudes and behaviours towards alcohol, tobacco and illicit drug consumption have changed and to increase resilience in the face of challenges both during and beyond the pandemic. The sessions encouraged help seeking behaviours and promoted support services both formal and informal.</p> <p>Council Implemented 3 x 'Mindfulness Photography and Art' workshops to provide opportunities for social connectivity and inclusion, to reduce stress and anxiety, and encourage ongoing creativity and self-care.</p> <p>Council implemented the 'Burials, cremations and funerals, traditional and new alternatives' and 'Embracing change in the cemeteries and crematoria industry' webinars as part of a series of Choice in Life and Death online events, exploring ways in which we can overcome taboos surrounding death, dying and old age. These sessions were delivered in partnership with Adelaide Cemeteries Authority, Cemeteries, Crematoria NSW and Southern Metropolitan Cemeteries NSW.</p> <p>Awareness raising videos were developed to promote the work of the City and Eastern Sydney Abuse of Older Person's Collaborative, individual agencies and local Councils to prevent abuse of older people and people with disability.</p> <p>The Management of Hoarding and Squalor Training was delivered to Council staff in April and rolled out by LGNSW and Catholic Community Services.</p> <p>Council staff continue to provide advice, support, information and referral pathways each month to an average of: 20 family members for their elderly, disabled and frail-aged relatives, and 35 residents to services such as the NDIS Local Area Coordination Program, Randwick Waverley Community Transport, Junction Neighbourhood Centre and Holdsworth Community.</p> <p>Council staff have referred an average of 15 rough sleepers across the reporting period to Mission Australia's Homelessness Outreach Team (HOST); and participated in 3 x Eastern Sydney Homelessness Outreach Assertive Collaborative meetings during this reporting period.</p>	
2a.3.4	Assist people to understand consumer directed care and to exercise choice and control in choosing support services (disability and other).	100%
	<p>Comments</p> <p>Council delivered a webinar exploring the boundaries of healthy relationships as we get older called 'Feeling Safe, Supported and Secure: Healthy relationships as we age', The webinar was delivered in partnership with the City of Sydney and Eastern Sydney Abuse of Older Person's Collaborative and promoted support services for older people and Carers and referral pathways.</p> <p>Council staff co-convened the City and Eastern Sydney Aged and Disability Interagency meeting for April and June and sourced a range of guest speakers to raise members awareness of programs available.</p> <p>Council coordinated a series of sessions to address the needs and interests of people living with less visible disabilities and to promote social connections and inclusion, encourage help seeking behaviours and link people to health and community based supports.</p> <p>Council participated in 2 x Randwick Waverley Community Transport Board meetings and continued to work with the SSDO for Eastern Sydney on a number of collaboratives, working groups and initiatives to remove barriers to access, promote community connections (both in person and online) to reduce social isolation and loneliness for older people, Carers and people living with disability.</p>	

2a.3.5		Identify key issues important to people who are isolated and/or with disabilities and their families and carers through regular consultation with our community service providers, key organisations and community representatives.	100%
	Comments	<p>Council implemented the 'Burials, cremations and funerals, traditional and new alternatives' and 'Embracing change in the cemeteries and crematoria industry' webinars as part of a series of Choice in Life and Death online events exploring ways in which we can overcome taboos surrounding death, dying and old age. These sessions were delivered in partnership with Adelaide Cemeteries Authority, Cemeteries and Crematoria NSW and Southern Metropolitan Cemeteries NSW.</p> <p>Training was delivered to Council workers in April for 'The Management of Hoarding and Squalor'. The training was rolled out by LGNSW and Catholic Community Service.</p> <p>Council staff continue to provide advice, support and information and referral pathways to average of 20 family members per month, including their elderly, disabled and frail-aged relatives who were not linked to support services and isolated as an unintended consequence of COVID-19 social distancing measures. Council staff referred an average of 35 residents per month to services such as the NDIS Local Area Coordination Program, Randwick Waverley Community Transport, Junction Neighbourhood Centre and Holdsworth Community to access transport for medical and social appointments, access social support, and to access to funding and information platforms such as NDIS, My Aged Care and the Carers Gateway.</p>	
2a.3.6		Provide a range of collection items, programs and activities that are accessible for those with disabilities.	100%
	Comments	Of the 219 events and programs delivered by the library in the June quarter, 61 of these were delivered online enabling greater access to events for those with mobility or immunity issues. Our in-person events such as Chess Club have continued to attract people with mobility issues, and our Writing for Pleasure group has continued to support some attendees with mental health issues.	
2a.3.7		Work with collaboration partners to explore opportunities to share space and facilities for community benefit.	100%
	Comments	The Community Investment program continues to support the community in utilising space to deliver programs which bring benefit to the community. An audit on the use of council facilities has commenced and further research and scoping is taking place to identify opportunities for the community.	
<i>2a.4 Provide improved opportunities for local Aboriginal and Torres Strait Islander people to access support services including employment, family support and recreational activities.</i>			
2a.4.1		Develop an Aboriginal & Torres Strait Islander cultural competency framework and link with agencies, services and community groups.	75%
	Comments	Continued research and discussion with Aboriginal Affairs NSW (AANSW) and Coalition of Aboriginal Peak Organisations (CAPO). Attended the Priority Reforms Consultations for Closing the Gap.	
2a.4.2		Support community-based support agencies to plan and deliver while providing essential information to government program funding providers aimed at meeting the needs of at-risk and/or vulnerable residents.	100%
	Comments	Council staff continued to oversee the implementation of programming at The Hub @ Lexo. The Hub partnered with Australian Energy Alliance to initiate an energy audit trial program in the South Maroubra area with over 20 participants. The Hub also partnered to hold a community engagement session for Needle Syringe program users.	
2a.4.3		Assist local Aboriginal organisations to plan and deliver nationally significant events such as NAIDOC Week and Reconciliation activities.	100%
	Comments	<p>Council partnered with WEAVE Youth Services and Kobie Dee for National Youth Week and delivered the Sth East Block Party. This cultural event was attended by 1,000 local youth and families.</p> <p>The annual Koojay Corroboree was cancelled due to Covid restrictions and replaced with a free screening of My Name is Gulpilil at the Randwick Ritz with 80+ attendees for National Reconciliation Week. Council also displayed street banners across the LGA for National Reconciliation Week.</p> <p>Council supported the La Perouse United Mens Group with the Annual Mullet Run at Yarra Bay.</p> <p>National NAIDOC Week events have been postponed to later in the year due to recent Covid lockdown. Council has displayed NAIDOC Week street banners in the LGA.</p>	
2a.4.4		Ensure that the programs and activities delivered via the Lexo Hub address the identified needs of local indigenous individuals and families.	100%
	Comments	Council held onsite meetings with the Aboriginal Health Worker POWH, Manager Aboriginal Health Unit Local Health District and Team Lead SOM to develop strategies for improving access to the Hub by local Aboriginal people.	
<i>2a.5 Implement the social inclusion plan (An Inclusive Randwick) to reduce disadvantage and address regional gaps in service provision.</i>			
2a.5.1		Identify options for the location of a youth focused facility to deliver high priority programs and activities for at-risk and vulnerable age groups.	80%
	Comments	The Orange room program at South Coogee is in its development stage, with several planning meetings held across the June quarter. Currently working on the partnership between JNC, who hold the lease, and the Benevolent Society who will be delivering youth focused programming from the space.	

2a.5.2		Continue to liaise with child and family services to produce and publish the Parenting Calendar (twice yearly) offering to local families a range of training on child development.	100%
	Comments	The 2021 parenting calendar is updated biannually, over this quarter we have liaised with service providers and compiled responses, and started the design for . the next calendar.	
2a.5.3		Continue to monitor and improve on programs operating from the Lexo Hub facilities that address food security.	100%
	Comments	Council has continued to deliver food security programs of 100 ready cooked meals per week from Oz Harvest. A new food pantry has been implemented at the hub as an initiative with Project Kindness. Met with Serving Hands volunteer group to discuss implementation of a ready cooked meals program.	
2a.5.4		Maintain and adapt local government services to ensure continued service throughout the COVID-19 pandemic.	100%
	Comments	Throughout the final quarter of the 2020-21 financial year, Council has continued to closely monitor the COVID-19 situation and adjust operations as required to manage the health risk and continue to deliver the essential services and projects needed by our community. We have followed all public health orders regarding the use of public areas (including beaches, parks, libraries, community centres and the DRLC), facilitated ongoing work from home arrangements (where appropriate), changed the format of some events and meetings (including moving them online), and maintained COVID safe plans as required.	
2a.5.5		Advocate to Federal and State Governments to secure financial assistance for community groups and community service providers.	100%
	Comments	State and federal funding is primarily determined through the Targeted Early Intervention (TEI) model and NDIS. We have been in discussions with local MP's and service providers with regard to the lack of youth services in the city and are investigating ways in which the TEI funding can support youth focused services. Council staff have also been working with the Sector Support Development Officers for Eastern Sydney, and City of Sydney and Waverley Councils to advocate to the Federal Government for the continuation of block funding for the following services types: Home Modification and Maintenance, Social Support, Meals and Community Transport.	
2a.5.6		Combat social isolation experienced by our Seniors through targeted programs designed to connect and engage within the comfort and security of their homes.	100%
	Comments	<p>Delivered 2 x online information sessions on 'Building Resilience and Wellbeing' with a focus on drug and alcohol. The sessions were predominately attended by Carers, parents and people aged 55 years and older experiencing isolation and loneliness. Information on available support services and social inclusion programs were promoted to participants.</p> <p>Delivered the 'Feeling Safe, Supported and Secure: Healthy relationships as we age' webinar, which explored the boundaries of healthy relationships as we age and signs of elder abuse. The webinar was designed for older people and community members and was delivered in partnership with the City of Sydney and Eastern Sydney Abuse of Older Persons Collaborative.</p> <p>Delivered the 'Burials, cremations and funerals - traditional and new alternatives' webinar on different options available for burials, cremations and funerals, with a focus on empowering people to make the right choices for themselves and their loved ones.</p> <p>Delivered 'Embracing change in the cemeteries and crematoria industry' webinar to help deepen awareness and understanding of the environmentally friendly options available for burial or cremation. The webinar was delivered in partnership with Adelaide Cemeteries Authority, Cemeteries and Crematoria NSW and Southern Metropolitan Cemeteries NSW.</p> <p>Delivered 'Paranormal Prince Henry' online event exploring the paranormal history of the former Prince Henry Hospital. Over 80 people in attendance.</p> <p>Participated in 2 x Digital Inclusion Working Group meetings to develop a plan of action to: bridge the digital divide; provide practical solutions to helping vulnerable older people and people with a disability to get online and maintain social connectivity; and identify potential funding sources.</p> <p>Regularly promoted new and existing online programs to improve the health and wellbeing of older people such as 'The Stay Standing Program', SESLHD Health Promotion's 'Healthy and Active for Life' lifestyle program for people over 60, and online social support and activities offered by the Coast Centre for Seniors and Holdsworth Community.</p>	
2a.5.7		Bring together local sporting teams, assisting their re-engagement in sport by matching them with elite athletes who will provide mentoring and morale during the pandemic (e.g. Craig Foster #playforlife).	0%
	Comments	This activity was not achieved based on the availability of elite athletes, the continued COVID restrictions and community priorities. However the We're Better Than That video, addressing violence against women, produced by the Deli and supported by RCC, featured celebrity sporting personalities such as Mike Whitney (cricketer) and Hoppo (Surf Lifesaver).	
2a.5.8		Partner with the Eastern Sydney Youth Services Network (ESYSN) to implement programs and activities that support local young people and their families.	100%
	Comments	ESYSN has returned to bi-monthly meetings with good attendance and is planning towards inclusive projects to bring value to the sector.	

2a.5.9		Explore opportunities to promote an increase in volunteering.	100%
	Comments	Planning progressed with members of the Sustainability Team to scope an event to celebrate and acknowledge the contributions that volunteers make to community each year. Volunteer members of the Prince Henry Trained Nurses Association helped to facilitate Back to Prince Henry and the Spirits of Prince Henry Twilight Tours, Council signature Seniors Week events. Skilled professionals became volunteers at the Nursing and Medical Museum at Little Bay in the areas of marketing, promotion and archiving as a result of these events.	
<i>2a.6 Implement grants programs in accordance with the Council's guidelines to enhance services that meet community needs.</i>			
2a.6.1		Administer our Community Partnership Funding Program, and our Cultural and Community Grants Program, and also Randwick ClubGrants NSW on behalf of participating clubs.	100%
	Comments	The June round of community connect and community creative is open for applications. February recipients have been delivering their programs and events across the reporting period.	
2a.6.2		Provide up to 100% subsidy towards access to Council's community facilities for the visual and performing arts sector for a period of 12 months through "Community Investment Program".	100%
	Comments	The June round of the community creative investment stream is open for applications.	
2B STRONG PARTNERSHIPS BETWEEN THE COUNCIL, COMMUNITY GROUPS AND GOVERNMENT AGENCIES.			
<i>2b.1 Provide support for resident precinct committees, local chambers of commerce and combined service clubs.</i>			
2b.1.1.		Provide meaningful and relevant opportunities for community participation through face to face engagement activities such as Precinct meetings and other opportunities.	100%
	Comments	13 Precinct meetings were held over the quarter, with the majority continuing to be held online via Zoom. Council also conducted a number of face to face engagement activities with workshops held as part of the Maroubra Beach Masterplan project, a pop-up session held at Maroubra Beach as part of the Beach masterplan, pop-up sessions held at Waratah Plaza to discuss the proposed new town centre, onsite consultations for the upgrade of Coral Sea Park Playground, and three interactive webinars were held to discuss and promote the Integrated Transport Strategy, Open Spaces and Recreation Strategy and Arts and Culture Strategy.	
<i>2.b.2 Partner and implement joint projects with community groups and government agencies to achieve improved service coordination and value for money outcomes in the region.</i>			
2b.2.1		Continued to manage and activate the Lexo Hub facility in providing accessible office space for community service providers for the delivery of health, wellbeing and social welfare services.	100%
	Comments	Coordinated weekly delivery of over 1200 ready cooked meals to at risk residents across the reporting period. Patchwork, sewing repair classes and Mindfulness recommenced with an approved modified Covid Safety Plan. Centrelink continued remote support to vulnerable Hub clients with Housing NSW and EATS reinstating face to face support prior to the recent lock down. Community Support Officer provided 32 hours of specialised assistance. Council staff met with SESLHD representatives to progress program implementation.	
2b.2.2		Continue to lead and facilitate partnerships with services and agencies to share information and address community issues, gaps, best practice and to explore innovative and creative community-led solutions.	100%
	Comments	Community project officers continue to play a key role in local interagencies and networks to raise identified needs and work collaboratively to address service gaps. A number of initiatives have been developed through these partnerships and collaborations including: Making Connection Forum (children and families support services), Addressing Violence in our community - community and service expos, Abuse of Older people webinar and videos, and the South East Block Party – for youth and drug and alcohol education.	
2b.2.3		Partner with key community service providers to deliver primary and early intervention domestic and family violence campaigns and activities.	100%
	Comments	Council supported implementation of two Eastern Sydney Domestic Violence network activities including: 'Making Waves', hairdresser and Barber DFV information session, and 'Supporting young people and community to take action against violence' expo for community and service providers. Feedback from both sessions was excellent, with raised awareness of DFV and local support services.	
2b.2.4		Actively engage in the Interagency group for the 're-enablement' of services and agencies that support Randwick City. Program will bring together learnings, capacity, priorities, issues, resources and planning for collaboration.	100%
	Comments	Community Project Officers continue to play key roles in local interagencies and networks to raise identified needs and work collaboratively to address service gaps. Interagencies include; Inner Eastern Sydney Child Family Interagency, Eastern Suburbs Youth Services Forum Abuse of Older People Collaborative, City and Eastern Sydney Aged and Disability Interagency, Eastern Suburbs Domestic Violence Network, Inner Eastern Sydney Migrant Interagency, La Perouse Government Interagency and Koori Interagency.	
2b.2.5		Work with Interagency group to develop a Mental Health Awareness and suicide prevention plan.	100%
	Comments	Council worked with Lifeline to review crisis signage in locations where there is high risk of suicide. Planning for development of a Mental Health Awareness and suicide prevention plan is underway. Staff continue to work directly with Health and refer clients at risk of suicide directly to the clinical team.	

2b.2.6		Work with the La Perouse Aboriginal Land Council to identify areas for partnership to support our local aboriginal community through this period.	100%
	Comments	Supported the La Perouse United Mens group with the Annual Mullet Run that provides food to the local Aboriginal Community through cultural practice.	
2C NEW AND UPGRADED COMMUNITY FACILITIES THAT ARE MULTIPURPOSE AND IN ACCESSIBLE LOCATIONS.			
<i>2c.1 Implement the Community Facilities Plan as per identified priorities.</i>			
2c.1.1		Plan for and construct community facilities under the Our Community Our Future Program such as South Maroubra Beach Amenities & Car Park, Coogee Oval Grandstand & Amenities, Matraville Youth & Cultural Hall, Yarra Bay Bicentennial Park Amenities, Coogee Surf Club Refurbishment, Randwick Community Nursery, Spot Streetscape Upgrade and Maroubra Beach Master Plan.	100%
	Comments	<p>Project status:</p> <ul style="list-style-type: none"> - South Maroubra Beach Amenities: planning approval submission stage completed. - Blenheim House: planning approval stage is underway. - Malabar Hall: design development planning underway. - South Maroubra Car Park: The project is 100% complete. Additional line marking was delivered in early May. - Coogee Oval Grandstand & Amenities: The project is 100% complete and is operational. - Matraville Youth & Cultural Hall: design development planning is underway - Yarra Bay Bicentennial Park Amenities: The project reached completion in Jan 2021 and is operational. - Coogee Surf Club Refurbishment: The project reached completion in Dec 2020 and is operational. - Randwick Community Nursery: The project is in progress - Spot Streetscape Upgrade: The design for underground of power is complete and the landscape/streetscape design is at 65% stage. - Maroubra Beach Master Plan and POM: Community consultation was undertaken in May 2021 to inform the Plan of Management and Masterplan. Stakeholder consultation planning has been undertaken. 	
2D OUR CULTURAL DIVERSITY IS APPRECIATED AND RESPECTED.			
<i>2d.1 Implement 'A Cultural Randwick City'</i>			
2d.1.1		Support and assist in the development and implementation of a range of cultural activities and events based at La Perouse Museum.	100%
	Comments	The Museum upgraded its permanent exhibitions in the First Nations Galleries, and provided a new experience on Level 1 exploring La Perouse in the 1950s. The Museum hosted the Coastal Program, weekly tours on the Five Themes, Kadoo First Contact tours, two Curator's Tours for Boomalli, a lecture on French exploration, and produced online short films on key objects (still in development). NAIDOC Programs planned for end June were postponed due to COVID.	
2d.1.2		Support and assist in the delivery of Council Multicultural Celebrations.	100%
	Comments	Council Implemented a range of Seniors Week events both online and in-person to meet the needs/interests of a range of cultural backgrounds. In addition, Council also held the 'Spirit of Prince Twilight Tour's and 'Paranormal Prince Henry' and held 3 x Mindfulness Photography and Art workshops to meet the creative and diverse needs of community members and provide opportunities for social connection and inclusion and healing.	
2d.1.3		Develop a list of feasible cultural activities for implementation in council owned community centres and venues.	100%
	Comments	NOX Night Sculpture Walk was delivered at the Randwick Community Centre in May.	
2d.1.4		Engage with the community via virtual means with a range of online and live events to maintain community connection and implement Council's calendar of signature events, health restrictions permitting.	100%
	Comments	<p>In April, a fenced, ticketed, seated COVID-safe Anzac day ceremony was held at Goldstein Reserve at Coogee for 3,000 community members, in partnership with the Coogee Randwick Clovelly RSL. A special allocation of tickets for AFD and RSL members was facilitated. The event was livestreamed to the community on the RCC website and Facebook, as well as at several local businesses. Following the ceremony, RCC assisted the RSL with arranging the first ever Veterans march from Coogee Diggers to Goldstein Reserve. An Anzac day Civic reception was also held at the Prince Henry Centre for local RSL representatives.</p> <p>In May, the biannual event NOX Night Sculpture Walk and Cinema was held in partnership with UNSW at the Randwick Community Centre and Environment Park, featuring student and professional sculpture artworks along the 1.5km walk, as well as student short films and animations in the RCC hall. Along with the art, the community were offered free live music, child-friendly workshops by Reverse Garbage, Neon photo opportunities and entertainers as well as a range of local food truck offerings including from partners Archie Rose and Gelato Messina. Approximately 10,400 people visited NOX over the three nights. The event was managed with a COVID safety plan, large scale security and event staff presence, and the capacity was monitored and controlled to a maximum of 2,000 persons at any one time.</p> <p>Four Citizenship Ceremonies were held at the Price Henry Centre, welcoming approximately 220 new citizens to the Randwick Community.</p>	

	<i>2d.2 Deliver and/or sponsor a range of cultural programs to promote a sense of community.</i>	
2d.2.1	Investigate feasibility, sponsorship potential or support community events / projects, including those as required by Council resolutions.	100%
	Comments Continued to support community events and projects through the Community Investment Program and partnered with First Hand Aboriginal Solutions to deliver the blak markets in this quarter.	

	03 An informed and engaged community	
	3A EFFECTIVE COMMUNICATION METHODS AND TECHNOLOGY ARE USED TO SHARE INFORMATION AND PROVIDE SERVICES.	
Item	<i>3a.1 Provide information to the community on the Council's services and activities using effective communications methods.</i>	
3a.1.1	Monitor and apply corporate communications and visual design standards to Council's communications materials, products and website.	100%
	Comments The Design team has overseen all communication material generated and managed by the Comms team with an online tiered approval system. This allows us to ensure that everything published adheres to the Council brand language.	
3a.1.2	Produce appropriate video content for use on Council's digital channels.	100%
	Comments In the June quarter we produced 11 videos and shared these across Instagram, Facebook, YouTube and eNews. A notable video project we released in May was the FOGO like a pro series, which we filmed with Costa and Alexandra. The short 1-2 minute videos reached almost 3,000 people on Facebook and helped educate our community about how to use their FOGO caddy at home and why the correct use was important. Another top performing video was the Anzac Dawn service which was streamed by Fivestream - it performed 6 x higher than most of our posts. Our Facebook audience also enjoyed our webinar series with council staff for the arts and culture strategy, open space and recreation strategy and integrated transport strategy. These videos reached an average of 2,500 people and generated some positive conversations about arts and culture, transport and open spaces in Randwick City Council.	
3a.1.3	Advise on and/or produce effective and targeted communications plans and products for Council and its services and activities.	100%
	Comments In the quarter we produced 12 communications plans with the aim of educating, engaging and informing the community. These included Budget and Operational Plan, Sports Awards, Business Awards, Poetry Slam, REP boardwalk extension, Coogee Oval and amenities, Coral sea playground, Cycling Skills and South Maroubra beach amenities work.	
3a.1.4	Research and write quality speeches for Council representatives as required.	100%
	Comments 22 were written and delivered in the last quarter as events cautiously picked up and have slowed back down again. Speeches included addressing residents at larger scale events such as Anzac Day Dawn Service and smaller events such as Eurimbla book launch and Art exhibitions and Youth week poetry slam.	
3a.1.5	Produce regular print and electronic newsletters to inform and engage the community about Council activities, events and projects.	100%
	Comments We've sent 13 weekly emails over the past quarter to more than 50,000 recipients. We had an average open rate of 31.3% and a 20% click rate. Our most popular clicked-on stories were NOX Night Sculpture Walk, Heffron Centre Fly through, Coogee Share Village Coming down, and at the end of the quarter as COVID ramped back up, our COVID comms were popular. (New COVID clinic at Heffron; Stay-at home order explained, etc).	
3a.1.6	Produce high quality and effective visual communication materials to support and enhance Council's business.	100%
	Comments In the quarter we produced over 430 designed items. Some of the highlights included the Winter edition of SCENE magazine, finalisation of the Operational Plan & Budget and continued roll-out of Fogo awareness materials. We designed Anzac Day, World Environment Day, Naidoc, Nox Night Sculpture Walk, National Reconciliation and Sports Awards promotional material. We finalised our Informing Strategy documents for exhibition and worked on various consultations including the Budget & Operational Plan consultation, Maroubra Junction Masterplan, Maroubra Beach Plan of Management, Coral Sea Playground and Heffron Park Plan of Management Consultation. We also updated our social media messaging for Covid-19 lockdown.	
3a.1.7	Manage and effectively use Council's banner poles as an outdoor communication medium.	100%
	Comments In the quarter we used banner poles to promote messages about NAIDOC, World Environment Day, Anzac Day, Reconciliation and a new generic campaign. A total of six campaigns were flown across the LGA.	
3a.1.8	Promote and disseminate information to vulnerable people and communities to improve access to services, support and inclusion activities.	100%
	Comments Council is consulting with the community and service providers to identify our current and future social needs. This will inform our social study to ensure that there are ongoing activities for access, support and inclusion for vulnerable members of our community. Information has been distributed through the Hub@Lexo to vulnerable community members regarding services available. Council also continues to target vulnerable communities to ensure they have access to information to help them successfully adapt and use the new FOGO service.	
3a.1.9	Ensure relevant content on Council's website is available in different community languages.	100%
	Comments Core information is available on Council's website in a variety of community languages.	

	3a.2 Ensure that the Council's website provides an accessible and usable interface between the Council and the community.		
3a.2.1		Maintain and enhance the Council website to provide suitable and accessible content.	100%
	Comments	During the quarter a review process to categorise, review and ensure the relevance of Council's website content was initiated. This review will ensure that all content links to Council's business plans and is timely, relevant and accurate, has a clearly defined owner and can be used confidently by members of the public. The review is expected to be completed in the next quarter.	
3a.2.1		Ensure that the Library sub-site and social media channels provide timely, engaging and relevant information.	100%
	Comments	There were 123,430 page views within the library's subsite. 19 news articles were published on the Library sub-site to keep the community updated in a timely manner. Articles included library service updates, library service and resource reminders, event updates, winter school holiday program information, and a new library survey invitation. All 219 events delivered in the June quarter were promoted online and via the library's social media channels. We posted 130 Facebook posts (average daily reach 471) and 22 Instagram posts featuring service updates, live online events and general information for the community. Six EDMs (electronic direct mail items) were dispatched in the June Quarter, three of these featured monthly upcoming events and activities, and one focused on a reminder to fill out the library survey to garner community/library user feedback about how well the library is doing, and two featured how Covid 19 restrictions were impacting the library. As at 28 May the library had 45,669 eNewsletter subscribers with an average open rate of 20.42% for the June Quarter.	
	3a.3 Implement technological solutions that support the development of services and resources and meet the needs of the community.		
3a.3.1		Implementation of the new RFID hardware and software.	100%
	Comments	Installation of the new RFID system is complete. The system operates as intended.	
3a.3.2		Continue to provide innovative hardware, software and web solutions to library customers and staff.	100%
	Comments	The Library in partnership with Zephira have enabled the ability for users of the google search engine to discover library titles through the knowledge panel. When a user searches for a book title, if the library has a copy it will give the viewer an option to borrow it directly from the library, as well as letting them know if we have the title in Print, in Audio, or in a digital format. The Library upgraded its Web catalogue to 5.1.0 which will allow for eMagazines to be discoverable by patrons when searching for titles. The ability of Patrons to Join the Library online as a cardless member was introduced during the COVID lockdown at the end of June. Patrons will be able to submit their ID documents securely for staff to verify their details, and provide them will full access to the library, from lending to PC and online services. This reduces the reliance on plastic library cards, and ensures access to resources for new members even in lockdown situations. Loans through the library app were publicly announced through marketing and social media, and people borrowed 582 items using their devices in the quarter.	
3a.3.3		Continue improvement and expansion of the external website content and provision of online services to our community, via the website and mobile applications.	100%
	Comments	The review of online forms has been completed and the analysis of these forms is now underway to identify how they can be best integrated into Councils transactional systems. During the period a new online form was commissioned that links requests for green FOGO caddies to Council's service provider Cleanaway utilising the ePathway platform. This form was launched in late June and has already been used more than 100 times in the last week of the period. During the financial year more than 2,400 requests were lodged through Council's integrated SnapSendSolve application which automatically generates service requests in Council's internal systems.	
	3B THE COMMUNITY HAS INCREASED OPPORTUNITIES TO PARTICIPATE IN DECISION-MAKING PROCESSES.		
	3b.1 Develop opportunities for community input into the Council's decision-making processes		
3b.1.1		Use social media to help the community be part of the decision-making process, respond promptly to enquiries and to connect with the community about Randwick City's projects, events and activities.	100%
	Comments	We posted a total of 125 times across the quarter on facebook and 49 times (plus stories) on Instagram. We have increased our Instagram followers to just over 7000 and we're using a variety of new Instagram features on the channel, including IGTV and Reels. On FB, our most engaging posts were about a 4m shark at Yarra Bay, Food trucks, New speed limit on Maroubra Road and the rejection of the Meriton proposal at Little Bay. Other notable topics included NOX Night Sculpture Walk as well as COVID-related comms.	
3b.1.2		Provide effective administrative support to Council's Advisory Committees in support of optimal meeting outcomes and organisation.	50%
	Comments	Council Advisory Committees have not been operating since the start of COVID. Over the reporting period the community development team has undertaken research into other LGA Youth Advisory groups and how they operate to look at how this might inform the re-implementation of the Youth Advisory Committee.	
3b.1.3		Obtain feedback from the community on Council's Events Program to inform future decision-making.	100%
	Comments	A feedback survey was issued to all ticket holders for the Anzac day Dawn Service via the ticketing platform Eventbrite and feedback was reviewed by the events team and the RSL. This feedback can be accessed for future decision making.	

3b.1.4		Develop and support effective consultation plans to support the delivery of Council's projects.	100%
	Comments	Nine community consultation programs were commenced during the period. This includes Council's Operational Plan and Budget, and master planning consultation activities for Maroubra Junction and Maroubra Beach. Council also consulted on three significant informing strategies for arts and culture, integrated transport and open space and recreation needs. For each of these strategies a panel-style discussion webinar was streamed live giving people the opportunity to understand the issues in more detail and ask question. A letter and information pack from the Mayor was mailed to every household in Randwick City informing people about the strategies and webinars.	

04 Excellence in urban design and development			
4A IMPROVED DESIGN AND SUSTAINABILITY ACROSS ALL DEVELOPMENT.			
<i>4a.1 Require a high standard of design quality and sustainability in new development in line with Council's policies.</i>			
4a.1.1		Finalise the Development Control Plan (DCP) controls for Kensington to Kingsford (K2K).	100%
	Comments	Published 20 November 2020 - work completed.	
<i>4a.2 Promote and recognise design excellence and sustainability through events or other activities.</i>			
4a.2.1		Initiate and run the 2020-21 Design Excellence program.	70%
	Comments	Preparation for mid-August Architecture Talk progressed. Topic: Newmarket Green Development	
4B NEW AND EXISTING DEVELOPMENT IS MANAGED BY A ROBUST FRAMEWORK.			
<i>4b.1 Develop and implement effective processes and strategies to manage the impact of new and existing development.</i>			
4b.1.1		Determine DAs efficiently and in accordance with the provisions of the LEP and DCP.	100%
	Comments	Applications Lodged: 1098 Applications Determined: 1058 39.78% of DAs have been determined within 40 days 61.71% of DAs have been determined within 60 days The net median is 51.88 days	
<i>4b.2 Monitor provisions of the LEP and DCP to ensure relevancy and delivery of good design outcomes.</i>			
4b.2.1		Commence a comprehensive review of the LEP including house-keeping amendments.	100%
	Comments	Council endorsed and submitted the Comprehensive Planning Proposal to DPIE for exhibition.	

05 Excellence in recreation and lifestyle opportunities			
5A MAXIMISE OPPORTUNITIES FOR RESIDENTS AND VISITORS TO ENJOY BOTH ACTIVE AND PASSIVE OPEN SPACE USES			
<i>5a.1 Progressively update plans of management, in accordance with an established priority list and the Recreation Needs Study, focusing on active and passive recreation opportunities.</i>			
5a.1.1		Process applications for activities on public land incorporating relevant assessment criteria and complying with service level agreements.	100%
	Comments	Applications continue to be processed within service levels, and with regard to appropriate criteria (including with reference to COVID requirements).	
5a.1.2		Develop and finalise a 10-year informing Open Space and Recreation Strategy.	100%
	Comments	The draft Open Space and Recreation Strategy was placed on public exhibition from 1 -28 June 2021. The submissions were reviewed and a revised draft Strategy will be reported to the July 2021 Council meeting.	
<i>5a.2 Continue work towards creating a continuous Coastal Walkway from Clovelly to Botany Bay as detailed in the Recreation Needs Study.</i>			
5a.2.1		Undertake the feasibility and amenity studies for the Coastal Walk at Lurline Bay.	90%
	Comments	The coastal assessment of ocean impacts continued during this quarter and a draft report developed.	
5a.2.2		Complete the feasibility study for an amenities block at Malabar pool.	100%
	Comments	The feasibility study was completed and reported to the ELT. Funding for this project was included in the draft 2021/22 Capital works program.	
5B FACILITATE A RANGE OF SPORTING AND LEISURE ACTIVITIES.			
<i>5b.1 Introduce and maintain a diverse range of programs to increase attendances at Des Renford Leisure Centre from year to year.</i>			
5b.1.1		Evaluate industry trends and Centre resources, to deliver ongoing community fitness programs while exploring online and virtual delivery methods for alternative fitness delivery.	100%
	Comments	The upgrade to the DRLC gym equipment was completed in early April 2021 and has led to the introduction of new, innovative training spaces and programs within the DRLC gym environment throughout the quarter. Near the end of the June quarter, COVID saw the closure of DRLC once again, which immediately triggered online classes and activities for local schools and the rest of the community.	

5b.1.2		Review and maintain DRLC facilities to ensure the Centre remains an industry leader.	100%
	Comments	Ongoing facility, equipment and maintenance audits ensure DRLC remains an industry leader in both service and presentation. Regular upgrades and replacement of equipment helps DRLC provide leading classes and programs to the community, in a safe environment that meets industry standards. The closure of DRLC at the end of the June quarter has permitted additional maintenance to be undertaken, which would have otherwise been difficult when open to patrons.	
<i>5b.2 Implement open space plans of management with a focus on multi-uses such as the Heffron Park Plan of Management.</i>			
5b.2.1		Improved landscaping and outdoor gym - Neptune Park, Coogee.	100%
	Comments	The project has been completed.	
5b.2.2		Upgrade the Kokoda Memorial Park playground.	70%
	Comments	Works will commence in August 2021.	
5b.2.3		Upgrade the Coral Sea Park playground.	30%
	Comments	The project is funded partially by grant funding. It has been deferred to commence in the 2021-22 financial year.	
5b.2.4		Design and construct a new pathway at Randwick Environment Park.	85%
	Comments	Additional community consultation is required, with the project being discussed at the June 2021 Council meeting. Contract has been awarded and works will commence on site 7th July. Works will be complete by 30th August.	
5b.2.5		Design a new synthetic field at Coral Sea Park.	100%
	Comments	6x Feasibility design options have been comprehensively analysed and a recommendation has been determined. Option 4 is preferred option and consists of maintaining the existing number of playing fields, locating one synthetic soccer field to the south of the park which is not in the flood zone or crossing any main utilities, and considers the geotechnical investigations. Next actions include consultation with Club and then community consultation, followed by development of Tender Documentation (Concept Design for Design and Construct delivery)	
5C CREATE NEW OPEN SPACE AS OPPORTUNITIES ARISE.			
<i>5c.1 Advocate for public access to the remaining Commonwealth land at Malabar Headland.</i>			
5c.1.1		Negotiate with Commonwealth and State Government agencies for community access to the Malabar Headland.	25%
	Comments	No face to face inter-agency group meetings were held in 2020 due to COVID. It is anticipated that meetings will recommence online later in 2021.	
<i>5c.2 Plan and advocate for public open space and connections in major urban renewal and infrastructure projects.</i>			
5c.2.1		Support delivery of open space and recreation needs identified by the 10-year informing Strategy and supporting study.	100%
	Comments	Open Space & Recreation Needs Strategy exhibited in June 2021.	
<i>5c.3 Optimise the urban interface with the Light Rail.</i>			
5c.3.1		Develop a design and documentation for the street plaza in Waratah Avenue.	75%
	Comments	Design documentation is at 75% completion.	
5c.3.2		Finalise the documentation for the Meeks Street Urban Plaza.	95%
	Comments	Design documentation is at 95% completion.	
5c.3.3		Commence implementation of identified open space and public spaces opportunities and temporary activations.	100%
	Comments	Professional Artwork "Nostalgia Above" which was installed at the Randwick Community Centre for NOX to remain in place for several months so the community can continue to enjoy. Scoping continues for locations for installation artwork Wanna Dance.	
5c.3.4		Continue to deliver the streetscape upgrade works to Randwick Town Centre along Belmore Road.	100%
	Comments	Works complete, with all stakeholders satisfied and businesses pleased with the outcome.	
5D LIBRARY PROGRAMS, RESOURCES AND FACILITIES PROVIDE INNOVATIVE AND INSPIRATIONAL OPPORTUNITIES FOR EDUCATION LEISURE.			
<i>5d.1 Improve and develop library facilities, services and resources ensuring their ongoing relevance to the community.</i>			
5d.1.1		Continue to provide exciting and innovative in-house and digital programs and services for children and families.	100%
	Comments	There were 115 events/programs for children, youth and cross generations held during the June quarter with a 2469 combined audience.	
5d.1.2		Ensure the acquisition of new physical and digital items for the Randwick City Library collection are reflective of community trends, meet user expectations and are relevant to the community.	100%
	Comments	There were 4392 new physical items received into the collection and 3581 new items were catalogued and available for loan which includes 86 new toys. Catalogue records for the streaming service Story Box were integrated into the Online Catalogue and are now searchable by the public. Item Categories for all catalogue records have been revised and updated, making the Online Catalogue more discoverable, easier to browse and user friendly.	

5d.1.3		Ensure all facilities, services and resources of Randwick City Library meet community demand, expectations and relevance.	100%
	Comments	The Lionel Bowen Library facade project will be going to Tender in the new financial year. Sections of the carpet at the Margaret Martin Library were replaced. Across the Library Service during the period from April to June 2021, 193,993 loans, 102,954 visits and 2,391 new memberships were recorded. There were 14,943 eBook loans, 12,566 eAudio loans, and 4,458 eMagazine loans. The Library's film streaming service had 4,162 films played. There were 17,247 total wifi sessions, 11,990 sessions for public PC usage and 1,443 sessions for study room usage.	
5d.1.4		Utilise consumer research to determine ongoing community satisfaction with Randwick City Library, including resources, services and facilities.	100%
	Comments	Results from the Library benefits and expectations survey (618 respondents, run March - April 2021) indicated that members are satisfied (93% respondents) and are likely to recommend the library to others (93%). Respondents rated the following library attributes highly: Suitable parking, quality children's facilities, easy to identify staff. What our members said: "Good location, decent selection of books including wider ebook selection", "I enjoy author talks, poetry slams, art/history exhibitions and the writing courses offered", "well maintained", "well organised" Attributes to improve upon included: Providing support and more suitable technology, better/clearer signage, broader selection of resources, more programs relevant to the needs of the library members.	
5d.1.5		Continue to develop and deliver programs supporting digital learning and social inclusion for seniors.	100%
	Comments	Three talking tech events were held in the June Quarter. Topics included 'myHealth Record', 'Can you spot a scam?' and 'Your eLibrary'. Tech Connect one on one sessions resumed during June prior to the Covid lockdown.	
5d.1.6		Fit out The Third Space, a lifelong learning space, on Level 3 of the Lionel Bowen Library, and implement a plan of activities and workshops.	100%
	Comments	The Library Makerspace Programs Officer was recruited in this quarter and a storage fitout for The Third Space was ordered for delivery and installation. The space was in use in this quarter for in-person programs such as TechConnect in Chinese, Tai Chi and Ukulele.	
5d.1.7		Deliver an integrated, community focused marketing plan and calendar of events that reflects community needs, interests and demands.	100%
	Comments	The Library follows an annual masterplan with clear promotional deadlines. Events are promoted to the community in a clear and consistent manner and feedback surveys are collated after most events. Library member survey results are being used to inform the marketing plan for 2021/2022.	
<i>5d.2 Continue to provide a community hub for education and leisure activities.</i>			
5d.2.1		Provide the community with facilities and opportunities for lifelong learning and social integration.	100%
	Comments	The following programs were delivered to encourage social integration and opportunities for lifelong learning: Babies Love Books (12-36mths), Bop to Books (0-12mths), Kids' Club(3-5yrs) author talks (online and in person), Poetry Slam Workshops, line Dancing for seniors, Ukulele for beginners, Writing for Pleasure, Smart Phone and Tablet training for Chinese speaking adults, English conversation classes, chess club, book clubs (online and in person) and table tennis on Fridays.	

06 A liveable City			
6A OUR PUBLIC INFRASTRUCTURE AND ASSETS ARE PLANNED, MANAGED AND FUNDED TO MEET THE COMMUNITY EXPECTATIONS AND DEFINED LEVELS OF			
<i>6a.1 Continue asset management planning to deliver infrastructure assets that ensure intergenerational equity and meet Council's obligations as the custodian of our community's</i>			
6a.1.1		Continue to collect and collate asset management data to ensure accurate and timely decisions in support of best management of Council's assets.	95%
	Comments	Footpath Inspections for condition assessment were completed. Retaining Wall inspections and condition assessment were completed. Building inspections have commenced. Drainage asset condition data collection is 100% complete. Road pavement assessment has been completed. Inspection of public stairs is 75% complete.	
<i>6a.2 Conduct programmed infrastructure and asset maintenance management in accordance with adopted service levels.</i>			
6a.2.1		Implement the Road Rehabilitation Program as part of the Capital Works Program.	100%
	Comments	Program has been completed.	
6a.2.2		Maintain drainage infrastructure (kerb and gutter, drainage pits and gross pollutant traps).	100%
	Comments	Road Services completed 65 drainage requests, at 88% within the SLA, and 32 clear culvert/pit requests at 41% within SLA during the quarter. All gross pollutant traps were inspected monthly and cleaned twice. 98t of pollutants were removed.	

6a.2.3		Maintain open space areas (parks, sports fields, gardens, streetscapes and cemeteries).	100%
	Comments	Scheduled maintenance within parks, sports fields and other public areas was completed within or near service level agreements. Open Space services completed 339 requests from the community regarding a variety of issues including nature strips, park maintenance, water services and streetscape gardens, 75% of these requests were completed within the nominated service level timeframe.	
6a.2.4		Maintain building facilities (amenity buildings, community centres, boardwalks and park furniture).	100%
	Comments	The Trades Section has completed 100% of planned maintenance for all buildings, libraries, community centres, park facilities, open space fencing and open space/street furniture	
6a.2.5		Maintain road pavement infrastructure (pot holes and large surface repairs), line markings and signage infrastructure.	100%
	Comments	Road Services completed 47 road pavement repairs at 66% within SLA, 266 pothole requests at 73% within SLA, 303 sign request at 64% within SLA and 66 line marking requests at 76% within SLA during the quarter.	
6a.2.6		Maintain and repair footpaths, including the rectification of uneven surfaces.	100%
	Comments	Road Services completed 315 footpath repairs at 78% within SLA and 22 kerb and gutter repairs at 68% within SLA during the quarter.	
6a.2.7		Implement the Footpath Construction and Renewal Program, including access kerb ramps, as part of the Capital Works Program.	100%
	Comments	The programme is completed as planned for 2021. Completed projects are valued at \$5.8M have been delivered across the city. Planning has started for the 21/22 programme.	
6a.2.8		Implement the Building Capital Maintenance Program.	100%
	Comments	The Trades Section has completed 100% of the Capital Maintenance Program for 2020/21	
<i>6a.3 Implement and complete major projects in the Our Community our Future Program.</i>			
6a.3.1		Plan and commence construction on major projects under the Our Community Our Future Program such as The Heffron Centre.	100%
	Comments	Project status: - Heffron Centre: documentation complete, contractor tender procurement process underway. - La Perouse Museum: feasibility stage underway.	
6a.3.2		Complete streetscape design and documentation and commence delivery of upgrade works associated with the undergrounding of powerlines at The Spot, Randwick.	65%
	Comments	Streetscape design documentation is 65% completed.	
<i>6a.4 Prepare and implement a Smart City Strategy for the delivery of improved services and take advantage of technological opportunities.</i>			
6a.4.1		Continue to deliver major and minor projects identified in the Smart City Strategy where opportunities arise.	100%
	Comments	During the reporting period both the Smart Beach and Smart Parking projects were completed and the grants were acquitted with the Commonwealth. The fourth smart screen for Coogee which has been on backorder has now been delivered and installation is underway. These projects will now go into operational maintenance mode.	
6a.4.2		Deliver the Smart Car parking project in the Kensington and Kingsford town centres.	100%
	Comments	Project was delivered and is functioning well.	
6a.4.3		Investigate opportunities to improve lighting across the Randwick LGA and use new technologies such as intelligent lighting to improve on efficiency in our indoor and outdoor facilities including parks, playgrounds, beaches and all buildings owned/operated by Council.	100%
	Comments	Intelligent lighting has been installed in many of our buildings including the Administration building. The accelerated LED rollout of 3600 street lights has been completed.	
<i>6a.5 Consider opportunities for the restoration of the La Perouse Museum and improved access.</i>			
6a.5.1		Project manage the restoration of the La Perouse Museum – master plan and re-build.	100%
	Comments	The Project Control Group continued to work with lead consultants to develop draft plans and masterplans, in advance of a Heritage Council workshop to review and assess plans. Sub-consultants continue to develop reports on archaeology, traffic, engineering and a range of related documentation. A presentation was made to the La Perouse Museum and Headland Trust on 4 May by the lead consultants on current draft plans and progress to date, with positive feedback. The lead consultants continue to work on the Conservation Management Plan amendment sub-project, and an Aboriginal Heritage Consultancy was appointed in June to broker First Nations consultancy of all aspects of this project to date. A funding strategy is in development parallel to the project documentation program.	

6B OUR CENTRES, BEACHES, STREETS AND OTHER PUBLIC PLACES ARE SAFE, INVITING, CLEAN AND SUPPORT A RECOGNISABLE IMAGE OF OUR CITY.		
<i>6b.1 Conduct public place cleaning in accordance with adopted service levels.</i>		
6b.1.1		Ensure business centres, public places and beaches are cleaned to agreed service levels.
	Comments	Waste and Cleansing services have continued to meet scheduled cleaning of public spaces at beaches and business centres and we continue to provide increased cleaning and sanitisation of high traffic areas in CBD's and beachside areas.
6C THE SAFETY OF OUR COMMUNITY IS PARAMOUNT AND IS ACKNOWLEDGED AND SUPPORTED THROUGH PROACTIVE POLICIES, PROGRAMS AND STRATEGIES.		
<i>6c.1 Implement actions identified in the Council's crime prevention and community safety plan (A Safer Randwick City) to reduce anti-social behaviour and foster a safer city.</i>		
6c.1.1		Participate in crime prevention and safety programs in collaboration with the Police and other organisations.
	Comments	Council staff have attended all meetings of the Eastern Beaches Liquor Accord and UNSW Crime Prevention Partnership. Council officers continue to liaise with NSW Police on operational matters as required.
6c.1.2		Collaborate with community, key service providers and agencies to reform the Community Drug Action Team (CDAT) to deliver harm minimisation programs and awareness raising projects.
	Comments	Council implemented 2 x Building Resilience and Wellbeing online events to help community members better understand why our attitudes and behaviours towards alcohol, tobacco and illicit drug consumption have changed and to increase resilience in the face of challenges both during and beyond the pandemic. These online sessions were delivered in partnership with One Door Mental Health.
6c.1.3		Research and implement planned programs of activities and events with lead agencies to raise community awareness, and to support household members affected by domestic violence.
	Comments	<p>Council staff continued to co-chair the Eastern Suburbs Domestic Violence Network and supported the implementation in the 'Making Connections' Forum to raise awareness of local support services for families and children. Council also supported implementation of two Eastern Sydney Domestic Violence network activities including: 'Making Waves', hairdresser and Barber DFV information session, and 'Supporting young people and community to take action against violence' expo for community and service providers. Feedback from both sessions was excellent, with raised awareness of domestic and family violence and local support services.</p> <p>Council staff continued to co-resource and convene the City and Eastern Sydney Aged and Disability Interagency and supported the implementation of webinars on 'Healthy relationships as we age' and 'Elder abuse for older people and community members'. Council also supported the development of video resources with the City of Sydney and Eastern Sydney Abuse of Older Person's Collaborative, individual agencies and local Councils to reduce the prevalence of elder abuse.</p>
6c.1.4		Link police and communities through the Lexington Place hub - mental health partnership and targeted community areas.
	Comments	Council staff continued to work with the Aboriginal Client Liaison Officer (ACLO) from Eastern Beaches LAC to support local Aboriginal families through legal processes.
6c.1.5		Ensure emergency management plans are developed and implemented in consultation with police for major events, health restrictions permitting.
	Comments	Emergency management plans are developed and implemented when required including for Anzac Day.
6c.1.6		Monitor and maintain infrastructure at risk of vandalism within Randwick City.
	Comments	Graffiti removed in the period from 1st April 2021 to 30th June 2021 was 1734 m2 square metres
<i>6c.2 Educate the public on surf and water safety.</i>		
6c.2.1		Deliver surf and water safety education programs to a minimum of 20 schools and other community groups. Develop online delivery options for the surf and water safety program to reach otherwise inaccessible groups.
	Comments	The RCC beach lifeguard service has continued to support the community with on-the-job education about safe use of the beaches. Planning and preparation for the online delivery of the surf and water safety program has also continued, with content starting to be recorded in the June quarter. Randwick City Council has also started working closely with neighbour Councils, to share information and resources in an effort to provide better water safety education into the future.
6c.2.2		Develop pre-recorded water safety tutorials in a number of languages - expanding Council's current water safety offering.
	Comments	The creation of pre-recorded water safety tutorials in multiple languages has continued, with content starting to be recorded in the June quarter following the busy beach season. Content will also be bolstered by Randwick City Council working closely with neighbouring Councils, to share information and resources in order to provide better water safety education to the community.

<i>6c.3 Implement effective regulatory and compliance services and programs to maximise public health and safety in Randwick City.</i>			
6c.3.1		Maintain bacterial and chemical parameters at Des Renford Leisure Centre (DRLC) in compliance with NSW Health guidelines for pool and recycled water quality.	100%
	Comments	DRLC continued to maintain 100% compliance with the NSW Health Guidelines for Public Swimming Pools throughout Q4 2020-21. Independent laboratory water tests and unannounced NSW Health Department audits were regularly conducted, with the facility achieving outstanding results for all bodies of water.	
6c.3.2		Implement a range of food safety and environmental/public health activities and plans.	85%
	Comments	While the pandemic continued to limit the delivery of our food safety inspection program in the April to June quarter, Council's Environmental Health Officers still completed 203 environmental health related customer service requests, undertook 367 primary inspections and 40 re-inspections. Council continues to participate in the Scores on Doors program and has issued 169 Scores on Doors certificates. In 2020/21 Council's Environmental Health Officers investigated and actioned 951 customer requests.	
6c.3.3		Implement effective regulatory and compliance activities and programs.	100%
	Comments	In the April to June quarter Council's Compliance Teams actioned 222 customer action requests, issued 67 notices/orders and 6 penalty notices, determined 243 Local Approval applications and carried out 50 swimming pool barrier inspections. In 2020/21, a total of 915 compliance related customer request investigations were undertaken; 325 notices/orders issued; 167 swimming pool barrier inspections carried out and 904 local approvals issued.	
6c.3.4		Implement an effective regulatory fire safety program.	100%
	Comments	This quarter, Council officers carried out 82 Fire Safety Inspections of existing buildings, issued 6 new Fire Safety Notices/Orders, assessed 15 new Fire Engineering Reports and processed 495 Fire Safety Certificates/Statements. Council's Combustible Cladding working group is currently on track to ensure that RCC meets the NSW Government Goals.	
<i>6c.4 Implement the Road Safety Action Plan.</i>			
6.c.4.1		Implement road safety behavioural projects to address pedestrian safety, speeding and drink driving.	100%
	Comments	Road safety behavioural projects addressing child car restraints, pedestrian safety and speeding issues progressed well throughout the year.	
6D A STRATEGIC LAND USE FRAMEWORK PROVIDES FOR OUR LIFESTYLE CHANGES AND FOR A CONTINUING, YET STEADY RATE OF GROWTH ACROSS OUR CITY.			
<i>6d.1 Review and implement the strategic land use framework in line with urban renewal projects, Regional and District Plans.</i>			
6d.1.1		Deliver actions identified in the LSPS and Housing Strategy including housing investigation areas.	100%
	Comments	Significant work has been undertaken during the quarter to finalise the Comprehensive Planning Proposal in line with the actions in the LSPS and Housing Strategy. Council endorsed and submitted the Planning Proposal to DPIE. Key directions of Council's LSPS and Housing Strategy have been reviewed including Council's 6-10 year housing target across the areas identified for housing growth. See also 4b.2.1. Six separate Papers have been reported to the Local Planning Panel, and Council Briefings were undertaken in this quarter. The Randwick Housing Strategy was approved by DPIE on 23 June 2021.	
<i>6d.2 Continually monitor and update the strategic land use framework for continual improvement.</i>			
6d.2.1		Preparation of the comprehensive Planning Proposal as part of the LEP Roadmap process.	100%
	Comments	Six separate Papers have been reported to the Local Planning Panel, and Council Briefings were also undertaken in this quarter. The Comprehensive Planning Proposal has been endorsed by Council and submitted to DPIE requesting Gateway determination.	
6d.2.2		Cleanse and streamline property related data in finalisation of the project for online generation and delivery of S10.7 Certificates.	100%
	Comments	Data integrity checks are ongoing to facilitate automation in 2021. Integrity scripts for flooding were run in June 2021.	
6d.2.3		Respond to legislative reforms, policy amendments, major proposals and proposals outside the LGA.	100%
	Comments	During the quarter, Council prepared: - Submissions to Government policies and reviews including: Planning for a More Resilient NSW, employment lands reforms, complying development zones, Design and Place SEPP, Heritage Act review, flood planning. - Submissions to DPIE on major projects including: Randwick Racecourse night racing, UNSW HTH, Sydney Childrens Hospital Stage 1. - Submission to Bayside Council on BATA site development. Council officers also attended Briefings and a site inspection for Little Bay Cove Planning Proposal (refused in June 2021 by the Sydney Eastern Planning Panel).	
<i>6d.3 Ensure equitable and timely implementation of the s94A Contributions Plan and monitor the work program to enhance infrastructure and services.</i>			
6d.3.1		Revise, update and prepare new contribution frameworks.	50%
	Comments	S7.12 Plan for the City will continue to be progressed following the finalisation of NSW Government Infrastructure Contributions review and Council's informing strategies.	

6E ENHANCE HOUSING DIVERSITY, ACCESSIBILITY AND ADAPTABILITY TO SUPPORT OUR DIVERSE COMMUNITY.		
<i>6e.1 Provide for enhanced adaptability and accessibility of housing.</i>		
6e.1.1		Continue the Home Maintenance and Modification program. 100%
	Comments	431 Home maintenance and modification jobs have been completed this quarter.
<i>6e.2 Update and implement Council's Affordable Housing Strategy and Action Plan to facilitate new and retain existing affordable housing.</i>		
6e.2.1		Investigate further affordable housing opportunities as a part of the planning framework including major strategic developments. 100%
	Comments	The consultant's feasibility report for the 5 housing investigation areas was reviewed during the quarter to investigate increased affordable housing opportunities. A Draft Affordable Housing Plan was prepared as part of the Comprehensive Planning Proposal and submitted to DPIE.
6e.2.2		Explore opportunities to fast track our affordable housing program to acquire additional properties. 100%
	Comments	Council has set targets for affordable housing in the Housing Strategy and endorsed a new private rental model for transitional housing, with 3 units to be added through this program.
6e.2.3		Work with NSW Department of Housing to accelerate the renewal of social housing estates and increase the amount of affordable and social housing. 100%
	Comments	Council officers have requested as part of any renewal of the Soldiers Settlement Social housing Estate in Matraville, that there be an increase in the amount of social and affordable housing provided on site.
6F Undertake commercial centre reviews to ensure ongoing economic viability of the centres and consistency with District Plan objectives.		
<i>6f.1 Undertake an ongoing program of comprehensive commercial centre reviews.</i>		
6f.1.1		Finalise the Randwick Town Centre Strategy. 90%
	Comments	The Strategy was reported to the April Ordinary Council meeting and Council resolved to defer the Strategy and report back to Council on further design, heritage and feasibility analysis. Council officers have progressed the urban design and heritage investigations for the Randwick Town Centre and have been meeting with property owners. A brief for the Local Transport Plan has been prepared in consultation with Council's Integrated Transport team.

07 Heritage that is protected and celebrated		
7A OUR HERITAGE IS RECOGNISED, PROTECTED AND CELEBRATED.		
<i>7a.1 Local and cultural history is recognised, known, preserved and celebrated (through events, media, etc).</i>		
7a.1.1		Promote local and cultural services and collections that enhance community interpretations of heritage. 100%
	Comments	<p>The launch of the Remembering Eurimbla history book at the library on Wednesday 28 April was the marquee event during the quarter. The event was attended by 62 people (maximum COVIDsafe capacity) including Mayor of Randwick, 3 Randwick Councillors and Dr Marjorie O'Neill MP. The book is the culmination of a 2 year collaborative project between the library, Council and the Eurimbla Precinct Group. The output has been the book, heritage resources and website (https://eurimblaprecinct.com.au/). The groundswell of support for this segment of the Randwick Community impacted by the expansion of POW Hospital was evident at the launch.</p> <p>The Local studies team also hosted the Dr Sue Rosen ZOOM event, exploring the heritage of our iconic thoroughfare, Anzac Parade. This was in the lead up to Anzac Day and after Dr Rosen's Heritage Study of Anzac Parade was adopted by Council. 22 attended online and 185 people have viewed the recording on YouTube since it was uploaded to Council's YouTube channel.</p> <p>Research and planning for the Library's 70th anniversary exhibition also occurred during the quarter. In addition, there have been 269 specialist local history requests received in the June quarter.</p> <p>Heritage e-resources including Randwick Photograph Gallery, Ancestry.com, FindMyPast had total views of 6634 for the June quarter.</p>
7a.1.2		Investigate the creation of downloadable walking Apps for heritage walks around Randwick City. 100%
	Comments	Budget allocation in the 2021-22 new financial year will enable this project to proceed. Project Scope developed and quotes have been obtained. Work will proceed from July 1 when funding becomes available.
7a.1.3		Make heritage documents and resources accessible through the Portfolio Digital Asset Management System. 100%
	Comments	During the quarter 142 assets were uploaded to Portfolio and harvested into TROVE for public use.
7a.1.4		Develop a cultural program based at Blenheim House following finalisation of the informing Arts & Culture Strategy. 100%
	Comments	Council resolution was secured to commence Blenheim House Interim Arts Activations (to be programmed from September).
<i>7a.2 Prepare and implement management and maintenance plans for heritage properties owned by Council.</i>		
7a.2.1		Manage Council heritage monuments, murals and properties. 100%
	Comments	Heritage advice is ongoing as required.

	<i>7a.3 Implement, monitor and review our City's heritage planning provisions to ensure suitable conservation and adaptive re-use.</i>		
7a.3.1		Finalise the Aboriginal Cultural Heritage Study.	50%
	Comments	Project on hold during the quarter pending further consideration of engagement activities with local Aboriginal community.	
7a.3.2		Finalise the Anzac Parade Heritage Study.	100%
	Comments	Preparations for public exhibition in late July/early August 2021. Consultation Plan prepared, stakeholder meetings underway, and meetings held with the Communications team to support consultation including online material.	
7a.3.3		Investigate the possibility of having Yarra Bay and Frenchman's Beach included on the Australian National Heritage List.	100%
	Comments	The two nominations are still being considered by Heritage NSW.	
7a.3.4		Investigate opportunities to secure funds for Yarra Bay and Frenchman's Beach through the Australian Heritage Grants Program.	100%
	Comments	The two grant applications are still being considered by Heritage NSW pending outcome of listing nomination.	
	<i>7a.4 Manage the La Perouse Museum to enhance access to and information about local heritage.</i>		
7a.4.1		Support the development and implementation of a cultural program based at the La Perouse Museum, including the development of online interactive videos and programs.	100%
	Comments	A grant was submitted to the Australian National Maritime Museum to produce short film on the Museum's most important object, the 1788 fragile Laperouse anchor, for online and educational purposes. Short films around key museum collections are being produced. The Museum secured a major, award-winning online interactive exhibition from Newcastle Museum for the next temporary exhibition rotation. A contract was signed with the French school Lycee Condorcet for a student event in 2022, alongside the next major show "French Navigators" for March 2022.	
	<i>7a.5 Implement Council's Heritage Conservation policies in the assessment process.</i>		
7a.5.1		Provide heritage advice on State significant and local developments.	100%
	Comments	Approximately 60 heritage DA comments, 7 pre-DA comments and 10 letters of heritage exemption advice were provided during the quarter.	

	08 A strong local economy		
	8A VIBRANT BUSINESS, COMMERCIAL AND INDUSTRIAL SECTORS THAT PROVIDE ONGOING AND DIVERSE EMPLOYMENT OPPORTUNITIES AND SERVE THE		
	<i>8a.1 Review and update the Economic Development Strategy.</i>		
8a.1.1		Finalise and exhibit the 10-year informing Economic Development Strategy.	60%
	Comments	The updated Economic Development Study was received in the June quarter and is being reviewed. This study will be used to inform the new Economic Development Strategy.	
8a.1.2		Create more than 3,000 jobs through funding injection for delivery of capital projects worth \$48.6M.	100%
	Comments	The majority of Projects in our capital works program and operational programs were delivered as scheduled. This program created jobs as per the objective.	
8a.1.3		Establish a new Economic Development and Placemaking Business Unit.	100%
	Comments	The Economic Development Specialist role has been approved with recruitment to commence in July.	
8a.1.4		Safeguard 800 local government jobs (headcount).	100%
	Comments	Council continued to work with key stakeholders to provide flexibility, support and security for the workforce.	
	<i>8a.2 Implement a range of strategies to support the development of vibrant commercial centres.</i>		
8a.2.1		Undertake road and footpath upgrades - Belmore Road / Avoca Street.	100%
	Comments	Based on plans by TfNSW to change the traffic arrangements for buses and the existing satisfactory provisions for commuters between the light rail and buses, this project will not proceed at this stage.	
8a.2.2		Review and investigate urban design opportunities in local centres with particular emphasis on creating a more resilient Randwick community.	100%
	Comments	Environmental Resilience Paper endorsed by Council in June 2021 as part of the Comprehensive Planning Proposal, now submitted to DPIE pending public exhibition.	
8a.2.3		Prioritise public domain capital expenditure to encourage increased levels of activity that supports restaurant, café and theatre, retail and recreation clusters.	100%
	Comments	The Spot Town Centre public domain design continued in this quarter. Consultants have been engaged for the Maroubra Junction and Matraville Town Centre Masterplans. The design of the Meeks Street Plaza has reached 95% documentation and design documentation for Waratah Avenue Plaza has commenced. We have received grant funding for the Clovelly Road and Carrington Road public place upgrade as part of the Clovelly Road Masterplan. Planning for this project has commenced. We have also received grant funding for the Maroubra Junction Oasis project to upgrade the central median along Anzac Parade at Maroubra Road.	
8a.2.4		Support short-term expansion of commercial space to allow for social distancing by extending into local laneways, reserves, etc..	100%
	Comments	Temporary approval was provided for businesses to expand their space where possible. A report is coming back to Council with options for extending this into the FY21/22.	

8B PROVIDE GUIDANCE TO THE SPECIALISED HOSPITAL AND UNIVERSITY CENTRE.			
<i>8b.1 Work with institutions to develop strategic plans for Hospital and University precincts..</i>			
8b.1.1		Continued participation in Collaboration Area process with Health NSW for the Randwick Hospital Complex and with UNSW for the University Precinct.	100%
	Comments	Council officers continued to liaise with collaboration area stakeholders during the quarter; including a site visit to UNSW in June 2021.	
8C DEVELOP AND STRENGTHEN EFFECTIVE PARTNERSHIPS WITH KEY LOCALLY BASED ORGANISATIONS.			
<i>8c.1 Implement the adopted recommendations of the Economic Development Strategy in relation to partnerships with locally based organisations.</i>			
8c.1.1		Develop new relationships with business groups and foster partnerships and collaboration between business groups and Council.	100%
	Comments	Relationships with business groups have been developed. Discussions with chambers members have been held.	
8c.1.2		Finalise and exhibit the 10-year informing Economic Development Strategy.	60%
	Comments	The updated Economic Development Study was received in the June quarter and is being reviewed. This study will be used to inform the new Economic Development Strategy.	
8c.1.3		Support arts, culture and small business by activating public places and spaces within 900m of town centres with third party events and experiences.	80%
	Comments	These types of activities have been on hold due to Covid and public health order regulations.	
8c.1.4		Develop a Mainstreet program in collaboration with businesses and prepare strategic business cases for recovery investment.	25%
	Comments	A Mainstreet Program will be delivered as part of the Economic Development Strategy.	
8c.1.5		Develop new public domain plans for town centres including The Spot Randwick, Maroubra Junction, and Clovelly Road that supports restaurant, café and theatre, retail and recreation clusters; provide local infrastructure, such as lighting and safety initiatives; and business development to encourage the night-time use of centres.	80%
	Comments	The Spot Town Centre public domain design continued in this quarter. Consultants have commenced work on the development of the Maroubra Junction Masterplan and consultants have been engaged for the Matraville Town Centre Masterplan. The design of the Meeks Street Plaza has reached 95% documentation and the design documentation for Waratah Avenue Plaza has commenced.	
8c.1.6		Include specific grant funding for the arts and culture sector within the "Community Investment Program".	100%
	Comments	Council delivers 3 rounds of community creative funding each year with a total budget of \$170,000 invested into the arts and culture sector. The second round opened for applications in the reporting quarter.	
8c.1.7		Assist business establishment and operation by prioritising small business applications and providing a subsidy of up to 100% for DA fees, occupation of footway dining fees, A-frame signage fees, and food safety inspection fees.	100%
	Comments	DA fees, occupation of footway dining fees, A-frame signage fees, and food safety inspection fees have not been charged for small business applications. Footway dining usage fees of \$838,890.67 & \$5,100 in agreement preparation fees were waived for 2020/2021. A total 101 footway dining and small business applications were determined in 2020-21.	
8c.1.8		Provide up to 50% subsidy for local small business towards hire fees, lease and licence fees for council owned properties, for 6 months.	100%
	Comments	No applications received for June quarter.	
<i>8c.2 Consider online opportunities to enhance communication partnerships on economic development.</i>			
8c.2.1		Investigate options for online platforms to enable business networking and local business awareness.	25%
	Comments	Research has begun into appropriate solutions that could assist with networking and business awareness.	
8D TOURISM'S ROLE IN THE LOCAL ECONOMY IS ACKNOWLEDGED.			
<i>8d.1 Implement the adopted recommendations of the Economic Development Strategy in relation to tourism.</i>			
8d.1.1		Collaborate with key stakeholders to develop a Destination Management Plan, enhance tourism product development and increase visitation and visitor experience.	0%
	Comments	Discussions have been held. This will occur following development of the Economic Development Strategy Action Plan.	

09 Integrated and accessible transport			
9A A NETWORK OF SAFE AND CONVENIENT WALKING PATHS AND CYCLE WAYS LINKING MAJOR LAND USES AND RECREATION OPPORTUNITIES.			
<i>9a.1 Review, improve and implement facilities for cyclists as detailed within the Randwick Bicycle Plan.</i>			
9a.1.1		Implement appropriate projects as nominated by the Council's Cycleways and Bicycles Facilities Advisory Committee as well as pedestrian and bike rider improvement projects.	100%
	Comments	Nominated projects were delivered and final design was delivered with regard to the Kingsford - Centennial Park cycleway.	
9a.1.2		Review and Implement temporary "pop up" cycleway facilities to alleviate pressure on the road and public transport network by providing safe active travel in response to COVID-19 (Todman Ave and Doncaster Avenue, Kingsford; and Maroubra Road, Maroubra).	100%
	Comments	The High Street pop-up cycleway was delivered and is performing well.	

	<i>9a.2 Continue to use the footpath program to improve and develop facilities for people who are walking and identify opportunities for pedestrian improvements through the preparation</i>		
9a.2.1		Complete the annual Footpath Program as part of the Capital Works Program.	100%
	Comments	The footpath program was completed.	
9a.2.2		Implement Councils Traffic and Road Safety Program through research studies, the construction of infrastructure and associated works to improve road safety throughout the LGA: - Completion of Yarra Road Traffic Calming Devices - Completion of the Maroubra Road Traffic Management Study - Completion of the Bunnerong Road, Perry Street and Franklin Street Intersection design works - Upgrade of Barker Street Pedestrian Refuge - Installation of new pedestrian refuge on Howard Street, Randwick.	90%
	Comments	The Yarra Road devices, Bunnerong Road design, and Howard Street pedestrian improvements project have all been delivered. The Maroubra Road traffic study was delayed due to complications associated with the Maroubra Junction Master Plan Study - it is now proposed to be delivered in the first half of FY 2021/2022. The initial design proposed for the Barker Street pedestrian refuge needed to be revised in order to improve pedestrian safety even further - it is scheduled to be delivered in the first half of FY 2021/2022.	
9B THE COMMUNITY IS INFORMED, EDUCATED AND ENCOURAGED TO USE SUSTAINABLE TRANSPORT.			
<i>9b.1 Implement Council's Energy Savings Plan and Local Greenhouse Action Plan to reduce reliance on private motor vehicles.</i>			
9b.1.1		Continue to monitor and report on vehicle emissions for Council's fleet; investigate and advocate for opportunities to utilise energy efficient transport for Council.	100%
	Comments	159,258 litres of fuel used across passenger and plant fleet (1% decrease on last Q4) resulting in 419 tonnes of CO2-e. 17,978 L of 5% biodiesel used.	
<i>9b.2 Continue to show leadership in this area with Council's vehicle and transport choices.</i>			
9b.2.1		Engage with Council staff for increased take-up of e-bikes and vehicles and facilitate sustainable transportation choices including walking, cycling and public transport.	100%
	Comments	ASTR sessions developed with Sustainable Transport officer postponed. Works Depot EV charging infrastructure currently under investigation for quoting and siting.	
9C ADVOCATE AND/OR PLAN FOR INTEGRATED LOCAL AND REGIONAL TRANSPORT IMPROVEMENTS, INCLUDING HIGH CAPACITY TRANSPORT SUCH AS			
<i>9c.1 Advocate for the extension of the light rail system to Maroubra Junction, improved east-west public transport services and improved bus network.</i>			
9c.1.1		Advocate for improved public transport services.	100%
	Comments	Following release by TfNSW of the proposed bus changes in the south-east, Council officers arranged for a briefing of the Councillors and subsequently prepared a report for the consideration of the Council. Following adoption of the report, which raised a number of concerns about the proposed bus service changes, correspondence was forwarded to TfNSW detailing the Council's strong concerns.	
<i>9c.2 Participate in working groups and monitor the State Government's implementation of light rail.</i>			
9c.2.1		Liaise with Transport for NSW regarding any post implementation issues given the completion of the Light Rail Project.	100%
	Comments	Liaison is undertaken as required.	
9D RESIDENTIAL AMENITY IS PROTECTED BY APPROPRIATE TRAFFIC MANAGEMENT.			
<i>9d.1 Implement traffic control strategies to protect residential amenity.</i>			
9d.1.1		Manage and implement actions arising from the Traffic Committee processes.	100%
	Comments	These actions progressed well throughout the year.	
<i>9d.2 Implement regulatory parking patrol and enforcement programs to ensure appropriate enforcement of the NSW Road Rules.</i>			
9d.2.1		Implement parking patrol and enforcement strategic approaches in key locations and in response to community concerns.	100%
	Comments	Council Rangers and Parking Officers undertake regular patrols of business centres, beachside locations, school zones and other restricted parking locations and undertake appropriate regulatory action. In the April to June quarter, Council Officers have also investigated 1211 parking related customer requests.	
9E PARKING IS MANAGED TO BALANCE CONVENIENCE AGAINST REDUCED CAR RELIANCE.			
<i>9e.1 Enhance parking opportunities for residents through appropriate management of the Resident Parking Scheme.</i>			
9e.1.1		Manage the 'area based' Residential Parking Scheme.	100%
	Comments	On-going management of the Resident Parking Scheme progressed well through the year..	

	<i>9e.2 Develop a strategic approach to the overall management of parking – especially within our commercial centres.</i>		
9e.2.1		Continue to undertake business and parking surveys to better inform future decision making.	80%
	Comments	All background data has been gathered and all existing parking restrictions have been mapped preparatory to the commencement of four pilot surveys which will be undertaken in the first half of FY 2021/2022.	
9e.2.2		Develop and finalise a 10-year informing Integrated Transport Strategy.	100%
	Comments	The Draft Integrated Transport Strategy was completed in the March quarter; and, following endorsement by Council, was released for public exhibition throughout June. Reporting on the outcome of the consultation is scheduled for July 2021.	

10 A healthy environment			
10A COUNCIL'S PROGRAMS AND PARTNERSHIPS FOSTER SUSTAINABLE BEHAVIOURAL CHANGES AND OUTCOMES.			
<i>10a.1 Develop, implement and review programs aimed at improving the City's resilience.</i>			
10a.1.1		Deliver sustainability courses, workshops, events and activities for community, staff and businesses and report and review outcomes.	100%
	Comments	150 on-site Permabee volunteers attended and assisted at Randwick Community Centre over the quarter with 200 attending the permaculture / food growing workshops held in the afternoon on the same day (includes on-line attendees as well as on-site). A further 200 students were involved in educational activities on-site or at the school location on sustainability topics relevant to their curricula. Approx. 310 volunteers attended 3 'Plant with Us' community planting events as part of Greening our City. The Energy Efficiency for Social Housing initiative launched in partnership with the Australian Energy Foundation, Sydney Alliance and 15 social housing residents in Randwick.	
10a.1.2		Finalise the 10-year informing Environmental Strategy.	100%
	Comments	Final Environment Strategy reported and approved at December 2020 Ordinary Council meeting.	
<i>10a.2 Expand external partnerships supporting Council's resilience initiatives e.g. UNSW MOU.</i>			
10a.2.1		Achieve sustainability outcomes with external partners and funding opportunities, including local businesses, UNSW and not-for-profits.	100%
	Comments	Council is currently working with project partners including UNSW, Health and ATC as part of the Randwick Collaboration Area Net Zero Emission Strategy. This is expected to be completed in August. Additional project funds provided to facilitate initial project implementation with DPIE and collaboration partners.	
<i>10a.3 Continue the development, implementation and review of the 3-Council collaboration project with Waverley and Woollahra Councils to reduce resource consumption across the</i>			
10a.3.1		Participate in initiatives and programs conducted as part of the 3-Council collaboration to reduce resource consumption across the eastern suburbs.	100%
	Comments	Briefings on new projects held, and partnerships established with: Sydney Water on WaterFix for strata units; and with cafes on energy saving programs (currently being finalised for small scale trials).	
10B POLICIES AND PROGRAMS ARE DEVELOPED AND IMPLEMENTED IN RESPONSE TO ENVIRONMENTAL RISKS AND THEIR POTENTIAL IMPACTS.			
<i>10b.1 Develop and implement a long term resilience framework for Randwick.</i>			
10b.1.1		Provide grants, support and resources for Council programs and projects increasing resilience and capacity for Randwick community including residents, schools and businesses.	100%
	Comments	School environmental grants distributed to approx. 8 schools. Sustainability rebates for residents and businesses continuing to increase savings for these sectors.	
<i>10b.2 Develop and implement environmental strategies for remediation of contaminated Council/public land.</i>			
10b.2.1		Continue ongoing remediation works and monitoring activities at Chifley Reserve, Heffron Park, Pioneer Park and Purcell Park.	100%
	Comments	Pioneers Park has two playing fields under remediation/construction which are anticipated for completion in July/ Aug 2021. Chifley reserve continues to be monitored for off-gassing as per the RAP Operational Plan. Annual Asbestos monitoring in Heffron Park has been undertaken in accordance with the RAP Operational Plan and has been certified by a qualified hygienist in December 2020. Purcell Park Remediation Project was completed in December 2020 and the site has been certified as remediated. Ongoing RAP Operational Management continues.	
<i>10b.3 Implement recommendations contained in the NSW Government's Floodplain Development Manual and relevant floodplain management studies carried out for Randwick City.</i>			
10b.3.1		Continue floodplain management studies and Floodplain Risk Management Plan implementation actions as per annual plan.	100%
	Comments	The floodplain management activities were completed as per the schedule. The draft flood study for the southern LGA catchments was completed. Work has begun on the development of the Floodplain Risk Management Study and Plan (FRMSP) for the Birds Gully and Bunnerong catchment.	
<i>10b.4 Administer and implement Council's Tree Preservation policy to preserve our urban forest.</i>			
10b.4.1		Process Customer Service Requests for pruning /removal of Council street trees incorporating relevant environmental risk assessments.	100%
	Comments	567 Customer Service Requests processed in the period with 95% completed within the SLA. 287 Tree Applications were processed in the period.	

	<i>10b.5 Administer and coordinate Council's Climate Change Adaption and Mitigation Plan.</i>		
10b.5.1		Investigate and undertake educational opportunities to inform community preparation and response on climate change impacts, including heatwave conditions.	100%
	Comments	Plant with Us and Sustainability Rebates programs continue to generate ongoing engagement and commitment from residents and businesses.	
10C BUSHLAND, OPEN SPACES AND BIODIVERSITY ARE PROTECTED AND ENHANCED FOR FUTURE GENERATIONS.			
	<i>10c.1 Implement and monitor Randwick's regulatory responsibilities especially in relation to the enhancement of our native and indigenous flora and fauna.</i>		
10c.1.1		Implement the Bush Regeneration and Revegetation Program including threatened species management and development of green corridors.	100%
	Comments	All (100%) of bushland sites have received bush regeneration treatments, the total hours committed to restoration activities this quarter has been 3,750 hours. Bushcare activities have continued to operate according to COVID Safe plans which have been developed by Council and comply with current Public Health Orders.	
10c.1.2		Implement the Noxious Weeds Act and provide advice on managing pest animals.	100%
	Comments	Council continues to manage weeds on public land in a risk based manner and provides information and advice to the community through educational materials and responses to direct requests for information from members of the community.	
	<i>10c.2 Implement annual tree planting programs in accordance with Council's Street Tree Masterplan to continue to increase our tree canopy cover across our City.</i>		
10.c.2.1		Implement an ongoing Annual Street Tree Planting Program, Community Street Tree Planting project, National Tree Day and Trees for Mum projects.	100%
	Comments	Plant with Us planting program has seen approx. 400 additional trees planted.	
10.c.2.2		Implement the Biosecurity Act, Biodiversity Conservation Act and supporting SEPPs.	100%
	Comments	Council continues to monitor for biosecurity threats and is in regular contact with Local Land Services about developments within the Randwick local government area.	
10D WASTE IS MANAGED SUSTAINABLY TO ENSURE HIGHEST LEVEL OF RESOURCE RECOVERY.			
	<i>10d.1 Develop and implement council's Resource Recovery Strategy to minimise the level of waste going to landfill.</i>		
10.d.1.1		Implement Food Organics and Garden Organics (FOGO) Collection and Processing Services to all residential properties across the City.	100%
	Comments	The Food Organics and Garden Organics (FOGO) collection service has been introduced across the City and collected FOGO material is processed into compost.	
10.d.1.2		Review and negotiate Council's waste processing contract based on NSW EPA's revocation of Mixed Waste Organic Outputs.	100%
	Comments	The garbage and clean-up processing contract with SUEZ has been negotiated and signed. The contract will expire on 30th June 2025. While Veolia is working on their own FOGO processing facility, negotiation with Veolia continues to finalise the contract. In the interim, Veolia's subcontractor Re-group is processing the FOGO collected.	
10.d.1.3		Improve services for integrated waste management in Multi Unit Dwellings (MUDs) towards reducing illegal dumping and contamination.	100%
	Comments	The Illegal dumping management in MUD properties project has been completed. This project has provided more clarity the issue.	
	<i>10d.2 Implement and review actions identified in Council's Litter and Illegal Dumping Management Plan.</i>		
10.d.2.1		Develop an updated litter and Illegal dumping management plan and subsequent illegal dumping and litter prevention program.	75%
	Comments	In June, NSW EPA released the NSW Waste and Sustainable Materials Strategy 2041 that provides directions on litter illegal dumping. A new litter and illegal dumping management plan will be prepared following these strategic directions.	
	<i>10d.3 Develop and implement community engagement programs on waste and recycling.</i>		
10d.3.1		Develop and implement community engagement and service improvement program to avoid and reduce waste, and reduce recycling contamination and reverse contamination.	100%
	Comments	A comprehensive community engagement program has been developed and implemented to raise community awareness on waste avoidance and reduction, and contamination in recycling. The program resulted in waste reduction and better recycling.	
10d.3.2		Develop and implement community engagement and education plan for FOGO services aiming at increased participation and contamination reduction.	100%
	Comments	A comprehensive community engagement program has been developed and implemented to raise community awareness about FOGO. The program resulted in high participation and low contamination in FOGO .	
10E A TOTAL WATER CYCLE MANAGEMENT APPROACH INCLUDING WATER CONSERVATION, REUSE AND WATER QUALITY IMPROVEMENTS IS ADOPTED.			
	<i>10e.1 Develop and implement projects to improve water conservation and efficiency across Council and the Community.</i>		
10e.1.1		Implement water conservation in the operation of Council's amenities.	100%
	Comments	Design of the South Maroubra Amenities Building is underway. The recently delivered Stormwater Harvesting Project has allocated capacity and a "header-line" to source the amenities building with treated stormwater supply. The Purcell Park Stormwater Harvesting System is 100% complete and is fully operational, including the additional works (BBQ, Playground and Shelter).	

10e.1.2		Complete the Maroubra Beach Stormwater Harvesting Project.	100%
	Comments	The Maroubra Stormwater Harvesting Project and Outdoor Living Classroom were awarded first place for Environmental Leadership in the 20/21 Local Government Professionals Awards in June 2021	
10e.1.3		Increase stormwater, rainwater and wastewater harvesting opportunities within Randwick City.	100%
	Comments	Two stormwater capture and reuse capital projects have recently been delivered by Infrastructure Services, namely Maroubra Stormwater Harvesting and Purcell Park Stormwater Harvesting. Both of these project will collectively save over 50 Million Litres of Potable Water each year. Both of these systems are operational and have some spare capacity to service additional uses as required. Both of these projects have recached practical completion and are now in their "asset tuning" phase to ensure maximum efficiency	
10F ENERGY CONSERVATION AND EFFICIENCY PROGRAMS ARE IMPLEMENTED.			
<i>10f.1 Develop and implement projects to improve energy conservation and efficiency across Council and the Community.</i>			
10f.1.1		Implement energy saving and efficiency projects across the City including residential, businesses, schools and Council sites.	100%
	Comments	Council has completed its LED lighting upgrades across Council sites and streetlights on non-main roads. Feasibility studies have commenced to investigate upgrading floodlights in parks to LEDs. As of June 2021, the Sustainability Rebates program has leveraged \$1.5m of community funding for sustainability initiatives. These initiatives (such as solar, insulation, rainwater tanks and more) are saving the community an estimated \$253,400 per year in energy and water bills and resulting in an annual reduction of 1,402 tonnes of CO2-e.	
<i>10f.2 Investigate and implement renewable energy projects across Randwick City.</i>			
10f.2.1		Expand renewable energy across the City including residential, business, schools and Council sites.	100%
	Comments	A 14 kWh solar battery was installed at the Prince Henry Centre in June 2021. This battery has increased the site's use of its solar electricity from around 30% to over 80%, meaning that the site is now powered by only around 20% grid power. A second 14 kWh solar battery is being installed at the Randwick Community Centre in July 2021. Rooftop solar installations are booked for the Coogee Senior Citizens and Coogee Oval Kiosk for Q1 2021/22. The Sustainability Rebates program has so far facilitated 138 installations of rooftop solar and 16 solar batteries across the community, a total of 1,368 kW and 139 kWh respectively. In 2020/21 Q4 Council used 8,187 GJ of electricity (2% less than last Q4), of which 2% was sourced from its rooftop solar panels and an additional 22% was sourced from its renewable energy power purchase agreement, making the total renewables percentage 24%. Council also consumed 2,820 GJ of gas (200% more than last Q4 due to the shut down during Covid 19). In total, Councils use of electricity and gas was 11,006 GJ (18% more than last Q4). The total emissions from energy for Q4 was 1,780 tCO2-e (5% more than last Q1).	