

December 2021 Quarterly Progress Report





This report tracks progress against the 2021-22 Operational Plan actions for the October - December 2021 quarter.

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

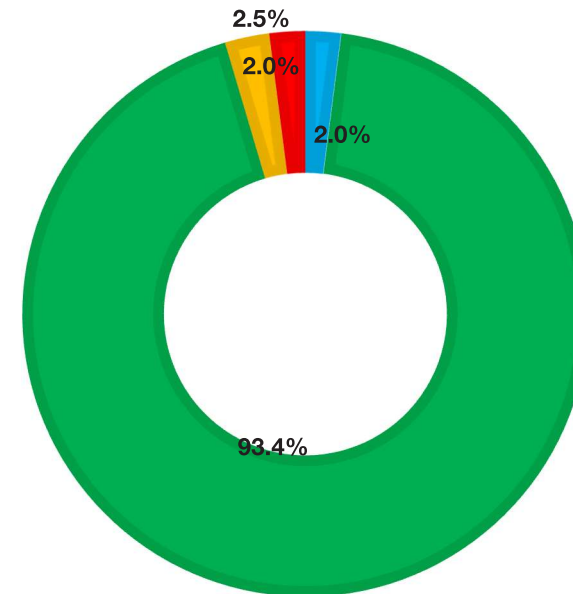
Randwick City Plan themes

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

Status of actions (summary)

4	2.0%		Complete
184	93.4%		On track or ahead of schedule
5	2.5%		Progressing at a slower rate
4	2.0%		On hold / indefinitely delayed / stopped

Tracking summary for period



2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment for current period (1 October 2021 - 31 December 2021)	Progress	Responsible officer	
1. Leadership in sustainability					
1a. Council has a long-term vision based on sustainability.					
1a.1	Implement the Integrated Planning and Reporting framework including the Randwick City Plan, medium term plans and the Resourcing Strategy across the four year cycle.	Update the community on Council's progress in implementing the current 4 year delivery program, and work with the community to create a new 10 year Community Strategic Plan.	<p>The 2020-21 Annual Report, 2017-2021 State of our City Report and 2017-2021 State of the Environment Report were endorsed at the October 2021 Council meeting.</p> <p>The draft Inclusive Randwick Strategy was considered by Council at the October meeting and subsequently placed on public exhibition from 1-29 November 2021.</p> <p>The first quarterly progress report tracking progress against the 2021-22 Operational Plan actions was received and noted by Council at the November 2021 meeting.</p>	50%	Business Strategist
1a.2	Ensure sound long term financial strategies underpin the Council's asset management policies and strategic vision.	Coordinate and update the Council's 10-year Long Term Financial Plan (LTFP), with particular emphasis on creating a strong and sustainable Council.	Council's revised Long Term Financial Plan (LTFP) was presented to Council and adopted at the 1 November Extraordinary Meeting.	50%	Chief Financial Officer
1a.3	Review and incorporate the financial strategies, underpinning all short and medium term plans into the Long Term Financial Plan.	Manage, monitor and review Council's financial performance and position on a regular basis.	The 2020-21 Financial Statements were signed off by the NSW Audit Office.	50%	Chief Financial Officer
		Support those in our community facing financial hardship, particularly in relation to the pandemic, by providing options for deferring rates and annual charges.	<p>Financial Services staff continue to work with ratepayers to negotiate alternative payment arrangements that suit their individual financial circumstances. In the previous quarter, the interest waiver period for ratepayers was extended until 28 February 2022.</p> <p>Rate collections are within LTFP benchmarks.</p>	50%	Chief Financial Officer
1a.4	Provide for safe public places where people gather.	Ensure the CCTV infrastructure network is maintained and fit for purpose.	The CCTV network continues to provide greater than 99% camera availability across all sites. An additional beach camera has been commissioned at Mahon Pool. Remediation of the Gordons Bay and Yarra Bay sites continues to provide enhanced functionality.	50%	Manager, Information Management & Technology
		During patrolled hours, provide beach lifeguard's supervision, communication, engagement and interaction in order to ensure the safe, equitable and compliant use of Council's beaches, as well as quickly and effectively responding to a wide range of incidents and emergencies across our beaches and coastline.	The October to December quarter resulted in 2.42 million visitors to Randwick City Council's patrolled beaches, with the beach lifeguard service administering first aid on 2,754 occasions, performing 129 rescues, preventing 5,757 incidents from occurring, conducting 6,161 regulatory actions, making 2,365 surf craft warnings and responding to 33 major incidents.	50%	Manager, Public Safety & Aquatic Services

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1a.5	Implement the Digital Strategy to ensure Council's adoption of innovative technology which meets customer and business needs.	Improve the flexibility of community facing business workflows and increase the life span of current applications by 2 years, through the implementation and adoption of an Enterprise Service Bus (ESB) solution.	Development continued on the implementation of solution to connect the NSW Planning Portal with our development assessment processes.	50%	Manager, Information Management & Technology
		Build a data warehouse to encompass all of Council's structured data and make it available for enterprise reporting and analytics, through a business intelligence (BI) solution.	Work continued during the period on expanding the data warehouse to support the new Human Resource Management System.	50%	Manager, Information Management & Technology
		Increase security, protection, visibility and control over network security, through the implementation of a Unified Threat Management (UTM) solution.	Council's Solution Architect continued to scope and gather requirements for this project.	50%	Manager, Information Management & Technology
		Procure and implement a strategic asset management software solution to improve analysis and business intelligence derived from data.	Documentation for the procurement of a suitable solution is drafted and ready for review.	50%	Manager, Change Management
		Implement a new Human Resource Management system which will reduce manual and repetitive tasks in the management and operation of HR and Payroll services and improve customer experience.	The project to implement the new Human Resource Management System (HRMS) is underway. Quality assurance, organisational change management and training is progressing.	50%	Manager, Change Management
1a.6	Progressively update medium term plans such as the Recreation Needs Study.	Complete the suite of 10 year informing strategies by finalising the following strategies: - Social Inclusion & Diversity - Economic Development - Integrated Transport - Arts & Culture - Open Space & Recreation	The Integrated Transport, Open Space & Recreation, and Arts & Culture Strategies were adopted by Council in the September 2021 quarter. The draft Inclusive Randwick Strategy was considered by Council at the October meeting and subsequently placed on public exhibition from 1-29 November 2021. Consultation with businesses regarding the proposed Economic Development Strategy was undertaken in October 2021.	50%	Business Strategist

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1b. Council is a leader in the delivery of social, financial and operational activities.					
1b.1	Demonstrate best practice and leadership in local government.	Increase retention of new starters through the development of a recruitment framework and strategy.	LinkedIn is still being used and continues to evolve. We have invested in the new Human Resource Management System (HRMS) solution and await provider updates on critical configuration queries.	50%	Manager, Human Resources
		Review flexible working procedures, setting out a clear framework for managing flexible working.	Analysis of the results from a recent organisational wide survey is underway. This will inform the final position and proposed working from home policy and flexible work arrangements policy.	50%	Manager, Human Resources
		Increase retention of high performing staff through a formal reward and recognition initiatives program.	Research into best practice reward and recognition offerings in similar and disparate industries is underway, with analysis continuing on the applicability to Randwick's culture, values and engagement targets.	50%	Manager, Human Resources
		Enhancing the growth of our employees by embedding on the job training opportunities within the training plans of all staff.	Consultation with Executive on the configuration of the performance and learning modules within the new Human Resource Management System (HRMS) has resulted in a reviewed approach. This approach will require more configuration, testing and consultation with key stakeholders in Jan-Feb 2022.	50%	Manager, Human Resources
1b.2	Contribute to protecting the Council's reputation and enhancing its positive public image.	Promote Council's achievements, programs, policies and projects across online and print media	Council published 36 online news stories in the quarter. We have increasingly embraced publishing more online news content relating to Council's projects, events and activities as a way of providing more information to the community, at a time when there is less local media.	50%	Manager, Communications (Chelsea)
		Promote and protect Council's image through effective use of media and online communities, including monitoring and responding to enquiries effectively.	Council received 20 media enquiries this quarter. Topics ranged from our use of the Snap Send Solve app, Randwick vaccination rates, hoarding issues in the community, Malabar Road, Maroubra, the cost of Council hosting COVID testing clinics, the removal of resident-created mountain bike trails, residents accessing the Little Bay Meriton site, Local Government elections, queries about foil boarding at our beaches, staffing issues during the Omicron surge, the shark alarm going off at Maroubra Beach and Coogee Sparkles.	50%	Manager, Communications
1b.3	Maintain a high performing workforce that is responsive to the needs of the organisation.	Develop a 'fit for purpose' capability and learning framework.	Consultation with key stakeholders on the capability and learning framework will be undertaken in conjunction with consultation on the new Human Resource Management System (HRMS) performance module.	50%	Manager, Human Resources
		Develop and implement an internal communications plan.	Research and consultation has indicated that an internal communications plan is no longer required.	100%	Manager, Human Resources

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1b.4	Provide good governance and administrative support for the Council and organisation.	Ensure the effective and efficient administration of Council meetings (and Local Government Election 2021) for the benefit of Councillors and the community.	Three (3) ordinary meetings and one (1) extraordinary Council meeting were held during the quarter. The 26 October and 1 November Council meetings were held online and the 23 November and 30 December Council meetings were held at the Prince Henry Centre (Little Bay) due to COVID-19 restrictions. There was no disruption to meetings, the ability of the public to address meetings or public access to meetings during this time. The Local Government elections were held on 4 December 2021 and the first meeting of the new Council was held on 30 December 2021. The first meeting of the new Council was an extraordinary meeting primarily for oath taking and the election of a Mayor and Deputy Mayor.	50%	Manager, Customer & Compliance
		Ensure compliance with the Government Information (Public Access) Act 2009 and assist the community in obtaining access to appropriate Council information/documents.	385 Informal Access to Information requests were processed during the quarter, with 360 (93.5%) processed within two (2) working days. Four (4) formal GIPA Applications were processed during the quarter. All formal applications were processed within the legislated 20 working days.	50%	Manager, Customer & Compliance
		Maintain transparency and accountability in the purchasing of goods and services and ensure compliance with purchasing procedures.	Transparency and accountability was maintained with procedures, processes, templates and reviews to ensure compliance with purchasing procedures. Procurement training and user assistance is ongoing.	50%	Manager, Customer & Compliance
		Manage Council's Insurance Renewal program.	Insurance Renewals will be undertaken over the March/April 2022 period as per standard practice.	50%	Manager, Customer & Compliance
		Manage Council's Claims Management program.	Council's claims management program is performing well and is on track.	50%	Manager, Customer & Compliance
		Monitor and evaluate performance of the Randwick Local Planning Panel in accordance with NSW Department of Planning Industry and Environment Guidelines.	The quarterly report for the Randwick Local Planning Panel has been submitted to the Department of Planning, Industry and Environment.	50%	Manager, Development Assessments
1b.5	Effectively and efficiently manage financial operations, systems and information.	Provide timely financial information, advice and reports to the community, the Council, senior management and staff.	The Financial Statements have been signed off by the NSW Audit Office. Quarterly budget reviews, Investment, and Cashflow Reports for September were prepared and reported as required.	50%	Chief Financial Officer
		Ensure all Financial Services' processes and procedures are timely and accurate in providing a high level of service to internal and external customers regarding rating, debtors, accounts payable, payroll, investments and cash management.	All financial services policies, procedures and legislative requirements were complied with. Key financial functions include rates, debtors, accounts payable, GST, FBT, investments, payroll and cash management. The reviewed Investment Policy was adopted by AIRC at their November 2021 meeting.	50%	Chief Financial Officer

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	Effectively and efficiently manage financial operations, systems and information.	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.	The pandemic necessitated the development of a bespoke and sensitive approach to account management communications. This approach continues to provide better than expected recovery results whilst maintaining an emphasis on customer focus. Council continues to work with ratepayers that may be experiencing financial hardship and to develop payment arrangements that are tailored to individual financial circumstances. Council's pandemic relief interest waiver application process first adopted in July 2021 was extended in September 2021 to run for 8-months to 28 February 2022 (an extension on the original 4-months to 31 October 2021).	50%	Chief Financial Officer
		Maximise returns of the Council's investment portfolio while minimising risk.	Interest rates are at historical lows with the official RBA cash rate remaining at 0.1% at the end of the December quarter. Council's investments are maintained in accordance with the adopted Policy. Investment Returns and Cashflows are monitored daily and have exceeded benchmarked and budgeted returns. The Investment Reports for September and October were adopted by Council at the October and November ordinary meetings.	50%	Chief Financial Officer
		Manage outstanding debtors, ensuring overdue rates and annual charges remain below 15% and repayment plans are developed bringing Council's ratio back to benchmark within 3 years.	COVID-19 impacted collections in the 2019-20 financial year and the 2020-21 year. At the end of these years, the outstanding rates percentages were 4.84% and 3.8% respectively. These results were better than expected and below the metro benchmark of 5%. Payment of the second instalment due on 30 November 2021 has been paid at a reasonable rate, with payments only slightly (<0.5%) behind the pre-COVID 4-year average trend. Routine missed Instalment notices were issued in December 2021 for the second instalment with 16% fewer missed instalment notices issued than for the same notice in 2020-21.	50%	Chief Financial Officer
		Deliver sound and practical short and medium-term forecasting and reporting, with robust data, efficient transaction processing, and effective management of risk, including: uncertainty and sensitivity analysis.	Monthly financial reports are prepared for Council in conjunction with quarterly budget reviews. The Long Term Financial Plan (LTFP) was adopted at the November Ordinary Council Meeting. The Quarterly Budget Review Statement for October was adopted at the November Ordinary Council meeting.	50%	Chief Financial Officer
1b.6	Be recognised as providing quality internal and external customer service and call centre services.	Develop a Customer Service Framework.	Development of the Customer Service Framework is on track. Council received 14,281 service requests during the December quarter of which 86.8% were completed within the service level agreement timeframe. 29,103 phone calls were received via the call centre during this period of which 3.8% were abandoned. Council's target is to have fewer than 5% abandoned calls on average.	50%	Manager, Customer & Compliance

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1b.7	Continue to improve and implement business process systems and information technology infrastructure.	Increase internal customer satisfaction in the delivery of information management and technology support functions to other business units of Council.	During the reporting period IM&T continued to refine the operations of the FreshService product and expanded its use to the Human Resources Department as part of a rollout across Corporate Services departments. In the quarter 4989 requests were lodged with IM&T Services for support or service delivery. Of these, 252 customers completed the voluntary survey, with 246 rating the service very good and 6 rating the service as good. There were no ratings of bad or very bad during the reporting period.	50%	Manager, Information Management & Technology
		Perform a Penetration Test on Council's IM&T architecture and present the findings to the Audit, Risk and Improvement Committee alongside a remediation plan to address any vulnerabilities found.	Reports were tabled at Council's Audit, Risk and Improvement Committee (ARIC) meeting in November for the penetration test and business email compromise simulation. Remediation actions identified in the report have been completed for all critical findings and plans are in place for all other findings. Staff training in cyber security has been undertaken. IMT has also responded to the Apache Log4J vulnerability with minor system changes and scans of Council's environment undertaken to ensure that Council was not vulnerable to the identified issue.	50%	Manager, Information Management & Technology
		Optimise the availability of Council's core infrastructure (datacentre and networks) during core business hours.	No outages were experienced in the core infrastructure during the reporting period. Planned works were undertaken at the Administration Centre out of hours to replace end of life networking equipment, with 15 new switches installed.	50%	Manager, Information Management & Technology
		Optimise Council's application portfolio through appropriate consolidation and transition of legacy systems and reduction of duplication.	Application optimisation activities conducted during the period include (a) upgrade of Council's recordkeeping software (Content Manager); (b) deployment of new Teams Telephony systems to Council's smaller sites; (c) decommissioning of out of date database server infrastructure as recommended by the penetration testing report; (d) selection of a new customer contact centre platform - Genesys; (e) selection and implementation of a new data visualisation tool AirTable for rapid customer data management; (f) upgrade of The Things Network LoRa system for smart city devices to a new version; and (g) continued work on the Human Resource Management System integration with other Council systems.	50%	Manager, Information Management & Technology
		Upgrade audio-visual communication technologies to support flexible staff working arrangements.	During the quarter, the fit out of meeting rooms with Microsoft Teams collaboration equipment in the Administration Centre neared completion. IM&T are now focussing on meeting rooms at other sites including the Depot, Lionel Bowen Library, Prince Henry Centre and Sustainability Centre. Initial design has commenced on adding hybrid meeting arrangements to Council Chambers.	50%	Manager, Information Management & Technology
		Review and rationalise Council's data holdings including online, physical, tape and archive through the adoption of an Information Management Lifecycle approach.	During the reporting period, Council's legacy tape holdings were written off and destroyed securely. Design commenced on transitioning from a full tape backup approach to cloud based backups and rationalisation of the volume of data being backed up. Approximately 60 Council shared mailboxes were rationalised. Analysis commenced on the requirements for a future customer relationship management system through the examination of both shared mailboxes and online forms. Analysis of Council's public website holdings was conducted to inform proposed rationalisation of unused content.	50%	Manager, Information Management & Technology
		Undertake a review of governance practices in the Information Management and Technology Services Department to establish an adopted governance framework.	Work continued on Council's Application Management Policy suite.	50%	Manager, Information Management & Technology

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1b.8	Provide a safe and healthy environment for employees, contractors and the community.	Implement policies and procedures to support a culture of health and safety.	Work Health and Safety Policies and Procedures were reviewed, amended and implemented as required throughout this quarter.	50%	Manager, Customer & Compliance
		Effectively manage workers compensation and return to work.	Workers compensation claims and injury management was undertaken in line with Council's Return to Work Program, which is compliant with SIRA's return to work guidelines.	50%	Manager, Customer & Compliance
		Draft and implement a Wellbeing Plan.	Wellbeing plans were developed in response to specific and current wellbeing issues identified to be relevant for Council.	50%	Manager, Customer & Compliance
		Coordinate appropriate health checks relevant to effective business operations.	Council's annual skin check program proceeded in December for outdoor staff only. Due to a scheduling issue, the provider had to delay some scheduled skin checks for indoor staff to March 2022.	50%	Manager, Customer & Compliance
		Adopt and implement the new Drug and Alcohol Policy.	This policy review has been put on hold, due to the continuing pandemic and associated challenges that this presents in implementation of an amended Alcohol and Other Drugs Program which introduces random testing.	0%	Manager, Customer & Compliance
1b.9	Support the community and organisation through the improvement and expansion of online systems and GIS mapping.	Standardise the delivery of all spatial data and information services.	Council continued to move data into the GIS system, including the transfer of data relating to waste services and sustainability. The transfer of data from legacy property systems QEFile and DBSearch also continues.	50%	Manager, Information Management & Technology
1c. Continuous improvement in service delivery based on accountability, transparency and good governance.					
1c.1	Apply the four-year Continuous Improvement Strategy within the organisation.	Develop an effective Performance Management Framework through community consultation, research, strategic planning and business unit planning.	A service catalogue listing all the services and regulatory functions provided by Council was prepared during the quarter. This information is an important part of Business Unit Planning and is a critical part of building a comprehensive performance management framework that addresses all of Council's functions (i.e. delivering the outcomes of the community strategic plan AND delivering the day to day services and regulatory functions needed by our community).	50%	Business Strategist
1c.2	Implement a systematic and structured approach to obtaining feedback from customers and managing existing data and information.	Undertake regular customer satisfaction surveys and consultation activities to obtain feedback to help inform Council's activities.	Council launched 8 community consultation programs during this period to gather feedback from the community on the La Perouse Amenities Block Upgrade, Randwick Economic Development Strategy, Fitzpatrick Park Playground Upgrade, Maroubra Road Corridor Study, Inclusive Randwick Strategy, Ella Reserve Playground Upgrade, Maroubra Junction Urban Renewal project and the Community Strategic Plan.	50%	Manager, Communications
1c.3	Proactively manage enterprise risks within Council's integrated risk management system.	Implement Council's Enterprise Risk Management Framework which sets out Council's prioritisation and integration of Risk Management into the business and incorporates Council's risk appetite and tolerances.	Work continues with all business areas to support implementation of risk management against each area's Business Unit Plan and associated completion of operational risk registers.	50%	Manager, Customer & Compliance
		Inform the Audit, Risk and Improvement Committee (ARIC) of risks identified in Council's Enterprise Risk Management Framework to establish and implement internal audit priorities.	In the December quarter, work continued on identifying risks across all business units. These risks will be used to establish and implement additional internal audit priorities. A report on progress was presented to the Audit, Risk and Improvement Committee.	50%	Manager, Customer & Compliance

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2. A vibrant and diverse community					
2a: Meet the needs of our diverse community and provide equitable access to social services and infrastructure.					
2a.1	Maintain a current understanding of our community's needs, and up to date information to support planning and program development.	<p>Lead local services participation and partnerships, identifying emerging needs, service gaps and opportunities across target groups.</p>	<p>The Eastern Suburbs Domestic Violence Network responded to expert consultations regarding the needs of children and families experiencing family violence. Council supported the implementation of bystander training for a small number of Domestic and Family Violence (DFV) workers, supported implementation of Step Out Speak Out Morning tea to raise awareness of DFV, and commenced planning for 2nd community campaign with male influencers to stop DFV.</p> <p>The Eastern Sydney Youth Services Network (ESYSN) worked closely with services to gain an understanding and build strategies around the effects of lockdown on Young People in the LGA.</p> <p>Council held two regional community consultations to help inform the development of Council's new Disability Inclusion Action Plan (DIAP) for 2022 - 2026. A total of 15 mini focus groups were held during October and November with local services and people with lived experience to check existing regional strategies and develop new access and inclusion actions for the updated DIAP.</p> <p>The City of Sydney and Eastern Sydney Ageing and Disability Interagency meeting held in October showcased service provider presentations on innovative approaches to care, and responded to key issues such as adapting to sector changes and reforms, opportunities and local solutions and moving forward with re-engaging clients in the challenging time of COVID. A partnership was established with Waverley and Woollahra Council's to deliver a networking event for local services during Mental Health Month in October and for the implementation of the annual Suicide Prevention Awareness Walk in September.</p>	50%	Manager, Community Development
		<p>Undertake a Social Needs Study to investigate and identify current and future social needs of the community.</p>	<p>A social needs study was undertaken with Elton Consulting and completed in August 2021. This study has been used as a resource document to underpin the draft Inclusive Randwick Strategy. The draft Inclusive Randwick Strategy was considered by Council at the October meeting and subsequently placed on public exhibition from 1-29 November 2021.</p>		
2a.2	Provide high levels of accessibility to the Council's community facilities and infrastructure.	<p>Ensure that a range of user groups (hirers and class attendees) have fair and equitable access to our major multi-purpose centres (Prince Henry Centre, Randwick Community Centre, the Randwick Literary Institute and La Perouse Museum).</p>	<p>Following closure due to COVID in the first quarter, the Prince Henry Centre, Randwick Community Centre and the Randwick Literary Institute (RLI) were re-opened to regular hirers from 18 October, with strict COVID safety guidelines and protocols in place. The La Perouse Museum also re-opened on the 18 October.</p>	50%	Manager, Economic Development & Placemaking
		<p>Ensure that user groups (hirers and class attendees) have fair and equitable access to all remotely managed community centres (9 venues).</p>	<p>Community centres reopened during the December quarter. Venues are accessible to both regular and casual hirers with capacity restrictions due to NSW Health social distancing rules.</p>	50%	Manager, Customer & Compliance

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2a.3 Support the different groups in the community to improve access to services and recreational activities.	Ensure Library culturally and linguistically diverse (CALD) collections reflect demographics and community needs in Randwick City.	In the December quarter we lent a total of 5326 items from our Chinese, French, Greek, Polish, Russian and Spanish Culturally and Linguistically Diverse (CALD) Collections to customers. CALD books and materials for children are in higher demand, with a total of 1828 items lent in this quarter.	50%	Manager, Randwick City Library
	Provide a range of culturally and linguistically diverse (CALD) programs and activities for a diverse community.	Smartphone and Tablet Basic Training for Chinese Speaking Seniors, English as a Second Language Book Club and English conversation classes (online only) continued during the December quarter. The library delivered 13 events/programs specifically for a culturally and linguistically diverse audience with a combined audience of 62.	50%	Manager, Randwick City Library
	Provide a range of age appropriate library collection items, programs and activities that are accessible and inclusive.	The library ran 102 events/programs both online and in person/face-to-face, with a total combined audience of 1,489. 49 events/programs were held for children and youth with a 663 combined audience, 52 events or programs were held for adults/seniors with a combined audience of 798 and 13 events/programs were held specifically for a culturally and linguistically diverse audience with a combined audience of 62.	50%	Manager, Randwick City Library
	Assist people to understand consumer directed care and to exercise choice and control in choosing support services (disability and other).	<p>Convened the City of Sydney and Eastern Sydney Ageing and Disability Interagency meetings in this reporting period and showcased service provider presentations on innovative approaches to care, success stories, issues in regards to clients accessing and navigating services and systems, and social isolation and loneliness.</p> <p>Worked with Prof. Melissa Norberg and the Catholic Care's Hoarding and Squalor Resource Unit on establishing a 'Declutter Buddy' program for people living in Randwick City who are impacted by problematic hoarding and clutter disorders.</p> <p>Assisted Holdsworth Community with the Department of Communities and Justice (DCJ) social funding application which aims to reduce social isolation for older people living in social housing in the Southern Suburbs of Randwick.</p> <p>Supported the Eastern Sydney Digital Working group, City of Sydney and Eastern Sydney Abuse of Older Persons Collaborative, Eastern Sydney CHSP Forum to assist services to move forward with COVID and re-engage client's who have physically and mentally declined as an unintended consequence of the pandemic.</p> <p>Provided 15 complex referrals for vulnerable and isolated residents to support services both formal and informal and also to specialist homeless and hoarding and squalor services during this reporting period. Assisted over 50 older residents and Carers from CALD backgrounds to access services for social support activities, exercise and strength programs, community transport and gardening and lawn mowing services.</p> <p>Circulated sector news, service updates, information and relevant research to Interagency members to assist clients to better understand and navigate complex service systems and to exercise choice and control as both consumers and citizens.</p>	50%	Manager, Community Development

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	Support the different groups in the community to improve access to services and recreational activities.	<p>Work with local residents and/or their carers to improve their ability to negotiate within the service delivery system and to access relevant community services.</p>	<p>Provided referrals, advice and support to residents and local service providers on at least 40 occasions during this reporting period to assist older people, people with disabilities and their allies to access support services both formal and informal. Assisted residents to renegotiate with services to increase levels of service provision to better meet their needs.</p> <p>Circulated information and resources to local residents, community groups and services to notify them of new and culturally appropriate programs to ensure isolated older people, people with a disability, and isolated Carers remain socially connected & healthy during COVID.</p> <p>Supported Junction Neighbourhood Centre and the Eastern Sydney Digital Inclusion Working Group to progress tech savvy training for digitally disadvantaged and isolated older people, Carers and people with a disability living in housing estates in South Coogee and South Maroubra.</p> <p>Supported the Eastern Suburbs Homelessness Assertive-Outreach Collaboration (ESHAC) to progress planning for the annual Eastern Suburbs Homelessness Street Count. This year the Count will be hosted by Randwick City Council and will be held on 21st February. Worked with the ESHAC to ensure that people with disabilities, both physical and less visible, receive assertive outreach in order to engage with services.</p>	50%	Manager, Community Development
2a.4	Provide improved opportunities for local Aboriginal and Torres Strait Islander people to access support services including employment, family support and recreational activities.	<p>Assist local Aboriginal organisations to plan and deliver nationally significant events such as NAIDOC Week and Reconciliation activities.</p>	Commenced planning for Survival Day concert and Koojay Corroboree.	50%	Manager, Community Development
		Ensure that the programs and activities delivered via the Lexo Hub address the identified needs of local First Nations people.	Promoted COVID booster vaccination campaign to the Aboriginal community residing in the LGA.	50%	Manager, Community Development
		Support community-based support agencies to plan and deliver services; and provide information to government program funding providers to assist them in meeting the needs of at-risk and/or vulnerable residents.	Staff continue to work collaboratively with service partners; however, the ongoing pandemic has reduced the ability for external partners to provide direct services. A limited number of targeted programs continue to operate including the food security program, COVID vaccination and testing clinic, referral support and support with access to MyGov and Service NSW for at risk residents.	50%	Manager, Community Development
2a.5	Implement the social inclusion plan (An Inclusive Randwick) to reduce disadvantage and address regional gaps in service provision.	Partner with the Eastern Sydney Youth Services Network (ESYSN) to implement programs and activities that support local young people and their families.	The ESYSN met once in the period with 26 local youth service representatives attending. This meeting covered a number of emerging issues as well as presentations on the Sector Transformation Fund and the South East Sydney District Allocations Hub. Other areas of focus included gathering insight from services on how young people are faring with lockdown and what the ESYSN will be focusing on in 2022.	50%	Manager, Community Development

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	<p>Implement the social inclusion plan (An Inclusive Randwick) to reduce disadvantage and address regional gaps in service provision.</p>	<p>Develop programs designed to connect and engage socially-isolated seniors within the comfort and security of their own homes.</p> <p>Held two online regional community consultations in October and November to assist Council to update their Disability Inclusion Action Plan for 2022 - 2026. The consultations were attended by older people, people with disabilities and their carers, and local service providers.</p> <p>Held fifteen mini focus groups to review existing regional strategies and identify new access and inclusion actions for Council's Disability Inclusion Action Plan for 2022 -2026. The focus groups were attended by people with lived experience of disability both physical and less visible, older people and Carers, as well as key service providers. Additional consultations will be held with members of the Aboriginal community in February and March.</p> <p>Designed three online wellbeing sessions on 'Coping with change in challenging times' and 'Dealing with grief and loss' to be delivered online in February and March. These sessions seek to ensure the safety of vulnerable target groups including older people, Carers and people with chronic illness who may also be transport disadvantaged.</p> <p>Designed a range of information sessions and activities to be delivered in person and online to ensure access and inclusion for socially isolated Seniors. These sessions will be delivered throughout March and April and will cover topics such as Elder abuse, Death literacy, Advance Care Planning and Paranormal Prince Henry.</p> <p>Continued to support the Eastern Sydney Digital Inclusion Working Group and Junction Neighbourhood Centre to safely deliver digital literacy sessions to isolated and excluded older people living in social housing in South Coogee and South Maroubra.</p> <p>Worked in collaboration with the City of Sydney and Eastern Sydney Abuse of Older Persons Collaborative on developing an online webinar on raising awareness of the different forms of elder abuse, referral pathways and to encourage help-seeking behaviour. The webinar will be delivered in April during Seniors Week.</p> <p>Circulated and promoted information on available online community and RCC programs, activities and support to members of the Ageing and Disability Interagency and residents.</p> <p>Worked with other Council's to assist them to replicate online sessions such as Dealing with Grief and Loss and Understanding Anxiety and Depression to further provide outreach to residents living beyond the Randwick LGA.</p>	50%	Manager, Community Development	
2a.6	<p>Implement grants programs in accordance with the Council's guidelines to enhance services that meet community needs.</p>	<p>Administer our Community Investment Program including the funding streams: Community Connect, Community Creative, Community Partnerships, Community Contributions and Community Sustainable.</p>	<p>Delivered the October Round of Community Creative and Community Connect in this reporting period.</p>	50%	Manager, Community Development
	<p>Administer the Randwick ClubGrants NSW on behalf of participating clubs.</p>	<p>In the previous quarter, Council administered the club grants program with participating clubs. A total of \$330,820 was distributed to community organisations.</p>	100%	Manager, Community Development	

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment for current period (1 October 2021 - 31 December 2021)	Progress	Responsible officer	
2b: Strong partnerships between the Council, community groups and government agencies					
2b.1	Provide support for resident precinct committees, local chambers of commerce and combined service clubs.	Attend meetings and provide information and support for Resident Precinct Committees, local business associations, and combined service clubs on request.	All economic development information requests were addressed. Precinct and RSL Club meetings were attended when required.	50%	Manager, Economic Development & Placemaking
		Provide meaningful and relevant opportunities for community participation through face to face engagement activities such as Precinct meetings and other opportunities.	15 Precinct meetings were held over the quarter, with most being held online via Zoom. Council staff attended some precinct meetings to present on Council projects including the Clovelly Road Pocket Park Project and the La Perouse Amenities Upgrade. An onsite pop-up was held at Maroubra Junction for the Maroubra Junction Urban Renewal project.	50%	Manager, Communications
		Host four Precinct Coordination Committee Meetings.	One Precinct Coordination Committee meeting was held online in November 2021. A presentation on managing social media was provided by Council's Manager Communications.	50%	Manager, Communications
2b.2	Partner and implement joint projects with community groups and government agencies to achieve improved service coordination and value for money outcomes in the region.	Continue to manage and activate the Lexo Hub facility in providing accessible space for community service providers for the delivery of health, wellbeing and social welfare services.	Staff continue to oversee operation of The Hub@Lexo and work collaboratively with external service providers and partners. Due to the ongoing COVID situation, face to face interactions were by appointment only and were limited to emergency needs. The Hub staff continued to work with Kirketon Road Centre (KRC) to deliver a weekly COVID vaccine clinic for housing residents and people experiencing homelessness.	50%	Manager, Community Development
		Actively engage in the Interagency Group for the 're-enablement' of services and agencies that support Randwick City.	Supported implementation of two Eastern Suburbs Domestic Violence Network meetings and associated 16 days of activism against gender based violence activities. Participated in the Inner Eastern Sydney Child Family Interagency meeting and steering committee. Co-convended the City of Sydney and Eastern Sydney Ageing and Disability Interagency October meeting, showcasing service provider presentations, innovative approaches and adapting to sector changes and reforms. Supported the implementation of the Eastern Sydney Community Home Support Forum and City of Sydney and Eastern Sydney Abuse of Older Person's collaborative in November. Supported and participated in the Randwick Waverley Community Transport Board meeting and Eastern Sydney Digital Inclusion Working Group to help re-engage clients and assist isolated residents in accessing critical support programs and services, both formal and informal, and in-person and online. Worked with Waverley and Woollahra Council on developing mental health networking activities for services providers in Eastern Sydney and on the Suicide Prevention Awareness Walk in September to raise awareness of suicide prevention in Randwick City and existing support services.	50%	Manager, Community Development
		Work with the La Perouse Aboriginal Land Council to identify areas for partnership to support our local First Nations people.	Continued to facilitate discussions with the La Perouse Local Aboriginal Land Council to identify programs and projects that support current Aboriginal concerns. Co-chaired the La Perouse Non Government Network meeting.	50%	Manager, Community Development

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment for current period (1 October 2021 - 31 December 2021)	Progress	Responsible officer	
	<p>Partner and implement joint projects with community groups and government agencies to achieve improved service coordination and value for money outcomes in the region.</p>	<p>Partner with key community service providers to deliver: primary and early intervention programs which may include domestic and family violence; youth and family programs; aged and disability programs; and multi-cultural campaigns and activities.</p>	<p>Partnered with the Eastern Suburbs Domestic Violence Network to hold bystander training for Domestic and Family Violence (DFV) workers. Supported implementation of 'Step Out Speak Out Walk' and the 'Dress for Success' installation, that was on display at the Bowen Library foyer for a 16 day period.</p> <p>Participated in the UTS DFV prevention working party for the 'Now that's Strength' community campaign.</p> <p>Implemented a Christmas donation and small morning tea event (COVID scaled down) for residents in South Maroubra housing estate.</p> <p>Continued promotion of the parenting calendar, including delivery of parenting workshops.</p> <p>Delivered the Lifestyle Lunch on 'Coping with change in challenging times', developed three online seminars on 'Coping with change in challenging times' and 'Dealing with grief and loss' to be held in February and March.</p> <p>Worked with Department of Communities and Justice (DCJ) and St Vincent's Homeless Health Service to develop a Lifestyle Lunch on raising awareness of local homeless services.</p> <p>Planned for the 2022 annual Eastern Sydney Homeless Street Count. Randwick Council will be hosting the event this year on 21st February.</p> <p>Worked with Belinda Mason Trust and Blur Projects to develop 'UNSEEN', an exhibition of art works by women experiencing hidden homelessness that will be exhibited at Bowen Library Gallery from May to June 2022.</p> <p>Supported Macquarie University with the development of the 'Clutter Buddies' 16-week program for residents living with problematic hoarding or clutter disorders.</p>	50%	Manager, Community Development
	<p>Participate in a range of contracts for goods and services run by industry aggregators e.g. SSROC, LGP and Procurement Australia.</p>	<p>Participated in the Southern Sydney Regional Organisation of Councils (SSROC) tender for Ready Mixed Concrete. Utilised the new LGP Professional Services contract.</p>	50%	Manager, Customer & Compliance	
2c: New and upgraded community facilities that are multipurpose and in accessible locations					
2c.1	<p>Implement the Community Facilities Plan as per identified priorities.</p>	<p>Plan for community facilities under the Our Community Our Future Program such as the Southern Suburbs Youth Facility, Snape Park Amenities Upgrade and Coogee Beach Bus Shelter. Also plan for and construct toilet facilities such as the Malabar Pool Amenities and Dunningham Reserve Amenities.</p>	<p>Feasibility planning is in progress for Southern Suburbs Youth Facility, Snape Park Amenities, Coogee Bus Shelter, Malabar Pool Amenities, Burrows Park Amenities and Heffron Park Criterion. Planning has also started on Dunningham Reserve Amenities.</p>	50%	Coordinator, Major Projects

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment for current period (1 October 2021 - 31 December 2021)	Progress	Responsible officer	
2d: Our cultural diversity is appreciated and respected.					
2d.1	Implement A Cultural Randwick City.	Deliver Council's annual program of cultural events.	<p>Planning for Twilight Concerts 2022. At least 4 concerts will occur over 12 months, commencing in March 2022 with 'Twilight Concerts in the Park for Earth Hour'.</p> <p>An open day was held at Blenheim House to display architectural plans for adaptive reuse of the building which included entertainment in the pocket park.</p>	50%	Manager, Economic Development & Placemaking
2d.2	Deliver and/or sponsor a range of events to promote a sense of community.	Support community groups in their delivery of events that promote a sense of community.	<p>In October, an invitation only Bali Commemoration Ceremony was held at Coogee for friends and family members of those who lost their lives in the Bali Bombings 19 years ago. The event was held under a special exemption to the NSW Public Health Order.</p> <p>As NSW was still under stay at home orders, the Randwick Garden Awards were launched in September, judged in November and celebrated virtually in December, recognising local private, professional and community gardens across Randwick.</p> <p>In November, the annual Step Out Speak Out Walk, held in partnership with the NSW Police to raise awareness about Domestic Violence Against Women, was converted into a small invited breakfast hosted by local school representatives for key members of the community and relevant organisations.</p> <p>In December, a range of activities were programmed in place of the usual Christmas events, including Christmas Tree Wraps and Decorations, Chalk Art, online carols videos, pop-up postcards photo installation, and roving entertainment. An extensive pop-up music program across the LGA commenced in mid-December (delayed due to COVID restrictions).</p> <p>Several playgrounds were opened in November and December, providing an opportunity for local children to enjoy the new/updated facilities as well as a free ice cream and entertainment.</p> <p>Online citizenship ceremonies continued over October - December welcoming 722 new citizens.</p> <p>Coogee Sparkles, the New Year's Eve fireworks event returned with the addition of a selection of entertainment programmed during the day including children's activities like face painting, roving entertainment and music. For the first time, the fireworks were preceded by a Welcome to Country, and accompanied by a recorded DJ music track played over the Surf Lifesavers' announcement system.</p>	50%	Manager, Economic Development & Placemaking

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment for current period (1 October 2021 - 31 December 2021)	Progress	Responsible officer	
3. An informed and engaged community					
3a. Effective communication methods and technology are used to share information and provide services.					
3a.1	Provide information to the community on the Council's services and activities using effective communications methods.	Develop and implement effective and targeted communications plans and products for the Council and its services and activities.	During this quarter we enacted 14 Communications plans. Priorities included the third phase of FOGO (continued promotion of and education), recruiting Bushcare volunteers, promoting the Step Out Speak Out Walk, Coogee Sparkles, the Christmas program, the pop up music program, summer events and activities, Marine and Coastal summer program, Local Government elections, Coral Sea Park upgrade, the Waratah Plaza upgrade, support for the Sydney Film Festival, Alfresco Randwick and encouraging entries for the Women's Art Prize.	50%	Manager, Communications
		Produce high quality graphics to support and enhance the Council's business.	Council designed 563 items across social, digital and print channels in the last quarter. This included consultation material for Fitzpatrick Park, La Perouse amenities, Ella Reserve, Maroubra Road corridor study and Maroubra Oasis. We produced a summer edition of SCENE magazine. There were a range of COVID communications and 6 editions of Staff News. We designed the State of Our City Report, State of the Environment Report and Annual Report. We produced a range of material for events and activations across Summer in Randwick City, Christmas in Randwick, Coogee Sparkles, Step out Speak Out, Marine and Coastal Discovery Program and the FOGO Summer campaign. We also produced the waste calendar for the 21 different zones.	50%	Manager, Communications
		Manage and use Council's banner poles as an outdoor communication medium.	Throughout the quarter we installed four street banner campaigns. Our street banners celebrated the Eco Living Fair, the Library 70th anniversary and the festivities of Christmas.	50%	Manager, Communications
		Produce appropriate video content for use on Council's digital channels.	17 videos were produced in-house: 10 Questions with Mayor Parker, Randwick re-opens, Recycling Centre re-opens, 2021 Sports Award winners, official opening of Pioneers Park, Coogee SLSC renovation, Lifeguard tutorial video, a tour of La Perouse Museum watch tower, Step Out Speak Out, 30 second video promoting Council for the Visla Pro surf event, Staff Christmas video, FOGO festive season video with Alex and Costa, the hazard reduction burn at Randwick Environment Park, 2021 Garden Award winners, Mayor's Christmas video and summer beach tips from Lifeguards Blake and Brad. The top three performing videos on social media were the Coogee SLSC tour (3.3k views) Macquarie Watchtower tour (2.4k views) and the Mayor promoting Coogee Sparkles (1.8k views).	50%	Manager, Communications
		Research and write quality speeches for Council representatives as required.	The following speeches were prepared for the Mayor: Council Sports Awards, UNSW Cook Book launch, NSW Volunteer of the Year Award, Blak Markets, BikeEast's Cycling Without Age program launch, Architecture Talk and Council's annual Step Out Speak Out Breakfast.	50%	Manager, Communications
		Produce regular print and electronic newsletters to inform and engage the community about Council activities, events and projects.	Our enewsletter continues to be a favourite way to learn about Council programs and events, as its open rate remains high, reaching 39% in December, with a click through rate around 17%. The three most popular stories for the quarter were: 10 things you didn't know you could FOGO (2848 clicks); Everything you need to know to vote (2381); Meet the new Mayor (1283 clicks).	75%	Manager, Communications
		Promote and disseminate information to vulnerable people and communities to improve access to services, support and inclusion activities.	Continued to distribute information to support services, interagencies and networks, and individuals to support access to important services for marginalised and vulnerable community members. Held Disability Inclusion Action Plan (DIAP) consultations with marginalised community members who had lived experience. Two regional community consultation sessions were held online and fifteen mini-focus groups were held with a range of community organisations and people with lived experience.	50%	Manager, Community Development

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3a.2	Ensure that the Council's website provides an accessible and usable interface between the Council and the community.	Continue to ensure compliance with web content accessibility standards.	Council continued to monitor compliance of its public facing website assets with relevant accessibility standards. Council is currently implementing Google dynamic translation services for all webpages to improve accessibility in a range of languages.	50%	Manager, Information Management & Technology
		Simplify the means of capturing data from customers.	New online forms have been commissioned to improve customer data collection using Council's ePathway platform. In the quarter, parking permit application and renewal forms have been developed to transform these processes from paper based to electronic. These high volume transactional forms will be marketed by the Integrated Transport and Communications teams in the next quarter. Further analysis of forms is underway in the waste management, bookings, footway dining and booked cleanup areas.	50%	Manager, Information Management & Technology
		Ensure that the Library subsite and social media channels provide timely, engaging and relevant information.	<p>There were 97,189 page views within the library's subsite.</p> <p>17 news articles were published on the library sub-site to keep the community updated in a timely manner. Articles included library service updates (reopening roadmap, Click & Collect), library service and resource reminders, event updates, summer school holiday program information, and a 70th anniversary feature.</p> <p>All 117 events delivered in the September quarter were promoted online and via the library's social media channels.</p> <p>We posted 142 Facebook posts (average daily reach 527) and 18 Instagram posts featuring service updates, live online events and general information for the community.</p> <p>Nine EDMs (electronic direct mail items) were dispatched in the December quarter, five of these featured information relating to easing restrictions both for general and specific membership types and the library's reopening plan, the other three detailed new events and related news.</p> <p>As at end December quarter the library had 45,136 eNewsletter subscribers.</p>	50%	Manager, Randwick City Library
3a.3	Implement technological solutions that support the development of services and resources and meet the needs of the community.	Continue to provide innovative hardware, software and web solutions to library customers and staff.	<p>eMagazine access was improved by direct connection via SIP2, allowing user access via their Library ID and password, rather than creating a separate account.</p> <p>New Library members now have an option of applying for a card free membership when joining the library through use of the library app to store their details.</p> <p>Some additional filters were enabled for items in the library app, allowing users to narrow their searches. These cover the major collections and library locations.</p> <p>We improved the way we lend Overdrive / Libby items in the catalogue. When members choose to download, they will logon and then be prompted to either stream or download a copy of the title they borrowed.</p>	50%	Manager, Randwick City Library

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment for current period (1 October 2021 - 31 December 2021)	Progress	Responsible officer	
3b. The community has increased opportunities to participate in decision-making processes.					
3b.1	Develop opportunities for community input into the Council's decision-making processes.	Use social media to help the community be part of the decision-making process, respond promptly to enquiries and to connect with the community about Randwick City's projects, events and activities.	Through social media we reached an average of 203,140 people each month, posting a total of 223 times across the quarter. Our support of Eco Living Online was strong, approximately doubling the amount of times we usually post on both instagram and Facebook for the month. Our most popular posts across the quarter were: Disability Action Plan (paid post on FB reaching 20K people); Coogee Sparkles is back (reaching 14.2k) and posting about a local hail storm (reaching 17k people).	50%	Manager, Communications
		Develop and implement consultation plans to support the delivery of Council's projects.	Council launched 8 community consultation programs during this period to gather feedback from the community on the La Perouse Amenities Block Upgrade, Randwick Economic Development Strategy, Fitzpatrick Park Playground Upgrade, Maroubra Road Corridor Study, Inclusive Randwick Strategy, Ella Reserve Playground Upgrade, Maroubra Junction Urban Renewal project and the Community Strategic Plan.	50%	Manager, Communications
		Audit and review the function of Council's Advisory Committees, including Terms of Reference, objectives and vision.	Discussions about the format of Advisory Committees are underway, with plans being incorporated into relevant action plans. This project is ongoing as part of the Inclusive Randwick Strategy.	50%	Manager, Community Development

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment for current period (1 October 2021 - 31 December 2021)	Progress	Responsible officer	
4. Excellence in urban design and development					
4a. Improved design and sustainability across all development.					
4a.1	Require a high standard of design quality and sustainability in new development in line with Council's policies.	Undertake research to inform development of the updated comprehensive Development Control Plan.	Over the quarter, we have continued to review, analyse and research issues including urban design, flooding and environmental sustainability for input into the Comprehensive DCP.	50%	Manager, Strategic Planning
4a.2	Promote and recognise design excellence and sustainability through events or other activities.	Initiate and facilitate the Architecture Talks 2021 event.	We successfully hosted the second Architecture Talk in November 2021 to showcase 3 winning designs from the Randwick Architecture Awards held in 2020. Recordings of talks held in 2021 have been uploaded on Council's website.	100%	Manager, Strategic Planning
4b. New and existing development is managed by a robust framework.					
4b.1	Develop and implement effective processes and strategies to manage the impact of new and existing development.	Determine DAs efficiently and in accordance with the provisions of the LEP and DCP.	Statistics for the quarter are detailed below: Applications Lodged: 307 Applications Determined: 234 36.68% of DAs were determined within 40 days 52.30% of DAs were determined within 60 days The net median is 60.59 days	50%	Manager, Development Assessments
4b.2	Monitor provisions of the LEP and DCP to ensure relevancy and delivery of good design outcomes.	Report and exhibit new housing investigation areas as part of the draft comprehensive LEP.	Council officers finalised a report to Council on the Gateway Determination from DPIE in October 2021. Council resolved to seek request for review of conditions (including timing for exhibition and finalisation of report) on the Comprehensive Planning Proposal. Council officers submitted a request for review to DPIE in November 2021.	50%	Manager, Strategic Planning

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment for current period (1 October 2021 - 31 December 2021)	Progress	Responsible officer	
5. Excellence in recreation and lifestyle opportunities					
5a: Maximise opportunities for residents and visitors to enjoy both active and passive open space uses.					
5a.1	Progressively update plans of management, in accordance with an established priority list and the Recreation Needs Study, focusing on active and passive recreation opportunities.	Undertake high priority Plans of Management for Coastal and Beachside reserves (including Coogee Beach and Clovelly Beach).	The Maroubra Beach Plan of Management is being developed. A consultant has been engaged and stage 1 consultation has been completed. The stage 2 consultation plan has been prepared and is being implemented. A draft of the Generic Plan of Management has reached 85% completion.	50%	Manager, Technical Services
5a.2	Continue work towards creating a continuous Coastal Walkway from Clovelly to Botany Bay as detailed in the Recreation Needs Study.	Design and document a coastal walkway route around Lurline Bay.	Project will commence in April 2022.	0%	Manager, Technical Services
5b: Facilitate a range of sporting and leisure activities.					
5b.1	Introduce and maintain a diverse range of programs to increase attendances at Des Renford Leisure Centre from year to year.	Deliver fitness programs that meet the community's needs, and explore alternative delivery methods to address environmental factors that serve as barriers to people exercising.	The closure of the DRLC gym and aerobics program due to COVID-19 continued until 18 October. Throughout the closure the team at DRLC provided excellent online and virtual programs to the community. Since reopening, the DRLC gym and aerobics team have resumed delivering professional, COVID-safe facilities and programs to patrons.	50%	Manager, Public Safety & Aquatic Services
		Continue to review and maintain DRLC facilities to ensure the Centre remains an industry leader.	DRLC was maintained to a high standard throughout the COVID closure, with pool plant & filtration equipment remaining operational, carpet being replaced throughout the Centre, as well as major maintenance work on the Training Pool. Since reopening patrons have benefited from these improvements, in addition to the ongoing cleaning and maintenance schedule the DRLC team continues to conduct.	50%	Manager, Public Safety & Aquatic Services

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment for current period (1 October 2021 - 31 December 2021)	Progress	Responsible officer	
5b.2	Implement open space plans of management with a focus on multi-uses such as the Heffron Park Plan of Management.	Process applications for activities on public land incorporating relevant assessment criteria and complying with service level agreements.	Event applications were assessed and approved within service levels.	50%	Manager, Technical Services
		Implement actions arising from the Open Space & Recreation Strategy 2021.	<p>Bundock Park and Kokoda Park playgrounds were completed. The planning of Fitzpatrick Park and Coral Sea Park playgrounds has been substantially completed.</p> <p>The planning for a new synthetic sports field at Coral Sea Park was completed and will be reported to the March 2022 Council meeting.</p> <p>Cycling facilities are planned for on road and on shared paths within parks. Pop up pedal parks have been implemented.</p> <p>Upgrades are being planned at DRLC.</p> <p>General park upgrades including new seats, signs and water fountains have been installed to improve our open spaces generally.</p> <p>The planning for the upgrade of the criterion at Herron Park has commenced.</p> <p>Planning for the rehabilitation of Malabar and Mahon rock pools is underway.</p> <p>Master Planning is underway for Maroubra Beach coastal reserves.</p> <p>Work on the development of the Generic Plan of Management for community land was substantially completed.</p>	50%	Manager, Technical Services
		Construction of new outdoor gyms at Snape Park and Barwon Park.	Project is in design phase.	5%	Manager, Infrastructure Services
		Upgrade of the playground at Fitzpatrick Park, Kensington.	Consultation of the concept playground design was completed and will assist in finalising the design.	65%	Manager, Technical Services
		Construct a new synthetic field at Coral Sea Park.	The design and community consultation phases are complete. The project has proceeded through a public tender.	60%	Manager, Infrastructure Services
5c: Create new open space as opportunities arise.					
5c.1	Advocate for public access to the remaining Commonwealth land at Malabar Headland.	Negotiate with Commonwealth and State Governments for community access to Malabar Headland.	Continued to liaise and monitor public access arrangements to the headland with Commonwealth and State Agencies.	50%	Manager, Strategic Planning
5c.2	Plan and advocate for public open space and connections in major urban renewal and infrastructure projects.	Review major proposals to optimise delivery of open space and recreation opportunities.	Council officers made two submissions to the expansion of the Hospital/UNSW campus providing comments in relation to widening along the High Street frontage to improve the public domain for pedestrians and cyclists. Council's Strategic Planners and Transport Officers attended a number of meetings to discuss options for widening the shared pathway. Council was advised in late December 2021 that the hospital expansion CCC and SCH1 redevelopment were approved subject to conditions including requirement for further improvements being designed to enable east-west connections through the main hospital campus in conjunction with Council.	50%	Manager, Strategic Planning

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5c.3	Optimise the urban interface with the Light Rail.	Finalise the documentation and construction of the Waratah Avenue Street Plaza.	Following consultation undertaken in the last quarter, the design of the public plaza has progressed to 85% complete.	75%	Manager, Technical Services
5d: Library programs, resources and facilities provide innovative and inspirational opportunities for education and leisure.					
5d.1	Improve and develop library facilities, services and resources ensuring their ongoing relevance to the community.	Continue to provide innovative programs and services for children and families.	49 events/programs were held for children and youth with a combined audience of 663. Babies and Bop (0-3 yrs.) and Kids' Club (3-5yrs) transitioned from online to in person at the library from mid November. Christmas craft events for both young and the young at heart were delivered in the lead up to the holiday season.	50%	Manager, Randwick City Library
		Acquire new physical and digital items for the Library collection that are reflective of community trends, meet user expectations and are relevant to the community.	Development of the collection continued during the COVID lockdown period (which covered part of the December quarter), with orders being placed with library suppliers based on recommendations and requests from library customers. There were 2847 new physical items received into the collection and 2362 new items were catalogued and available for loan. There was a review of the popular adult fiction collections, removing titles which were read out or less successful, creating more space for newly arrived material after lockdown. Although customers appear to be spending less time in the library branches searching the shelves, the number of titles with multiple holds placed for collection has been consistently higher than pre-lockdown levels, averaging a 14% increase.	50%	Manager, Randwick City Library
		Ensure that all facilities, services and resources of Randwick City Library meet community demand, expectations and relevance through a high level of patronage and usage.	The library resumed services after COVID lockdown on 25 October 2021 for fully vaccinated customers. Across the Library Service during the October to December 2021 report period, there were 146,531 loans, 48,776 visits and 1,625 new memberships recorded. There were 17,791 eBook loans, 13,601 eAudio loans, and 11,990 eMagazine loans. The Library's film streaming service had 3,821 films played. There were 8,294 total wifi sessions, and 4,721 sessions for public PC usage. Study room bookings were not available during the reporting period. Self-checker usage at Lionel Bowen and Margaret Martine Libraries was 49,053 for both loan and renewal.	50%	Manager, Randwick City Library
		Continue to develop and deliver programs supporting digital learning and social inclusion for seniors.	The following programs were delivered online to encourage social integration and opportunities for lifelong learning for all adults, some were specifically hosted for senior library members: Author talks, Ukulele strumming session, Writing for Pleasure and Tai Chi. Smartphone and Tablet Basic Training for Chinese Speaking Seniors also continued. Talking Tech events featured practical and fun topics including 'Accessibility Options on Computers and Smart Devices' and 'Fun Online Games for Grown Ups'. A special Talking Tech focused on how to manage your digital COVID vaccination status was held late October.	50%	Manager, Randwick City Library

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment for current period (1 October 2021 - 31 December 2021)	Progress	Responsible officer	
	Improve and develop library facilities, services and resources ensuring their ongoing relevance to the community.	Provide regular and pop-up community outreach through the Spark Library Outreach vehicle and activities such as the School Visit program.	The library held a Spark in the Park special event during December as part of a Sustainability community day. The event was attended by 150 people.	50%	Manager, Randwick City Library
		Continue to improve physical facilities of Randwick City Library by enhancing the façade of Lionel Bowen Library.	Investigation into alternative material for the facade elements is complete. The designer is finalising the specifications for Tender.	50%	Manager, Randwick City Library
		Replace carpets on level 2 at Lionel Bowen Library.	Carpets will be replaced in the first half of 2022.	50%	Manager, Randwick City Library
		Activate The Third Space, a lifelong learning space on Level 3 of the Lionel Bowen Library, and implement a plan of activities and workshops.	The Third Space fit out has progressed with cabinetry, display space, storage and rolling furniture installed/added to the room in this quarter. The 3D printers have been relocated permanently to the space and programs have been continuing online with some in-person events in December. The Makerspace Programs Officer has continued program development and research for the final fit out to ensure it is fit for purpose and to create a defined aesthetic.	50%	Manager, Randwick City Library
		Produce an integrated, community-focused marketing plan and calendar of events for the library that reflects community needs and interests.	A five stage event management process has been developed and rolled out internally. Changes in key library services staff and the ongoing pandemic has delayed further development of the annual marketing plan. Post event surveys for the new Tai Chi online and Spark in the Park initiatives indicated that the community value these new additions to the program. Therefore, they will continue as part of the library's regular and ongoing program of events.	50%	Manager, Randwick City Library
5d.2	Continue to provide a community hub for education and leisure activities.	Provide the community with facilities and opportunities through the library for lifelong learning and social integration.	When restrictions eased the Babies and Bop and Kids' Club transitioned from online to in person at the library from mid November. A special online Storytime event with Jackie French ran as part of the Eco Living Festival online. The library held a Spark in the Park special event during December as part of a Sustainability community day. The event was attended by approximately 150 people. The following programs continued online to encourage social integration and opportunities for lifelong learning: Book Chat, Author Talks, Ukulele strumming session, Writing for Pleasure, Talking Tech, Smart Phone and Tablet training for Chinese speaking adults, English conversation classes, Cult Classic book club, Quirky Movie Club and Crafternoon on Fridays (all ages) and Monday Makers (12 - 16yr olds). Authors featured in the NSW Public Library Author Talks program included Charlotte Wood, Clare G Coleman, Michael Connelly, Costa Georgiadis and Fiona McIntosh.	50%	Manager, Randwick City Library

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment for current period (1 October 2021 - 31 December 2021)	Progress	Responsible officer	
6. A liveable City					
6a: Our public infrastructure and assets are planned, managed and funded to meet the community expectations and defined levels of service.					
6a.1	Continue asset management planning to deliver infrastructure assets that ensure intergenerational equity and meet Council's obligations as the custodian of our community's assets.	Continue to collect and collate asset management data to ensure accurate and timely decisions in support of best management of Council's assets.	Open space asset data collection has been completed. The briefs for footpath data and road pavement data have been completed.	50%	Manager, Technical Services
6a.2	Conduct programmed infrastructure and asset maintenance management in accordance with adopted service levels.	Implement the Road Rehabilitation Program as part of the Capital Works Program.	The program has commenced and is progressing as per schedule.	50%	Manager, Technical Services
		Maintain drainage infrastructure (kerb and gutter, drainage pits and gross pollutant traps).	Road Services completed 52 drainage requests, at 98% within the SLA, and 77 clear culvert/pit requests at 71% within SLA during the quarter. All gross pollutant traps were inspected monthly and cleaned three times. 128t of pollutants were removed.	50%	Manager, Infrastructure Services
		Maintain open space areas (parks, sports fields, gardens, streetscapes and cemeteries).	Scheduled maintenance within parks, sports fields and other public areas has been affected by the pandemic, with staff and contractors either being close contacts or positive cases. Wet weather has also affected service levels, increasing the rate of plant growth and restricting maintenance efforts. Open Spaces Services completed 397 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.	50%	Manager, Infrastructure Services
		Maintain building facilities (amenity buildings, community centres, boardwalks and park furniture).	The Trades section has completed 76% of logged maintenance requests within the SLA for all buildings, libraries, community centres, park facilities, open space fencing and open space/street furniture. 212 requests were completed during the December quarter.	50%	Manager, Infrastructure Services
		Maintain road pavement infrastructure (pot holes and large surface repairs, line markings and signage infrastructure).	Road Services completed 45 road pavement repairs at 96% within SLA, 158 pothole requests at 87% within SLA, 248 sign requests at 100% within SLA and 57 line marking requests at 95% within SLA during the quarter.	50%	Manager, Infrastructure Services
		Maintain and repair footpaths, including the rectification of uneven surfaces.	Road Services completed 199 footpath repairs at 97% within SLA and 26 kerb and gutter repairs at 100% within SLA during the quarter.	50%	Manager, Infrastructure Services
		Implement the Building Capital Maintenance Program.	The Trades section is on track to complete 100% of the Capital Maintenance Program for 2021-22	50%	Manager, Infrastructure Services
		Implement the Footpath Construction and Renewal Program, including access kerb ramps, as part of the Capital Works Program.	The 2021-22 Footpath Construction and Renewal Program is progressing well. 53 projects (with a total value of \$3.01M) have been completed, and a further 12 projects valued at \$0.76M are in progress.	50%	Manager, Infrastructure Services
		Manage Council's Property Portfolio.	Tenanted buildings are held under a lease or licence agreement which details responsibility for asset maintenance. Reactive repair requests are recorded through Smartclient Pathways Customer Request Management (CRM) system.	50%	Manager, Customer & Compliance

2018-22 Delivery Program (4-year program)		2021-22 Operational Plan (1-year action)	Comment for current period (1 October 2021 - 31 December 2021)	Progress	Responsible officer
6a.3	Implement and complete major projects in the Our Community our Future Program.	Commence construction of the Heffron Centre under the Our Community Our Future program.	Works are progressing well on site, although encountering some minor rain delays. All bulk excavation works are complete as to the in-ground structural piling. Ground floor slabs have been commenced and detailed excavation of the Showcase Field is underway.	50%	Manager, Infrastructure Services
6a.4	Prepare and implement a Smart City Strategy for the delivery of improved services and take advantage of technological opportunities.	Continue to investigate opportunities to improve lighting across the Randwick LGA and use new technologies such as intelligent lighting to improve on efficiency in our indoor and outdoor facilities including parks, playgrounds, beaches and all buildings owned/operated by Council.	The replacement of legacy lighting with LED street lights has been completed. New lighting technologies including solar lighting have been assessed and included in projects where deemed suitable.	75%	Manager, Technical Services
6a.5	Consider opportunities for the restoration of the La Perouse Museum and improved access.	Manage the restoration of the La Perouse Museum (including the master plan and re-build).	The La Perouse Museum Upgrade Project continues with the feasibility stage and consultation with the Aboriginal community.	50%	Manager, Economic Development & Placemaking
6b: Our centres, beaches, streets and other public places are safe, inviting, clean and support a recognisable image of our City.					
6b.1	Conduct public place cleaning in accordance with adopted service levels.	Ensure business centres, public places and beaches are cleaned to agreed service levels.	Waste and Cleansing services have continued to meet scheduled cleaning of public spaces at beaches and business centres, and we continue to provide increased cleaning and sanitisation of high traffic areas in CBD's and beachside areas.	50%	Manager, Waste & Cleansing Services
6c: The safety of our community is paramount and is acknowledged and supported through proactive policies, programs and strategies.					
6c.1	Implement actions identified in the Council's crime prevention and community safety plan (A Safer Randwick City) to reduce anti-social behaviour and foster a safer city.	Monitor and maintain infrastructure at risk of vandalism within Randwick City.	Graffiti removed during the quarter was 1683.5 sq metres. This is a slight increase over the previous quarter.	50%	Manager, Waste & Cleansing Services
		Collaborate with the community, key service providers and agencies to reform the Community Drug Action Team (CDAT) and deliver harm minimisation programs and awareness raising projects.	Harm minimisation programs have been incorporated into Community Development programs.	50%	Manager, Community Development
		Develop partnerships with police, government agencies, community organisations and individuals to promote community safety and inhibit the causes of crime and anti-social behaviour.	Council staff have attended all meetings of the Eastern Beaches Liquor Accord and UNSW Crime Prevention Partnership. Council officers continue to liaise with NSW Police on operational matters as required. Community Development officers continue to work in partnership with key agencies to raise awareness of local issues, help individuals to understand impacts of crime and anti-social behaviour and provide information on how to access help.	50%	Manager, Community Development

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment for current period (1 October 2021 - 31 December 2021)	Progress	Responsible officer	
6c.2	Educate the public on surf and water safety.	Implement surf and water safety education programs to a minimum of 20 schools, and continue to develop online delivery options to increase accessibility.	The recent COVID lockdown and continued restrictions have significantly halted the RCC Beach Lifeguard Service's ability to deliver the surf and water safety program in schools. Over the December quarter, the beach lifeguards continued frequent interactions with visitors at the three patrolled beaches in the LGA, in order to enhance safety along the coastline.	20%	Manager, Public Safety & Aquatic Services
		Grow the library of pre-recorded water safety tutorials in various languages, further expanding Council's current water safety offering.	Prior to the beach season commencing in September, the beach lifeguard team continued to gather information and video footage that will be put towards new online content to help educate beach users on how to enjoy Randwick City Council's beaches safely.	50%	Manager, Public Safety & Aquatic Services
6c.3	Implement effective regulatory and compliance services and programs to maximise public health and safety in Randwick City.	Implement a food safety inspection program, and other regulatory programs.	Council's food business inspection program has recently recommenced following the lifting of COVID restrictions with 66 food business inspections carried out in the period. In the October to December quarter, Council's Environmental Health, Building and Compliance officers actioned 355 customer service requests; issued 60 notices/orders; determined 209 local approvals applications; processed 515 fire safety statements/certificates and carried out 57 fire safety inspections and 34 swimming pool barrier inspections.	25%	Manager, HB&RS
		Maintain bacterial and chemical parameters at Des Renford Leisure Centre (DRLC) in compliance with NSW Health guidelines for pool and recycled water quality.	During the October to December quarter, the DRLC pools remained operational with water quality being tested daily and maintained at all times. DRLC pools remained 100% compliant with NSW Health guidelines for pool water quality during this period.	50%	Manager, Public Safety & Aquatic Services
6c.4	Implement the Road Safety Action Plan.	Implement road safety behavioural projects to address pedestrian safety, speeding and drink driving.	Implementation of the Road Safety Action Plan is ongoing, with a number of activities completed.	50%	Manager, Integrated Transport

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment for current period (1 October 2021 - 31 December 2021)	Progress	Responsible officer	
6d: A strategic land use framework provides for our lifestyle changes and for a continuing, yet steady rate of growth across our City.					
6d.1	Review and implement the strategic land use framework in line with urban renewal projects, Regional and District Plans.	Complete housing investigation areas and residential zone reviews as identified in the Housing Strategy.	Housing Investigation Areas including urban design studies contained within the Comprehensive Planning Proposal were reviewed by DPIE and a Gateway Determination was issued in September 2021. A report was taken to Council on the Gateway Determination from DPIE in October 2021. Council resolved to seek request for review of conditions including timing for exhibition and finalisation of report on the Comprehensive Planning Proposal. Council officers submitted a request for review to DPIE in November 2021.	50%	Manager, Strategic Planning
6d.2	Continually monitor and update the strategic land use framework for continual improvement.	Exhibit and complete the comprehensive LEP review.	In October, Council resolved to request a review of certain Gateway conditions on the Comprehensive Planning Proposal. A request for review was submitted to DPIE in November 2021.	50%	Manager, Strategic Planning
6d.3	Ensure equitable and timely implementation of the s94A Contributions Plan and monitor the work program to enhance infrastructure and services.	Prepare and exhibit an updated Infrastructure Contributions Plan.	In November, the General Manager and Council officers met with DPIE in relation to the impacts of the proposed Infrastructure reforms, particularly in relation to K2K Infrastructure schemes. In December, Council made a second submission on the NSW Govt Infrastructure Bill, raising a number of concerns about the proposed changes and implications for planned infrastructure delivery. The Infrastructure Contributions Plan draft works schedule and funding spreadsheet is being updated based on priorities identified in Council's Informing Strategies.	50%	Manager, Strategic Planning
6e: Enhance housing diversity, accessibility and adaptability to support our diverse community.					
6e.1	Provide for enhanced adaptability and accessibility of housing.	Continue to provide the Home Maintenance and Modification program.	335 home maintenance jobs were completed this quarter. Numbers are still down from previous quarters due to COVID.	50%	Manager, Community Development
6e.2	Update and implement Council's Affordable Housing Strategy and Action Plan to facilitate new and retain existing affordable housing.	Prepare and exhibit an Affordable Housing Plan for urban renewal areas.	A draft Affordable Housing Scheme has been prepared for Housing Investigation Areas. The draft scheme is scheduled to be placed on public exhibition in early 2022 with the Comprehensive Planning Proposal.	50%	Manager, Strategic Planning
		Review and update the Affordable Housing Policy and Transitional Housing programs to include greater flexibility and different approaches to hardship through investigating different housing models.	The updated Transitional Housing program and procedures were adopted by Council at the September 2021 meeting. A Request for Expressions of Interest was issued in September for managing the Transitional Housing private rental model program on behalf of Council. In the December quarter, the Women's Housing Company was selected by Council to manage the Transitional housing private rental model program and will begin implementation in January 2022.	50%	Manager, Community Development
6f: Undertake commercial centre reviews to ensure ongoing economic viability of the centres and consistency with District Plan objectives.					
6f.1	Undertake an ongoing program of comprehensive commercial centre reviews.	Exhibit and finalise updated LEP provisions for the Randwick Junction Town Centre.	Continued engagement with stakeholders/landowners within Randwick Junction. Fine grain urban design and heritage analysis, 3D modelling, local transport study and economic analysis currently underway.	50%	Manager, Strategic Planning

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment for current period (1 October 2021 - 31 December 2021)	Progress	Responsible officer	
7. Heritage that is protected and celebrated					
7a: Our heritage is recognised, protected and celebrated.					
7a.1	Local and cultural history is recognised, known, preserved and celebrated (through events, media, etc).	Promote local and cultural services and collections through a range of programs and presentations that enhance community interpretations of heritage.	The Library's 70th Anniversary was launched. Due to the lockdown the celebration was quieter than originally planned. Street flags and street posters were on display across the LGA. A multichannel digital campaign, including social media content and an enewsletter, invited the community to watch a six-minute video featuring seven decades of Randwick City Library highlights. Many lifelong library members generously contributed their own library memories to add to the celebration. 104 local studies enquiries were answered during this period plus 12 corporate requests. 14 in person appointments were held. Ancestry.com had 6980 searches conducted and Find My Past had 3680.	50%	Manager, Randwick City Library
		Investigate the creation of a downloadable mobile app for self-guided heritage walking tours around the Randwick LGA.	Research into finding a suitable app continues, with some potential candidates identified.	50%	Manager, Randwick City Library
		Facilitate access to heritage documents and resources through the Portfolio Digital Asset Management System.	The Local Studies team received a large number of donations this reporting period. 157 donated assets were digitised and imported into the Portfolio database awaiting metadata records. There were 864 views via the Randwick Photo Gallery.	50%	Manager, Randwick City Library
		Digitise the historic Building Application books 1919-1952.	The first 17 volumes of the Building Application books have now been digitised by Pascoes Digital.	50%	Manager, Randwick City Library
7a.2	Prepare and implement management and maintenance plans for heritage properties owned by Council.	Manage Council's heritage monuments, murals and properties.	Heritage DA advice is ongoing as required. A total of 50 heritage DA referrals and 8 heritage exemption requests were dealt with during the quarter.	50%	Manager, Strategic Planning
7a.3	Implement, monitor and review our City's heritage planning provisions to ensure suitable conservation and adaptive re-use.	Exhibit and finalise the Randwick Heritage Review as part of the Comprehensive LEP review.	Heritage consultants are preparing detailed heritage statements for potential listing of heritage items in the Comprehensive LEP. Once complete, these will be reported to Council and placed on public exhibition as required by the Gateway Determination conditions issued by DPIE.	50%	Manager, Strategic Planning
7a.4	Manage the La Perouse Museum to enhance access to and information about local heritage.	Research, develop and implement exhibitions, programs and education events through the La Perouse Museum to maximise public access to local and regional histories.	The La Perouse Museum was opened to the public on 18 October, following easing of COVID restrictions. A new travelling exhibition '1x4' was launched in the quarter, and a number of public programs were delivered.	50%	Manager, Economic Development & Placemaking
7a.5	Implement Council's Heritage Conservation policies in the assessment process.	Implement measures to improve efficiency in the assessment of heritage applications.	Efficiency improvements implemented in the quarter include streamlining of heritage exemption applications and development applications that are in the vicinity of a heritage item.	50%	Manager, Strategic Planning

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment for current period (1 October 2021 - 31 December 2021)	Progress	Responsible officer	
8. A strong local economy					
8a. Vibrant business, commercial, and industrial sectors that provide ongoing and diverse employment opportunities and serve the community.					
8a.1	Review and update the Economic Development Strategy.	Develop and adopt a new Economic Strategy.	Work continued on the draft Economic Development Strategy. The strategy will be considered by Council at the February 2022 Council meeting.	50%	Manager, Economic Development & Placemaking
8a.2	Implement a range of strategies to support the development of vibrant business and commercial centres.	Investigate and scope a range of activations specifically designed for each main town centre to support new and existing business and increase town centre vibrancy.	A number of activations were held over Christmas and Summer including a pop-up music program, chalk art and roving performers.	50%	Manager, Economic Development & Placemaking
		Develop a design for the intersection of Clovelly Road and Carrington Road in accordance with the Clovelly Road Masterplan.	The concept design was completed and consultation undertaken with TfNSW, Ausgrid and other relevant agencies. Work on the final concept design has been substantially completed.	50%	Manager, Technical Services
		Commence implementation of recommendations from the Matraville Streetscape Improvements Study.	Concept options for the Masterplan are being developed.	50%	Manager, Technical Services
		Commence implementation of recommendations from the Maroubra Junction Masterplan.	Community consultation was completed in the previous quarter, and a background study has been prepared to assist with development of concept options.	50%	Manager, Technical Services
		Develop a new Urban Elements manual that outlines town centre improvements that reflect the unique characteristics of each town centre.	Project will commence in April 2022.	0%	Manager, Technical Services
8b. Provide guidance to the specialised Hospital and University centre.					
8b.1	Work with institutions to develop strategic plans for Hospital and University precincts.	Support the implementation of the Randwick Collaboration Place Strategy.	Council officers met with Health Infrastructure to advocate for improvements to the hospital expansion proposal, including east-west connections along High Street. Two State Significant applications for the Hospital/UNSW Translation Hub were approved in December 2021 with conditions requiring Council to be consulted in relation to a number of items including a pedestrian bridge, streetscape design, pedestrian management, and an Integrated Transport Working group.	50%	Manager, Strategic Planning

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment for current period (1 October 2021 - 31 December 2021)	Progress	Responsible officer	
8c. Develop and strengthen effective partnerships with key locally based organisations.					
8c.1	Implement the adopted recommendations of the Economic Development Strategy in relation to partnerships with locally based organisations.	Undertake main street programming in partnership with locally based organisations.	Program under development.	25%	Manager, Economic Development & Placemaking
8c.2	Consider online opportunities to enhance communication partnerships on economic development.	Investigate online opportunities to enhance communication partnerships on economic development.	Appropriate online opportunities under investigation.	50%	Manager, Economic Development & Placemaking
8d. Tourism's role in the local economy is acknowledged.					
8d.1	Implement the adopted recommendations of the Economic Development Strategy in relation to tourism.	Continue to collaborate with key stakeholders to enhance tourism product development and increase visitation.	Discussions are underway regarding plans for appropriate tourism product development.	25%	Manager, Economic Development & Placemaking

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment for current period (1 October 2021 - 31 December 2021)	Progress	Responsible officer	
9. Integrated and accessible transport					
9a: A network of safe and convenient walking paths and cycle ways linking major land uses and recreation opportunities.					
9a.1	Review, improve and implement facilities for cyclists as detailed within the Randwick Bicycle Plan.	Implement appropriate projects as nominated by the Council's Cycleways and Bicycle Facilities Advisory Committee, as well as pedestrian and bike rider improvement projects.	TfNSW have appointed a primary contractor to deliver Council's Kingsford to Centennial Park walking and cycling improvements project. We continue to work closely with TfNSW on detailed aspects of this project. Construction is scheduled to commence early 2022. Council officers are also working closely with Greater Sydney Parklands (GSP) on the delivery of new walking and riding paths along the southern edge of Queens Park. While most of this project is contained within the Waverley LGA, upon GSP land, some elements (including footpaths, ramps and parking areas) are within the Randwick Council area. This project is approximately 60% complete and is progressing well. Early planning continues for the Anzac Parade paths project.	50%	Manager, Integrated Transport
9a.2	Continue to use the footpath program to improve and develop facilities for people who are walking and identify opportunities for pedestrian improvements through the preparation and implementation of pedestrian and mobility plans for our commercial centres.	Design and construct pedestrian refuges throughout the LGA to improve the safety of pedestrians.	Fifteen of the remaining 24 federally funded pedestrian safety projects were completed by the end of the December quarter. Final design work on the remaining projects is progressing well. Council is working closely with TfNSW regarding any variations required to the design of these projects.	50%	Manager, Integrated Transport
9b: The community is informed, educated and encouraged to use sustainable transport.					
9b.1	Implement Council's Energy Savings Plan and Local Greenhouse Action Plan to reduce reliance on private motor vehicles.	Continue to monitor and report on vehicle emissions for Council's fleet; and investigate and advocate for opportunities to utilise energy efficient transport for Council.	131,752 litres of fuel used across passenger and plant fleet (24% decrease on previous Q2) resulting in 344 tonnes of CO2-e. Public electric vehicle charging station installed by JOLT / Ausgrid in Goodwood St, Kensington.	50%	Manager, Sustainability
9b.2	Continue to show leadership in this area with Council's vehicle and transport choices.	Engage with Council staff for increased take-up of e-bikes and vehicles and facilitate sustainable transportation choices including walking, cycling and public transport.	Supported a community 'Cycle Skills Program' at the Prince Henry Centre in December.	50%	Manager, Sustainability

2018-22 Delivery Program (4-year program)		2021-22 Operational Plan (1-year action)	Comment for current period (1 October 2021 - 31 December 2021)	Progress	Responsible officer
9c: Advocate and/or plan for integrated local and regional transport improvements, including high capacity transport such as light/standard rail.					
9c.1	Advocate for the extension of the light rail system to Maroubra Junction, improved east-west public transport services and improved bus network.	Advocate for improved public transport services.	We continue to liaise with TfNSW regarding bus service improvements.	50%	Manager, Integrated Transport
9c.2	Participate in working groups and monitor the State Government's implementation of light rail.	Continue to liaise with Transport for NSW regarding any post implementation issues given the completion of the Light Rail Project.	There are minimal changes being made to light rail facilities. The service is working well.	50%	Manager, Integrated Transport
9d: Residential amenity is protected by appropriate traffic management.					
9d.1	Implement traffic control strategies to protect residential amenity.	Manage and implement actions arising from the Traffic Committee processes.	The on-going roll-out of the remaining 24 federally funded pedestrian safety projects has progressed well; each having been endorsed by the Traffic Committee.	50%	Manager, Integrated Transport
9d.2	Implement regulatory parking patrol and enforcement programs to ensure appropriate enforcement of the NSW Road Rules.	Undertake parking patrols and implement the Road Rules in business centres, school zones, beachside locations and other restricted parking locations.	Council Rangers and Parking Officers undertake regular patrols of business centres, beachside locations, school zones and other restricted parking locations and undertake appropriate regulatory action. In the October to December quarter, Council Officers have also investigated 1016 parking related customer requests.	50%	Manager, HB&RS
9e: Parking is managed to balance convenience against reduced car reliance.					
9e.1	Enhance parking opportunities for residents through appropriate management of the Resident Parking Scheme.	Manage the 'area based' Residential Parking Scheme.	A Resident Parking Survey was undertaken in the proposed MB1 (Maroubra Beach) area. The results of this survey will be reported to the February 2022 Traffic Committee meeting. We have also activated the much improved 'on-line' application processes for Resident Parking Scheme customers. This improves the customer experience and efficiency.	50%	Manager, Integrated Transport
9e.2	Develop a strategic approach to the overall management of parking – especially within our commercial centres.	Complete a review of kerbside usage in two town/local centres.	The first commercial centre parking surveys have been prepared. They are scheduled for implementation in early 2022.	50%	Manager, Integrated Transport
		Complete a parking management study of the Randwick Collaboration Area (RCA) with RCA partners.	No activities have commenced on this project. Scheduled to commence in the March 2022 quarter.	0%	Manager, Integrated Transport

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment for current period (1 October 2021 - 31 December 2021)	Progress	Responsible officer	
10. A healthy environment					
10a: Council's programs and partnerships foster sustainable behavioural changes and outcomes.					
10a.1	Develop, implement and review programs aimed at improving the City's resilience.	Provide resources and engage community sectors, householders and business owners in programs to respond to Climate Change and conservation of natural resources.	<p>The Eco Living Festival event ran from 20 September - 24 October 2021 with Conserving Resources and Climate Change the two key themes covered with speakers, workshops, presentations and movies.</p> <p>Sustainability Rebates continued for residents and businesses across 12 different energy and water saving items. There was greatly renewed interest following the Eco Living Festival, with an additional 60 rebate applications received from residents. Leverage in residential investment continues to be ten dollars for each rebate dollar provided by Council.</p> <p>PermaBee volunteers managed to assist at the Randwick Community Centre over October and November with approx. 60 participants (including 8 workshops held online for others not returning on-site).</p>	50%	Manager, Sustainability
10a.2	Expand external partnerships supporting Council's resilience initiatives e.g. UNSW MOU.	Expand and increase partnerships with community and business, UNSW and other partners across the Randwick Collaboration Precinct to bring down emissions of greenhouse gases, reduce waste and meet adopted environmental targets.	<p>Council's Sustainability Team is currently working with UNSW on an 'Interdisciplinary Partner Project' about Net Zero Emissions.</p> <p>Plastic Free Randwick's new Coordinator (from the Boomerang Alliance with Commonwealth funding), commenced with a 'soft' launch via introductory letter delivered to approx. 3,700 local cafes, restaurants and food outlets and a number of presentations to Precinct Committees.</p> <p>Partnership established with Adamama for PermaBees and community education activities as part of increased activation of Randwick Community Centre.</p>	50%	Manager, Sustainability
10a.3	Continue the development, implementation and review of the 3-Council collaboration project with Waverley and Woollahra Councils to reduce resource consumption across the region.	Continue implementing the 3-Council Regional Environment Program initiatives including Compost Revolution, Solar my Schools, and Solar my Club; and identify new opportunities to engage and collaborate with the community to reduce resource consumption.	Energy Smart Cafes are being trialled across 9 eastern suburbs cafes including 3 in Randwick.	50%	Manager, Sustainability
10b: Policies and programs are developed and implemented in response to environmental risks and their potential impacts.					
10b.1	Develop and implement a long term resilience framework for Randwick.	Investigate the integration of resilience across relevant programs and policies.	Resilient Sydney workshops continue to be attended by staff from Community Development, Infrastructure Services and Sustainability.	50%	Manager, Sustainability
10b.2	Develop and implement environmental strategies for remediation of contaminated Council/public land.	Continue ongoing remediation works and monitoring activities at Chifley Reserve, Heffron Park, Pioneer Park and Purcell Park.	Pioneers Park natural turf field (Field #1) is complete and ready for use by the general public. Chifley reserve continues to be monitored for off-gassing as per the Remediation Action Plan (RAP) Operational Plan. The Purcell Park Remediation Project was completed in December 2020 and the site has been certified as remediated. Ongoing RAP Operational Management continues for Heffron, Purcell and Chifley Parks.	50%	Manager, Infrastructure Services

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment for current period (1 October 2021 - 31 December 2021)	Progress	Responsible officer
10b.3 Implement recommendations contained in the NSW Government's Floodplain Development Manual and relevant floodplain management studies carried out for Randwick City.	Continue Floodplain Management studies and Floodplain Risk Management Plan implementation actions as per Council's schedule.	The Lurline Bay, Matraville, Malabar and Yarra Bay flood study was adopted. The Clovelly catchment flood study was endorsed by Council for public exhibition.	50%	Manager, Technical Services
10b.4 Administer and implement Council's Tree Preservation policy to preserve our urban forest.	Complete customer service requests for pruning/removal of Council street trees, incorporating relevant environmental risk assessments.	94 Tree Applications for private trees were received and processed. 627 Service Requests were received in the quarter with 97% completed within the SLA.	50%	Manager, Technical Services
10b.5 Administer and coordinate Council's Climate Change Adaption and Mitigation Plan.	Develop criteria for Council's response to the climate emergency declaration.	Randwick's Eco Living Festival (20 September - 24 October 2021) provided a major focus on Climate Change activation. Council signed on to 'Race to Zero' with Global Covenants of Mayors.	50%	Manager, Sustainability
10c: Bushland, open spaces and biodiversity are protected and enhanced for future generations.				
10c.1 Implement and monitor Randwick's regulatory responsibilities especially in relation to the enhancement of our native and indigenous flora and fauna.	Implement the Bush Regeneration and Revegetation Program including threatened species management and development of green corridors.	All (100%) of bushland sites have received bush regeneration treatments. The total hours committed to restoration activities this quarter has been 3,750 hours. Bushcare activities have recommenced according to COVID Safe plans which have been developed by Council and comply with current Public Health Orders.	50%	Manager, Infrastructure Services
	Implement the Biosecurity Act and provide advice on invasive flora and fauna.	Council continues to manage weeds on public land in a risk based manner and provides information and advice to the community through educational materials.	50%	Manager, Infrastructure Services
10c.2 Implement annual tree planting programs in accordance with Council's Street Tree Masterplan to continue to increase our tree canopy cover across our City.	Implement annual street tree planting programs.	Tree plantings in parks and streets continued via contractors following up on Request a Tree forms submitted by Randwick residents. Just under 600 new trees have now been planted as part of the 'Greening Our City' grant program, along with just under 6,000 groundcovers, shrubs and grasses.	50%	Manager, Sustainability

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment for current period (1 October 2021 - 31 December 2021)	Progress	Responsible officer	
10d: Waste is managed sustainably to ensure highest level of resource recovery.					
10d.1	Develop and implement Council's Resource Recovery Strategy to minimise the level of waste going to land-fill.	Monitor and improve Food Organics and Garden Organics (FOGO) collection and processing services across all residential properties in the City.	During the period October to December, 3,996 tonnes of FOGO have been collected, which is a 15% increase compared to the last quarter. Some contamination spikes have been observed during this period, however, the average contamination rate was within the acceptable range of below 3%.	50%	Manager, Waste & Cleansing Services
		Develop and implement programs to improve waste and recycling services in social housing properties.	A request for quotation has been prepared to engage a consultant to analyse the issues related to waste and recycling services in social housing properties and develop a strategy for improvement.	50%	Manager, Waste & Cleansing Services
		Develop and implement a new Recycling Processing contract.	Request for Tender documents for receipt and processing of kerbside collected recyclables have been prepared will be advertised, seeking submissions from experienced and capable service providers, in January 2022.	50%	Manager, Waste & Cleansing Services
10d.2	Implement and review actions identified in Council's Litter and Illegal Dumping Management Plan.	Develop and implement community engagement programs to reduce illegal dumping and litter.	A consultant has been engaged to carry out comprehensive research on illegal dumping and littering in Randwick and update Council's Illegal Dumping and Litter Management Plan with appropriate actions.	50%	Manager, Waste & Cleansing Services
10d.3	Develop and implement community engagement programs on waste and recycling.	Develop and implement community engagement programs to reduce recycling and FOGO contamination.	Implementation of the education and communication program developed to reduce contamination in recycling and FOGO is underway.	50%	Manager, Waste & Cleansing Services
10e: A total water cycle management approach including water conservation, re-use and water quality improvements is adopted.					
10e.1	Develop and implement projects to improve water conservation and efficiency across Council and the Community.	Implement water conservation initiatives in the operation of Council's amenities.	Over the December quarter, Council's potable water savings from alternate water supplies totalled approximately 58,691KL with 23,531KL of these savings occurring from the use of treated stormwater (recycled water) and approximately 35,160KL from the use of borewater. Total cost savings for Council were \$139,684.	50%	Manager, Infrastructure Services
		Implement water conservation in Council's amenities as part of the Capital Works delivery programs.	All of Council's new/upgraded buildings are being built to the current industry and Australian standards including water conservation initiatives.	50%	Manager, Infrastructure Services
		Investigate and implement stormwater, rainwater and wastewater harvesting opportunities within Randwick City.	Council is continuing design of 10 new Gross Pollutant Traps (GPTs) and recently commissioned a new GPT at Frenchmans Bay La Perouse. Water quality has already been noticeably improved at Frenchman's Bay.	50%	Manager, Infrastructure Services

2018-22 Delivery Program (4-year program)	2021-22 Operational Plan (1-year action)	Comment for current period (1 October 2021 - 31 December 2021)	Progress	Responsible officer	
10f: Energy conservation and efficiency programs are implemented.					
10f.1	Develop and implement projects to improve energy conservation and efficiency across Council and the Community.	Continue implementing energy and water saving rebates for residents and business owners to contribute towards achieving Randwick's target of 60% reduction in greenhouse gas emissions.	As of 31 December 2021, the Sustainability Rebates program had incentivised more than 2,003 kW of rooftop solar across 246 houses, apartments and businesses in Randwick. This is estimated to be saving the community more than \$420,000 per year in electricity bills. An additional 34 batteries have also been installed.	50%	Manager, Sustainability
		Investigate options to increase Council's procurement of renewal energy.	Over the December quarter arrangements were made for Council's purchase of 100% renewable energy from July 2022 onwards through SSROC PEERS3 process. Council endorsed this arrangement on 1 November 2021.	50%	Manager, Customer & Compliance
10f.2	Investigate and implement renewable energy projects across Randwick City.	Continue implementation of Council's 100% Renewable Energy Roadmap.	<p>The Street Lighting Improvement Program led by Southern Sydney Regional Organisation of Councils (SSROC) is being expanded to main roads (as well as the remaining compact fluorescent lamps (CFLs) on residential roads). This program is believed to already be the largest LED deployment in Australia and is saving councils millions each year in reduced energy and maintenance charges. If the forthcoming proposal is accepted by councils, it should take total LED deployments to more than 95% of all Ausgrid lighting over the next few years.</p> <p>In the December quarter (Q2), Council used 5,897 GJ of electricity (16% less than last Q2), of which 6% was sourced from its rooftop solar panels and an additional 30% was sourced from its renewable energy power purchase agreement, making the total renewables percentage 36%. Council also consumed 1,214 GJ of gas (14% less than last Q2). In total, Councils use of electricity and gas was 7,111 GJ (16% less than last Q2). The total emissions from energy for Q2 was 1,117 tCO₂-e (21% less than last Q1).</p>	50%	Manager, Sustainability