

March 2021 Quarterly Progress Report





This report focuses on the 2020-21 Operational Plan actions as linked to the 2018-22 Delivery Programme and our Community Strategic Plan. Taken as a whole, this report provides a progress update on our principal activities for the March 2021 quarter.

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

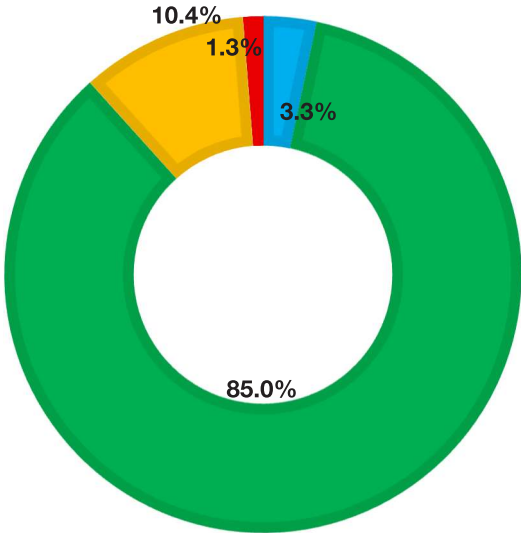
Randwick City Plan themes

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

Status of actions (summary)

8	3.3%		Complete
204	85.0%		On track or ahead of schedule
25	10.4%		Progressing at a slower rate
3	1.3%		On hold / indefinitely delayed / stopped

Tracking summary for period



01 Leadership in sustainability			
1A COUNCIL HAS A LONG TERM VISION BASED ON SUSTAINABILITY.			Progress
<i>Item</i>	<i>1a.1 Implement the Integrated Planning and Reporting framework including the Randwick City Plan, medium term plans and the Resourcing Strategy across the 4 year cycle.</i>		
1a.1.1		Promote Council's planning and reporting to the community and provide opportunities for input.	75%
	Comments	The second quarterly progress report tracking progress against the 2020-21 Operational Plan actions was considered at the February 2021 Council meeting.	
	<i>1a.2 Ensure sound long term financial strategies underpin our asset management policies and strategic vision .</i>		
1a.2.1		Coordinate and update the Council's 10 year LTFP, with particular emphasis on the creation of a more resilient Randwick community.	75%
	Comments	Continued development for next update of LTFP. Introduced four year forward budgeting by budget managers to capture anticipated future trends for revenue streams and expenditure levels.	
1a.2.2		Review Council's property portfolio to ensure high value investment.	75%
	Comments	Council has a portfolio of properties held for various purposes. The properties held primarily for investment purpose are externally managed by Council's appointed property managing agents. This group of properties is reviewed on an annual basis to ensure that an appropriate market rental is applied, maximising the return on investment for this asset class.	
	<i>1a.3 Review and incorporate the financial strategies, underpinning all short and medium term plans into the Long Term Financial Plan.</i>		
1a.3.1		Manage, monitor and review the Council's financial performance and position on a continual basis.	75%
	Comments	Council's financial performance and financial position is formally reviewed on a monthly basis with Monthly Financial Reports prepared and presented to each meeting of Council. Additionally, a formal quarterly budget review process is performed in accordance with the Act and Regulations.	
1a.3.2		Support those in our community facing financial hardship due to the pandemic, by providing options for deferring of rates and annual charges and repayment options.	75%
	Comments	Financial Services staff are working with ratepayers to negotiate alternative payment arrangements that suit their individual financial circumstances.	
1a.3.3		Partner with UNSW and Arc (student union) to support local and international students facing financial and emotional hardship and engage them in the community.	75%
	Comments	Youth week activities were promoted through UNSW networks inviting students and the student union to be involved in the South East Block Party and Poetry Slam activities.	
	<i>1a.4 Provide for safe public places where people gather.</i>		
1a.4.1		Ensure CCTV infrastructure network is maintained, fit for purpose and expanded to meet emerging requirements.	75%
	Comments	During the reporting period additional CCTV infrastructure was deployed at Gordons Bay and Maroubra Skate Park to continue to cover key aquatic safety areas and to protect Council assets and facilities. Design commenced on CCTV infrastructure for Malabar Library Upgrade, Heffron Centre; Blenheim House and La Perouse Museum. Remediation of faulty CCTV infrastructure at the Storey Street Depot Maroubra commenced.	
	<i>1a.5 Implement the Digital Strategy to ensure Council's adoption of innovative technology which meets customer and business needs.</i>		
1a.5.2		Investigate, source and implement the adopted Digital Strategy projects for 2020-21 and review portfolio of projects - rationalising and re-sequencing relative to changing organisational needs.	75%
	Comments	Work continued on the new Human Resource Management System with the focus on documenting payment rules and employee conditions which are to be incorporated into the new solution. A new Service Management ticketing tool for Corporate Services was procured to replace the existing IMT tool HEAT and to expand across all of Corporate Services over the coming quarter.	

	<i>1a.6 Progressively update medium term plans such as the Recreation Needs Study.</i>		
1a.6.1		Conduct Social Needs Analysis, to inform the Open Space and Recreation Strategy.	75%
	Comments	Consultants have been engaged and community activities and consultations have occurred to inform the social study during this quarter.	
1a.6.2		Develop and finalise 10-year informing strategies for: - Environment - Economic Development - Arts & Culture - Open Space/Recreation - Integrated Transport - Housing.	75%
	Comments	The draft Open Space & Recreation Strategy, Integrated Transport Strategy and Arts and Culture Strategy were completed in the March quarter. These strategies were endorsed by Council for public exhibition at the April 2021 Council meeting.	
1B COUNCIL IS A LEADER IN THE DELIVERY OF SOCIAL, FINANCIAL AND OPERATIONAL ACTIVITIES.			
<i>1b.1 Demonstrate best practice and leadership in local government.</i>			
1b.1.1		Implement efficiencies and improvements to the attraction and selection experience for candidates and managers.	75%
	Comments	The use of LinkedIn continues to optimise the talent acquisition strategy for People and Culture Advisors, hiring managers and candidates.	
1b.1.2		Lead a whole of community approach to mental health awareness and suicide prevention (to be used as benchmark for future collaborations across Councils).	75%
	Comments	The Partnership Alliance working group, which consists of representatives from Eastern Sydney Councils, Health and service providers have prioritised suicide prevention and mental health as key focus areas. Randwick Council is a key contributor in developing this whole community approach. Randwick Council has also been undertaking community and service provider consultations to understand the mental wellbeing issues within the city to inform the social study and strategy.	
1b.1.3		Continue the Total Rewards review, including salary system benchmarking and improvements to reward and recognition.	75%
	Comments	Analysis of the current salary system and role families continues with quality assurance checking of data.	
1b.1.4		Implement Disability Inclusion Action Plan (DIAP) and Equal Employment Opportunity (EEO) Management Plan items.	75%
	Comments	An International Womens Day event was held during the reporting period and planning is underway for a Harmony Day Lifestyle lunch to be held in May 2021. Planning is underway to update our DIAP and integrate into the Social Inclusion and Diversity strategy	
<i>1b.2 Contribute to protecting the Council's reputation and enhancing its positive public image.</i>			
1b.2.1		Effectively use media and online communities to promote and protect Council by monitoring, responding and providing an effective media enquiries and response process.	75%
	Comments	52 media enquiries were received from local and metropolitan media. Topics included questions around the trans policy at Mclver's Ladies Baths, the cost of the new bin rollout, FOGO, Australia Day activities, Jennifer Street Little Bay, the Coogee rainbow walkway, rock fishing safety act, shark management strategy, asbestos at Little Bay beach, Anzac Day event and the Heffron Centre.	
1b.2.2		Proactively promote Council's achievements, programs, policies and projects.	75%
	Comments	9 media releases were issued during the quarter and covered the new bin rollout, Australia Day event, Council wrap ups for February and March, asbestos found at Little Bay beach, new garbage trucks hitting the streets, the new Return and Earn depot, Anzac Dawn Serve and Heffron Centre plans. Our website was updated with news and information about new bins being delivered, FOGO, sustainability rebates, Pioneers Park upgrade, 4 hour parking being introduced in some coastal areas, fines being sent via mail, Coogee outdoor gym opening, Coogee rainbow walkway, new outdoor gym at Malabar, International Women's Day, Souths Cares training day, work finished on amenities blocks at Yarra Bay and Malabar, Anzac Dawn Service, Heffron Centre plans and Council meeting wrap ups for February and March.	
<i>1b.3 Maintain a high performing workforce that is responsive to the needs of the organisation.</i>			
1b.3.1		Continue implementation of our frontline leadership development program.	75%
	Comments	The Australasian Management Challenge teams delivered their pre-challenge task and continued their intense learning in preparation for challenge day. Subject matter experts from across Council gave their time and expertise to the team. Leaders underwent effective performance discussion training.	
1b.3.2		Draft and implement a learning and capability framework incorporating a leadership development strategy.	75%
	Comments	Development of the framework continued with the design of draft visual models in preparation for consultation.	

1b.3.3	1b.3.3	Coordinate employee engagement and communication activities.	75%
	Comments	Monthly lifestyle lunches continued virtually and priority training was delivered virtually and face to face within COVID safe parameters. Liaison continued for options and pricing for both virtual and face to face exercise and wellbeing programs. Employee of the month awards were awarded for excellence in customer service.	
1b.3.4		Commence implementation of HR systems supporting effective workflows and data for workforce planning.	75%
	Comments	Product training for the project team is complete. Requirements workshops and data extraction are underway.	
<i>1b.4 Provide good governance and administrative support for the Council and organisation.</i>			
1b.4.1		Ensure the effective and efficient administration of Council meetings (and Local Government Election 2021) for the benefit of Councillors and the community.	75%
	Comments	Council meetings have continued in the Prince Henry Centre during this quarter, but due to the relaxing of COVID restrictions, will return to the Town Hall as of the April 2021 Ordinary Council meeting. Halls for pre-poll voting are currently being worked out with the Electoral Commission. Electoral booth locations have been agreed on. All relevant information received thus far from the Electoral Commission has been posted on our website.	
1b.4.2		Ensure compliance with the Government Information (Public Access) Act 2009 and assist the community in obtaining access to appropriate Council information/documents.	75%
	Comments	325 Access to Information requests (informal GIPA applications) were dealt with during the quarter. 309 (or 95%) of these requests were dealt with within the 5 working day service standard. Eight (8) formal GIPA applications were dealt with during the quarter, with 100% of these applications dealt with within the statutory timeframe.	
1b.4.3		Monitor and evaluate performance of the Randwick Local Planning Panel in accordance with NSW Department of Planning and Environment Guidelines.	75%
	Comments	The quarterly report for RLPP has been submitted to the Department of Planning, Industry and Environment.	
1b.4.4		Maintain transparency and accountability in the purchasing of goods and services and ensure compliance with purchasing procedures.	75%
	Comments	Transparency and accountability was maintained with education, procedures, templates and audits to ensure compliance with purchasing procedures. Probity adviser engaged for Heffron Centre procurement activities.	
<i>1b.5 Effectively and efficiently manage financial operations, systems and information.</i>			
1b.5.1		Provide timely financial information, advice and reports to the community, the Council, senior management and staff.	75%
	Comments	All internal and external financial reporting requirements were complied with. Regular cashflow reports, monthly financial statements and quarterly budget reviews were reported accordingly. Financial Services is working with all its stakeholders in a consultative, constructive, cooperative and collaborative manner.	
1b.5.2		Ensure all Financial Services' processes and procedures are timely and accurate in providing a high level of service to internal and external customers about rating, debtors, accounts payable, payroll, investments and cash management, etc.	75%
	Comments	All financial services policies, procedures and legislative requirements were complied with. Key financial functions include rates, debtors, accounts payable, GST, FBT, investments, payroll and cash management. Interim audit was conducted in March 2021.	
1b.5.3		Ensure the accurate levy, and collection of rates and charges, and provide appropriate payment options, including BPAY, Direct Debit, Australia Post, web based and in person.	75%
	Comments	Instalment reminders as part of the 2020-21 Rate levy were issued in accordance with legislative requirements. The COVID-19 related interest free period on overdue rates and charges finished on 31 December 2021. Council is continuing to work with ratepayers that may be experiencing financial hardship, to develop payment arrangements that are tailored to individual financial circumstances.	
1b.5.4		Maximise returns of the Council's investment portfolio while minimising risk.	75%
	Comments	Interest rates are at historical lows with the official RBA cash rate at 31 March 2021 remaining at 0.1%. Council's investments have been maintained in accordance with the adopted policy. Monthly investment reports have been provided to Council and the investment position referred to the Audit Risk and Improvement Committee for consideration. Investment returns exceed the industry benchmark despite the historically low interest rates. By actively managing investment maturity dates and cash on hand, Council has successfully managed to maintain sufficient cash in the business to operate on a day-to-day basis without facing a liquidity issue.	

1b.5.5		Manage outstanding debtors, ensuring overdue rates and annual charges remain below 15% and repayment plans are developed bringing Council's ratio back to benchmark within 3 years.	75%
	Comments	Council finished the 2019-20 financial year with an outstanding rates percentage of 4.84%. While still within industry benchmarks, this did represent approximately \$2 million of additional outstanding rates compared to the previous year. Rate collections are closely monitored and analysis conducted to understand the impact of the pandemic and the levels of ratepayer financial hardship. Interest free period finished on 31 December 2021. Council is continuing to work with ratepayers that may be experiencing financial hardship, to develop payment arrangements that are tailored to individual financial circumstances.	
1b.5.6		Identify, develop and advocate for projects and programs that may attract State and Federal Grant Funding.	75%
	Comments	In the March quarter we delivered programs funded through the Local Drug action team. We also received and fulfilled funding requirements from Department of Communities and Justice through our parenting calendar. We met all funding requirements for the Commonwealth Home support funding and received funding to deliver youth week and seniors week activities.	
1b.5.7		Deliver sound and practical short and medium-term forecasting and reporting, with robust data, efficient transaction processing, and effective management of risk, including: uncertainty and sensitivity analysis.	75%
	Comments	Monthly financial reports are prepared for Council in conjunction with quarterly budget reviews. Additional analysis, reviews and reporting were conducted, including review of outstanding rate collections, review of cashflow forecasts and current cash position, review of ongoing pandemic related impact of DRLC operations and budget position.	
1b.5.8		Develop a process for the assessment of all applications for financial assistance that ensures fair, open and transparent consideration of financial assistance during a time of increased need and economic constraint.	100%
	Comments	Action complete. Covid-19 Rental Relief guidelines were adopted by the Executive Leadership Team (ELT) in the previous quarter.	
<i>1b.6 Be recognised as providing quality internal and external customer service and call centre services.</i>			
1b.6.1		Develop a Customer Service Framework	75%
	Comments	Development of the framework is in progress.	
<i>1b.7 Continue to improve and implement business process systems and information technology infrastructure.</i>			
1b.7.1		Provide a technological environment that delivers confidence to customers.	75%
	Comments	During the reporting period there were no severity condition one outages that affected council systems. Preventative maintenance, application upgrades and decommissioning of out of date software continued to establish and maintain good practice in this area.	
1b.7.2		Provide continued improvement, support, and implementation of intranet and collaboration tools, to support internal business processes.	75%
	Comments	Council continued to develop its website presence to support the Covid-19 response as restrictions changed and operations were impacted. Council continued to make extensive use of Microsoft Teams as the internal collaboration tool for staff and for facilitating meetings with external parties. Design work commenced on migrating Council's internal telephone system to Teams telephony.	
1b.7.3		Provide continued improvement, support, and implementation of business applications and processes and business systems.	75%
	Comments	Undertook a review of all online forms that are published to customers with a view to optimise the flow of service requests. Council implemented the SnapSendSolve solution which integrates directly to Council's customer service request management solution.	
<i>1b.8 Provide a safe and healthy environment for employees, contractors and the community.</i>			
1b.8.1		Implement policies and procedures to support a culture of health and safety.	75%
	Comments	Work Health and Safety Policies and Procedures were reviewed, amended and implemented as required throughout the March quarter.	
1b.8.2		Effectively manage workers compensation and return to work.	75%
	Comments	All workers compensation claims were managed by Allianz on Council's behalf and were managed in line with the Workers Compensation Act and related legislation. Council's return to work program was implemented as required and ensured that all workers had a return to work plan which was developed in consultation with the worker and their nominated treating doctor.	
1b.8.3		Draft and implement a Wellbeing Plan.	75%
	Comments	Wellbeing plans were developed in response to specific and current wellbeing issues identified to be relevant for Council.	
1b.8.4		Coordinate appropriate health checks relevant to effective business operations.	75%
	Comments	Coordination of the annual flu vaccination program was undertaken and commences in mid April.	
1b.8.5		Adoption and implementation of the new Drug and Alcohol Policy.	0%
	Comments	This has been put on hold due to the global pandemic. The main change to Council's current policy will be to introduce random testing which is not a priority due to the associated health risk random testing could impose during a pandemic.	

	<i>1b.9 Support the community and organisation through the improvement and expansion of online systems and GIS mapping.</i>	
1b.9.1	Provide an integrated spatial information service to internal and external customers which supports decision making.	75%
	Comments Council continued to expand the use of digital mapping services with a focus in the quarter on Council's major tree assets and developing a solution which allows significant trees to be mapped and conditions reported and tracked.	
1C CONTINUOUS IMPROVEMENT IN SERVICE DELIVERY BASED ON ACCOUNTABILITY, TRANSPARENCY AND GOOD GOVERNANCE.		
<i>1c.1 Apply the four-year Continuous Improvement Strategy within the organisation.</i>		
1c.1.1	Develop an effective Performance Management Framework through community consultation, research, strategic planning and business unit planning.	75%
	Comments Comprehensive business unit planning for Corporate Services, City Services and City Planning progressed (with Stage 1 now complete for most business units). This planning is critical to the development of an effective Performance Management Framework that links Council's high-level strategic objectives with business unit functions, processes and activities.	
<i>1c.2 Implement a systematic and structured approach to obtaining feedback from customers and managing existing data and information.</i>		
1c.2.1	Undertake research, review trends and engage the community towards review of the Randwick City Plan.	75%
	Comments The scope for the social study was finalised and the survey commenced in March 2021. This Study will be used to inform the Social Inclusion and Diversity Strategy, which is one of the seven Informing Strategies that will form the basis of the new Community Strategic Plan. The draft Open Space & Recreation Strategy, Integrated Transport Strategy and Arts and Culture Strategy were completed in the March quarter, and endorsed by Council for public exhibition in April.	
<i>1c.3 Proactively manage enterprise risks within Council's integrated risk management system.</i>		
1c.3.1	Implementation of Council's Enterprise Risk Management Framework and testing of the Business Continuity Plan.	60%
	Comments Business Unit Planning for each area is now progressing to include an identification of operational and strategic risks associated with identified activities and primary outputs. A scenario test of Council's BCP will be arranged for the last quarter of this year.	
1c.3.2	Utilise risks identified in Council's Enterprise Risk Management Framework to inform the Audit, Risk and Improvement Committee.	60%
	Comments Risks identified, as part of the Business Unit Plan, will be shared with Council's Internal Auditor to inform the Audit Risk and Improvement Committee.	

02 A vibrant and diverse community		
2A MEET THE NEEDS OF OUR DIVERSE COMMUNITY AND PROVIDE EQUITABLE ACCESS TO SOCIAL SERVICES AND INFRASTRUCTURE.		
<i>2a.1 Maintain a current understanding of our community's needs, and up to date information to support planning and program development.</i>		
2a.1.1	Lead local services participation and partnerships, identifying emerging needs, service gaps and opportunities across target groups.	75%
	Comments In the March quarter partnership conversations between NSW Health, Junction Neighbourhood Centre, Benevolent Society, Housing and Council have commenced to investigate the delivery of youth services and programs out of the Orange room in the South Coogee housing estate. A service providers forum was run at Prince Henry Centre to seek feedback and input from local providers on current and emerging needs for our community.	
2a.1.2	Develop and finalise a 10-year informing Arts and Culture Strategy.	75%
	Comments The draft Arts and Culture Strategy was completed in the March quarter, and was endorsed by Council for public exhibition at the April 2021 Council meeting.	
2a.1.3	Provide a 100% subsidy for pandemic affected childcare organisations leasing council owned properties, for a period of 6 months.	75%
	Comments No applications from childcare centres were received for the March quarter.	
2a.1.4	Support not for profit community organisations by providing up to 100% rental subsidy for a period of 6 months.	75%
	Comments No applications from not for profit groups were received for the March quarter.	
2a.1.5	Support for local sporting groups, by the waiving of ground hire fees for a period of 6 months.	100%
	Comments The period in which fees will be waived has now ended. Fees are now being charged and usage of the Synthetic Field at Heffron Park is starting to return to pre-COVID levels.	
<i>2a.2 Provide high levels of accessibility to the Council's community facilities and infrastructure.</i>		
2a.2.1	Ensure that a range of user groups (hirers and class attendees) have fair and equitable access to our major multi-purpose centres (Prince Henry Centre, Randwick Community Centre, the Randwick Literary Institute and La Perouse Museum), health restrictions permitting.	75%
	Comments Council's multi-purpose facilities continue to be used by a wide range of user groups. The La Perouse Museum has delivered several programs over this period to various cultural groups for arts workshops and events.	
<i>2a.3 Support the different groups in the community to improve access to services and recreational activities.</i>		
2a.3.1	Ensure Library CALD collections reflect demographics and community needs in Randwick City.	75%
	Comments In this quarter we lent 9,299 items from our CALD Collections of Chinese, French, Greek, Polish, Russian, Spanish. In February the library ran a successful CALD selection event, where the Chinese community selected materials for the collection via an online picking system.	

2a.3.2		Provide a range of online programs and activities for a diverse community, such as the CALD community.	75%
	Comments	During this quarter the library celebrated Lunar New Year with a range of activities for the diverse community. The library also ran events for Harmony Day, including a Harmony Tree that was created in the Children's Area at Lionel Bowen Library. Techconnect classes were delivered in Chinese and our English Conversation Classes for people from Non English Speaking Backgrounds are again running at capacity. The library ran 123 events/programs, 32 were delivered to an online only audience, 63 to an in person only audience and 27 were hybrid audiences (both online and in person). Total combined audience 1,121 (662 in person, 459 online). There were 44 events/programs for children with a 570 combined audience (359 in person/ 211 online). 42 events or programs for adults with a combined audience of 258 (159 in person/ 99 online) and 29 events or programs specifically for culturally and linguistically diverse audience with a combined audience of 233 (146 in person/ 87 online).	
2a.3.3		Raise awareness of local residents and/or their Carers, increasing capacity and improving their ability to negotiate within the service delivery system and to access relevant community services.	75%
	Comments	Delivered online sessions to raise awareness and understanding of drug and alcohol use in the time of COVID and Building Resilience and Wellbeing during and beyond the pandemic. Delivered online seminars on Death Literacy and the importance of advance care planning and how 'death literacy' can affect the end-of-life experience. Worked in partnership with the Groundswell Project and Southern Metropolitan Cemeteries to develop an online session on Advance Care planning to be implemented in April. These sessions are designed to educate Carers and other cohorts about choice and control in life and death. Worked in partnership with Catholic Community Services Hoarding and Squalor and Resource Unit to advocate for the roll out of training for the management of Hoarding and Squalor. The training will be rolled out in the region in April. Worked in partnership with the City and Eastern Sydney Abuse of Older People Collaborative to develop an educational webinar and video resources to raise awareness of the different forms of abuse of older people and available pathways to help. The webinar and resource will be implemented in April. Continued to work with Holdsworth Community and Randwick Waverley Transport to promote the community home support program to older people and Carers currently not linked to support services, particularly in the areas of social support and community transport.	
2a.3.4		Assist people to understand consumer directed care and to exercise choice and control in choosing support services (disability and other).	75%
	Comments	Sourced relevant guest speakers for City of Sydney and Eastern Sydney Aged and Disability Interagency to inform services about Inclusive Pathways to Volunteering and Employment, the National Community Connectors Program and Carers Gateway, and Reconnect Wellbeing Program with Relationships Australia. Continued to work with Holdsworth Community and Randwick Waverley Transport to promote the community home support program to older people and Carers currently not linked to support services, particularly in the areas of social support and community transport.	
2a.3.5		Identify key issues important to people who are isolated and/or with disabilities and their families and carers through regular consultation with our community service providers, key organisations and community representatives.	75%
	Comments	Delivered online sessions during this reporting period to combat social isolation	
2a.3.6		Provide a range of collection items, programs and activities that are accessible for those with disabilities.	75%
	Comments	Of the 123 events and programs delivered by the library in the March quarter, 32 of these were delivered online enabling greater access to events for those with mobility or immunity issues. Our in-person events such as Chess Club have attracted people with mobility issues, while our Writing for Pleasure group has supported some attendees with mental health issues.	
2a.3.7		Work with collaboration partners to explore opportunities to share space and facilities for community benefit.	75%
	Comments	The Community Investment program continues to support the community in utilising space to deliver programs which bring benefit to the community. An audit on the use of council facilities has commenced and further research and scoping is taking place to identify opportunities for the community.	
<i>2a.4 Provide improved opportunities for local Aboriginal and Torres Strait Islander people to access support services including employment, family support and recreational activities.</i>			
2a.4.1		Develop an Aboriginal & Torres Strait Islander cultural competency framework and link with agencies, services and community groups.	75%
	Comments	Ongoing discussion with other Local Government Agencies and Eastern Region Local Government Aboriginal and Torres Strait Islander Forum (ERLGATSIF).	
2a.4.2		Support community-based support agencies to plan and deliver while providing essential information to government program funding providers aimed at meeting the needs of at-risk and/or vulnerable residents.	75%
	Comments	Community programs and activities continue to be affected by COVID. Agencies and services are providing remote support while following strict Covid guidelines advised by key Aboriginal stakeholders. We continue our partnership with Oz harvest to deliver the food security program weekly to vulnerable residents.	

2a.4.3		Assist local Aboriginal organisations to plan and deliver nationally significant events such as NAIDOC Week and Reconciliation activities.	60%
	Comments	Currently Planning for National reconciliation week 27 May - 3 June.	
2a.4.4		Ensure that the programs and activities delivered via the Lexo Hub address the identified needs of local indigenous individuals and families.	75%
	Comments	Hosted Community Consultation for Aboriginal residents to access a COVID Vaccination clinic at the Hub - commenced service delivery 14 April.	
<i>2a.5 Implement the social inclusion plan (An Inclusive Randwick) to reduce disadvantage and address regional gaps in service provision.</i>			
2a.5.1		Identify options for the location of a youth focused facility to deliver high priority programs and activities for at-risk and vulnerable age groups.	40%
	Comments	In the March quarter, partnership conversations between NSW Health, Junction Neighbourhood Centre, Benevolent Society, Housing and Council have commenced to investigate the delivery of youth services and programs out of the Orange room in the South Coogee housing estate. A service providers forum was run at Prince Henry centre to seek feedback and input from local providers on current and emerging needs for our community. Met with Noffs Foundation to investigate the delivery of their Youth Street university program in the city. Discussions were also held to consider options for use of the Matraville youth and culture centre.	
2a.5.2		Continue to liaise with child and family services to produce and publish the Parenting Calendar (twice yearly) offering to local families a range of training on child development.	75%
	Comments	The parenting calendar is updated biannually. Over this quarter we confirmed content for the January 2021 edition.	
2a.5.3		Continue to monitor and improve on programs operating from the Lexo Hub facilities that address food security.	75%
	Comments	Continued to deliver a food service of ready cooked meals (120 meals per week).	
2a.5.4		Maintain and adapt local government services to ensure continued service throughout the COVID-19 pandemic.	75%
	Comments	Throughout the third quarter of the 2020-21 financial year, Council has continued to closely monitor the COVID-19 situation and adjust operations as required to manage the health risk and continue to deliver the essential services and projects needed by our community. We have followed all public health orders regarding the use of public areas (including beaches, parks, libraries, community centres and the DRLC), facilitated ongoing work from home arrangements (where appropriate), changed the format of some events and meetings (including moving them online), and maintained COVID safe plans as required.	
2a.5.5		Advocate to Federal and State Governments to secure financial assistance for community groups and community service providers.	75%
	Comments	Worked with Catholic Healthcare Hoarding and Squalor Resource Unit to advocate for training in the management and identification of hoarding and squalor for Council workers. The training was rolled out by the Office of Local Government in March. Four Council staff will be attending half day training sessions in April.	
2a.5.6		Combat social isolation experienced by our Seniors through targeted programs designed to connect and engage within the comfort and security of their homes.	75%
	Comments	Designed and implemented a range of online sessions in partnership with key community organisations to combat social isolation, encourage help seeking behaviours and link older people, Carers and older parent Carers to available support, both formal and informal. These sessions focused on providing information and support to older people, carers and their allies to navigate complex service systems and also to raise awareness of informal supports such as walking groups, swimming squads for over 50s and opportunities for social connectivity offered by Council and community organisations. Held the autobiographic documentary film screening of 'Heretic' in March which lifted the lid on the reclusive life of acclaimed New Zealand artist, Christina Conrad. 200 people attended the film screening. Obtained \$3,400 from Department of Communities and Justice towards Council's signature Seniors Festival event 'Back to Prince Henry.' Planned and developed a program of activities and events to celebrate NSW Seniors festival including Back to Prince Henry, Bravery, Badges and Bedpans exhibition, Spirits of Prince Henry Twilight Tours, and the Paranormal Prince Henry online event.	
2a.5.7		Bring together local sporting teams, assisting their re-engagement in sport by matching them with elite athletes who will provide mentoring and morale during the pandemic (e.g. Craig Foster #playforlife).	0%
	Comments	This activity was not achieved based on the availability of elite athletes, the continued COVID restrictions and community priorities.	
2a.5.8		Partner with the Eastern Sydney Youth Services Network (ESYSN) to implement programs and activities that support local young people and their families.	75%
	Comments	The ESYSN has begun returning to face to face meetings with good results. The current focus has been on connecting or reconnecting services to improve referral pathways in an easing COVID environment	

2a.5.9		Explore opportunities to promote an increase in volunteering.	75%
	Comments	As part of Youth Week we have had a large group of boys from Sydney Boys High participate in a large tree planting volunteer program at Heffron park. Worked in partnership with key volunteers from the Prince Henry Hospital Trained Nurses Association to plan and deliver 'Back to Prince Henry' and the Spirits of Prince Henry Twilight Tours. Currently scoping an event to acknowledge and celebrate the contributions that volunteers make to our community each year.	
<i>2a.6 Implement grants programs in accordance with the Council's guidelines to enhance services that meet community needs.</i>			
2a.6.1		Administer our Community Partnership Funding Program, and our Cultural and Community Grants Program, and also Randwick ClubGrants NSW on behalf of participating clubs.	75%
	Comments	Distributed February 2021 Community Connect and Community Creative Investment funds totalling \$156,370 to 20 projects across the two investment streams.	
2a.6.2		Provide up to 100% subsidy towards access to Council's community facilities for the visual and performing arts sector for a period of 12 months through "Community Investment Program".	75%
	Comments	Provided funding to five arts organisations totalling \$31,316 in the February round of the Community Investment Program	
2B STRONG PARTNERSHIPS BETWEEN THE COUNCIL, COMMUNITY GROUPS AND GOVERNMENT AGENCIES.			
<i>2b.1 Provide support for resident precinct committees, local chambers of commerce and combined service clubs.</i>			
2b.1.1.		Provide meaningful and relevant opportunities for community participation through face to face engagement activities such as Precinct meetings and other opportunities.	75%
	Comments	11 precinct meetings were held across Randwick City over the quarter. Due to COVID-19 restrictions, most meetings were hosted via Zoom. The quarterly Precinct Coordination Committee meeting was held in March, also via zoom, and the Precinct Executives were briefed on Randwick City's Housing Investigation Areas.	
<i>2.b.2 Partner and implement joint projects with community groups and government agencies to achieve improved service coordination and value for money outcomes in the region.</i>			
2b.2.1		Continued to manage and activate the Lexo Hub facility in providing accessible office space for community service providers for the delivery of health, wellbeing and social welfare services.	75%
	Comments	Coordinated weekly delivery of over 1200 ready cooked meals to at risk residents. Social inclusion program continues to increase numbers (around 30). Patchwork classes recommenced with an approved modified Covid Safety Plan and 5 quilts were completed over the quarter. Centrelink continued remote support to vulnerable Hub clients and HNSW are back onsite. Our Community Support Officer provided 24 hours of specialised assistance.	
2b.2.2		Continue to lead and facilitate partnerships with services and agencies to share information and address community issues, gaps, best practice and to explore innovative and creative community-led solutions.	75%
	Comments	Council's Community Development Team continued to facilitate, participate and contribute to interagencies and networks across Multi-cultural, aged and access, youth, Aboriginal, family, domestic violence and health services to share information and address community issues.	
2b.2.3		Partner with key community service providers to deliver primary and early intervention domestic and family violence campaigns and activities.	75%
	Comments	Council continued to support and participate in the Eastern Sydney Domestic Violence network. The DV network delivered the MATE bystander program to 22 service providers in a workshop at the Prince Henry Centre. They also continued to distribute the 'we're better than that' video series across social media and cinema advertising platforms to raise awareness.	
2b.2.4		Actively engage in the Interagency group for the 're-enablement' of services and agencies that support Randwick City. Program will bring together learnings, capacity, priorities, issues, resources and planning for collaboration.	75%
	Comments	Council continued to work closely with local Aged and Disability Services to ensure seamless service provision for existing clients and to promote the benefits of the Community Support Home Program to socially isolated residents currently not linked to services. Continued to work with services as restrictions eased to re-engage residents and reduce social isolation among vulnerable cohorts.	
2b.2.5		Work with Interagency group to develop a Mental Health Awareness and suicide prevention plan.	75%
	Comments	Mental health and suicide prevention are a key focus area for the partnerships alliance group made up of health, eastern suburb councils and service providers.	
2b.2.6		Work with the La Perouse Aboriginal Land Council to identify areas for partnership to support our local aboriginal community through this period.	75%
	Comments	The La Perouse Aboriginal Land Council (LPALC) had limited access to external agencies during the identified period due to COVID restrictions, however, they provided internal assistance to community members over this time.	

2C NEW AND UPGRADED COMMUNITY FACILITIES THAT ARE MULTIPURPOSE AND IN ACCESSIBLE LOCATIONS.			
2c.1 Implement the Community Facilities Plan as per identified priorities.			
2c.1.1		Plan for and construct community facilities under the Our Community Our Future Program such as South Maroubra Beach Amenities & Car Park, Coogee Oval Grandstand & Amenities, Matraville Youth & Cultural Hall, Yarra Bay Bicentennial Park Amenities, Coogee Surf Club Refurbishment, Randwick Community Nursery, Spot Streetscape Upgrade and Maroubra Beach Master Plan.	75%
	Comments	<p>Project status:</p> <ul style="list-style-type: none"> - South Maroubra Beach Amenities: Design development planning is underway - Blenheim House: Design development planning is underway - Malabar Hall: Design development planning underway - South Maroubra Car Park: The project is 100% complete. Additional line marking has been requested and will be delivered in early May. - Coogee Oval Grandstand & Amenities: The first stage of the project, the public amenities building was complete on 23rd April. Due to the structural latent conditions of the grandstand, additional works were required. The grandstand is anticipated to be complete by mid-June 2021 - Matraville Youth & Cultural Hall: Concept planning is underway - Yarra Bay Bicentennial Park Amenities: The project reached completion in Jan 2021 and is operational. - Coogee Surf Club Refurbishment: The project reached completion in Dec 2020 and is operational. The Project is nominated for NSW Institute of Architects Awards - Randwick Community Nursery: The project is 70% complete. - Spot Streetscape Upgrade: The design for underground of power is complete, and the landscape/streetscape design is underway. - Maroubra Beach Master Plan and POM: Community consultation planned for May 2021 to inform the Plan of Management and Masterplan. 	
2D OUR CULTURAL DIVERSITY IS APPRECIATED AND RESPECTED.			
2d.1 Implement 'A Cultural Randwick City'			
2d.1.1		Support and assist in the development and implementation of a range of cultural activities and events based at La Perouse Museum.	75%
	Comments	The La Perouse Museum delivered a major First Nations Arts opening and community celebration, organised tours of the exhibitions and collections with community interest groups, opened two new smaller exhibitions and ran Headland tours with external providers. The 2021-22 Public Programs schedule is currently being developed.	
2d.1.2		Support and assist in the delivery of Council Multicultural Celebrations.	75%
	Comments	Seniors month events and activities for April have been designed in consultation with a range of community stakeholders and organisations to meet the needs and interest of people from CALD backgrounds and their supporters. Continue to work closely with Ethnic Community Services Co-op, Holdsworth Community and 3 Bridges to reach hard-to-reach older people from CALD backgrounds and link them to available support.	
2d.1.3		Develop a list of feasible cultural activities for implementation in council owned community centres and venues.	75%
	Comments	As part of the cultural activations across the LGA, the Museum resumed cultural programs with tours by Kadoo, Dean Kelly, and the curators, and with the launch and upgrade of two exhibitions.	
2d.1.4		Engage with the community via virtual means with a range of online and live events to maintain community connection and implement Council's calendar of signature events, health restrictions permitting.	75%
	Comments	Given health restrictions at the time of Australia Day there was virtual engagement. A Citizenship and Awards ceremony was held at the Prince Henry Centre. In February the La Perouse Day Civic Reception was held and an activation in Kingsford for Lunar New Year. The Coogee Rainbow was unveiled with a launch event in partnership with Mardi Gras and an activation took place that included ice-cream and pop-up music and Madame Tussauds statues. In March two events were held to commemorate 200 years of Greek Independence (Flag Raising and Civic Reception). St Patricks Day was celebrated in Coogee with a music and small artwork activation. Pop-up music continued on Coogee Bay Road over the weekends as part of the Coogee Bay Road Shared Village Project. A Twilight concert was held in March at the Randwick Community Centre. Citizenship ceremonies were held in February and March at the Prince Henry Centre.	
2d.2 Deliver and/or sponsor a range of cultural programs to promote a sense of community.			
2d.2.1		Investigate feasibility, sponsorship potential or support community events / projects, including those as required by Council resolutions.	75%
	Comments	Continued to support community events and projects through the Community Investment Program. Entered into an agreement with First Hand Aboriginal solutions to deliver the Blak Markets.	

	03 An informed and engaged community		
	3A EFFECTIVE COMMUNICATION METHODS AND TECHNOLOGY ARE USED TO SHARE INFORMATION AND PROVIDE SERVICES.		
Item	3a.1 Provide information to the community on the Council's services and activities using effective communications methods.		
3a.1.1		Monitor and apply corporate communications and visual design standards to Council's communications materials, products and website.	75%
	Comments	The Design team has overseen all communication material generated and managed by the Comms team with an online tiered approval system. This allows us to ensure that everything published adheres to the Council brand language.	
3a.1.2		Produce appropriate video content for use on Council's digital channels.	75%
	Comments	14 videos were produced to promote Council news, information, projects and events. We had some high performing videos on Facebook this quarter, including the FOGO Q+A livestream with the Mayor, Costa and Alexandra (26, 232 people reached). Both Mardi Gras Rainbow walkways videos also performed well, reaching over 16,000 people.	
3a.1.3		Advise on and/or produce effective and targeted communications plans and products for Council and its services and activities.	75%
	Comments	Council implemented and developed 11 Communications Plans to inform, educate and engage the community on various activities, including Let's Summer Safely, Marine & Coastal Discovery Program, Community Investment Grants, FOGO, Maroubra Stormwater Education, Little Bay Beach Asbestos, Cycle Skills course, Snap Send Solve, Poetry Slam Workshops and event, Anzac Day, Pop Up Cycleway, and Plant With Us.	
3a.1.4		Research and write quality speeches for Council representatives as required.	75%
	Comments	Events - both small and big have picked up now that COVID restrictions have eased. From writing just 2 and 3 speeches in Jan and Feb respectively, we produced 12 speeches in March 2021.	
3a.1.5		Produce regular print and electronic newsletters to inform and engage the community about Council activities, events and projects.	75%
	Comments	Over the past three months we've sent 12 email newsletters to more than 50,000 people each time with an average open rate of 31% and a average click through rate of 27%. Over the course of the three month period, our focus was on communicating FOGO logistics around the roll out and also getting the community onboard this change. Out of the nine most popular stories for the quarter, six of them were FOGO related. The most popular story with more than 6000 clicks was "How to FOGO LIKE A PRO", which we produced in-house and created articles and video content around. Additionally, we used eNews to alert our residents to events and projects happening at Council, including Women's Day Art Prize, 4P parking changes, and a change to how parking tickets are delivered.	
3a.1.6		Produce high quality and effective visual communication materials to support and enhance Council's business.	75%
	Comments	In the past quarter we produced over 334 designed items. Some of the highlights included the Autumn edition of SCENE magazine, Draft Operational Plan & Budget and continued roll-out of Fogo awareness materials. We designed flags and an interactive rainbow installation to celebrate Sydney Mardis Gras, promotion materials for Twilight Concerts, Greek Independence day, Community Service Awards, Lunar Festival Kingsford, and International Woman's Day Art Prize. We also designed Marine and Coastal promotional items; and launch materials for the 'Plant with us' initiative. We refreshed and improved our Strategy documents and worked on various consultations including Waratah Avenue Plaza. Other community activities we designed included the 'Shell it: Boomalli at La Perouse' exhibition, Back to Prince Henry and Spirit of Prince Henry event, 'Heretic' Documentary Film Screening, Bike riding Courses and Youth Week Poetry Slam events.	
3a.1.7		Manage and effectively use Council's banner poles as an outdoor communication medium.	75%
	Comments	In the past quarter we used Council's street banners to promote safe summer messaging about avoiding crowds; rainbow flags that showed Council's support for the LBGTQI community at Mardi Gras; and Support for our Greek Community with Greek Independence flags. Plus, we introduced new flags along Coogee Bay Road to support the shared village activation.	
3a.1.8		Promote and disseminate information to vulnerable people and communities to improve access to services, support and inclusion activities.	75%
	Comments	Council is consulting with the community and service providers to identify our current and future social needs. This will inform our social study to ensure that there are ongoing activities for access, support and inclusion for vulnerable members of our community. Information has been distributed through the Hub@Lexo to vulnerable community members regarding services available. Council also continues to target vulnerable communities to ensure they have access to information to help them successfully adapt and use the new FOGO service.	
3a.1.9		Ensure relevant content on Council's website is available in different community languages.	75%
	Comments	Core information is available on Council's website in a variety of community languages. Council continues to explore the use of dynamic translation services.	

		<i>3a.2 Ensure that the Council's website provides an accessible and usable interface between the Council and the community.</i>	
3a.2.1		Maintain and enhance the Council website to provide suitable and accessible content.	75%
	Comments	Council continued to adapt the website to reflect changing community restrictions regarding the Covid-19 pandemic emergency, with a particular emphasis on coastal area visitor management and changes to Council's programme of events over the summer period.	
3a.2.1		Ensure that the Library sub-site and social media channels provide timely, engaging and relevant information.	75%
	Comments	There were 123,383 pages views within the library's subsite. 15 news articles were published on the Library sub-site to keep the community updated in a timely manner. Articles included library service updates, library service and resource reminders, autumn school holiday program information, and a library survey invitation. All 123 events delivered in the March quarter by the library were also promoted online and via the library's social media channels. We posted 116 Facebook posts (avg daily reach 501) and 16 Instagram posts featuring service updates, live online events and general information for the community. Four eDMs (electronic direct mail items) were dispatched in the March Quarter, three of these featured monthly upcoming events and activities and one focused on an invitation to fill out the library survey to garner community/library user feedback about how well the library is doing. As at 25 Feb the library had 45,016 eNewsletter subscribers with an average open rate of 21.7% for the March Quarter.	
		<i>3a.3 Implement technological solutions that support the development of services and resources and meet the needs of the community.</i>	
3a.3.1		Implementation of the new RFID hardware and software.	75%
	Comments	Self check and circulation management equipment has been commissioned at all three branch libraries and the old equipment recycled. Staff have been trained in the use of the new system.	
3a.3.2		Continue to provide innovative hardware, software and web solutions to library customers and staff.	75%
	Comments	The lending of library items through the library app has been soft launched, with staff assisting patrons to use the app to borrow items at all library locations. This provides patrons greater flexibility and empowerment in how they use and access the library and its materials.	
3a.3.3		Continue improvement and expansion of the external website content and provision of online services to our community, via the website and mobile applications.	75%
	Comments	The review of online forms project continued into the quarter with over 100 forms analysed for relevance, ownership and accuracy. The design of Council's e-services platform Pathway was progressed.	
		3B THE COMMUNITY HAS INCREASED OPPORTUNITIES TO PARTICIPATE IN DECISION-MAKING PROCESSES.	
		<i>3b.1 Develop opportunities for community input into the Council's decision-making processes</i>	
3b.1.1		Use social media to help the community be part of the decision-making process, respond promptly to enquiries and to connect with the community about Randwick City's projects, events and activities.	75%
	Comments	Our Instagram Channel is picking up popularity and becoming a great way to reach our residents, growing steadily each month, with 98 new followers in March totalling 6750 followers. We used social media to talk to residents about Your Say projects and Major Projects. We posted on Facebook 114 times the last quarter, reaching an average of almost 320,000 people each month. The most popular topics, which highlighted the community's concerns across the quarter were: FOGO, Rainbow at Coogee Steps for Mardi Gras and Bunnerong Gym plans at Heffron Park.	
3b.1.2		Provide effective administrative support to Council's Advisory Committees in support of optimal meeting outcomes and organisation.	25%
	Comments	Advisory committees have not been meeting during this quarter. Prior to COVID restrictions, memberships of advisory committees had been declining and it was decided that a review of the objectives and new recruitment strategies were needed in order to attract and retain members. Over this past quarter the community development team have been reviewing terms of reference and compiling information on best practice for these committees. Recruitment conversations have commenced for the youth advisory committee	
3b.1.3		Obtain feedback from the community on Council's Events Program to inform future decision-making.	75%
	Comments	Where possible, attendees have been asked to provide feedback following events.	
3b.1.4		Develop and support effective consultation plans to support the delivery of Council's projects.	75%
	Comments	Community consultation programs were undertaken for the Coral Sea Park Playground upgrade, La Perouse Museum Curatorial Review, Coogee Bay Road Shared Village, Kokoda Memorial Park Playground, Social Needs Study, Waratah Avenue Urban Plaza, and Library Customer Service Survey	

04 Excellence in urban design and development			
4A IMPROVED DESIGN AND SUSTAINABILITY ACROSS ALL DEVELOPMENT.			
<i>4a.1 Require a high standard of design quality and sustainability in new development in line with Council's policies.</i>			
4a.1.1		Finalise the Development Control Plan (DCP) controls for Kensington to Kingsford (K2K).	100%
Comments		Published 20 November 2020 - work completed.	
<i>4a.2 Promote and recognise design excellence and sustainability through events or other activities.</i>			
4a.2.1		Initiate and run the 2020-21 Design Excellence program.	55%
Comments		Planning is underway for the architecture talk series for 2021, highlighting some of the award winners from the 2020 awards programme.	
4B NEW AND EXISTING DEVELOPMENT IS MANAGED BY A ROBUST FRAMEWORK.			
<i>4b.1 Develop and implement effective processes and strategies to manage the impact of new and existing development.</i>			
4b.1.1		Determine DAs efficiently and in accordance with the provisions of the LEP and DCP.	75%
Comments		Applications Lodged: 787 Applications Determined: 790 38% of DAs have been determined within 40 days 59% of DAs have been determined within 60 days The net median is 54 days	
<i>4b.2 Monitor provisions of the LEP and DCP to ensure relevancy and delivery of good design outcomes.</i>			
4b.2.1		Commence a comprehensive review of the LEP including house-keeping amendments.	80%
Comments		Comprehensive LEP work is well underway; with 6 separate papers referred to the Local Planning Panel to inform the Draft LEP. Councillor Briefings were held during Feb-March.	

05 Excellence in recreation and lifestyle opportunities			
5A MAXIMISE OPPORTUNITIES FOR RESIDENTS AND VISITORS TO ENJOY BOTH ACTIVE AND PASSIVE OPEN SPACE USES			
<i>5a.1 Progressively update plans of management, in accordance with an established priority list and the Recreation Needs Study, focusing on active and passive recreation opportunities.</i>			
5a.1.1		Process applications for activities on public land incorporating relevant assessment criteria and complying with service level agreements.	75%
Comments		Applications continue to be processed within service levels, and with regard to appropriate criteria (including with reference to COVID requirements).	
5a.1.2		Develop and finalise a 10-year informing Open Space and Recreation Strategy.	75%
Comments		Findings from Open Space & Rec Needs Study informed preparation of the Environmental Resilience Planning Proposal and the draft Open Space and Recreation Strategy (which was endorsed by Council for exhibition in April).	
<i>5a.2 Continue work towards creating a continuous Coastal Walkway from Clovelly to Botany Bay as detailed in the Recreation Needs Study.</i>			
5a.2.1		Undertake the feasibility and amenity studies for the Coastal Walk at Lurline Bay.	35%
Comments		The coastal assessment of ocean impacts has been continuing during this quarter.	
5a.2.2		Complete the feasibility study for an amenities block at Malabar pool.	90%
Comments		The feasibility study was completed and reported to the ELT. Funding for this project was included in the draft 2021/22 Capital works program.	
5B FACILITATE A RANGE OF SPORTING AND LEISURE ACTIVITIES.			
<i>5b.1 Introduce and maintain a diverse range of programs to increase attendances at Des Renford Leisure Centre from year to year.</i>			
5b.1.1		Evaluate industry trends and Centre resources, to deliver ongoing community fitness programs while exploring online and virtual delivery methods for alternative fitness delivery.	75%
Comments		DRLC constantly explores options for delivering the latest fitness trends to the community. As COVID restrictions relax, DRLC has been slowly expanding community access to its Aerobics, Learn to Swim and Squad program classes. The upgrade to the DRLC gym equipment and layout was completed in early April 2021, which has seen the introduction of new, innovative training spaces within the DRLC gym environment.	
5b.1.2		Review and maintain DRLC facilities to ensure the Centre remains an industry leader.	75%
Comments		Ongoing facility, equipment and maintenance audits ensure DRLC remains an industry leader in both service and presentation. Regular upgrades and replacement of equipment helps DRLC provide leading classes and programs to the community, in a safe environment that meets industry standards. The 2020/21 FY has seen the refurbishment of the Competition Pool as well as an upgrade to the gym equipment, further enhancing the quality and presentation of DRLC.	

	<i>5b.2 Implement open space plans of management with a focus on multi-uses such as the Heffron Park Plan of Management.</i>		
5b.2.1		Improved landscaping and outdoor gym - Neptune Park, Coogee.	90%
	Comments	The outdoor gym has been completed. Landscaping works have been substantially completed.	
5b.2.2		Upgrade the Kokoda Memorial Park playground.	65%
	Comments	The project has been designed and we are in the procurement phase.	
5b.2.3		Upgrade the Coral Sea Park playground.	20%
	Comments	The project is funded partially by grant funding. It has been deferred to commence in the 2021-22 financial year.	
5b.2.4		Design and construct a new pathway at Randwick Environment Park.	75%
	Comments	Project design completed, now in construction planning phase of the project with informative community consultation to occur. This consultation will coincide with the completion of contractor procurement and then the commencement of works is anticipated to commence shortly after.	
5b.2.5		Design a new synthetic field at Coral Sea Park.	75%
	Comments	Consultants engaged and project is progressing as per programme. Concept designs are anticipated by the end of April. Relevant community consultation will commence mid-May while the design is refined.	
5C CREATE NEW OPEN SPACE AS OPPORTUNITIES ARISE.			
	<i>5c.1 Advocate for public access to the remaining Commonwealth land at Malabar Headland.</i>		
5c.1.1		Negotiate with Commonwealth and State Government agencies for community access to the Malabar Headland.	25%
	Comments	No face to face inter-agency group meetings were held in 2020 due to COVID. It is anticipated that meetings will recommence online later in 2021.	
	<i>5c.2 Plan and advocate for public open space and connections in major urban renewal and infrastructure projects.</i>		
5c.2.1		Support delivery of open space and recreation needs identified by the 10-year informing Strategy and supporting study.	75%
	Comments	Findings from Open Space & Rec Needs Study informed preparation of the Environmental Resilience Planning Proposal and the draft Open Space and Recreation Strategy. The draft Open Space and Recreation Strategy will be on public exhibition in the next quarter.	
	<i>5c.3 Optimise the urban interface with the Light Rail.</i>		
5c.3.1		Develop a design and documentation for the street plaza in Waratah Avenue.	50%
	Comments	Design and documentation of this project continued in the quarter.	
5c.3.2		Finalise the documentation for the Meeks Street Urban Plaza.	85%
	Comments	All design issues have been resolved and the documentation progressed towards completion.	
5c.3.3		Commence implementation of identified open space and public spaces opportunities and temporary activations.	75%
	Comments	Coogee Bay Road - pop up music program. Kingsford - Lunar New Year Lion Dance, DJ and art workshop. Coogee - St Patricks Day sticker and music. Coogee - Rainbow for Mardi Gras (launch included ice cream, music and Madame Tussauds statues).	
5c.3.4		Continue to deliver the streetscape upgrade works to Randwick Town Centre along Belmore Road.	75%
	Comments	Stage 3 Works on Belmore Rd, between Waratah and Short St was completed in early March 2021 and well received by the Chamber of Commerce and Royal Randwick Shopping Centre.	
5D LIBRARY PROGRAMS, RESOURCES AND FACILITIES PROVIDE INNOVATIVE AND INSPIRATIONAL OPPORTUNITIES FOR EDUCATION LEISURE.			
	<i>5d.1 Improve and develop library facilities, services and resources ensuring their ongoing relevance to the community.</i>		
5d.1.1		Continue to provide exciting and innovative in-house and digital programs and services for children and families.	75%
	Comments	There were 44 events/programs for children with a 570 combined audience (359 in person/ 211 online). 21 events were delivered to an online audience and 23 delivered in person. Continued the regular weekly Facebook live sessions (except during school holidays).	
5d.1.2		Ensure the acquisition of new physical and digital items for the Randwick City Library collection are reflective of community trends, meet user expectations and are relevant to the community.	75%
	Comments	3419 new physical items were received into the collection, and 3913 new items catalogued and available for loan. 105 new toys and games were received this quarter for the lending toy and game collection to maintain a fresh and appealing collection.	

5d.1.3		Ensure all facilities, services and resources of Randwick City Library meet community demand, expectations and relevance.	75%
	Comments	Across the Library Service during the reporting period of January to March 2021, 199,638 loans, 88,728 visits and 2,556 new memberships were recorded. There were 15,057 eBook loans, 12,294 eAudio loans, and 4,734 eMagazine loans. The Library's film streaming service had 4,171 films played. There were 16,646 total wifi sessions, 13,905 sessions for public PC usage and 1,244 sessions for study room usage. 13,383 customer reservations were successfully filled. The project for new self-checker technology was completed with FETechnologies in operation now. The DA for Lionel Bowen Library facade and signage upgrade has been approved and work is underway to progress the project.	
5d.1.4		Utilise consumer research to determine ongoing community satisfaction with Randwick City Library, including resources, services and facilities.	75%
	Comments	Launched a survey to help gauge if the Randwick City Library service is meeting or beating the community's expectations. Results are expected before the end of the June quarter.	
5d.1.5		Continue to develop and deliver programs supporting digital learning and social inclusion for seniors.	75%
	Comments	There was two talking tech events held in the March Quarter. Topics included getting started with smart home devices, and basic photo editing. Two face to face events funded by the Be Connected network for technology assistance were offered at Lionel Bowen and Margaret Martin library, with both events well attended.	
5d.1.6		Fit out The Third Space, a lifelong learning space, on Level 3 of the Lionel Bowen Library, and implement a plan of activities and workshops.	75%
	Comments	In this quarter a new position- Library Makerspace Programs Officer- was created and evaluated to assist in the activation and ongoing program delivery in The Third Space. The Third Space was already being used in this quarter for some leisure activities such as Tai Chi and Ukulele Lessons while fit out progresses.	
5d.1.7		Deliver an integrated, community focused marketing plan and calendar of events that reflects community needs, interests and demands.	70%
	Comments	Library program and event development teams have a clear framework from which to develop and deliver a comprehensive calendar of events. Library survey results will inform the marketing plan.	
<i>5d.2 Continue to provide a community hub for education and leisure activities.</i>			
5d.2.1		Provide the community with facilities and opportunities for lifelong learning and social integration.	75%
	Comments	The following programs were delivered to encourage social integration and opportunities for lifelong learning: author talks (online and in person), Tai Chi, Chinese lantern making, Ukulele for beginners, Writing for Pleasure, Smart Phone and Tablet training for Chinese speaking adults, English conversation classes, chess club, harmony day craft sessions, book clubs (online and in person), documentary screening about artist Keith Looby, and table tennis on Fridays.	

06 A liveable City			
6A OUR PUBLIC INFRASTRUCTURE AND ASSETS ARE PLANNED, MANAGED AND FUNDED TO MEET THE COMMUNITY EXPECTATIONS AND DEFINED LEVELS OF			
<i>6a.1 Continue asset management planning to deliver infrastructure assets that ensure intergenerational equity and meet Council's obligations as the custodian of our community's assets.</i>			
6a.1.1		Continue to collect and collate asset management data to ensure accurate and timely decisions in support of best management of Council's assets.	70%
	Comments	Footpath Inspections for condition assessment were completed. Retaining Wall inspections and condition assessment were completed. Some Building inspections are at RFQ stage. Drainage asset condition data collection is 80% complete. Road pavement assessment has commenced and is 40% complete. Inspection of public stairs is 15% complete.	
<i>6a.2 Conduct programmed infrastructure and asset maintenance management in accordance with adopted service levels.</i>			
6a.2.1		Implement the Road Rehabilitation Program as part of the Capital Works Program.	85%
	Comments	Program has been substantially completed.	
6a.2.2		Maintain drainage infrastructure (kerb and gutter, drainage pits and gross pollutant traps).	75%
	Comments	Road Services completed 63 drainage requests, at 100% within the SLA, and 84 clear culvert/pit requests at 54% within SLA during the quarter. Team also inspected and cleared 84 drainage pits as part of routine maintenance. All gross pollutant traps were inspected every month and cleaned once. 41t of pollutants were removed.	
6a.2.3		Maintain open space areas (parks, sports fields, gardens, streetscapes and cemeteries).	75%
	Comments	Scheduled maintenance within parks, sports fields and other public areas was completed within or near service level agreements. Open Space services completed 473 requests from the community regarding a variety of issues including nature strips, park maintenance, water services and streetscape gardens. 81% of these requests were completed within the nominated service level timeframe.	

6a.2.4		Maintain building facilities (amenity buildings, community centres, boardwalks and park furniture).	75%
	Comments	The Trades Section has completed 75% of planned maintenance for all buildings, libraries, community centres, park facilities, open space fencing and open space/street furniture.	
6a.2.5		Maintain road pavement infrastructure (pot holes and large surface repairs), line markings and signage infrastructure.	75%
	Comments	Road Services completed 40 road pavement repairs at 70% within SLA, 194 pothole requests at 79% within SLA, 597 sign request at 39% within SLA and 48 line marking requests at 58% within SLA during the quarter.	
6a.2.6		Maintain and repair footpaths, including the rectification of uneven surfaces.	75%
	Comments	Road Services completed 203 footpath repairs at 88% within SLA and 26 kerb and gutter repairs at 96% within SLA during the quarter.	
6a.2.7		Implement the Footpath Construction and Renewal Program, including access kerb ramps, as part of the Capital Works Program.	75%
	Comments	The programme continues as planned for 2021. Completed projects are valued at \$4.228M and projects currently in construction are valued at \$1.399M. The total value for the footpath renewal programme is \$5.627M.	
6a.2.8		Implement the Building Capital Maintenance Program.	75%
	Comments	The Trades Section has completed 75% of the Capital Maintenance Program for 2020/21	
<i>6a.3 Implement and complete major projects in the Our Community our Future Program.</i>			
6a.3.1		Plan and commence construction on major projects under the Our Community Our Future Program such as The Heffron Centre.	75%
	Comments	Project status: -Heffron Centre: Development Application approved, design documentation underway -La Perouse Museum: Feasibility stage underway	
6a.3.2		Complete streetscape design and documentation and commence delivery of upgrade works associated with the undergrounding of powerlines at The Spot, Randwick.	50%
	Comments	Streetscape design concept completed and work commenced on documentation.	
<i>6a.4 Prepare and implement a Smart City Strategy for the delivery of improved services and take advantage of technological opportunities.</i>			
6a.4.1		Continue to deliver major and minor projects identified in the Smart City Strategy where opportunities arise.	100%
	Comments	Council concluded the Smart Beaches Project with the nomination of the project for the ITNews Awards where Council was selected as a finalist. The final acquittal of the grant project will occur in April.	
6a.4.2		Deliver the Smart Car parking project in the Kensington and Kingsford town centres.	100%
	Comments	Project was delivered and is functioning well.	
6a.4.3		Investigate opportunities to improve lighting across the Randwick LGA and use new technologies such as intelligent lighting to improve on efficiency in our indoor and outdoor facilities including parks, playgrounds, beaches and all buildings owned/operated by Council.	35%
	Comments	Intelligent lighting has been installed in many of our buildings including the Administration building.	
<i>6a.5 Consider opportunities for the restoration of the La Perouse Museum and improved access.</i>			
6a.5.1		Project manage the restoration of the La Perouse Museum – master plan and re-build.	75%
	Comments	The La Perouse Museum Redevelopment Project has been approved to go to DA stage (pre-community consultation) and the Project Control Group (PCG) is working with the architects and sub-consultants on that process. A RFQ for an Aboriginal Heritage Consultant was released, in order to provide input on all aspects of the project to date. Meetings with MPs and other key stakeholders are in progress in order to raise the profile of project to secure external funding.	
6B OUR CENTRES, BEACHES, STREETS AND OTHER PUBLIC PLACES ARE SAFE, INVITING, CLEAN AND SUPPORT A RECOGNISABLE IMAGE OF OUR CITY.			
<i>6b.1 Conduct public place cleaning in accordance with adopted service levels.</i>			
6b.1.1		Ensure business centres, public places and beaches are cleaned to agreed service levels.	75%
	Comments	Waste and Cleansing services have continued to meet scheduled cleaning of public spaces at beaches and business centres and we continue to provide increased cleaning and sanitisation of high traffic areas in CBD's and beachside areas.	

6C THE SAFETY OF OUR COMMUNITY IS PARAMOUNT AND IS ACKNOWLEDGED AND SUPPORTED THROUGH PROACTIVE POLICIES, PROGRAMS AND STRATEGIES.		
<i>6c.1 Implement actions identified in the Council's crime prevention and community safety plan (A Safer Randwick City) to reduce anti-social behaviour and foster a safer city.</i>		
6c.1.1		Participate in crime prevention and safety programs in collaboration with the Police and other organisations.
	Comments	Council staff have attended the quarterly meetings of the Eastern Beaches Liquor Accord and UNSW Crime Prevention Partnership. Council officers continue to liaise with NSW Police on operational matters as required.
6c.1.2		Collaborate with community, key service providers and agencies to reform the Community Drug Action Team (CDAT) to deliver harm minimisation programs and awareness raising projects.
	Comments	The Community Drug Action Team secured the Noffs Foundation to deliver professional peer support training and education in harm minimisation with young people of high school age in Randwick City. This program was delivered across the March quarter
6c.1.3		Research and implement planned programs of activities and events with lead agencies to raise community awareness, and to support household members affected by domestic violence.
	Comments	The 'we're better than that' video series continued to be distributed across social media channels and cinema advertising to raise awareness. The Renavigating Anger and Guilty Emotions/Managing Angry Adolescents Differently Programs (targeted at young people and those working or providing care for young people), and the MATE bystander course were also delivered this quarter.
6c.1.4		Link police and communities through the Lexington Place hub - mental health partnership and targeted community areas.
	Comments	Held Police Aboriginal Consultative Committee Meeting (PACC) in March
6c.1.5		Ensure emergency management plans are developed and implemented in consultation with police for major events, health restrictions permitting.
	Comments	Emergency management plans are developed and implemented when required.
6c.1.6		Monitor and maintain infrastructure at risk of vandalism within Randwick City.
	Comments	Graffiti removed in the period from 1st January 2021 to 31st March 2021 was 1583 m2 square metres
<i>6c.2 Educate the public on surf and water safety.</i>		
6c.2.1		Deliver surf and water safety education programs to a minimum of 20 schools and other community groups. Develop online delivery options for the surf and water safety program to reach otherwise inaccessible groups.
	Comments	While the pandemic continues to limit the delivery of the water safety education program to schools, the easing of COVID restrictions permitted the beach lifeguard service to more effectively support the community with on-the-job education about safe use of the beaches. Planning and preparation for the online delivery of the surf and water safety program has continued, with content to be recorded in Q4 following the busy beach season. It should also be noted 'Larry the Lifeguard' has received an upgrade during Q3, meaning future delivery of the water safety education program will be accompanied by a new, fresher looking Larry.
6c.2.2		Develop pre-recorded water safety tutorials in a number of languages - expanding Council's current water safety offering.
	Comments	Planning and preparation for the creation of pre-recorded water safety tutorials in multiple languages has continued, with content to be recorded in Q4 following the busy beach season.
<i>6c.3 Implement effective regulatory and compliance services and programs to maximise public health and safety in Randwick City.</i>		
6c.3.1		Maintain bacterial and chemical parameters at Des Renford Leisure Centre (DRLC) in compliance with NSW Health guidelines for pool and recycled water quality.
	Comments	DRLC continued to maintain 100% compliance with the NSW Health Guidelines for Public Swimming Pools throughout Q3 2020-21. Independent laboratory water tests and unannounced NSW Health Department audits were regularly conducted, with the facility achieving outstanding results for all bodies of water. Upgrades to two of the UV filtration systems was completed in Q3, helping to ensure ongoing water quality of the highest standard.
6c.3.2		Implement a range of food safety and environmental/public health activities and plans.
	Comments	While the pandemic continued to limit the delivery of our food safety inspection program in the January to March quarter, Council's Environmental Health Officers still completed 231 environmental health related customer service requests, undertook 187 primary inspections and 16 re-inspections. Council continues to participate in the Scores on Doors program and has issued 122 Scores on Doors certificates.
6c.3.3		Implement effective regulatory and compliance activities and programs.
	Comments	In the January to March quarter, Council's Compliance team actioned 220 customer action requests, issued 84 notices/orders and 1 penalty infringement notice, determined 191 local approval applications and carried out 43 swimming pool barrier inspections.

6c.3.4		Implement an effective regulatory fire safety program.	75%
	Comments	This quarter, Council officers carried out 114 Fire Safety Inspections of existing buildings, issued 10 new Fire Safety Notices/Orders, assessed 13 new Fire Engineering Reports and processed 422 Fire Safety Certificates/Statements. Council's combustible Cladding working group is currently on track to ensure that RCC meets the NSW Government Goals.	
		<i>6c.4 Implement the Road Safety Action Plan.</i>	
6.c.4.1		Implement road safety behavioural projects to address pedestrian safety, speeding and drink driving.	75%
	Comments	Road safety behavioural projects addressing child car restraints, pedestrian safety and speeding issues are progressing well.	
		6D A STRATEGIC LAND USE FRAMEWORK PROVIDES FOR OUR LIFESTYLE CHANGES AND FOR A CONTINUING, YET STEADY RATE OF GROWTH ACROSS OUR CITY.	
		<i>6d.1 Review and implement the strategic land use framework in line with urban renewal projects, Regional and District Plans.</i>	
6d.1.1		Deliver actions identified in the LSPS and Housing Strategy including housing investigation areas.	80%
	Comments	Significant work has been undertaken to progress the Comprehensive Planning Proposal to amend RLEP 2012. Key directions of Council's LSPS and Housing Strategy have been reviewed including Council's 6-10 year housing target across the areas identified for housing growth. See also 4b.2.1. Six separate Papers have been reported to the Local Planning Panel and Council Briefings were undertaken in this quarter. These papers will inform the Comprehensive LEP. The Housing Paper was reported to the Council meeting on 23 March 2021.	
		<i>6d.2 Continually monitor and update the strategic land use framework for continual improvement.</i>	
6d.2.1		Preparation of the comprehensive Planning Proposal as part of the LEP Roadmap process.	80%
	Comments	Six separate Papers have been reported to the Local Planning Panel and Council Briefings undertaken in this quarter.	
6d.2.2		Cleanse and streamline property related data in finalisation of the project for online generation and delivery of S10.7 Certificates.	75%
	Comments	Data integrity checks are ongoing to facilitate automation in 2021. Integrity scripts were run for sub addressing properties in February.	
6d.2.3		Respond to legislative reforms, policy amendments, major proposals and proposals outside the LGA.	80%
	Comments	Commenced assessment of the Design and Place SEPP. In addition, the following submissions were made in this quarter: bulk liquids terminal (Port Botany); Site Compatibility Certificate for 11 Frenchmans Road; Kamay Ferry Wharves; review of Complying Development reforms; Draft Local Character Clause & Overlay; and submission to DPIE regarding Public Spaces Legacy Project.	
		<i>6d.3 Ensure equitable and timely implementation of the s94A Contributions Plan and monitor the work program to enhance infrastructure and services.</i>	
6d.3.1		Revise, update and prepare new contribution frameworks.	25%
	Comments	New contribution framework for Kensington and Kingsford Town Centres (adopted Dec 2019). S7.12 Plan for the City on hold pending finalisation of Council's informing strategies.	
		6E ENHANCE HOUSING DIVERSITY, ACCESSIBILITY AND ADAPTABILITY TO SUPPORT OUR DIVERSE COMMUNITY.	
		<i>6e.1 Provide for enhanced adaptability and accessibility of housing.</i>	
6e.1.1		Continue the Home Maintenance and Modification program.	75%
	Comments	510 Home maintenance and modification jobs have been completed this quarter.	
		<i>6e.2 Update and implement Council's Affordable Housing Strategy and Action Plan to facilitate new and retain existing affordable housing.</i>	
6e.2.1		Investigate further affordable housing opportunities as a part of the planning framework including major strategic developments.	85%
	Comments	Consultant's Feasibility Report for the 5 housing investigation areas completed. Affordable Housing Contributions have been modelled for these areas taking into account Consultant's report. Consultant Feasibility Report for Randwick Junction was also prepared during this quarter.	
6e.2.2		Explore opportunities to fast track our affordable housing program to acquire additional properties.	75%
	Comments	Research was done in relation to transitional housing opportunities. A private rental model was identified as an option for council moving forward.	
6e.2.3		Work with NSW Department of Housing to accelerate the renewal of social housing estates and increase the amount of affordable and social housing.	75%
	Comments	Council officers have requested as part of any renewal of the Soldiers Settlement Social housing Estate in Matraville that there be an increase in the amount of social and affordable housing provided on site.	
		6F Undertake commercial centre reviews to ensure ongoing economic viability of the centres and consistency with District Plan objectives.	
		<i>6f.1 Undertake an ongoing program of comprehensive commercial centre reviews.</i>	
6f.1.1		Finalise the Randwick Town Centre Strategy.	75%
	Comments	Post exhibition report commenced and all submissions reviewed. Data sheets prepared for specific properties within the town centre. Consultant's Feasibility Report for Randwick Junction also prepared during the March quarter.	

07 Heritage that is protected and celebrated			
7A OUR HERITAGE IS RECOGNISED, PROTECTED AND CELEBRATED.			
<i>7a.1 Local and cultural history is recognised, known, preserved and celebrated (through events, media, etc).</i>			
7a.1.1		Promote local and cultural services and collections that enhance community interpretations of heritage.	75%
	Comments	Local Studies specialist customer service requests totalled 247 for the quarter. 12 903 views of the heritage e-resources during the quarter represented a 69% increase on the previous quarter. This may reflect the start of the academic year and also the addition of new heritage resources to the Randwick Photo Gallery. The heritage festival ZOOM event with Dr Sue Rosen on the history of Anzac Parade and the launch of the Remembering Eurimbla local history book have been highlights of the March quarter.	
7a.1.2		Investigate the creation of downloadable walking Apps for heritage walks around Randwick City.	75%
	Comments	Budget allocations have been assigned to this project for the 2021-22 financial year. This project will then have the funding to be able to be completed.	
7a.1.3		Make heritage documents and resources accessible through the Portfolio Digital Asset Management System.	75%
	Comments	During the March quarter 364 metadata assets have been uploaded to Portfolio. Metadata creation for the Randwick Municipal Council minute books is ongoing.	
7a.1.4		Develop a cultural program based at Blenheim House following finalisation of the informing Arts & Culture Strategy.	75%
	Comments	Blenheim House has been included in the Arts & Culture Strategy. A plan for temporary activation has been put forward as a motion.	
<i>7a.2 Prepare and implement management and maintenance plans for heritage properties owned by Council.</i>			
7a.2.1		Manage Council heritage monuments, murals and properties.	75%
	Comments	Heritage advice is ongoing as required.	
<i>7a.3 Implement, monitor and review our City's heritage planning provisions to ensure suitable conservation and adaptive re-use.</i>			
7a.3.1		Finalise the Aboriginal Cultural Heritage Study.	50%
	Comments	Project on hold during the quarter pending further consideration of engagement activities with local Aboriginal community.	
7a.3.2		Finalise the Anzac Parade Heritage Study.	75%
	Comments	The study was endorsed for public exhibition at the February Council meeting.	
7a.3.3		Investigate the possibility of having Yarra Bay and Frenchman's Beach included on the Australian National Heritage List.	75%
	Comments	The two nominations are still being considered by Heritage NSW.	
7a.3.4		Investigate opportunities to secure funds for Yarra Bay and Frenchman's Beach through the Australian Heritage Grants Program.	75%
	Comments	The two grant applications are still being considered by Heritage NSW pending outcome of listing nomination.	
<i>7a.4 Manage the La Perouse Museum to enhance access to and information about local heritage.</i>			
7a.4.1		Support the development and implementation of a cultural program based at the La Perouse Museum, including the development of online interactive videos and programs.	75%
	Comments	A virtual tour of the Boomalli Exhibition is now online from March onwards; and a stand-alone website for the Museum is currently being researched for budget consideration.	
<i>7a.5 Implement Council's Heritage Conservation policies in the assessment process.</i>			
7a.5.1		Provide heritage advice on State significant and local developments.	75%
	Comments	Approximately 79 heritage comments were provided for local and state significant developments this quarter.	

08 A strong local economy			
8A VIBRANT BUSINESS, COMMERCIAL AND INDUSTRIAL SECTORS THAT PROVIDE ONGOING AND DIVERSE EMPLOYMENT OPPORTUNITIES AND SERVE THE			
<i>8a.1 Review and update the Economic Development Strategy.</i>			
8a.1.1		Finalise and exhibit the 10-year informing Economic Development Strategy.	40%
	Comments	The Randwick Economic Development study (completed early 2020) provides background information and data for the preparation of the 10-year Economic Development Informing Strategy. However, the study now needs to be updated to reflect the economic impact of the pandemic on the local economy. The scope for the updated Economic Development study was developed in the March quarter, and the study is now underway.	
8a.1.2		Create more than 3,000 jobs through funding injection for delivery of capital projects worth \$48.6M.	75%
	Comments	Projects in our capital works program and operational programs continued to be delivered.	

8a.1.3		Establish a new Economic Development and Placemaking Business Unit.	75%
	Comments	Position Description for one role has been approved. To go to JCC.	
8a.1.4		Safeguard 800 local government jobs (headcount).	75%
	Comments	Council continued to work with key stakeholders to provide flexibility, support and security for the workforce.	
<i>8a.2 Implement a range of strategies to support the development of vibrant commercial centres.</i>			
8a.2.1		Undertake road and footpath upgrades - Belmore Road / Avoca Street.	100%
	Comments	Based on plans by TfNSW to change the traffic arrangements for buses and the existing satisfactory provisions for commuters between the light rail and buses, this project will not proceed at this stage.	
8a.2.2		Review and investigate urban design opportunities in local centres with particular emphasis on creating a more resilient Randwick community.	75%
	Comments	Research and analysis undertaken to inform preparation of the Environmental Resilience Report (as part of the Comprehensive LEP).	
8a.2.3		Prioritise public domain capital expenditure to encourage increased levels of activity that supports restaurant, café and theatre, retail and recreation clusters.	80%
	Comments	The Spot Town Centre public domain design continued in this quarter. Consultants have been engaged for the Maroubra Junction and Matraville Town Centre Masterplans. The design of the Meeks Street Plaza has reached 80% documentation and Waratah Avenue Plaza is at consultation stage. We have sought grant funding for the Clovelly Road and Carrington Road public place upgrade as part of the Clovelly Road Masterplan.	
8a.2.4		Support short-term expansion of commercial space to allow for social distancing by extending into local laneways, reserves, etc..	75%
	Comments	Businesses have been supported to expand their space where possible.	
8B PROVIDE GUIDANCE TO THE SPECIALISED HOSPITAL AND UNIVERSITY CENTRE.			
<i>8b.1 Work with institutions to develop strategic plans for Hospital and University precincts..</i>			
8b.1.1		Continued participation in Collaboration Area process with Health NSW for the Randwick Hospital Complex and with UNSW for the University Precinct.	75%
	Comments	Council officers continued to liaise with collaboration area stakeholders during the quarter.	
8C DEVELOP AND STRENGTHEN EFFECTIVE PARTNERSHIPS WITH KEY LOCALLY BASED ORGANISATIONS.			
<i>8c.1 Implement the adopted recommendations of the Economic Development Strategy in relation to partnerships with locally based organisations.</i>			
8c.1.1		Develop new relationships with business groups and foster partnerships and collaboration between business groups and Council.	75%
	Comments	Relationships with business groups have been developed. Discussions with chambers members have been held.	
8c.1.2		Finalise and exhibit the 10-year informing Economic Development Strategy.	40%
	Comments	The Randwick Economic Development study (completed early 2020) provides background information and data for the preparation of the 10-year Economic Development Informing Strategy. However, the study now needs to be updated to reflect the economic impact of the pandemic on the local economy. The scope for the updated Economic Development study was developed in the March quarter, and the study is now underway.	
8c.1.3		Support arts, culture and small business by activating public places and spaces within 900m of town centres with third party events and experiences.	75%
	Comments	Pop-up music programs implemented.	
8c.1.4		Develop a Mainstreet program in collaboration with businesses and prepare strategic business cases for recovery investment.	25%
	Comments	This activity is on hold pending creation of the new Economic Development and Placemaking Team.	
8c.1.5		Develop new public domain plans for town centres including The Spot Randwick, Maroubra Junction, and Clovelly Road that supports restaurant, café and theatre, retail and recreation clusters; provide local infrastructure, such as lighting and safety initiatives; and business development to encourage the night-time use of centres.	60%
	Comments	The Spot Town Centre public domain design continued in this quarter. Consultants have been engaged for the Maroubra Junction Masterplan and procurement commenced for the Matraville Town Centre Masterplan. The design of the Meeks Street Plaza has reached 80% documentation and Waratah Avenue Plaza is at consultation stage.	
8c.1.6		Include specific grant funding for the arts and culture sector within the "Community Investment Program".	75%
	Comments	Community creative has been established with three funding rounds per year	
8c.1.7		Assist business establishment and operation by prioritising small business applications and providing a subsidy of up to 100% for DA fees, occupation of footway dining fees, A-frame signage fees, and food safety inspection fees.	75%
	Comments	Application and inspection fees are being waived in accordance with Council's resolution. 44 footway dining applications determined (42 x LA and 2 x DA) cumulative. 48 DAs for small businesses determined cumulative.	
8c.1.8		Provide up to 50% subsidy for local small business towards hire fees, lease and licence fees for council owned properties, for 6 months.	75%
	Comments	No applications received for March quarter.	

	<i>8c.2 Consider online opportunities to enhance communication partnerships on economic development.</i>		
8c.2.1		Investigate options for online platforms to enable business networking and local business awareness.	25%
	Comments	This will occur following development of the Economic Development Strategy Action Plan.	
8D TOURISM'S ROLE IN THE LOCAL ECONOMY IS ACKNOWLEDGED.			
	<i>8d.1 Implement the adopted recommendations of the Economic Development Strategy in relation to tourism.</i>		
8d.1.1		Collaborate with key stakeholders to develop a Destination Management Plan, enhance tourism product development and increase visitation and visitor experience.	0%
	Comments	Discussions have been held. Once the new Economic Development and Placemaking Business Unit is established and operational, and the current volatile situation with the pandemic is more stable, the development of a Destination Management Plan will be further investigated.	

09 Integrated and accessible transport			
9A A NETWORK OF SAFE AND CONVENIENT WALKING PATHS AND CYCLE WAYS LINKING MAJOR LAND USES AND RECREATION OPPORTUNITIES.			
<i>9a.1 Review, improve and implement facilities for cyclists as detailed within the Randwick Bicycle Plan.</i>			
9a.1.1		Implement appropriate projects as nominated by the Council's Cycleways and Bicycles Facilities Advisory Committee as well as pedestrian and bike rider improvement projects.	75%
	Comments	Nominated projects are progressing well. Significant design work is progressing with regard to the Kingsford - Centennial Park cycleway.	
9a.1.2		Review and Implement temporary "pop up" cycleway facilities to alleviate pressure on the road and public transport network by providing safe active travel in response to COVID-19 (Todman Ave and Doncaster Avenue, Kingsford; and Maroubra Road, Maroubra).	75%
	Comments	The High Street pop-up cycleway has been delivered.	
<i>9a.2 Continue to use the footpath program to improve and develop facilities for people who are walking and identify opportunities for pedestrian improvements through the preparation and</i>			
9a.2.1		Complete the annual Footpath Program as part of the Capital Works Program.	90%
	Comments	The footpath program has been substantially completed.	
9a.2.2		Implement Councils Traffic and Road Safety Program through research studies, the construction of infrastructure and associated works to improve road safety throughout the LGA: <ul style="list-style-type: none"> - Completion of Yarra Road Traffic Calming Devices - Completion of the Maroubra Road Traffic Management Study - Completion of the Bunnerong Road, Perry Street and Franklin Street Intersection design works - Upgrade of Barker Street Pedestrian Refuge - Installation of new pedestrian refuge on Howard Street, Randwick. 	75%
	Comments	Each of these projects are progressing well and are still on track for delivery.	
9B THE COMMUNITY IS INFORMED, EDUCATED AND ENCOURAGED TO USE SUSTAINABLE TRANSPORT.			
<i>9b.1 Implement Council's Energy Savings Plan and Local Greenhouse Action Plan to reduce reliance on private motor vehicles.</i>			
9b.1.1		Continue to monitor and report on vehicle emissions for Council's fleet; investigate and advocate for opportunities to utilise energy efficient transport for Council.	75%
	Comments	173,521 litres of fuel used across passenger and plant fleet (5% decrease on last Q3) resulting in 457 tonnes of CO2-e. 16,898 L of 5% biodiesel used.	
<i>9b.2 Continue to show leadership in this area with Council's vehicle and transport choices.</i>			
9b.2.1		Engage with Council staff for increased take-up of e-bikes and vehicles and facilitate sustainable transportation choices including walking, cycling and public transport.	75%
	Comments	Investigation into providing electric vehicle charging infrastructure at Works Depot and Bowen Library. An all-electric transport information session is also being developed for staff at ASTR.	
9C ADVOCATE AND/OR PLAN FOR INTEGRATED LOCAL AND REGIONAL TRANSPORT IMPROVEMENTS, INCLUDING HIGH CAPACITY TRANSPORT SUCH AS			
<i>9c.1 Advocate for the extension of the light rail system to Maroubra Junction, improved east-west public transport services and improved bus network.</i>			
9c.1.1		Advocate for improved public transport services.	75%
	Comments	We are awaiting release by TfNSW of the bus services review. Further action is not appropriate until the bus review is released.	

	<i>9c.2 Participate in working groups and monitor the State Government's implementation of light rail.</i>	
9c.2.1	Liaise with Transport for NSW regarding any post implementation issues given the completion of the Light Rail Project.	75%
	Comments Liaison is undertaken as required.	
9D RESIDENTIAL AMENITY IS PROTECTED BY APPROPRIATE TRAFFIC MANAGEMENT.		
	<i>9d.1 Implement traffic control strategies to protect residential amenity.</i>	
9d.1.1	Manage and implement actions arising from the Traffic Committee processes.	75%
	Comments These actions are progressing well.	
	<i>9d.2 Implement regulatory parking patrol and enforcement programs to ensure appropriate enforcement of the NSW Road Rules.</i>	
9d.2.1	Implement parking patrol and enforcement strategic approaches in key locations and in response to community concerns.	75%
	Comments Council Rangers and Parking Officers undertake regular patrols of business centres, beachside locations, school zones and other restricted parking locations and undertake appropriate regulatory action. In the January to March quarter, Council Officers have also investigated 1141 parking related customer requests.	
9E PARKING IS MANAGED TO BALANCE CONVENIENCE AGAINST REDUCED CAR RELIANCE.		
	<i>9e.1 Enhance parking opportunities for residents through appropriate management of the Resident Parking Scheme.</i>	
9e.1.1	Manage the 'area based' Residential Parking Scheme.	75%
	Comments On-going management of the Resident Parking Scheme is progressing well.	
	<i>9e.2 Develop a strategic approach to the overall management of parking – especially within our commercial centres.</i>	
9e.2.1	Continue to undertake business and parking surveys to better inform future decision making.	50%
	Comments Mapping of the commercial centres, preparatory to the surveys, has been finalised and community consultation documentation is being developed.	
9e.2.2	Develop and finalise a 10-year informing Integrated Transport Strategy.	75%
	Comments The Draft Integrated Transport Strategy was completed in the March quarter; and subsequently endorsed by Council for public exhibition at the April 2021 Council meeting.	

10 A healthy environment		
10A COUNCIL'S PROGRAMS AND PARTNERSHIPS FOSTER SUSTAINABLE BEHAVIOURAL CHANGES AND OUTCOMES.		
	<i>10a.1 Develop, implement and review programs aimed at improving the City's resilience.</i>	
10a.1.1	Deliver sustainability courses, workshops, events and activities for community, staff and businesses and report and review outcomes.	75%
	Comments <p>Summer Marine and Coastal Discovery Program attracted 550 participants over 2 weeks of activities. TEC's Ocean Action Pod providing single-use plastics community education attended Maroubra and Coogee beaches. Permabee volunteers over the quarter were approx. 225 in-person at Community Centre and approx. 105 attending online workshop session. Based on \$30/vol hour, equates to approx. \$20,000 in volunteer time at Randwick Community Centre Permaculture garden areas.</p> <p>Three energy saving information sessions were run in March to accompany the sustainability rebates program, including one in partnership with UNSW. These events attracted a total of 80 residents. Council is currently also looking into a project with the Australian Energy Foundation and the Sydney Alliance to offer free energy assessments to low income houses.</p> <p>Commencement of the Plant with Us volunteer planting program saw approx. 47 volunteers planting groundcovers and grasses at Arthur Byrne Reserve. Based on \$30 /vol hour, this equates to approx. \$2,800 in volunteer time committed to revegetation across Randwick City.</p> <p>Maroubra Community garden is due to commence shortly following completion of on-site and strategic approvals.</p> <p>3-yearly Who Cares About the Environment attitudes and actions survey of residents is underway (660 household surveys to be collected).</p>	
10a.1.2	Finalise the 10-year informing Environmental Strategy.	100%
	Comments Final Environment Strategy reported and approved at December 2020 Ordinary Council meeting.	

		10a.2 Expand external partnerships supporting Council's resilience initiatives e.g. UNSW MOU.	
10a.2.1		Achieve sustainability outcomes with external partners and funding opportunities, including local businesses, UNSW and not-for-profits.	75%
	Comments	<p>The Randwick Precinct Area collaboration project continues to develop a strategy to achieve zero emissions for precinct partners, namely Hospitals, UNSW, Council, DPIE and ATC (Racecourse).</p> <p>Greening our City funding agreements approved \$225,000 of external funding for tree planting (over 18 month period) of 1800 trees and 12,000 groundcovers, shrubs and grasses. Sydney Alliance and Sydney Hospitals network are supporting these plantings from commencement but new partners are expected to be involved as plantings progress.</p> <p>SSROC collaborations underway supported by Sustainability include PEERS 3 new electricity contract and sustainable procurement.</p> <p>Finalist in 2021 Banksia Awards (for Govt across Australia).</p>	
		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	
10a.3.1		Participate in initiatives and programs conducted as part of the 3-Council collaboration to reduce resource consumption across the eastern suburbs.	75%
	Comments	<p>3-Council Regional Environment Program presented 3 additional project ideas to Steering Committee (Directors): project working with cafes and restaurants to reduce energy; Waterfix with Stratas; and continuing expansion of electric vehicle charging infrastructure in public streets / areas.</p> <p>Compost Revolution, Solar my School and Solar my Club is continuing to be rolled-out across the eastern suburbs.</p> <p>Solar my School has now expanded outside the eastern suburbs and has attracted in order of \$500,000 funding support from outside schools, Councils and energy providers.</p>	
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.	
10b.1.1		Provide grants, support and resources for Council programs and projects increasing resilience and capacity for Randwick community including residents, schools and businesses.	75%
	Comments	Environmental school grants advertised and promoted to Randwick schools. Sustainability rebates for energy and water saving continuing for residents and businesses with milestone of \$100,000 rebates leveraging > \$1.2M of new energy and water saving measures installed around Randwick homes and businesses. 200 rebates have now been provided.	
		10b.2 Develop and implement environmental strategies for remediation of contaminated Council/public land.	
10b.2.1		Continue ongoing remediation works and monitoring activities at Chifley Reserve, Heffron Park, Pioneer Park and Purcell Park.	75%
	Comments	<p>Pioneers Park has two playing fields under remediation/construction. These are due to be completed in late June 2021. Chifley reserve continues to be monitored for off-gassing as per the RAP Operational Plan. Annual Asbestos monitoring in Heffron Park has been undertaken in accordance with the RAP Operational Plan and has been certified by a qualified hygienist in December 2020. Purcell Park Remediation Project was completed in December 2020 and the site has been certified as remediated.</p> <p>Ongoing RAP Operational Management has been commenced.</p>	
		10b.3 Implement recommendations contained in the NSW Government's Floodplain Development Manual and relevant floodplain management studies carried out for Randwick City.	
10b.3.1		Continue floodplain management studies and Floodplain Risk Management Plan implementation actions as per annual plan.	75%
	Comments	The draft flood study report for the Southern LGA catchments was completed. Consultants were engaged to undertake the Floodplain Risk Management Study and Plan (FRMSP) for the Birds Gully and Bunnerong catchment.	
		10b.4 Administer and implement Council's Tree Preservation policy to preserve our urban forest.	
10b.4.1		Process Customer Service Requests for pruning /removal of Council street trees incorporating relevant environmental risk assessments.	75%
	Comments	786 Customer Service Requests processed in the period with 95% completed within the SLA.	
		10b.5 Administer and coordinate Council's Climate Change Adaption and Mitigation Plan.	
10b.5.1		Investigate and undertake educational opportunities to inform community preparation and response on climate change impacts, including heatwave conditions.	75%
	Comments	Collaborating for Impact community workshop held across eastern suburbs (with Waverley and Woollahra Councils). The focus of the workshop was Climate Change, and 40 community organisations were represented. Each group is making pitch for \$5000 funding for their individual project as follow up to workshop.	

10C BUSHLAND, OPEN SPACES AND BIODIVERSITY ARE PROTECTED AND ENHANCED FOR FUTURE GENERATIONS.			
<i>10c.1 Implement and monitor Randwick's regulatory responsibilities especially in relation to the enhancement of our native and indigenous flora and fauna.</i>			
10c.1.1		Implement the Bush Regeneration and Revegetation Program including threatened species management and development of green corridors.	75%
	Comments	All (100%) of bushland sites have received bush regeneration treatments, the total hours committed to restoration activities this quarter has been 3,750 hours.	
10c.1.2		Implement the Noxious Weeds Act and provide advice on managing pest animals.	75%
	Comments	Council continues to manage weeds on public land in a risk based manner and provides information and advice to the community through educational materials and direct requests for information from members of the community.	
<i>10c.2 Implement annual tree planting programs in accordance with Council's Street Tree Masterplan to continue to increase our tree canopy cover across our City.</i>			
10c.2.1		Implement an ongoing Annual Street Tree Planting Program, Community Street Tree Planting project, National Tree Day and Trees for Mum projects.	60%
	Comments	We resumed planting trees during the March quarter following a pause in the program during the summer months. 50 trees were planted during the period. The planting program is continuing slightly behind schedule. Note: This action does not include the trees planted via the Greening our City funding received from Dept Planning.	
10c.2.2		Implement the Biosecurity Act, Biodiversity Conservation Act and supporting SEPPs.	75%
	Comments	Council continues to monitor for biosecurity threats and is in regular contact with Local Land Services about developments within the Randwick local government area.	
10D WASTE IS MANAGED SUSTAINABLY TO ENSURE HIGHEST LEVEL OF RESOURCE RECOVERY.			
<i>10d.1 Develop and implement council's Resource Recovery Strategy to minimise the level of waste going to landfill.</i>			
10d.1.1		Implement Food Organics and Garden Organics (FOGO) Collection and Processing Services to all residential properties across the City.	75%
	Comments	Following rollout of the community engagement program and bins, FOGO collection services commenced on 1 March.	
10d.1.2		Review and negotiate Council's waste processing contract based on NSW EPA's revocation of Mixed Waste Organic Outputs.	75%
	Comments	Discussion and negotiation with SUEZ on Council's Alternative Waste Treatment contract continues.	
10d.1.3		Improve services for integrated waste management in Multi Unit Dwellings (MUDs) towards reducing illegal dumping and contamination.	75%
	Comments	The Illegal dumping management in MUD properties project is underway.	
<i>10d.2 Implement and review actions identified in Council's Litter and Illegal Dumping Management Plan.</i>			
10d.2.1		Develop an updated litter and Illegal dumping management plan and subsequent illegal dumping and litter prevention program.	75%
	Comments	The litter prevention project is underway.	
<i>10d.3 Develop and implement community engagement programs on waste and recycling.</i>			
10d.3.1		Develop and implement community engagement and service improvement program to avoid and reduce waste, and reduce recycling contamination and reverse contamination.	75%
	Comments	Community engagement on waste reduction, recycling and FOGO contamination reduction has now been carried out. Supported the provision of community education on single-use plastics during Council's Marine and Coastal Discovery program in January.	
10d.3.2		Develop and implement community engagement and education plan for FOGO services aiming at increased participation and contamination reduction.	75%
	Comments	Education workshops, face to face education activities and pop-up stalls have been undertaken. These activities have encouraged participation and low contamination.	
10E A TOTAL WATER CYCLE MANAGEMENT APPROACH INCLUDING WATER CONSERVATION, REUSE AND WATER QUALITY IMPROVEMENTS IS ADOPTED.			
<i>10e.1 Develop and implement projects to improve water conservation and efficiency across Council and the Community.</i>			
10e.1.1		Implement water conservation in the operation of Council's amenities.	75%
	Comments	Design of the South Maroubra Amenities Building is underway. The recently delivered Stormwater Harvesting Project has allocated capacity and a "header-line" to source the amenities building with treated stormwater supply. The Purcell Park Stormwater Harvesting System is 100% complete and is fully operational, including the additional works (BBQ, Playground and Shelter).	
10e.1.2		Complete the Maroubra Beach Stormwater Harvesting Project.	100%
	Comments	The Maroubra Beach Stormwater Harvesting System has reached practical completion and is fully operational, including the additional works (Outdoor Living Classroom and Southend Maroubra Carpark).	

10e.1.3		Increase stormwater, rainwater and wastewater harvesting opportunities within Randwick City.	75%
	Comments	Two stormwater capture and reuse capital projects have recently been delivered by Infrastructure Services, namely Maroubra Stormwater Harvesting and Purcell Park Stormwater Harvesting. Both of these project will collectively save over 50 Million Litres of Potable Water each year. Both of these systems are operational and have some spare capacity to service additional uses as required. Both of these projects have recached practical completion and are now in their “asset tuning” phase to ensure maximum efficiency.	
10F ENERGY CONSERVATION AND EFFICIENCY PROGRAMS ARE IMPLEMENTED.			
<i>10f.1 Develop and implement projects to improve energy conservation and efficiency across Council and the Community.</i>			
10f.1.1		Implement energy saving and efficiency projects across the City including residential, businesses, schools and Council sites.	75%
	Comments	Residential and business sustainability rebates have achieved a milestone of approximately 1,000 kilowatts of new solar installed plus \$1.2M residential investment in energy savings and solar since commencement of the sustainability rebates. Council's streetlighting LED upgrade has now been completed, as well as LED upgrades of 25 Council buildings.	
<i>10f.2 Investigate and implement renewable energy projects across Randwick City.</i>			
10f.2.1		Expand renewable energy across the City including residential, business, schools and Council sites.	75%
	Comments	An RFQ has been sent out for solar battery storage at Prince Henry Centre. In 2020/21 Q3 Council used 6,845 GJ of electricity (14% less than last Q3), of which 4% was sourced from its rooftop solar panels and an additional 26% was sourced from its renewable energy power purchase agreement, making the total renewables percentage 30%. Council also consumed 1,497 GJ of gas (19% more than last Q3 due to the shut down during Covid 19). In total, Councils use of electricity and gas was 8,343 GJ (9% less than last Q3). The total emissions from energy for Q3 was 1,360 tCO2-e (15% less than last Q3).	