

# December 2020 Quarterly Progress Report





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

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

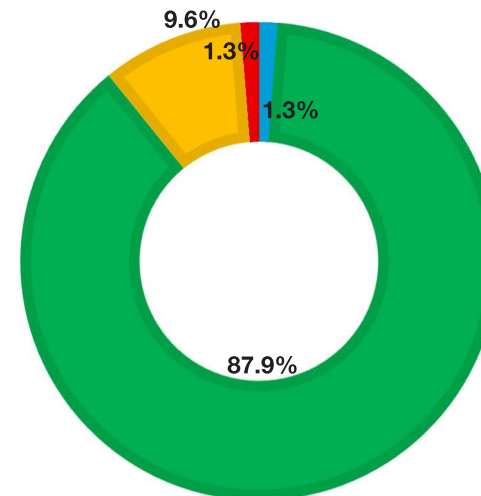
## Randwick City Plan themes

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

## Status of actions (summary)

3	1.3%		Complete
211	87.9%		On track or ahead of schedule
23	9.6%		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

#### Item 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.

<b>1a.1.1</b>		Promote Council's planning and reporting to the community and provide opportunities for input.	<b>50%</b>
	<b>Comments</b>	The draft Environment Strategy was placed on public exhibition from 2 September to 13 October 2020 and then amended in response to feedback. The final updated strategy was adopted by Council in December 2020. The 2019-20 Annual report was endorsed by Council in October 2020, and the first quarterly progress report tracking progress against the 2020-21 Operational Plan actions was presented to Council at the November 2020 meeting.	

#### 1.a.2 Ensure sound long term financial strategies underpin our asset management policies and strategic vision.

<b>1.a.2.1</b>		Coordinate and update the Council's 10 year LTFP, with particular emphasis on the creation of a more resilient Randwick community.	<b>50%</b>
	<b>Comments</b>	Continued development for next update to the Long Term Financial Plan (LTFP). Report and presentation to Audit Risk and Improvement Committee (ARIC) on LTFP. Introduced four year forward budgeting by budget managers to capture anticipated future trends for revenue streams and expenditure levels.	
<b>1.a.2.2</b>		Review Council's property portfolio to ensure high value investment.	<b>50%</b>
	<b>Comments</b>	Council has a portfolio of properties held for various purposes. The properties held primarily for investment purpose are externally managed by Council's appointed property managing agents. This group of properties is reviewed on an annual basis to ensure that an appropriate market rental is applied, maximising the return on investment for this asset class. The annual review will be conducted in collaboration with Coordinator Property, Manager Customer and Compliance, and the Financial Services team.	

#### 1a.3 Review and incorporate the financial strategies, underpinning all short and medium term plans into the Long Term Financial Plan.

<b>1a.3.1</b>		Manage, monitor and review the Council's financial performance and position on a continual basis.	<b>50%</b>
	<b>Comments</b>	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.	
<b>1a.3.2</b>		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.	<b>50%</b>
	<b>Comments</b>	In response to the pandemic, Council implemented an interest free period on all overdue rates effective from 25 March 2020. Initially for a period of 6 months, it was then extended to 31 December 2020. In addition to the interest free period, Financial Services staff are working with ratepayers to negotiate alternative payment arrangements that suit their individual particular financial circumstances.	
<b>1a.3.3</b>		Partner with UNSW and Arc (student union) to support local and international students facing financial and emotional hardship and engage them in the community.	<b>50%</b>
	<b>Comments</b>	Council partnered with Arc as part of the Youth Week 2020 activities to deliver a program to provide students and young people with professional portfolio photographs to use in their Linked In profile and further job seeking activities. Arc received funding to establish a food hub and MATEs program for international and domestic students to help support and connect them over the quarter. We have also partnered with International Students Emergency Accommodation interagency to advocate for international students. In December we collaborated with Waverley Council to promote NSW grants related to international students and encouraged local service providers to apply.	

#### 1a.4 Provide for safe public places where people gather.

<b>1a.4.1</b>		Ensure CCTV infrastructure network is maintained, fit for purpose and expanded to meet emerging requirements.	<b>50%</b>
	<b>Comments</b>	During the reporting period additional CCTV infrastructure was deployed at Little Bay, Mahon Pool, Coogee Beach South, Frenchmans Bay, La Perouse Museum, La Perouse East and Malabar Beach as part of Council's COVID-19 Operational response to provide additional intelligence to lifeguards and rangers to manage crowding events.	

<i>1a.5 Implement the Digital Strategy to ensure Council's adoption of innovative technology which meets customer and business needs.</i>			
<b>1a.5.2</b>		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.	<b>50%</b>
	<b>Comments</b>	Council executed contracts for a new Human Resource Management System to replace two legacy systems and deliver an integrated, employee centred experience. Council continued to transition the bulk of staff computing from fixed desktops to laptop devices, and commenced planning for a new phone system that can operate in both work and home environments.	
<i>1a.6 Progressively update medium term plans such as the Recreation Needs Study.</i>			
<b>1a.6.1</b>		Conduct Social Needs Analysis, to inform the Open Space and Recreation Strategy.	<b>50%</b>
	<b>Comments</b>	A social study scoping and data document has been developed to engage consultants for the purpose of working with Council to do a social needs study.	
<b>1a.6.2</b>		Develop and finalise 10-year informing strategies for: - Environment - Economic Development - Arts & Culture - Open Space/Recreation - Integrated Transport - Housing.	<b>50%</b>
	<b>Comments</b>	The Environmental Strategy was adopted by Council in December 2020. Final amendments to the Open Space and Recreation Needs Study and Integrated Transport Study were requested in the December quarter.	
<b>1B COUNCIL IS A LEADER IN THE DELIVERY OF SOCIAL, FINANCIAL AND OPERATIONAL ACTIVITIES.</b>			
<i>1b.1 Demonstrate best practice and leadership in local government.</i>			
<b>1b.1.1</b>		Implement efficiencies and improvements to the attraction and selection experience for candidates and managers.	<b>50%</b>
	<b>Comments</b>	The Recruitment and Selection Policy was updated and adopted. Inhouse recruitment & selection training drafted for SME (Subject Matter Expert) feedback, external instructional designer selected. The use of LinkedIn continues to optimise the talent acquisition strategy for P&C (People and Culture) Advisors, hiring Managers and candidates.	
<b>1b.1.2</b>		Lead a whole of community approach to mental health awareness and suicide prevention (to be used as benchmark for future collaborations across Councils).	<b>50%</b>
	<b>Comments</b>	The Partnership Alliance working group, which consists of representatives from Eastern Sydney Councils, Health and service providers have determined a key priority focus area is mental health and suicide prevention. Randwick Council is a key contributor in developing this whole community approach. Over the past three months we have also written a scoping document for a social needs analysis which includes understanding the mental health needs in our community in order to develop action plans.	
<b>1b.1.3</b>		Continue the Total Rewards review, including salary system benchmarking and improvements to reward and recognition.	<b>50%</b>
	<b>Comments</b>	The first step of the activity plan is underway with data analysis of the current salary system. The annual Length of Service Awards were presented to all 20 and 30 year recipients.	
<b>1b.1.4</b>		Implement Disability Inclusion Action Plan (DIAP) and Equal Employment Opportunity (EEO) Management Plan items.	<b>50%</b>
	<b>Comments</b>	Disability awareness training was delivered and the 2019-20 outcomes of the Disability Inclusion Action Plan reviewed. Outcomes were reported and included in Councils 2019-20 Annual Report as part of its Statutory Reporting obligations. Annual Report DIAP outcomes were also provided to the Disability Council and Department of Communities and Justice as required.	

<i>1b.2 Contribute to protecting the Council's reputation and enhancing its positive public image.</i>			
<b>1b.2.1</b>		Effectively use media and online communities to promote and protect Council by monitoring, responding and providing an effective media enquiries and response process.	<b>50%</b>
	<b>Comments</b>	39 media enquiries were received from local and metropolitan media. Topics included questions around the Coogee Pavilion's application to extend their outdoor dining area, the cancellation of Coogee Carols and NYE fireworks, Council monitoring resident's bins, Coogee Bay Road Village shared space, the campaign against the Matraville incinerator, the Max Dupain exhibition, the clean up after Yarra Bay beach party, Coogee SLSC upgrade, Blak Markets, COVID-safe beach plan, our Environment Strategy, the Coogee Rainbow and eradicating Malabar Headland raves.	
<b>1b.2.2</b>		Proactively promote Council's achievements, programs, policies and projects.	<b>50%</b>
	<b>Comments</b>	20 media releases were issued during the quarter, which covered overviews of what happened at Council meetings, the exhibition of the Heffron Centre plans, cancellation of Coogee Carols and NYE fireworks, the introduction of FOGO waste service, the Coogee Bay Road Shared Village, the introduction of Sustainability Rebates, Council's COVID beach plan, the launch of the Let's Summer Safely campaign, the announcement of the Coogee Rainbow walkway, the opening of Purcell Park and Coogee Surf Lifesaving Club and summer alcohol restrictions.  Our website was updated with news and information about COVID-safe ways to enjoy summer, various FOGO articles, the Architecture and Urban Design Award winners, the Randwick Junction Town Centre plans, the various Christmas events that happened around Randwick City, the Mayor and Miguel's Christmas trifle recipe, delivery of new bins to all households and the numerous accessible places to enjoy the beach.	
<i>1b.3 Maintain a high performing workforce that is responsive to the needs of the organisation.</i>			
<b>1b.3.1</b>		Continue implementation of our frontline leadership development program.	<b>50%</b>
	<b>Comments</b>	Two teams were selected to compete in the Australasian Management Challenge 2021 through a goal setting nomination process. As detailed below (1b.3.2) a learning & capability framework (which incorporates leadership development), is currently being developed.	
<b>1b.3.2</b>		Draft and implement a learning and capability framework incorporating a leadership development strategy.	<b>50%</b>
	<b>Comments</b>	Development of the framework continued with a focus on testing other capability models and testing against internal systems.	
<b>1b.3.3</b>	<b>1b.3.3</b>	Coordinate employee engagement and communication activities.	<b>50%</b>
	<b>Comments</b>	Monthly Lifestyle lunches continued virtually and priority training was delivered virtually (or face to face where essential and within COVID safe parameters). Liaison commended for options and pricing for both virtual and face to face exercise and wellbeing programs. Staff Christmas celebrations were conducted in line with the Public Health Orders and Business Continuity Plan. The 30, 20 and 10 year length of service award events have been transformed to provide an engagement opportunity, as part of the reward and recognition framework. Face to face exit survey interviews have commenced to provide an additional engagement opportunity and facilitate feedback from employees to re-align the overall employee lifecycle experience with Council.	
<b>1b.3.4</b>		Commence implementation of HR systems supporting effective workflows and data for workforce planning.	<b>50%</b>
	<b>Comments</b>	The vendor was selected and approved by Council.	
<i>1b.4 Provide good governance and administrative support for the Council and organisation.</i>			
<b>1b.4.1</b>		Ensure the effective and efficient administration of Council meetings (and Local Government Election 2021) for the benefit of Councillors and the community.	<b>50%</b>
	<b>Comments</b>	Business papers for Council meetings are available on Council's website and Council app, and hard copies are also available to Councillors one week prior to meetings. Council meetings have been moved to the Prince Henry Centre during the COVID-19 pandemic, and live minute taking has continued. In addition, Council has been live audio broadcasting its meetings via YouTube and a link is provided on Council's website the day following the meeting.	

<b>1b.4.2</b>		Ensure compliance with the Government Information (Public Access) Act 2009 and assist the community in obtaining access to appropriate Council information/documents.	<b>50%</b>
	<b>Comments</b>	343 Informal Access to Information requests were processed during the quarter, with 93% (or 319 requests) processed within the 5 working days service standard. Four (4) formal GIPA applications were processed during the quarter (including one internal review application), with 100% processed within the legislative timeframe (being 20 working days).	
<b>1b.4.3</b>		Monitor and evaluate performance of the Randwick Local Planning Panel in accordance with NSW Department of Planning and Environment Guidelines.	<b>50%</b>
	<b>Comments</b>	The quarterly report for RLPP has been submitted to the Department of Planning, Industry and Environment.	
<b>1b.4.4</b>		Maintain transparency and accountability in the purchasing of goods and services and ensure compliance with purchasing procedures.	<b>50%</b>
	<b>Comments</b>	Transparency and accountability was maintained with education, procedures, templates and audits to ensure compliance with purchasing procedures.	
<b>1b.5 Effectively and efficiently manage financial operations, systems and information.</b>			
<b>1b.5.1</b>		Provide timely financial information, advice and reports to the community, the Council, senior management and staff.	<b>50%</b>
	<b>Comments</b>	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.	
<b>1b.5.2</b>		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.	<b>50%</b>
	<b>Comments</b>	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.	
<b>1b.5.3</b>		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.	<b>50%</b>
	<b>Comments</b>	The 2020-21 Rate levy was issued in accordance with legislative requirement incorporating the third and final year of increases associated with the Our Community our Future special rate variation and the second year of the further 5-year extension of the Environmental Levy. Pensioner concessions continue at \$350 per annum which includes Council's voluntary additional \$100 rebate in addition to the statutory provisions. In response to the COVID-19 pandemic, the 2020-21 rate issue and the first instalment of rates was extended by one month with a revised due date of 30 September. An interest free period was also introduced as part of the COVID-19 Community Support Package. Initially for a period of six months, this interest free period commenced on 25 March 2020 and was subsequently extended to 31 December 2020. The second instalment of rates was issued on time. Any rate recovery legal action was halted in response to the pandemic. Council is working with ratepayers to develop payment arrangements that are tailored to individual financial circumstances.	
<b>1b.5.4</b>		Maximise returns of the Council's investment portfolio while minimising risk.	<b>50%</b>
	<b>Comments</b>	Interest rates are at historical lows with the official RBA cash rate at 31 December 2020 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. The Investment Policy was reviewed. The COVID-19 pandemic has impacted available cashflows. By actively managing investment maturity dates and cash on hand, Council has successfully managed to maintain sufficient cash in the business to operate on a day-to-day basis without facing a liquidity issue.	
<b>1b.5.5</b>		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.	<b>50%</b>
	<b>Comments</b>	Council finished the 2019-20 financial year with an outstanding rates percentage of 4.84%. While still within industry benchmarks, this did represent approximately \$2 million of additional outstanding rates compared to the previous year. Rate collections are closely monitored and analysis conducted to understand the impact of the pandemic and the levels of ratepayer take up of the interest free period.	

<b>1b.5.6</b>		Identify, develop and advocate for projects and programs that may attract State and Federal Grant Funding.	<b>50%</b>
	<b>Comments</b>	In the December quarter we delivered programs funded through the Community Drug Action Team and Local Drug action team. We also received and fulfilled funding requirements from Department of Communities and Justice through our parenting calendar. Council also sought and/or received grant funding through a number of other government programs including the Australian Government National Australia Day Council and the Infrastructure Investment Program.	
<b>1b.5.7</b>		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.	<b>50%</b>
	<b>Comments</b>	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.	
<b>1b.5.8</b>		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.	<b>50%</b>
	<b>Comments</b>	Covid-19 Rental Relief guidelines were adopted by the Executive Leadership Team (ELT).	
<i>1b.6 Be recognised as providing quality internal and external customer service and call centre services.</i>			
<b>1b.6.1</b>		Develop a Customer Service Framework.	<b>50%</b>
	<b>Comments</b>	Preliminary meetings were held, and development of the framework has commenced.	
<i>1b.7 Continue to improve and implement business process systems and information technology infrastructure.</i>			
<b>1b.7.1</b>		Provide a technological environment that delivers confidence to customers.	<b>50%</b>
	<b>Comments</b>	During the reporting period there was one severity one outage affecting council's recordkeeping system for less than one hour. Security maintenance activities such as decommissioning of out of date software and systems, and preventative patching and maintenance of systems continued.	
<b>1b.7.2</b>		Provide continued improvement, support, and implementation of intranet and collaboration tools, to support internal business processes.	<b>50%</b>
	<b>Comments</b>	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 internal collaboration tools for staff and facilitating meetings with external parties.	
<b>1b.7.3</b>		Provide continued improvement, support, and implementation of business applications and processes and business systems.	<b>50%</b>
	<b>Comments</b>	Council upgraded key enterprise systems including property and customer system, financial system and payroll system to meet changing business requirements and to ensure continuity of support. A review of Council's application portfolio commenced with the implementation of a lifecycle approach to application management, with all applications reviewed annually.  Extensive preparatory work was undertaken for system changes related to Council's Waste Management contract, with the objective of integrating directly to the contractors systems to optimise internal processes and remove manual steps.	
<i>1b.8 Provide a safe and healthy environment for employees, contractors and the community.</i>			
<b>1b.8.1</b>		Implement policies and procedures to support a culture of health and safety.	<b>50%</b>
	<b>Comments</b>	Work Health and Safety Policies and Procedures were reviewed, amended and implemented as required throughout the December quarter. This included the addition of provisions to respond to the current global pandemic.	
<b>1b.8.2</b>		Effectively manage workers compensation and return to work.	<b>50%</b>
	<b>Comments</b>	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.	

<b>1b.8.3</b>		Draft and implement a Wellbeing Plan.	<b>50%</b>
	<b>Comments</b>	Wellbeing plans were developed in response to specific and current wellbeing issues identified to be relevant for Council.	
<b>1b.8.4</b>		Coordinate appropriate health checks relevant to effective business operations.	<b>50%</b>
	<b>Comments</b>	Skin checks were completed in December 2020 by an external provider for RCC staff. 331 members of staff took the opportunity to secure a spot in this employee benefit and received a skin check.	
<b>1b.8.5</b>		Adoption and implementation of the new Drug and Alcohol Policy.	<b>0%</b>
	<b>Comments</b>	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>			
<b>1b.9.1</b>		Provide an integrated spatial information service to internal and external customers which supports decision making.	<b>50%</b>
	<b>Comments</b>	Council's online map portfolio continues to expand with a new Capital Works map delivered.	
<b>1C CONTINUOUS IMPROVEMENT IN SERVICE DELIVERY BASED ON ACCOUNTABILITY, TRANSPARENCY AND GOOD GOVERNANCE.</b>			
<i>1c.1 Apply the four-year Continuous Improvement Strategy within the organisation.</i>			
<b>1c.1.1</b>		Develop an effective Performance Management Framework through community consultation, research, strategic planning and business unit planning.	<b>50%</b>
	<b>Comments</b>	Comprehensive business unit planning for Corporate Services, City Services and City Planning progressed. This planning is critical to the development of an effective Performance Management Framework that links Council's high-level strategic objectives with business unit functions, processes and activities.	
<i>1c.2 Implement a systematic and structured approach to obtaining feedback from customers and managing existing data and information.</i>			
<b>1c.2.1</b>		Undertake research, review trends and engage the community towards review of the Randwick City Plan.	<b>50%</b>
	<b>Comments</b>	67 unique submissions were received in response to exhibition of the draft Environment Strategy which sought community feedback regarding key environment outcomes. All submissions were considered and the strategy updated to address community feedback. The final Strategy was adopted by Council in December 2020. The informing strategies will form the basis of the new Community Strategic Plan. Final amendments to the Open Space and Recreation Needs Study and Integrated Transport Study were also requested in the December quarter.	
<i>1c.3 Proactively manage enterprise risks within Council's integrated risk management system.</i>			
<b>1c.3.1</b>		Implementation of Council's Enterprise Risk Management Framework and testing of the Business Continuity Plan.	<b>50%</b>
	<b>Comments</b>	The ERM framework has been completed and the BCP has been tested due to the pandemic. The Pandemic Management sub plan has been triggered.	
<b>1c.3.2</b>		Utilise risks identified in Council's Enterprise Risk Management Framework to inform the Audit, Risk and Improvement Committee.	<b>50%</b>
	<b>Comments</b>	The ERM framework will now be linked to the Business Unit Planning to make specific recommendations of strategic risk for ARIC's consideration.	

## 02 A vibrant and diverse community

### 2A MEET THE NEEDS OF OUR DIVERSE COMMUNITY AND PROVIDE EQUITABLE ACCESS TO SOCIAL SERVICES AND INFRASTRUCTURE.

#### 2a.1 Maintain a current understanding of our community's needs, and up to date information to support planning and program development.

2a.1.1		Lead local services participation and partnerships, identifying emerging needs, service gaps and opportunities across target groups.	50%
	Comments	Regular meetings have continued with multiple service providers, including the Beach Outreach Project (youth service provider looking at future viability in the area). Regular meetings were also held with Randwick Waverley Community Transport (RWCTG) and relevant Council staff to secure new office space for RWCTG as they are required to vacate their current premises at the Mill Hill Centre, Bondi Junction in the near future.	
2a.1.2		Develop and finalise a 10-year informing Arts and Culture Strategy.	50%
	Comments	A representative group, from across Council, has been formed to develop the Arts and Culture Strategy.	
2a.1.3		Provide a 100% subsidy for pandemic affected childcare organisations leasing council owned properties, for a period of 6 months.	50%
	Comments	No applications from childcare centres were received for the December quarter.	
2a.1.4		Support not for profit community organisations by providing up to 100% rental subsidy for a period of 6 months.	50%
	Comments	No applications from not for profit groups were received for the December quarter.	
2a.1.5		Support for local sporting groups, by the waiving of ground hire fees for a period of 6 months.	100%
	Comments	Support was provided to local sporting groups by waiving ground hire fees and ensuring each sporting group had adequate Covid Safe plans in place.  Council continued to waive fees associated with all bookings for the Heffron Synthetic field until the beginning of November. This resulted in 245 hours of free bookings in Q2 2020-21, adding to the 560 hours of free bookings already provided in Q1.	

#### 2a.2 Provide high levels of accessibility to the Council's community facilities and infrastructure.

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.	50%
	Comments	La Perouse Museum programming is proving very popular and features First Nations providers, community artists and speakers, alongside a variety of exhibitions on display. PHC and RCC continue to operate under limited capacities based on the NSW Health restrictions and guidelines. Both venues continue to host a variety of events including weddings, birthday parties, public conferences and forums. The Randwick Literary Institute continues to accommodate a broad range of user groups which include Artist Run Initiatives, craft groups and organisations, not-for-profit community groups, small businesses and sole traders. Dance classes and community dance groups feature strongly in the spread of user groups as does textile and visual arts.	

#### 2a.3 Support the different groups in the community to improve access to services and recreational activities.

2a.3.1		Ensure Library CALD collections reflect demographics and community needs in Randwick City.	50%
	Comments	In this quarter we lent 10,003 items in our CALD Collections of Chinese, French, Greek, Polish, Russian, Spanish. In December, Randwick City Library submitted a discussion paper based on our CALD collection survey to the New South Wales Public Libraries Multicultural Group.	
2a.3.2		Provide a range of online programs and activities for a diverse community, such as the CALD community.	50%
	Comments	The Library ran 93 online programs with a combined live audience of 1,121 persons/devices during the December quarter. 30 (or 32%) of these were specifically run for the CALD community (English Conversation Classes, Smart Technology basics for Chinese Speaking Seniors). 41 events were for children both school aged and preschool. 20 events were for a general adult audience (Author Talks, Talking tech and Writing for Pleasure)	



<b>2a.3.3</b>		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.	<b>50%</b>
	<b>Comments</b>	<p>Provided advice, support and information to approximately 20 family members for their elderly, disabled and frail-aged relatives who were not linked to support services and isolated as an unintended consequence of COVID-19 social distancing measures. Referred approximately 30 residents to services such as Randwick Waverley Community Transport, Junction Neighbourhood Centre and Holdsworth Community to access transport for medical and social appointments, social support and to access funding and information platforms such as NDIS, My Aged Care and the Carers Gateway. Delivered online sessions to raise awareness of the new National Community Connectors program to help people from non-English speaking backgrounds to access the NDIS, as there is a poor national uptake of the scheme by this cohort due to a number of barriers. Delivered a Digital Inclusion Showcase in collaboration with the Eastern Sydney Aged and Disability IT Working Group. The online presentation showcased creative ideas and solutions for helping older people and people with disabilities to get online. Local providers shared practical approaches to helping more vulnerable community members to increase their confidence and ability to be part of an online community and to access available support services and programs. Delivered a series of online sessions to reduce the stigma surrounding mental illness and grief and loss, encourage help-seeking behaviours and to link residents to relevant community-based supports, both formal and informal to improve emotional health and wellbeing outcomes. Continued to work with Catholic Community Services Hoarding and Squalor Resource Unit to assist residents with problematic and complex hoarding disorders who are also at risk of homelessness, to accept and receive support services.</p>	
<b>2a.3.4</b>		Assist people to understand consumer directed care and to exercise choice and control in choosing support services (disability and other).	<b>50%</b>
	<b>Comments</b>	<p>Delivered a series of online seminars in this reporting period to continue to raise awareness and understanding of referral pathways, participatory rights, person-centred approaches and consumer-directed control for people with disabilities, both visible and invisible. These included an NDIS information session to raise awareness of the new National Community Connectors program to help and encourage people from non-English speaking backgrounds to access the National Disability Insurance Scheme. Held a series of Mental Health online events including 'Building Resilience and Wellbeing' and 'Healing Grief and Loss' in the time of COVID-19 to encourage help-seeking behaviours and promote available support programs and services for Carers such as the 'Carers Gateway', 'My Aged Care' and the NDIS. Held an IT Digital Inclusion Showcase to bridge the digital divide and provide creative solutions for older people and people with disabilities to get connected online and access support services and information platforms etc.</p> <p>Convened the City of Sydney and Eastern Sydney October Aged and Disability Interagency meeting and sourced guest speakers to improve services' knowledge and understanding of the Aged and Disability Commission, Hoarding and Squalor Mental Health Service and Resource Unit, the NDIS Local Area Coordinators Program and new National Community Connectors Program.</p> <p>Provided support, advice and referral to residents and service providers in relation to Home Care Packages, the Community Home Support Program, Community Transport for medical and social appointments and information on Homelessness services on at least 30 occasions.</p> <p>Continue to promote the value and benefit of the Community Home Support Program (CHSP) to residents and raise awareness of Council's government funded and subsidised Level 1 Home Modification and Maintenance Service to the community including local Seniors groups and clubs.</p>	

<b>2a.3.5</b>		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.	<b>50%</b>
	<b>Comments</b>	<p>Delivered the 'Through my Eyes' online event in partnership with the Black Dog Institute and UNSW to highlight the lived-experience and voices of women with physical disability. The online event explored fresh perspectives on disability, challenging pervasive, limiting and negative attitudes and assumptions as part of UNSW's Diversity Festival. A total of 86 people attended the online event.</p> <p>Convened the City of Sydney and Eastern Sydney October Interagency meeting to identify gaps in service provision, existing and emerging issues, priorities and opportunities for services and their clients - 53 members were in attendance. Delivered a Digital Inclusion Showcase as part of the Eastern Sydney Aged and Disability IT Working Group. The online presentation showcased ideas and practical solutions to help people with disabilities and older people to increase their confidence and ability to connect online and access relevant community services that meet their identified needs. Over 56 people attended the online showcase.</p> <p>Delivered a NDIS session exploring the new National Community Connectors Program to assist people from CALD backgrounds to access the NDIS. Developed a program exploring issues in Death Literacy for residents in Randwick City and surrounding areas in partnership with Southern Metropolitan Cemeteries NSW and the Groundswell Project. The program will be delivered online commencing in March. Continued to work in collaboration with the City of Sydney and Eastern Sydney Abuse of Older Persons Collaborative to create a promotional video with local service providers to raise awareness of the different kinds of elder abuse in the public domain. Continued to work with organisations such as Ethnic Community Services Co-operation to combat social isolation and increase community participation rates among vulnerable Seniors and Carers from CALD backgrounds.</p>	
<b>2a.3.6</b>		Provide a range of collection items, programs and activities that are accessible for those with disabilities.	<b>50%</b>
	<b>Comments</b>	All 93 online events held during the December quarter were accessible for those with disabilities, many of these were recorded with audiences having the option to slow the pace and add captions. The feature exhibition at the Lionel Bowen branch titled 'Through My Eyes', was a series of photographic stories about identity and inclusion. Six women photographers with disabilities shared their personal experiences and stories through feminist self-portraits. Their exhibition depicted their photographic journey, offering unique insight into contemporary Australian women and the lived experience of disability today. This was a joint venture between the Community Development Team and the library.	
<b>2a.3.7</b>		Work with collaboration partners to explore opportunities to share space and facilities for community benefit.	<b>50%</b>
	<b>Comments</b>	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>			
<b>2a.4.1</b>		Develop an Aboriginal & Torres Strait Islander cultural competency framework and link with agencies, services and community groups.	<b>50%</b>
	<b>Comments</b>	Met with elected NSW Aboriginal Land Council Councillors for feedback on framework. Held discussions with similar agencies to discuss best practice model.	
<b>2a.4.2</b>		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.	<b>50%</b>
	<b>Comments</b>	The delivery of community programs and activities have been affected during COVID, however continued support has been provided to agencies and service providers through LexoHub and the Aboriginal government and non-government working groups. We have also partnered with Oz harvest to deliver a food security program weekly to vulnerable residents across this period.	
<b>2a.4.3</b>		Assist local Aboriginal organisations to plan and deliver nationally significant events such as NAIDOC Week and Reconciliation activities.	<b>35%</b>
	<b>Comments</b>	The traditional corroboree could not proceed in Q1 due to COVID-19 restrictions. Throughout Q2 we displayed NAIDOC Street Banners with Artwork designed by Jordan Ardler, a local contemporary Aboriginal artist. We also provided financial support through the Cultural Grants program for Sths Cares Family Fun day NAIDOC Event.	
<b>2a.4.4</b>		Ensure that the programs and activities delivered via the Lexo Hub address the identified needs of local indigenous individuals and families.	<b>50%</b>
	<b>Comments</b>	Continued to deliver services through the Lexo Hub to assist Aboriginal families. Supported was provided through food security programs, counselling services, GP services, playgroup, Centrelink and Housing NSW online and telephone support.	

*2a.5 Implement the social inclusion plan (An Inclusive Randwick) to reduce disadvantage and address regional gaps in service provision.*

<b>2a.5.1</b>		Identify options for the location of a youth focused facility to deliver high priority programs and activities for at-risk and vulnerable age groups.	<b>20%</b>
	<b>Comments</b>	Over the quarter we partnered with Kooloora to deliver youth programs for at risk vulnerable age groups and reviewed the terms of reference of our youth advisory committee with a view to recommence connection. We also liaised with local schools, UNSW and community groups who work with youth to build relationships and increase service delivery.	
<b>2a.5.2</b>		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.	<b>50%</b>
	<b>Comments</b>	The 2020 parenting calendar is updated biannually. Over the December quarter we liaised with service providers and compiled content for the January 2021 edition	
<b>2a.5.3</b>		Continue to monitor and improve on programs operating from the Lexo Hub facilities that address food security.	<b>50%</b>
	<b>Comments</b>	Continued to deliver the food security program of ready prepared meals on a weekly basis through the Hub@Lexo	
<b>2a.5.4</b>		Maintain and adapt local government services to ensure continued service throughout the COVID-19 pandemic.	<b>50%</b>
	<b>Comments</b>	Throughout the second quarter of the 2020-21 financial year, Council has continued to closely monitor the COVID-19 situation and adjust operations as required to manage the health risk and continue to deliver the essential services and projects needed by our community. We have followed all public health orders regarding the use of public areas (including beaches, parks, libraries, community centres and the DRLC), facilitated ongoing work from home arrangements (where appropriate), changed the format of some events and meetings (including moving them online), and continued to implement a range of measures to help businesses, sporting and community groups impacted by COVID-19. We have also maintained COVID safe plans as required.	
<b>2a.5.5</b>		Advocate to Federal and State Governments to secure financial assistance for community groups and community service providers.	<b>50%</b>
	<b>Comments</b>	We have been working with the Sector Support Development Officer for Eastern Sydney and City of Sydney and Waverley Councils to advocate to the Federal Government for the continuation of block funding for the following services types: Home Modification and Maintenance, Social Support, Meals and Community Transport. These essential services are critical to older people and Carers being able to live safely in their own home and have access to their local community. Recent sector communication has indicated that these services are likely to continue to receive block funding in the future.	
<b>2a.5.6</b>		Combat social isolation experienced by our Seniors through targeted programs designed to connect and engage within the comfort and security of their homes.	<b>50%</b>
	<b>Comments</b>	Designed and implemented a series of webinars and online forums in partnership with key community agencies during the reporting period to meet the identified needs of older people and their carers. These included 2 x 'Understanding Dementia' webinars and a 'Celebrating Diversity in Dementia' online forum for people living with Dementia from diverse backgrounds and their allies. 2 x Healing Grief and Loss webinars and a program of Mental Health seminars were also delivered online covering the topics of 'Anxiety and Depression' and 'Coping with COVID-19 for Carers'. These online events showcased local services who are providing innovative programs to close the digital divide and ensure Seniors remain safely connected during COVID-19 social distancing regulations.  Provided advice and referrals to residents and services regarding available community programs for Seniors on over 25 occasions.	
<b>2a.5.7</b>		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).	<b>0%</b>
	<b>Comments</b>	This activity was not achieved based on the availability of elite athletes and the continued COVID restrictions around sport activities, however we were able to secured Gary Ella, Australian former rugby union player as the official ambassador for Randwick Waverley Community Transport Group.	
<b>2a.5.8</b>		Partner with the Eastern Sydney Youth Services Network (ESYSN) to implement programs and activities that support local young people and their families.	<b>50%</b>
	<b>Comments</b>	Network meetings are currently running on a monthly basis. The final one for 2020 (December 10th), was a check in with services to see how the year has been and gather ideas on what has worked or hasn't worked. The ESYSN continues to be co-chaired with Waverly council in an online format.	

<b>2a.5.9</b>		Explore opportunities to promote an increase in volunteering.	<b>50%</b>
	<b>Comments</b>	Discussions held with service providers and community organisations about running online events promoting local volunteering opportunities to residents. The proposed online events are also an opportunity for services and organisations to highlight how they have been providing creative and flexible models of service delivery to reach and engage hard to reach and isolated community members during COVID-19 and beyond.	
<i>2a.6 Implement grants programs in accordance with the Council's guidelines to enhance services that meet community needs.</i>			
<b>2a.6.1</b>		Administer our Community Partnership Funding Program, and our Cultural and Community Grants Program, and also Randwick ClubGrants NSW on behalf of participating clubs.	<b>50%</b>
	<b>Comments</b>	Distributed October 2020 Community Connect and Community Creative Investment funds totalling \$53,014 to 11 projects across the two investment streams.	
<b>2a.6.2</b>		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".	<b>50%</b>
	<b>Comments</b>	Provided funding to four arts organisations totalling \$21,455 in the second Community Creative Investment Stream October 2020 Round	
<b>2B STRONG PARTNERSHIPS BETWEEN THE COUNCIL, COMMUNITY GROUPS AND GOVERNMENT AGENCIES.</b>			
<i>2b.1 Provide support for resident precinct committees, local chambers of commerce and combined service clubs.</i>			
<b>2b.1.1.</b>		Provide meaningful and relevant opportunities for community participation through face to face engagement activities such as Precinct meetings and other opportunities.	<b>50%</b>
	<b>Comments</b>	14 precinct meetings 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 November, also via zoom, and the Precinct Executives were briefed on FOGO.	
<i>2b.2 Partner and implement joint projects with community groups and government agencies to achieve improved service coordination and value for money outcomes in the region.</i>			
<b>2b.2.1</b>		Continue to manage and activate the Lexo Hub facility in providing accessible office space for community service providers for the delivery of health, wellbeing and social welfare services.	<b>50%</b>
	<b>Comments</b>	Coordinated weekly delivery of over 1200 ready cooked meals to at risk residents. SECC provided weekly Playgroup to 80 local parents. Patchwork classes recommenced with approved modified Covid Safety Plan and 7 quilts were completed over the Term. Centrelink and Housing NSW continued remote support to vulnerable Hub clients. The Community Support Officer provided 32 hours of specialised assistance.	
<b>2b.2.2</b>		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.	<b>50%</b>
	<b>Comments</b>	The community development team continue 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.	
<b>2b.2.3</b>		Partner with key community service providers to deliver primary and early intervention domestic and family violence campaigns and activities.	<b>50%</b>
	<b>Comments</b>	In partnership with the DV network, the 'we're better than that' video series was launched across a variety of platforms including on councils social media outlets as part of the 16 days of activism against gender violence over November.	

<b>2b.2.4</b>		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.	<b>50%</b>
	<b>Comments</b>	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 provide opportunities for services to showcase and celebrate what they have done differently to reach and engage clients during COVID-19 via Interagency meetings and other online events. Continued to work with services as restrictions eased to re-engage residents and reduce social isolation among vulnerable cohorts.	
<b>2b.2.5</b>		Work with Interagency group to develop a Mental Health Awareness and suicide prevention plan.	<b>50%</b>
	<b>Comments</b>	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. Randwick also continued its community connect line over this quarter to help connect residents with service providers for support.	
<b>2b.2.6</b>		Work with the La Perouse Aboriginal Land Council to identify areas for partnership to support our local aboriginal community through this period.	<b>50%</b>
	<b>Comments</b>	The 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 e.g. a food program, counselling services and family support programs.	
<b>2C NEW AND UPGRADED COMMUNITY FACILITIES THAT ARE MULTIPURPOSE AND IN ACCESSIBLE LOCATIONS.</b>			
<i>2c.1 Implement the Community Facilities Plan as per identified priorities.</i>			
<b>2c.1.1</b>		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.	<b>50%</b>
	<b>Comments</b>	Project status: - South Maroubra Beach Amenities: Design development planning is underway - South Maroubra Car Park: The project is 90% complete and is anticipated to be completed in mid Feb 2021 - Coogee Oval Grandstand & Amenities: The project is underway and the current anticipated completion date is April/May 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 - Randwick Community Nursery: The project is in procurement and is set to commence February/March 2021 - Spot Streetscape Upgrade: The design for underground of power is complete, and the landscape/streetscape design is underway. - Maroubra Beach Master Plan and POM: Consultant engaged and background information being gathered.	
<b>2D OUR CULTURAL DIVERSITY IS APPRECIATED AND RESPECTED.</b>			
<i>2d.1 Implement 'A Cultural Randwick City'</i>			
<b>2d.1.1</b>		Support and assist in the development and implementation of a range of cultural activities and events based at La Perouse Museum.	<b>50%</b>
	<b>Comments</b>	The Museum delivered 5 public programs during this period, working with First Nations artists and guides, educators and curators for a wide range of accessible programs.	
<b>2d.1.2</b>		Support and assist in the delivery of Council Multicultural Celebrations.	<b>50%</b>
	<b>Comments</b>	Worked in collaboration with Ethnic Community Services Co-op to deliver end-of-year festivities for older people, people with disabilities and their Carers at Council based-venues. Provided Ethnic Community Services with a Christmas Cheer donation as a financial contribution for their community social group celebrations. Held NDIS online information session to promote the new National Community Connectors program which helps people from non-English speaking backgrounds to access the NDIS. Worked with the Eastern Suburbs Migrant Interagency to deliver an online Migrant Employment Expo in November.	

<b>2d.1.3</b>		Develop a list of feasible cultural activities for implementation in council owned community centres and venues.	<b>50%</b>
	<b>Comments</b>	Most community and cultural events were cancelled due to the pandemic. A pop-up entertainment program was developed across the LGA to respond to the cancellation of cultural programs at Council venues.	
<b>2d.1.4</b>		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.	<b>50%</b>
	<b>Comments</b>	Officially opened the Coogee Surf Life Saving Club in December 2020. On October 12th 2020, the regular Bali Memorial was held at Dolphin's Point Coogee with a limited number of guests physically attending, and the event was posted on the Events webpage after the ceremony. During the month of December, the regular signature Christmas and New Year's Eve events were replaced by a number of physical and online activations. Online elements included the Christmas Lights trail, the Acts of Kindness Campaign and a video of the Mayor making a special Christmas trifle with celebrity chef Miguel Maestre.	
<i>2d.2 Deliver and/or sponsor a range of cultural programs to promote a sense of community.</i>			
<b>2d.2.1</b>		Investigate feasibility, sponsorship potential or support community events / projects, including those as required by Council resolutions.	<b>50%</b>
	<b>Comments</b>	Held conversations with internal departments and have reviewed current sponsorship documents to support moving forward with a policy.	

## 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.*

<b>3a.1.1</b>		Monitor and apply corporate communications and visual design standards to Council's communications materials, products and website.	<b>50%</b>
	<b>Comments</b>	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.	
<b>3a.1.2</b>		Produce appropriate video content for use on Council's digital channels.	<b>50%</b>
	<b>Comments</b>	18 videos were produced in-house for Council's digital channels. There was a strong focus on videos replacing in person events, such as the Step Out Speak Out walk, the Sports Awards, the Lionel Bowen Writer's Awards, the Garden Awards and the Bali Memorial service. We received lots of positive feedback from these online audiences, especially for the Sports Awards (7,084 people reached on Facebook) and Bali Memorial service (4,991 people reached on Facebook). We also increased the amount of videos produced for internal use, creating videos to promote the Australasian Management Challenge and the End of Year Video for all staff, which replaced the Christmas BBQ. Our top performing videos on Facebook were: FOGO is coming (11,527 people reached), livestream of Coogee SLSC Opening (11,031 people reached), and Spring Wildflower Walk with Dan Hall (9,452 people reached).	
<b>3a.1.3</b>		Advise on and/or produce effective and targeted communications plans and products for Council and its services and activities.	<b>50%</b>
	<b>Comments</b>	Council implemented and developed 8 Communications Plans to inform, educate and engage the community on various activities, including the FOGO rollout, Coogee Rainbow walkway, South Maroubra Beach Improvement works, Pioneer Park sportsfield upgrade, Sustainability rebates, Community Service Awards, Maroubra Stormwater Education Project and the Marine & Coastal Discovery Program	
<b>3a.1.4</b>		Research and write quality speeches for Council representatives as required.	<b>50%</b>
	<b>Comments</b>	14 speeches were written for events, including the Bali Commemoration Ceremony, the Garden Awards, Architecture and Urban design Awards, Bushcare volunteers lunch, Step Out, Speak Out, Staff 20 & 30 year length of service awards, Lionel Bowen Young Writers' Award and the Coogee Surf Lifesaving Club opening. Due to COVID-19 several of these speeches were delivered via video instead of in person.	

<b>3a.1.5</b>		Produce regular print and electronic newsletters to inform and engage the community about Council activities, events and projects.	<b>50%</b>
	<b>Comments</b>	In the past quarter we sent out 12 editions of eNews. The average open rate was 26%. Top stories included FOGO is coming to Randwick City (2493); Eat Drink Play food truck activation (2352); Architecture and Urban Design Awards (1836), Coogee Bay Road Village Shared Space (1542), walks to take in Randwick (1520) and how to have a COVID-safe Halloween (1467). Additionally, we mailed out our quarterly magazine, SCENE, to 64,000 households. The Summer issue focused on all the Christmas activations happening around the LGA, information about FOGO and where food scraps go to be turned into compost, how to have a COVID-safe summer, the various capital works underway and planned for the start of 2021, and the Max Dupain exhibition at the La Perouse Museum.	
<b>3a.1.6</b>		Produce high quality and effective visual communication materials to support and enhance Council's business.	<b>50%</b>
	<b>Comments</b>	In the past quarter we produced 573 designed items. Some of the highlights include the Summer edition of SCENE magazine, the Annual Report, roll out of FOGO education materials, the 'Let's Summer Safely' campaign and the summer Marine and Coastal Discovery Program. We continued to design social and print media updates for the COVID-19 updates and notifications. Throughout the quarter, we also focussed more on animation and digital design with more events and consultations happening through Zoom and Facebook Live. We developed online and print material for capital works projects and community consultations such as the Randwick Junction Town Centre Planning Proposal, Coral Sea Playground and South Maroubra Amenities Building upgrades. With live events being limited to small numbers we worked on different ways of communication including the 'Step Out, Speak Out' comms and also worked on a more diverse Christmas Celebration activation.	
<b>3a.1.7</b>		Manage and effectively use Council's banner poles as an outdoor communication medium.	<b>50%</b>
	<b>Comments</b>	During this period we installed 6 different banner campaigns, introducing a new banner to Coogee bay Road. We used banner campaigns to show our support for NAIDOC and bring attention to violence against women as well as grow community spirit with NRL grand final flags.	
<b>3a.1.8</b>		Promote and disseminate information to vulnerable people and communities to improve access to services, support and inclusion activities.	<b>50%</b>
	<b>Comments</b>	The following actions were taken in the December quarter: - We prepared education and communication material specifically targeted at student, social housing and multicultural communities about Council's new FOGO service. This included onsite workshops and meetings and information translated into other languages. - We provided information through social media and our Scene Magazine about accessible locations in Randwick City – including information on how to borrow a beach wheelchair free of charge. - We held various health and mental health related forums and seminars - We provided a Community Hotline to help those in need - We distributed Community Care Cards - We worked with the social housing community around Lexington Place on community consultation to upgrade the playground at Coral Sea Park.	
<b>3a.1.9</b>		Ensure relevant content on Council's website is available in different community languages.	<b>50%</b>
	<b>Comments</b>	Core information is available on Council's website in a variety of community languages. Council continues to explore the use of dynamic translation services.	
<b>3a.2 Ensure that the Council's website provides an accessible and usable interface between the Council and the community.</b>			
<b>3a.2.1</b>		Maintain and enhance the Council website to provide suitable and accessible content.	<b>50%</b>
	<b>Comments</b>	Council's website continued to perform a key role in delivering information related to Covid-19 to the community as well as Council's response. In particular, beach cameras at Council's major beaches provide real time information to residents and visitors to see crowd levels in real time.	
<b>3a.2.1</b>		Ensure that the Library sub-site and social media channels provide timely, engaging and relevant information.	<b>50%</b>
	<b>Comments</b>	22 news articles were published on the Library sub-site to keep the community updated in a timely manner. Articles included library service updates, school holiday program information, pop up survey invitations and results. All 93 events delivered in the December quarter by the library were also promoted online and via the library's social media channels. We posted 119 Facebook posts featuring service updates, live online events and general information for the community. Four eNewsletters were dispatched in the December Quarter, three of these featured upcoming events and activities and one focused on library service updates. As at 22 Dec the library had 44,703 eNewsletter subscribers.	

<i>3a.3 Implement technological solutions that support the development of services and resources and meet the needs of the community.</i>			
<b>3a.3.1</b>		Implementation of the new RFID hardware and software.	<b>50%</b>
	<b>Comments</b>	The new RFID technology for the library has been approved by the Council to be implemented at the libraries commencing on 1 February 2021. This will replace the existing technology. Library and Council's IMT Services staff have been working cooperatively with the vendor to prepare for the implementation.	
<b>3a.3.2</b>		Continue to provide innovative hardware, software and web solutions to library customers and staff.	<b>50%</b>
	<b>Comments</b>	EZproxy has been implemented for the authentication of the majority of the library's resources, providing uniform authentication across resources. Work began on the new catalogue interface, which will feature highlighted carousels from the collection. The library has also commenced testing lending items through the library app, which will provide users with a more autonomous experience, as well as a more Covid safe way to borrow items.	
<b>3a.3.3</b>		Continue improvement and expansion of the external website content and provision of online services to our community, via the website and mobile applications.	<b>50%</b>
	<b>Comments</b>	A review of Council's current online forms presence commenced during the quarter, with a plan to utilise the existing Pathway platform to manage service requests particularly those related to Council's waste services, and to remove manual handling steps.	
<b>3B THE COMMUNITY HAS INCREASED OPPORTUNITIES TO PARTICIPATE IN DECISION-MAKING PROCESSES.</b>			
<i>3b.1 Develop opportunities for community input into the Council's decision-making processes</i>			
<b>3b.1.1</b>		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.	<b>50%</b>
	<b>Comments</b>	We posted more than 40 times each month reaching more than 800,000 people on Facebook. Food trucks, Coogee Bay Road shared village, Coogee SLSC and the Rainbow at Coogee stairs were some of the most engaging posts across the platform, showing that residents are interested in our projects, events and stance.	
<b>3b.1.2</b>		Provide effective administrative support to Council's Advisory Committees in support of optimal meeting outcomes and organisation.	<b>15%</b>
	<b>Comments</b>	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. Given the challenges associated with recruiting and running advisory committees during the pandemic, the recruitment drive is not planned to commence until the new year. Over this past quarter the community development team have been reviewing terms of reference and compiling information on best practice for these committees.	
<b>3b.1.3</b>		Obtain feedback from the community on Council's Events Program to inform future decision-making.	<b>50%</b>
	<b>Comments</b>	Usual survey completion was not possible due to the cancellation of physical events. Feedback channels with the community were available via phone, and the events email address listed on the website as well as via social media channels managed by communications.	
<b>3b.1.4</b>		Develop and support effective consultation plans to support the delivery of Council's projects.	<b>50%</b>
	<b>Comments</b>	Community consultation programs were undertaken for the Heffron Centre Plans, Matraville Youth and Cultural Hall, Financial Statements 2019-20, Draft Environment Strategy, Urban Design Awards People's Choice Award, Resident Parking Scheme Surveys RA7, RA6 and CL1, La Perouse Museum Collection Policy, Randwick Junction Town Centre Planning Strategy, La Perouse Museum Curatorial Review, and Coral Sea Park Playground upgrade.	



## 04 Excellence in urban design and development

### 4A IMPROVED DESIGN AND SUSTAINABILITY ACROSS ALL DEVELOPMENT.

*4a.1 Require a high standard of design quality and sustainability in new development in line with Council's policies.*

<b>4a.1.1</b>		Finalise the Development Control Plan (DCP) controls for Kensington to Kingsford (K2K).	<b>100%</b>
	<b>Comments</b>	Adopted by Council 27 October 2020.	

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

<b>4a.2.1</b>		Initiate and run the 2020-21 Design Excellence program.	<b>50%</b>
	<b>Comments</b>	The 2020 Architecture and Urban Design Awards presentation evening was held on Thursday 29 October 2020. The awards were presented by the Mayor alongside the panel of independent expert judges via a zoomcast. 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.

*4b.1 Develop and implement effective processes and strategies to manage the impact of new and existing development.*

<b>4b.1.1</b>		Determine DAs efficiently and in accordance with the provisions of the LEP and DCP.	<b>50%</b>
	<b>Comments</b>	Applications Lodged: 574 Applications Determined: 579 38.5% of DAs have been determined within 40 days, 59% of DAs have been determined within 60 days. The net median is 52 days.	

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

<b>4b.2.1</b>		Commence a comprehensive review of the LEP including house-keeping amendments.	<b>50%</b>
	<b>Comments</b>	A comprehensive review of RLEP 2012 is underway including: a review of rezoning requests received and map anomalies; and implementation of key outcomes from Council's Heritage review, the Randwick Junction town centre strategy and Council's Housing Strategy.	

## 05 Excellence in recreation and lifestyle opportunities

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

*5a.1 Progressively update plans of management, in accordance with an established priority list and the Recreation Needs Study, focusing on active and passive recreation opportunities.*

<b>5a.1.1</b>		Process applications for activities on public land incorporating relevant assessment criteria and complying with service level agreements.	<b>50%</b>
	<b>Comments</b>	Applications continue to be processed with appropriate criteria and with reference to COVID requirements.	
<b>5a.1.2</b>		Develop and finalise a 10-year Informing Open Space and Recreation Strategy.	<b>50%</b>
	<b>Comments</b>	The Recreational Needs Study was completed mid-December 2020 and will be reported to Council as part of the Comprehensive Planning Proposal 2021. Findings from the Recreational Needs Study will inform the Open Space and Recreational Needs Strategy being prepared in early 2021.	

<i>5a.2 Continue work towards creating a continuous Coastal Walkway from Clovelly to Botany Bay as detailed in the Recreation Needs Study.</i>			
<b>5a.2.1</b>		Undertake the feasibility and amenity studies for the Coastal Walk at Lurline Bay.	<b>15%</b>
	<b>Comments</b>	Coastal Engineer engaged to assess storm/action impacts on potential walkway	
<b>5a.2.2</b>		Complete the feasibility study for an amenities block at Malabar pool.	<b>50%</b>
	<b>Comments</b>	The feasibility study was completed and reported to the Executive Leadership Team (ELT).	
<b>5B FACILITATE A RANGE OF SPORTING AND LEISURE ACTIVITIES.</b>			
<i>5b.1 Introduce and maintain a diverse range of programs to increase attendances at Des Renford Leisure Centre from year to year.</i>			
<b>5b.1.1</b>		Evaluate industry trends and Centre resources, to deliver ongoing community fitness programs while exploring online and virtual delivery methods for alternative fitness delivery.	<b>50%</b>
	<b>Comments</b>	DRLC continues to explore options for delivering the latest fitness trends to the community. As COVID restrictions permit, DRLC has been slowly expanding community access to its Aerobics, Learn to Swim and Squad program classes. An upgrade to the gym equipment and layout has been confirmed for early in Q4 2020/21, which will see the introduction of new, innovative training spaces within the DRLC gym environment.	
<b>5b.1.2</b>		Review and maintain DRLC facilities to ensure the Centre remains an industry leader.	<b>50%</b>
	<b>Comments</b>	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 newly refurbished Competition Pool was reopened to the community at the end of Q2, 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>			
<b>5b.2.1</b>		Improved landscaping and outdoor gym - Neptune Park, Coogee.	<b>75%</b>
	<b>Comments</b>	Construction underway	
<b>5b.2.2</b>		Upgrade the Kokoda Memorial Park playground.	<b>50%</b>
	<b>Comments</b>	Documentation package underway	
<b>5b.2.3</b>		Upgrade the Coral Sea Park playground.	<b>20%</b>
	<b>Comments</b>	Community consultation underway	
<b>5b.2.4</b>		Design and construct a new pathway at Randwick Environment Park.	<b>50%</b>
	<b>Comments</b>	Documentation being finalised	
<b>5b.2.5</b>		Design a new synthetic field at Coral Sea Park.	<b>50%</b>
	<b>Comments</b>	Design services quotation received. Communications with stakeholders is anticipated to commence in early 2021 to collate requirements and develop the project brief.	
<b>5C CREATE NEW OPEN SPACE AS OPPORTUNITIES ARISE.</b>			
<i>5c.1 Advocate for public access to the remaining Commonwealth land at Malabar Headland.</i>			
<b>5c.1.1</b>		Negotiate with Commonwealth and State Government agencies for community access to the Malabar Headland.	<b>25%</b>
	<b>Comments</b>	No face to face inter-agency group meetings were held in 2020 due to COVID. Anticipated meetings will recommence online in 2021.	

5c.2 Plan and advocate for public open space and connections in major urban renewal and infrastructure projects.			
5c.2.1		Support delivery of open space and recreation needs identified by the 10-year informing Strategy and supporting study.	50%
	Comments	Open Space and Recreational Needs Study completed in December 2020. Informing Strategy to be prepared in 2021.	
5c.3 Optimise the urban interface with the Light Rail.			
5c.3.1		Develop a design and documentation for the street plaza in Waratah Avenue.	30%
	Comments	Consultant engaged to document design	
5c.3.2		Finalise the documentation for the Meeks Street Urban Plaza.	80%
	Comments	Plaza documentation nearing completion. Final utility and flood management investigations underway.	
5c.3.3		Commence implementation of identified open space and public spaces opportunities and temporary activations.	50%
	Comments	Public spaces have been identified for various outdoor activations including the Eat, Drink, Play activation and the Meeks Street Kingsford music pop-up and plant sale programs. The busker music program implemented over Christmas was a very successful initiative with 78 musicians performing in 31 bands, with 70 performances, and a total of 9,450 minutes of live music (equates to 157.5 hours) over two and a half weeks, across 9 locations in the LGA.	
5c.3.4		Continue to deliver the streetscape upgrade works to Randwick Town Centre along Belmore Road.	50%
	Comments	Council has engaged a contractor to undertake the upgrade works along Belmore Road. The works originally due to be completed in Dec 2020 were delayed until after the Christmas break to avoid disruption to local businesses in the lead-up to Christmas, anticipated new completion date is in Feb 2021. The major stakeholders on the project have been identified as the Randwick Precinct Committee, Randwick Chamber of Commerce and Royal Randwick Shopping Centre management.	
5D LIBRARY PROGRAMS, RESOURCES AND FACILITIES PROVIDE INNOVATIVE AND INSPIRATIONAL OPPORTUNITIES FOR EDUCATION LEISURE.			
5d.1 Improve and develop library facilities, services and resources ensuring their ongoing relevance to the community.			
5d.1.1		Continue to provide exciting and innovative in-house and digital programs and services for children and families.	50%
	Comments	Library events and activities were delivered exclusively online during the December Quarter. Events included a fully booked online Escape Room experience, hip-hop session, and popular Kokedama creation. Planning and preparation to recommence in-person events took place in December with expected rollout during January with some of the regular programming commencing in line with the school term 1 timeline. Event capacity will be reduced to comply with COVID restrictions.	
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.	50%
	Comments	3391 new physical items were received into the collection, and 3390 new items catalogued and available for loan. New items received included a number of new titles in the BESTSELLER collection, featuring multiple copies (20+ in some instances) of popular titles across the 3 library locations, contributing to increased loan statistics for the adult fiction collection.	
5d.1.3		Ensure all facilities, services and resources of Randwick City Library meet community demand, expectations and relevance.	50%
	Comments	Across the Library Service during the report period October to December 2020, 209,867 loans, 75,343 visits and 2,211 new memberships were recorded. There were 14,648 eBook loans, 11,927 eAudio loans, and 6,418 eMagazine loans. The Library's film streaming service had 4,568 films played. There were 14,648 total wifi sessions, 13,326 sessions for public PC usage and 1,045 sessions for study room usage. Self-checker usage at Lionel Bowen and Margaret Martine Libraries was 79,666 for both loan and renewal. The project for upgrading self-checker technology is in progress.	

<b>5d.1.4</b>		Utilise consumer research to determine ongoing community satisfaction with Randwick City Library, including resources, services and facilities.	<b>50%</b>
	<b>Comments</b>	The Library ran two quick customer surveys and results report during the December Quarter using the Microsoft Forms Office 365 software. The respondents were recruited via the libraries' main communication channels (Social Media, eDM and website). October Survey: Help us to improve our online events program. Key action points arising from the results included, continue to run some events online, reinstate in person events from Feb 2021 where permitted, introduce hybrid events. November Survey: Help us improve our online resources, results to follow in the March quarter.	
<b>5d.1.5</b>		Continue to develop and deliver programs supporting digital learning and social inclusion for seniors.	<b>50%</b>
	<b>Comments</b>	There were three talking tech events held in the December Quarter. Topics included Podcasts, what are they and how to access them, Recording Your Life Story using technology you already have, and A guide to apps for Health and Wellbeing. The Writing for Pleasure term was also delivered online.	
<b>5d.1.6</b>		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.	<b>50%</b>
	<b>Comments</b>	Furniture and equipment were purchased for The Third Space in this quarter. Storage solutions were investigated through a consultant with a storage plan generated to install storage in the space.	
<b>5d.1.7</b>		Deliver an integrated, community focused marketing plan and calendar of events that reflects community needs, interests and demands.	<b>30%</b>
	<b>Comments</b>	Calendar of events framework set up to phase back in the libraries regular program of events featuring online, in person and hybrid events. Framework communicated to all library staff with clear deadlines. Communications schedule to complement the calendar of events framework has been developed to roll out from the March Quarter.	
<i>5d.2 Continue to provide a community hub for education and leisure activities.</i>			
<b>5d.2.1</b>		Provide the community with facilities and opportunities for lifelong learning and social integration.	<b>50%</b>
	<b>Comments</b>	The Writing for Pleasure course and book clubs were online in the December quarter. Three Talking Tech sessions covering tips on technology for seniors were also delivered online. A set of Tech classes for Chinese speaking seniors was also held.	

## 06 A liveable City

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

*6a.1 Continue asset management planning to deliver infrastructure assets that ensure intergenerational equity and meet Council's obligations as the custodian of our community's assets.*

<b>6a.1.1</b>		Continue to collect and collate asset management data to ensure accurate and timely decisions in support of best management of Council's assets.	<b>40%</b>
	<b>Comments</b>	Footpath Inspections for condition assessment are 80% complete. Retaining Wall inspections are 20% complete. Some Building inspections are at RFQ stage. Drainage asset data collection commencing February 2021. Roads inspections scheduled to commence March 2021. Stairs inspection scheduled to commence in March 2021	
<i>6a.2 Conduct programmed infrastructure and asset maintenance management in accordance with adopted service levels.</i>			
<b>6a.2.1</b>		Implement the Road Rehabilitation Program as part of the Capital Works Program.	<b>80%</b>
	<b>Comments</b>	Program ahead of schedule	
<b>6a.2.2</b>		Maintain drainage infrastructure (kerb and gutter, drainage pits and gross pollutant traps).	<b>50%</b>
	<b>Comments</b>	Road Services completed 36 drainage requests, at 97% within the SLA, and 48 clear culvert/pit requests at 70% within SLA during the quarter. Team also inspected and cleared 171 drainage pits as part of routine maintenance. All gross pollutant traps were inspected every month and cleaned once. 68t of pollutant were removed.	

<b>6a.2.3</b>		Maintain open space areas (parks, sportsfields, gardens, streetscapes and cemeteries).	<b>50%</b>
	<b>Comments</b>	Scheduled maintenance within parks, sports fields and other public areas was completed within or near service level agreements. Open Space services completed 318 requests from the community regarding a variety of issues including nature strips, park maintenance, water services and streetscape gardens, 83% of these requests were completed within the nominated service level timeframe.	
<b>6a.2.4</b>		Maintain building facilities (amenity buildings, community centres, boardwalks and park furniture).	<b>50%</b>
	<b>Comments</b>	The Trades Section has completed 50% of planned maintenance for all buildings, libraries, community centres, park facilities, open space fencing and open space/street furniture.	
<b>6a.2.5</b>		Maintain road pavement infrastructure (pot holes and large surface repairs), line markings and signage infrastructure.	<b>50%</b>
	<b>Comments</b>	Road Services completed 39 road pavement repairs at 72% within SLA, 189 pothole requests at 86% within SLA, 249 sign request at 35% within SLA and 50 line marking requests at 64% within SLA during the quarter.	
<b>6a.2.6</b>		Maintain and repair footpaths, including the rectification of uneven surfaces.	<b>50%</b>
	<b>Comments</b>	Road Services completed 198 footpath repairs at 85% within SLA and 27 kerb and gutter repairs at 96% within SLA during the quarter.	
<b>6a.2.7</b>		Implement the Footpath Construction and Renewal Program, including access kerb ramps, as part of the Capital Works Program.	<b>50%</b>
	<b>Comments</b>	The programme continues as planned for 2021. Completed projects are valued at \$2,297M and projects currently in construction are valued at \$1,342M. The total value for the footpath renewal programme is \$5,627M.	
<b>6a.2.8</b>		Implement the Building Capital Maintenance Program.	<b>50%</b>
	<b>Comments</b>	The Trades Section has completed 50% of the Capital Maintenance Program.	
<i>6a.3 Implement and complete major projects in the Our Community our Future Program.</i>			
<b>6a.3.1</b>		Plan and commence construction on major projects under the Our Community Our Future Program such as The Heffron Centre.	<b>50%</b>
	<b>Comments</b>	Heffron Centre: Development Application submitted, design development underway La Perouse Museum: Feasibility stage underway.	
<b>6a.3.2</b>		Complete streetscape design and documentation and commence delivery of upgrade works associated with the undergrounding of powerlines at The Spot, Randwick.	<b>40%</b>
	<b>Comments</b>	Landscape Architect has been engaged for streetscape design and finalisation of process for undergrounding power is underway	
<i>6a.4 Prepare and implement a Smart City Strategy for the delivery of improved services and take advantage of technological opportunities.</i>			
<b>6a.4.1</b>		Continue to deliver major and minor projects identified in the Smart City Strategy where opportunities arise.	<b>50%</b>
	<b>Comments</b>	Council's smart beaches project in conjunction with the Commonwealth moved to completion during the reporting period, with all infrastructure now commissioned including new CCTV and Wifi infrastructure at Coogee Beach South. An open data portal for the Smart Beach was commissioned.	
<b>6a.4.2</b>		Deliver the Smart Car parking project in the Kensington and Kingsford town centres.	<b>50%</b>
	<b>Comments</b>	Roll out of parking sensors was delayed due to COVID. Due for completion 30 June 2021.	
<b>6a.4.3</b>		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.	<b>10%</b>
	<b>Comments</b>	Preliminary scoping of the project has been undertaken and a plan for the delivery of the project has been prepared. The project is scheduled to commence in 2021.	
<i>6a.5 Consider opportunities for the restoration of the La Perouse Museum and improved access.</i>			
<b>6a.5.1</b>		Project manage the restoration of the La Perouse Museum – master plan and re-build.	<b>50%</b>
	<b>Comments</b>	The project has reached the key consultation stage with major stakeholders Heritage Council and NPWS. Draft Masterplan and Concept Designs have been presented to key stakeholders and the Program Control Group (PCG) are waiting on a formal response before amending plans and furthering sign off. Curatorial Review currently on exhibition.	

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>			
<b>6b.1.1</b>		Ensure business centres, public places and beaches are cleaned to agreed service levels.	<b>50%</b>
	<b>Comments</b>	Waste and Cleansing services have continued to meet scheduled cleaning of public spaces at beaches and business centres. There has been an increase in requests for street sweeping/cleaning 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>			
<b>6c.1.1</b>		Participate in crime prevention and safety programs in collaboration with the Police and other organisations.	<b>50%</b>
	<b>Comments</b>	Relevant 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.	
<b>6c.1.2</b>		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.	<b>50%</b>
	<b>Comments</b>	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. Due to COVID restrictions this program is yet to run. The Community Drug Action Team also partnered with Weave to deliver awareness raising programs for young people.	
<b>6c.1.3</b>		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.	<b>50%</b>
	<b>Comments</b>	The 'we're better than that' video series was launched and promoted via many outlets, including council's social media. Two targeted courses were developed and opened for registration with a delivery date of February. The targeted courses are: Renavigating Anger and Guilty Emotions/Managing Angry Adolescents Differently, targeted at young people and those working or providing care for young people; and the MATE bystander course.	
<b>6c.1.4</b>		Link police and communities through the Lexington Place hub - mental health partnership and targeted community areas.	<b>50%</b>
	<b>Comments</b>	Held Police Aboriginal Consultative Committee Meeting (PACC) in November 2020.	
<b>6c.1.5</b>		Ensure emergency management plans are developed and implemented in consultation with police for major events, health restrictions permitting.	<b>50%</b>
	<b>Comments</b>	There were no major events requiring emergency management plans.	
<b>6c.1.6</b>		Monitor and maintain infrastructure at risk of vandalism within Randwick City.	<b>50%</b>
	<b>Comments</b>	Graffiti removed in the period from 1st Oct 2020 to 23rd Dec 2020 was 2490 square metres.	
<i>6c.2 Educate the public on surf and water safety.</i>			
<b>6c.2.1</b>		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.	<b>40%</b>
	<b>Comments</b>	While the pandemic continued 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.	
<b>6c.2.2</b>		Develop pre-recorded water safety tutorials in a number of languages - expanding Council's current water safety offering.	<b>40%</b>
	<b>Comments</b>	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>			
<b>6c.3.1</b>		Maintain bacterial and chemical parameters at Des Renford Leisure Centre (DRLC) in compliance with NSW Health guidelines for pool and recycled water quality.	<b>50%</b>
	<b>Comments</b>	DRLC has continued to maintain 100% compliance with the NSW Health Guidelines for Public Swimming Pools throughout Q2 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.	
<b>6c.3.2</b>		Implement a range of food safety and environmental/public health activities and plans.	<b>50%</b>
	<b>Comments</b>	In the October to December quarter, Council's Environmental Health Officers actioned 249 customer action requests, undertook 65 primary inspections, 7 re-inspections and inspected/assessed 20 temporary food business vendors/stalls at community or public events. Council continues to participate in the Scores on Doors program and has issued 34 Scores on doors certificates.	
<b>6c.3.3</b>		Implement effective regulatory and compliance activities and programs.	<b>50%</b>
	<b>Comments</b>	In the October to December quarter, Council's Compliance team actioned 242 customer action requests, issued 86 notices/orders and penalty infringement notices, determined 220 local approval applications and carried out 43 swimming pool barrier inspections.	
<b>6c.3.4</b>		Implement an effective regulatory fire safety program.	<b>50%</b>
	<b>Comments</b>	This quarter, our officers carried out 88 Fire Safety Inspections of existing buildings, issued 15 new Fire Safety Notices/Orders, assessed 15 new Fire Engineering Reports and processed 556 Fire Safety Certificates/Statements. Our 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>			
<b>6.c.4.1</b>		Implement road safety behavioural projects to address pedestrian safety, speeding and drink driving.	<b>50%</b>
	<b>Comments</b>	Council's Community Road Safety Officer continued to implement the Road Safety Action Plan, with specific focus on Council's Child Car Seat Checking and Fitting Program and the senior pedestrians' 'Stepping Out' program.	
<b>6D A STRATEGIC LAND USE FRAMEWORK PROVIDES FOR OUR LIFESTYLE CHANGES AND FOR A CONTINUING, YET STEADY RATE OF GROWTH ACROSS OUR CITY.</b>			
<i>6d.1 Review and implement the strategic land use framework in line with urban renewal projects, Regional and District Plans.</i>			
<b>6d.1.1</b>		Deliver actions identified in the LSPS and Housing Strategy including housing investigation areas.	<b>50%</b>
	<b>Comments</b>	A review of RLEP 2012 is well underway to implement the key directions of Council's LSPS and Housing Strategy, including a review of the planning framework to implement Council's 6-10 year housing target across the areas identified for housing growth. See also 4b.2.1	
<i>6d.2 Continually monitor and update the strategic land use framework for continual improvement.</i>			
<b>6d.2.1</b>		Preparation of the comprehensive Planning Proposal as part of the LEP Roadmap process.	<b>50%</b>
	<b>Comments</b>	Refer to 4b.2.1	
<b>6d.2.2</b>		Cleanse and streamline property related data in finalisation of the project for online generation and delivery of S10.7 Certificates.	<b>50%</b>
	<b>Comments</b>	Data integrity checks are ongoing to facilitate automation in 2021.	
<b>6d.2.3</b>		Respond to legislative reforms, policy amendments, major proposals and proposals outside the LGA.	<b>50%</b>
	<b>Comments</b>	In the October to December quarter 2020, Council's strategic planning team responded to requests from the Department of Planning, Industry and Environment to review and provide comment on six state significant development proposals; the Childcare and Education SEPP; NSW Public Spaces Charter; and several state planning policy amendments (Infrastructure SEPP).	

<i>6d.3 Ensure equitable and timely implementation of the s94A Contributions Plan and monitor the work program to enhance infrastructure and services.</i>			
<b>6d.3.1</b>		Revise, update and prepare new contribution frameworks.	<b>25%</b>
	<b>Comments</b>	Project on hold pending finalisation of Council's informing strategies.	
<b>6E ENHANCE HOUSING DIVERSITY, ACCESSIBILITY AND ADAPTABILITY TO SUPPORT OUR DIVERSE COMMUNITY.</b>			
<i>6e.1 Provide for enhanced adaptability and accessibility of housing.</i>			
<b>6e.1.1</b>		Continue the Home Maintenance and Modification program.	<b>50%</b>
	<b>Comments</b>	438 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>			
<b>6e.2.1</b>		Investigate further affordable housing opportunities as a part of the planning framework including major strategic developments.	<b>50%</b>
	<b>Comments</b>	Council is investigating an affordable housing contributions scheme to apply to Council's local housing strategy areas for housing growth. It is intended that this work will be incorporated as part of the comprehensive LEP.	
<b>6e.2.2</b>		Explore opportunities to fast track our affordable housing program to acquire additional properties.	<b>50%</b>
	<b>Comments</b>	Council officers met with representatives from the Department of Communities and Justice to discuss opportunities to grow Council's affordable housing program in partnership with community housing providers.	
<b>6e.2.3</b>		Work with NSW Department of Housing to accelerate the renewal of social housing estates and increase the amount of affordable and social housing.	<b>50%</b>
	<b>Comments</b>	The Land and Housing Corporation (formerly NSW Department of Housing) has consulted with Council officers on renewal plans for the Soldiers Settlement Social Housing Estate in Matraville. Council officers have requested as part of any renewal of the estate that there be an increase in the amount of social and affordable housing provided on site.	
<b>6F Undertake commercial centre reviews to ensure ongoing economic viability of the centres and consistency with District Plan objectives.</b>			
<i>6f.1 Undertake an ongoing program of comprehensive commercial centre reviews.</i>			
<b>6f.1.1</b>		Finalise the Randwick Town Centre Strategy.	<b>50%</b>
	<b>Comments</b>	Public exhibition of the Randwick Junction Strategy was held from Nov to Dec 2020. Review of submissions commenced.	



## 07 Heritage that is protected and celebrated

### 7A OUR HERITAGE IS RECOGNISED, PROTECTED AND CELEBRATED.

#### *7a.1 Local and cultural history is recognised, known, preserved and celebrated (through events, media, etc).*

<b>7a.1.1</b>		Promote local and cultural services and collections that enhance community interpretations of heritage.	<b>50%</b>
	<b>Comments</b>	<p>Local studies specialist customer service totalled 332 requests for the quarter including supporting the professional consultants to Randwick City Council researching the Anzac Parade Heritage Study KPI (7a.3.2) and the Yarra and Frenchman's Bay heritage listing (7a.3.3) . This is in addition to generalist customer service work and involves complex and high-level research skills and advice to external professionals. This enhances the reputation of Council and the library service in the local and wider community.</p> <p>8843 views of heritage e-resources occurred during the quarter including Ancestry.com, Findmypast and the exclusive and unique Randwick Photo Gallery. Industry recognition saw the local studies librarian invited to present to over 70 information professionals at the SLNSW local studies forum over ZOOM on 19 November. Randwick City Library's award winning "Wrapped Coast" exhibition in 2019 was the subject of our ZOOM PowerPoint presentation. Our reputation for promoting and interpreting Randwick's heritage continues to be recognised as outstanding by our professional industry peers.</p> <p>A further highlight of the quarter was the publication by the Eurimbla precinct group, "Remembering Eurimbla" - the history of this precinct of Randwick – demolished to make way for the expansion of POW Randwick. The local studies librarian has supported this original historical research for several years. Full details are available at <a href="http://eurimblaprecinct.com.au/">http://eurimblaprecinct.com.au/</a></p>	
<b>7a.1.2</b>		Investigate the creation of downloadable walking Apps for heritage walks around Randwick City.	<b>25%</b>
	<b>Comments</b>	Staff have completed a survey of the Australian GLAM sector to determine what APPs and other technologies are being utilised by other comparable LGAs to deliver self-guided heritage walk content. Staff will be meeting to determine which is the best technology for our needs. Upfront and ongoing budgetary considerations will also be compared. Compatibility with phone and tablet technology is also being considered to ensure we deliver the best outcome for our residents.	
<b>7a.1.3</b>		Make heritage documents and resources accessible through the Portfolio Digital Asset Management System.	<b>50%</b>
	<b>Comments</b>	<p>An exciting highlight of the quarter has been the extension of the asset class of archival records now uploaded to Portfolio. Historic images continue to be added - over 320 new images of the old tram network have been scanned and uploaded. Metadata creation for these is an ongoing priority.</p> <p>Staff have commenced uploading old Randwick Municipal Council Minute Books from 1859 onwards. During the quarter, files (Antique and handwritten until the time of the first world war) were spliced and 33 metadata records created. Work on the minute book series will be ongoing to make these invaluable and unique records available to the community at the click of a finger.</p> <p>During the quarter, library staff have obtained quotes to digitise and upload Building Application records to Portfolio. These are used on almost a daily basis by staff assisting architects and homeowners trace the history of their properties.</p>	
<b>7a.1.4</b>		Develop a cultural program based at Blenheim House following finalisation of the informing Arts & Culture Strategy.	<b>50%</b>
	<b>Comments</b>	Planning for a cultural program for Blenheim House has commenced. The operational components for a cultural program are being considered as part of the building design process.	

<i>7a.2 Prepare and implement management and maintenance plans for heritage properties owned by Council.</i>			
<b>7a.2.1</b>		Manage Council heritage monuments, murals and properties.	<b>50%</b>
	<b>Comments</b>	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>			
<b>7a.3.1</b>		Finalise the Aboriginal Cultural Heritage Study.	<b>50%</b>
	<b>Comments</b>	The consultant preparing the study has been asked to review the scope of the engagement activities with Aboriginal communities. These engagement activities were limited during the December quarter due to the ongoing impacts of COVID.	
<b>7a.3.2</b>		Finalise the Anzac Parade Heritage Study.	<b>50%</b>
	<b>Comments</b>	Briefing presented to Councillors during the quarter. Outcome of the Study to be reported to Council in February 2021.	
<b>7a.3.3</b>		Investigate the possibility of having Yarra Bay and Frenchman's Beach included on the Australian National Heritage List.	<b>50%</b>
	<b>Comments</b>	The two nominations are still being considered by Heritage NSW.	
<b>7a.3.4</b>		Investigate opportunities to secure funds for Yarra Bay and Frenchman's Beach through the Australian Heritage Grants Program.	<b>50%</b>
	<b>Comments</b>	The two nominations are still being considered by Heritage NSW.	
<i>7a.4 Manage the La Perouse Museum to enhance access to and information about local heritage.</i>			
<b>7a.4.1</b>		Support the development and implementation of a cultural program based at the La Perouse Museum, including the development of online interactive videos and programs.	<b>50%</b>
	<b>Comments</b>	A virtual curator's tour for Max Dupain is being developed. An interactive tour for the upcoming Boomalli Aboriginal Co-op exhibition is being planned and filmed, for a March release.	
<i>7a.5 Implement Council's Heritage Conservation policies in the assessment process.</i>			
<b>7a.5.1</b>		Provide heritage advice on State significant and local developments.	<b>50%</b>
	<b>Comments</b>	Approximately 77 heritage comments provided for local and State significant developments this quarter.	

## 08 A strong local economy

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

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

<b>8a.1.1</b>		Finalise and exhibit the 10-year informing Economic Development Strategy.	<b>20%</b>
	<b>Comments</b>	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. It is planned to undertake comprehensive research across the next three to six months depending on the progress of the pandemic in order to update the Economic Development Study. The preparation of the draft Economic Development Informing Strategy will be started after March 2021.	
<b>8a.1.2</b>		Create more than 3,000 jobs through funding injection for delivery of capital projects worth \$48.6M.	<b>50%</b>
	<b>Comments</b>	Projects on schedule.	
<b>8a.1.3</b>		Establish a new Economic Development and Placemaking Business Unit.	<b>50%</b>
	<b>Comments</b>	The process of establishing the new business unit is underway.	

<b>8a.1.4</b>		Safeguard 800 local government jobs (headcount).	<b>50%</b>
	<b>Comments</b>	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>			
<b>8a.2.1</b>		Undertake road and footpath upgrades - Belmore Road / Avoca Street.	<b>50%</b>
	<b>Comments</b>	Awaiting advice from TfNSW on proposal to change bus route and traffic arrangements at the intersection of Avoca St/Belmore Rd and High Street. The concept design will be finalised following receipt of this advice.	
<b>8a.2.2</b>		Review and investigate urban design opportunities in local centres with particular emphasis on creating a more resilient Randwick community.	<b>50%</b>
	<b>Comments</b>	K2K DCP finalised October 2020. Randwick Junction Planning Strategy has been exhibited. Neighbourhood centre review is currently being undertaken.	
<b>8a.2.3</b>		Prioritise public domain capital expenditure to encourage increased levels of activity that supports restaurant, café and theatre, retail and recreation clusters.	<b>80%</b>
	<b>Comments</b>	Town Centre planning and capital works projects that will encourage and support increased levels of activity have been progressed .	
<b>8a.2.4</b>		Support short-term expansion of commercial space to allow for social distancing by extending into local laneways, reserves, etc..	<b>50%</b>
	<b>Comments</b>	The Coogee Bay Road project is ongoing and 10 businesses had their short term expansion approved. The Eat, Drink, Play, Food Truck activation was also ongoing in the quarter.	
<b>8B PROVIDE GUIDANCE TO THE SPECIALISED HOSPITAL AND UNIVERSITY CENTRE.</b>			
<i>8b.1 Work with institutions to develop strategic plans for Hospital and University precincts..</i>			
<b>8b.1.1</b>		Continued participation in Collaboration Area process with Health NSW for the Randwick Hospital Complex and with UNSW for the University Precinct.	<b>50%</b>
	<b>Comments</b>	Council has worked with precinct partners to successfully secure grant funding towards transport management initiatives within the precinct; and a pilot study for developing a net zero emissions precinct for the Randwick Hospital and University precinct.	
<b>8C DEVELOP AND STRENGTHEN EFFECTIVE PARTNERSHIPS WITH KEY LOCALLY BASED ORGANISATIONS.</b>			
<i>8c.1 Implement the adopted recommendations of the Economic Development Strategy in relation to partnerships with locally based organisations.</i>			
<b>8c.1.1</b>		Develop new relationships with business groups and foster partnerships and collaboration between business groups and Council.	<b>50%</b>
	<b>Comments</b>	Following on from the success of the Coogee Bay Road Project, discussions have been held with Chambers of Commerce and local business groups regarding future partnerships and collaboration projects.	
<b>8c.1.2</b>		Finalise and exhibit the 10-year informing Economic Development Strategy.	<b>20%</b>
	<b>Comments</b>	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. It is planned to undertake comprehensive research across the next three to six months depending on the progress of the pandemic in order to update the Economic Development Study. The preparation of the draft Economic Development Informing Strategy will be started after March 2021.	
<b>8c.1.3</b>		Support arts, culture and small business by activating public places and spaces within 900m of town centres with third party events and experiences.	<b>50%</b>
	<b>Comments</b>	Planning is in progress, but will be escalated once COVID-19 protocols for public spaces and safety are more certain.	
<b>8c.1.4</b>		Develop a Mainstreet program in collaboration with businesses and prepare strategic business cases for recovery investment.	<b>25%</b>
	<b>Comments</b>	The development of a Mainstreet program will commence in 2021. An opportunity was identified and approval granted to seek funding through the DPIE <i>My High Street</i> Grant Program, for an upgrade to a high street within one of our town centres. The outcome of the grant will be advised in April.	

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.	30%
	Comments	The Spot Town Centre public domain plans are underway. Consultants are being identified for Maroubra Junction and Clovelly Road Public Domain Plans.	
8c.1.6		Include specific grant funding for the arts and culture sector within the "Community Investment Program".	50%
	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.	50%
	Comments	Application and inspection fees are being waived in accordance with Council's resolution. 42 footway dining applications determined (40 x LA and 2 x DA). 45 DAs for small businesses determined.	
8c.1.8		Provide up to 50% subsidy for local small business towards hire fees, lease and licence fees for council owned properties, for 6 months.	50%
	Comments	Two requests for the subsidy were received. One request has been processed. Awaiting information from second business for assessment.	
<i>8c.2 Consider online opportunities to enhance communication partnerships on economic development.</i>			
8c.2.1		Investigate options for online platforms to enable business networking and local business awareness.	25%
	Comments	The research phase of this activity has begun. Once the new Economic Development and Placemaking Business Unit is established and operational, options for online platforms to enable networking and local business awareness will be further investigated.	
<b>8D TOURISM'S ROLE IN THE LOCAL ECONOMY IS ACKNOWLEDGED.</b>			
<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.

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

9a.1.1		Implement appropriate projects as nominated by the Council's Cycleways and Bicycles Facilities Advisory Committee as well as pedestrian and bike rider improvement projects.	50%
	Comments	The detailed designs for two pop-up cycleways (Todman Ave & High Street) were fully explored. Following significant design challenges with Todman Avenue, it was decided by the Council and Transport for NSW (TfNSW) to not proceed with a pop-up cycleway on Todman Avenue. The design process for the High Street pop-up cycleway is progressing well (in conjunction with TfNSW) and implementation is expected early in 2021.  Detailed Stage 3 design is almost finalised for the Doncaster / Houston cycleway; with construction timing to be determined. The brief for Stage 1 of the Anzac Parade Paths Project (including walking and riding facilities) is under preparation. Roll out of bike parking and implementation of minor walking and riding facilities continues.	

9a.1.2		Review and Implement temporary "pop up" cycleway facilities to alleviate pressure on the road and public transport network by providing safe active travel in response to COVID-19 (Todman Ave and Doncaster Avenue, Kingsford; and Maroubra Road, Maroubra).	50%
	Comments	The detailed designs for two pop-up cycleways (Todman Ave & High Street) were fully explored. Following significant design challenges with Todman Avenue, it was decided by the Council and Transport for NSW (TfNSW) to not proceed with a pop-up cycleway upon Todman Avenue. The design process for the High Street pop-up cycleway is progressing well (in conjunction with TfNSW) and implementation is expected early in 2021. The proposal for a Doncaster / Houston pop-up cycleway has been supplanted with a properly implemented permanent cycleway; with Stage 3 design now completed. Early works have commenced upon the shared path element of this cycleway at the Doncaster / Alison intersection. Major works are expected to commence by July 2021. The proposal for a pop-up cycleway along Maroubra Road was not supported.	
<i>9a.2 Continue to use the footpath program to improve and develop facilities for people who are walking and identify opportunities for pedestrian improvements through the preparation and implementation of pedestrian and mobility plans for our commercial centres.</i>			
9a.2.1		Complete the annual Footpath Program as part of the Capital Works Program.	90%
	Comments	Annual Footpath Program is running ahead of schedule.	
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: a) Completion of Yarra Road Traffic Calming Devices b) Completion of the Maroubra Road Traffic Management Study c) Completion of the Bunnerong Road, Perry Street and Franklin Street Intersection design works d) Upgrade of Barker Street Pedestrian Refuge e) Installation of new pedestrian refuge on Howard Street, Randwick.	50%
	Comments	a) Yarra Road consultation was finalised late in December and some minor design adjustments are required b) the Maroubra Road Traffic Management Study will likely commence from April 2021 c) Consultants were appointed to undertake investigations into the possible re-design of the Bunnerong Rd, Perry St and Franklin St Intersection d) Design work has commenced regarding the Barker Street Pedestrian Refuge e) Design work was completed regarding the new pedestrian refuge on Howard Street, Randwick, however challenges with regard to the location of the device are currently being explored.	
<b>9B THE COMMUNITY IS INFORMED, EDUCATED AND ENCOURAGED TO USE SUSTAINABLE TRANSPORT.</b>			
<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.	50%
	Comments	175,390 litres of fuel consumed across Council's passenger and plant fleet resulting in 460 tonnes of greenhouse gas emissions (representing approx. 4% decrease from equivalent quarter (2019-20)). 17,873 litres of biodiesel fuel was consumed by Council plant equipment and vehicles at the Works Depot.	
<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.	50%
	Comments	Additional e-bikes purchased for Depot staff with additional electric vehicle charging infrastructure being investigated for Works Depot and Bowen Library.	
<b>9C ADVOCATE AND/OR PLAN FOR INTEGRATED LOCAL AND REGIONAL TRANSPORT IMPROVEMENTS, INCLUDING HIGH CAPACITY TRANSPORT SUCH AS LIGHT/STANDARD RAIL.</b>			
<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.	50%
	Comments	Council officers continue to seek clarification on proposed bus service changes but have yet to be provided with details.	

<i>9c.2 Participate in working groups and monitor the State Government's implementation of light rail.</i>			
<b>9c.2.1</b>		Liaise with Transport for NSW regarding any post implementation issues given the completion of the Light Rail Project.	<b>50%</b>
	<b>Comments</b>	A number of issues have been identified and raised with Transport for NSW and TransDev regarding light rail issues. The inter-agency relationships are sound.	
<b>9D RESIDENTIAL AMENITY IS PROTECTED BY APPROPRIATE TRAFFIC MANAGEMENT.</b>			
<i>9d.1 Implement traffic control strategies to protect residential amenity.</i>			
<b>9d.1.1</b>		Manage and implement actions arising from the Traffic Committee processes.	<b>50%</b>
	<b>Comments</b>	On-going actions arising out of Traffic Committee recommendations are being implemented in a timely manner.	
<i>9d.2 Implement regulatory parking patrol and enforcement programs to ensure appropriate enforcement of the NSW Road Rules.</i>			
<b>9d.2.1</b>		Implement parking patrol and enforcement strategic approaches in key locations and in response to community concerns.	<b>50%</b>
	<b>Comments</b>	Council's Rangers and Parking Officers undertake regular patrols of business centres, beachside locations, school zones and other restricted parking locations and undertake appropriate regulatory action. In the October to December quarter, Council officers have also investigated 960 parking related customer requests.	
<b>9E PARKING IS MANAGED TO BALANCE CONVENIENCE AGAINST REDUCED CAR RELIANCE.</b>			
<i>9e.1 Enhance parking opportunities for residents through appropriate management of the Resident Parking Scheme.</i>			
<b>9e.1.1</b>		Manage the 'area based' Residential Parking Scheme.	<b>50%</b>
	<b>Comments</b>	In accordance with the regular schedule, resident parking area reviews are progressing and the relevant resident surveys are being undertaken.	
<i>9e.2 Develop a strategic approach to the overall management of parking – especially within our commercial centres.</i>			
<b>9e.2.1</b>		Continue to undertake business and parking surveys to better inform future decision making.	<b>25%</b>
	<b>Comments</b>	Solid ground work for our 'centres parking review' has been undertaken. Surveys of the business communities are proposed to commence from the third quarter 2021.	
<b>9e.2.2</b>		Develop and finalise a 10-year informing Integrated Transport Strategy.	<b>50%</b>
	<b>Comments</b>	The draft Transport Study was prepared and has recently been updated with reference to the South East Sydney Transport Strategy and the likely transport changes arising from the effects of the COVID-19 pandemic. Work on the Integrated Transport Strategy is underway.	

<b>10 A healthy environment</b>			
<b>10A COUNCIL'S PROGRAMS AND PARTNERSHIPS FOSTER SUSTAINABLE BEHAVIOURAL CHANGES AND OUTCOMES.</b>			
<i>10a.1 Develop, implement and review programs aimed at improving the City's resilience.</i>			
<b>10a.1.1</b>		Deliver sustainability courses, workshops, events and activities for community, staff and businesses and report and review outcomes.	<b>50%</b>
	<b>Comments</b>	More than 160 Permabee volunteers attended Randwick Community Centre over the quarter with 60 native plantings in November and 152 attending workshops (including 52 by zoom) covering organic gardening, energy and sustainability related topics.	
<b>10a.1.2</b>		Finalise the 10-year informing Environmental Strategy.	<b>100%</b>
	<b>Comments</b>	Final Environment Strategy reported and approved at December 2020 Ordinary Council meeting.	

<i>10a.2 Expand external partnerships supporting Council's resilience initiatives e.g. UNSW MOU.</i>			
<b>10a.2.1</b>		Achieve sustainability outcomes with external partners and funding opportunities, including local businesses, UNSW and not-for-profits.	<b>50%</b>
	<b>Comments</b>	External partners included Resilient Sydney (training on their data platform), Responsible Cafes and Huskee Cups and Climate Emergency Australia. Major collaborations are underway via the Randwick Emissions Strategy project with UNSW, Hospitals and ATC as well as DPIE, Greater Sydney Commission and Ministry for Transport. Additional community collaboration with eastern suburbs community environmental groups underway facilitated via a separate 3-Council "Collaboration for Impact" between Waverley, Randwick and Woollahra Councils.  Successful funding has also been advised from Dept Planning to the value of \$250,000 for additional tree planting in Randwick via the NSW Govt Greening our City grants program.	
<i>10a.3 Continue the development, implementation and review of the 3-Council collaboration project with Waverley and Woollahra Councils to reduce resource consumption across the region.</i>			
<b>10a.3.1</b>		Participate in initiatives and programs conducted as part of the 3-Council collaboration to reduce resource consumption across the eastern suburbs.	<b>50%</b>
	<b>Comments</b>	Compost Revolution continues to see bins and worm farms distributed to residents.  The Solar my School initiative has resulted in solar on rooftops of almost all of the eastern suburbs schools, and the initiative is now offering a similar service to local clubs and similar organisations. Solar my School is now also providing service to other local Councils via Ausgrid funding and funding from those external Councils.  Additional opportunities are being pursued to extend public electric vehicle charging infrastructure. Currently, the most popular charging location is at Silver Street carpark Randwick.	
<b>10B POLICIES AND PROGRAMS ARE DEVELOPED AND IMPLEMENTED IN RESPONSE TO ENVIRONMENTAL RISKS AND THEIR POTENTIAL IMPACTS.</b>			
<i>10b.1 Develop and implement a long term resilience framework for Randwick.</i>			
<b>10b.1.1</b>		Provide grants, support and resources for Council programs and projects increasing resilience and capacity for Randwick community including residents, schools and businesses.	<b>50%</b>
	<b>Comments</b>	Financial rebates commenced for Randwick residents and businesses via the Community Sustainable portal offering incentives on approx. 10 separate measures including: solar , battery storage, hot water, insulation, lighting, pool pumps and rainwater tanks.	
<i>10b.2 Develop and implement environmental strategies for remediation of contaminated Council/public land.</i>			
<b>10b.2.1</b>		Continue ongoing remediation works and monitoring activities at Chifley Reserve, Heffron Park, Pioneer Park and Purcell Park.	<b>50%</b>
	<b>Comments</b>	Pioneers Park has two playing field under remediation/ construction. These are due to be completed in mid 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 been certified by a qualified hygienist in December 2020. Purcell Park Remediation Project was completed in December 2020 and the site has been certified as remediated. Ongoing RAP Operational Management has been commenced.	
<i>10b.3 Implement recommendations contained in the NSW Government's Floodplain Development Manual and relevant floodplain management studies carried out for Randwick City.</i>			
<b>10b.3.1</b>		Continue floodplain management studies and Floodplain Risk Management Plan implementation actions as per annual plan.	<b>40%</b>
	<b>Comments</b>	Southern LGA flood study has proceeded to Stage 2. RFQ issued for Bird's Gully and Bunnerong Floodplain Risk Management Study and Plan.	
<i>10b.4 Administer and implement Council's Tree Preservation policy to preserve our urban forest.</i>			
<b>10b.4.1</b>		Process Customer Service Requests for pruning /removal of Council street trees incorporating relevant environmental risk assessments.	<b>50%</b>
	<b>Comments</b>	717 Customer Service requests for pruning/removal of street trees were processed in this quarter.	

<i>10b.5 Administer and coordinate Council's Climate Change Adaption and Mitigation Plan.</i>			
<b>10b.5.1</b>		Investigate and undertake educational opportunities to inform community preparation and response on climate change impacts, including heatwave conditions.	<b>25%</b>
	<b>Comments</b>	Collaboration with Climate Emergency Australia and Resilient Sydney continues to provide education and communication opportunities with residents on climate change preparedness and responses.	
<b>10C BUSHLAND, OPEN SPACES AND BIODIVERSITY ARE PROTECTED AND ENHANCED FOR FUTURE GENERATIONS.</b>			
<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>			
<b>10c.1.1</b>		Implement the Bush Regeneration and Revegetation Program including threatened species management and development of green corridors.	<b>50%</b>
	<b>Comments</b>	All (100%) of bushland sites have received bush regeneration treatments, the total hours committed to restoration activities this quarter has been 3,750 hours. Bushcare activities have continued to operate according to COVID Safe plans which have been developed by Council and comply with current Public Health Orders.	
<b>10c.1.2</b>		Implement the Noxious Weeds Act and provide advice on managing pest animals.	<b>50%</b>
	<b>Comments</b>	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>			
<b>10.c.2.1</b>		Implement an ongoing Annual Street Tree Planting Program, Community Street Tree Planting project, National Tree Day and Trees for Mum projects.	<b>50%</b>
	<b>Comments</b>	Council has received two Greening Our City grants for park and street planting, this will result in additional trees across the City.	
<b>10.c.2.2</b>		Implement the Biosecurity Act, Biodiversity Conservation Act and supporting SEPPs.	<b>50%</b>
	<b>Comments</b>	Council continues to monitor for biosecurity threats and is in regular contact with Local Land Services about developments within the Randwick local government area.	
<b>10D WASTE IS MANAGED SUSTAINABLY TO ENSURE HIGHEST LEVEL OF RESOURCE RECOVERY.</b>			
<i>10d.1 Develop and implement council's Resource Recovery Strategy to minimise the level of waste going to landfill.</i>			
<b>10.d.1.1</b>		Implement Food Organics and Garden Organics (FOGO) Collection and Processing Services to all residential properties across the City.	<b>50%</b>
	<b>Comments</b>	Preparation for implementation of FOGO collection services completed. Bin rollout commenced in January 2021.	
<b>10.d.1.2</b>		Review and negotiate Council's waste processing contract based on NSW EPA's revocation of Mixed Waste Organic Outputs.	<b>50%</b>
	<b>Comments</b>	Discussions underway with SUEZ and NSW EPA.	
<b>10.d.1.3</b>		Improve services for integrated waste management in Multi Unit Dwellings (MUDs) towards reducing illegal dumping and contamination.	<b>50%</b>
	<b>Comments</b>	Illegal dumping management in MUD properties project well underway .	
<i>10d.2 Implement and review actions identified in Council's Litter and Illegal Dumping Management Plan.</i>			
<b>10.d.2.1</b>		Develop an updated litter and Illegal dumping management plan and subsequent illegal dumping and litter prevention program.	<b>50%</b>
	<b>Comments</b>	Litter prevention project is underway.	
<i>10d.3 Develop and implement community engagement programs on waste and recycling.</i>			
<b>10d.3.1</b>		Develop and implement community engagement and service improvement program to avoid and reduce waste, and reduce recycling contamination and reverse contamination.	<b>50%</b>
	<b>Comments</b>	Contamination management in recycling bins is in progress.	



<b>10d.3.2</b>		Develop and implement community engagement and education plan for FOGO services aiming at increased participation and contamination reduction.	<b>50%</b>
	<b>Comments</b>	FOGO is coming' campaign commenced in October. The message went to the residents via email, newsletter, letter from the Mayor, advertisements and workshops.	
<b>10E A TOTAL WATER CYCLE MANAGEMENT APPROACH INCLUDING WATER CONSERVATION, REUSE AND WATER QUALITY IMPROVEMENTS IS ADOPTED.</b>			
<i>10e.1 Develop and implement projects to improve water conservation and efficiency across Council and the Community.</i>			
<b>10e.1.1</b>		Implement water conservation in the operation of Council's amenities.	<b>50%</b>
	<b>Comments</b>	The new South Maroubra Amenity Building Design is currently being completed. The amenities building will be connected to the Maroubra Stormwater Harvesting System.  The Purcell Park Stormwater Harvesting System is 100% complete and is fully operational.	
<b>10e.1.2</b>		Complete the Maroubra Beach Stormwater Harvesting Project.	<b>95%</b>
	<b>Comments</b>	95% works completed. Landscaping works completed in Dec 2020 and final system commissioning is underway. Stormwater Harvesting System will be in operational in February 2021.	
<b>10e.1.3</b>		Increase stormwater, rainwater and wastewater harvesting opportunities within Randwick City.	<b>50%</b>
	<b>Comments</b>	Council's potable water usage cost savings between October and December 2020 was \$148,845. Water conservation initiatives reduced our use of potable water by 66,449 million litres for the quarter.	
<b>10F ENERGY CONSERVATION AND EFFICIENCY PROGRAMS ARE IMPLEMENTED.</b>			
<i>10f.1 Develop and implement projects to improve energy conservation and efficiency across Council and the Community.</i>			
<b>10f.1.1</b>		Implement energy saving and efficiency projects across the City including residential, businesses, schools and Council sites.	<b>50%</b>
	<b>Comments</b>	More than 2,300 lights have now been upgraded to energy efficient LEDs across 25 Council sites presenting financial savings in the order of \$140,000 per annum.	
<i>10f.2 Investigate and implement renewable energy projects across Randwick City.</i>			
<b>10f.2.1</b>		Expand renewable energy across the City including residential, business, schools and Council sites.	<b>50%</b>
	<b>Comments</b>	Solar Tenants agreement with users at Randwick Community Centre has resulted in the installation of 10kilowatts of additional rooftop solar providing energy and carbons savings for tenant and landlord. As detailed in 10b.1.1, energy and water saving financial rebates commenced for residents and businesses with an update on results to be provided in the next quarterly report.	