
Quarterly Progress Review

October – December 2025

Attachment to Report No:

24 February 2026

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1. Explanatory Notes

How we measure progress for the Quarterly Progress Reporting

This document is the 2025-26 Progress Report for Q2. It is presented in 2 sections:

Table A: Tracks progress in delivering the outcomes of the 2025-2035 Community Strategic Plan and the seven Informing Strategies.

Table B: Tracks performance in providing the ongoing regulatory and council services required by our community.

Performance is measured against the target value for each indicator.

2. Summary of Performance

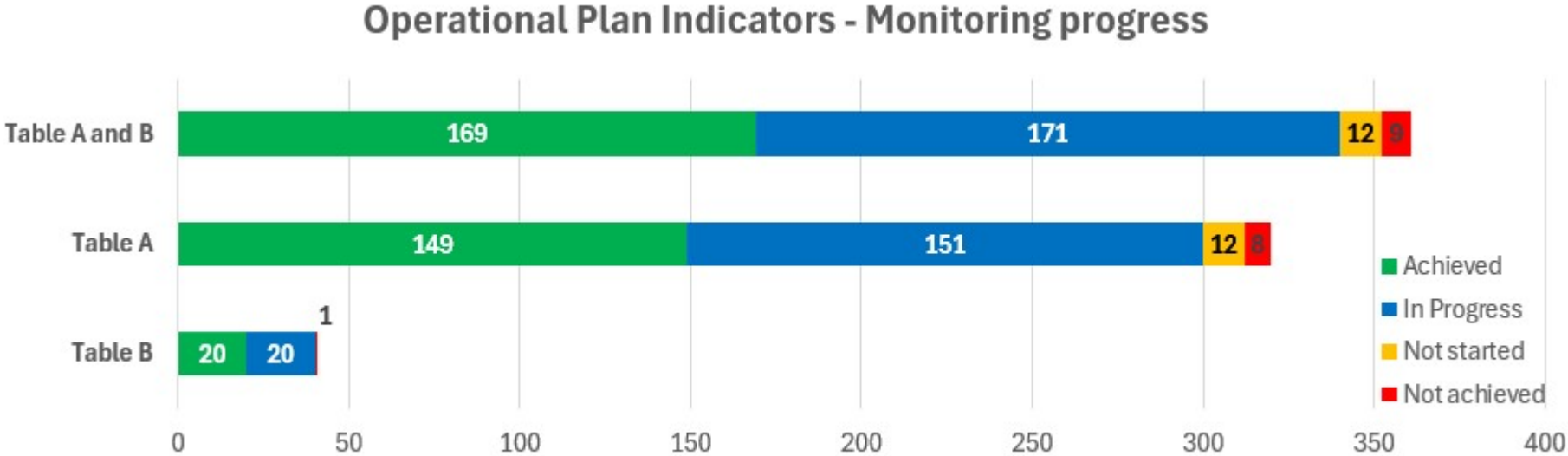
In Quarter 2, there were 361 indicators tracking progress of the operational plan activities scheduled in the quarter:

- 320 Indicators measured progress in delivering the outcomes of the 2025-2035 Community Strategic Plan and seven informing strategies (Table A)
- 41 indicators measured progress in providing the ongoing services and complying with regulatory obligations (Table B)

Of the total 361 indicators, **97.5%** have been achieved or are on track to be completed in the financial year, or have not yet commenced this quarter.

Of the Table A activities, **98%** have been achieved or are on track to be completed in the financial year, or have not yet commenced this quarter.

99.7% of Table B have been achieved or are on track to be completed in the financial year, or have not yet commenced this quarter.




3. Table A: Delivering activities from the Community Strategic Plan and Informing Strategies

Total 320 Indicators

3.1. Arts and Culture Strategy


Arts and Culture Objective: Establish a strong cultural identity for the Randwick LGA by 2031 that is inclusive and founded on the contribution of First Nations people.

A01.1 Establish award winning programs and activities to build art and culture in the local area.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A01.1.1 Deliver an innovative arts program that has the potential to expand visitation to the local area.	Indicator: <i>A1101</i> Number of events	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 1 Events	Date: 31/12/25 Value: 20 Events The Town Hall Takeover program continued through until December, delivering a suite of low cost and free programming for community to enjoy. Between October and December, a total of 6 events were delivered via 7 days of programming spanning creative markets, live music, exhibitions, workshops, and gaming experiences. Barrett House Studios hosted 3 arts activation events through 5 days of free programming including an artist talk, opening, and exhibition.	

A01.1.2 Facilitate inclusion and remove barriers to participate in art and culture programs	Indicator: <i>A1102</i> Number of initiatives delivered	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 5 Initiatives	Date: 31/12/25 Value: 7 Initiatives Town Hall Takeover continued to provide free and low cost programming. Diverse communities engage with this program including culturally and linguistically diverse communities, young people, LGBTQIA+ people, and people with disability. The newly established Public Art Advisory Panel improves includes identified First Nations, First Nations youth, and youth positions. Our newly established Creative Hoardings program includes identified opportunities for First Nations and International Students.	
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A01.2 Support the planning and/or delivery of public art across the City guided by the Cultural Vision and Public Art Plan

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A01.2.1 Foster commissioning and implementation of public art projects that align with public art plan.	Indicator: <i>A1103</i> Number of public artworks	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 2 Public artworks	Date: 31/12/25 Value: 1 Public artworks Installation has commenced on the final major public artwork commissioned via Voluntary Planning Agreement with Scape student accommodation. Monica Rani Rudhir's work will be completed at the beginning of 2026. Council have been in communication with Iglu student accommodation on the commissioning of a public artwork via Voluntary Planning Agreement.	


A01.3 Work in partnership with state, national and local stakeholders - including UNSW - to promote arts and culture in the area.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A01.3.1 Collaborate on partnership projects and programs with key cultural stakeholders within City of Randwick	Indicator: <i>A1104</i> Number of partnerships	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 2 Partnerships	Date: 31/12/25 Value: 4 Partnerships La Perouse Museum partnered with Sydney University on tertiary education and internship programs, and continued their relationship with Nurra Gilli at UNSW, welcoming First Nations students from across the Country to La Perouse for cultural immersion.	

A01.4 Transform La Perouse Museum into a First Nations Cultural Precinct by 2032.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A01.4.1 Complete the Feasibility Study and Masterplan Process, and Community Consultation for the La Perouse First Nations Cultural Precinct by 2026	Indicator: <i>A1105</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 40.00% Council endorsed an extended tenure of the Cable Station Building at its October meeting and formally endorsed commencement of the next stage of Museum and Headland redevelopment planning including targeted community and stakeholder consultation, formation of partnerships and management models, concept planning and a funding strategy outlined in a later Report to Council.	

A01.5 Diversify Council’s program of cultural activities and events to allow broad coverage across the local area.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A01.5.1 Develop a list of existing and potential future cultural events across the local government area	Indicator: <i>A1106</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 100.00% Council's What's On Calendar is a free platform for community to list their events, allowing creatives to expand the reach of their cultural programs. Further to this, the Arts & Culture and La Perouse Museum newsletters profile programs delivered by Council across the LGA. La Perouse Museum have launched their new website, highlighting the work of the museum at an industry standard. They have also launched their own Instagram page to promote events and broader work. Collectively these provide an up-to-date cultural events listing.	

Arts and Culture Objective: Increase the number of places by 20% that are available for people to participate in arts and culture by 2031, using the 2019 cultural mapping baseline.

A02.1 Increase by 20% the opportunities available to Council and external producers for outdoor performance and festivals, public art and creative programming to generate a lively street culture both day and night in each town centre by 2031.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A02.1.1 Establish a program of open streets and festival programming across the LGA's town centres, to be delivered annually by 2032	Indicator: <i>A107</i> Number of cultural events	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 2 Cultural events	Date: 31/12/25 Value: 7 Cultural events The Economic Development and Events teams deliver diverse programs that platform artists and provide opportunities for programming on open streets. In this quarter, 3 open-street "Spot On" events were held in Randwick, engaging 21 performers and musicians for approx. 6,000 attendees in addition to the Events team delivering 'Culture Vibes', a large scale free festival showcasing many cultural dances and performances of our local community.	

A02.2 Identify appropriate venues and platforms for experimental artists and musicians to be creative by 2027.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A02.2.1 Identify venues and platforms that meet the needs in terms of infrastructure, location and capacity in order to meet the needs of creative experimentation	Indicator: <i>A108</i> Number of venues / platforms	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 3 Venues or platforms	Date: 31/12/25 Value: 10 Venues or platforms Randwick Town Hall continues to evolve as an in-demand creative venue for multidisciplinary creatives. Arts and Culture in response to the needs of the sector supported a number of creative and experimental initiatives in this quarter. Council has engaged an experienced cultural spaces consultant to undertake a feasibility study for the Randwick Literary Institute and the Newmarket Big Stable, supported by Arts and Culture. Barrett House continues to support artists through creative development, experimentation and presentation, supporting 9 artists	

				<p>per year with short term residencies. Landscape improvements to the site will commence at the beginning of 2026, to provide a better experience for visitors and to increase the number of attendees able to engage with the site.</p> <p>Work has commenced on Blenheim House, due to support creative access in the second half of 2026 including studio and presentation space.</p>	
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A02.3 Establish a baseline of access across Council venues and recommendations to improve accessibility.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A02.3.1 Continue to document accessibility status and needs for council venues to inform an accessibility plan and baseline	Indicator: <i>AI109</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 40.00% Accessible Arts conducted a site visit of La Perouse Museum in September to review accessibility at this site and provide recommendations on how to support greater access and inclusion. A report on their findings was provided in this quarter, which will be used to inform future approaches to the site with learnings taken from this venue to be implemented across other Council spaces.	



A02.4 Identify and provide a minimum of 10 spaces for people to participate in the creative and performing arts by 2032.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A02.4.1 Collate and promote cultural spaces available for the creative sector (progressive)	Indicator: <i>AI110</i> Number of new cultural spaces identified	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 1 Cultural space	Date: 31/12/25 Value: 2 Cultural space The Arts & Culture team are exploring expanded use of Barrett House to support more writers accessing the space at one time. A trial of this approach will be tested with the first cohort of artists in 2026. In addition to this, work continues on new creative spaces at Randwick Literary Institute as identified in A02.2.1	


A02.5 Increase access and opportunity to existing Council venues and spaces by cultural arts by 10% from 2024 baseline.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A02.5.1 Increase access and usage of Councils portfolio of cultural venues through tailored programs and opportunities	Indicator: <i>AI111</i> Number of initiatives	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 3 Initiatives	Date: 31/12/25 Value: 4 Initiatives The inaugural presentation of Town Hall Takeover concluded in December 2025. This program attracted 5,284 attendees, engaged 266 artists, and delivered over 30 days of free or low-cost events. In the last quarter of 2025, Barrett House Studios supported 3 artists, presented an artist talk, opening event, and an exhibition which attracted 117 people in total.	
A02.5.2 Maintain the library's Space to Create residency program.	Indicator: <i>AI112</i> Number of residents	Manager Library Services	Date: 30/06/26 Value: >= 12 Residents	Date: 31/12/25 Value: 16 Residents 14 residents have been selected for the 2026 intake.	


A02.6 Transform Blenheim House and Newmarket stables into cultural hubs with a focus on supporting local artists.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A02.6.1 Complete feasibility planning The Big Stables Newmarket	Indicator: <i>AI113</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 90.00% A presentation by the engaged Cultural Space consultant was given to the working party comprising one potential option for RLI and several options for the Big Stable. This will be collated into a report to senior management early 2026.	
A02.6.2 Develop operational plan for Blenheim house prior to opening as a cultural hub	Indicator: <i>AI114</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 15.00% The Arts & Culture team have been researching different operational models across the sector and will soon commence work on the operational plan for Blenheim House.	

A02.7 Utilise all 5 spaces at the Randwick Literary Institute, to provide additional opportunities for arts and cultural activity by 2029.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A02.7.1 Provide schedule of creative activations in the 5 spaces at the RLI via Expression of Interest opportunities	Indicator: <i>A1115</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 20.00% The Arts & Culture team have been working with previous recipients of RLI Residency to support a performance at Randwick Literary Institute in March 2026. This performance will share the next-stage outcome of a work developed through RLI Residency in 2024. RLI Residency will recommence this year, supporting performance-based practitioners to develop new work. This will be advertised via an open Expression of Interest process.	



A02.8 Increase by 20% the number of small (<600) people community cultural events by 2029.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A02.8.1 Undertake research into demand and satisfaction with the program of small cultural events.	Indicator: <i>A1116</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 50.00% The Arts & Culture team survey artists and attendees of our programs to seek ways to strengthen our work and ensure that it remains relevant to our creative sector and local community. 83% of artists surveyed rated the program five stars, with artists saying "...many of the people that have come through the space have been commenting on how impressed and happy they are that Randwick Council is investing and supporting the arts recently. Your work is really being noticed in the community." Feedback continues to shape future program delivery.	


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A02.9.1 Analyse existing and future events.	Indicator: <i>AI117</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 15.00% A survey of 172 attendees was conducted at Culture Vibes on 18th October 2025, with a satisfaction index score of 82.	

Arts and Culture Objective: Increase attendance at Council's arts and cultural programmes, events and venues by 10% by 2031, from a 2018-19 baseline.


A03.1 Recognise, value and celebrate First Nations histories through a minimum of 5 targeted events, activities or programs each year.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A03.1.1 Deliver targeted events, activities or programs	Indicator: <i>A1118</i> Number of events and activities	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 5 events / activities	Date: 31/12/25 Value: 12 events / activities The La Perouse Museum continued public programs and events centring First Nations histories and culture. 9 events were hosted at the La Perouse Museum that included cultural walks on Country with Elders, Panel talks discussing the history of the 1988 Long March for Justice, Freedom and Hope, Professional Development programs for other organisations, Elders morning teas and the launch of the LAPA Carvers woodcarving program.	
A03.1.2 Digitise, preserve and promote stories of the history and heritage of the community using Recollect Digital Asset Management System (DAMS).	Indicator: <i>A1119</i> Progress	Manager Library Services	Date: 30/06/26 Value: > 0 digitised assets on Recollect	Date: 31/12/25 Value: 14,662 digitised assets on Recollect	



A03.2 Support activities and initiatives that amplify the stories of the cultural heritage of the city by 2032.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A03.2.1 Initiate, support and/or promote programs and initiatives that tell the culturally rich heritage of the city.	Indicator: <i>A1120</i> Number of programs / initiatives	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 5 programs / initiatives	Date: 31/12/25 Value: 34 programs / initiatives The Museum has programmed initiatives and programs across the quarter that preserve and celebrate the rich history of the area, including 19 tailored programs for audiences engaging with Museum content and their learning programs.	

A03.3 Deliver and/or support a range of large and small community events to promote a sense of community

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A03.3.1 Create a diverse and engaging annual calendar of events	Indicator: <i>A121</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 25.00% Events included Bali Commemoration Ceremony, Malabar Family Day, the first ever Culture Vibes, Sports Awards Presentation, Community Christmas Concerts for community aged 60+, Step Out Speak Out, Community Christmas Party, Chanukah Celebration, Coogee Carols and Coogee Sparkles.	


A03.4 Increase visitation of La Perouse Museum through a diverse set of programming and exhibitions by 2032.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A03.4.1 Improve marketing through suite of LPM branding platforms	Indicator: <i>A122</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 100.00% The Museum officially launched an independent website and developed a social media presence to continue to grow its digital audience.	
A03.4.2 Manage the La Perouse Museum including administration, operation and maintenance of the temporary and permanent exhibitions, public programs, events, lectures, performances, tours and excursions.	Indicator: <i>A123</i> Number of public programs	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 18 Programs	Date: 31/12/25 Value: 27 Programs The Museum hosted numerous programs over the period including the launch of new public program, LAPA Carvers. The carving program invites young men in the community to join a supported studio environment to learn from elders in the creation of wooden artefacts. The Museum started planning with the National Parks and Wildlife service to host school programs in partnership.	

	Indicator: <i>A1124</i> Number of exhibitions at the museum	Manager Economic Development and Placemaking	Date: 30/06/26 Value: > = 6 Exhibitions	Date: 31/12/25 Value: 4 Exhibitions Currently in situ this period: NearShore - Collection highlights from the La Perouse Museum Collection, 1988: The Long March for Justice, Freedom & Hope by Juno Gemes, Night Vision by Bayview artist Jesse Boyd-Reid, and Critical Carbon by Callum Parker & Daniel Mazzucco continued through the 2nd quarter.	
A03.4.3 Record in person and online visitation data to record annual visitation statistics	Indicator: <i>A1125</i> Number of visitors to the La Perouse Museum	Manager Economic Development and Placemaking	Date: 30/06/26 Value: > = 18,000 Visitors	Date: 31/12/25 Value: 5,653 Visitors The La Perouse Museum welcomed 4,400 visitors to the Museum throughout the 2nd quarter.	

A03.5 Develop a diverse program of capacity building and networking opportunities and events and promote external professional development initiatives to the creative sector.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A03.5.1 Develop an annual schedule of Council managed workshops and networking initiatives targeted to Randwick's creative sector	Indicator: <i>A1126</i> Number of workshops / initiatives delivered per annum	Manager Economic Development and Placemaking	Date: 30/06/26 Value: > = 5 Workshops / Events	Date: 31/12/25 Value: 4 Workshops / Events In this quarter, two professional development opportunities were delivered for the artists of Barrett House including an artist talk and an installation workshop. Arts and Culture commenced this period on the newly reimagined program 'Sector Sessions' which delivers a series of free workshops by industry professionals, sharing tools and resources to support creative practice. This includes opportunities for networking at each workshop and will also including working days across the year where artists are welcomed to a Council venue to quietly work on their practice (primarily focused on administration tasks).	

<p>A03.5.2 Promote internal and external workshops / networking initiatives to the creative sector annually via the Arts Bulletin</p>	<p>Indicator: <i>A1127</i> Number of Arts bulletins</p>	<p>Manager Economic Development and Placemaking</p>	<p>Date: 30/06/26 Value: >= 4 Bulletins</p>	<p>Date: 31/12/25 Value: 6 Bulletins</p> <p>During this period, two Creative Randwick Newsletters were distributed to our mailing list. The Creative Randwick Newsletter continues to grow, receiving strong engagement rates that include 80.9% open rate and 12.6% click through rate. Overall, the mailing list grew by 17.7% in this quarter.</p>	
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3.2. Economic Development Strategy

Economic Development Objective: Increase the number of businesses by 20% by 2032.

A04.1 Design and implement an ongoing Buy Local, Shop Local marketing campaign with partnerships with local networks and local businesses.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A04.1.1 Implement the Buy Local, Shop Local marketing campaign in partnership with local networks and local businesses.	Indicator: <i>A1128</i> Number of businesses participating in the Buy Local, Shop Local program	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 40 Businesses	Date: 31/12/25 Value: 23 Businesses There has been strong growth in the Buy Local Shop Local program. As we are promoting this through our media channels such as street banners, social media, decals and inclusion in eNews, we are continuing to see continuing uptake across the business community. An engagement strategy with the Business Chambers is planned first quarter 2026.	

A04.3 Continue to identify opportunities to streamline Council processes to reduce unnecessary barriers to doing business.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A04.3.1 Identify opportunities to reduce barriers to doing business	Indicator: <i>A1130</i> Number of opportunities identified to reduce barriers	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 5 Opportunities identified	Date: 31/12/25 Value: 3 Opportunities identified There are several initiatives identified that reduce barriers for our local business communities. These include the Amplify program, the	




■ Achieved ■ On track ■ Not started ■ Not achieved

				<p>Christmas program and the continued Footway Dining program.</p> <p>The Amplify program enables busker style performance in key pockets of the LGA, showcasing local talent to the wider community, and reducing barriers for upcoming musicians to grow their practice.</p> <p>Footway Dining and Alfresco further reduce for local businesses through the reduced application processing times and processes resulting in more cafes trading on the footpath.</p>	
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A04.4 Support the sustainability and growth of local businesses and institutions through advocacy to national and state agencies, and through promotion of external community events that build visitation and vibrancy of our local area.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A04.4.1 Attend state and federal meetings and briefings on relevant policies and programs that support the growth of local economies	Indicator: <i>A1131</i> Number of submissions and meetings with state and federal agencies	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 4 Meetings	Date: 31/12/25 Value: 9 Meetings Council is undertaking investigations into a Special Entertainment Precinct. This resulted in 2 meetings with the State Government in regard to how to develop a Special Entertainment Precinct. Council staff attended an online meeting with NSW Productivity and Equality Commissioner on the 20th of November relating to regulatory barriers impeding NSW's night-time economy.	
A04.4.2 Work with state and national and neighbouring councils to identify, encourage and advocate for investment.	Indicator: <i>A1132</i> Number of meetings	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 4 Meetings	Date: 31/12/25 Value: 6 Meetings Council met with Waverley to discuss Alfresco installations and discuss challenges and solutions regarding this strategy, and consulted City of Sydney and Penrith Councils to discuss Food Trucks and best practices in that space. Meetings were also held on Pop Up Shops with Central Coast.	

A04.5 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A04.5.1 Support entrepreneurial programs and incubation spaces which foster new innovative businesses.	Indicator: <i>A1133</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 50.00% The build of the innovation hub in Kensington nears completion and is expected to be handed over to Council by March 2026, with a business plan to be developed and endorsed by the senior management team.	
A04.5.2 Develop endorsed protocols for procurement from Aboriginal and Torres Strait Islander owned businesses.	Indicator: <i>A1134</i> Procurement protocol established	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 25.00% Procurement Principles and reduction of barriers for engaging First Nations businesses was included as an outcome in the new Reconciliation Action Plan. A new Procurement Exemption for artists was developed this quarter enabling more appropriate engagement pathways for commissioning artists including First Nations artists for Council projects.	
A04.5.3 Investigate Supply Nation membership.	Indicator: <i>A1135</i> Annual membership established.	Manager Community Development	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 0.00%	

Economic Development Objective: Increase by 20% the number of businesses that are members of a local network, chamber or association by 2032.




A05.1 Facilitate a sustainable and active business network group/s e.g. Chamber/s which act as an advocate for business to increase business engagement and provide networking, marketing and training opportunities.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A05.1.1 Identify active business network group/s and the current barriers and opportunities for increased business engagement.	Indicator: <i>A136</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 75.00% Council worked closely with the Randwick and Kingsford Chamber of Commerce in this quarter, exploring advocacy for local businesses and engagement in the Spot On and Lunar New Year Events. The Economic Development team worked with the Coogee Business Chamber to engage the Coogee Bay Road business community for their support and participation in the March - April 2026 "Coogee Nights" Open Street events.	

A05.2 Work with NSW Small Business Commission to link local networks and businesses with relevant small business support programs




Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A05.2.1 Work with NSW Small Business Commission to link local networks and businesses with relevant small business support programs.	Indicator: <i>A137</i> Number of small businesses connected with support programs	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 6 Businesses	Date: 31/12/25 Value: 20 Businesses The Coogee Chamber of commerce hosted a local business event supported by Council which was a success with many local businesses attending. The event was focused on capacity and networking, including the NSW Small Business Commission opportunities and Council support.	

A05.3 Create and implement a communications plan to build networks and assist local businesses to make informed decisions

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A05.3.1 Design and implement a communications plan to address identified business needs.	Indicator: <i>A138</i> Number of businesses receiving the quarterly Business Bulletin	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 30%	Date: 31/12/25 Value: 25.00% With the inception of the Buy Local Shop Local program, Council has identified a larger database of businesses who can benefit from the upcoming Business Bulletin. Due to current commitments no Bulletin was released this quarter, Council is continuing develop content for a bulletin series.	
A05.4 Continue to seek state and federal grants for public space improvement or activation projects.					
Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A05.4.1 Identify and apply for state grants per annum that support the activation and/or improvement of public places in the LGA	Indicator: <i>A139</i> 2 grants per year	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 2 grants per year	Date: 31/12/25 Value: 2 grants per year Two grants to the collective value of \$900K are in the process of being delivered, comprising the Open Streets 2025-2028 program funding the three year program of the Spot On festivals. The Permit Plug Play grant funded in this quarter a suite of event plans and infrastructure to enable more community and council open streets events.	
A05.5 Consider grant funding opportunities for business-led collaborative projects by 2029					
Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A05.5.1 Consult and investigate opportunities	Indicator: <i>A140</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 50.00% Council directly supported a local Chamber in hosting a local business forum. The event highlighted the current State Government grant funding opportunities available to local businesses. Council is also exploring other ways in which Randwick locals and businesses can utilise grant funding.	


Economic Development Objective: Increase night time spending by 7% by 2032.

A06.1 Continue to implement changes to the planning framework, as per the Nighttime Economy Study, to encourage organisations to host cultural/creative experiences in retail or commercial spaces such as a shop hosting a performance, art exhibition or public talk.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A06.1.1 Undertake research as part of the Comprehensive DCP review to investigate opportunities to support the night time economy and encourage a diverse mix of business and cultural activities.	Indicator: <i>A1141</i> Progress	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 100.00% Night time provisions have been drafted. During the quarter a series of briefings provided to Councillors with responses to questions. DCP report to Council in November 2025, endorsed for public exhibition. Working with Communications Team on the material for [public exhibition, including summary sheets, Yoursay website and letters to community. The exhibition is to commence on 22 January 2026.	
A06.1.2 Create a promotion campaign and relevant toolkits to encourage business and other organisations to leverage the changes in the planning framework to create new night time experiences; such as a 'create a small bar guide'.	Indicator: <i>A1142</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 25.00% Council has disseminated opportunities to business network for State funding related to the Vibrancy Reforms, and the Economic Development and Strategic Planning teams developed a working party this quarter to explore a Special Entertainment Precinct (SEP) proposal for a designated town centre in the City of Randwick.	
A06.1.3 Assess and determine applications made under the Roads Act including footway trading applications and ground anchor applications.	Indicator: <i>A1143</i> Percentage of Footway Dining applications determined within 40 days (net)	Manager Economic Development and Placemaking	Date: 30/06/26 Value: > = 80%	Date: 31/12/25 Value: 28.00% Footway Dining has seen a large influx of complexities this quarter, each requiring additional stakeholder consultation. In conjunction with this and the Christmas period, applications completed within 11 days have dropped slightly. Council anticipates this to improve next quarter.	


■ Achieved ■ On track ■ Not started ■ Not achieved

A06.2 Work with the NSW state government through representation on relevant state committees and working groups to share resources and collaborate on night time initiatives.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A06.2.1 Participate in Investment NSW 24-hour Economy Advisory Group quarterly meetings.	Indicator: <i>AI144</i> Number of Investment NSW 24-hour Economy Advisory Group meetings attended	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 4 Meetings	Date: 31/12/25 Value: 2 Meetings Whilst Council is not currently a member of the 24-hour Economy Advisory Group due to a realignment of membership of the Committee, Council continues to attend the NTECC meetings as part of the Vibrancy networks.	

Economic Development Objective: Ensure 86% or more of our community are satisfied with the vitality of town centres by 2032.


A07.1 Identify laneways that can be revitalised and activated by incorporating infrastructure that brings people together such as. mirrors for dancing, play spaces, half courts and other recreation activities.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A07.1.1 Complete designs of town centre upgrades including WSUD in accordance with Masterplans.	Indicator: <i>A1145</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: >= 90%	Date: 31/12/25 Value: 70.00% Matrville town centre construction has been complete. Work with developers along K2K corridor is ongoing and incorporation of WSUD and green elements are being prioritised.	


A07.2 Ensure Council's local planning framework aligns with State Government reforms to streamline planning processes and make it easier for creative and cultural uses to operate in town centres

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A07.2.1 Review the DCP to incorporate/update provisions for public art, connecting with country, night time economy and footpath dining.	Indicator: <i>A1146</i> Progress	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 100.00% Relevant chapters have been completed. During the quarter a series of briefings provided to Councillors with responses to questions. DCP reported to Council in November 2025, endorsed for public exhibition. During the quarter staff have been working with Communications Team on the material for public exhibition, including summary sheets, Yoursay website, artwork and letters to community. Exhibition scheduled to commence 22 Jan. Connecting with Country Chapter deferred to Stage 3 DCP.	

A07.3 Investigate opportunities with local commercial property owners and relevant agencies to provide façade displays or short-term pop-up uses in vacant tenancies (e.g. home based, business start-ups, seasonal offerings).


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A07.3.1 Audit of empty shops and undertake study to assess effective short-term occupancy to enhance town centres	Indicator: <i>A1147</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 25.00% Council has worked with a local business to leave decorative artwork on their empty shopfront past the proposed dates. This allowed the streetscape to be further activated for a longer period of time Council has undertaken research with neighbouring councils and Greater Sydney Council to info-share on empty shop strategies, and is trialling an frontage activation in Randwick working with the owner of the premises.	

A07.4 Continue to support the operation of food trucks, food vans and markets that are well located to foster community engagement.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A07.4.1 Deliver a minimum of five food truck events per year and increase number of small-scale and large-scale market activations across the LGA,	Indicator: <i>A1148</i> Number of market and food truck events delivered per annum	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 5 market / food truck events	Date: 31/12/25 Value: 6 market / food truck events Council has expanded the number of Eat Drink Play food truck events for 2025/26, however there were no food truck events this quarter. Council is currently planning a food truck event next quarter. As Council has launched now both Heffron and Maroubra Markets, we are now seeing 2 markets a month which shows a large increase in opportunities for food trucks to trade. 6 large-scale markets were delivered this quarter.	

Economic Development Objective: Increase Randwick City's visitor spend to 2.5% of NSW total visitor spend by 2032.


A09.1 Support a visitor economy and destination campaign for Randwick, by promoting our businesses, showcasing our unique geographical and cultural offerings, and creating a strong visual brand by 2032

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A09.1.1 Develop a unique and visible brand / work with chambers and using local character studies / public art plan to promote identity of local areas	Indicator: <i>A1150</i> Number of town centre activations / campaigns	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 1 activation / campaign	Date: 31/12/25 Value: 2 activation / campaign Communications and Economic Development are currently working together to investigate and propose branding and feature stories for each town centre. This will be intrinsic to the ongoing delivery of the Shop Local Buy Local campaign. Each "Scene" quarterly magazine now promotes a particular town centre as part of a destination campaign.	


3.3. Environment Strategy

Environment Objective: Increase by at least 60% the number of native and indigenous plantings across Randwick City by 2030 from a 2018 baseline.



A11.1 Improve the connectivity of key bushland areas by planting and maintaining native and indigenous ground covers, shrubs and trees to support the Green Grid framework.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A11.1.1 Undertake native and indigenous planting in identified locations.	Indicator: <i>A1151</i> Number of new plantings (including all native and indigenous trees, plants and shrubs)	Manager Infrastructure Services	Date: 30/06/26 Value: > = 5,000 Plantings	Date: 31/12/25 Value: 6,491 Plantings During the period 3,070 native plants were installed in association with streetscape garden installations, bushland and park plantings.	


A11.2 Review management and revegetation restoration strategies across coastal and terrestrial areas on a 3-yearly cycle.




Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A11.2.1 Ecological Work Plan to be reviewed and updated for management and revegetation restoration strategies across coastal and terrestrial areas	Indicator: <i>A1152</i> Updated Ecological Work Plan	Manager Infrastructure Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 90.00% The Ecological Work Plan has been updated and is currently being reviewed by the appropriate staff.	

A11.3 Improve preservation of native habitat through the mapping and conducting of various flora or fauna surveys of 10% of Council's managed bushland each year, particularly measuring the density and extent of threatened native flora and fauna species against that of introduced or competing pest plant or animal species (e.g. foxes).

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A11.3.1 Undertake annual monitoring of Acacia terminalis subsp. Eastern Sydney and prepare data for mapping.	Indicator: <i>A1153</i> Percentage of Acacia terminalis mapped	Manager Infrastructure Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 20.00% Acacia terminalis subsp. Eastern Sydney is mapped towards the end of the financial year as the plant is easily identifiable at this time as it is in flower. Planning for the works has been considered for later action.	
A11.3.2 Collect weed density data for selected bushland sites suitable for mapping.	Indicator: <i>A1154</i> Bushland with updated weed density mapping on Council's GIS mapping layer	Manager Infrastructure Services	Date: 30/06/26 Value: >= 3 Layers	Date: 31/12/25 Value: 0 Layers Weed density collection has been completed. Updated maps have not yet been uploaded into the GIS.	




A11.4 Reduce the weed density by 25% in areas of Eastern Suburbs Banksia Scrub under the control of Council by 2029.





Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A11.4.1 Collect data about the density of weeds in Eastern Suburbs Banksia Scrub areas under the control of Council.	Indicator: <i>A1155</i> Percentage of ESBS sites with weed density data collected	Manager Infrastructure Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 100.00% All ESBS sites have had weed density data collected.	

A11.4.2 Undertake works to reduce the weed density in Eastern Suburbs Banksia Scrub.	Indicator: <i>A1156</i> Percentage of ESBS sites that have received weed treatments in the current financial year	Manager Infrastructure Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 100.00% All sites containing ESBS have received bush regeneration and removal activities during the quarter.	
A11.5 Engage and support our community to promote and improve biodiversity on private land.					
Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A11.5.1 Deliver community engagement programs to increase the community's awareness and action to support and enhance local biodiversity, including to plant native vegetation on private land e.g. Native Havens, Permabees, Grow it Local, Saturday Circle	Indicator: <i>A1157</i> Number of activities delivered	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 100 Activities	Date: 31/12/25 Value: 55 Activities Council has run several activities so far this year, engaging with a large number of residents to enhance local biodiversity. These include PermaBee, Grow It Local, Plant With Us and Saturday Circle.	
	Indicator: <i>A1158</i> Number of visitors to the Randwick Sustainability Hub and Environment Park	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 200,000 Visitors	Date: 31/12/25 Value: 133,470 Visitors There were 72,000 visitors in this quarter to the Randwick Sustainability Hub and Environment Park according to our pedestrian counters. Visitors come to enjoy the many amenities available spanning nature walks, education programs, volunteer programs and childcare and aged care facilities. The year to date figure is 133,470.	



Environment Objective: Achieve a 60% reduction in greenhouse gas emissions (CO2-equivalent) across Randwick City by 2030 from a 2018 baseline, while acknowledging the significance and importance of aspiring to a 100% greenhouse gas emissions reduction target for the same timeframe.

A12.1 Create and implement a green grid framework that prioritises projects that connect areas, provide shade and cooling and improve amenity.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A12.1.1 Actively engage and collaborate with neighbouring councils, State Government and major local land holders to deliver regional open space Green Grid connections.	Indicator: <i>A1159</i> Meet with neighbouring councils to assist with development of a Green Grid Plan with connections across local government boundaries.	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 30.00% Urban Greening Report to Council planned for early 2026. This report will consolidate all urban greening motions into a comprehensive framework to guide future greening initiatives across the LGA. It will include a detailed Green Grid outlining priority projects within the LGA and its neighbouring LGAs.	
A12.1.2 Develop a Green Grid framework with prioritised actions for implementation.	Indicator: <i>A1160</i> Progress	Manager Sustainability and Resilience	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 25.00% The Green Grid Framework is progressing with consultants commencing the feasibility study to assess potential future tree canopy coverage across the Randwick area. Further stages of the project have been included in a grant application submitted under the Greening Our City grants.	
A12.1.3 Deliver community planting activities, such as Plant With Us, in accordance with the Green Grid framework.	Indicator: <i>A1161</i> Progress	Manager Sustainability and Resilience	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 50.00% Council has delivered 2 planting days so far this year and has commenced site preparation for further events to be held during the 2026 planting season.	

A12.1.4 Deliver a network of walking paths by 2031 informed by the Green Grid strategy	Indicator: <i>A162</i> Length of walking paths delivered under the Green Grid Strategy	Manager Engineering Services	Date: 30/06/26 Value: >= 0.00 Km	Date: 31/12/25 Value: 0.00 Km Coordinator Open Space is preparing a Council report which formalises a plan to address this item. It is expected to be reported in Q3.	
A12.2 Monitor and increase support for trees planted, retained and maintained in order to increase canopy cover to support the Green Grid.					
Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A12.2.1 Complete the tree planting program.	Indicator: <i>A163</i> Progress	Manager Infrastructure Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 32.00% Program commenced and first stage completed, being staffed internally. Planning is underway to ensure an accelerated rollout in April 2026.	
A12.2.2 Undertake tree planting on Council managed land.	Indicator: <i>A164</i> Number of trees planted (with a minimum pot size of 300mm)	Manager Infrastructure Services	Date: 30/06/26 Value: >= 400 Trees	Date: 31/12/25 Value: 320 Trees Remainder of tree stock planted in October and early November before unfavourable conditions. Program will be resumed in cooler months of 2026.	
A12.2.3 Investigate opportunities to strengthen planning controls regarding the retention of trees in Stage 2 of the Comprehensive DCP.	Indicator: <i>A165</i> Progress	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 100.00% Relevant draft provisions for pruning and removal of trees have been completed. During the quarter a series of briefings provided to Councillors with responses to questions. DCP reported to Council in November 2025, endorsed for public exhibition. Working with Communications Team on the material for public exhibition, including summary sheets, Yoursay website and letters to community. The exhibition is to commence on 22 January 2026.	

A12.3 Implement programs to increase community participation in food waste avoidance and recovery year on year based on the 2025 baseline

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A12.3.1 Deliver and support programs that educate and encourage the community to reduce and recover food waste.	Indicator: <i>A1166</i> Number of participants in food waste avoidance & recovery initiatives	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 1,000 participants	Date: 31/12/25 Value: 1,243 participants The number of Randwick residents who are members of Grow It Local (GIL) increased this quarter to 1,243. GIL is an online platform that connects and educates residents in food growing and food waste avoidance. Council also completed the city-wide delivery of FOGO liners, supporting our community participate in the FOGO service and minimise contamination. Council also placed new education stickers on each FOGO bin as part education on what can be placed in FOGO, further supporting efforts to reduce contamination.	
A12.3.2 Undertake a program to engage with local cafes and restaurants to support them to implement food waste avoidance and reduction initiatives	Indicator: <i>A1167</i> Number of businesses engaged	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 20 businesses	Date: 31/12/25 Value: 0 businesses This quarter, the full-time, EPA funded Program Lead for the Randwick CARE Food Waste Program started. This project will support our local cafes and restaurants to reduce and avoid food waste.	

A12.4 Implement community energy saving programs to achieve direct and indirect greenhouse emission reductions across those participating by 20% by 2035.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A12.4.1 Support the community to install rooftop solar on 25% of suitable buildings in the LGA by 2032.	Indicator: <i>A1168</i> Total amount of solar installed in the community	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 50,000 kW	Date: 31/12/25 Value: 56,756 kW A total of 56,756 kW of solar has been installed across Randwick LGA, which is supported by Council through the Sustainability Rebates Program and Solar my Club.	





	<p>Indicator: <i>A1169</i></p> <p>Percentage of dwellings (excluding apartments) that have solar panels installed</p>	<p>Manager Sustainability and Resilience</p>	<p>Date: 30/06/26</p> <p>Value: >= 25%</p>	<p>Date: 31/12/25</p> <p>Value: 25.00%</p> <p>25% of suitable dwellings have solar panels installed in the Randwick area.</p>	
<p>A12.4.2 Provide grants / rebates and financial assistance to support the delivery of sustainability outcomes including:</p> <ul style="list-style-type: none"> - Sustainability rebates - School sustainability grants - Discounted compost bins and worm farms through the Compost Revolution 	<p>Indicator: <i>A1170</i></p> <p>Number of Sustainability Rebates issued</p>	<p>Manager Sustainability and Resilience</p>	<p>Date: 30/06/26</p> <p>Value: >= 300 Rebates</p>	<p>Date: 31/12/25</p> <p>Value: 231 Rebates</p> <p>136 sustainability rebates were approved for products including solar, batteries, hot water heat pumps, lighting and more. The total number of rebates for the year to date is therefore 231.</p>	
	<p>Indicator: <i>A1171</i></p> <p>Leverage from Sustainability Rebates (investment from Council expenditure)</p>	<p>Manager Sustainability and Resilience</p>	<p>Date: 30/06/26</p> <p>Value: >= 10 X</p>	<p>Date: 31/12/25</p> <p>Value: 13 X</p> <p>For every dollar Council invests, the community invests around \$13, a high return in investment towards sustainability outcomes.</p>	
	<p>Indicator: <i>A1172</i></p> <p>Total amount of solar installed through Sustainability Rebates</p>	<p>Manager Sustainability and Resilience</p>	<p>Date: 30/06/26</p> <p>Value: >= 8,000 kW</p>	<p>Date: 31/12/25</p> <p>Value: 9,119 kW</p> <p>The sustainability rebates program has facilitated the installation of 9,119 kW of solar to date.</p>	

	<p>Indicator: <i>AI173</i></p> <p>Percentage LGA greenhouse gas emission reduction from 2017/18 baseline of 1,077,504 tonnes</p>	<p>Manager Sustainability and Resilience</p>	<p>Date: 30/06/32</p> <p>Value: >= 60%</p>	<p>Date: 31/12/25</p> <p>Value: 21.00%</p> <p>As of June 2024 (latest data) the LGA's greenhouse gas emissions have reduced by 21% against the baseline.</p>	
	<p>Indicator: <i>AI174</i></p> <p>Percent of school grants acquitted</p>	<p>Manager Sustainability and Resilience</p>	<p>Date: 30/06/26</p> <p>Value: = 100%</p>	<p>Date: 31/12/25</p> <p>Value: 22.00%</p> <p>2 of the participating schools have provided their completion reports and acquittals, with the remainder in progress.</p>	
	<p>Indicator: <i>AI175</i></p> <p>Number of discounted compost bins and worm farms provided through the Compost Revolution</p>	<p>Manager Sustainability and Resilience</p>	<p>Date: 30/06/26</p> <p>Value: >= 60 compost bins / farms</p>	<p>Date: 31/12/25</p> <p>Value: 86 compost bins / farms</p> <p>35 Compost bins and worm farms were provided through Compost Revolution in this quarter. This brings the total year to date to 86.</p>	
<p>A12.4.3 Implement a range of educational initiatives, including those listed below, to equip others for delivery of sustainability outcomes:</p> <ul style="list-style-type: none"> - Rooftop solar installation on schools and community organisations - Water saving initiatives in multi-unit dwellings 	<p>Indicator: <i>AI176</i></p> <p>Value of environmental volunteer hours</p>	<p>Manager Sustainability and Resilience</p>	<p>Date: 30/06/26</p> <p>Value: >= 90,000 \$</p>	<p>Date: 31/12/25</p> <p>Value: 68,490 \$</p> <p>Through volunteering programs such as PermaBee, Plant With Us and other Council supported programs, \$30,180 in volunteering has been contributed to environmental activities in the community last quarter.</p>	


- Best Green Innovation competition
- School incursions and excursions on sustainability
- Workshops on sustainability
- Sustainability and eco-themed events (including the annual Eco-Living Festival)
- Randwick Sustainability Hub
- Environmental volunteers (including Permabee volunteers)
- Community tree planting events

<p>Indicator: <i>A1177</i></p> <p>Number of environmental volunteer hours</p>	<p>Manager Sustainability and Resilience</p>	<p>Date: 30/06/26</p> <p>Value: >= 3,000 hours</p>	<p>Date: 31/12/25</p> <p>Value: 2,283 hours</p> <p>Through volunteering programs such as PermaBee, Plant With Us and other Council supported programs, 1,006 hours in volunteering has been contributed to environmental activities in the community last quarter.</p>	
<p>Indicator: <i>A1178</i></p> <p>Number of community groups engaged in sustainability initiatives.</p>	<p>Manager Sustainability and Resilience</p>	<p>Date: 30/06/26</p> <p>Value: >= 10 groups</p>	<p>Date: 31/12/25</p> <p>Value: 19 groups</p> <p>Randwick Council engages with a large number of community organisations in a variety of educational initiatives. In the last quarter one new community group was engaged, participating in a Grow it Local in person event.</p>	
<p>Indicator: <i>A1179</i></p> <p>Number of trees, plants and shrubs planted at community tree planting events</p>	<p>Manager Sustainability and Resilience</p>	<p>Date: 30/06/26</p> <p>Value: >= 2,000 plantings</p>	<p>Date: 31/12/25</p> <p>Value: 1,670 plantings</p> <p>Site preparation is underway this quarter, ready to support further planting in the 2026 season.</p>	
<p>Indicator: <i>A1180</i></p> <p>Number of sustainability initiatives undertaken</p>	<p>Manager Sustainability and Resilience</p>	<p>Date: 30/06/26</p> <p>Value: >= 15 initiatives</p>	<p>Date: 31/12/25</p> <p>Value: 16 initiatives</p> <p>There were four new sustainability initiatives undertaken in the last quarter in addition to the ongoing sustainability initiatives such as Plant With Us, PermaBee, Saturday Circle, Sustainability Rebates, Sustainability Hub Fee Waiver and more.</p>	



	<p>Indicator: <i>A1181</i></p> <p>Number of students participating in school incursions and excursions on sustainability</p>	<p>Manager Sustainability and Resilience</p>	<p>Date: 30/06/26</p> <p>Value: >= 1,000 participants</p>	<p>Date: 31/12/25</p> <p>Value: 1,035 participants</p> <p>372 students attended 12 Cleanaway waste education sessions this quarter. A further 60 school students participated in school incursions and excursions on sustainability.</p>	
	<p>Indicator: <i>A1182</i></p> <p>Number of participants in workshops on sustainability</p>	<p>Manager Sustainability and Resilience</p>	<p>Date: 30/06/26</p> <p>Value: >= 3,000 participants</p>	<p>Date: 31/12/25</p> <p>Value: 1,298 participants</p> <p>There have been 482 participants in workshops on sustainability including PermaBee, Saturday Circle, Eastern Suburbs Sustainable Schools and Collaboration for Impact.</p>	
	<p>Indicator: <i>A1183</i></p> <p>Number of attendees/participants in sustainability and eco-themed events (including the annual Eco-Living Festival)</p>	<p>Manager Sustainability and Resilience</p>	<p>Date: 30/06/26</p> <p>Value: >= 20,000 attendees / participants</p>	<p>Date: 31/12/25</p> <p>Value: 12,149 attendees / participants</p> <p>There were 1,349 participants in sustainability and eco-themed events in this quarter, including PermaBee, Saturday Circle, Eastern Suburbs Sustainable Schools, school activities, Collaboration for Impact and a presentation on trees at Town Hall as part of the Ecological Communities art activation.</p>	
<p>A12.4.4 Continue to deliver and support community engagement to implement energy saving and electrification for householders and businesses including those living in single and multi-unit dwellings.</p>	<p>Indicator: <i>A1184</i></p> <p>Number of activities delivered</p>	<p>Manager Sustainability and Resilience</p>	<p>Date: 30/06/26</p> <p>Value: >= 10 activities</p>	<p>Date: 31/12/25</p> <p>Value: 6 activities</p> <p>A further 3 engagement activities were undertaken this quarter supporting energy savings and electrification. These included an industry demonstration of household EV charging innovations, apartment engagement for the regional Stratasphere project and Smart Plugs rebate launch for apartment EV charging.</p>	

	Indicator: <i>A1185</i> No of participants on environmental workshops	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 2,000 participants	Date: 31/12/25 Value: 1,713 participants There have been 897 participants in workshops on sustainability including Eco Living Festival workshops, Plant With Us, PermaBee, Saturday Circle, Eastern Suburbs Sustainable Schools and the presentation on trees as part of the Ecological Communities art activation at Town Hall.	
A12.4.5 Continue to electrify and integrate energy efficient solutions into council assets.	Indicator: <i>A1186</i> No of projects	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 4 projects	Date: 31/12/25 Value: 2 projects Council was not successful in Round 2 of the CEUF federal grant project. Staff will revisit the opportunities and timelines for implementing the electrification projects. Line marking was completed on the new public chargers at the Depot.	
A12.4.6 Undertake capacity building activities to improve council staff knowledge and implementation of sustainability initiatives	Indicator: <i>A1187</i> No of activities delivered	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 5 activities	Date: 31/12/25 Value: 4 activities Staff were supported to bring reusable plates, cutlery and bottles to the staff BBQ's.	
A12.4.7 Foster partnerships with other organisations to support our transition to net zero and action towards UN SDG's.	Indicator: <i>A1188</i> Number of partnerships	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 20 partnerships	Date: 31/12/25 Value: 13 partnerships Council has formed new partnerships including with CityGreen and will be presenting at the Where Shade Hits the Pavement Sydney Conference 2026.	

A12.5 Continue to deliver key community events to promote sustainable living.




Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A12.5.1 Implement significant community engagement events that celebrate and promote sustainable living practices and opportunities to a wide audience, e.g. Eco Living Festival	Indicator: <i>A1189</i> Number of attendees	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 10,000 attendees	Date: 31/12/25 Value: 12,149 attendees There were 1,349 participants in significant community engagement events in this quarter, including PermaBee, Saturday Circle, Eastern Suburbs Sustainable Schools, school activities, Collaboration for Impact and the presentation on trees as part of the Ecological Communities art activation at Town Hall.	


A12.6 Provide our community with support to improve resilience to shocks and stressors.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A12.6.1 Develop a Resilience Strategy in accordance with the approved roadmap	Indicator: <i>A1190</i> Progress	Manager Sustainability and Resilience	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 90.00% Randwick's draft Resilience Strategy 2026-36, "Resilient Randwick" currently on public exhibition. In line with Council's community engagement policy - it was advertised on the YourSay page, hard copies available at libraries and customer service, a notice went out in the December edition of Scene magazine and two drop in engagement stalls organised, one took place in December and the other is planned for mid January.	
A12.6.2 Create a community readiness dashboard for Council's website	Indicator: <i>A1191</i> Progress	Manager Sustainability and Resilience	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 50.00% A request for quote was prepared and sent out to a number of providers outlining technical specifications for the dashboard. The request for quote closes in mid-January when a provider will be engaged to build the dashboard.	


Environment Objective: Increase residential recycling to 70% across Randwick City and divert 75% waste from landfill by 2035, from a 2017 baseline.

A13.1 Reduce waste generation per capita across the LGA by 10% by 2035, from a 2017/18 baseline, and increase resource recovery through a number of council and community programs targeting specific waste streams.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A13.1.1 Work with residents, businesses and other organisations to increase resource recovery and reduce waste generation per capita.	Indicator: <i>A1192</i> Percentage reduction in LGA waste generation per capita based on a FY2017/18 baseline of 308 kg/person/ year.	Manager Sustainability and Resilience	Date: 30/06/36 Value: >= 10%	Date: 31/12/25 Value: 6.00% Data from this quarter suggest that if the trend remains for the full year, Randwick is projected to achieve a 6% reduction in per capita waste generation by year-end.	
	Indicator: <i>A1193</i> Volume of illegally dumped material collected	Manager Waste, Cleansing and Public Safety	Date: 30/06/26 Value: <= 772 tonnes	Date: 31/12/25 Value: 569 tonnes Oct = 72.75 Nov = 67.22 Dec = 132.22	
	Indicator: <i>A1194</i> Tonnage of residential waste collected (red bin only)	Manager Sustainability and Resilience	Date: 30/06/26 Value: <= 20,000 tonnes	Date: 31/12/25 Value: 10,877 tonnes In the second quarter of this year, households disposed of 5640 tonnes of waste in red-lid bins.	

Indicator: <i>A1195</i> Number of people directly engaged	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 2,000 people	Date: 31/12/25 Value: 8,899 people This quarter, Council engaged over 7,299 people through the following waste education initiatives: waste education welcome letters, Resmart home collections, EPA Chemical Clean-out, school workshops and the Garage Sale Trail, which had 48 registered stall holders and 3584 registered participants in Randwick LGA. In addition, 113 electronic devices were collected through the Reconnect Project Boxes.	
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A13.2 Continue to work with UNSW to improve student awareness about responsible waste management and circular economy initiatives.




Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A13.2.1 Engage with the UNSW students to improve understanding of waste recovery and avoidance.	Indicator: <i>A1196</i> Number of activities/programs participated in	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 5 activities / programs	Date: 31/12/25 Value: 2 activities / programs Planning for upcoming engagement is underway, with Arc Media and O-Week event dates secured for the next quarter.	

A13.3 Divert from landfill, 60% of food waste generated by residents through the delivery of the domestic food waste collection services by 2032.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A13.3.1 Deliver community engagement to reduce contamination and increase diversion rates.	Indicator: <i>A1197</i> Number of engagement activities delivered	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 10 activities	Date: 31/12/25 Value: 6 activities New activities delivered this quarter include the provision of welcome letters to new residents explaining the FOGO and other waste and recycling services.	


A13.4 Manage the collection and processing of residential, commercial and public place waste.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A13.4.1 Provide residential waste collection and processing services for FOGO, recyclables and rubbish.	Indicator: <i>A1198</i> The diversion rate for waste collected through the residential bin collection service (i.e. FOGO and recyclables tonnage as % of garbage, FOGO and recycling tonnage together)	Manager Waste, Cleansing and Public Safety	Date: 30/06/26 Value: >= 50%	Date: 31/12/25 Value: 50.06% Tonnage breakdown per stream: Waste = 5634 FOGO = 3232 Recycle = 2375	
	Indicator: <i>A1199</i> Percentage of bins missed (residential waste, recyclables and FOGO collection service)	Manager Waste, Cleansing and Public Safety	Date: 30/06/26 Value: <= 0.04%	Date: 31/12/25 Value: 0.07% Missed services are high for this quarter due to several whole streets being missed in December and staffing issues with sick leave. Numbers are based on Cleanaway reporting. we are working closely with Cleanaway management to improve these services.	
A13.4.2 Provide residents with 6 free household clean-up collections each year including one scheduled clean-up collection and five booked (on-call) clean-up collections.	Indicator: <i>A1200</i> Number of missed on-call clean up services	Manager Waste, Cleansing and Public Safety	Date: 30/06/26 Value: <= 800 services	Date: 31/12/25 Value: 434 services Oct = 114 Nov = 80 Dec = 75 Some issues with job allocation in the Day Of Operation (DOO) database Wastedge was introduced this Quarter and there have been some issues with the introduction and migration from the DOO but indications are that this new system, will reduce missed collections with improved mapping, notes and before and after photos.	


A13.4.3 Investigate and manage illegal dumping of rubbish within the LGA.	Indicator: <i>AI201</i> Percentage of customer service requests for removal of illegally dumped rubbish completed within SLA	Manager Waste, Cleansing and Public Safety	Date: 30/06/26 Value: >= 90%	Date: 31/12/25 Value: 68.00% Oct = 94.88 Nov = 82.93 Dec = 68.00 some issues with integration and migration from the Day Of Operations (DOO) and Wastedge in November and December resulted in delays in system completion of some jobs, however the actual removal is more in line with October figures.	
A13.4.4 Provide reactive and scheduled waste collection services to public place bins within the City's business centres, parks and beaches in accordance with established service level agreements.	Indicator: <i>AI202</i> Percentage of customer service requests for emptying a public bin responded to within SLA	Manager Waste, Cleansing and Public Safety	Date: 30/06/26 Value: >= 90%	Date: 31/12/25 Value: 96.88% 32 requests received - 31 completed within SLA	
A13.4.5 Manage and operate the Randwick Recycling Centre which accepts a wide range of recyclable materials and problem wastes.	Indicator: <i>AI203</i> Total amount of recyclables and problem wastes diverted from land fill through the Randwick Recycling Centre	Manager Waste, Cleansing and Public Safety	Date: 30/06/26 Value: >= 100 tonnes	Date: 31/12/25 Value: 169 tonnes Total = 169.04 Tonnes, collected from 10,151 customers Cardboard = 59.36 EPA items = 5.18 Paint = 12.27 E-Waste = 44.66 Metal = 30.00 (estimated) WAITING DATA FROM CONTRACTOR Soft Plastic = 7.65 Clothing = 5.15 Polystyrene = 1.20 Other items = 4.77 (Blister Packs, X-rays, Print Cartridges, Car battery, other recyclables)	



Environment Objective: Reduce the consumption of energy and water across Randwick City per capita by 30% by 2030, from a 2017 baseline.

A14.1 Implement water saving initiatives and campaigns to reduce potable water consumption in the local area.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A14.1.1 Install water tanks, water harvesting, and water sensitive urban design in the future upgrade of Council assets, including sporting spaces and park upgrades.	Indicator: <i>A1204</i> No of projects	Manager Engineering Services	Date: 30/06/26 Value: >= 1 projects	Date: 31/12/25 Value: n/a The Open Space team has submitted a \$2 million grant application to the state government to fund planting trials. These trials will serve as a foundation for developing a council-wide green grid implementation plan. The trial will test WSUD integration into urban planting situations. The outcome of the grant application is still pending.	
A14.1.2 Support and promote water saving initiatives to assist the community to reduce water usage	Indicator: <i>A1205</i> Number of individuals engaged	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 50 individuals	Date: 31/12/25 Value: 170 individuals 167 Waterfix appointments have been undertaken within the Randwick area. This has included those supported by the Sustainability Rebates. A further 3 Sustainability Rebates were provided for Water Tanks.	




A14.2 Expand circular economy initiatives and programs to reduce resource use by council and our community.



Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A14.2.1 Develop a Circular Economy plan for Council, including measuring and monitoring approach.	Indicator: <i>A1206</i> Progress	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 100%	Date: 31/12/25 Value: 50.00% Council engaged a consultant to develop Council's Circular Economy Roadmap and Toolkit. Work commenced this quarter, including drafting a Best Practice Framework, Toolkit Use-Case Memo, and Stakeholder Engagement Plan.	

<p>A14.2.2 Undertake capacity building activities to improve council staff knowledge and implementation of circular economy principles</p>	<p>Indicator: <i>A1207</i> Number of staff engaged</p>	<p>Manager Sustainability and Resilience</p>	<p>Date: 30/06/26 Value: >= 30 staff engaged</p>	<p>Date: 31/12/25 Value: 525 staff engaged This quarter, Council engaged staff through an organisation-wide BBQ, promoting reusable items, and two collaborative initiatives. The initiatives were the integration of circular economy principles into the 2026 playground upgrade program, covering four playgrounds and also hosting a bike repair workshops at The Hub @ Lexo.</p>	
<p>A14.2.3 Implement community engagement programs to improve knowledge and support implementation of circular economy principles.</p>	<p>Indicator: <i>A1208</i> Number of activities delivered</p>	<p>Manager Sustainability and Resilience</p>	<p>Date: 30/06/26 Value: >= 50 activities</p>	<p>Date: 31/12/25 Value: 54 activities This quarter, Council delivered 33 community engagement activities to promote reuse, repair, and waste reduction. Highlights include Saturday Circle, engaging 506 participants and diverting 1,212 items from landfill. Bike Repair Workshops, repairing 51 bikes. 8 Recycling Centre Tours during National Recycling Week.</p>	

Environment Objective: 100% of Randwick’s beaches achieve a “Good” or “Very Good” result as monitored and reported in the NSW Government’s Beachwatch water quality program.


A15.1 Improve water quality of beaches and waterways through initiatives and programs designed to raise community and business awareness and influence behaviours.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A15.1.1 Increase the volume of gross pollutants captured from the stormwater system by expanding the Gross Pollutant Trap (GPT) network through the installation of new and upgraded GPTs each year on major drainage lines across Randwick City.	Indicator: <i>A1209</i> Number of new GPTs installed	Manager Engineering Services	Date: 30/06/26 Value: >= 1 GPTs	Date: 31/12/25 Value: 0 GPTs Delivery plan 2030 has been adopted. Delivery of the GPT this financial year will be deferred to next financial and bundled with the next priority job.	
A15.1.2 Improve water quality results at Coogee by partnering with Sydney Water to divert run-off from 1-month storm events into their infrastructure and away from Coogee beach to contribute toward a “Good” or better water quality rating as per the NSW Beachwatch water quality program.	Indicator: <i>A1210</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: >= 75%	Date: 31/12/25 Value: 40.00% Negotiations with Sydney Water are still ongoing with a formal agreement for the proposed works to be finalised. The main scope of works has been agreed on by both parties with particulars being negotiated prior to tendering the works. Q4 tender of the works expected.	
A15.1.3 Continue monitoring and management programs to reduce microplastic pollution in our coastal waterways by 2032.	Indicator: <i>A1211</i> Progress	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 75%	Date: 31/12/25 Value: 40.00% Phase 1 of the AUSMAP program to identify microplastic load and type at Randwick beaches is now complete. Phase 2 to identify source of microplastics is underway.	


A15.1.4 Deliver community engagement programs to increase the communities appreciation of and encourage action to support and enhance protection of marine ecosystems, e.g. Marine and Coastal Discovery Program.	<p>Indicator: <i>AI212</i></p> <p>Number of activities delivered</p>	<p>Manager Sustainability and Resilience</p>	<p>Date: 30/06/26</p> <p>Value: >= 20 activities</p>	<p>Date: 31/12/25</p> <p>Value: 5 activities</p> <p>Two activities were run this quarter to support and enhance the protection of marine ecosystems this quarter - AUSMAP presented to staff and provided training at a local school.</p>	
	<p>Indicator: <i>AI213</i></p> <p>Number of participants in the Marine and Coastal Discovery Program</p>	<p>Manager Sustainability and Resilience</p>	<p>Date: 30/06/26</p> <p>Value: >= 1,000 participants</p>	<p>Date: 31/12/25</p> <p>Value: 0 participants</p> <p>The next Marine and Coastal Discovery Program commences during the summer holidays, on the 18th January 2026. The program has remained extremely popular with all but one activity fully booked.</p>	

Environment Objective: Ensure community satisfaction of the coastal experience is retained above 80% in surveys conducted from 2020 onwards.

A16.1 Manage access to our coastline by constructing and maintaining a coastal walkway and associated facilities to provide a continuous walkway along our beautiful coastline.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A16.1.1 Undertake a stage 2 study to assess ocean impacts on a potential coastal walkway at Lurline Bay.	Indicator: <i>A1214</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 30.00% Manly Hydraulic Lab has commenced their consultancy. A buoy and camera have been deployed at the site to monitor wave action and latent site conditions to inform the future assessments and design. The community have been notified of the works.	



A16.2 Develop and implement the Coastal Management Plan in cooperation with state partners and agencies.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A16.2.1 Establish an internal steering group to advise and provide guidance on the project scoping study that will assist with a NSW Govt grant funding application, establish a way forward, identify relevant stakeholders, local issues, legislative requirements and council resourcing.	Indicator: <i>A1215</i> Progress	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 50.00% Internal working group comprising staff from Strategic Planning and Sustainability and Resilience to continue to meet quarterly to investigate issues and options for a coastal management plan or plan of management for the Botany Bay foreshore. During the quarter an application was made to the NSW Government for funding for preparation of a Plan of Management for the Botany Bay precinct.	


3.4. Housing Strategy

Housing Objective: Increase the percentage of all households that are either social or dedicated affordable housing to a minimum of 10% by 2040.


A17.1 Continue to identify appropriate areas to apply an affordable housing contributions scheme requiring a proportion of all development to be dedicated as affordable housing.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A17.1.1 Report, exhibit and finalise an affordable housing plan for Randwick Junction and Maroubra Junction Town centres.	Indicator: <i>A1216</i> Progress in preparing an Affordable Housing Plan for Randwick Junction	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 50.00% Draft Affordable Housing Plan for Randwick Junction finalised for exhibition, together with the Randwick Junction Planning Proposal, DCP and Urban Design Report. Public exhibition period: 22 December 2025 to 24 February 2026.	
	Indicator: <i>A1217</i> Progress in preparing an Affordable Housing Plan for Maroubra Junction	Manager Strategic Planning	Date: 30/06/26 Value: > = 80%	Date: 31/12/25 Value: 50.00% Council officers have partnered with UNSW on feasibility analysis (Explorer) for Maroubra Junction precinct. UNSW has reviewed Council feedback and demonstration of model provided to staff. Next step is for staff to pilot the model. The work will provide input into Maroubra Junction planning review work and affordable housing plan.	


A17.2 Develop and implement actions to provide housing for key workers.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A17.2.1 Report, exhibit and finalise a City wide Affordable Housing Strategy	Indicator: <i>A1218</i> Progress in finalising a draft Affordable Housing Strategy	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 100.00% Affordable Housing Strategy reported to December Council meeting and endorsed as final. Actions outlined in the Implementation Plan currently being progressed including first annual progress report.	

A17.3 Work with the Land and Housing Corporation to develop a staged approach for the renewal of social housing estates, ensuring increased social housing dwellings in any redevelopment.



Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A17.3.1 Assess and respond to Land and Housing redevelopment proposals	Indicator: <i>A1219</i> Number of applications by Land and Housing assessed and responded to	Manager Strategic Planning	Date: 30/06/26 Value: >= 1 applications	Date: 31/12/25 Value: 1 applications Further requests by Department of Planning to respond to modification DA for Fitzgerald Ave Maroubra, including relocation of substation, street tree removal, setbacks, heights, deep soil, materials and other minor changes.	

A17.4 Explore the opportunity to increase Council's 2021 baseline of transitional housing provision for women and children escaping domestic violence.




Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A17.4.1 Review Council's existing and upcoming affordable housing stock to investigate appropriate allocation for transitional housing	Indicator: <i>A1220</i> Progress in reviewing and identifying stock suitable for transitional housing	Manager Community Development	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 50.00% Investigations continue.	




Housing Objective: Increase the proportion of medium density housing supply by 3% by 2028 from a 2016 baseline of 27.9%.

A18.1 Develop a city-wide planning framework (e.g. LEP and DCP amendments) to provide a range of housing typologies to meet demand.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A18.1.1 Review and exhibit amendments to the Randwick DCP addressing housing mix	Indicator: A/221 Progress in finalising draft DCP controls that incorporate dwelling mix requirements	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 100.00% Residential chapters completed during the quarter and a series of briefings provided to Councillors. DCP reported to Council in November 2025, endorsed for public exhibition. During the quarter staff have been working with Communications Team on the material for public exhibition, including summary sheets, Yoursay website, artwork and letters to community. Exhibition scheduled to commence 22 Jan. Connecting with Country Chapter deferred to Stage 3 DCP.	
A18.1.2 Liaise with key NSW agencies to improve social and affordable housing	Indicator: A/222 Number of submissions and/or meetings with NSW agencies relating to affordable housing	Manager Strategic Planning	Date: 30/06/26 Value: >= 1 submissions / meetings	Date: 31/12/25 Value: 3 submissions / meetings Review of HomesNSW Fitzgerald Ave project modifications. Discussions with HomesNSW regarding access to housing data.	

A18.2 Create a long-term strategic approach to land use by developing consistent policies for land development in line with community goals and housing needs.



Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A18.2.1 Prepare and maintain our long-term local strategic land use plans, and work with the state government and key stakeholders to manage metropolitan and district planning priorities.	Indicator: <i>A/223</i> Progress in undertaking research, completing consultation plan and undertaking community engagement to update of the Randwick LSPS	Manager Strategic Planning	Date: 30/06/26 Value: >= 50%	Date: 31/12/25 Value: 50.00% The NSW Government released the Sydney Plan during the quarter. The Plan outlines a range of responsibilities on councils to prepare LSPS to align with State priorities, addressing housing diversity, preparation of affordable housing schemes, infrastructure planning, economic development/employment opportunities, vibrant communities and resilience. Council officers reviewing the Plan and preparing a submission.	
	Indicator: <i>A/224</i> Progress in undertaking research, completing consultation plan and undertaking community engagement to update the Randwick Housing Strategy	Manager Strategic Planning	Date: 30/06/26 Value: >= 50%	Date: 31/12/25 Value: 50.00% Strategic Planning continued to facilitate the Randwick Junction Planning Proposal through the Department of Planning approval process which will provide 800 additional medium density homes over the next 15-20yrs. The Randwick DCP was reviewed and updated during this period, including part C2 that addresses medium density housing throughout the Randwick LGA, streamlining the approval process. The Affordable Housing Rental Strategy was placed on exhibition, and outcomes reported and endorsed by Council in Nov 2025.	
A18.2.2 Assess site specific planning proposal (rezoning) applications.	Indicator: <i>A/225</i> Percentage of site specific planning proposals (PPs) supported by Council that are determined within Department of Planning, Housing and Industry (DPHI) timeframes	Manager Strategic Planning	Date: 30/06/26 Value: >= 90%	Date: 31/12/25 Value: 100.00% In this quarter, Council officers have been responding to SSD/concurrent rezoning requests as part of the NSW Government Housing Reforms.	

A18.2.3 Develop, implement and review Council's developer contribution plans to ensure appropriate and timely provision of public benefits from the development process. This includes development contributions, affordable housing contributions, and planning agreements.	Indicator: <i>A/226</i> Finalise a developer contributions monitoring framework including dashboard	Manager Strategic Planning	Date: 30/06/26 Value: >= 80%	Date: 31/12/25 Value: 100.00% Council officers continued to respond to developer queries regarding contributions payments and manage/monitor income and expenditure through Contributions Committee.	
	Indicator: <i>A/227</i> Progress in finalising a process for ensuring timely collection of developer contributions	Manager Strategic Planning	Date: 30/06/26 Value: >= 50%	Date: 31/12/25 Value: 50.00% During this period the work of monitoring and chasing up outstanding developer contributions continued, based on the system and processes put in place in Q1. The Affordable Housing Rental Strategy was exhibited, reported and endorsed by Council in Nov 2025, updating the overall Council strategy. This overarching planning strategy sets in place the framework for specific precinct and commercial centres affordable housing plans.	
A18.2.4 Prepare and maintain legislative planning controls, guidelines and policies to ensure future land use and development is aligned with our long term strategic plans.	Indicator: <i>A/228</i> Progress in undertaking background investigations, reporting and consultation plan for the draft planning proposal for employment precincts	Manager Strategic Planning	Date: 30/06/26 Value: >= 80%	Date: 31/12/25 Value: 50.00% Background work for the preparation of a planning proposal for employment precincts underway and scheduled for reporting in Q2 2026.	

A18.3 Implement planning controls that will increase the proportion of new housing for families and can meet changing household needs.



Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A18.3.1 Prepare planning controls to encourage a greater proportion of family friendly apartments	Indicator: <i>A/229</i> Progress in exhibiting and finalising DCP amendments addressing design of family friendly developments	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 100.00% Residential chapters completed during the quarter and a series of briefings provided to Councillors. DCP reported to Council in November 2025, endorsed for public exhibition. During the quarter staff have been working with Communications Team on the material for public exhibition, including summary sheets, Yoursay website, artwork and letters to community. Exhibition scheduled to commence 22 Jan.	


A18.4 Prepare and implement town and strategic centre strategies to support increased densities in appropriate locations

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A18.4.1 Review the Maroubra Junction town centre and surrounds	Indicator: <i>A/230</i> Progress in preparing the Maroubra Junction Planning proposal	Manager Strategic Planning	Date: 30/06/26 Value: >= 80%	Date: 31/12/25 Value: 30.00% Work on this planning review was progressed primarily through further development of the Precinct Feasibility Explorer (PFE) planning tool being developed by the UNSW City Futures team - a RCC/UNSW collaboration. The Randwick Junction Planning Proposal and the Randwick DCP Stage 2 work streams have taken precedence during Q1, and a refocusing of resources to the project is expected in Q4.	
A18.4.2 Review the Randwick Junction town centre and surrounds	Indicator: <i>A/231</i> Progress in preparing the Randwick Junction Planning proposal	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 70.00% During the quarter, material for public exhibition of the Randwick Junction Planning Proposal was prepared and finalised including notifications to property owners, Yoursay content, interactive on-line map and drop-in sessions. Exhibition commenced on 19 December 2025 and will end on 24 February 2026.	


Housing Objective: Provide 4,300 new dwellings in 2021-2026, with 40% located in and around town centres.

A19.1 Align future redevelopment with infrastructure investment, ensuring that housing growth is supported by transport including local, state and regional infrastructure as identified in relevant strategies.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A19.1.1 Undertake an infrastructure needs analysis for the LGA	Indicator: <i>A/232</i> Progress in finalising a brief, appointing a consultant and reporting an infrastructure needs study for the LGA	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 50.00% Consultant work well underway for the infrastructure needs assessment. Workshop held in November 2025 with Council officers. Separate meetings held with specialist teams and Council information shared with consultant. Consultant has prepared draft report. Council officers have provided preliminary feedback to consultant.	
A19.1.2 Meet with State Government and other agencies in relation to new infrastructure investment and upgrades	Indicator: <i>A/233</i> Number of meetings and/or submissions to State Government relating to infrastructure needs for the LGA	Manager Strategic Planning	Date: 30/06/26 Value: > 3 meetings / submissions	Date: 31/12/25 Value: 7 meetings / submissions In October 2025 Council commissioned an Infrastructure Needs Assessment by Ethos Urban/Colliers Planning to prepare analysis and priorities for the Randwick LGA for all forms of regional public infrastructure, including transport, social, environmental, waste management, water management looking ahead to the next 20yrs. An inception meeting and a Council workshop was held during Q2. The outcomes of this study will assist Council to plan for the support of increased housing supply and inform State Government funding applications.	


A19.1.3 Assess development applications or planning proposals for adequacy of infrastructure	Indicator: <i>A/234</i> Number of development applications or planning proposals assessed for adequacy of infrastructure	Manager Strategic Planning	Date: 30/06/26 Value: > 4 applications / planning proposals	Date: 31/12/25 Value: 22 applications / planning proposals Development Applications and Planning Proposals assessed: <ul style="list-style-type: none"> - Former CBA Site Redevelopment - Royal Randwick Shopping Centre - Anson Group Site - UNSW Co-living Housing on Barker Street - Long Bay Correctional Facility - 29 Stanley Street - 15 and 17 Strachan Street - UNSW Site N18 Barker Street Parking - 138 Maroubra Road - UNSW Site G25 Education Building - 494-516 Anzac Parade - 195-213 Fitzgerald Avenue (Homes NSW) - 482 Bunnerong Road - 27 Cowper Street - 153-157 Anzac Parade - UNSW Aquatic and Sports Facilities - UNSW E25 Biolink Building 	
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A19.2 Ensure high level and continuous improvement of development assessment services to our community.



Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A19.2.1 Assess and determine development applications, modification applications and review applications efficiently and in accordance with legislative requirements.	Indicator: <i>A/235</i> Percentage of planning customer service requests responded to within SLA	Manager Development Assessment	Date: 30/06/26 Value: > = 80%	Date: 31/12/25 Value: 91.00% Target achieved. Improvement on last quarter (Q1 - 87%).	



	<p>Indicator: <i>A/236</i> Percentage of DAs determined within 40 days (net)</p>	<p>Manager Development Assessment</p>	<p>Date: 30/06/26 Value: > 20%</p>	<p>Date: 31/12/25 Value: 42.00%</p> <p>Target achieved. Minor reduction from last quarter due to seasonal and holiday factors, specifically the public notification exclusion period in December and reduced staff availability.</p>	
	<p>Indicator: <i>A/237</i> Percentage of DAs determined within 60 days (net)</p>	<p>Manager Development Assessment</p>	<p>Date: 30/06/26 Value: > 40%</p>	<p>Date: 31/12/25 Value: 72.00%</p> <p>Target achieved. Minor reduction from last quarter due to seasonal and holiday factors, specifically the public notification exclusion period in December and reduced staff availability.</p>	
	<p>Indicator: <i>A/238</i> Net median assessment time</p>	<p>Manager Development Assessment</p>	<p>Date: 30/06/26 Value: < 80 Days</p>	<p>Date: 31/12/25 Value: 43 Days</p> <p>Target achieved. Minor reduction from last quarter due to seasonal and holiday factors, specifically the public notification exclusion period in December and reduced staff availability.</p>	
<p>A19.2.2 Assess Roads Act applications, Subdivision Certificates, land encumbrances and Reviews of Environmental Factors and issue subdivision certificates and execute required land dealings such as easements, restrictions and positive covenants.</p>	<p>Indicator: <i>A/239</i> Percentage of subdivision certificates determined within 60 days (net)</p>	<p>Manager Development Assessment</p>	<p>Date: 30/06/26 Value: > = 50%</p>	<p>Date: 31/12/25 Value: 100.00%</p> <p>Target achieved.</p>	




A19.3 Update the LEP to provide for additional capacity to meet the target of providing 4,000 new dwellings.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A19.3.1 Update the LEP to provide for additional capacity to meet the target of providing 4,000 new dwellings.	Indicator: <i>A1240</i> Develop a report that monitors the number of dwellings approved under the State Government's Low and Mid Rise reforms	Manager Strategic Planning	Date: 30/06/26 Value: > 100%	Date: 31/12/25 Value: 50.00% A review has been undertaken of the housing data captured at DA completion stage. Liaising with DA Team and IT to modify the Pathway module.	

A19.4 Utilise land use and building controls to assess and provide advice on proposed developments and provide property information.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A19.4.1 Research, assess, advise and report on heritage matters to ensure Randwick City's local and cultural history is recognised, known, promoted, preserved and celebrated. This includes assessment of Heritage Exemption Requests.	Indicator: <i>A1241</i> Percentage of Heritage Exemption Requests assessed in less than 14 calendar days	Manager Strategic Planning	Date: 30/06/26 Value: > 90%	Date: 31/12/25 Value: 100.00% Heritage exemptions have continued to be issued in line with KPI of 14 days.	
	Indicator: <i>A1242</i> Percentage of heritage enquiries responded to within 24 hours	Manager Strategic Planning	Date: 30/06/26 Value: > 90%	Date: 31/12/25 Value: 100.00% Heritage team continued to capture and respond to all heritage enquires through online Pathway system within the SLA of 24 hours.	

<p>A19.4.2 Provide advice on the assessment of major development proposals to ensure development is aligned with our strategic plans. This includes the review of State Significant Developments, State Significant Infrastructure (SEARS), Environmental Impact Statements, Site Compatibility Certificates and other proposals.</p>	<p>Indicator: <i>A1243</i> Number of major proposals responded to relevant to Randwick City</p>	<p>Manager Strategic Planning</p>	<p>Date: 30/06/26 Value: > = 2 proposals</p>	<p>Date: 31/12/25 Value: 37 proposals</p> <p>Major proposals responded to included:</p> <ul style="list-style-type: none"> • Port Botany Equalisation Expansion • Airport Master Plan 2045 and Aircraft Noise • Moore Park South Establishment Plan • UNSW E25 Biolink Building • UNSW G25 Education Building • UNSW Aquatic and Sports Facilities • UNSW Barker Street Student Accommodation Briefing • Letter to DPHI on Industry Specific SEARS for 16-24 Belmore Road • Non-Race Day EIS at Royal Randwick Racecourse SSD • Mod 18 Port Botany Expansion Consent • Pre Planning Proposal 37-39 Perry Street, Matraville • Royal Randwick Shopping Centre, • Anson Group Site, • Long Bay Correctional Facility, • 29 Stanley Street, • 15 and 17 Strachan Street, • UNSW Site N18 Barker Street Parking, • 138 Maroubra Road • 494-516 Anzac Parade, • 195-213 Fitzgerald Avenue (Homes NSW) 	
<p>A19.4.3 Manage Council's property database and provide land use information to the community including planning certificates, historical property searches, and creation of new addresses.</p>	<p>Indicator: <i>A1244</i> Progress in reviewing and enhancing processing of property searches and street addressing applications to improve efficiency and streamline the customer experience.</p>	<p>Manager Strategic Planning</p>	<p>Date: 30/06/26 Value: = 100%</p>	<p>Date: 31/12/25 Value: 50.00%</p> <p>Progress was made during the quarter to improve the customer experience in requesting access to information including property information. Formal review was completed and meetings held between the Governance and Strategic teams. Review underway of forms, fees and on line applications.</p>	


<p>Indicator: <i>AI245</i> Percentage of automated certificates issued in less than 24 hours</p>	<p>Manager Strategic Planning</p>	<p>Date: 30/06/26 Value: >= 95%</p>	<p>Date: 31/12/25 Value: 100.00% All automated certificates have been issued within 24 hours</p>	
<p>Indicator: <i>AI246</i> Number of discrepancies found in quarterly audits of property condition data</p>	<p>Manager Strategic Planning</p>	<p>Date: 30/06/26 Value: <=</p>	<p>Date: 31/12/25 Value: No discrepancies observed</p>	
<p>Indicator: <i>AI247</i> Number of street addressing applications responded to within 14 calendar days</p>	<p>Manager Strategic Planning</p>	<p>Date: 30/06/26 Value: > 90%</p>	<p>Date: 31/12/25 Value: 99.40% A total of 24 applications received during the quarter. One application was delayed due to need for additional information.</p>	

Housing Objective: 100% of development applications approved from 2025 onwards are consistent with the desired future character of the local area and consider design excellence.

A20.1 Preserve local character and heritage by implementing planning provisions to guide development while maintaining Randwick’s identity.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A20.1.1 Undertake a heritage review of Randwick City to identify additional heritage items	Indicator: A/248 Progress in preparing, reporting and exhibiting a heritage planning proposal	Manager Strategic Planning	Date: 30/06/26 Value: > 80%	Date: 31/12/25 Value: 50.00% All quotes received and under review. Three consultants responded to EoI. As a result of this review, and due to the costs exceeding Council's budget expectations, the brief was amended and consultants invited to provide a further response to the rescope project. All three consultants submitted further EoI. In the final stage of appointing heritage consultant. Work underway to progress stage 1 of the review involving site inspections by Council officers of potential heritage items located within the Low and Mid rise precincts.	




A20.2 Continue to require design excellence and sustainability principles in all new developments

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A20.2.1 Update the Randwick DCP to strengthen design excellence and sustainability requirements and introduce local character provisions for new development.	Indicator: A/249 Progress	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 100.00% Sustainability and Resilience, local character and design excellence chapters strengthened completed during the quarter. A series of briefings provided to Councillors. DCP reported to Council in November 2025, endorsed for public exhibition. During the quarter staff have been working with Communications Team on the material for public exhibition, including summary sheets, Yoursay website, artwork and letters to community. Exhibition scheduled to commence 22 Jan.	

3.5. Inclusive Randwick Strategy


Inclusive Randwick Objective: The percentage of residents who feel a part of their community will remain above the metro benchmark through to 2031.

A21.1 Develop and implement a series of community and social plans to address the needs of our diverse community.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A21.1.1 Launch RCC Reflect Reconciliation Action Plan	Indicator: <i>A/250</i> Progress	Manager Community Development	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 100.00% During this quarter, Council's Reflect Reconciliation Action Plan was approved by Reconciliation Australia and Council. The plan was presented to key stakeholders and a community launch is planned for early 2026. The RAP is available on Council's website. Council Officers who have been assigned Actions in the RAP have participated in Implementation training facilitated by external and internal facilitators.	
A21.1.2 Commence preparation of Social Cohesion Plan	Indicator: <i>A/251</i> Progress	Manager Community Development	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 75.00% The Social Cohesion Plan is currently in the draft writing stage. The plan will be finalised and presented to Council before the end of the 2025–2026 financial year.	
A21.1.3 Commence preparation of Randwick Youth Plan	Indicator: <i>A/252</i> Progress	Manager Community Development	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 70.00% The Youth Plan is currently in the draft writing stage. The plan will be finalised and presented to Council before the end of the 2025–2026 financial year.	

■ Achieved ■ On track ■ Not started ■ Not achieved



A21.2 Explore opportunities to deliver social and community initiatives that respond to local area priorities.




Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
<p>A21.2.1 Raise awareness of social issues in community & create more inclusive environments through community programs and initiatives</p>	<p>Indicator: <i>A/253</i> Alignment of social programs to local area priorities</p>	<p>Manager Community Development</p>	<p>Date: 30/06/26 Value: = 8 priorities addressed</p>	<p>Date: 31/12/25 Value: 8 priorities addressed The Community Development team continued aligning programs and initiatives with the eight (8) Local Area Priorities identified in the Randwick Social Study (2021). These priorities focus on:</p> <ul style="list-style-type: none"> - Housing affordability and homelessness - Public transport and accessibility - Community connection and inclusion - Youth engagement and opportunity - Mental health and wellbeing - Aboriginal cultural inclusion and recognition - Safety and domestic and family violence prevention - Access to services and information <p>Examples of initiatives delivered this quarter include the Step Out Speak Out Walk, Share Your Culture & Celebrate Our Diversity (pop-up at Culture Vibes Festival), Allies Against Violence Bystander Workshops, Aboriginal Cultural Tours and Cultural Awareness Workshops, 16 Days of Activism campaign, DV Safe Phones activation, Identifying and Responding to DFV training for network members, and ongoing participation in regional collaboratives addressing homelessness and domestic and family violence.</p>	

A21.3 Celebrate the contribution of our local area volunteers via an annual event and communications plan.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A21.3.1 Facilitate an event that celebrates contribution of local volunteers	Indicator: <i>A/254</i> Number of events	Manager Community Development	Date: 30/06/26 Value: >= 1 event	Date: 31/12/25 Value: 0 event A Volunteer Expo and Recognition event is planned for 2026.	





A21.4 Activate spaces to create an experience where people feel connected and/or inspired.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A21.4.1 Manage the use and hire of Council's major venues including: - Prince Henry Centre - Randwick Community Centre - Randwick Literary Institute	Indicator: <i>A/255</i> Revenue generated from hire of Prince Henry Centre	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 370,000.00 \$	Date: 31/12/25 Value: 195,530.00 \$ With the transition to a new booking platform this quarter, hirer payments have been impacted or delayed due the first quarter of 2026 in order to facilitate a smooth transition into the new payment system.	
	Indicator: <i>A/256</i> Use of Randwick Community Centre (hours booked per month)	Manager Economic Development and Placemaking	Date: 30/06/26 Value: > 150.00 hrs/month (avg)	Date: 31/12/25 Value: 353.00 hrs/month (avg) With the main hall still being hired on a regular basis throughout the week, Randwick Community Centre continues to perform strong this quarter.	

	Indicator: <i>A/257</i> Use of Randwick Literary Institute (hours booked per month)	Manager Economic Development and Placemaking	Date: 30/06/26 Value: > 395.00 hrs/month (avg)	Date: 31/12/25 Value: 517.00 hrs/month (avg) Randwick Literary Institute continues to hold steady regular hirers, with many programs and activities being booked in for the holiday period.	
A21.4.2 Deliver Council's regular program of signature events (>5000 attendees)	Indicator: <i>A/258</i> Number of signature events held	Manager Economic Development and Placemaking	Date: 30/06/26 Value: > 5 Events	Date: 31/12/25 Value: 3 Events Coogee Carols was held on Saturday 21 December, at Goldstein Reserve, Coogee. The professional stage production included carols by well-known musical theatre and tv personalities, as well as local performers. This year's event saw approximately 10,000 attendees. Coogee Sparkles was held on Wednesday 31 December at Goldstein Reserve. Crowd estimates were over 15,000 spread across the Coogee coastline. Programming included roving stilt walkers and performers, static musicians on the Coogee Rainbow, circus games in Goldstein Reserve, and the night ended with a 15-minute firework display launching from Dolphins Point at 9pm.	
A21.4.3 Deliver Council's regular program of small community events and one off events as required (<5000 attendees)	Indicator: <i>A/259</i> Number of regular events held	Manager Economic Development and Placemaking	Date: 30/06/26 Value: > 3 Events	Date: 31/12/25 Value: 3 Events Step Out Speak Out was held on Friday 21 November, with participants walking from High Cross Park, Randwick to Grant Reserve, Coogee to raise awareness and march against domestic violence. Over 1,000 people joined the march, including local school students, emergency service workers, sporting teams, surf clubs, and local businesses. The walk culminated in speeches from students and dignitaries in Grant Reserve, followed by a BBQ breakfast. The Community Christmas Concerts were held on Wednesday 12 November at Juniors Kingsford. The two ticketed (free) Christmas musical shows were attended by a total of 812 Randwick LGA residents over the age of 60 years.	


	Indicator: <i>A1260</i> Number of one-off events held	Manager Economic Development and Placemaking	Date: 30/06/26 Value: > 0 Events	Date: 31/12/25 Value: 1 Events No small one off events were produced this quarter.	
A21.4.4 Organise Council's regular program of civic events (including: Australia Day Civic Ceremony (Citizenship and Community Service Awards), Bastille Day ceremony, Anzac Day Civic Reception, Bali Commemoration Ceremony, Citizenship Ceremonies, Sports Awards, Garden Awards and the Community Christmas Party); as well as one-off civic events as required	Indicator: <i>A1261</i> Number of regular civic events	Manager Economic Development and Placemaking	Date: 30/06/26 Value: > 5 Events	Date: 31/12/25 Value: 10 Events Bali Commemoration Ceremony was held on Sunday 12 October at Dolphins Point, Coogee. The invite-only civic ceremony included official speeches, the laying of flowers, and the release of doves. Sports Awards Night was held on Thursday 23 October at the Prince Henry Centre. The invite-only event recognises all nominees in Council's Awards for Sporting Excellence. Community Christmas Party was held on Friday 12 December at the Prince Henry Centre. The event this year was "rock star" themed. An invite-only Chanukah gathering was held on Thursday 18 December at Randwick Town Hall, in association with Maroubra Synagogue. Randwick City Council hosted citizenship ceremonies on Monday 20 October, Wednesday 5 November, Saturday 8 November, Wednesday 10 December, welcoming a combined total of 650 citizens to the Randwick LGA.	
	Indicator: <i>A1262</i> Number of one-off civic events	Manager Economic Development and Placemaking	Date: 30/06/26 Value: > 0 Events	Date: 31/12/25 Value: 1 Events No one-off civic events were delivered in this quarter	

A21.5 Provide library collections, resources, services and programs to support lifelong learning and community well-being

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A21.5.1 Provide community access to an extensive range of library resources and services through our libraries.	Indicator: <i>A/263</i> Number of active library members	Manager Library Services	Date: 30/06/26 Value: >= 45,000 Active members	Date: 31/12/25 Value: 56,217 Active members Bowen 23435 Randwick 30024 Malabar 2635 HLS 123	
	Indicator: <i>A/264</i> Total number of items borrowed from our libraries (including physical and digital)	Manager Library Services	Date: 30/06/26 Value: >= 800,000 Items	Date: 31/12/25 Value: 249,734 Items	
	Indicator: <i>A/265</i> Number of information queries responded to	Manager Library Services	Date: 30/06/26 Value: > 95,000 Enquiries	Date: 31/12/25 Value: 23,014 Enquiries	
	Indicator: <i>A/266</i> Number of visits to the three physical libraries	Manager Library Services	Date: 30/06/26 Value: >= 350,000 Visits	Date: 31/12/25 Value: 107,027 Visits Bowen 55271 Randwick 44109 Malabar 7647	


A21.5.2 Provide 24/7 access to our eLibrary services. The eLibrary provides access to online resources, films, eMagazines, eBooks and eAudiobooks.	Indicator: <i>AI267</i> Number eLibrary loans	Manager Library Services	Date: 30/06/26 Value: >= 155,000 Loans	Date: 31/12/25 Value: 57,460 Loans	
A21.5.3 Provide digital access to history and heritage content about Randwick LGA	Indicator: <i>AI268</i> Number of assets made digitally accessible.	Manager Library Services	Date: 30/06/26 Value: > 5,000 Assets	Date: 31/12/25 Value: 7,699 Assets	
A21.5.5 Provide a diverse range of educational and recreational programs, activities and events through the library to support different community groups including seniors, our multicultural community, children and teens.	Indicator: <i>AI269</i> Number of educational and recreational programs, events and other activities provided through the library	Manager Library Services	Date: 30/06/26 Value: >= 1,200 Activities	Date: 31/12/25 Value: 553 Activities	
	Indicator: <i>AI270</i> Number of attendees at educational and recreational programs, activities and events provided through the library	Manager Library Services	Date: 30/06/26 Value: >= 20,000 Attendees	Date: 31/12/25 Value: 11,126 Attendees	

A21.6 Increase the promotion of annual grant funding which invests in community ideas, initiatives and events.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A21.6.1 Deliver promotional campaigns across multiple channels for the annual grant funding which invests in community ideas, initiatives and events	Indicator: <i>AI271</i> Number of promotional campaigns delivered	Manager Community Development	Date: 30/06/26 Value: >= 3 Campaigns	Date: 31/12/25 Value: 1 Campaigns The promotional campaign for the September - October 2025 round of the Community Investment Program was reported in the previous period. One (1) promotional campaign is scheduled for the upcoming January - February 2026 round of Community Connect and Community Creative grants.	


Inclusive Randwick Objective: Increase the percentage of residents who are satisfied with the information they receive and community consultation conducted by Council by 2031 from the 2021 baseline.

A22.1 Improve information available for events, actions and initiatives based on the needs of the community.





Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A22.1.1 Trial methods to improve accessibility of information to targeted community groups	Indicator: <i>AI272</i> Number of community engagement methods deployed	Manager Community Development	Date: 30/06/26 Value: >= 1 Methods	Date: 31/12/25 Value: 3 Methods During this period, one (1) method was trialled to improve the accessibility of Council information for targeted community groups. Improved information format based on community feedback – The format of the Parenting Calendar was revised in response to survey feedback to improve clarity, usability and accessibility for parents and carers. Changes focused on simplifying layout, improving readability and making key information easier to find. The Parenting Calendar is now available as an A5 printed brochure for families, an A3 poster for local services, and published on Council's website. This initiative supports more inclusive communication practices and ensures Council information is better aligned with community needs.	



A22.3 Increase the promotion of opportunities for the community to be involved in precinct committees.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A22.3.1 Provide meaningful and relevant opportunities for community participation through face to face engagement.	Indicator: <i>AI275</i> Percentage of precincts meeting monthly or bi-monthly	Manager Communications	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 100.00%	

Indicator: <i>AI276</i> Number of Let's Chat sessions	Manager Communications	Date: 30/06/26 Value: >= 10 Let's Chat sessions	Date: 31/12/25 Value: 6 Let's Chat sessions Let's Chat - all wards - 1 November 2025.	
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A22.4 Communicate with our local communities about Council's projects, strategies, goals, events and facilities, and value and make use of their knowledge and experience to make better decisions.




Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A22.4.1 Provide information to the community on the Council's services and activities using effective communication methods through a variety of channels including print, digital and social media. This includes the production of Council's Scene magazine and Randwick eNews.	Indicator: <i>AI278</i> Number of editions of Scene Magazine produced	Manager Communications	Date: 30/06/26 Value: >= 4 Editions	Date: 31/12/25 Value: 2 Editions Completed SCENE summer 2025-26 edition in November 2025.	
	Indicator: <i>AI279</i> Number of editions of Randwick eNews produced	Manager Communications	Date: 30/06/26 Value: >= 48 Editions	Date: 31/12/25 Value: 27 Editions	
	Indicator: <i>AI280</i> Randwick eNews open rate	Manager Communications	Date: 30/06/26 Value: >= 32%	Date: 31/12/25 Value: 49.00%	
	Indicator: <i>AI281</i> Randwick eNews subscribers	Manager Communications	Date: 30/06/26 Value: >= 50,000 Subscribers	Date: 31/12/25 Value: 50,600 Subscribers	

	<p>Indicator: <i>A1282</i> Number of followers of Council's corporate social media accounts (Facebook, X, Insta, YouTube, LinkedIn and Mayor's X)</p>	<p>Manager Communications</p>	<p>Date: 30/06/26 Value: >= 60,000 Followers</p>	<p>Date: 31/12/25 Value: 76,156 Followers</p>	
	<p>Indicator: <i>A1283</i> Number of Council Facebook posts, Council X posts, Mayoral X posts, and Council insta posts</p>	<p>Manager Communications</p>	<p>Date: 30/06/26 Value: >= 900 Posts</p>	<p>Date: 31/12/25 Value: 611 Posts</p>	
<p>A22.4.2 Develop and implement opportunities for community input into the Council's decision-making processes, including through formal consultations, social media and biennial community satisfaction surveys.</p>	<p>Indicator: <i>A1285</i> Number of active subscribers to YourSay Randwick</p>	<p>Manager Communications</p>	<p>Date: 30/06/26 Value: >= 10,000 Subscribers</p>	<p>Date: 31/12/25 Value: 15,866 Subscribers</p>	
<p>A22.4.3 Support the creation, presentation and distribution of effective and clear community communications through graphic design, animation, videography and photography.</p>	<p>Indicator: <i>A1289</i> Number of street banner campaigns installed</p>	<p>Manager Communications</p>	<p>Date: 30/06/26 Value: >= 12 Campaigns</p>	<p>Date: 31/12/25 Value: 14 Campaigns Street banner campaigns included Shop Local Buy Local, Culture Vibes, Christmas and Step Out Speak Out.</p>	
	<p>Indicator: <i>A1290</i> Number of Citylight campaigns installed</p>	<p>Manager Communications</p>	<p>Date: 30/06/26 Value: >= 12 Campaigns</p>	<p>Date: 31/12/25 Value: 12 Campaigns Citylight campaigns included Recollect - Our Story, Markets and Shop Local Buy Local.</p>	


	Indicator: <i>AI291</i> Number of videos/animations produced	Manager Communications	Date: 30/06/26 Value: >= 40 Videos / Animations	Date: 31/12/25 Value: 54 Videos / Animations	
A22.4.4 Respond to media enquiries and proactively provide media releases to help keep the community informed on current issues and opportunities within the LGA.	Indicator: <i>AI295</i> Percentage of media deadlines met	Manager Communications	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 100.00%	
	Indicator: <i>AI296</i> Number of news items published on Council's website	Manager Communications	Date: 30/06/26 Value: >= 104 Items	Date: 31/12/25 Value: 76 Items	
A22.4.5 Prepare and edit Council's written communication content and speeches to ensure that the information provided by Council is clear, accurate, consistent and relevant.	Indicator: <i>AI297</i> Number of items proof-read	Manager Communications	Date: 30/06/26 Value: >= 2,000 Items	Date: 31/12/25 Value: 1,395 Items	

A22.5 Provide virtual spaces to deliver library services, programs and activities.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A22.5.1 Provide online systems, such as the library website, app and social media, that enable our community to interact with the library 24/7	Indicator: <i>AI298</i> Number of library website page views	Manager Library Services	Date: 30/06/26 Value: >= 450,000 Views	Date: 31/12/25 Value: 256,007 Views	
	Indicator: <i>AI299</i> Number of sessions in library app	Manager Library Services	Date: 30/06/26 Value: >= 140,000 Sessions	Date: 31/12/25 Value: 57,872 Sessions	



Indicator: <i>A1300</i> Number of Library Instagram and Facebook followers	Manager Library Services	Date: 30/06/26 Value: >= 5,000 Followers	Date: 31/12/25 Value: 6,075 Followers Instagram followers (as of 31 December 2025): 2,305 Facebook followers (as of 31 December 2025): 3,770	
Indicator: <i>A1301</i> Average monthly interactions with Library Facebook and Instagram content.	Manager Library Services	Date: 30/06/26 Value: >= 1,000.00 Interactions per month (avg)	Date: 31/12/25 Value: 1,300.00 Interactions per month (avg) Instagram (monthly avg): 814 content interactions Facebook (monthly avg): 486 content interactions	
Indicator: <i>A1302</i> Number of Library eNews subscribers	Manager Library Services	Date: 30/06/26 Value: >= 48,000 Subscribers	Date: 31/12/25 Value: 52,844 Subscribers	

A22.6 Run a periodic service provider forum to maintain connections with service delivery, social needs, and challenges.



Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A22.6.1 Host service provider forum	Indicator: <i>A1303</i> Number of forums held	Manager Community Development	Date: 30/06/26 Value: >= 1 Forums	Date: 31/12/25 Value: 0 Forums The Service Provider Forum is planned for early 2026.	


Inclusive Randwick Objective: Increase by 10% the number of people who feel their social needs are being met by 2031 from the 2021 baseline.

A23.1 Develop a business plan for the Library

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A23.1.1 Report back to Council on library facilities	Indicator: <i>A/304</i> Progress	Manager Library Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 0.25% Report to General Manger's Team 12 November 2025 proposing to increase size of Margaret Martin Library from 1,000sqm to 2,750sqm in the planned redevelopment of the Royal Randwick Shopping Centre; recommendation on hold due to increase in operational costs.	
A23.1.2 Consider opportunities for additional physical access points to library resources, including kiosks and pop-up libraries.	Indicator: <i>A/305</i> Progress	Manager Library Services	Date: 30/06/26 Value: > 5 Opportunities	Date: 31/12/25 Value: 1 Opportunities The development of a new Council Administration building in Rainbow Street Kingsford is underway and currently includes a new library.	

A23.2 Provide activities and services that support community wellbeing, consistently enable care and promote community connections.



Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A23.2.2 Manage and operate the Moverly Children's Centre which provides long day care for children aged 0-5 years.	Indicator: <i>A/308</i> Occupancy rate for Moverly Children's Centre	Manager Community Development	Date: 30/06/26 Value: >= 80%	Date: 31/12/25 Value: 82.00% An adjustment of age groupings across the centre has enabled an increase of children aged 0-2years to be enrolled in the nursery room. The development of this was derived from the Childcare Consultation Report May 2025 where it was identified access for children aged 0-2years of age had limited access to available positions within the LGA. Consequently, the overall centre utilisation rates have increased better serving the local community needs.	
A23.2.3 Partner with NSW Health, Department of Communities and Justice and	Indicator: <i>A/309</i>	Manager Community Development	Date: 30/06/26	Date: 31/12/25 Value: 4,690 Visits	

<p>the Primary Health Network to deliver the place based community hub in Lexington Place (Hub@Lexo) which offers a range of health and social services to support marginalised communities.</p>	<p>Visits to the community hub in Lexington Place (Hub@Lexo)</p>		<p>Value: > 4,800 Visits</p>	<p>During Quarter 2 (October – December 2025), the Hub @ Lexo recorded 2,073 visits, reflecting continued strong engagement with place-based health and social services delivered at Lexington Place. Regular services during the quarter included food relief, housing and legal support, health outreach, playgroup, and community education sessions, delivered in partnership with NSW Health, Homes NSW, the Department of Communities and Justice, the Primary Health Network and local non-government organisations.</p> <p>The quarter also included delivery of the Hub @ Lexo Christmas Party, which provided an opportunity for community connection, celebration and informal engagement with services, further strengthening relationships with residents and reinforcing the Hub’s role as a welcoming and inclusive community space.</p>	
<p>A23.2.4 Provide a range of community initiatives designed to promote a sense of community and meet the identified needs of specific groups such as seniors and carers, our multicultural community, youth, parents and families.</p>	<p>Indicator: <i>A1310</i> Number of attendees at community events, activities and programs designed to promote a sense of community</p>	<p>Manager Community Development</p>	<p>Date: 30/06/26 Value: > 13,246 Attendees</p>	<p>Date: 31/12/25 Value: 6,002 Attendees</p> <p>During Quarter 2 (October – December 2025), the Community Development team continued delivering a range of community programs and initiatives designed to promote wellbeing, social connection and inclusion across diverse cohorts, including multicultural communities, Aboriginal community members, men and families.</p> <p>Key activities during the period included the Step Out Speak Out Walk, Share Your Culture & Celebrate Our Diversity (Cultural Vibes), Active and Allies Against Violence Bystander Workshops, Aboriginal Cultural Tours and Cultural Awareness Workshops, and the 16 Days of Activism campaign. The team also supported community wellbeing through the DV Safe Phones donation initiative, Identifying and Responding to DFV training for network members, and participation in regional interagency initiatives addressing homelessness and domestic and family violence.</p> <p>A total of 3,121 participants were involved in these programs.</p>	

<p>A23.2.5 Support a range of initiatives that are delivered in partnership with our Aboriginal community, particularly around NAIDOC Week and Reconciliation Week.</p>	<p>Indicator: <i>A/311</i> Number of attendees at activities and events delivered in partnership with our Aboriginal community</p>	<p>Manager Community Development</p>	<p>Date: 30/06/26 Value: > 1,100 Attendees</p>	<p>Date: 31/12/25 Value: 971 Attendees</p> <p>During Quarter 2 (October – December 2025), the Community Development team continued delivering initiatives in partnership with the Aboriginal community that supported cultural connection, inclusion and community wellbeing.</p> <p>Key activities during the period included continued engagement to support the delivery of Council’s Reconciliation Action Plan (RAP), ensuring Aboriginal voices inform planning, program design and community-led outcomes.</p> <p>The quarter also included multiple Aboriginal Cultural Tours and Aboriginal Cultural Awareness and Understanding Workshops, delivered in collaboration with Aboriginal facilitators and community representatives. These initiatives provided opportunities for cultural learning, truth-telling and strengthening relationships between Council, community members and local Aboriginal stakeholders.</p>	
<p>A23.2.6 Support, establish, facilitate and/or participate in interagencies, working groups, committees and other collaborations that support our community, share information and identify needs.</p>	<p>Indicator: <i>A/312</i> Number of collaborative projects delivered through interagencies, working groups and committees</p>	<p>Manager Community Development</p>	<p>Date: 30/06/26 Value: >= 5 Projects</p>	<p>Date: 31/12/25 Value: 14 Projects</p> <p>During Quarter 2 (October – December 2025), the Community Development team continued to actively participate in a range of interagencies, working groups and collaborative networks that support community wellbeing, inclusion and coordinated service delivery. These partnerships strengthened information sharing, early intervention and joint responses to emerging community needs.</p> <p>During the period, the team contributed to collaborative projects through participation in the following interagency groups and networks:</p> <ol style="list-style-type: none"> 1. Eastern Suburbs Domestic Violence Network (ESDVN) 2. Eastern Sydney Homelessness Assertive Outreach Collaborative (ESHAC) 3. City and Eastern Sydney Ageing and Disability Interagency 4. Eastern Suburbs Prevention of Abuse Collaborative 5. Older Persons Mental Health Services Network 6. Southern Sydney District (SSD) Community of Practice 7. Inner Eastern Sydney Child, Families and Youth Interagency 	


Inclusive Randwick Objective: Increase participation in social programs/services provided in partnership with Council for our marginalised communities by 2026 from the 2021 baseline.

A24.1 Take a leadership role in implementing a regional approach for the Disability Inclusion Action Plan (DIAP).


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A24.1.1 Implement Council's Disability Inclusion Action Plan.	Indicator: <i>A/313</i> Progress towards implementing the DIAP recommendations	Manager Community Development	Date: 30/06/26 Value: >= 25%	Date: 31/12/25 Value: 90.00% The DIAP has 59 Actions. At the end of the reporting period, 53 Actions (90%) are completed, 3 Actions (5%) are in-progress, and 3 Actions (5%) have been discontinued following investigation or trialling. During the reporting period: - Council held a Mental Health Forum with disability focused sessions, attended by 600 people. - Council held consultations with community and stakeholders to inform the development of the new DIAP, 46 people were engaged. - 4 Activities were undertaken, targeting people with disability, engaging 182 people. - Council's newly established Access and Older Persons Community Advisory Committee held its first meeting. - Council's Communications Team continues to make accessibility improvements to Council's publications and Brand Guidelines. - An accessible Wayfinding Strategy for the LGA coastal walkway continues to be implemented in stages.	
A24.1.2 Report on implementation of the wide range of activities identified in the DIAP.	Indicator: <i>A/314</i> Progress	Manager Community Development	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 90.00% The DIAP has 59 Actions. At the end of the reporting period, 53 Actions (90%) are completed, 3 Actions (5%) are in-progress, and 3 Actions (5%) have been discontinued following investigation or trialling. Council submitted its annual progress report to the Department of Communities and Justice in December 2025, for the 2024-2025 financial year period.	

A24.1.3 Explore partnerships with the goal of delivering a periodic youth forum addressing priority needs	Indicator: <i>A/315</i> Host Youth forum	Manager Community Development	Date: 30/06/26 Value: = 1 Forums	Date: 31/12/25 Value: 0 Forums A Youth Forum is planned for 2026.	
A24.1.4 Incorporate an accessible studio space within Blenheim House.	Indicator: <i>A/316</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 50%	Date: 31/12/25 Value: 15.00% Arts & Culture reviewed and improved the potential user experience of the accessible studio space this quarter whilst the building project commenced and is now underway.	
A24.1.5 Deliver specific training to leaders and customer services staff in LGBTIQ+ and trans affirming workplaces to support meaningful employment by all.	Indicator: <i>A/317</i> Number of training sessions held	Manager Human Resources Operations	Date: 30/06/26 Value: >= 1 Sessions	Date: 31/12/25 Value: 0 Sessions Strategy being developed by Council's LGBTIQ+ Inclusion Officer to review training provided and plan training schedule.	
A24.1.6 Improve systems and processes for engagement by undertaking a quality content review of Council's website to improve readability and accessibility.	Indicator: <i>A/318</i> Progress	Chief Information Officer	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 50.00% Council has advanced its digital accessibility initiatives with the migration from Squiz Matrix to Squiz DXP, delivering enhanced functionality, streamlined processes, and improved content integration. A new La Perouse Museum subsite now offers an engaging platform for exhibitions and stories, while visibility of bookable halls has been improved following the implementation of Council's new bookings system. Accessibility reviews have expanded under WCAG 2.1, resulting in more identified criteria for compliance, reinforcing our commitment to inclusivity. Additional updates include new Smart Plug features, dedicated Advisory Committee and LGBTIQ+ pages, and refined forms such as the Formal GIPA form, alongside archiving outdated content.	


A24.2 Inform the community about Council's continuing investment in service providers, targeting diverse audiences.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A24.2.1 Produce good news / outcomes story after each round of the Community Investment Program	Indicator: <i>A/319</i> Number of Stories	Manager Community Development	Date: 30/06/26 Value: >= 3 Stories	Date: 31/12/25 Value: 2 Stories During the reporting period, one (1) story was published in the December 2025 edition of SCENE Magazine, reporting the outcomes of the Community Investment Program September - October 2025 round.	

A24.3 Dedicate a Council owned facility to youth services by 2029.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A24.3.1 Provide brief to councillors on proposed facility.	Indicator: <i>A/320</i> Progress	Manager Infrastructure Services	Date: 30/06/26 Value: >= 100%	Date: 31/12/25 Value: 100.00% Director City Services Report No. CS33/25 presented to Council	


A24.4 Advocate on behalf of community to State and Federal Government on matters of social policy and service provision, including accessible childcare

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A24.4.1 Advocate to State Government for spaces within social housing estates for pop-up service provision on an ongoing basis.	Indicator: <i>A/321</i> Number of meetings / reviews	Manager Community Development	Date: 30/06/26 Value: = 1 Reviews	Date: 31/12/25 Value: 2 Reviews During Quarter 2 (October – December 2025), Council continued to advocate to State Government agencies for the use of spaces within social housing estates to support ongoing pop-up and outreach service provision. Discussions with relevant agencies remained active, and the pilot program at Namatjira Place continued during the quarter. The pilot supports accessible, place-based service delivery and strengthens community capacity and resilience, including in response to food security pressures. This ongoing advocacy and pilot activity supports increased participation in Council-partnered services for residents of social housing estates and contributes to broader inclusion and wellbeing outcomes.	


<p>A24.4.2 Investigate opportunities for long term operational funding for the place based community Hub@Lexo.</p>	<p>Indicator: <i>A/322</i> Number of opportunities investigated</p>	<p>Manager Community Development</p>	<p>Date: 30/06/26 Value: >= 3 Partners</p>	<p>Date: 31/12/25 Value: 4 Partners During Quarter 2 (October – December 2025), Council continued to investigate opportunities for long-term operational funding for the Hub @ Lexo to support its sustainability as a place-based, multi-agency service model. As an outcome of ongoing engagement with partner agencies, operational funding has been secured through to the end of the 2025–26 financial year, providing short-term funding certainty while longer-term funding options continue to be explored. The Hub @ Lexo continues to operate under a shared-resource partnership model involving Randwick City Council, South Eastern Sydney Local Health District (SESLHD), Homes NSW of Department of Communities and Justice (DCJ), and the Central and Eastern Sydney Primary Health Network (CESPHN).</p>	
<p>A24.4.3 Investigate the expansion of place based services and programs in partnership with relevant government agencies by 2032.</p>	<p>Indicator: <i>A/323</i> To commence 2026/27</p>	<p>Manager Community Development</p>	<p>Date: 30/06/26 Value: >= 0%</p>	<p>Date: 31/12/25 Value: 0.00% This action is scheduled to commence in 2026/27. Preliminary work during the current period has focused on identifying opportunities to expand place-based service delivery in partnership with State and Federal agencies. Insights gained through the Hub @ Lexo and related pilot initiatives will inform future planning and advocacy for the establishment of additional community hubs and outreach models across Randwick City.</p>	

<p>A24.4.4 Advocate for welfare and support payments that keep people out of poverty and do not place unfair administrative burdens on those seeking assistance.</p>	<p>Indicator: <i>A/324</i> Percentage of relevant requests responded to</p>	<p>Manager Community Development</p>	<p>Date: 30/06/26 Value: = 100%</p>	<p>Date: 31/12/25 Value: 0.00%</p> <p>Council continues to respond to advocacy requests and correspondence relating to social policy, income support, and welfare reform when received and relevant. During the period, matters were monitored through interagency participation and sector networks, with 0 formal advocacy requests received. Council remains committed to supporting fair, accessible welfare systems that reduce financial hardship and administrative barriers for community members.</p>	
<p>A24.4.5 Advocate to national and State Governments for increased funding for housing and homelessness service providers.</p>	<p>Indicator: <i>A/325</i> Number of meetings with Eastern Suburbs Homelessness Association Committee (ESHAC)</p>	<p>Manager Community Development</p>	<p>Date: 30/06/26 Value: >= 10 Meetings</p>	<p>Date: 31/12/25 Value: 4 Meetings</p> <p>During Quarter 2 (October – December 2025), Council continued to participate in meetings of the Eastern Suburbs Homelessness Assertive Outreach Collaborative (ESHAC). Through this forum, Council advocates to State and Federal Government agencies for increased funding for housing and homelessness service providers, as well as coordinated and place-based service responses across the Eastern Suburbs.</p> <p>Ongoing participation in ESHAC ensures local priorities, emerging trends and service gaps are consistently represented, and that advocacy efforts remain aligned with community need and regional homelessness responses.</p>	

A24.5 Explore partnership opportunities to increase youth services and activities in priority targeted areas including participation in the performing arts.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A24.5.1 Consult with Youth and youth sector stakeholders on requirements	Indicator: <i>A/326</i> Number of consultations	Manager Community Development	Date: 30/06/26 Value: >= 1 Meetings	Date: 31/12/25 Value: 15 Meetings During Quarter 2 (October – December 2025), the Community Development team continued consultation for the development of Council’s Youth Plan, with three targeted consultation sessions delivered with young people and key youth sector stakeholders. These targeted consultations focused on specific priority cohorts and service gaps, supporting more detailed feedback on youth needs, access barriers and opportunities to strengthen partnerships, programs and participation in priority areas, including arts and creative engagement. This work continues to inform the development of the Youth Plan and supports increased youth inclusion, participation and service responsiveness across the LGA.	

A24.6 Deliver a minimum of 2 domestic violence awareness activities/campaigns per year.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A24.6.1 Deliver awareness activities /campaigns	Indicator: <i>A/327</i> Number of awareness activities /campaigns delivered	Manager Community Development	Date: 30/06/26 Value: >= 2 Activities / campaigns	Date: 31/12/25 Value: 6 Activities / campaigns During Quarter 2 (October – December 2025), Council delivered a range of domestic and family violence awareness activities and campaigns as part of the 16 Days of Activism Against Gender-Based Violence (25 November – 10 December 2025). Key activities delivered during the period included the Step Out Speak Out Walk, which attracted strong community participation, the launch of the DV Safe Phone Donation Drive across Council facilities, culturally specific awareness initiatives including the Indonesian Coercive Control	

				<p>Card launch, and a Financial Abuse Webinar delivered in partnership with Kingsford Legal Centre and the Tax Clinic. Additional activities included Allies Against Violence bystander workshops and a coordinated social media awareness campaign engaging young people and partner agencies.</p> <p>Collectively, these initiatives exceeded the annual target and reinforced Council's leadership in prevention, education and advocacy to address domestic and family violence.</p>	
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A24.7 Investigate opportunities for the expansion of community transport across the LGA by 2029.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A24.7.1 Conduct audit of existing community transport providers in LGA and survey community to determine unmet needs.	Indicator: A/328 Progress	Manager Community Development	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 0.00% This activity has not yet commenced.	

A24.8 Maintain partnerships for food security programs into disadvantaged areas each year.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A24.8.1 Investigate pilot program to build capacity of community to withstand food security pressures	Indicator: A/329 Progress	Manager Community Development	Date: 30/06/26 Value: >= 1 Pilot Program	Date: 31/12/25 Value: 1 Pilot Program During Quarter 2 (October – December 2025), the food security pilot program at Namatjira Place continued. The pilot remains focused on strengthening community capacity and resilience in response to food security pressures through place-based delivery and partnerships with local organisations and community groups. The ongoing pilot continues to support improved access to nutritious food in a disadvantaged area and is providing practical insights to inform future program design and longer-term food security strategies.	

Inclusive Randwick Objective: An overall stabilisation and improvement in safety, health and wellbeing indicators.


A25.1 Implement the 'Safer Randwick' by 2032.


Operational Plan Activity	Performance Indicator	Accountable Target	Q2 (Current)	Current Performance	
A25.1.1 Launch 'A Safer Randwick City: Community Safety Action Plan (2025-2035)'	Indicator: A/330 Progress	Manager Community Development	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 100.00% The Community Safety Action Plan is available on Council's website.	

A25.2 Promote and strengthen the capacity of community through developing skills, abilities and resources to assist communities to be resilient, adaptive and thrive within their environment.



Operational Plan Activity	Performance Indicator	Accountable Target	Q2 (Current)	Current Performance	
A25.2.3 Manage Council's Community Investment Program which supports individuals, community groups and community organisations by providing targeted financial assistance to ideas, initiatives and services which are needs based, inclusive, impactful and create a 'sense of community'.	Indicator: A/332 Percentage of budgeted funds allocated	Manager Community Development	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 71.00% As of 31 December 2025, 71% of the Community Investment Program budget has been allocated across three streams, Community Connect, Community Creative, Community Partnerships. Funding allocations are inclusive of case grants and in-kind fee support.	

A25.3 Implement measures to maintain the physical safety and wellbeing of the community, including ranger services


Operational Plan Activity	Performance Indicator	Accountable Target	Q2 (Current)	Current Performance	
A25.3.1 Maintain and manage the Companion Animals database and undertake companion animal investigations, patrols and enforcement, including responding to animal related customer complaints and enquiries.	Indicator: A/335 Percentage of animal management customer service requests responded to within SLA	Manager Compliance	Date: 30/06/26 Value: >= 90%	Date: 31/12/25 Value: 98.00% Of the 327 service requests 98% were actioned within the SLA timeframe with an average across all SR types of 6 days.	



A25.3.2 Undertake proactive and reactive patrols, investigations, impounding and enforcement to ensure compliance with 'local laws' regarding the use of Council's parks, reserves, beaches, roads and other public places.	Indicator: <i>A/337</i> Percentage of all customer service requests actioned by our Rangers (excluding parking related requests) that were responded to within SLA	Manager Compliance	Date: 30/06/26 Value: >= 90%	Date: 31/12/25 Value: 99.00% 99% of all customer service requests actioned by the Rangers (excluding parking related requests) were responded to within SLA.	
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A25.4 Implement Council's key regulatory functions, responsibilities and services

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A25.4.1 Implement Council's Food Safety Program.	Indicator: <i>A/339</i> Percentage of high and medium risk food premises inspected in financial year	Manager Compliance	Date: 30/06/26 Value: >= 90%	Date: 31/12/25 Value: 54.40% A total of 418 out of 768 high and medium risk food premises were inspected in Q1 and Q2 2025 equating to 54.4% of all high and medium risk food premises.	
A25.4.2 Undertake regulatory health, building and compliance assessments, investigations, and regulatory actions, in response to customer enquiries and complaints	Indicator: <i>A/341</i> Percentage of health, building and development compliance related investigations and assessments are actioned within 7 days	Manager Compliance	Date: 30/06/26 Value: >= 85%	Date: 31/12/25 Value: 93.80% 93.8% of health, building and development compliance related investigations and assessments are actioned within 7 days.	

A25.6 Implement measures to maintain the physical safety and wellbeing of the community, including lifeguard services


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A25.6.1 Provide lifeguard services at Coogee and Maroubra Beaches all year and at Clovelly during summer.	Indicator: <i>A/343</i> Percentage of incidents responded to along our coastline within 30-minutes of being notified	Manager Waste, Cleansing and Public Safety	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 100.00% 3 Major incidents lifeguards responded to along the coast and all were attended to in under 10 minutes of being notified	

	<p>Indicator: <i>A1344</i></p> <p>Number of preventative actions (Note: a preventative action is when a lifeguard intervenes to prevent a likely incident from occurring)</p>	<p>Manager Waste, Cleansing and Public Safety</p>	<p>Date: 30/06/26</p> <p>Value: >= 15,000 Actions</p>	<p>Date: 31/12/25</p> <p>Value: 8,450 Actions</p> <p>4324 preventative actions undertaken in Q2 Maroubra 2017 Coogee 1340 Clovelly 967 Malabar 231 Little Bay 334</p>	
<p>A25.6.2 Provide schools and community groups with Surf and Water Safety Education Programs.</p>	<p>Indicator: <i>A1345</i></p> <p>Hours of Surf and Water Safety Education Programs provided to schools and community groups</p>	<p>Manager Waste, Cleansing and Public Safety</p>	<p>Date: 30/06/26</p> <p>Value: >= 40.00 Hrs</p>	<p>Date: 31/12/25</p> <p>Value: 23.00 Hrs</p>	

3.6. Integrated Transport Strategy

Integrated Transport Objective: Increase the active transport mode share to 35% by 2031, from a 2018-19 baseline of 26%.





A26.1 Update the Bicycle Route Construction Priority List.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A26.1.1 Finalise and adopt the updated Bicycle Route Construction Priority List.	Indicator: <i>A1346</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 20.00% The analysis of existing bicycle infrastructure and the proposed network (2015 bicycle route priority route and ATP Cycle Network Plan) has commenced to determine updated priority routes is in progress).	


A26.2 Implement the Active Transport Plan actions.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A26.2.1 Continue implementing actions arising from ATP.	Indicator: <i>A1347</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 60.00% Consultation with Waverly complete. Design complete for signage. Installation of signage expected early 2026.	
A26.2.2 Develop and maintain an active transport wayfinding plan for the LGA	Indicator: <i>A1348</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: >= 50%	Date: 31/12/25 Value: 30.00% Draft cycling wayfinding sign guideline developed. Draft to be incorporated wholistically into open space wayfinding strategy that is also under development, to ensure a coordinated and consistent approach.	



A26.3 Provide additional safe cycling routes, prioritising fully separate bicycle lanes where possible, in locations informed by our Bicycle Route Construction Priority plan and the TfNSW Principal Bicycle Network plan as soon as possible following allocation of funding from TfNSW (or other agencies).

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A26.3.2 Complete detailed construction design of Stage 1 of the Anzac Parade cycleway/ footpath project.	Indicator: <i>A/350</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 60.00% Concept design complete and due to be reported to Council in early 2026 for endorsement to proceed to community consultation.	
A26.3.3 Develop a concept design for the Randwick to Coogee cycleway project.	Indicator: <i>A/351</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 20.00% Strategic Framework and Route Options Assessment complete. Report to Council in early 2026 to seek endorsement on preferred route alignment to progress design development.	
A26.3.4 Complete a detailed construction design for the Randwick to Coogee cycleway project.	Indicator: <i>A/352</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: > = 50%	Date: 31/12/25 Value: 40.00% Strategic Framework and Route Options Assessment complete. Report to Council in early 2026 to seek endorsement on preferred route alignment to progress design development.	
A26.3.5 Complete a detailed construction design for the South Coogee to Kingsford pedestrian and cycling improvements project.	Indicator: <i>A/353</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 90.00%	

				Detailed design at 95% complete. Sydney Water and TCS approval ongoing.	
A26.3.6 Complete design and installation of signalised intersection at Avoca Street / Bundock Street/ Sturt Street, dependent on completion of Sydney Water works	Indicator: A/354 Progress	Manager Engineering Services	Date: 30/06/26 Value: >= 20%	Date: 31/12/25 Value: 40.00% The detail design is at 95%, working with TfNSW and Sydney water for their approval. This item is dependent on A26.3.5.	
A26.3.7 Develop a concept and detailed design for the Todman Avenue / Lenthall Street cycleway project.	Indicator: A/355 Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 50.00% Concept Design for both Todman and Lenthall are complete. Todman Avenue concept plan due to be reported to Council in early 2026 for endorsement to proceed to community consultation	
A26.3.8 Review other opportunities for funding internal / external (TfNSW funding) and if funded, develop concept and detailed construction designs for additional projects.	Indicator: A/356 Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 100.00% This target has been completed with the receiving of 3 funding approvals from Road safety Program for the following locations: Moverly Road - between Henning Avenue and Popplewell Place - Pedestrian Refuge Pine Avenue, Little Bay - Wombat Crossing Robey Street, west of Wade Street, Maroubra - Raised Pedestrian Crossing all concept design has been completed, and the next step is completing the detail design	




A26.3.9 Implement additional cycleway projects following consultation, subject to internal and/ or external funding.	Indicator: <i>A/357</i> Number of scheduled projects delivered	Manager Engineering Services	Date: 30/06/26 Value: > = 1 projects	Date: 31/12/25 Value: 4 projects This target has been achieved based on the delivery of the following projects: ITD - Fitzgerald Avenue - cycleway line marking and pram ramp ITD - Doncaster Avenue - separated cycleway across Anzac Parade	
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A26.4 Implement measures to increase safety for people riding bikes or walking in 5 locations each year until 2035, with priority given to identified crash sites.



Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A26.4.1 Design traffic facilities to increase safety for people riding bikes or walking in 5 locations across the LGA.	Indicator: <i>A/358</i> Number of traffic facilities designed	Manager Engineering Services	Date: 30/06/26 Value: > = 5 traffic facilities	Date: 31/12/25 Value: 10 traffic facilities Traffic facility designs to increase the safety of people riding bikes or walking in 5 locations has been achieved at the following locations: ITD - Malabar Road at Nymboida Street, South Coogee - Kerb Blister adjustment ITD - Darley Rd east of Market Street, Randwick - installation of raised Ped crossing ITD - Malabar Rd, north of Duncan St - Wombat crossing ITD - Alison Rd - Doncaster Ave to Darley Rd - foot path ITD - Robey St west of Wade St - Pedestrian refuge- 2025 design	
A26.4.2 Construct new traffic facilities to increase safety for those who choose to walk or ride within the Council area.	Indicator: <i>A/359</i> Number of traffic facilities constructed	Manager Engineering Services	Date: 30/06/26 Value: > = 5 traffic facilities	Date: 31/12/25 Value: 10 traffic facilities Construct new traffic facilities to increase safety for those who choose to walk or ride within the Council area been achieved at the	

following 5 locations:
 ITD - Botany Rd, Bunnerong Rd - Intersection narrowing and pedestrian refuge
 ITD - Perouse Rd, Barker St - Pedestrian facilities
 ITD - Doncaster Ave / Anzac Pde - cycleway extension
 ITD - Tunstall Ave / Tresidder Rd - raised intersection
 ITD - Goodridge / Tunstall Ave - raised intersection

A26.5 Improve accessibility through large blocks and/or large developments, so as to enhance and strengthen our walking and bike riding networks.




Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A26.5.1 Develop a set of principles/guidelines to inform appropriate development controls that will improve permeability in the walking and cycling network.	Indicator: <i>A/360</i> Progress	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 90.00% Design principles and requirements finalised for the Randwick Junction Town Centre DCP.	
A26.5.2 Report, exhibit and finalise provisions for stage 2 of the new Comprehensive DCP that will improve accessibility through large blocks and/or large developments across the LGA.	Indicator: <i>A/361</i> Progress	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 90.00% Residential chapters completed during the quarter and a series of briefings provided to Councillors. DCP reported to Council in November 2025, endorsed for public exhibition. During the quarter staff have been working with Communications Team on the material for public exhibition, including summary sheets, Yoursay website, artwork and letters to community. Exhibition scheduled to commence 22 Jan. Connecting with Country Chapter deferred to Stage 3 DCP.	
A26.5.3 Continue to lobby and work with collaboration area partners and developers to support the delivery of sustainable transport options and facilities.	Indicator: <i>A/362</i> Number of meetings attended and letters issued	Manager Engineering Services	Date: 30/06/26 Value: >= 3 meetings / letters	Date: 31/12/25 Value: 6 meetings / letters This target has been achieved based on 3 meetings with: meeting or Letter 1 - Waverley council meeting or Letter 2 - Get NSW Active PCG meeting or Letter 3 - Bayside council K2CP stage 3	

A26.6 Provide 200 new bicycle parking spaces across our beaches, local centres and key destinations across the LGA by 2032.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A26.6.1 Identify suitable locations for the provision of new bicycle parking spaces across the LGA in consultation with Council bicycle committee and community requests.	Indicator: <i>A/363</i> Number of bicycle parking spaces identified	Manager Engineering Services	Date: 30/06/26 Value: >= 40 spaces	Date: 31/12/25 Value: 70 spaces Over 40 spaces identified- locations include South Maroubra Surf Club, Broadarrow Reserve, and developments in the Kingsford to Kensington corridor. Identification of further spaces is ongoing.	
A26.6.2 Deliver an average 40 bicycle parking spaces per year at the identified locations.	Indicator: <i>A/364</i> Number of bicycle parking spaces installed	Manager Engineering Services	Date: 30/06/26 Value: >= 40 spaces	Date: 31/12/25 Value: 14 spaces 12 Bicycle parking spaces installed at Broadarrow Reserve, Maroubra in late 2025.	

Integrated Transport Objective: Reduce the proportion of private vehicle trips from the 2018-19 baseline of 58% to 45% by 2031.

A27.1 Engage with Transport for NSW and other key agencies to implement the public transport related activities by 2029.



Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A27.1.1 Work with TfNSW with regard to on-demand transport, service frequency and capacity to address identified gaps in the public transport network	Indicator: <i>A/365</i> Host quarterly meetings	Manager Engineering Services	Date: 30/06/26 Value: =4 meetings	Date: 31/12/25 Value: 2 meetings Meeting 1 - with TfNSW	
A27.1.2 Work with TfNSW, bus operators and neighbouring Councils to enable implementation of the proposed rapid bus links identified in the South East Sydney Transport Strategy and Future Transport 2056.	Indicator: <i>A/366</i> Percentage of relevant meetings attended	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 100.00% An internal meeting with Strategic Planning and TfNSW was undertaken in September 2024 discussing the proposed rapid bus links identified in the South East Sydney Transport Strategy and Future Transport 2056.	
A27.1.3 Participate in on-going conversations with TfNSW regarding mass transit proposals and their impacts on the LGA in order to facilitate community knowledge and participation in the process.	Indicator: <i>A/367</i> Annual update to understand current position re mass transit proposal	Manager Engineering Services	Date: 30/06/26 Value: = 1 updates	Date: 31/12/25 Value: 1 updates A meeting with TfNSW and strategic planning team was held in September 2024.	

A27.2 Continue to implement the program of transport upgrades to improve accessibility and amenity at public transport stops such as lighting, shelter, and wayfinding signage, to improve overall customer experience of public transport by 2029.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A27.2.1 Complete the bus shelter and bus stop amenity upgrade program.	Indicator: <i>A1368</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 50.00% A 5 year works program has been developed utilising request for works, condition audit data and internal expertise, subject to review of the bus stops policy. These items are expected to be presented to Council in Q3 or Q4 of 2025/26.	



Integrated Transport Objective: Achieve an ownership rate of over 5000 electric or hybrid vehicles by 2031.

A28.1 Require the provision of electric vehicle and electric bicycle charging stations in new residential and commercial buildings, and provide subsidies to encourage installation of charging stations in existing residential and commercial buildings.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A28.1.1 Report, exhibit and finalise controls for stage 2 of the new Comprehensive DCP that require the provision of electric vehicle and electric bicycle charging stations in new residential and commercial buildings across the LGA.	Indicator: <i>A1370</i> Progress	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 100.00% Sustainability and Resilience chapter which includes provisions for electric vehicles completed during the quarter and a series of briefings provided to Councillors. DCP reported to Council in November 2025, endorsed for public exhibition. During the quarter staff have been working with Communications Team on the material for public exhibition, including summary sheets, Yoursay website, artwork and letters to community. Exhibition scheduled to commence 22 Jan. Connecting with Country Chapter deferred to Stage 3 DCP.	
A28.1.2 Provide rebates for EV chargers in residential and commercial buildings.	Indicator: <i>A1371</i> Total number of rebates provided for charging stations in residential and commercial buildings	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 50 rebates	Date: 31/12/25 Value: 16 rebates A further 8 rebates were provided for charging stations in residential and commercial buildings this quarter, bringing the total for the year to 16.	



A28.2 Deliver and support the provision of publicly accessible electric vehicle charging stations each year.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A28.2.1 Deliver new publicly accessible EV charging stations.	Indicator: <i>A1372</i> Number of publicly accessible non-council operated EV charging stations	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 90 EV charging stations	Date: 31/12/25 Value: 96 EV charging stations There are 96 publicly available non-council operated EV charging stations across the LGA. Most chargers have two charging ports.	



<p>Indicator: <i>A1373</i> Number of electric vehicles in Council's fleet</p>	<p>Manager Sustainability and Resilience</p>	<p>Date: 30/06/26 Value: >= 15 electric vehicles</p>	<p>Date: 31/12/25 Value: 5 electric vehicles There are 5 EV's in Council's fleet and with additional EV chargers now available is in the process of transitioning more petrol vehicles to electric.</p>	
<p>Indicator: <i>A1374</i> Number of chargers installed for Council fleet</p>	<p>Manager Sustainability and Resilience</p>	<p>Date: 30/06/26 Value: >= 20 EV chargers</p>	<p>Date: 31/12/25 Value: 41 EV chargers Council has 41 EV charging ports to support electric fleet vehicles.</p>	



Integrated Transport Objective: Achieve a 50% reduction in casualties on the road network from a 2018 baseline of 269 incidents by 2031.

A29.1 Develop a procedure for road space allocation on Randwick LGA streets to support the delivery of future walking space and cycle routes, including pop-up routes.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A29.1.1 Develop a procedure for road space allocation on Randwick streets to support the delivery of future walking space and cycle routes, including pop-up routes by 2029.	Indicator: A/375 Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 30.00% Investigations are ongoing for a road space allocation on Randwick streets that aligns with DORAS (Design of Roads and Streets) which is adopted by TfNSW for future design under the new instrument of delegations and authorities 2025.	
A29.1.2 Apply the principles for road space allocation in 100% of local centre upgrade plans by 2031.	Indicator: A/376 Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 50.00% The application of the Principles of DORAS, which the RCC Road Space Allocation to the cycleway projects has begun. A trial has been initiated across the LGA mainly in Coogee Bay Road, and Arden Street.	



A29.2 Work with Transport for NSW to achieve the target of zero fatalities and serious injuries by 2056, under the Safe System approach.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A29.2.1 Identify current crash locations, Star Rate and make submissions to TfNSW for funding of remedial treatments under the Black Spot Program, Road Safety Program, or similar programs.	Indicator: A/377 Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 100.00% Council has been successful in gaining grant funds for the following treatments: Marine Parade, Maroubra - Raised Pedestrian Crossing and Footpath Widening Moverly Road - between Henning Avenue and Popplewell Place - Pedestrian Refuge Maroubra Road at Duncan Street intersection, pedestrian refuge and kerb extension Pine Avenue, Little Bay - Wombat Crossing Darley Road and Market Street - Wombat crossing with pedestrian refuge and kerb blisters Robey Street, west of Wade Street, Maroubra - Raised Pedestrian Crossing Dolphin Street and Arden Street roundabout - conversion of splitter island to a refuge island	
A29.2.2 Implement approved road safety treatments that received TfNSW funding in the previous round of funding.	Indicator: A/378 Progress	Manager Engineering Services	Date: 30/06/26 Value: >= 50%	Date: 31/12/25 Value: 60.00% Traffic devices have been implemented: Little Bay and Bunnerong Road - Speed Cushion Tunstall Avenue - Raised Intersections x 2 and 1 x slow point. Up coming works include: Flower/Maroubra Road intersection upgrade Clovelly/Market Street	



A29.2.3 Using NSW Centre for Road Safety crash data, community feedback, and knowledge of emerging trends in community road safety, deliver programs to target areas in need of specific behaviour change to improve road safety.	Indicator: <i>A/379</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 25.00%	
	Indicator: <i>A/380</i> Number of programs delivered targeting behaviour change to improve road safety	Manager Engineering Services	Date: 30/06/26 Value: > = 4 programs	Date: 31/12/25 Value: 2 programs	
<p>Child car seat rebate program - over 130 fittings have been rebated to date. Pedestrian safety presentations to older people - 2 presentations delivered in this quarter. Safety around Schools - ongoing. Safe Active Routes to Schools - Rainbow Street - classes delivered - students identified routes - council to review routes next quarter.</p> <p>Road Safety Behaviour based projects are ongoing, include: 1. Child car seat rebate 2. Pedestrian safety 3.Safety around schools 4.Workshops for Supervising drivers. 5. Safe Active Routes to school.</p>					

A29.3 Work with TfNSW to review speed limits (differentiating between town centres and residential areas) in 2 identified areas each year by 2035.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A29.3.1 Review speed limits in two priority areas using developed methodology and refer results to traffic committee.	Indicator: <i>A/381</i> Number of reviews	Manager Engineering Services	Date: 30/06/26 Value: > = 2 reviews	Date: 31/12/25 Value: 2 reviews	
<p>This target has been achieved by reviewing two locations within the Kensington west Kingsford - Stage 2 and Stage 3. The next step is seeking TfNSW approval for the speed reduction (see A29.3.2)</p>					



A29.3.2 Implement speed limit changes subject to TfNSW Approval and funding availability	Indicator: <i>A/382</i> Number of speed limit changes implemented	Manager Engineering Services	Date: 30/06/26 Value: >= 1 speed limit changes	Date: 31/12/25 Value: n/a Investigations for speed limit changes are ongoing. A submission to TfNSW has been made proposing the Anzac Parade speed reduction proposal from 60 to 50 Km/h. This proposal is currently under review by TfNSW.	
A29.3.3 Collaborate with councils, State Government Agencies and industry to understand emerging transport modes and technologies by 2031.	Indicator: <i>A/383</i> Bi-annual meetings	Manager Engineering Services	Date: 30/06/26 Value: >= 2 meetings	Date: 31/12/25 Value: 4 meetings This target has been met as per the following: Meeting 1 - TfNSW Roundtable e-bike sharing schemes Meeting 1 - E-micromobility Toolkit Workshops update	

A29.4 Manage the operation, provision, projects and issues of facilities and services for all modes of transport to achieve safe, efficient, comfortable, convenient, economical and enviro-friendly movement of people and goods and to attain behavioural change.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A29.4.1 Manage existing traffic arrangements and facilities across the LGA, including consideration of Local Area Traffic Management studies, speed reviews, new/updated signage and line marking, and temporary and permanent road closures.	Indicator: <i>A/384</i> Percentage of Service Requests regarding traffic arrangements and facilities that are responded to within SLA	Manager Engineering Services	Date: 30/06/26 Value: >= 90%	Date: 31/12/25 Value: 98.00% 98% of Service requests received closed within SLA timeframes.	
A29.4.2 Maintain existing facilities for cyclists and pedestrians across the LGA, including consideration of new/updated signage and line marking.	Indicator: <i>A/385</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: >= 80%	Date: 31/12/25 Value: 100.00% This target has been met as per the following: ITD - Doncaster Avenue/Ascot St Roundabout Lighting Installation ITD - Fitzgerald Avenue Cycleway Line marking adjustments ITD - Tunstall Avenue/Tresidder Avenue - refresh of cycle stencils	

Integrated Transport Objective: Effectively manage parking to achieve a maximum 85% peak occupancy for time limited parking.


A30.1 Develop and implement a set of principles to guide and improve parking management and the resident parking scheme within and near to our town centres and coastal areas, informed by community feedback, and the adopted Transport Hierarchy by 2035.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A30.1.1 Develop a set of principles to guide and improve parking management across the LGA, informed by community consultation and Council's Transport Hierarchy.	Indicator: <i>A1388</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 75.00% A draft set of principles to guide and improve parking management has been completed, the next step is to approve and finalise.	
A30.1.2 Undertake proactive and reactive parking patrols, investigations and enforcement to ensure compliance with parking rules, including responding to parking related customer complaints and enquiries.	Indicator: <i>A1390</i> Percentage of parking related customer service requests responded to within SLA	Manager Compliance	Date: 30/06/26 Value: >= 90%	Date: 31/12/25 Value: 99.90% 99.9% of parking related customer service requests were responded to within SLA with an average of 0.8 days taken.	

A30.2 Review kerbside usage in each of our town and local centres and apply the principles for parking management to inform provision of space for all types of delivery vehicles and pick up/drop off of passengers from shared and private vehicles, by 2032.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A30.2.1 Review kerbside usage within town and local centres using Council's parking management principles and prepare relevant reports.	Indicator: <i>A1391</i> Number of centres reviewed	Manager Engineering Services	Date: 30/06/26 Value: >= 10 business centres	Date: 31/12/25 Value: 10 business centres A review has been completed for 10 business centres across the LGA. A review of a further 6 business centres is nearing completion.	


A30.5 Review DCP car parking rates, particularly in areas with regular public transport services.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A30.5.1 Report, exhibit and finalise appropriate updated city wide parking rates in stage 2 of the new Comprehensive DCP.	Indicator: <i>A/394</i> Progress	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 100.00% Review of Traffic/Parking chapter completed during the quarter and a series of briefings provided to Councillors. Parking rates introduced for Co-Living developments. DCP reported to Council in November 2025, endorsed for public exhibition. During the quarter staff have been working with Communications Team on the material for public exhibition, including summary sheets, Yoursay website, artwork and letters to community. Exhibition scheduled to commence 22 Jan. Connecting with Country Chapter deferred to Stage 3 DCP.	

3.7. Open Space and Recreation Strategy

Open Space and Recreation Objective: Every home in Randwick City will have open space of 1000m² within 800m.

A31.1 Planning Proposals and major redevelopment sites should address the proximity to existing, repurposed or redeveloped open space and capacity.



Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A31.1.1 Require planning proposals and major redevelopment sites to address the proximity to existing open space and capacity.	Indicator: A/395 Percentage of planning proposals (PPs) and major development applications approved that address the proximity to existing open space and capacity	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 100.00% All proposals assessed have considered proximity to open space and its capacity and quality.	

A31.2 Identify and action opportunities for acquisition, repurposing or redevelopment of land for public open space or recreation.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A31.2.1 Acquire and repurpose identified strategic land parcels within Kensington and Kingsford town centres and the Randwick Junction town centre as public open space.	Indicator: A/396 Progress	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 50.00% In October 2025 the Randwick Junction Planning Proposal - Alteration of Gateway Determination was approved. The Planning Proposal proposes the rezoning of Waratah Plaza (a road closure) in Randwick Junction as a recreational zone, and the supporting Randwick Junction Urban Design Report identifies a series of potential public domain improvement works -the upgrade of existing plazas, streets (to shared zones) and laneways in the town centre. The Randwick DCP part D1 Kensington and Kingsford was reviewed and updated as part of the overall DCP Stage 2 Review, planning for street closures and footpath widening to enhance the K2K public domain.	


■ Achieved ■ On track ■ Not started ■ Not achieved

A31.3 Investigate opportunities to incorporate informal active and social sport and recreation, including in areas with many students and culturally diverse population


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A31.3.1 Design and construct multi-purpose courts as per the capital works program.	Indicator: A/397 Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 25.00% 1. Baker park court currently in concept design, consultation completed and information will be input into design. 2. Dr Walters Park - existing half court set to be upgraded, with works to begin this month. 3. Burnie Park - Closer to mid year for design and installation	
A31.3.2 Design and deliver an outdoor gym at Coral Sea Park.	Indicator: A/398 Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 25.00% Consultation completed and site agreed upon. Going out to tender for design and construct at the end of January.	

Open Space and Recreation Objective: Maintain a community satisfaction rating for coastal open spaces, coastal walkway, playgrounds and parks of 97%.


A32.1 Explore partnership opportunities to achieve additional open space and recreation areas to meet community demand.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A32.1.1 Collaborate with the Greater Sydney Parklands in relation to opportunities for open space and recreation within Centennial and Moore Parklands.	Indicator: <i>A1399</i> Hold meetings with Greater Sydney Parklands	Manager Strategic Planning	Date: 30/06/26 Value: >= 2 meetings	Date: 31/12/25 Value: 3 meetings Biannual meeting with GSP postponed to March 2026. Council officers attended workshop and meetings relating to the GSP Moore Park South establishment plan. Council's Submission completed and sent to GSP in early December.	



A32.2 Implement the wayfinding strategy for the Coastal Walk with a focus on activation opportunities by creating points of interest along appropriate sections of the Coastal Walk including public art and heritage to reduce land use conflict interpretation.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A32.2.1 Undertake the coastal walkway wayfinding implementation program for 2025-26	Indicator: <i>A1400</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 10.00% Coordinator of open space assets undertook internal review with broader teams to finalise signage document. Final comments to be compiled and sent to Consultant for final report. Expected - late February.	

A32.3 Develop options to close the broken links in the Coastal Walkway, to realise the long-term vision of a continuous pedestrian link between Clovelly and Botany Bay.



Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A32.3.1 Develop a concept coastal walkway route through the southern golf courses	Indicator: <i>AI401</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 10.00% Engineering services team currently organising site visit to walk route and have key stakeholder discussions.	

A32.4 Improve inclusive access to beaches, reserves, ocean pools and other open space areas


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A32.4.1 Conduct an access audit for Randwick City beaches, reserves and ocean pools to improve accessibility (e.g. beach wheelchair, beach matting, stairs and railings), particularly at entry points at ocean pools and key snorkelling and diving locations	Indicator: <i>AI402</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 60.00% Site assessments complete. Preliminary report complete and under review to identify any works to be included for consideration in future capital works programs.	
A32.4.2 Activate appropriate regional parks at night with creative and smart lighting, to increase use and safety.	Indicator: <i>AI403</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 50.00% When planning regional parks and all open spaces, consideration is given to creative and smart lighting to increase safety. A proposal for festoon lighting at Coogee Bay Rd was endorsed by Council in November 2025.	




A32.4.3 Conduct an audit and assessment and works program to improve the lighting of sporting grounds to improve safety at night and allow for additional night time training hours.	Indicator: <i>AI404</i> Completion of audits upon 10 fields per year, based upon priorities identified by sports field team to inform and be considered in future capital works programs.	Manager Infrastructure Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 115.00% Audits have been conducted at 10 fields. Report is being prepared outlining the findings of the assessment.	
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A32.5 Deliver the rock fishing Safety Campaign and on-site infrastructure (i.e. signage) to raise awareness and increase rock fishing safety including in multiple community languages, working with key agencies and third parties.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A32.5.1 Continue to implement the education and safety campaign.	Indicator: <i>AI405</i> Progress	Manager Communications	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 50.00% Council is supporting SLSNSW with a trial of rock fishing safety cameras across NSW. Three cameras have been installed at Little Bay at a known rock fishing safety blackspot. Council is assisting with communication through council channels such as SCENE magazine.	
A32.5.2 Install signage as required to reinforce rock fishing safety messages.	Indicator: <i>AI406</i> Progress	Manager Communications	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 50.00% New signage continues to be installed as needed.	



A32.6 Clean the City's assets and infrastructure in business centres, beaches, parks and other public places.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A32.6.1 Undertake scheduled and reactive cleaning of Council's parks, amenities and facilities in accordance with established service level agreements.	Indicator: <i>AI407</i> Percentage of customer service requests for cleaning of public toilets responded to within SLA	Manager Waste, Cleansing and Public Safety	Date: 30/06/26 Value: >= 90%	Date: 31/12/25 Value: 93.75% 16 service requests received- 15 within SLA	


A32.6.2 Undertake scheduled and reactive sweeping and cleaning of Council's footpaths, streets and public car parks in accordance with established service level agreements.	Indicator: <i>AI408</i> Percentage of customer service requests for sweeping and cleaning of Council's footpaths, streets and public car parks responded to within SLA	Manager Waste, Cleansing and Public Safety	Date: 30/06/26 Value: >= 90%	Date: 31/12/25 Value: 96.50% A combined total of 344 requests - 332 within SLA 57 Requests for footpath sweeping - 56 within SLA 285 requests for street sweeping - 274 within SLA 2 requests for public car park sweeping - 2 within SLA	
A32.6.3 Remove graffiti from public property and from publicly accessible frontages of private properties with owner's consent.	Indicator: <i>AI409</i> Percentage of customer service requests for removal of graffiti responded to within SLA	Manager Waste, Cleansing and Public Safety	Date: 30/06/26 Value: >= 90%	Date: 31/12/25 Value: 99.15% 112 jobs created, 118 jobs completed in the period	
A32.6.4 Undertake scheduled and reactive cleaning of the City's beaches and ocean pools in accordance with established service level agreements.	Indicator: <i>AI411</i> Percentage of customer service requests for cleaning of beaches and ocean pools responded to within SLA	Manager Waste, Cleansing and Public Safety	Date: 30/06/26 Value: >= 90%	Date: 31/12/25 Value: 50.00% Oct = 8 = 75% Nov = 6 = 50% Dec = 7 = 50%	





A32.7 Work with the Local Aboriginal Land Council and Aboriginal Elders to develop and implement projects to increase knowledge and awareness of the local Aboriginal culture, traditions and connection to country through open space

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A32.7.1 Commence preparation of an engagement plan for an Aboriginal Cultural Heritage Study informed by recommendations from the Reconciliation Action Plan.	Indicator: <i>AI412</i> Progress	Manager Strategic Planning	Date: 30/06/26 Value: >= 50%	Date: 31/12/25 Value: 25.00% A draft brief has been prepared for the new A2 Connection with Country section of the Randwick DCP that forms part of the DCP Stage 3 Review. SP Coordinator has an ongoing role as a member of the Reconciliation Action Plan (RAP) working group that will guide the preparation of the Aboriginal Cultural Heritage Study.	



<p>A32.7.2 Work with Gujaga Foundation, Aboriginal Land Council and local schools to deliver the annual Koojay Corroboree which marks the commencement of National Reconciliation Week.</p>	<p>Indicator: <i>AI413</i> Number of local schools and aboriginal groups involved in the Corroboree</p>	<p>Manager Economic Development and Placemaking</p>	<p>Date: 30/06/26 Value: >= 10 schools and aboriginal groups</p>	<p>Date: 31/12/25 Value: 0 schools and aboriginal groups Planning for Koojay Corroboree 2026 will commence in early February 2026</p>	
<p>A32.7.3 Work with Aboriginal Elders to develop self determined projects that raise the profile of local Aboriginal Culture through activities hosted at the La Perouse Museum & Headland.</p>	<p>Indicator: <i>AI414</i> Number of projects/activities undertaken</p>	<p>Manager Economic Development and Placemaking</p>	<p>Date: 30/06/26 Value: >= 5 projects / activities</p>	<p>Date: 31/12/25 Value: 9 projects / activities The La Perouse Museum continued its program of First Nations projects including continuing to work on a major shellwork exhibition with female Elders from the La Perouse Community. We hosted numerous workshops with Aunty Maxine Ryan, partnered with Randwick's Communities team to host the BreastScreen van for the local community, continued the Oral History project with Aunty Marilyn Russell, hosted the Guriwal Elders for their regular morning tea program.</p>	

A32.8 Review existing Plans of Management and administer the use of Council's property and land assets to comply with legislation and ensure the parks management and use reflects current and future community needs.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
<p>A32.8.1 Review the Coogee Foreshore Plan of Management (POM).</p>	<p>Indicator: <i>AI415</i> Progress</p>	<p>Manager Engineering Services</p>	<p>Date: 30/06/26 Value: >= 40%</p>	<p>Date: 31/12/25 Value: 0.00% Review of Coogee Foreshore Plan of Management (POM) is due to commence this year with planning team.</p>	



<p>A32.8.2 Manage the hire and use of Council's sports fields by sporting groups, schools, charitable organisations and the general public.</p>	<p>Indicator: <i>AI416</i> Use of sports fields (hours booked)</p>	<p>Manager Infrastructure Services</p>	<p>Date: 30/06/26 Value: >= 43,212 hrs</p>	<p>Date: 31/12/25 Value: 21,588 hrs There were 6,989 booked hours across Randwick sporting fields.</p>	
<p>A32.8.3 Manage the Randwick Cemetery including arrangements for interment/burial, administration of cemetery register, enquiries and oversight of private memorial works.</p>	<p>Indicator: <i>AI417</i> Percentage of cemetery enquiries responded to within 15 working days</p>	<p>Manager Engineering Services</p>	<p>Date: 30/06/26 Value: >= 90%</p>	<p>Date: 31/12/25 Value: 100.00% 100% of Cemetery Inquires have been responded to within 15 days.</p>	
<p>A32.8.4 Manage the booking, allocation and approval process for activities within Council's beaches and parks. This includes private ceremonies, corporate activities, filming, still photography, busking, fundraising, mobile food vending, community information banners, licences to conduct fitness classes and commemorative seats/plaques.</p>	<p>Indicator: <i>AI418</i> Percentage of applications for activities on Council's beaches and parks processed within 15 working days</p>	<p>Manager Engineering Services</p>	<p>Date: 30/06/26 Value: >= 90%</p>	<p>Date: 31/12/25 Value: 100.00% 100% have currently been processed within 15 working days.</p>	
<p>A32.8.5 Manage use of Council's community halls</p>	<p>Indicator: <i>AI419</i> Utilisation percentage of Council Community Halls</p>	<p>Manager Governance</p>	<p>Date: 30/06/26 Value:</p>	<p>Date: 31/12/25 Value: 28.00% 856 individual bookings this quarter for our 9 x Community Hall plus the Randwick Town Hall utilised 2,870 hours in total of the 10,361 hiring hours available. It is expected that the introduction of the "Bookable" hall hiring system will increase the utilisation rate.</p>	

A32.9 Plan, prepare, coordinate and implement emergency/incident management and response in the LGA, including managing catchments within the LGA to reduce the risk of flooding to people and properties.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A32.9.1 Plan for and respond to emergency situations within the LGA. This includes the development of Council's Emergency Management Plan.	Indicator: <i>AI420</i> Development of an updated Emergency Management Plan for Randwick City Council, DRAFT to be completed for LEMC and REMC endorsement.	Manager Infrastructure Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 25.00% RFQ documentation completed. Internal Coordination process underway, set to progress procurement process with the market.	
A32.9.2 Implement flood mitigation projects and strategies identified through floodplain planning.	Indicator: <i>AI421</i> Progress in implementing the annual drainage capital works program (measured through program expenditure)	Manager Engineering Services	Date: 30/06/26 Value: >= 80%	Date: 31/12/25 Value: 25.00% Miscellaneous stormwater upgrades, inspections and assessments have been carried out. Procurement has been finalised for Perry Street and Harold Flood Mitigation Assessment, Abbott Street Drainage Design and Stormwater Relining are nearing completion. Minor works are in progress also.	


A32.10 Manage public and private trees and plants with the LGA including tree assessments and tree work implementation; as well as Management of the Council Nursery

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A32.10.1 Manage the propagation and production of indigenous, native and exotic plant species at the Randwick Community Nursery for use by Council and for sale to the community.	Indicator: <i>AI422</i> % of budgeted nursery revenue received	Manager Infrastructure Services	Date: 30/06/26 Value: >= 90%	Date: 31/12/25 Value: 37.00% The Nursery has generated 37% of the expected income for the financial year during the second quarter.	


<p>A32.10.2 Assess and determine applications for pruning/removal of private trees. This includes tree permit applications and heritage tree applications.</p>	<p>Indicator: <i>AI424</i> Percentage of tree permit and heritage tree applications determined within 20 working days</p>	<p>Manager Infrastructure Services</p>	<p>Date: 30/06/26 Value: >= 90%</p>	<p>Date: 31/12/25 Value: 78.00%</p> <p>78% of the 399 applications were assessed on time, with some delays on outcome due to inspection access timeframes provided by the property owner.</p>	
<p>A32.10.3 Undertake pruning and maintenance of Council's trees to maintain public safety</p>	<p>Indicator: <i>AI425</i> Percentage of customer service requests for maintenance of Council trees responded to within SLA</p>	<p>Manager Infrastructure Services</p>	<p>Date: 30/06/26 Value: = 100%</p>	<p>Date: 31/12/25 Value: 81.60%</p> <p>840 requests received this quarter with 81.6% being actioned in SLA timeframe. New staff member as of early December will assist in managing numbers and workload going forward</p>	

Open Space and Recreation Objective: 75% or above satisfaction with new open space and recreation facilities within 2 years of implementation.


A33.1 Subject to quadruple bottom line assessment, provide additional multipurpose synthetic fields in appropriate locations to increase capacity of existing fields in high demand.




Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A33.1.1 Undertake a research study, that considers the quadruple bottom line, to assess the appropriateness of additional synthetic fields, and their locations.	Indicator: <i>AI426</i> Progress	Manager Infrastructure Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 50.00% Assessment DRAFT completed, currently internally being peer reviewed in preparation for reporting.	

A33.2 Upgrade facilities in open spaces, prioritising high use destinations increase amenity and cater for increased demand.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A33.2.1 Deliver amenities block at Malabar Ocean Pool	Indicator: <i>AI427</i> Progress	Manager Projects	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 50.00% Project tender documentation for all planning phases has been completed. The 50% completion represents the entire project (planning through to construction start). Construction phase is tentatively scheduled for FY2026/27 once the project is fully funded.	

A33.3 Develop and deliver fitness, swimming and recreational programs and services to the community through the Des Renford Leisure Centre.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A33.3.1 Provide a variety of programs and recreational facilities at the Des Renford Leisure Centre (DRLC).	Indicator: <i>AI428</i> Number of visits to the Des Renford Leisure Centre per annum	Manager Recreation Business Services	Date: 30/06/26 Value: >= 900,000 visits	Date: 31/12/25 Value: 702,909 visits Des Renford Leisure Centre recorded a 3% increase in attendances from July to December compared to the same period in the 2024/25 financial year. During this time, the facility welcomed an average of 18,497 visits per week, with notable growth in membership usage and participation in group fitness classes.	

A33.3.2 Maintain Pool water quality to the highest standards at Des Renford Leisure Centre at all times	Indicator: <i>AI429</i> Compliance with NSW Health guidelines for pool water quality	Manager Recreation Business Services	Date: 30/06/26 Value: = 100% compliance	Date: 31/12/25 Value: 100.00% compliance Maintaining exceptional water quality remained a top priority at Des Renford Leisure Centre throughout the July to December period. Independent testing confirmed 100% compliance with the requirements of the Public Health Regulation 2022 for public swimming pools.	
A33.3.3 Manage the hire and use of the Heffron Synthetic Soccer Field.	Indicator: <i>AI430</i> Use of Heffron Synthetic Soccer Field	Manager Recreation Business Services	Date: 30/06/26 Value: >= 30.00 hrs/week (avg.)	Date: 31/12/25 Value: 28.50 hrs/week (avg.) During the October to December quarter, the Heffron Synthetic Soccer Field recorded an average of 24 hours of bookings per week, reflecting the seasonal slowdown typical of the summer period. Year-to-date performance stands at an average of 28.5 hours per week, which is on track for this time of year. With the peak booking season approaching from March to June, we anticipate a return to target levels in the coming quarters.	
A33.4 Continue to provide and enhance dog off-leash locations across the local area.					
Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A33.4.1 Install fencing along a busy road of an off-leash dog park to improve safety.	Indicator: <i>AI431</i> Complete works at 1 park	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 50.00% Kensington Rotary park fencing to begin construction late January 2026.	


A33.5 Optimise existing sports field layouts to increase number of fields provided and diversity of codes catered for.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A33.5.1 Conduct an audit and assessment and develop a works program to improve the sports field layouts.	Indicator: <i>AI432</i> Completion of audits upon 10 fields per year, based upon priorities identified by sports field team to inform and be considered in future capital works programs.	Manager Infrastructure Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 40.00% Audits have been undertaken at 3 fields (Chifley Reserve, Pioneers Park and Nagle Park), additional fields being investigated at present.	



A33.6 Collaborate with local sporting codes to identify opportunities and initiatives to increase female participation in sport





Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A33.6.1 Provide female facilities, prioritising high-use sporting grounds.	Indicator: <i>AI433</i> Gather feedback from Sports Committee, regarding priorities for female sport, through inclusion as a standard agenda item in Sports Committee Meetings.	Manager Projects	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 60.00% The project is progressing well and in accordance with the anticipated program. The Contractor's Design Documentation reached 100% in November 2025. Sports Committee Members have been updated on progress and an official construction commencement ceremony occurred with Randwick Netball early December 2025. Demolition of the existing structure was completed in mid-December 2025. The site has been levelled out and preparation of the building footprint structure is complete. Reporting to the NSW Grant Office confirms 25% construction activities and key milestones have been achieved.	

A33.7 Incorporate 'play trails' close to playgrounds with playful features such as footpaths painted with games, colourful pots and benches and climbable features or public art.




Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A33.7.1 Complete the design of the Grant Reserve Playground upgrade	Indicator: <i>AI434</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 5.00% Open Space assets team have confirmed an alternative "pop-up" design for Grant Reserve playground whilst trying to attain further funding. Concept designs and project plan currently being undertaken.	



A33.8 Provide physical spaces to deliver library services, programs and activities.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A33.8.1 Manage the hire and use of meeting rooms and exhibition spaces at the Lionel Bowen Library (Maroubra) and Margaret Martin Library (Randwick). Spaces include: - Vonnie Young Auditorium, (Maroubra) - The Maroubra Room (Maroubra) - The Anzac Room (Maroubra) - The Gale Room (Maroubra) - Exhibition space (Maroubra) - Margaret Martin Library Meeting Room (Randwick)	Indicator: <i>AI435</i> Utilisation of the Vonnie Young Auditorium, Maroubra (hours booked/hours available)	Manager Library Services	Date: 30/06/26 Value: >= 23%	Date: 31/12/25 Value: 56.60% Usage is lower in December.	
	Indicator: <i>AI436</i> Utilisation of the Maroubra Room (including Anzac and Gale Rooms), Maroubra (hours booked/hours available)	Manager Library Services	Date: 30/06/26 Value: >= 27%	Date: 31/12/25 Value: 51.10% Usage by community groups is generally lower in December. Bookable, a self-booking system, was introduced on 1 December 2025, which may have impacted on usage while users get used to the new system.	

	<p>Indicator: <i>AI437</i></p> <p>Number of exhibitions in the Exhibition space, Maroubra</p>	<p>Manager Library Services</p>	<p>Date: 30/06/26</p> <p>Value: >= 6 exhibitions</p>	<p>Date: 31/12/25</p> <p>Value: 6 exhibitions</p> <p>October: Library Creatives - Exhibition November: Space to Create Artist(s) Showcase December: Shared exhibition space: Landscapes and Seascapes of the East</p>	
	<p>Indicator: <i>AI438</i></p> <p>Utilisation of the Margaret Martin Library Meeting Room, Randwick (hours booked/hours available)</p>	<p>Manager Library Services</p>	<p>Date: 30/06/26</p> <p>Value: >= 31%</p>	<p>Date: 31/12/25</p> <p>Value: 83.10%</p> <p>Margaret Martin Library meeting rooms are always in high demand.</p>	
	<p>Indicator: <i>AI439</i></p> <p>Utilisation of the Exhibition space, Maroubra (days exhibition space used/days in period)</p>	<p>Manager Library Services</p>	<p>Date: 30/06/26</p> <p>Value: >= 95%</p>	<p>Date: 31/12/25</p> <p>Value: 100.00%</p>	
<p>A33.8.2 Facilitate hire and use of the Randwick City Library bus, including provision of community transport to the library, and public hire when it is not being used for community transport.</p>	<p>Indicator: <i>AI440</i></p> <p>Utilisation of Library bus (hrs bus used for community transport & public hire)</p>	<p>Manager Library Services</p>	<p>Date: 30/06/26</p> <p>Value: >= 80%</p>	<p>Date: 31/12/25</p> <p>Value: 83.10%</p>	



A33.9 Construct new and maintain existing public assets and infrastructure.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A33.9.1 Implement Council's capital works program including construction of buildings, footpaths, roads, drainage and open space infrastructure.	Indicator: <i>AI441</i> Length of new/renewed footpaths constructed	Manager Projects	Date: 30/06/26 Value:	Date: 31/12/25 Value: 1.25 km Q1 + Q2- Footpath completed= 1,248 l/m Q2- Footpath Completed= 680 l/m	
	Indicator: <i>AI442</i> Progress in implementing the annual capital works program (measured through program expenditure)	Manager Projects	Date: 30/06/26 Value: >= 90%	Date: 31/12/25 Value: 28.00% Project Delivery (Projects), currently has 71x projects allocated, valued at \$20,560,000. Current accrued valuation of works complete is \$9,629,146 equating to 47% completion of total projects allocated. Total Capital Program (taken from Power Budget) indicates a total allocated budget of \$115,595,840. Total expenditure commitments of \$32,426,157 (YTD+PO's) have been made equating to 28% of the capital program.	
A33.9.2 Implement the Road Rehabilitation Program as part of the Capital Works Program, including road re-sheeting.	Indicator: <i>AI443</i> Progress in implementing the road rehabilitation program (measured through program expenditure)	Manager Engineering Services	Date: 30/06/26 Value: >= 90%	Date: 31/12/25 Value: 50.00% Road Program Batch 1 complete. Batch 2 has been awarded and delivery program being finalised. procurement for remaining works is being finalised.	

<p>A33.9.3 Maintain Council's open space areas in accordance with established service level agreements. This includes maintenance of Council's parks and playgrounds, sports fields, bushland, coastal walkway, reserves, gardens, streetscapes and landscaped areas within the cemetery.</p>	<p>Indicator: <i>AI444</i> Percentage of customer service requests for maintenance of Council's open space areas responded to within SLA</p>	<p>Manager Infrastructure Services</p>	<p>Date: 30/06/26 Value: >= 85%</p>	<p>Date: 31/12/25 Value: 88.00% 88% of customer service requests were completed within the service level agreement during the period.</p>	
	<p>Indicator: <i>AI445</i> Percentage of bushland sites receiving bush regeneration during the period</p>	<p>Manager Infrastructure Services</p>	<p>Date: 30/06/26 Value: = 100%</p>	<p>Date: 31/12/25 Value: 100.00% All bushland sites received bush regeneration treatments during the period.</p>	
<p>A33.9.4 Maintain Council's drainage infrastructure in accordance with established service level agreements to ensure that it is clear and in good working condition. This includes cleaning/repairs to stormwater pits, pipes, and Gross Pollutant Traps (GPTs), as well as clearing private sewer lines damaged by Council tree roots.</p>	<p>Indicator: <i>AI446</i> Percentage of customer service requests for maintenance of Council's drainage infrastructure responded to within SLA</p>	<p>Manager Infrastructure Services</p>	<p>Date: 30/06/26 Value: >= 85%</p>	<p>Date: 31/12/25 Value: 86.00% Drainage jobs at 87% with truck issues seeing off the road multiple times for days at a time. Sewer Choke Clearances only at 82% which is often due to resident dates provided and feedback from plumber.</p>	
<p>A33.9.5 Maintain Council Assets within the road reserve in accordance with established service level agreements. This includes repairs to potholes/pavements, footpaths, kerb and gutters, line marking, signage, retaining walls, street furniture, Council owned street lighting, and traffic calming devices.</p>	<p>Indicator: <i>AI447</i> Percentage of customer service requests for maintenance of Council Assets within the road reserve (excluding drainage assets) responded to within SLA</p>	<p>Manager Infrastructure Services</p>	<p>Date: 30/06/26 Value: >= 85%</p>	<p>Date: 31/12/25 Value: 97.00% Teams managing work loads very well. Relatively steady quarter with 984 Requests</p>	

A33.9.6 Maintain Council owned buildings, facilities and venues in accordance with established service level agreements. Maintenance includes cleaning, repairs, service contracts (electricity, water, gas), security and civic support.	Indicator: <i>AI448</i> Percentage of customer service requests for maintenance of Council owned buildings, facilities and venues responded to within SLA	Manager Infrastructure Services	Date: 30/06/26 Value: >= 85%	Date: 31/12/25 Value: 85% Seasonally, this result is typical due to an increase of asset use by patrons throughout the RCC footprint over the warmer holiday months resulting in higher requests for maintenance and repairs..	
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A33.10 Manage asset lifecycle planning (including creation, renewal, operation, maintenance and disposal) to ensure sustainable service delivery.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
A33.10.1 Plan and undertake building design, civil design and landscape design of public assets, infrastructure and public domain areas.	Indicator: <i>AI449</i> Progress on planned building designs for 2025-26	Manager Projects	Date: 30/06/26 Value: >= 25%	Date: 31/12/25 Value: 75.00% The capital works program is progressing as planned. Currently, there are 15 projects at various stages of development. Several projects are in the initial feasibility / planning phase, while others are in the concept design / development phases. This reflects progress toward meeting the delivery targets for the FY25/26 period.	
A33.10.2 Assess and determine applications to build driveways or undertake other civil works in a public road reserve	Indicator: <i>AI451</i> Percentage of civil works applications processed within 30 working days	Manager Engineering Services	Date: 30/06/26 Value: >= 80%	Date: 31/12/25 Value: 70.00% Percentage of applications which were determined in 30 days is much lower than the target. This can be accredited to unexpected staff leave and staff training through the period. Recruitment and resourcing strategies have been implemented to address this shortfall.	

4. Table B: Delivering Regulatory and Ongoing Services

Total 41 Indicators

Corporate Planning and Performance Function: Change Management


F01.1 Manage corporate based change in the organisation to achieve business improvements through business process reengineering and targeted projects.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
F01.1.1 Deliver the 2025-26 Change Program which includes implementing the recommendations from service reviews and continuous improvement, and fostering a culture of improvement in the organisation.	Indicator: <i>BI308</i> Progress towards the delivery of the Change Program for the organisation.	Manager Corporate Planning and Performance	Date: 30/06/26 Value: >= 100%	Date: 31/12/25 Value: 50.00% Progress has been made in implementing recommendations from recent service reviews and continuous improvement initiatives. Key enhancements include the successful adoption of planned recommendations in Tree Management, Development Assessment, and Venue and Event Management during this quarter.	

■ Achieved ■ On track ■ Not started ■ Not achieved




Corporate Planning and Performance Function: Integrated Planning and Reporting

F02.1 Develop and monitor integrated plans and resource strategies to support achievement of community aspirations.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
F02.1.1 Develop, implement and maintain our performance management framework in accordance with Integrated Planning and Reporting requirements. This includes updating the community on Council's progress in implementing our delivery program, and working with the community to update and create new programs and plans.	Indicator: <i>BI302</i> Progress in the delivery of the annual schedule of statutory Integrated Planning and Reporting reports and plans.	Manager Corporate Planning and Performance	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 50.00% All statutory reporting completed for Q2.	




Corporate Planning and Performance Function: Internal Audit

F03.1 Provide independent assurance to the Audit, Risk and Improvement Committee (ARIC) that Council's risk management, governance and internal control processes are operating effectively, and make recommendations for improvements.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
F03.1.1 Undertake internal audits to improve the effectiveness of risk management, control and governance processes.	Indicator: <i>BI309</i> Percentage of audits completed against the Annual Strategic Internal Audit Plan	General Manager	Date: 30/06/26 Value: >= 90%	Date: 31/12/25 Value: 44.00% Between 1 October 2025 to 31 December 2025, two audits were completed, representing 22% of the audits scheduled in the FY26 Plan. This brings the year-to-date completion rate to 44%, indicating that delivery of the Annual Strategic Internal Audit Plan is progressing as planned.	
F03.1.2 Provide professional expert advice in relation to Council's governance, risk management and control processes.	Indicator: <i>BI310</i> Number of recommendations provided	General Manager	Period: 01/07/25 - 30/06/26 Value: >= 90%	Period: 01/10/25 - 31/12/25 Period Value: 100.00% Between 1 October 2025 and 31 December 2025, Internal Audit issued 15 recommendations and provided 18 pieces of advice to support Council's governance, risk management, and control processes. The volume and nature of activity reflect Internal Audit's role in strengthening controls and supporting continuous improvement across Council.	
F03.1.3 Test strategic and operational financial controls periodically, within Council's internal audit program, and report to the Audit Risk and Improvement Committee.	Indicator: <i>BI311</i> Percentage of key strategic and operational financial controls tested within Council's Annual Strategic Internal Audit Plan, and reported to the Audit Risk and Improvement Committee	General Manager	Date: 30/06/26 Value: >= 90%	Date: 31/12/25 Value: 78.00% Between 1 October and 31 December 2025, seven key strategic and operational financial controls were tested under Council's Annual Strategic Internal Audit Plan and reported to the Audit, Risk and Improvement Committee. This represents 26% of the planned controls for the quarter and brings the year-to-date total to 78%.	




Corporate Planning and Performance Function: Service Reviews and Continuous Improvement

F04.1 Ongoing work to improve the Council's internal or external products, services, or processes.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
F04.1.1 Deliver the 2025-26 Service Review Work Program	Indicator: <i>BI419</i> Progress towards delivery of the Service Review Work Program	Manager Corporate Planning and Performance	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 50.00% Work has progressed on the implementation of recommendations from the Hall Management review. The online venue booking application now supports more venues, transforming previously manual processes—such as customer communication, scheduling, and billing—into a fully automated workflow.	
F04.1.2 Deliver the 2025-26 Business Analytics Work Plan which includes data quality, reporting, dashboards, data analysis and a data warehouse to house Council's structured data and make it available for enterprise reporting and analytics, through a business intelligence (BI) solution.	Indicator: <i>BI421</i> Progress towards delivery of the Work Program for data quality, reporting, dashboards and business intelligence.	Manager Corporate Planning and Performance	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 50.00% Projects are progressing as planned. Ad hoc requests are fulfilled in a timely manner. New streams of activity are coming from testing AI tools: HR chatbot, custom agents, sentiment analysis. In depth analysis has been done to support the Customer Request Service Review, analysing request timing, sources, locations, duplications and heat maps of requests over several years. Assistance has been provided to business areas such as finance, procurement and HR in dashboards.	
F04.1.3 Undertake business process improvement to optimise end-to-end processes and manage projects that deliver a better customer and employee experience.	Indicator: <i>BI422</i> Number of business processes reviewed and analysed.	Manager Corporate Planning and Performance	Date: 30/06/26 Value: >= 10 Processes	Date: 31/12/25 Value: 13 Processes Process analysis and improvement work has been undertaken in the areas of property searches, customer requests, voice of the customer program, application other official documentation stamping. Processes have also been improved in bushcare, tree management and waste management.	



Governance Function: Customer Service Management

F05.1 Manage the customer service lifecycle and provide professional, timely, helpful, high quality and consistent customer service before, during and after the customer's needs are met.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
F05.1.1 Provide customer service that is professional, timely, helpful, high quality and consistent.	Indicator: <i>BI225</i> Percentage of customer service requests responded to within SLA	Manager Governance	Period: 01/07/25 - 30/06/26 Value: >= 85%	Period: 01/10/25 - 31/12/25 Period Value: 88.90% 88.9% of Service Request were completed within SLA timeframe	
	Indicator: <i>BI227</i> Percentage of phone calls received through call centre abandoned	Manager Governance	Period: 01/07/25 - 30/06/26 Value: < 5%	Period: 01/10/25 - 31/12/25 Period Value: 3.89% Total abandoned calls this quarter was 862 with 3% calls abandoned in October, 3.5% calls abandoned in November & 4.9% calls abandoned in December. The increased abandoned call rate in December was due to an influx of calls after a Council wide rates SMS message was issued. The overall abandoned call rate of 3.9% is an excellent result.	
F05.1.2 Develop and implement the work plan for improving the Customer Experience for internal and external customers across the organisation.	Indicator: <i>BI420</i> Progress	Manager Corporate Planning and Performance	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 50.00% The customer experience for waste services including booked clean-up and illegal dumping services has been streamlined through an integrated booking and operational system, improving coordination between Customer Service and Waste Services teams. Changes to the out of hours customer request line has ensured that request handling is streamlined in non-staffed periods. A focus on our current enterprise applications has meant there have been additional improvements implemented such as auto-responders, streamlined templates and email delivery.	





Governance Function: Enterprise Risk Management

F06.1 Develop and maintain the Enterprise Risk Management Framework including communication, consultation, monitoring, review, recording, reporting and WHS.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
F06.1.2 Implement and maintain Council's Enterprise Risk Management Framework, including management of claims.	Indicator: <i>BI376</i> Percent of operational risks reviewed in financial year	Manager Human Resources Operations	Date: 30/06/26 Value: > 90%	Date: 31/12/25 Value: 20.40%	
F06.1.3 Ensure proactive management of risk to stakeholders' health and safety.	Indicator: <i>BI239</i> Percentage of incidents that are reported within 24 hours	Manager Human Resources Operations	Period: 01/07/25 - 30/06/26 Value: >= 90%	Period: 01/10/25 - 31/12/25 Period Value: 85.94%	



Governance Function: Governance Management

F07.1 Manage Council's governance framework and controls to ensure accountability, transparency, integrity, equity and ethical Council decision making.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
F07.1.1 Ensure compliance with the Government Information (Public Access) Act 2009 and assist the community in obtaining access to appropriate Council information/documents.	Indicator: <i>BI231</i> Percentage of informal access to information requests processed within five (5) working days	Manager Governance	Period: 01/07/25 - 30/06/26 Value: >= 90%	Period: 01/10/25 - 31/12/25 Period Value: 97.49%	
	Indicator: <i>BI233</i> Percentage of formal GIPA applications processed within legislated 20 working days	Manager Governance	Period: 01/07/25 - 30/06/26 Value: = 100%	Period: 01/10/25 - 31/12/25 Period Value: 100.00%	
F07.1.2 Implement and maintain governance policies, delegations, standards and codes to ensure compliance with relevant legislation.	Indicator: <i>BI234</i> Compliance with legislative governance requirements (as measured through legislative compliance software)	Manager Governance	Period: 01/07/25 - 30/06/26 Value: = 100%	Period: 01/10/25 - 31/12/25 Period Value: 100.00%	
F07.1.3 Ensure the effective and efficient administration of Council meetings for the benefit of Councillors and the community.	Indicator: <i>BI428</i> Number of meetings where administrative KPIs are met (timely, accurate draft business paper, agenda and minutes, and internal coordination of NoMs)	Manager Governance	Period: 01/07/25 - 30/06/26 Value: >= 10 Meetings	YTD Period: 01/07/25 - 31/12/25 YTD Value: 6 Meetings 6 council meetings have been successfully conducted so far this financial year.	


Governance Function: Property and Land Management

F08.1 Administer the use of Council's property and land assets.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
F08.1.1 Execute and manage tenancy contracts including leases, licenses and occupation agreements for Council owned assets.	Indicator: <i>BI219</i> Number of tenancy contracts (including leases, licenses and occupation agreements for Council owned assets) executed in accordance with relevant legislation	Manager Governance	Period: 01/07/25 - 30/06/26 Value: = 100%	Period: 01/10/25 - 31/12/25 Period Value: 100.00% 10 footway dining and 9 lease/licence agreements were executed in accordance with relevant legislation	
F08.1.2 Manage Council's regulatory land administration functions, including responding to enquiries regarding Crown and Council land management, land dealings, Native Title and Aboriginal land claims.	Indicator: <i>BI220</i> Percentage of enquiries regarding Council's land administration functions responded to within 15 working days	Manager Governance	Period: 01/07/25 - 30/06/26 Value: > 90%	Period: 01/10/25 - 31/12/25 Period Value: 100.00% 501 enquiries regarding Council's land administration functions responded to within 15 working days.	


Governance Function: Procurement Management

F09.1 Manage Council's procurement processes to ensure compliance with legislation, internal policy and industry best practice.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
F09.1.1 Implement and maintain procurement procedures and systems to effectively manage the procurement lifecycle and ensure compliance with legislation, internal policies and best practice.	Indicator: <i>BI229</i> Percentage of contracts executed under appropriate delegation	Manager Governance	Period: 01/07/25 - 30/06/26 Value: = 100%	Period: 01/10/25 - 31/12/25 Period Value: 100.00% Procurement goods and services contracts executed over the period were all done so under the appropriate delegation and in accordance with policies and procedures.	




Finance Function: Accounting

F10.1 Manage and record the financial transactions arising from Council's activities, including the levy and collection of rates and charges, and the preparation of financial statements and returns.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
F10.1.1 Manage and record the financial transactions arising from Council's activities, including the preparation of financial statements and returns.	Indicator: <i>BI241</i> Progress in preparing and delivering financial statements and returns	Chief Financial Officer	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 50.00% The 2024/25 Annual Financial Statements were finalised and submitted to the Office of Local Government on October 2025. Planning for the 2025/26 audit cycle has already begun, including early resourcing and scheduling to support timely delivery of all required statements and returns.	

Finance Function: Financial Management and Control


F11.1 Support Council's sustainable delivery of projects and services through sound Financial Management and Control, including long term financial planning, budget preparation, and financial performance monitoring.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
F11.1.8 Support Council's sustainable delivery of projects and services through sound Financial Management and Control, including long term financial planning, budget preparation, and financial performance monitoring.	Indicator: <i>BI264</i> Progress in delivering the following statutory statements, budgets and reviews: Quarterly budget reviews; Audited Annual Financial Statement; Budget; Monthly reports and Investment Reports	Chief Financial Officer	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 50.00% All monthly financial reports, investment reports and Quarterly Budget Reviews were prepared and submitted to the Ordinary Council Meetings on time throughout the second quarter of 2025, and each was adopted as required. Statutory reporting obligations, including the audited Annual Financial Statements and budget processes, remain on track.	
F11.1.1 Undertake a LTFP sensitivity analysis to inform recommendations on future cash and investment levels.	Indicator: <i>BI243</i> Progress in undertaking sensitivity analysis	Chief Financial Officer	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 50.00% Sensitivity analysis has commenced, and initial budget briefings have been provided to councillors outlining key assumptions and areas of sensitivity. This work will continue to be refined throughout the upcoming budget period, Long Term Financial Plan and through further councillor workshops.	
F11.1.2 Evaluate the strategic and operational risks for the management of financial resources and consider within Council's Risk Management Framework.	Indicator: <i>BI244</i> Progress in implementing financial management mitigating approaches for both strategic and operational risks	Chief Financial Officer	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 50.00% Financial management mitigation actions for key strategic and operational risks are progressing. Controls and monitoring practices have been strengthened through AIRC , and several improvement measures are underway, with further updates to be incorporated through the upcoming budget cycle.	
F11.1.3 Manage Council's cash and investment portfolio to achieve a return greater than	Indicator: <i>BI246</i>	Chief Financial Officer	Period: 01/07/25 - 30/06/26	Period: 01/10/25 - 31/12/25	

AusBond Bank Bill Index, with no loss of capital.	Return on investment (%) / AusBond Bank Bill Index (%)		Value: > 100%	Period Value: 126.10% Council's investment return is outperforming the AusBond Bank Bill index.	
F11.1.4 Assess and remediate any financial performance indicators in the Long Term Financial Plan and where the plan indicates that a financial indicator may fall below benchmark, a recommendation is made to provide options for the improvement of this position prior to the next annual review of the Long Term Financial Plan.	Indicator: <i>BI247</i> Progress in assessing any financial indicators that do not meet benchmark (refer to F11.1.6)	Chief Financial Officer	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 50.00% Financial performance indicators in the LTFP are meeting benchmark.	
F11.1.7 Consider and test all upfront and associated ongoing operational costs and income within Council's LTFP for decisions involving new or enhanced infrastructure or services throughout the financial year.	Indicator: <i>BI260</i> Progress in testing proposed new or enhanced infrastructure or services within Council's LTFP	Chief Financial Officer	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 50.00% In progress for the December 2025 quarterly review.	



Information Management and Technology Services Function: Cyber Security Management


F12.1 Implement and maintain cyber security to safeguard our systems, data, and reputation while adapting to the ever-evolving threat landscape

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
F12.1.1 Implement and maintain cyber security to safeguard our systems, data, and reputation while adapting to the ever-evolving threat landscape	Indicator: <i>BI263</i> Progress towards delivery of the IM&T Cyber Security Work Program including implementing and maintaining the Essential 8 Maturity Model	Chief Information Officer	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 50.00% The cybersecurity program remains on track, with four key initiatives successfully delivered in the last quarter: <ul style="list-style-type: none"> - Completion of the Windows 11 SOE rollout - Execution of the Essential Eight benchmarking exercise - Execution of the Cyber Security Awareness Campaign (Cyber Security Awareness Month) - Establishment of the Artificial Intelligence (AI) Education and Working Group Council is continuing its progress towards achieving Essential Eight Maturity Level 2 across all controls by the end of the next quarter, supported by the implementation of passwordless authentication. In addition, the organisation's external security posture has been maintained at an 'A' rating (score: 892/950), as assessed by UpGuard's third-party risk management and attack surface management platform.	

Information Management and Technology Services Function: Information Management



F13.1 Implement and maintain information management systems and processes to support Council's operations through the capture, management, storage, preservation and delivery of quality data and information.



Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
F13.1.1 Ensure that Council data and record holdings meet business needs and legislative requirements	Indicator: <i>BI265</i> Progress towards delivery of the IM&T Records and Information Management Work Program	Chief Information Officer	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 50.00% All Council records are managed in accordance with the State Records Act 1998, the State Records Regulation 2024, the Government Information (Public Access) Act 2009, the two State Records Standards (standards 14 & 15) and other applicable standards such as AS ISO 15489. Staff are required to comply with these regulations and Council's internal policies, including the Records Management Policy and Corporate Obligations Package. The Information Management Procedures Manual (iManual) and the Archives Project Plan 2024-2027 continue to be regularly reviewed and updated.	
	Indicator: <i>BI417</i> Ongoing achievement of a Records Management Maturity Score of 4/5 or higher	Chief Information Officer	Period: 01/07/25 - 30/06/26 Value: >= 4.00 Score (out of 5)	Period: 01/10/25 - 31/12/25 Period Value: 4.68 Score (out of 5) No result has been obtained since August 2024. The next scheduled State Records assessment is for March 2026. Since the last result some measures have been implemented including: updating the delegations register to nominate the CIO as the State Records Senior Records Officer (SRO) and emailing managers regarding the use of a dashboard to monitor staff compliance. This should contribute to maintaining or improving the overall score.	

<p>F13.1.2 Implementation of the Information Management Framework including policies, processes and data management and quality.</p>	<p>Indicator: <i>BI393</i> Progress towards implementation of the information management framework.</p>	<p>Chief Information Officer</p>	<p>Date: 30/06/26 Value: = 100%</p>	<p>Date: 31/12/25 Value: 90.00%</p> <p>A Records Management Policy, Data Management Policy, and Information Governance Framework were formally adopted by the GMT on 25 June 2025. The Records Management Program has also been finalised and is pending GMT approval. In support of Enterprise Content Management, a suite of guidelines has been developed covering Web Management, Spatial Management, the Name and Address Register (NAR), and Information Management for Development Applications (DA).</p>	
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Information Management and Technology Services Function: Technology Management



F14.1 Develop, implement and maintain integration and technology management solutions that support Council's operations.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
F14.1.1 Support the organisation to make optimal use of information management and technology services	Indicator: <i>BI396</i> Percentage of requests for service completed in line with service standards	Chief Information Officer	Period: 01/07/25 - 30/06/26 Value: >= 95%	Period: 01/10/25 - 31/12/25 Period Value: 98.44% During this quarter, Freshservice metrics indicate that a total of 124 tickets did not meet the defined SLA targets, representing a small portion of overall activity. Despite these exceptions performance remained strong with 98.44% of all tickets resolved within SLA compliance.	
F14.1.2 Implement the Business Application work program to maintain, support and improve the use of business and ERP applications in the organisation	Indicator: <i>BI402</i> Progress towards implementation of the Business Application work program	Chief Information Officer	Date: 30/06/26 Value: = 100%	Date: 31/12/25 Value: 50.00% Work has been completed and is ongoing on a number of key projects for Council's Business Applications; - MyXplor replaced by Kidsoft (Completed) - Technology One Ci upgrade to the latest version - 2025B (Completed) - InfoCouncil Upgrade (Completed) - Squiz Upgrade to DXP (Completed) - DPIE Panning Portal to Pathway Integration Upgrade – (Completed) - Waste Edge- > Pathway Integration - Phase 3 Hard Waste Requests - (Completed) - Snap Send and Solve Request Lodgement Improvements (Completed) - Licensing to Debtors migration for Health and Essential Services (In Progress) - Planning for Technology One Ci to CiA migration (In Progress)	

<p>F14.1.3 Optimise Council's hardware infrastructure (compute, storage and network), through an increase in availability to 99%.</p>	<p>Indicator: <i>BI272</i> Availability of application systems during supported hours of operation excluding planned maintenance activities</p>	<p>Chief Information Officer</p>	<p>Period: 01/07/25 - 30/06/26 Value: >= 99.00 %</p>	<p>Period: 01/10/25 - 31/12/25 Period Value: 99.77 % Uptime: Application October November December Pathway 99.35 100 100 TechnologyOne 99.35 100 100 Content Manager 99.35 100 100</p>	
	<p>Indicator: <i>BI273</i> Availability of network and datacentre infrastructure services during supported hours of operation excluding planned maintenance activities</p>	<p>Chief Information Officer</p>	<p>Period: 01/07/25 - 30/06/26 Value: >= 99.00 %</p>	<p>Period: 01/10/25 - 31/12/25 Period Value: 99.77 % Outage: Friday 02/10/25 12:00 - 13:30. 90 minutes. Randwick Administration Centre - Power/generator issue (1 site, some library services also affected) • Period: October 1 – December 31 (3 months) • Operating hours: 8 AM – 6 PM (10 hours/day), Monday–Friday • Total business days: 64 • Total operating minutes: 38,400 minutes • Outage: 90 minutes Other outages noted during the reporting period took place outside of operating hours (Firewall failover) or only affected some infrastructure (Telstra Data SIM/APN) and have not been included in calculations above.</p>	




Human Resources Function: Employee On-board Management

F15.1 Attract and recruit employees with the knowledge, attributes, skills and experience to integrate into the organisation and positively contribute to delivering Council's outcomes.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
F15.1.1 Manage the recruitment and transitioning processes. This includes developing and maintaining a strong employee value proposition that attracts quality employees.	Indicator: <i>BI377</i> Employee satisfaction level (i.e. how likely employees are to recommend Council as a good place to work as measured by staff satisfaction surveys)	Manager Human Resources Operations	Date: 30/06/26 Value: >= 0	Date: 31/12/25 Value: 14 The most recent data is from the Insync survey in April 2024 at which time we had an NPS score for employee satisfaction of +14. The next engagement survey is scheduled for 2026.	
F15.1.2 Ensure Council maintains and builds upon the number of trainees, apprentice and graduate positions in the structure annually, to positively contribute to delivering Council's outcomes.	Indicator: <i>BI378</i> Number of trainee, apprentice, graduate and identified positions in Council	Manager Human Resources Operations	Period: 01/07/25 - 30/06/26 Value: >= 12 Positions	Period: 01/10/25 - 31/12/25 Period Value: 14 Positions Trainees - 2 Apprentices - 3 Graduate (cadet) - 2 Students - 6 Identified - 1 Currently recruiting for 2 students. Some uncertainty as to what identifies an identified position.	

Human Resources Function: Employee Development and Retention Management

F16.1 Develop and retain employees and maintain an optimum/balanced turnover of staff.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q2 (Current)	Current Performance
F16.1.1 Maintain an engaged workforce.	Indicator: <i>BI383</i> Employee engagement level (i.e. the emotional commitment that an employee has to the organisation as measured through staff satisfaction surveys)	Manager Human Resources Operations	Date: 30/06/26 Value: >= 7	Date: 31/12/25 Value: 7 The most recent data is from the Insync survey in April 2024 at which time we had an engagement score of 66%. The next engagement survey is scheduled for 2026.	
F16.1.2 Promote ongoing learning and development to increase organisational and individual capability.	Indicator: <i>BI385</i> Hours of staff training (face to face and online) completed	Manager Human Resources Operations	Period: 01/07/25 - 30/06/26 Value: >= 2,077 Hours	YTD Period: 01/07/25 - 31/12/25 YTD Value: 1,733 Hours 801 hours completed for second quarter (138 hours internally, 415 hours externally and 248 online)	
F16.1.3 Support the total wellbeing of employees through targeted programs.	Indicator: <i>BI387</i> Employee wellness (i.e. the level of stress and perception of support towards healthy life habits as measured through wellbeing surveys)	Manager Human Resources Operations	Date: 30/06/26 Value: >= 7.00	Date: 31/12/25 Value: 29.00 Wellbeings 2025 program NPS +29.	
F16.1.4 Provide employees and specialist roles with mental health first aid training.	Indicator: <i>BI388</i> Number of mental health first aid training courses provided to leaders	Manager Human Resources Operations	Period: 01/07/25 - 30/06/26 Value: >= 2 Training courses	YTD Period: 01/07/25 - 31/12/25 YTD Value: 2 Training courses One mental health first aid course was held on 12-13/11/2025 with 7 participants	