
Quarterly Progress Review

April – June 2025

Attachment to Report No:

26 August 2025

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1. Explanatory Notes

How we measure progress for the Quarterly Progress Reporting

This document is the 2024-25 Progress Report for Q4. It is presented in 2 sections:

Table A: Tracks progress in delivering the outcomes of the 2022-2032 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

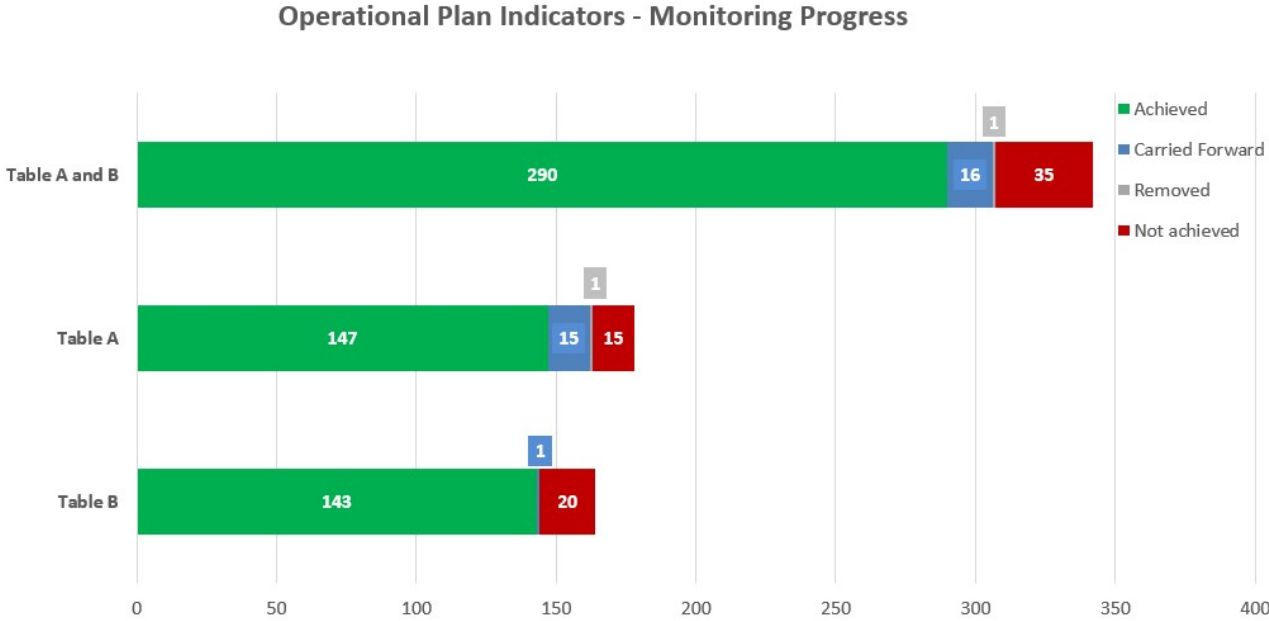
In Quarter 4, there were 342 indicators tracking progress of the operational plan activities scheduled in the quarter:

- 178 indicators measured progress in delivering the outcomes of the 2022-2032 Community Strategic Plan and seven informing strategies (Table A)
- 164 indicators measured progress in providing the ongoing services and complying with regulatory obligations (Table B)

Of the total 342 indicators, **90%** have been achieved or have been carried forward to 2025-26.

Of the Table A activities, **92%** have been achieved or have been carried forward to 2025-26.

88% of Table B have been achieved or have been carried forward to 2025-26.





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

Total 178 Indicators






3.1. 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.

A1.1 Improve the connectivity of key bushland areas by planting and maintaining 14,000m2 of native and indigenous ground covers, shrubs and trees starting in areas between Kamay National Park, Bunnerong Rd Chifley Eastern Suburbs Banksia Scrub, Yarra Bay Bushland areas and Malabar Headland National Park by 2026 and extending into additional areas of the City.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A1.1.4 Undertake native and indigenous planting in identified locations.	Indicator: <i>A14</i> Number of new plantings (including all native and indigenous trees, plants and shrubs)	Manager Infrastructure Services	Period: n/a Value: >= 5,000 Plantings	YTD Period: 01/07/24 - 30/06/25 YTD Value: 10,382 Plantings Native plantings have been installed at various sites across Council, in conjunction with Councils Bushcare, 'Plant with Us' programs and park and street garden plantings.	
Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A1.4.4 Collect weed density data for selected bushland sites suitable for mapping.	Indicator: <i>A1443</i> Percentage of bushland with updated weed density mapping on Council's GIS mapping layer	Manager Infrastructure Services	Date: n/a Value: >= 3 Layers	Date: 30/06/25 Value: 3 Layers Weed density mapping has been undertaken for three remnant bushland sites: Wassell Street, Anzac Parade and Arthur Byrne Reserve	




■ Achieved ■ Carried Forward ■ On Hold ■ Not achieved

A1.4.5 Undertake annual monitoring of Acacia terminalis subsp. Eastern Sydney and prepare data for mapping.	Indicator: <i>A112</i> Percentage of Acacia terminalis mapped	Manager Infrastructure Services	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Acacia terminalis Subsp. Eastern Sydney has been undertaken at numerous sites in conjunction with a state government grant.	
Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A1.5.1 Review DCP controls to strengthen requirements for new and replacement planting of native and indigenous species for new developments.	Indicator: <i>A113</i> Progress	Manager Strategic Planning	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% DCP controls have been reviewed, and report being drafted to Council on the Stage 2 DCP.	
A1.5.2 Review DCP controls to strengthen requirements for new and replacement planting of native and indigenous species for existing developments when tree and / or native vegetation removal is approved or permissible.	Indicator: <i>A114</i> Progress	Manager Strategic Planning	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% DCP controls have been reviewed, and report being drafted to Council on the Stage 2 DCP.	
Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A1.7.1 Collect data about the density of weeds in Eastern Suburbs Banksia Scrub areas under the control of Council.	Indicator: <i>A1234</i> Percentage of ESBS sites with weed density data collected	Manager Infrastructure Services	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% A total of 100% of ESBS sites have been surveyed at this stage in the financial year.	
A1.7.2 Undertake works to reduce the weed density in Eastern Suburbs Banksia Scrub.	Indicator: <i>A1235</i> Percentage of ESBS sites that have received weed treatments in the current financial year	Manager Infrastructure Services	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% 100% of ESBS sites have had bush regeneration treatments during the financial year.	


■ Achieved ■ Carried Forward ■ On Hold ■ Not achieved

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.

A2.1 Monitor and increase the number of trees planted, retained and maintained to provide habitat, shade and heat reduction benefits and increase plantings by 100% (by approx. an additional 180 trees) in 2021 and annually increase after that to achieve meeting the Greater Sydney Commission target of 40% tree canopy cover across council managed land by 2040.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A2.1.5 Plant a minimum of 1000 street trees in accordance with the Greening our Cities grant.	Indicator: A/237 Number of street trees planted	Manager Technical Services	Period: n/a Value: >= 1,000 Trees	YTD Period: 01/07/24 - 30/06/25 YTD Value: 1,415 Trees Trees planted to finalise the Greening our City grant.	
A2.1.6 Undertake tree planting on Council managed land.	Indicator: A/238 Number of trees planted (with a minimum pot size of 300mm)	Manager Infrastructure Services	Period: n/a Value: >= 400 Trees	YTD Period: 01/07/24 - 30/06/25 YTD Value: 1,562 Trees Trees were planted primarily in association with street and park tree plantings.	
A2.1.7 Investigate opportunities to strengthen planning controls regarding the retention of trees in Stage 2 of the Comprehensive DCP.	Indicator: A/239 Progress	Manager Strategic Planning	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% DCP controls have been reviewed by Council's Tree Preservation Officer and report being drafted to Council on the Stage 2 DCP.	

A2.2 Increase residential and school participation in food waste avoidance and food growing initiatives by 20% by 2025 from a 2020 baseline.



Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A2.2.3 Promote programs for increased participation.	Indicator: A/25 Residential and school participation in food waste avoidance and food growing initiatives	Manager Sustainability	Date: n/a Value: >= 1,000 Participants	Date: 30/06/25 Value: 1,135 Participants Grow it Local has continued to show strong engagement, with 1,135 people engaging with the program in the last quarter.	




■ Achieved ■ Carried Forward ■ On Hold ■ Not achieved

A2.3 Mandate that all future plans of Council (next 10 years) will detail the impacts that the plan will have on climate change using a consistent methodology for measuring this impact.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
2.3.3 Develop and adopt a resilience framework for Council.	Indicator: <i>A/240</i> Progress	Manager Sustainability	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% The Roadmap for Developing Randwick's Resilience and Recovery Framework, adopted in April 2024, has been the guiding document for the development of our Resilience Strategy. This Strategy is progressing well with initial community consultation 90% complete with approximately 15 consultation activities delivered and over 300 responses to the YourSay survey. The Resilience Advisory Committee has been established and is actively providing strategic advice.	





A2.4 Implement residential and business energy saving programs to achieve direct and indirect greenhouse emission reductions across those participating by 20% by 2025 from a 2020 baseline.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A2.4.1 Install rooftop solar on 20% of suitable buildings in the LGA by 2024.	Indicator: <i>A/241</i> Total amount of solar installed in the community	Manager Sustainability	Date: n/a Value: > = 45,000 kW	Date: 30/06/25 Value: 53,359 kW The total amount of solar installed has increased this quarter to a total of 53,359kW. Council supports this initiative with our sustainability rebates.	
	Indicator: <i>A/29</i> Percentage of dwellings (excluding apartments) that have solar panels installed	Manager Sustainability	Date: n/a Value: > = 25%	Date: 30/06/25 Value: 25% The number of suitable buildings with solar installed has increased steadily to 25%. Council supports this initiative with our sustainability rebates program.	

A2.4.2 Deliver Council's Sustainability Rebates program to the community.	Indicator: <i>A1242</i> Number of Sustainability Rebates issued	Manager Sustainability	Period: n/a Value: >= 300 Rebates	YTD Period: 01/07/24 - 30/06/25 YTD Value: 441 Rebates 92 rebates approved were approved in the fourth quarter of this financial year across various categories including energy efficient lighting, EV chargers and solar including batteries. 1994 rebates have been approved since the program began.	
	Indicator: <i>A1243</i> Leverage from Sustainability Rebates (investment from Council expenditure)	Manager Sustainability	Period: n/a Value: >= 10 X	Period: 01/04/25 - 30/06/25 Period Value: 13 X For every dollar Council invests in the rebates program we leverage \$13 of investment from the community. This is accelerating community action on sustainability.	
	Indicator: <i>A1244</i> Total amount of solar installed through Sustainability Rebates	Manager Sustainability	Date: n/a Value: >= 8,000 kW	Date: 30/06/25 Value: 8,464 kW A total of 8,464kW of solar has been installed in the community as a result of the Sustainability Rebates.	





A2.6 Procure 100% of Council's electricity through power purchase agreements (PPA) and increase rooftop solar and batteries by 20% (from 2020 levels) on new and existing council infrastructure by 2025.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A2.6.1 Identify and install additional rooftop solar and/or batteries on council infrastructure where appropriate.	Indicator: <i>A1246</i> Green house gas emissions from Council operations (electricity, gas and transport)	Manager Sustainability	Period: n/a Value: <= 2,400 Tonnes CO2e	YTD Period: 01/07/24 - 30/06/25 YTD Value: 2,300 Tonnes CO2e Council's annual operational (electricity, gas and transport) greenhouse gas emissions are approximately 2,300 tonnes CO2e. The data for the final quarter was augmented to meet the refined annual total following reconciliation of previous data. Note, due to delays in data from utilities the total includes estimates.	


	<p>Indicator: <i>A/33</i> Amount of roof top solar power on council infrastructure</p>	<p>Manager Sustainability</p>	<p>Date: n/a Value: >= 500 kW</p>	<p>Date: 30/06/25 Value: 410 kW Council currently has 410kW of solar power installed on Council assets, producing renewable energy and savings on electricity bills. Additional solar systems were proposed to be installed through the Community Energy Upgrade Fund grant application; however the grant outcome decision was delayed and Council not successful in Round 1. Council has applied for Round 2 and expects the decision later in 2025.</p>	
	<p>Indicator: <i>A/34</i> Number of solar battery storage locations on council infrastructure</p>	<p>Manager Sustainability</p>	<p>Date: n/a Value: >= 3 Battery locations</p>	<p>Date: 30/06/25 Value: 3 Battery locations Council currently has 3 solar batteries installed on our assets, storing renewable energy for use later on.</p>	
<p>A2.6.2 Remove gas from Council sites by converting gas heaters, water systems and other appliances to electric.</p>	<p>Indicator: <i>A/247</i> Amount of gas consumed through Council sites</p>	<p>Manager Sustainability</p>	<p>Period: n/a Value: <= 6,000,000 MJ</p>	<p>YTD Period: 01/07/24 - 30/06/25 YTD Value: 6,563,493 MJ Transitioning Council's largest gas using asset, Des Renford Leisure Centre, was proposed to be completed via the Community Energy Upgrade Fund grant application, however the grant outcome decision was delayed and Council not successful in Round 1. Council has refined its application and applied for Round 2, with the decision expected later in 2025. Council did transition it's Randwick Community Centre off gas this year.</p>	
	<p>Indicator: <i>A/248</i> Number of sites with gas installed</p>	<p>Manager Sustainability</p>	<p>Date: n/a Value: <= 8 Sites with gas</p>	<p>Date: 30/06/25 Value: 8 Sites with gas Council transitioned it's Randwick Community Centre off gas this year with the removal of gas heating, bringing the total number of sites with gas down to 8.</p>	

Environment Objective: Increase residential recycling to 70% across Randwick City and divert 75% waste from landfill by 2025, from a 2017 baseline.

A3.1 Reduce waste generation per capita across the LGA by 10% by 2030, from a 2017 baseline, through tailored education campaigns including but not limited to tours of our Randwick Recycling Centre, partnerships with other organisations and new programs targeting specific waste streams e.g. single-use and soft plastics.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A3.1.1 Work with residents, businesses other organisations to reduce waste generation per capita.	Indicator: <i>A1249</i> Percentage reduction in LGA waste generation per capita based on a FY2017/18 baseline of 308 kg/person/ year.	Manager Sustainability	Date: n/a Value: >= 10%	Date: 30/06/25 Value: 4% For the 2024-2025 financial year, we achieved a 4% reduction in waste generation per capita compared to the 2017-2018 baseline.	
	Indicator: <i>A1250</i> Volume of illegally dumped material collected	Manager Sustainability	Period: n/a Value: <= 772 Tonnes	YTD Period: 01/07/24 - 30/06/25 YTD Value: 1,153 Tonnes A total of 1,153 tonnes of waste was illegally dumped during the 2024-2025 financial year. Council continues to implement the Illegal Dumping and Litter Management Plan to reduce illegal dumping.	
	Indicator: <i>A1251</i> Volume of waste collected through scheduled clean ups	Manager Sustainability	Period: n/a Value: <= 5,292 Tonnes	YTD Period: 01/07/24 - 30/06/25 YTD Value: 4,249 Tonnes Approximately 4,299 tonnes of waste were collected through the Clean Up services during the 2024-2025 financial year.	
	Indicator: <i>A136</i> Tonnage of residential waste collected (red bin only)	Manager Sustainability	Period: n/a Value: <= 20,000 Tonnes	YTD Period: 01/07/24 - 30/06/25 YTD Value: 21,543 Tonnes In the fourth quarter of this year, 5,274 tonnes of waste have been disposed of by residents into the red bin, resulting in a total of 21,543 tonnes in the last financial year	

A3.3 Explore initiatives to facilitate food waste recovery from Randwick cafes and restaurants from across the LGA by 2024.



Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A3.3.1 Implement recommendations from food waste avoidance paper.	Indicator: <i>A140</i> Number of cafes/restaurants engaged in a food waste avoidance program	Manager Sustainability	Date: n/a Value: >= 10 Cafes/restaurants	Date: 30/06/25 Value: 15 Cafes/restaurants Following the successful grant application to the EPA, which secured \$199,000 under the Business Food Waste Partnerships Grants Program to support the Randwick CARE Food Waste Program, staff have commenced early implementation activities. This included visiting 15 cafes and restaurants in the Coogee area to raise awareness of the upcoming FOGO Mandate and collect baseline data to inform program design and delivery.	

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


A4.1 Review our education and incentive programs and engage with 20% of small businesses in Randwick about replacing single-use waste items (e.g. plastic bags, straws, cutlery, coffee cups) with sustainable alternative products.



Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A4.1.2 Deliver education and incentive programs in Randwick about replacing single-use waste items.	Indicator: <i>A1252</i> Number of cafes and restaurants visited	Manager Sustainability	Period: n/a Value: >= 50 Cafes/restaurants	Period: 01/04/25 - 30/06/25 Period Value: 52 Cafes/restaurants In Randwick 52 food businesses participated in a range of initiatives which support single use plastic reduction including the Responsible Cafes program, reusable coffee cup trial with mobile coffee vendors and through direct visits from by Council staff.	

A4.3 Explore partnering with Sydney Water on initiatives and campaigns to reduce by 20% potable water consumption by residents, businesses and schools by 2025.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A4.3.1 Promote water saving partnership programs, e.g. Water Fix and Water Wise apartments.	Indicator: <i>A/253</i> Number of Sydney Water WaterFix jobs in Randwick LGA	Manager Sustainability	Date: n/a Value: >= 50 Properties	Date: 30/06/25 Value: 101 Properties 101 properties have undertaken Sydney Water's Waterfix program through the Sustainability Rebates.	
	Indicator: <i>A/254</i> Volume of potable water consumed in Council operations	Manager Sustainability	Period: n/a Value: <= 150 ML	YTD Period: 01/07/24 - 30/06/25 YTD Value: 233 ML Data from utilities is delayed and therefore the most recent available data is from Q4 2023/24 to Q3 2024/25 with an estimated 233 ML of water used to date in Council operations.	


A4.4 Implement the principles of a circular economy and the UN Sustainable Development Goals into Council strategies and operational plans by 2025.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A4.4.1 Report on Randwick's circular economy performance.	Indicator: <i>A/46</i> Progress	Manager Sustainability	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Saturday Circle attracted a total of 1,772 attendees during the financial year, including 709 attendees in the last quarter alone. The event saw a record attendance of 413 in June when it was held alongside the opening of the new Wires facility. Participants actively engaged in reusing, repairing, and repurposing clothing and toys, while also gaining valuable skills in bike and phone repairs. In the last quarter, 2,915 tonnes of organic waste were diverted from landfill through the FOGO program.	


A4.4.2 Educate council staff on the circular economy.	Indicator: <i>A147</i> Progress	Manager Sustainability	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% In the last quarter, Council has taken further action by partnering with an organisation to ensure all old staff uniforms are collected, processed, and repurposed within Australia.	
A4.4.3 Pilot the integration of measuring the quantity of recycling and secondary materials in Council's operations across 2 business units.	Indicator: <i>A148</i> Progress	Manager Sustainability	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Council continues to advance three projects with established measurements for recycled materials: FOGO, water reuse, and glass on roads. Additionally, Council was successful in securing a grant to support the Circular Economy Roadmap and Toolkit, which will outline strategies for measuring progress in integrating recycling and secondary materials into its operations	

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.

A5.1 Increase the volume of gross pollutants captured from the stormwater system by expanding the Gross Pollutant Trap (GPT) network by 2027 through the installation of one new GPT each year on major drainage lines across Randwick City.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A5.1.2 Install one new GPT based upon the priority list.	Indicator: <i>A150</i> Number of new GPTs installed	Manager Technical Services	Period: n/a Value: >= 1 GPTs	YTD Period: 01/07/24 - 30/06/25 YTD Value: 2 GPTs 2 GPTs constructed as planned.	

A5.2 Maximise stormwater harvesting at Coogee and partner with Sydney Water to divert stormwater from 1-month storm events into their infrastructure and away from Coogee beach, to achieve a “Good” or better water quality rating as per the NSW Department of Planning, Industry and Environment’s Beachwatch water quality program.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A5.2.3 Construct stormwater diversion infrastructure at Coogee Beach subject to government approval and available funding.	Indicator: <i>A/257</i> Progress	Manager Technical Services	Date: n/a Value: >= 50%	Date: 30/06/25 Value: 50% Broader negotiations with Sydney Water have been finalised with particulars and formal agreement being developed. Detailed design for remaining items is underway and on track for construction to commence in March 2026.	

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

A6.1 Manage visitor access to our coastline by constructing a coastal walkway and associated facilities along the southern golf courses and Lurline Bay by 2030.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A6.1.2 Undertake a stage 2 study to assess ocean impacts on a potential coastal walkway at Lurline Bay.	Indicator: <i>A/258</i> Progress	Manager Technical Services	Date: n/a Value: >= 75%	Date: 30/06/25 Value: 30% Manly Hydraulic Labs are submitting a proposal early July for Hydrological modelling. This includes a reference design for the walkway. The outcomes of this study will determine walkway height and requirements for the walkway. Following this, detailed concept design work can begin.	


A6.2 Introduce monitoring and management programs to reduce microplastic pollution in our coastal waterways by 2025.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A6.2.3 Prepare a project scope for reducing microplastic pollution in our coastal waterways.	Indicator: A/259 Progress	Manager Sustainability	Date: n/a Value: >= 50%	Date: 30/06/25 Value: 50% The AUSMAP project has implemented 7 events this year, three sampling activities, two training events and two activities with volunteers.	


3.2. 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 by 2031.


A7.2 Recognise, value and celebrate our First Nations history through a minimum of 5 targeted events, activities or programs each year.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A7.2.3 Deliver at least 5 events, activities or programs that recognise, value and celebrate our First Nations history.	Indicator: <i>A1260</i> Number of events and activities that recognise, value and celebrate our First Nations history	Manager Economic Development and Placemaking	Period: n/a Value: >= 5 Events/ activities	YTD Period: 01/07/24 - 30/06/25 YTD Value: 16 Events/ activities The Museum was open to the public in a reduced capacity due to renovation and maintenance work, however continued to deliver activities and programs that recognise, value and celebrate our First Nations history, including the delivery of Aunty Maxine Ryan's La Perouse Field Guide publication in partnership with Floorplan Studio. The Museum commissioned 3 local elders from the La Perouse Aboriginal Community to contribute cultural objects, knowledge and stories for the new exhibition displays. Consultation sessions and private First Nations bookings continued throughout the quarter.	


A7.3 Increase by 10% the programs, activities and initiatives that preserve and tell the stories of the cultural heritage of the city by 2031.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A7.3.1 Develop a list of current programs, activities and initiatives that preserve and tell the stories of the cultural heritage of the city.	Indicator: <i>A1261</i> Progress	Manager Economic Development and Placemaking	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% La Perouse Museum is preparing a new website that celebrates the work of the Museum, including landing pages for exhibitions and a renewed listings for programming, including social media profiles. Programs and exhibitions are listed on the relevant pages of the Council website including the La Perouse Museum and Randwick Council What's On, and are continually updated. The Randwick Libraries produce a schedule of exhibitions at the Bowen Library also listed on Council and Library's website.	

A7.4 Update and implement the Public Art Plan.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A7.4.2 Implement the Public Art Plan.	Indicator: <i>A/61</i> Number of new public art installations	Manager Economic Development and Placemaking	Period: n/a Value: >= 3 Art Installations	YTD Period: 01/07/24 - 30/06/25 YTD Value: 5 Art Installations In May a major public artwork commissioned via Voluntary Planning Agreement was installed in Kensington. In June another major public artwork commissioned via Voluntary Planning Agreement was installed in Kingsford. Furthermore in May two public artworks commissioned for electronic vehicle charging stations were installed in Coogee and Randwick.	

A7.5 Explore potential partnerships with a goal of increasing opportunities for disadvantaged youths to participate in the performing arts.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A7.5.1 Explore opportunities to establish a partnership with NIDA.	Indicator: <i>A/262</i> Number of meetings with NIDA	Manager Economic Development and Placemaking	Period: n/a Value: >= 3 Meetings	YTD Period: 01/07/24 - 30/06/25 YTD Value: 8 Meetings The Arts and Culture Advisory Committee includes a community member who works with NIDA. The Arts and Culture team continue to promote opportunities through local education networks. The Economic Development team also made connections with NIDA in preparation for open streets events in 2025, and live performances as programming.	


A7.6 Work in partnership with UNSW to promote arts and culture in the collaboration precinct by 2031.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
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A7.6.1 Establish a relationship with UNSW to promote arts and culture, and economic development.	Indicator: <i>A/263</i> Number of meetings with UNSW to discuss potential arts and culture initiatives	Manager Economic Development and Placemaking	Period: n/a Value: >= 2 Meetings	YTD Period: 01/07/24 - 30/06/25 YTD Value: 6 Meetings The Arts and Culture Advisory Committee includes community members who are past alumni of UNSW and work at UNSW. The Arts and Culture team continue to promote opportunities through local education networks. The La Perouse Museum hosted students from Nura Gili (UNSW) for cultural immersion programs during this quarter.	
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Arts and Culture Objective: Increase the number of places by 20% that are available for people to participate in art and culture by 2031, using the 2019 cultural mapping baseline.

A8.2 Increase the utilisation of all existing Council venues and spaces by cultural arts by 10% from the 2021 baseline.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A8.2.4 Implement initiatives to increase utilisation of Council venues and spaces by cultural arts.	Indicator: <i>A/268</i> Number of initiatives	Manager Economic Development and Placemaking	Period: n/a Value: >= 3 Initiatives	YTD Period: 01/07/24 - 30/06/25 YTD Value: 27 Initiatives Between June and August 2025, Council is supporting three artists through Barrett House Studios which provides artists with access to free space, presentation opportunities include artist talks and opening events, plus skills development through workshops. Council's Town Hall Takeover program commenced, supporting three groups of artists who delivered free and low-cost arts programs for community to engage with. Programs included arts workshops with a lantern parade at Coogee Beach, the development of a new musical with a staged reading, and an arts market with live music and workshops. This program supported approximately 51 creatives and reached approximately 1287 people.	

A8.2.5 Conduct an audit of Randwick's creative spaces.	Indicator: <i>A/436</i> Progress	Manager Economic Development and Placemaking	Period: n/a Value: = 100%	Period: 01/04/25 - 30/06/25 Period Value: 100% Through the Community Halls Management Service Review and aligned with the Newmarket Stables and Randwick Literary Institute feasibility project now nearing its last phase being delivered by a consultant, a comprehensive audit of Council's creative spaces has been undertaken in this quarter. The audit includes capital and remedial needs, utilisation and user needs.	
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A8.3 Transform Blenheim House into a cultural hub and ensure at least 3 of the 4 studio spaces are used by local artists/performers; and a minimum 50% of exhibition/rehearsal time is for local artists by 2024.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A8.3.1 Undertake works to upgrade and repurpose Blenheim House as a cultural facility.	Indicator: <i>A/269</i> Progress	Coordinator Major Projects	Date: n/a Value: >= 50%	Date: 30/06/25 Value: 50% Tender negotiation in progression and anticipated to conclude by end of July. Construction Certificates in progress and should be approved by end of August. Construction to commence in September 2025.	



A8.4 Transform Newmarket stables into a cultural hub and ensure that at least 50% usage is for local artists by 2027.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A8.4.1 Prepare a business plan for operating Newmarket stables as a cultural hub and develop preliminary planning for future upgrade works at Newmarket stables.	Indicator: <i>A/270</i> Progress	Manager Economic Development and Placemaking	Date: n/a Value: >= 50%	Date: 30/06/25 Value: 70% A business plan for the Newmarket Stables is now factored into the Feasibility Project now in its costing and planning phase, being delivered by an external consultancy in partnership with key Council stakeholders. The plan will be informed by remedial and potential repurposing costings, and will be presented to Council later in 2025.	

A8.5 Transform La Perouse Museum into a flagship cultural hub and facility to increase artist and cultural engagement by 80% by 2031.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A8.5.2 Working from baseline, undertake research to identify opportunities to increase artist and cultural engagement at La Perouse Museum.	Indicator: <i>A/273</i> Progress	Manager Economic Development and Placemaking	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% La Perouse Museum has undergone significant changes to the internal fabric of the Museum including re-painted gallery walls and imminent lighting upgrade. This major project has increased the exhibition footprint of the Museum and will enable the Museum to expand artist and cultural engagement throughout the building. La Perouse Museum has now established its inaugural banner commission and has developed an artistic program for delivery upon completion of renovations.	

A8.6 Utilise all 5 spaces at the Randwick Literary Institute, to provide additional opportunities for arts and cultural activity by 2025.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A8.6.1 Assess required building works and create a program of works.	Indicator: <i>A/66</i> Progress	Manager Economic Development and Placemaking	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Through the Feasibility Project for both the Randwick Literary Institute and the Big Stable at Newmarket, a short-term remedial and longer term capital improvement plan has been formulated. This has been shaped through assessment by Council's venues and City Services teams, working with a consultancy looking at the long-term potential usages of this facility.	
A8.6.2 Undertake building works.	Indicator: <i>A/67</i> Progress	Coordinator Major Projects	Date: n/a Value: >= 50%	Date: 30/06/25 Value: 75% Feasibility work undertaken this quarter includes building condition assessments, heritage processes, consideration of future use, internal stakeholder sessions and working group meetings.	

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.


A9.1 Expand and distribute Council's program of cultural activities and events to allow for a minimum of 1 cultural activity in each suburb (13) from 2025 onwards.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A9.1.1 Develop a list of existing and potential future cultural events across the LGA.	Indicator: <i>A1274</i> Progress	Manager Economic Development and Placemaking	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Documentation of cultural activities and events across the LGA continue to be documented through the Council website and via the monthly Creative Randwick Newsletter.	


A9.2 Establish and maintain a publicly accessible database of cultural activities (people and places) in the LGA.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A9.2.5 Maintain a publicly accessible database of cultural activities.	Indicator: <i>A1275</i> Number of visits to the Randwick Arts Listing page	Manager Economic Development and Placemaking	Period: n/a Value: > = 300 Visits	YTD Period: 01/07/24 - 30/06/25 YTD Value: 565 Visits Data obtained from website analytics to the Randwick Arts Network webpage this quarter.	

A9.4 Ensure inclusivity is included in the planning and design of all cultural events and activities run by Council by 2031.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A9.4.1 Undertake research and develop guidelines for considering inclusivity in the planning and design of events and activities.	Indicator: <i>A1278</i> Progress	Manager Economic Development and Placemaking	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% A consultant has been engaged in undertaking an accessibility audit and will develop guidelines for event and activity organisers. The focus of this project entails developing a framework for inclusion and improving access across Council events and activations. An Events Management framework, one of the key recommendations from the Events Management Service Review, is being developed in this quarter including accessibility templates and guidelines.	


A9.6 Increase visitation of La Perouse Museum by 20% through a diverse set of programming and exhibitions by 2027.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A9.6.1 Provide diverse programs and exhibitions at the La Perouse Museum that attract visitors.	Indicator: <i>A1280</i> Number of visitors at the La Perouse Museum	Manager Economic Development and Placemaking	Period: n/a Value: > = 18,000 Visitors	YTD Period: 01/07/24 - 30/06/25 YTD Value: 8,690 Visitors The Museum operated in a reduced capacity while a major collections storage project was undertaken by Museum Staff. Despite some of the Museum's areas being closed to the public, the Museum welcomed 8690 visitors this financial year, many of whom travelling to see Adrian Mok's exhibition The Quiet We Bow To. This includes a total of 1509 people travelling for specific programs or ticketed events.	


3.3. 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.


A10.1 Review and update the Randwick Affordable Housing Strategy and Action Plan by 2024.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A10.1.1 Prepare, exhibit and adopt an updated Affordable Housing Strategy and Action Plan.	Indicator: <i>A/281</i> Progress	Manager Strategic Planning	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Draft Affordable Housing Strategy reported to Council in June 2025 and community consultation actions underway.	

A10.2 Identify appropriate areas to apply an affordable housing contributions scheme requiring a proportion of all development to be dedicated as affordable housing and amend LEP 2012 to give effect to this by 2025.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A10.2.4 Investigate the feasibility for an affordable housing scheme in Maroubra Junction Town Centre.	Indicator: <i>A/283</i> Progress	Manager Strategic Planning	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% UNSW has developed a feasibility model for Maroubra Junction. Council officers have reviewed the report presented by UNSW and a further workshop being arranged to explore options and implications for future planning outcomes.	

A10.4 Work with the Land and Housing Corporation to develop a staged approach for the renewal of social housing estates, and ensure that the number of social housing dwellings is increased in any future redevelopment of public housing estates in Randwick City.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A10.4.1 Continue to work with the Land and Housing Corporation to ensure appropriate renewal of housing estates that maximises delivery of social and affordable housing to meet demand in the Randwick LGA.	Indicator: <i>A1284</i> Number of meetings attended with Land and Housing Corporation or submissions provided	Manager Strategic Planning	Period: n/a Value: >= 2 Meetings/submissions	YTD Period: 01/07/24 - 30/06/25 YTD Value: 9 Meetings/submissions During the quarter, Council officers have liaised with Homes NSW in relation to the preparation of the draft affordable housing strategy including clarity around renewal of housing estates and staging.	


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

A11.1 Implement planning controls by end 2024 that will increase the proportion of new housing that is suitable for families.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A11.1.4 Draft, exhibit and finalise controls for stage 2 of the new Comprehensive DCP that promote an increase in the proportion of new housing that is suitable for families across the LGA.	Indicator: <i>A1288</i> Progress	Manager Strategic Planning	Date: n/a Value: = 100%	Date: 30/06/25 Value: 85% As part of the Randwick Junction Planning Proposal, provisions have been considered to incentivise diversity of housing including residential apartments for families. Draft DCP controls for unit mix and design to be reported to Council as part of the Stage 2 DCP.	


A11.3 Investigate opportunities to increase the supply of public and affordable housing for single and multi-person households by 2025.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A11.3.3 Advocate to the NSW state government to increase public and affordable housing in the Randwick LGA.	Indicator: <i>A1420</i> Direct Council input to any proposed policy changes on affordable housing	Manager Strategic Planning	Period: n/a Value: = 100%	YTD Period: 01/07/24 - 30/06/25 YTD Value: 200% Draft affordable housing report adopted by Council at its June meeting - incorporating a number of provisions relating to advocacy to accelerate provision of affordable and social housing in the LGA. The draft Affordable Housing Strategy includes a target for affordable and social housing delivery by 2036.	


<p>A11.3.5 Draft, exhibit and finalise controls for stage 2 of the new Comprehensive DCP that promote diverse housing across the LGA (including studio and 1 bedroom apartments).</p>	<p>Indicator: <i>A1291</i> Progress</p>	<p>Manager Strategic Planning</p>	<p>Date: n/a Value: = 100%</p>	<p>Date: 30/06/25 Value: 85%</p> <p>As part of the Randwick Junction Planning Proposal, provisions have been considered to incentivise diversity of housing including residential apartments for families. Draft DCP controls for unit mix and design to be reported to Council as part of the Stage 2 DCP.</p>	
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Housing Objective: Provide 4,300 new dwellings in 2021-2026, with 40% located in and around town centres.


A12.2 Prepare and implement town and strategic centre strategies to support increased densities in appropriate locations from 2021 onwards.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
<p>A12.2.3 Exhibit draft Maroubra Junction strategic centre strategy planning proposal and draft DCP.</p>	<p>Indicator: <i>A1293</i> Progress</p>	<p>Manager Strategic Planning</p>	<p>Date: n/a Value: = 100%</p>	<p>Date: 30/06/25 Value: 70%</p> <p>Due to Low and Mid Rise reform implementation - has had an impact on the Council's strategic program to investigate opportunities to deliver additional housing stock.</p> <p>Research and background investigations have been progressing in relation to the Maroubra Junction Town Centre review including feasibility model developed by UNSW during the quarter. Further investigations and technical studies required including economic analysis, transport, urban design to be completed prior to reporting to Council. This analysis will assist in guiding future priorities to be included in an updated LSPS.</p>	




A12.3 Review LEP to provide for appropriate transition or buffer areas around town and strategic centres by 2025.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A12.3.1 Undertake research and develop draft LEP amendments to provide for appropriate transition or buffer areas around Maroubra Junction strategic centre.	Indicator: <i>A1294</i> Progress	Manager Strategic Planning	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Completed. Research and background investigations have been progressing in relation to the Maroubra Junction Town Centre review including feasibility model developed by UNSW during the quarter. Further investigations and technical studies including economic analysis, transport, urban design to be completed. This research and analysis will inform future direction of this project and guide future priorities to be included in an updated LSPS.	


A12.4 Ensure future redevelopment sites are aligned with future transport investment as identified in the transport strategy.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A12.4.2 Ensure future redevelopment sites are aligned with future transport investment in the assessment of planning proposals and development applications.	Indicator: <i>A190</i> Percentage of planning proposals (PPs) and State Significant Development (SSD) applications supported by Council that are aligned with future transport investment	Manager Strategic Planning	Period: n/a Value: = 100%	Period: 01/04/25 - 30/06/25 Period Value: 100% State Significant applications were assessed for the UNSW Education Buildings G25 and E25; Seniors Housing (Montefiore modification); Fitzgerald Ave (response to submissions) ; Lot J (Meriton Site Bunnerong Rd)	


A12.5 Ensure any future redevelopment is aligned with local infrastructure investment.

Operational Plan Activity	Performance Indicator	Accountable Target	Q4 (Current)		Current Performance
A12.5.2 Ensure any future redevelopment is aligned with local infrastructure investment in the assessment of planning proposals and development applications.	Indicator: <i>A/92</i> Percentage of supported planning proposals (PPs) and State Significant Development (SSD) where consideration is given to aligning Council Transport Objectives	Manager Strategic Planning	Period: n/a Value: = 100%	Period: 01/04/25 - 30/06/25 Period Value: 100% The draft Randwick Junction Planning Proposal was reported to Council during the quarter. The proposed development controls will support increased dwelling capacity within the town centre. Areas adjoining the town centre are proposed to be rezoned to support increased growth in housing and jobs.	
A12.6 Review Council's S7.12 Contributions Plan to support Council's provision of local infrastructure by 2023.					
Operational Plan Activity	Performance Indicator	Accountable Target	Q4 (Current)		Current Performance
A12.6.1 Prepare, exhibit and adopt an updated Section 7.12 contribution plan.	Indicator: <i>A/93</i> Progress	Manager Strategic Planning	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% S.7.12 Plan finalised. Officers have been working on Contribution payments monitoring and management as well as capital works expenditure. Internal Contributions Committee continues to meet to discuss expenditure and funding variations.	
A12.7 Prepare a Community Facilities Study to identify social infrastructure planning and delivery priorities by 2027.					
Operational Plan Activity	Performance Indicator	Accountable Target	Q4 (Current)		Current Performance
A12.7.1 Develop the scope and prepare an Infrastructure Needs Study to inform future community facilities and social infrastructure (including guiding State Government selection of infrastructure funded by Housing Infrastructure Contributions).	Indicator: <i>A/297</i> Progress	Manager Strategic Planning	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% During the quarter, three quotes received to undertake an Infrastructure Needs Study. Procurement Panel has reviewed quotes and has finalised preferred consultant to undertake this work.	

A12.8 Advocate for improved State Government infrastructure to support future housing growth.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A12.8.1 Partner with Bayside Council to align planning priorities for the Eastgardens/Maroubra Junction strategic centre.	Indicator: <i>A/94</i> Progress	Manager Strategic Planning	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Collaboration with Bayside Council will resume in the next stage of the Maroubra Junction town centre review to ensure aligned planning priorities.	

A12.9 Investigate innovative developer contributions schemes to deliver community infrastructure by 2031.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A12.9.1 Investigate the feasibility of applying a Community Infrastructure Contributions Plan as part of the Maroubra Junction Town Centre review.	Indicator: <i>A/298</i> Progress	Manager Strategic Planning	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% UNSW has developed a feasibility model for Maroubra Junction. Council officers have reviewed the report presented by UNSW and workshop being arranged to explore options and implications for future planning outcomes.	

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.


A13.2 Implement local character development provisions across Randwick City through the appropriate planning framework by end 2025.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A13.2.1 Draft, exhibit and finalise stage 2 of the new Comprehensive DCP which includes a chapter addressing local character statements.	Indicator: <i>A/299</i> Progress	Manager Strategic Planning	Date: n/a Value: = 100%	Date: 30/06/25 Value: 85% Local character DCP section being finalised as part of the Stage 2 DCP. Reporting the draft DCP in late 2025 seeking endorsement for exhibition.	


A13.3 Undertake a heritage review of Randwick City to identify additional heritage items and HCAs including boundary adjustments where necessary, by 2023.


Operational Plan Activity	Performance Indicator	Accountable Target	Q4 (Current)	Current Performance	
A13.3.2 Prepare a heritage planning proposal that assesses remaining items nominated by the community in 2020 for potential heritage listing.	Indicator: <i>A/300</i> Progress	Manager Strategic Planning	Date: n/a Value: = 100%	Date: 30/06/25 Value: 75% Heritage Officers carried out ground truthing to investigate heritage potential of properties within the five Housing Investigation Areas. Brief subsequently amended and finalised during the quarter. Consultant study due end 2025. Report to Council will address the preparation of a planning proposal to list new items recommended by consultant.	

A13.4 Require design excellence and sustainability principles in all new developments by 2025.

Operational Plan Activity	Performance Indicator	Accountable Target	Q4 (Current)	Current Performance	
A13.4.3 Draft, exhibit and finalise controls for stage 2 of the new Comprehensive DCP that promote design excellence and sustainability across the LGA.	Indicator: <i>A/302</i> Progress	Manager Strategic Planning	Date: n/a Value: = 100%	Date: 30/06/25 Value: 85% Draft DCP controls for design excellence to be reported to Council as part of the Stage 2 DCP.	

A13.5 Investigate opportunities for promoting exceptional architectural and urban design outcomes for high density developments in key locations by 2025.


Operational Plan Activity	Performance Indicator	Accountable Target	Q4 (Current)	Current Performance	
A13.5.1 Investigate the application of K2K key sites design excellence clause (or similar) for the Maroubra Junction town centres review and proponent lead planning proposals.	Indicator: <i>A/99</i> Progress	Manager Strategic Planning	Date: n/a Value: = 100%	Date: 30/06/25 Value: 65% Progress in developing design excellence options is linked to a broader review of planning provisions in the town centre. Research and analysis currently being undertaken will inform future directions and priorities to be included in an updated LSPS. The planning framework for design excellence will be addressed as part of the LSPS.	

<p>A13.5.3 Advocate for high quality architectural and urban design outcomes for government sites within the LGA.</p>	<p>Indicator: <i>A1304</i> Direct Council input and comments advocating for high quality architectural and urban design outcomes on any proposed development of government sites in the LGA</p>	<p>Manager Strategic Planning</p>	<p>Period: n/a Value: = 100%</p>	<p>YTD Period: 01/07/24 - 30/06/25 YTD Value: 100%</p> <p>A submission was made to DPPI on the Homes NSW response to submission- Council's submission advocated for a publicly accessible pedestrian through site link. The submission requested amendments to the Fitzgerald Ave project. Council's advocacy reviewed and considered by the Department and the applicant. This State project has now been approved.</p>	
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3.4. Integrated Transport Strategy

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


A14.1 Update the 2015 Bicycle Route Construction Priority List and develop an Active Transport Plan for the LGA by 2023.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A14.1.4 Finalise and adopt the updated Bicycle Route Construction Priority List.	Indicator: <i>A1104</i> Progress	Manager Integrated Transport	Date: n/a Value: >= 50%	Date: 30/06/25 Value: 100% As detailed earlier, consultation on the Bicycle Route Construction Priority List will occur following the Councillor Briefing and Council Report which was originally proposed for May 2025. Senior management have deferred the Council Report back to August 2025 Council meeting. Once the report is considered by the Council and the community consultation is completed a report will be brought back to the Council. The team have completed as much as possible in Q4, hence 100% is indicated.	


A14.2 Provide an additional 30km of safe cycling routes by 2031, prioritising fully separate bicycle lanes where possible, in locations informed by our Bicycle Route Construction Priority plan and the TfNSW Principal Bicycle Network plan.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A14.2.2 Undertake detailed construction design of stage 2 of the Anzac Parade cycleway/footpath project.	Indicator: <i>A1106</i> Progress	Manager Integrated Transport	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% The detailed design and Traffic Impact Assessment (TIA) have been submitted to TfNSW. We are now in their hands with regard to acceptance of their timelines. Our team has undertaken as much work as possible on this project (hence 100% outcome) - we now await TfNSW's processes.	


A14.2.3 Develop a concept design for the Randwick to Coogee cycleway project.	Indicator: <i>A1305</i> Progress	Manager Integrated Transport	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% As detailed previously, the preferred route alignment has been identified. RFQ for concept design and detailed design was to be released following the May 2025 Council meeting. However, senior management have deferred the Council Report back to August 2025 Council meeting. Once the report is considered by the Council and the community consultation is completed a report will be brought back to the Council. The team have completed as much as possible in Q4, hence 100% is indicated.	
A14.2.4 Complete a detailed construction design for the Randwick to Coogee cycleway project.	Indicator: <i>A1306</i> Progress	Manager Integrated Transport	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% As detailed within A14.2.3, route approvals are pending the matter being referred to a Council meeting (now proposed for August 2025). Only once the actual route is determined and the Concept Design is developed (A14.2.3), referred for community consultation and endorsed at a subsequent Council meeting, can detailed design be commenced for this project. The team has taken this project as far as possible given the above detailed constraints - hence 100%	
A14.2.5 Complete a detailed construction design for the South Coogee to Kingsford pedestrian and cycling improvements project.	Indicator: <i>A1307</i> Progress	Manager Integrated Transport	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% This project has progressed through the TfNSW review processes and the construction design packages are nearing finalisation.	
A14.2.6 Review opportunities for funding from TfNSW and if funded, develop concept and detailed construction designs for additional projects subject to funding from TfNSW.	Indicator: <i>A1308</i> Progress	Manager Integrated Transport	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% We continue to identify and apply for the funding of suitable cycling route projects.	




A14.2.7 Implement additional cycleway projects following consultation, subject to funding from TfNSW.	Indicator: <i>A1309</i> Progress	Manager Integrated Transport	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% All identified 'other cycleway' projects have been implemented (Paine Reserve shared path)	
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A14.5 Implement measures to increase safety for people riding bikes or walking in 5 locations each year until 2031, with priority given to identified crash sites.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A14.5.1 Design and construct traffic facilities to increase safety for people riding bikes or walking in 5 locations across the LGA.	Indicator: <i>A1107</i> Number of new traffic facilities constructed to increase safety for people riding bikes or walking	Manager Integrated Transport	Period: n/a Value: >= 5 Traffic facilities	YTD Period: 01/07/24 - 30/06/25 YTD Value: 11 Traffic facilities All traffic facilities completed.	



A14.6 Investigate options to improve accessibility through large blocks and/or large developments, so as to enhance and strengthen our walking and bike riding networks, by 2027.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A14.6.1 Develop a set of principles/guidelines to support the development of appropriate development controls that will improve permeability in the walking and cycling network.	Indicator: <i>A1108</i> Progress	Manager Integrated Transport	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Provisions have been incorporated into the Randwick Junction Planning Proposal reported to Council in June 2025. DCP Stage 2 requiring consideration of walking & cycling lanes through large sites such as the Universities, hospitals & Bundock Street.	


<p>A14.6.3 Draft, 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.</p>	<p>Indicator: <i>A1312</i> Progress</p>	<p>Manager Strategic Planning</p>	<p>Date: n/a Value: = 100%</p>	<p>Date: 30/06/25 Value: 85%</p> <p>Urban design provisions included in the draft Randwick Junction Planning Proposal for Mid block links and lanes. Reported to Council in June 2025. To be placed on public exhibition with the draft Planning Proposal and DCP. Appropriate provisions also drafted in the Stage 2 DCP for larger blocks (including amalgamated sites).</p>	
<p>A14.6.5 Investigate options to improve accessibility as part of the Maroubra Junction town centre review.</p>	<p>Indicator: <i>A1314</i> Progress</p>	<p>Manager Strategic Planning</p>	<p>Date: n/a Value: = 100%</p>	<p>Date: 30/06/25 Value: 65%</p> <p>Research and analysis being undertaken on residential implications of the Low and Mid Rise reforms, as well as economic, transport and public domain improvements to inform future direction of this project and guide future priorities to be included in an updated LSPS.</p>	
<p>A14.7 Work with Collaboration Area partners and developers to encourage sustainable transport options for residents, workers, students and visitors, including the provision of end of trip facilities (lockers and showers) by 2023.</p>					
Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
<p>A14.7.1 Continue to lobby and work with collaboration area partners and developers to support the delivery of sustainable transport options and facilities.</p>	<p>Indicator: <i>A1109</i> Number of meetings attended and letters issued</p>	<p>Manager Integrated Transport</p>	<p>Period: n/a Value: >= 3 Meetings/Letters</p>	<p>YTD Period: 01/07/24 - 30/06/25 YTD Value: 11 Meetings/Letters</p>	

Representatives of University of NSW and of NSW Health continue to participate in Traffic Committee meetings where the delivery of sustainable transport options and facilities is often discussed.

A14.8 Provide 200 new bicycle parking spaces across our beaches, local centres and key destinations across the LGA by 2027.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A14.8.1 Identify suitable locations for the provision of 40 new bicycle parking spaces across the LGA in consultation with Council bicycle committee.	Indicator: <i>A1110</i> Progress	Manager Integrated Transport	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% At least 20 bike racks (40 bicycle parking spaces) were identified.	
A14.8.2 Deliver the bicycle parking spaces at the identified locations.	Indicator: <i>A1111</i> Number of new bicycle parking spaces provided	Manager Integrated Transport	Period: n/a Value: >= 40 Spaces	YTD Period: 01/07/24 - 30/06/25 YTD Value: 130 Spaces 46 bike racks (double sided) have been installed - representing 92 bike parking spaces.	

A14.9 Develop and maintain an active transport wayfinding plan for the LGA by 2025.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A14.9.1 Develop draft wayfinding plan.	Indicator: <i>A1422</i> Progress	Manager Integrated Transport	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Draft plan completed. Next step is consultation.	

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

A15.4 Work with Transport for NSW, 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.



Operational Plan Activity	Performance Indicator	Accountable Target	Q4 (Current)	Current Performance
A15.4.2 Participate in meetings with TfNSW, bus operators, and neighbouring Councils for the proposed rapid bus links, when required.	Indicator: <i>A/318</i> Percentage of relevant meetings attended	Manager Integrated Transport	Period: n/a Value: = 100% Period: 01/04/25 - 30/06/25 Period Value: 100% GM and Director attended 100% of TfNSW Senior Exec Meetings	

A15.5 Develop a program of works by 2023 to improve accessibility and amenity at public transport stops such as pedestrian crossings, lighting, shelter, and wayfinding signage, to improve overall customer experience of public transport.


Operational Plan Activity	Performance Indicator	Accountable Target	Q4 (Current)	Current Performance
A15.5.4 Develop a program of works to improve accessibility and amenity at public transport stops based on the bus stop upgrade priority list.	Indicator: <i>A/319</i> Progress	Manager Integrated Transport	Date: n/a Value: = 100% Date: 30/06/25 Value: 100% The program has been undertaken.	



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

A16.1 Require the provision of electric vehicle and electric bicycle charging stations in new residential and commercial buildings, and investigate the feasibility of providing subsidies to encourage installation of charging stations in existing residential and commercial buildings by 2025.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A16.1.3 Draft, 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>A/321</i> Progress	Manager Strategic Planning	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Provisions for EV in new developments included in the draft DCP to be reported to Council end 2025.	
A16.1.4 Provide rebates for EV chargers in residential and commercial buildings.	Indicator: <i>A/322</i> Total number of rebates provided for charging stations in residential and commercial buildings	Manager Sustainability	Date: n/a Value: >= 100 Rebates	Date: 30/06/25 Value: 222 Rebates A further 23 EV charger rebates were provided in the third quarter. This brings the total to 222 chargers supported by the Sustainability Rebates program.	


A16.2 Provide 5 new publicly accessible electric vehicle charging stations per year until 2031.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A16.2.2 Deliver 5 new publicly accessible EV charging stations.	Indicator: <i>A/324</i> Number of publicly accessible non-council operated EV charging stations	Manager Sustainability	Date: n/a Value: >= 10 EV Stations	Date: 30/06/25 Value: 112 EV Stations Through the Regional Environment Program, there are now a significant 112 EV charging stations installed in the Randwick LGA.	



Indicator: <i>A/326</i> Number of electric vehicles in Council's fleet	Manager Sustainability	Date: n/a Value: >= 10 Electric vehicles	Date: 30/06/25 Value: 5 Electric vehicles Council was unsuccessful in Round 1 of the Community Energy Upgrades Fund grant program which resulted in a delay to the installation of fleet EV chargers. Council was therefore unable to order more EV's prior to the installation of the required additional charging infrastructure. However, Council is now progressing the installation of 36 chargers at the Depot and Admin.	
Indicator: <i>A/327</i> Number of chargers installed for Council fleet	Manager Sustainability	Date: n/a Value: >= 10 EV Chargers	Date: 30/06/25 Value: 8 EV Chargers There are currently 8 charging ports installed for Council fleet. Council was unsuccessful in Round 1 of the Community Energy Upgrades Fund grant program which resulted in a delay to the installation of fleet EV chargers. Council is progressing the installation of an additional 36 charging ports at the Depot and Admin building.	

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


A17.2 Apply the principles for road space allocation in 100% of local centre upgrade plans by 2031.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A17.2.1 Apply the principles for road space allocation in all future local centre upgrade plans.	Indicator: <i>A/328</i> Progress	Manager Technical Services	Period: n/a Value: = 100%	Period: 01/04/25 - 30/06/25 Period Value: 100% Road space allocation has been considered in the design of streetscapes and traffic facilities with a focus on including tree planting and landscaping.	

A17.4 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	Q4 (Current)	Current Performance
A17.4.1 Identify current crash locations and make submissions to TfNSW for funding of remedial treatments under the black spot, or similar, programs.	Indicator: <i>A1120</i> Progress	Manager Integrated Transport	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Randwick Council officers continue to undertake the processes necessary to identify and analyse black spot crash sites. And, in line with the required TfNSW processes, we make black spot funding submissions.	
A17.4.2 Implement approved remedial black spot treatments that received TfNSW funding in the previous round of funding.	Indicator: <i>A1121</i> Progress	Manager Integrated Transport	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% The black spot projects endorsed for implementation in the 2024 / 2025 FY have been installed.	

A17.5 Using NSW Centre for Road Safety crash data, community feedback, and knowledge of emerging trends in community road safety, deliver at least 4 programs per year to target areas in need of specific behaviour change to improve road safety.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A17.5.1 Undertake an annual needs assessment.	Indicator: <i>A1122</i> Progress	Manager Integrated Transport	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Project applications for 2025-2026 have been submitted to Transport for NSW, currently awaiting approvals.	


A17.5.2 Develop and deliver a minimum of 4 programs targeting behaviour change to improve road safety.	Indicator: <i>A1123</i> Number of programs delivered targeting behaviour change to improve road safety	Manager Integrated Transport	Period: n/a Value: >= 4 Programs	YTD Period: 01/07/24 - 30/06/25 YTD Value: 8 Programs Child Car Seat rebate project (2024-2025) - over 450 child car seats were fitted by authorised fitters as part of this project. Pedestrian safety - LOOK stencils rolled out at 17 sites around the council area. Senior pedestrian presentations delivered. School Safety - continued communications with all schools throughout the year to ensure safe Kiss & Go operations. Young Drivers - 2 workshops delivered over the course of the year with over 150 participants (combined)	
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A17.6 Work with TfNSW to review speed limits (differentiating between town centres and residential areas) in 2 identified areas each year until 2031.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A17.6.2 Review speed limits in two priority areas using developed methodology and refer results to traffic committee.	Indicator: <i>A1329</i> Number of speed limit reviews completed	Manager Integrated Transport	Period: n/a Value: >= 2 Reviews	YTD Period: 01/07/24 - 30/06/25 YTD Value: 2 Reviews The speed limit review in the Kensington / West Kingsford Local Area Traffic Management (KWK LATM) Scheme area has been undertaken.	
A17.6.3 Implement speed limit changes subject to funding availability.	Indicator: <i>A1330</i> Number of applications submitted to TfNSW for speed limit changes	Manager Integrated Transport	Period: n/a Value: >= 1 Applications	YTD Period: 01/07/24 - 30/06/25 YTD Value: 1 Applications Council has made a submission seeking an early implementation of a 40km/h speed limit in the Stage 2 section of Kensington / West Kingsford Local Area Traffic Management (KWK LATM) Scheme area.	

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


A18.1 Work with car share providers to support an average annual increase of 30 car share parking spaces, from a 2021 baseline of 119, to provide an alternative option to private vehicle ownership by 2031.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A18.1.1 Research car share opportunities and provide relevant brief.	Indicator: <i>A/423</i> Progress	Manager Integrated Transport	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Draft car share policy has been developed and finalised.	


A18.2 Develop and implement a set of principles to guide 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 2025.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A18.2.1 Develop a set of principles to guide parking management across the LGA, informed by community consultation and Council's Transport Hierarchy.	Indicator: <i>A/130</i> Progress	Manager Integrated Transport	Date: n/a Value: = 100%	Date: 30/06/25 Value: 40% The car parking review of the initial ten activity centres is completed. Following Council's consideration of a report on this process (proposed in August 2025) consultation will occur in each centre. This process will provide valuable data related to this indicator.	


A18.3 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 2031.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A18.3.1 Review kerbside usage within town and local centres using Council's parking management principles and prepare relevant reports.	Indicator: <i>A/331</i> Number of business centres reviewed	Manager Integrated Transport	Period: n/a Value: >= 10 Business centres	YTD Period: 01/07/24 - 30/06/25 YTD Value: 30 Business centres A report on the outcomes of the car parking review of the ten initial activity centres is scheduled to be tabled with the Council at its meeting in August 2025.	

A18.4 Work with Collaboration Area Partners to improve parking management, with the aim of reducing private vehicle trips, in the Randwick Strategic Centre by 2023.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A18.4.1 Facilitate roundtable discussions with Collaboration Area Partners to review current parking management practices and establish common objectives.	Indicator: <i>A/332</i> Number of meetings with Collaboration Area Partners about parking management practices	Manager Integrated Transport	Period: n/a Value: >= 1 Meetings	YTD Period: 01/07/24 - 30/06/25 YTD Value: 6 Meetings No specific meetings held, but collaboration partners from UNSW and Prince of Wales hospital, continue to take part in monthly discussions at Traffic Committee meeting.	


A18.5 Review DCP car parking rates, particularly in areas with regular public transport services by 2023.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A18.5.3 Incorporate appropriate updated city wide parking rates in stage 2 of the new Comprehensive DCP.	Indicator: <i>A/334</i> Progress	Manager Strategic Planning	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Parking rates being reviewed as part of the Stage 2 DCP to be reported to Council	


3.5. Open Space and Recreation Strategy

Open Space and Recreation Objective: Every home in Randwick City will have open space of 1000m² within 800m by 2031.


A19.3 Continue to advocate for public access to the remaining Federal land at Malabar Headland including the ANZAC Rifle Range.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A19.3.1 Continue to advocate for public access to the remaining Federal land at Malabar Headland including the ANZAC Rifle Range.	Indicator: <i>A1424</i> Progress	Manager Technical Services	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Council has continued working with the Department of Finance on increased public access to the Malabar Headland including assisting with regulation of off-leash dogs.	

A19.4 Identify opportunities for acquisition or repurposing of land for open space.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A19.4.1 Continue to explore opportunities for acquisition of land for open space.	Indicator: <i>A1425</i> Progress	Manager Strategic Planning	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% A further response was provided to the Department of Planning on the provision of a through site link connecting to Coral Sea Park as part of the redevelopment of the Fitzgerald Ave.	


A19.5 Planning Proposals and major redevelopment sites should address the proximity to existing open space and capacity.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A19.5.1 Require planning proposals and major redevelopment sites to address the proximity to existing open space and capacity.	Indicator: <i>A1136</i> Percentage of planning proposals (PPs) and major development applications approved that address the proximity to existing open space and capacity	Manager Strategic Planning	Period: n/a Value: = 100%	Period: 01/04/25 - 30/06/25 Period Value: 100% Access to open space considered in review of Homes NSW proposal for Fitzgerald Ave Maroubra.	



■ Achieved ■ Carried Forward ■ On Hold ■ Not achieved

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


A20.5 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	Q4 (Current)	Current Performance
A20.5.1 Undertake a research study, that considers the quadruple bottom-line, to assess the appropriateness of additional synthetic fields, and their locations.	Indicator: <i>A1142</i> Progress	Manager Infrastructure Services	Date: n/a Value: = 100%	Date: 30/06/25 Value: n/a The Synthetic Turf in Public Open Space – Guidelines for Decision-Makers were released in May 2025 and will be reviewed as part of the research process.	


A20.7 Review and strengthen 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 NSW Parks and Wildlife Service.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A20.7.1 Continue to implement the education and safety campaign.	Indicator: <i>A1144</i> Progress	Manager Communications	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Council continued to provide warnings to rock fishers through our social channels when conditions were dangerous.	
A20.7.2 Install signage as required to reinforce rock fishing safety messages.	Indicator: <i>A1145</i> Progress	Manager Communications	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Action complete	


A20.9 Upgrade amenity blocks along the coastline prioritising high use destinations and deliver amenities block at Malabar Ocean Pool, to increase amenity and cater for increased demand.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A20.9.2 Complete the preliminary design for the Malabar amenities and present to Council for consideration in future capital works budgets.	Indicator: <i>A1344</i> Progress	Coordinator Major Projects	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% All planning stages have been completed, and the project handed over to asset management. Project will be considered in future capex program.	


A20.12 Continue to collaborate with Waverley and Woollahra Councils to prepare an Eastern Beaches Coastal Management Program.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A20.12.1 Collaborate with Waverley and Woollahra Councils to progress preparation of the Eastern Beaches Coastal Management Program.	Indicator: <i>A1148</i> Progress	Manager Strategic Planning	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Regular internal meetings being held with officers of the Strategic and Sustainability teams to progress a coastal management plan for Botany Bay. Data and advice provided on the preparation of the Coogee Coastal management Plan.	

A20.14 Expand the existing Coogee Smart Beaches Project to Maroubra Beach and Clovelly Beach to make visiting the beach easier and safer, including trialling digital signage, real-time transport information and smart parking technology.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A20.14.4 Investigate the feasibility of installing smart parking technology at Maroubra and/or Clovelly Beach.	Indicator: <i>A1350</i> Progress	Manager Integrated Transport	Date: n/a Value: >= 25%	Date: 30/06/25 Value: n/a Removed as detailed by GM Update in July 2024	

A20.16 Continue to integrate solar panels and water tanks on sporting amenities blocks and clubhouses to help power our fields and parks.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A20.16.1 Integration of solar panels and water tanks on sporting amenities blocks and clubhouses where possible.	Indicator: <i>A/426</i> Progress	Coordinator Major Projects	Date: n/a Value: >= 25%	Date: 30/06/25 Value: 100% An underground water tank has been considered in the design for the Coogee Beach Amenities project.	

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


A21.1 Investigate opportunities to safely activate Anzac Parade Corridor with recreation spaces such as half courts.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A21.1.2 Develop a Masterplan of recreational spaces along the Anzac Parade corridor from Kingsford to Little Bay.	Indicator: <i>A/352</i> Progress	Manager Technical Services	Date: n/a Value: = 100%	Date: 30/06/25 Value: 40% Half court roll out is going to consultation in July 25 for feedback regarding locations. The Anzac Parade median is being planned as part of the cycleway project that is being planned by Integrated Transport.	



A21.2 Investigate opportunities to incorporate informal social sport in particular in areas with many students and culturally diverse population, or as part of new developments if not at ground level than on rooftops.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A21.2.1 Investigate ways to incorporate informal social sport opportunities in new developments and consider in comprehensive DCP review.	Indicator: <i>A/152</i> Progress	Manager Strategic Planning	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Provisions drafted as part of DCP review to be reported to Council in late 2025.	

A21.3 Identify potential temporary and/or permanent sites for active informal sports including BMX track, BMX jumps course and/or mountain bike course, or outdoor bouldering for children/young people in existing or new open space.



Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A21.3.1 Construct a new BMX/Pump Park.	Indicator: <i>A1412</i> Progress	Manager Technical Services	Date: n/a Value: >= 75%	Date: 30/06/25 Value: 40% Based on the consultation outcome, council resolved to nominate Cromwell Park (north) as the site of the BMX / Pump Park facility.	


A21.4 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 (i.e. interpretive signage for the bush tucker trail).

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A21.4.2 Prepare and exhibit the Aboriginal Cultural Heritage Study for Randwick City.	Indicator: <i>A1353</i> Progress	Manager Strategic Planning	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Council resolved to defer the preparation of an Aboriginal Cultural Heritage Study pending the outcome of the Reconciliation Action Plan. Strategic Planning represented on the RAP committee providing input to the RAP.	
A21.4.3 Work with Gujaga Foundation, Aboriginal Land Council and local schools to deliver the annual Koojay Corroboree which marks the commencement of National Reconciliation Week.	Indicator: <i>A1354</i> Number of local schools and aboriginal groups involved in the Corroboree	Manager Economic Development and Placemaking	Period: n/a Value: >= 10 Schools and aboriginal groups	YTD Period: 01/07/24 - 30/06/25 YTD Value: 11 Schools and aboriginal groups Following community consultation with the Aboriginal Community Alliance, Council engaged five dance groups, a school to deliver speeches and perform the national anthem in language, and five solo acts for Koojay Corroboree 2025. In total, over 60 performers were involved. Additionally, more than 35 schools were invited to attend the event.	


<p>A21.4.4 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>A/355</i> Number of projects/activities undertaken</p>	<p>Manager Economic Development and Placemaking</p>	<p>Period: n/a Value: >= 5 Projects / activities</p>	<p>YTD Period: 01/07/24 - 30/06/25 YTD Value: 7 Projects / activities</p> <p>The Museum's Oral History project was officially launched with the collection of Peter McKenzie's oral history. Aunty Maxine's Field guide is near completion and the launch of the new website contains a specific landing page to share Aboriginal Culture on the digital platform.</p> <p>The Museum has continued to support Aboriginal Elders to deliver self-determined projects utilising the Museum and Headland. These include multiple private functions that economically supported Elders through direct engagement for talks, walks and workshops with various communities, including Randwick Council's RAP Working Group and meetings with local Elders</p>	
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A21.7 Provide female amenities, prioritising high-use sporting grounds (Heffron Park, Pioneers Park, Coogee Oval, Latham Park, Nagle Park, Snape Park).


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
<p>A21.7.3 Prepare preliminary design for a new amenities building at Snape Park.</p>	<p>Indicator: <i>A/360</i> Progress</p>	<p>Coordinator Major Projects</p>	<p>Date: n/a Value: >= 25%</p>	<p>Date: 30/06/25 Value: 80%</p> <p>The public exhibition on the concept design has closed and feedback is currently being reviewed.</p>	
<p>A21.7.4 Prepare plans for upgrading amenities at Latham Park.</p>	<p>Indicator: <i>A/361</i> Progress</p>	<p>Coordinator Major Projects</p>	<p>Date: n/a Value: >= 75%</p>	<p>Date: 30/06/25 Value: 30%</p> <p>A feasibility brief and stakeholder workshops are underway.</p>	

A21.7.5 Prepare plans for upgrading amenities at Burrows Park.	Indicator: <i>A1362</i> Progress	Coordinator Major Projects	Date: n/a Value: >= 25%	Date: 30/06/25 Value: 75% The public exhibition results were reported to Council in May. Concept planning is underway on the amenities facility.	
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A21.8 Incorporate social recreation spaces for older people into existing parks, such as bocce or chess or dynamic outdoor fitness equipment.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A21.8.1 Develop a plan of recreational opportunities for older persons in parks and reserves across the LGA.	Indicator: <i>A1427</i> Progress	Manager Technical Services	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% A report on Age-Friendly Open Spaces to support healthy aging in Randwick City has been developed.	




A21.14 Review all existing Plans of Management to comply with legislation and ensure the parks management and use reflects current and future community needs.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A21.14.4 Review the Coogee Oval Plan of Management (POM).	Indicator: <i>A1410</i> Progress	Manager Technical Services	Date: n/a Value: >= 40%	Date: 30/06/25 Value: 20% The Plan of Management for Community Land is on public exhibition until 23 July 2025 and will be reported to council in August 2025. The Maroubra Foreshore PoM to go on exhibition in last quarter of 2025. The Coogee Foreshore PoM will commence following adoption of these 2 PoMs.	



3.6. 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.


A22.1 Develop a Reconciliation Action Plan and multi-cultural Action Plan which addresses the needs of our diverse population, including First Nations, aged, disabled, youth, families, and culturally and linguistically diverse (CALD) communities.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A22.1.4 Seek endorsement of the draft Aboriginal Plan (Reconciliation Action Plan) from the La Perouse Local Aboriginal Land Council, Reconciliation Australia, and Council.	Indicator: <i>A/366</i> Progress	Manager Community Development	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Council Officers have developed the draft Reflect Reconciliation Action Plan in consultation with Elders, Aboriginal and Torres Strait Islander community members, stakeholder organisations and service providers. The La Perouse Local Aboriginal Land Council and Council staff have been included at various stages of this process. The first draft of the Reflect Reconciliation Action Plan has been submitted to Reconciliation Australia for review.	
A22.1.5 Exhibit, update and adopt the Reconciliation Action Plan.	Indicator: <i>A/367</i> Progress	Manager Community Development	Date: n/a Value: = 100%	Date: 30/06/25 Value: 95% During the public exhibition period, a comprehensive consultation process occurred to confirm the draft Reflect Reconciliation Action Plan. The draft Reflect Reconciliation Action Plan has been submitted to Reconciliation Australia for review. A final draft will be prepared for Council endorsement.	
A22.1.6 Conduct research and develop a draft Multicultural Plan. Note: this plan will form part of the diversity framework with the Reconciliation Action Plan, and Identity and Interest Plan.	Indicator: <i>A/368</i> Progress	Manager Community Development	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% The Plan methodology is confirmed, and research and community consultation has been held. This item has been reviewed, and a draft Social Cohesion Plan is in development.	


■ Achieved ■ Carried Forward ■ On Hold ■ Not achieved

A22.1.7 Seek Council endorsement of the draft Multicultural Plan.	Indicator: <i>A/369</i> Progress	Manager Community Development	Date: n/a Value: = 100%	Date: 30/06/25 Value: 50% The Multicultural Plan has been reviewed, and a Social Cohesion Plan is being prepared. Community consultation has commenced. The draft plan is currently under development and will be presented to Council for endorsement in the 2025/2026 financial year.	
A22.1.8 Exhibit, update and adopt the Multicultural Plan.	Indicator: <i>A/370</i> Progress	Manager Community Development	Date: n/a Value: = 100%	Date: 30/06/25 Value: 0% The draft Social Cohesion Plan for 2026-2031 will be exhibited for community feedback later in the 2025/2026 financial year.	


A22.3 Explore and promote volunteering opportunities for existing Council and Community run services and initiatives by 2024.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A22.3.1 Recruitment Event for agencies who utilise volunteers to promote local volunteering opportunities.	Indicator: <i>A/428</i> Conduct recruitment expo	Manager Community Development	Period: n/a Value: >= 1 Expo(s)	Period: 01/04/25 - 30/06/25 Period Value: 1 Expo(s) A Volunteer Expo and Recognition Award event was planned for and held on 5 July 2025. 26 local volunteer organisations have registered to host a stall to promote local volunteer opportunities and recruit volunteers. 21 local volunteers were nominated for the inaugural Randwick Volunteer Recognition Awards.	

A22.4 Increase the promotion of annual grant funding which invests in community ideas, initiatives and events.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A22.4.1 Deliver three promotional campaigns across multiple channels for the annual grant funding which invests in community ideas, initiatives and events.	Indicator: <i>A1168</i> Number of promotional campaigns delivered	Manager Community Development	Period: n/a Value: >= 3 Campaigns	YTD Period: 01/07/24 - 30/06/25 YTD Value: 3 Campaigns One campaign occurred during the reporting period to promote the July round of the Community Connect and Community Creative grant streams. The following communication channels were utilised: - Website updates - Social media posts - Distribution via the Community Development team inter-agency and local sector networks - A feature in Randwick City Council 'eNews' - Two information sessions were held: one online (13 attendees) and one in-person (four attendees).	

A22.6 Explore and expand opportunities to bring neighbourhoods together through our 'play streets' policy.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A22.6.1 Investigate the feasibility of implementing Play Streets, including consideration of risk and insurance issues.	Indicator: <i>A1170</i> Progress	Manager Integrated Transport	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% At its meeting held on 27/05/2025 Council resolved (D05732517) to not go ahead with the trial, due to public liability issues.	

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


A24.2 Increase the promotion of Council's grant program for funding service providers.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A24.2.1 Promote the Council's grant program for funding service providers across multiple channels.	Indicator: <i>A1379</i> Number of promotional activities undertaken	Manager Community Development	Period: n/a Value: >= 1 Promotional activities	YTD Period: 01/07/24 - 30/06/25 YTD Value: 1 Promotional activities One campaign occurred during the reporting period to promote the July round of the Community Partnerships grant stream. The following communication channels were utilised: - Website updates - Social media posts - Distribution via the Community Development team inter-agency and local sector networks - A feature in Randwick City Council 'eNews' - including a story specific to the Partnerships stream - Two information sessions were held: one online (13 attendees) and one in-person (four attendees).	

A24.3 Advocate to Federal and State Government for increased funding for local service providers on an ongoing basis.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A24.3.1 Provide written submissions to government in support of local service providers upon request and when identified through stakeholder and community consultation.	Indicator: <i>A1380</i> Percentage of relevant requests for submissions from government that are responded to	Manager Community Development	Period: n/a Value: >= 50%	Period: 01/04/25 - 30/06/25 Period Value: 100% Randwick City Council participated in the National Consultation on Policies to Enhance Child Safety and prepared a submission to the Child Safety Review on 11 June 2026.	

A24.4 Investigate a streamlined, online approach for booking Council facilities.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A24.4.1 Service Review of facility bookings to be undertaken.	Indicator: <i>A1429</i> Progress	Manager Corporate Planning and Performance	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% The Service Review of Community Hall management has been completed. Implementation and testing of the Bookable solution to manage facility booking and payment is in progress. Acceptance testing has commenced. Go live is planned for 1 September 2025.	

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


A25.3 Explore partnership opportunities to increase youth services and activities in targeted areas of disadvantage.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A25.3.1 Partner with providers to increase youth services and activities available in areas of disadvantage.	Indicator: <i>A1187</i> Number of participants in youth programs and activities provided in partnership with Council	Manager Community Development	Period: n/a Value: > 1,355 Participants	YTD Period: 01/07/24 - 30/06/25 YTD Value: 3,777 Participants Council has commenced development of the Randwick Youth Plan, which has sought the views of local young people and the services that support them. These activities have informed gaps in service and recreation opportunity for young people in areas of disadvantage. During this reporting period, a free weekend Street Sports Program for young people is trialled.	


A25.4 Dedicate a Council owned facility to youth services by 2023.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A25.4.3 Brief Councillors on construction options and costs for a council owned youth facility.	Indicator: <i>A1384</i> Progress	Manager Community Development	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Councillors were provided with written update in June 2025, followed by a briefing. Council report scheduled for July Council meeting.	

A25.5 Investigate ongoing funding and partnership options for the place based community Hub@Lexo by 2024.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A25.5.2 Submit an application for ongoing support of the place based community Hub@Lexo.	Indicator: <i>A1385</i> Progress	Manager Community Development	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Support and involvement by local service providers in the Hub@Lexo continues. In the 2024-25 financial year, the Hub received funding from 3 key partner organisations, and 17 providers delivered professional services and community engagement activities as part of place-based programming.	


A25.6 Take a leadership role in developing and implementing a regional approach for the Disability Inclusion Action Plan (DIAP).

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A25.6.4 Incorporate an accessible studio space within Blenheim House.	Indicator: <i>A1416</i> Progress	Manager Economic Development and Placemaking	Date: n/a Value: >= 50%	Date: 30/06/25 Value: 80% The Blenheim House project is now well into stage one delivery, with the Accessible Studio embedded in the design and project build plans.	

<p>A25.6.5 Deliver specific training to leaders and customer services staff in LGBTIQ+ and trans affirming workplaces to support meaningful employment by all.</p>	<p>Indicator: <i>AI417</i> Number training sessions held</p>	<p>Manager Human Resources</p>	<p>Period: n/a Value: >= 1 Training sessions</p>	<p>YTD Period: 01/07/24 - 30/06/25 YTD Value: 2 Training sessions On 08/05/2025 LGBTIQ+ Inclusivity training was held with 16 participants. A further two sessions are to be scheduled for later this calendar year.</p>	
<p>A25.6.6 Improve systems and processes for engagement by undertaking a quality content review of Council's website to improve readability and accessibility.</p>	<p>Indicator: <i>AI418</i> Progress</p>	<p>Manager Information Management and Technology</p>	<p>Date: n/a Value: = 100%</p>	<p>Date: 30/06/25 Value: 100% Website accessibility issues identified to meet level AA of WCAG 2.0 has remained constant at 44,225 success criterion deficiencies. Overall since commencement this number has decreased by 32.2% from the initial figure of 65,218 deficiencies. Work continues to reduce this total figure, both with external provider Squiz and in-house with the Acting Web Administrator.</p>	
<p>A25.6.7 Report on implementation of the wide range of activities identified in the DIAP.</p>	<p>Indicator: <i>AI419</i> Progress</p>	<p>Manager Community Development</p>	<p>Date: n/a Value: = 100%</p>	<p>Date: 30/06/25 Value: 100% Implementation of the Disability Inclusion Action Plan (DIAP) is on track for full implementation by the end of the plan period, December 2026. An implementation update was prepared for Councillors in June 2025. As required by the NSW Disability Inclusion Act 2014, Council reports annually to the NSW Department of Communities and Justice on implementation progress, this was most recently submitted in December 2024 and is up to date.</p>	

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


A26.3 Deliver a minimum of 2 domestic violence awareness activities/campaigns per year.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A26.3.1 Deliver at least two domestic violence awareness activities/campaigns.	Indicator: <i>A1197</i> Number of domestic violence awareness activities/campaigns	Manager Community Development	Period: n/a Value: >= 2 Activities	YTD Period: 01/07/24 - 30/06/25 YTD Value: 6 Activities Two domestic and family violence activities have been implemented in this period. Council delivered sector development training to strengthen local responses to domestic and family violence. The annual DV Remembrance Vigil was held on 7 May 2025, National Domestic Violence Remembrance Day, to raise community awareness and honour victims and survivors.	

A26.6 Maintain partnerships for food security programs into disadvantaged areas each year.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A26.6.1 Partner with food security program providers to support community needs in disadvantaged areas.	Indicator: <i>A1199</i> Number of meals provided to communities in need	Manager Community Development	Period: n/a Value: >= 5,760 Meals	YTD Period: 01/07/24 - 30/06/25 YTD Value: 5,776 Meals 997 meals provided through a partnership model.	

A26.7 Advocate to Federal and State Government for increased funding for housing and homelessness service providers on an ongoing basis.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A26.7.1 Advocate to Federal and State Government for increased funding for housing and homelessness service providers.	Indicator: <i>A1200</i> Number of meetings with the Eastern Suburbs Homelessness Association Committee	Manager Community Development	Period: n/a Value: >= 10 Meetings	YTD Period: 01/07/24 - 30/06/25 YTD Value: 21 Meetings Council continues to advocate for increased funding for housing and homelessness services and has participated in 3 meetings this period.	

<p>A26.7.2 Participate in the Eastern Sydney Annual Homeless Street Count.</p>	<p>Indicator: <i>A/201</i> Progress</p>	<p>Manager Community Development</p>	<p>Date: n/a Value: = 100%</p>	<p>Date: 30/06/25 Value: 100%</p> <p>Council participated in the Eastern Sydney Annual Homelessness Street Council in February 2025.</p>	
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3.7. Economic Development and Placemaking

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


A27.2 Design and implement an ongoing Buy Local, Shop Local marketing campaign with partnerships with local networks and local businesses by 2024.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A27.2.2 Implement the Buy Local, Shop Local marketing campaign in partnership with local networks and local businesses.	Indicator: <i>A1391</i> Number of businesses participating in the Buy Local, Shop Local program	Manager Economic Development and Placemaking	Date: n/a Value: > = 40 Businesses	Date: 30/06/25 Value: 11 Businesses A communications strategy has now been completed for the first phase of Buy Local Shop Local, and discussions have been undertaken with individual businesses across the LGA's town centres as well as with the business chambers. Further consultation will take place in advance of a roll-out phase in the second half of 2025.	


A27.3 Continue to acknowledge and promote business innovation and excellence through initiatives such as the biennial Business Awards.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A27.3.1 Host biennial business awards.	Indicator: <i>A1430</i> Progress	Manager Economic Development and Placemaking	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% The 2024 Business Awards were held in 2024 and was extremely successful with over 450 attendees. Planning will commence in 2025/2026 for the 2026 Biennial Business Excellence Awards.	

A27.4 Identify 5 opportunities per year to streamline City of Randwick processes to reduce unnecessary barriers to doing business by 2025.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A27.4.1 Identify opportunities to streamline City of Randwick processes to reduce unnecessary barriers to doing business.	Indicator: <i>A/393</i> Number of opportunities identified to reduce barriers	Manager Economic Development and Placemaking	Period: n/a Value: >= 5 Opportunities identified	YTD Period: 01/07/24 - 30/06/25 YTD Value: 10 Opportunities identified The Economic Development team have delivered several programs and initiatives aimed at reducing barriers for businesses to operate in the City of Randwick. Spot On series of open street events: Reduced barriers in the approval process, by taking carriage of major approvals regarding Office of Liquor and Gaming and Footway Approval. Footway Dining: Continues to modify and streamline the application process for footway dining. The review and simplification of this process has seen a rise in the number of businesses applying, boosting their trade and profile. LA Approvals: Delegation and authority given to approve Local Approvals has been improved, streamlining the process for businesses to apply for approval, in this quarter including approvals for Mobile Food Vendor Applications, and for Alfresco and Footway Dining.	

A27.6 Advocate to State and Federal government for increased affordable childcare places and carry out a childcare survey.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A27.6.4 Prepare and implement a childcare survey, analyse data and advocate to government for increased affordable childcare places.	Indicator: <i>A/438</i> Progress	Manager Economic Development and Placemaking	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% A comprehensive Childcare in the City of Randwick Report was submitted to Council in May 2025, detailing analysis of the state of childcare in the LGA through surveys, focus groups, benchmarking and community consultation with the resulting report being endorsed by Council. Actions underway including submissions to the NSW government, networking and information sessions, more support for childcare workers and improvements to childcare application processes.	

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


A28.1 Facilitate a sustainable and active business network group/s e.g. Chamber/s which act as an advocate for business by 2023 to increase business engagement and provide networking, marketing and training opportunities.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A28.1.1 Identify active business network group/s and the current barriers and opportunities for increased business engagement.	Indicator: <i>A1210</i> Progress	Manager Economic Development and Placemaking	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Economic Development works closely with active and emerging business network groups, including the Night Time Economy Committee, Chambers across the LGA, Southeast Connect, the Small Business Commission and Business Sydney. A well attended Business Sydney / Randwick Council Breakfast event was held this quarter, inviting all local business networks, chambers and precincts to attend. This allowed all business groups to network and grow their members through being able to converse and connect with a wider audience and each other.	


A28.2 Create a sponsorship program for business-led collaborative projects that enhance the networks, skills and resources of businesses by 2024.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A28.2.1 Research and develop a capacity building program for business-led collaborative projects that enhances the networks, skills and resources of businesses.	Indicator: <i>A1395</i> Progress	Manager Economic Development and Placemaking	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Business workshops and networking opportunities were held throughout 2024/2025 across the LGA, culminating in the Business Sydney Business Breakfast with the Office of the 24 Hour Economy Commissioner in June 2025. Council has also regularly provided links to funding, capacity building programs and networking opportunities to the City of Randwick's business networks. This has resulted in some Chambers applying for Vibrancy Grants from NSW government, and other business networks continuing to initiate their own activation events supported by Council (such as Halloween at The Spot, and the Oktoberfest Fun Run at Maroubra).	


A28.3 Work with NSW Small Business Commission to link local networks and businesses with relevant small business support programs by 2024.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A28.3.1 Work with NSW Small Business Commission to link local networks and businesses with relevant small business support programs.	Indicator: <i>A1396</i> Number of small businesses connected with support programs	Manager Economic Development and Placemaking	Period: n/a Value: >= 6 Businesses	YTD Period: 01/07/24 - 30/06/25 YTD Value: 14 Businesses Council invited the ServiceNSW team to the Business Breakfast to allow a chance for residents and businesses to network with NSW government entities. Council has also shared all new NSW government reforms to support small businesses. These include the Vibrancy Reforms, the Special Entertainment Precinct, the Live Music Grants aswell as the Office of Liquor and Gaming Reforms	

A28.4 Research and pilot initiatives with local networks and businesses which empower local businesses to promote their goods or services and support other local businesses by 2025.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A28.4.1 Trial a Buy Local Shop Local campaign in two town centres and conduct evaluation on outcomes.	Indicator: <i>A1441</i> Report on outcomes of campaign	Manager Economic Development and Placemaking	Date: n/a Value: = 100%	Date: 30/06/25 Value: 60% A campaign and communications plan, and meetings with selected chambers and businesses were developed and undertaken in this quarter, in advance of a roll-out of a Buy Local Shop Local campaign to be delivered later in 2025	

A28.5 Create and implement an annual City of Randwick communications plan to build networks and assist businesses in making informed decisions including website pages, newsletter and social media by 2023.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A28.5.4 Design and implement a communications plan to address identified business needs.	Indicator: <i>AI397</i> Open rate of quarterly business update newsletter	Manager Economic Development and Placemaking	Period: n/a Value: >= 30%	Period: 01/04/25 - 30/06/25 Period Value: 38% Council has redesigned the Business Newsletter template as a refresh for key Economic Development initiatives to the Chambers and businesses across the LGA. To inform this, in this quarter individual businesses and business organisations were regularly emailed about opportunities and initiatives relevant to their sectors, and involvement in Council events such as Spot On, the Business Breakfast and the Randwick Markets programs.	

Economic Development Objective: Increase the number of businesses that are carbon neutral by 2032.



A29.1 Continue to encourage businesses to adopt environmentally sustainable practices including transitioning to renewable energy, removing single use plastics from their operations and implementing energy and water saving initiatives.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A29.1.1 Continue education and incentive programs and engage with 20% of small businesses in Randwick about replacing single-use waste items.	Indicator: <i>AI400</i> Number of community events held to encourage a reduction in single-use waste items	Manager Sustainability	Period: n/a Value: >= 5 Events	YTD Period: 01/07/24 - 30/06/25 YTD Value: 9 Events The Library of Things was part of Saturday Circle events held throughout the last quarter, helping to further promote waste reduction through item sharing. The Sydney Library of Things offers a wide range of household and recreational items for borrowing—encouraging a culture of sharing over buying. Items available include cooking utensils, tools, and camping gear. In the last quarter Council ran a clothing drop-off day to support residents in recycling or repurposing unwanted clothing and keeping it out of landfill	


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

Note: night time is defined as 6pm - 6am.


A30.1 Continue to implement changes to the planning framework as identified in the Night Time Economy Study to focus on encouraging a diverse mix of business and cultural activities including trading hours for small, low impact businesses, and business zonings while ensuring the impact on residential amenity is minimised particularly in both residential and business zones.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A30.1.1 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>A1218</i> Progress	Manager Strategic Planning	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Draft Provisions in DCP for night time economy drafted and to be reported to Council.	
A30.1.2 Include appropriate controls in stage 2 of the new Comprehensive DCP to support the night-time economy.	Indicator: <i>A1401</i> Progress	Manager Strategic Planning	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Draft Provisions in DCP will be reported to Council by end 2025	


A30.2 Continue to implement changes to the planning framework, as identified in the Night Time 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	Q4 (Current)	Current Performance
A30.2.2 Include appropriate controls in stage 2 of the new Comprehensive DCP to encourage cultural/creative experiences.	Indicator: <i>A1402</i> Progress	Manager Strategic Planning	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Draft Provisions on cultural/creative uses in DCP will be reported to Council by the end of 2025. Officers have been finalising lease requirements for community space to be dedicated to Council within the Scape development on Todman/Anzac Pde. Experience from this process will inform DCP provisions.	

A30.3 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’ by 2025.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A30.3.3 Identify and develop toolkit and campaign for businesses to leverage the changes to the planning framework.	Indicator: <i>A/442</i> Progress	Manager Economic Development and Placemaking	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Economic Development has engaged with business networks and Chambers in the LGA on a regular basis and at meetings to update stakeholders on State policy developments, and funding opportunities. Council also made submissions in this quarter to the State Government on proposed vibrancy and outdoor dining reforms, informed by feedback from local business and through the delivery of vibrancy events (Spot On and Eat Drink Play) and footway dining delivery. Businesses were further able to connect and provide feedback to the Office of the 24 Hour Economy Commissioner in the June 2025 business breakfast networking event in Coogee.	

A30.4 Work with the NSW state government through representation on the 24-hour economy advisory group to share resources and collaborate on initiatives.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A30.4.1 Participate in Investment NSW 24-hour Economy Advisory Group quarterly meetings.	Indicator: <i>A/222</i> Number of Investment NSW 24-hour Economy Advisory Group meetings attended	Manager Economic Development and Placemaking	Period: n/a Value: >= 4 Meetings	YTD Period: 01/07/24 - 30/06/25 YTD Value: 7 Meetings Council is a contributing member of the Night Time Economy Committee, and attended regular Night Time Economy information seminars, and the Remix Summit focused on the 24 Hour Economy in this quarter. Council staff also attended the LGNSW Destination and Visitor Economy Conference where vibrancy, resilience and the night time economy was a strong focus.	

A30.4.2 Identify and collaborate on one initiative to support 24 hour economy.	Indicator: <i>A/223</i> Number of initiatives implemented (in collaboration with group) to support 24 hour economy	Manager Economic Development and Placemaking	Period: n/a Value: >= 1 Initiatives	YTD Period: 01/07/24 - 30/06/25 YTD Value: 7 Initiatives The Business Breakfast event was a council led event that focused on the Night Time Economy and how local businesses can improve night trade. Council enlisted the help of Business Sydney to host the 24 Hour Economy Commissioner to speak to the local businesses and business leaders. Council are also developing the return of "Spot On" from August to November 2025, an open-street night-time event, to support local Randwick business, during the winter night time months. Previous iterations of Spot On have seen an influx of people in the area averaging 1,000 - 1,5000 guests per night and a reported 30% to 50% increase in trade during the program.	
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A30.5 Prepare a program for the operation of food trucks and food vans or markets within suitable locations including requirements for safety, amenity and hours of operation by 2024.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A30.5.4 Implement food truck policy	Indicator: <i>A/439</i> Progress	Manager Economic Development and Placemaking	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% The Mobile Food Vending Vehicles Policy was endorsed by Council in May 2025, providing a new way of operating bringing Council in line with other LGAs across Greater Sydney, following community consultation. The Policy and new application processes allow itinerant and fixed site models of trade for food trucks and food vans, and will encourage a more equitable framework for operators, businesses and improved offerings for the community.	

A30.6 Create partnerships and marketing opportunities for local businesses through events or activations that the City produces particularly night-time dining and entertainment events by 2025.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A30.6.1 Deliver the Al Fresco outdoor dining program across the city, market and promote evening entertainment events through Council channels.	Indicator: <i>AI/431</i> Progress	Manager Economic Development and Placemaking	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Two new sites for Alfresco on-road trading were identified in this quarter, including community engagement for a Clovelly site and a new location in the heart of The Spot. Two existing Alfresco businesses renewed their applications for the upcoming year.	


A30.8 Identify and promote Randwick's night time activities and experiences through the City of Randwick's business initiatives such as the Shop Local marketing campaign and existing communication channels by 2024.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A30.8.1 Audit night time activities and experiences.	Indicator: <i>AI/225</i> Progress	Manager Economic Development and Placemaking	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% In this quarter Council worked closely with the Randwick Chamber to develop the return of the highly successful Spot On night-time on-street activation program. The programming and timing has been informed by data provided by businesses as part of their night-time trade. Data analysis on local and visitor spending during this quarter was also undertaken to map any changes from 2024 to 2025. Coogee and Randwick continue to lead as the City of Randwick's leading night-time spend locations, primarily through dining.	


A30.8.2 Implement activities to promote the night time economy.	Indicator: <i>A/226</i> Number of night time initiatives	Manager Economic Development and Placemaking	Period: n/a Value: >= 2 Initiatives	YTD Period: 01/07/24 - 30/06/25 YTD Value: 33 Initiatives The June 2025 Business Breakfast in partnership with Business Sydney focused on the night-time economy with the keynote being the Office of the 24 Hour Economy Commissioner, and a panel discussion of planners, Chamber leaders and input from local business. Vibrancy and boosting night-time activity in smaller centres were a focus of discussion.	
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Economic Development Objective: Ensure 86% or more of our community are satisfied* with the vitality of town centres by 2032.



A31.1 Investigate opportunities with local commercial property owners to provide façade displays or short-term use for pop-up businesses in vacant tenancies (e.g. home based, business start-ups, seasonal offerings) by 2023.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A31.1.1 Investigate opportunities to beautify town centres through appropriate use of empty shop fronts in town centres.	Indicator: <i>A/405</i> Progress	Manager Economic Development and Placemaking	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% In this quarter, Council has identified 2 empty shop fronts in the locale to trial activations during the Spot On event program, and discussions were held with landlords and local real estate agents to use available spaces to facilitate creative opportunities.	

A31.2 Identify and prepare 3 business cases for prioritised public space improvement or activation projects to leverage State and Federal Government funding opportunities as they arise by 2023.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A31.2.3 Implement an alfresco dining program.	Indicator: <i>A/406</i> Progress	Manager Economic Development and Placemaking	Period: n/a Value: = 100%	YTD Period: 01/07/24 - 30/06/25 YTD Value: 100% Two new Alfresco dining sites are in planning or near delivery mode in this quarter, and two existing Alfresco businesses have renewed their activations.	

A31.4 Improve the amenity of Maroubra Junction and its connection with Eastgardens as a Strategic Centre to cater for additional jobs by 2036 as identified in the Greater Sydney Commission's Eastern District Plan.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A31.4.1 Use the Maroubra Road Corridor Study to inform the inclusion of appropriate provisions to promote walking and cycling connections in the Maroubra Junction town centre review.	Indicator: <i>A/407</i> Progress	Manager Strategic Planning	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% The planning analysis work continues on the Maroubra Junction strategic centre and surrounding area. This work will address the recommendations of the Maroubra Road Corridor Study.	
A31.4.2 Draft controls that better support business that are currently in residential zones.	Indicator: <i>A/433</i> Progress	Manager Strategic Planning	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Consultant flooding advice on the affected business properties reviewed (required by Department of Planning prior to rezoning being progressed). Also investigated were locations adjoining the health and education institutions that may be suitable for employment uses on the ground floor. Preparation of a draft planning proposal underway.	

Economic Development Objective: Support the creation of an additional 9,200 jobs in the Randwick Collaboration Area by 2036.


A32.2 Explore partnerships with UNSW, Randwick Health and Innovation Precinct and local businesses to support entrepreneurial programs and incubation spaces which foster new innovative businesses in Randwick City by 2025.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A32.2.1 Provide support and develop planning for 2 incubation spaces within and around the RHIP / UNSW precincts to support growth of new businesses and start-ups.	Indicator: <i>A/434</i> Progress	Manager Economic Development and Placemaking	Period: n/a Value: = 100%	Period: 01/04/25 - 30/06/25 Period Value: 100% There is one innovation hub project currently identified and in development to be managed by Council, situated in the Todman Precinct student development area. Final fit out plans were endorsed by relevant Council staff for build, and in the next quarter, audience development and business planning will commence for this new facility.	

A32.4 Identify opportunities to empower the development and attraction of businesses owned by First Nations Australians, particularly social enterprises, which employ, buy and invest locally by 2025.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A32.4.1 Deliver a councillor update on the activities and support provided to First Nations Australians business which employ, buy and invest locally.	Indicator: <i>A1435</i> Progress	Manager Economic Development and Placemaking	Period: n/a Value: = 100%	Period: 01/04/25 - 30/06/25 Period Value: 100% A comprehensive outline of First Nations businesses and sole operators, engaged by Council was detailed in a June 2025 Councillor update and included events delivered by Community Development, Economic Development, Events, Arts and Culture and the La Perouse Museum.	

A32.5 Continue to work with State and Federal Government and neighbouring councils to identify, encourage and advocate for investment in Randwick City.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A32.5.3 Continue to meet with neighbouring councils and work with state and federal representatives on economic development	Indicator: <i>A1440</i> Number of meetings	Manager Economic Development and Placemaking	Date: n/a Value: > = 4 Meetings	Date: 30/06/25 Value: 4 Meetings Several meetings and discussions were held with local and state government bodies on economic development matters. Meetings were held with Waverley Council to develop an eastern beaches ED network for sharing ongoing matters for info-sharing and possible collaboration. Council continues to participate in the Night Time Economy Committee meetings and Destination NSW local council forums. Through recently awarded vibrancy grants, Council is also liaising with Transport for NSW on open street and night-time economy matters.	

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

A33.1 Explore partnerships with event venues or organisers to connect people attending major events; for example, at Randwick Racecourse, Centennial Park, Mardi Gras, with local businesses by 2024.




Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A33.1.1 Investigate opportunities for partnerships with event venues or organisers to connect people attending major events with local businesses.	Indicator: <i>AI409</i> Number of meetings/discussions with key event organisers	Manager Economic Development and Placemaking	Period: n/a Value: >= 1 Meetings/discussions	YTD Period: 01/07/24 - 30/06/25 YTD Value: 13 Meetings/ discussions A meeting was held with The Ritz Randwick to look at opportunities to increase visitation for this anchor business via open street activations, connections with the Randwick Health Innovation Precinct and for Spot On 2025.	

A33.2 Explore partnerships with UNSW to connect international students with the community through work or volunteer opportunities, be informed about the variety of experiences living and studying in our area and feel welcomed by Randwick City by 2025.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A33.2.1 Establish relationship with International Students' Association and UNSW Student Support networks to collaborate on data capture on students' needs and experiences, and communicate to Randwick businesses on potential employment of student population.	Indicator: <i>AI437</i> Progress	Manager Economic Development and Placemaking	Period: n/a Value: = 100%	Period: 01/04/25 - 30/06/25 Period Value: 100% The Strategic Planning team in this quarter continued to liaise with UNSW student representative associations on matters relating to student housing, employment, and demographic data to inform collaborative programs and support.	

4. Table B: Delivering Regulatory and Ongoing Services





Total 164 Indicators

Strategic Planning Function: Strategic land use planning					
B1.1 Manage long-term change by providing a consistent approach for how we use and develop land.					
Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
B1.1.1 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>BI2</i> Percentage of requests for submissions relevant to the Randwick LGA that are responded to	Manager Strategic Planning	Period: n/a Value: = 100%	Period: 01/04/25 - 30/06/25 Period Value: 100% Nine submissions prepared during the quarter	
	Indicator: <i>BI322</i> Progress in undertaking research and completing initial consultation for an update of the Randwick LSPS	Manager Strategic Planning	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Council officers provided feedback on the DPHI LSPS scoping study/review (DPHI consultants ran a session to better understand the effectiveness of the LSPS delivery and ideas to improve the current framework). Council's updated LSPS will be progressed following release of the new framework.	
	Indicator: <i>BI323</i> Progress in undertaking research and completing initial consultation for an update of the Housing Strategy	Manager Strategic Planning	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Background housing analysis has been undertaken as part of the draft Affordable Housing Strategy (reported to Council in June 2025) and the Randwick Junction Planning Proposal. Priorities and actions and a target established in the Affordable Housing Strategy provide a basis for developing the updated Housing Strategy.	

■ Achieved ■ Carried Forward ■ On Hold ■ Not achieved





Strategic Planning Function: Creation of land use and development controls

B2.1 Create land use and building controls and implement programs that will align future development with our long term strategic plans.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
B2.1.1 Assess site specific planning proposal (rezoning) applications.	Indicator: <i>BI4</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	Period: n/a Value: >= 90%	Period: 01/04/25 - 30/06/25 Period Value: 100% Randwick Junction Planning Proposal reported to the June Council meeting. Endorsed for public exhibition. Pre-Planning Proposals assessed and issued for Canberra St and Howard Place.	
B2.1.3 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>BI7</i> Progress in preparing, exhibiting and adopting an updated Section 7.12 contribution plan	Manager Strategic Planning	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% Completed- During the quarter the internal contributions committee meeting reviewed income and approved expenditure of s.7.12 contributions. A report containing minutes of the committee meeting was provided to GMT. Dashboard developed to identify outstanding contributions. Letters drafted to certifiers responsible for issuing certificates without payments.	
B2.1.4 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>BI12</i> Progress in preparing the Aboriginal Cultural Heritage Study	Manager Strategic Planning	Date: n/a Value: >= 50%	Date: 30/06/25 Value: 100% Strategic Planning contributed to the preparation of Randwick Council's Reconciliation Action Plan (RAP). A recommendation has been made to defer the Aboriginal Cultural Heritage Study until after the RAP is completed.	
	Indicator: <i>BI328</i> Progress in preparing, exhibiting and finalising stage 2 of the new Comprehensive DCP	Manager Strategic Planning	Date: n/a Value: = 100%	Date: 30/06/25 Value: 85% Draft Stage 2 provisions being finalised for reporting to Council in late 2025.	





Strategic Planning Function: Implementation of land use and development controls

B3.1 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	Q4 (Current)	Current Performance
B3.1.1 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>B111</i> Percentage of Heritage Exemption Requests assessed in less than 14 calendar days	Manager Strategic Planning	Period: n/a Value: >= 80%	Period: 01/04/25 - 30/06/25 Period Value: 89%	
B3.1.2 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.	Indicator: <i>B114</i> Percentage of submissions provided by due date or DPPI / agency approved extension date	Manager Strategic Planning	Period: n/a Value: >= 90%	Period: 01/04/25 - 30/06/25 Period Value: 100% All submissions completed by due/approved extension date	
B3.1.3 Manage Council's property database and provide land use information to the community including planning certificates, historical property searches, and creation of new addresses.	Indicator: <i>B116</i> Percentage of urgent/automated certificates issued in less than 24 hours	Manager Strategic Planning	Period: n/a Value: >= 90%	Period: 01/04/25 - 30/06/25 Period Value: 100%	
	Indicator: <i>B1422</i> Number of discrepancies found in quarterly audits of property condition data	Manager Strategic Planning	Period: n/a Value: <= 2 Discrepancies	Period: 01/04/25 - 30/06/25 Period Value: 0 Discrepancies	



Development Assessment Function: Assessment of Development Applications

B4.1 Assess and determine Development Applications, Modification Applications and Review Applications under the Environmental Planning and Assessment Act 1979.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
B4.1.1 Assess and determine development applications, modification applications and review applications efficiently and in accordance with legislative requirements.	Indicator: <i>BI19</i> Percentage of planning customer service requests responded to within SLA	Manager Development Assessment	Period: n/a Value: > = 80%	Period: 01/04/25 - 30/06/25 Period Value: 93% The KPI target is achieved.	
	Indicator: <i>BI22</i> Percentage of DAs determined within 40 days (net)	Manager Development Assessment	Period: n/a Value: > 20%	Period: 01/04/25 - 30/06/25 Period Value: 46% The KPI target is achieved.	
	Indicator: <i>BI23</i> Percentage of DAs determined within 60 days (net)	Manager Development Assessment	Period: n/a Value: > 40%	Period: 01/04/25 - 30/06/25 Period Value: 73% The KPI target is achieved.	
	Indicator: <i>BI24</i> Net median assessment time	Manager Development Assessment	Period: n/a Value: < 80 Days	Period: 01/04/25 - 30/06/25 Period Value: 43 Days The KPI target is achieved.	



Development Assessment Function: Assessment of other Development Related Applications

B5.1 Assess Roads Act applications, Subdivision Certificates, land encumbrances and Reviews of Environmental Factors.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
B5.1.1 Assess and determine applications made under the Roads Act including footway trading applications and ground anchor applications.	Indicator: <i>B/32</i> Percentage of Footway Dining applications determined within 40 days (net)	Manager Economic Development and Placemaking	Period: n/a Value: >= 80%	Period: 01/04/25 - 30/06/25 Period Value: 80% 10 Applications processed in the last quarter. 8 applications were determined within the 40 days.	
B5.1.2 Issue subdivision certificates and execute required land dealings such as easements, restrictions and positive covenants.	Indicator: <i>B/35</i> Percentage of subdivision certificates determined within 60 days (net)	Manager Development Assessment	Period: n/a Value: >= 50%	Period: 01/04/25 - 30/06/25 Period Value: 88% The KPI target is achieved.	




Community Development Function: Community capacity building





B6.1 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	Q4 (Current)	Current Performance
B6.1.2 Implement Council's Disability Inclusion Action Plan.	Indicator: <i>BI335</i> Progress towards implementing the DIAP recommendations	Manager Community Development	Period: n/a Value: >= 25%	YTD Period: 01/07/24 - 30/06/25 YTD Value: 250% The Disability Inclusion Action Plan 2022-2026 is on track for full implementation by the end of the plan period, December 2026. There are 59 Actions in the DIAP. As of 30 June 2025, 26 actions are completed, 27 actions are in-progress and 6 have not yet commenced.	
B6.1.3 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: <i>BI421</i> Percentage of budgeted funds allocated	Manager Community Development	Period: n/a Value: = 100%	Period: 01/04/25 - 30/06/25 Period Value: 100% All funds were fully expended across all streams of the Community Investment Program for 2024/25 financial year.	

Community Development Function: Community support





B7.1 Provide activities and services that support community wellbeing, consistently enable care and promote community connections.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
B7.1.2 Manage and operate the Moverly Children's Centre which provides long day care for children aged 0-5 years.	Indicator: <i>BI45</i> Occupancy rate for Moverly Children's Centre	Manager Community Development	Period: n/a Value: >= 80%	Period: 01/04/25 - 30/06/25 Period Value: 70% The occupancy rate has increased during this reporting period and averages 70%. Vacancies exist in the preschool room for children aged 3 - 5 years of age, consistent with long-day care industry trends. Preschool programs that extend the unique service offer for local families with preschool aged children are planned for implementation later in the year.	
B7.1.3 Provide home-based services and support including services such as My Aged Care Home Modifications Program and nature strip mowing service.	Indicator: <i>BI337</i> Number of hours of home-based services provided	Manager Community Development	Period: n/a Value: >= 70 Hours	Period: 01/04/25 - 30/06/25 Period Value: 100 Hours The Home Modification and Maintenance Service (HMMS) provided 300 hours of service in the 3 month reporting period. These numbers are reduced from the previous reporting period as services were delivered under a transition-out plan in accordance with the Commonwealth Department of Health and Aged Care contract expiration on 30 June 2025. Council has now completed hand-over to the new provider for the Eastern Sydney and South Sydney Region and will not deliver HMMS services as of 1 July 2025.	
	Indicator: <i>BI429</i> Number of hours of home-based services provided	Manager Community Development	Period: n/a Value: >= 70 Hours	Period: 01/04/25 - 30/06/25 Period Value: 300 Hours The Home Modification and Maintenance Service (HMMS) provided 300 hours of service in the 3 month reporting period. These numbers are reduced from the previous reporting period as services were delivered under a transition-out plan in accordance with the Commonwealth Department of Health and Aged Care contract expiration on 30 June 2025. Council has now completed hand-over to the new provider for the Eastern Sydney and South Sydney Region and will not deliver HMMS services as of 1 July 2025.	





<p>B7.1.4 Partner with NSW Health and Department of Communities and Justice 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>Indicator: <i>BI48</i> Visits to the community hub in Lexington Place (Hub@Lexo)</p>	<p>Manager Community Development</p>	<p>Period: n/a Value: > 4,800 visits</p>	<p>YTD Period: 01/07/24 - 30/06/25 YTD Value: 9,297 visits During this reporting period, there were 2,211 visits to the Hub @ Lexo.</p>	
<p>B7.1.5 Provide a range of community events, activities and programs 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>BI49</i> Number of attendees at community events, activities and programs designed to promote a sense of community</p>	<p>Manager Community Development</p>	<p>Period: n/a Value: > 13,246 Attendees</p>	<p>YTD Period: 01/07/24 - 30/06/25 YTD Value: 28,425 Attendees During this reporting period, 3,688 community members participated in Community Development programs.</p>	
<p>B7.1.6 Support a range of activities and events that are delivered in partnership with our Aboriginal community, particularly around NAIDOC Week and Reconciliation Week.</p>	<p>Indicator: <i>BI50</i> Number of attendees at activities and events delivered in partnership with our Aboriginal community</p>	<p>Manager Community Development</p>	<p>Period: n/a Value: > 1,100 Attendees</p>	<p>YTD Period: 01/07/24 - 30/06/25 YTD Value: 9,390 Attendees Council supported a range of activities in partnership with the Aboriginal community, including the Koojay Corroboree during Reconciliation Week. As part of developing the draft Reflect Reconciliation Action Plan, a comprehensive community consultation process has occurred, which involved local Elders, Aboriginal and Torres Strait Islander community members, Aboriginal services and community stakeholders. These events promoted cultural connection, truth-telling and community engagement with approximately 1,465 participants.</p>	
<p>B7.1.7 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>BI53</i> Number of collaborative projects delivered through interagencies, working groups and committees</p>	<p>Manager Community Development</p>	<p>Period: n/a Value: > = 5 Projects</p>	<p>YTD Period: 01/07/24 - 30/06/25 YTD Value: 35 Projects Council continues to support, facilitate, and participate in interagencies, working groups, and committees that strengthen community wellbeing and service coordination. During this reporting period, 6 collaborative projects were delivered.</p>	




Economic Development and Placemaking Function: Placemaking

B8.1 Activate spaces to create an experience where people feel connected and/or inspired.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
B8.1.4 Manage the use and hire of Council's major venues including: - Prince Henry Centre - Randwick Community Centre - Randwick Literary Institute	Indicator: <i>BI58</i> Revenue generated from hire of Prince Henry Centre	Manager Economic Development and Placemaking	Period: n/a Value: >= 300,000 Dollars	YTD Period: 01/07/24 - 30/06/25 YTD Value: 391,118 Dollars The Prince Henry Centre has exceeded this quarter's target for hiring incoming and has had another busy period of bookings of functions and events, by both regular and one-off hirers.	
	Indicator: <i>BI59</i> Use of Randwick Community Centre (hours booked per month)	Manager Economic Development and Placemaking	Period: n/a Value: >= 250.00 hrs/month (avg.)	Period: 01/04/25 - 30/06/25 Period Value: 377.33 hrs/month (avg.) A private hirer continues to occupy the Randwick Community Centre which has increased the number of hours booked again over this quarter.	
	Indicator: <i>BI61</i> Use of Randwick Literary Institute (hours booked per month)	Manager Economic Development and Placemaking	Period: n/a Value: > 395.00 hrs/month (avg.)	Period: 01/04/25 - 30/06/25 Period Value: 626.75 hrs/month (avg.) Ongoing requests from casual hirers continues to keep hours booked at the Literary Institute at a steady rate, and bookings this quarter have exceeded the target hiring rate.	
B8.1.5 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>BI338</i> Number of public programs	Manager Economic Development and Placemaking	Period: n/a Value: >= 18 Programs	YTD Period: 01/07/24 - 30/06/25 YTD Value: 22 Programs While capital works have significantly impacted the Museums capacity for programming, several programs have been hosted such as numerous school experiences, a civic welcome for Admiral Coldefy, Elders consultation groups, exhibition openings and the Friends of the Laperouse Museums lecture series.	

■ Achieved ■ Carried Forward ■ On Hold ■ Not achieved



	Indicator: <i>BI339</i> Number of exhibitions at the museum	Manager Economic Development and Placemaking	Period: n/a Value: >= 6 Exhibitions	YTD Period: 01/07/24 - 30/06/25 YTD Value: 6 Exhibitions Despite operating in a reduced capacity, the Museum since reopening after the painting project, reinstalled and hosted 6 exhibitions including a rotation of collection objects titled INTERMISSION; Object of the Week. The Museum team returned the La Perouse Timeline display for visitors to enjoy, re-installed a range of objects narrating the history of French exploration on level one, and opened major exhibition by artist Adrian Mok, The Quiet We Bow To. The Museum also launched its inaugural banner commission on the facade of the building - a 24 hour display bringing the work of artists to the environment.	
	Indicator: <i>BI64</i> Number of visitors to the La Perouse Museum	Manager Economic Development and Placemaking	Period: n/a Value: >= 18,000 Visitors	YTD Period: 01/07/24 - 30/06/25 YTD Value: 8,690 Visitors The Museum operated in a reduced capacity throughout this period. This quarter we welcomed 5190 visitors. Promotional marketing of the Museum's new collection exhibition will aim to increase visitation, and return to regular programming in the 25/26FY.	
B8.1.6 Organise Council's regular program of signature events (>5000 attendees)	Indicator: <i>BI423</i> Number of signature events held	Manager Economic Development and Placemaking	Period: n/a Value: > 5 Events	YTD Period: 01/07/24 - 30/06/25 YTD Value: 6 Events The Spot Festival made its return this year, drawing over 18,000 attendees who enjoyed more than 30 performances across two stages. The event also featured children's activities including chalk art, face painting, and garden games, along with 35 stalls offering food, market goods, information, and charitable organisations.	
B8.1.7 Organise Council's regular program of small community events and one off events as required (<5000 attendees)	Indicator: <i>BI424</i> Number of regular events held	Manager Economic Development and Placemaking	Period: n/a Value: > 3 Events	YTD Period: 01/07/24 - 30/06/25 YTD Value: 4 Events No regular events with less than 5000 attendees were held during this quarter	

	Indicator: <i>BI425</i> Number of one-off events held	Manager Economic Development and Placemaking	Period: n/a Value: > 0 Events	YTD Period: 01/07/24 - 30/06/25 YTD Value: 1 Events No one-off events with less than 5000 attendees were held during this quarter	
B8.1.8 Organise Council's regular program of civic events (including: Australia Day Civic Ceremony (Citizenship and Community Service Awards), Bastille Day ceremony, Anzac Day Coogee Dawn Service and Civic Reception, Bali Commemoration Ceremony, La Perouse Reception and Citizenship Ceremonies, Sports Awards, Garden Awards and the Mayor's Christmas Party); as well as one-off civic events as required.	Indicator: <i>BI426</i> Number of regular civic events	Manager Economic Development and Placemaking	Period: n/a Value: > 5 Events	YTD Period: 01/07/24 - 30/06/25 YTD Value: 11 Events Citizenship Ceremonies held on 16 May and 19 June welcomed over 130 new citizens to Randwick across two separate events. The ANZAC Day Civic Reception, held on Wednesday 16 April, brought together veterans, their families, and invited guests for an intimate gathering to honour the servicemen and servicewomen who have selflessly served their country. The ANZAC Day Dawn Service at Coogee on 25 April honoured the servicemen and servicewomen, and their families, who have made the ultimate sacrifice in service to their country. The service was well attended with over 7,000 attending in person and via the live stream.	
	Indicator: <i>BI430</i> Number of one-off civic events	Manager Economic Development and Placemaking	Period: n/a Value: >= 0 Events	YTD Period: 01/07/24 - 30/06/25 YTD Value: 5 Events The Rededication of the Cenotaph was held at High Cross Park to mark its 100th anniversary, in May 2025. The ceremony was attended by the Governor of NSW, along with distinguished dignitaries, invited guests, and members of the community. Randwick City Council proudly opened the WIRES Native Animal Recovery Centre at the Environmental Park in Randwick. The official opening featured a smoking ceremony, a Welcome to Country, and the official ribbon-cutting. The event also included workshops such as possum palace building, phone photography and more, along with roving entertainment and complimentary coffee and ice cream. The Australian Film Walk of Fame and a special evening with Margaret and David was held at The Spot (in front of the Ritz) to celebrate the significant contributions of television icons Margaret and David to the film industry. The beloved duo are the first non-actors to receive this prestigious honour. The event including the Q & A was extremely well attended and had wide media coverage.	


<p>B8.1.9 Organise public space activations, cultural celebrations and small events across the LGA to activate town centres and public spaces, celebrate our diverse cultures and support our local businesses.</p>	<p>Indicator: <i>BI57</i> Number of public space activations, cultural celebrations and small events across the LGA</p>	<p>Manager Economic Development and Placemaking</p>	<p>Period: n/a Value: >= 10 Activations/Events</p>	<p>YTD Period: 01/07/24 - 30/06/25 YTD Value: 81 Activations/Events The annual Easter food truck event Eat Drink Play was held again in Malabar this quarter, attracting over 600 people in three days and bringing visitors to the south ward for a family-friendly activation including musicians, performers and mobile food vending vehicles to Pioneers Park. 3 monthly Maroubra Beach Markets were held from April to June, with an estimated 30,000 visitors to the Maroubra area. Now part of the annual ANZAC programming schedule, live music performances were held from 7am to midday after the Dawn Service at Coogee in April, for the local community who stay in the area and town centre after the Service.</p>	
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Sustainability Function: Environmental Sustainability

B9.1 Develop and deliver Council and community programs, projects and initiatives to achieve environmental and sustainability outcomes.



Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
<p>B9.1.1 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 - Best Green Innovation competition - School incursions and excursions on sustainability - Workshops on sustainability - Sustainability and eco-themed events (including the annual Eco-Living Fair) - Marine and Coastal Discovery Program - Randwick Sustainability Hub - Environmental volunteers (including Permabee volunteers) - Community tree planting events 	<p>Indicator: <i>BI427</i></p> <p>Number of sustainability initiatives undertaken</p>	<p>Manager Sustainability</p>	<p>Period: n/a</p> <p>Value: > 15 Initiatives</p>	<p>YTD Period: 01/07/24 - 30/06/25</p> <p>YTD Value: 43 Initiatives</p> <p>Key initiatives include Plant With Us, PermaBee, Saturday Circle, Sustainability Rebates, Sustainability Hub Fee Waiver, Eastern Suburbs Sustainable Schools Network, Collaboration for Impact, Eco Living Festival, Marine and Coastal Discovery Program, Grow it Local, Compost Revolution, School Grants, Community Garden Rebates, Microplastics and Sydney Library of Things.</p>	
<p>B9.1.2 Provide grants 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>BI433</i></p> <p>Number of discounted compost bins and worm farms provided through the Compost Revolution in period</p>	<p>Manager Sustainability</p>	<p>Date: n/a</p> <p>Value: >= 250 Compost bins/Farms</p>	<p>Date: 30/06/25</p> <p>Value: 24 Compost bins/Farms</p> <p>24 discounted compost bins and worm farms were provided this quarter bringing the total to 87 YTD. The Regional Environment Program is developing a promotions campaign for 2025. Due to saturation and the introduction of the FOGO service the Regional Environment Program revised the total target for this year down to 67.</p>	



■ Achieved ■ Carried Forward ■ On Hold ■ Not achieved

	Indicator: <i>B177</i> Number of school rebates delivered	Manager Sustainability	Date: n/a Value: >= 5 School rebates	Date: 30/06/25 Value: 9 School rebates Nine local schools were approved for funding with ~\$30,000 distributed to support sustainability initiatives.	
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Health, Building & Regulatory Services Function: Regulation and Compliance


B10.1 Implement Council's key regulatory functions, responsibilities and services relating to public health, environmental protection, and building and development compliance

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
B10.1.1 Implement Council's Food Safety Program.	Indicator: <i>B182</i> Percentage of high and medium risk food premises inspected in financial year	Manager Health Building and Regulatory Services	Date: n/a Value: >= 90%	Date: 30/06/25 Value: 100% In 2024/2025 - 100% of high and medium risk food premises were inspected by Council's Environmental Health Officers.	
B10.1.2 Undertake environmental and public health related assessments, investigations and regulatory actions, in response to customer enquiries and complaints	Indicator: <i>B184</i> Percentage of environmental and public health related investigations and assessments actioned within 7 days	Manager Health Building and Regulatory Services	Period: n/a Value: >= 90%	Period: 01/04/25 - 30/06/25 Period Value: 99% Council's Environmental Health Officers have actioned 225 Customer Service Requests in the quarter, with 98.6% being actioned within 7 days. In the 2024/25 period, officers actioned 878 Customer Service Requests and 94% were actioned within 7 days.	

B10.1.3 Undertake building and development compliance investigations, assessments and regulatory actions, including issue of certificates for outstanding notices and responding to customer complaints and enquiries.	Indicator: <i>B186</i> Percentage of building and development compliance related investigations and assessments are actioned within 7 days	Manager Health Building and Regulatory Services	Period: n/a Value: > = 85%	Period: 01/04/25 - 30/06/25 Period Value: 87% 87% Building & Development Compliance related customer service requests were actioned within 7 days in the quarter.	
B10.1.5 Implement Council's Fire Safety Essential Services Program and undertake fire safety assessments, inspections and regulatory actions, including responding to customer complaints and enquiries.	Indicator: <i>B192</i> Percentage of fire safety related customer requests actioned within 14 days	Manager Health Building and Regulatory Services	Period: n/a Value: > = 90%	Period: 01/04/25 - 30/06/25 Period Value: 96% 96% of building certification & fire safety related customer requests were actioned within 14 days.	


Health, Building & Regulatory Services Function: Approvals & Certification

B11.1 Undertake building certification and inspection functions; and assess Local Approval applications, as well as other regulatory applications.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
B11.1.2 Assess and determine Local Approval applications, such as applications for construction site hoardings, skip bins, cranes & A Frames, as well as requests to carry out building works outside standard hours.	Indicator: <i>B1106</i> Percentage of local approval applications determined within 5 calendar days	Manager Health Building and Regulatory Services	Period: n/a Value: > = 90%	Period: 01/04/25 - 30/06/25 Period Value: 100% A total of 1379 Local Approval Applications were determined in 2024/25, 97% of which were determined within 5 days	


Health, Building & Regulatory Services Function: Prevention of crime and anti-social behaviour





B12.1 Respond to referrals from NSW Liquor & Gaming, work with the liquor accord to address anti-social behaviour, and undertake crime prevention activities.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
B12.1.1 Provide comments and / or submissions to NSW Liquor & Gaming and other relevant agencies on Liquor Licensing applications and referrals.	Indicator: <i>BI107</i> Number of liquor licence and licensing matters actioned	Manager Health Building and Regulatory Services	Period: n/a Value: >= 60 matters actioned	YTD Period: 01/07/24 - 30/06/25 YTD Value: 82 matters actioned 16 comments and / or submissions to NSW Liquor & Gaming and other relevant agencies on Liquor Licensing applications and referrals were carried for this quarter. A total of 82 Liquor Licencing-related referrals have been completed in the 2024/25 year.	

Randwick City Library Function: Information services

B13.1 Provide library collections, resources, services and programs to support lifelong learning and community well-being.



Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
B13.1.1 Provide community access to an extensive range of library resources and services through our libraries.	Indicator: <i>BI108</i> Number of active library members	Manager Library Services	Date: n/a Value: >= 45,000 Active members	Date: 30/06/25 Value: 53,545 Active members Bowen - 22616 MML - 28263 MAL - 2546 HLS - 120	







	<p>Indicator: <i>B110</i></p> <p>Total number of items borrowed from our libraries (including physical and digital)</p>	<p>Manager Library Services</p>	<p>Period: n/a</p> <p>Value: >= 800,000 Items</p>	<p>YTD Period: 01/07/24 - 30/06/25</p> <p>YTD Value: 886,036 Items</p> <p>eLoans - 51520 eNews - 44603 Bowen - 77357 MML - 48583 MAL - 8883 HLS - 1830</p>	
	<p>Indicator: <i>B1351</i></p> <p>Number of visits to the three physical libraries</p>	<p>Manager Library Services</p>	<p>Period: n/a</p> <p>Value: >= 350,000 visits</p>	<p>YTD Period: 01/07/24 - 30/06/25</p> <p>YTD Value: 425,449 visits</p> <p>Bowen - 54728 MML - 44411 MAL - 7348</p>	
<p>B13.1.2 Provide 24/7 access to our eLibrary services. The eLibrary provides access to online resources, films, eMagazines, eBooks and eAudiobooks.</p>	<p>Indicator: <i>B112</i></p> <p>Number eLibrary loans</p>	<p>Manager Library Services</p>	<p>Period: n/a</p> <p>Value: >= 155,000 Loans</p>	<p>YTD Period: 01/07/24 - 30/06/25</p> <p>YTD Value: 200,684 Loans</p>	
<p>B13.1.3 Provide access to the Randwick City Toy and Game Library which has over 2,500 high quality, educational and fun toys for children, with collections in all 3 library locations.</p>	<p>Indicator: <i>B113</i></p> <p>Number of items borrowed through the toy and game library</p>	<p>Manager Library Services</p>	<p>Period: n/a</p> <p>Value: >= 36,000 Items</p>	<p>YTD Period: 01/07/24 - 30/06/25</p> <p>YTD Value: 36,327 Items</p>	


B13.1.5 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>BI116</i> Number of educational and recreational programs, events and other activities provided through the library	Manager Library Services	Period: n/a Value: >= 1,100 Activities	YTD Period: 01/07/24 - 30/06/25 YTD Value: 1,704 Activities	
	Indicator: <i>BI117</i> Number of attendees at educational and recreational programs, activities and events provided through the library	Manager Library Services	Period: n/a Value: >= 18,000 Attendees	YTD Period: 01/07/24 - 30/06/25 YTD Value: 35,266 Attendees	

Randwick City Library Function: Library spaces

B14.1 Provide physical and virtual spaces to deliver library services, programs and activities.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
B14.1.1 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)	Indicator: <i>BI118</i> Utilisation of the Vonnie Young Auditorium, Maroubra (hours booked/hours available)	Manager Library Services	Period: n/a Value: >= 27%	Period: 01/04/25 - 30/06/25 Period Value: 64% Public Holidays: 4 days	
	Indicator: <i>BI119</i> Utilisation of the Maroubra Room (including Anzac and Gale Rooms), Maroubra (hours booked/hours available)	Manager Library Services	Period: n/a Value: >= 23%	Period: 01/04/25 - 30/06/25 Period Value: 55% Public Holidays: 4 Days	

- Margaret Martin Library Meeting Room (Randwick)	Indicator: <i>BI121</i> Utilisation of the Margaret Martin Library Meeting Room, Randwick (hours booked/hours available)	Manager Library Services	Period: n/a Value: >= 31%	Period: 01/04/25 - 30/06/25 Period Value: 107% Public Holidays: 4 days	
	Indicator: <i>BI353</i> Utilisation of the Exhibition space, Maroubra (days exhibition space used/days in period)	Manager Library Services	Period: n/a Value: >= 95%	Period: 01/04/25 - 30/06/25 Period Value: 100%	
B14.1.2 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.	Indicator: <i>BI122</i> Utilisation of Library bus (hrs bus used for community transport & public hire)	Manager Library Services	Period: n/a Value: >= 80%	Period: 01/04/25 - 30/06/25 Period Value: 89%	
B14.1.3 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>BI123</i> Number of library website page views	Manager Library Services	Period: n/a Value: >= 450,000 Views	YTD Period: 01/07/24 - 30/06/25 YTD Value: 530,976 Views	
	Indicator: <i>BI124</i> Number of sessions in library app	Manager Library Services	Period: n/a Value: >= 140,000 Sessions	YTD Period: 01/07/24 - 30/06/25 YTD Value: 208,585 Sessions	
	Indicator: <i>BI125</i> Number of Library Instagram and Facebook followers	Manager Library Services	Date: n/a Value: >= 5,000 Followers	Date: 30/06/25 Value: 5,776 Followers Instagram followers – 2,078 Facebook followers – 3,698	

Indicator: <i>B1126</i> Average daily reach of Library Facebook and Instagram posts	Manager Library Services	Period: n/a Value: >= 800 People/day (avg.)	Period: 01/04/25 - 30/06/25 Period Value: 924 People/day (avg.)	
Indicator: <i>B1127</i> Number of Library eNews subscribers	Manager Library Services	Date: n/a Value: >= 48,000 Subscribers	Date: 30/06/25 Value: 52,819 Subscribers	





Recreation Business Services Function: Leisure Centre Programs and Services




B16.1 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	Q4 (Current)	Current Performance
B16.1.3 Provide a variety of programs and recreational facilities at the Des Renford Leisure Centre (DRLC).	Indicator: <i>B1134</i> Number of visits to the Des Renford Leisure Centre per annum	Manager Recreation Business Services	Period: n/a Value: >= 800,000 Visits	Period: 01/04/25 - 30/06/25 Period Value: 945,371 Visits DRLC recorded 219,168 visits this quarter, representing a 10% increase compared to the same period last financial year. Across all four quarters, total visitation reached 945,371—a 7% year-on-year increase. These results demonstrate the centre's sustained strong community support and continued growth in participation.	

Waste, Cleansing and Public Safety Function: Waste and Recycling Services

B17.1 Manage the collection and processing of residential, commercial and public place waste.



Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
B17.1.1 Provide residential waste collection and processing services for FOGO, recyclables and rubbish.	Indicator: <i>BI142</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	Period: n/a Value: >= 50%	Period: 01/04/25 - 30/06/25 Period Value: 49% Tonnages on recycling and FOGO slightly down this quarter which is affecting the target value.	
	Indicator: <i>BI354</i> Percentage of bins missed (residential waste collection service)	Manager Waste, Cleansing and Public Safety	Period: n/a Value: <= 0.04%	Period: 01/04/25 - 30/06/25 Period Value: 0% Missed services for Waste bin are still over KPI, Waste manager has met with Cleanaway's Senior management and issued a letter for performance improvements.	
	Indicator: <i>BI355</i> Percentage of bins missed (residential recyclables collection service)	Manager Waste, Cleansing and Public Safety	Period: n/a Value: <= 0.04 %	Period: 01/04/25 - 30/06/25 Period Value: 0.00 % Target value met for this quarter	
	Indicator: <i>BI356</i> Percentage of bins missed (residential FOGO collection service)	Manager Waste, Cleansing and Public Safety	Period: n/a Value: <= 0.04 %	Period: 01/04/25 - 30/06/25 Period Value: 0.00 % Target value met for this quarter	



<p>B17.1.2 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.</p>	<p>Indicator: <i>BI144</i> Number of missed on-call clean up services</p>	<p>Manager Waste, Cleansing and Public Safety</p>	<p>Period: n/a Value: <= 800 Services</p>	<p>YTD Period: 01/07/24 - 30/06/25 YTD Value: 1,273 Services number of missed services are trending downwards however issues continue with the current system a number of these are for additional collections that were not specified (i.e. general booked but white goods placed out but not booked) ongoing management of services until the implementation of the new Waste Edge system</p>	
<p>B17.1.4 Investigate and manage illegal dumping of rubbish within the LGA.</p>	<p>Indicator: <i>BI147</i> Percentage of customer service requests for removal of illegally dumped rubbish completed within SLA</p>	<p>Manager Waste, Cleansing and Public Safety</p>	<p>Period: n/a Value: >= 90%</p>	<p>Period: 01/04/25 - 30/06/25 Period Value: 69% Fire damaged truck remains off the road which has impacted on team's ability to respond to all illegal dumping reports within the allocated SLA, however all requests have been consistently completed each week with additional resources used on Saturdays to ensure these request are completed,</p>	
<p>B17.1.5 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.</p>	<p>Indicator: <i>BI149</i> Percentage of customer service requests for emptying a public bin responded to within SLA</p>	<p>Manager Waste, Cleansing and Public Safety</p>	<p>Period: n/a Value: >= 90%</p>	<p>Period: 01/04/25 - 30/06/25 Period Value: 79% 24 requests received - 19 within SLA With the introduction of our new Waste Edge system in which the Litter Bins were the first work group to proceed, we encountered some minor operational issues which had a negative impact on our results, however we believe these issues have now been resolved moving forward.</p>	

<p>B17.1.6 Manage and operate the Randwick Recycling Centre which accepts a wide range of recyclable materials and problem wastes.</p>	<p>Indicator: <i>BI358</i> Total amount of recyclables and problem wastes diverted from land fill through the Randwick Recycling Centre</p>	<p>Manager Waste, Cleansing and Public Safety</p>	<p>Period: n/a Value: >= 100 Tonnes</p>	<p>YTD Period: 01/07/24 - 30/06/25 YTD Value: 507 Tonnes YTD Value: 130.687 Tonnes Paint = 20,204 tonnes E-Waste = 36.870 tonnes Cardboard = 43.54 tonnes Polystyrene = 1.0tonnes Clothing = 3.845 tonnes Soft Plastics = 5.545 tonnes (1109 bags @5 kg p/bag) Oils = 3,300 litres Metal = 8.062 Other items = 8,231 Tonnes</p>	
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Waste, Cleansing and Public Safety Function: Public Place Cleansing


B18.1 Clean the City's assets and infrastructure in business centres, beaches, parks and other public places.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
<p>B18.1.1 Undertake scheduled and reactive cleaning of Council's parks, amenities and facilities in accordance with established service level agreements.</p>	<p>Indicator: <i>BI431</i> Percentage of customer service requests for cleaning of public toilets responded to within SLA</p>	<p>Manager Waste, Cleansing and Public Safety</p>	<p>Period: n/a Value: >= 90%</p>	<p>Period: 01/04/25 - 30/06/25 Period Value: 100% 14 requests all within SLA</p>	
<p>B18.1.2 Undertake scheduled and reactive sweeping and cleaning of Council's footpaths, streets and public carparks in accordance with established service level agreements.</p>	<p>Indicator: <i>BI432</i> Percentage of customer service requests for sweeping and cleaning of Council's footpaths, streets and public carparks responded to within SLA</p>	<p>Manager Waste, Cleansing and Public Safety</p>	<p>Period: n/a Value: >= 90%</p>	<p>Period: 01/04/25 - 30/06/25 Period Value: 97% 291 requests - 282 within SLA</p>	

B18.1.3 Remove graffiti from public property and from publicly accessible frontages of private properties with owner's consent.	Indicator: <i>BI163</i> Percentage of customer service requests for removal of graffiti responded to within SLA	Manager Waste, Cleansing and Public Safety	Period: n/a Value: >= 90%	Period: 01/04/25 - 30/06/25 Period Value: 98% Actions completed	
B18.1.4 Undertake scheduled and reactive cleaning of the City's beaches and ocean pools in accordance with established service level agreements.	Indicator: <i>BI165</i> Percentage of customer service requests for cleaning of beaches and ocean pools responded to within SLA	Manager Waste, Cleansing and Public Safety	Period: n/a Value: >= 90%	Period: 01/04/25 - 30/06/25 Period Value: 70% This is an ongoing issue that has been identified, and plans have been put into place for increased resources to address cleaning schedules.	



Waste, Cleansing and Public Safety Function: Plant & Fleet Management

B19.1 Manage Council's plant and fleet including procurement, maintenance and disposal.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
B19.1.1 Plan and complete all planned and reactive maintenance of plant & fleet assets.	Indicator: <i>BI166</i> Number of reactive plant and fleet maintenance tasks completed	Manager Waste, Cleansing and Public Safety	Period: n/a Value: <= 1,200 Tasks	YTD Period: 01/07/24 - 30/06/25 YTD Value: 1,044 Tasks Of the 369 incidents of repairs completed, 251 were mechanical including 46 incidents of mower and small plant repairs. 72 tyre replacement and puncture incidents for passenger / light commercial vehicles and trucks. 35 instances of stand-alone pink slip inspections required for registration renewal. Delays for mechanical repairs were experienced due to third parties not having parts available at the time.	


Infrastructure Services Function: Asset construction




B22.1 Construct new public assets and infrastructure.



Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
B22.1.1 Implement Council's capital works program including construction of buildings, footpaths, roads, drainage and open space infrastructure.	Indicator: <i>BI174</i> Progress in implementing the annual capital works program (measured through program expenditure)	Manager Infrastructure Services	Date: n/a Value: >= 90%	Date: 30/06/25 Value: 100% 24/25 Capital Works Budget Allocation for infrastructure was \$34M Progress including commitment is \$36M	
B22.1.2 Implement the Road Rehabilitation Program as part of the Capital Works Program, including road re-sheeting.	Indicator: <i>BI175</i> Progress in implementing the road rehabilitation program (measured through program expenditure)	Manager Technical Services	Date: n/a Value: >= 90%	Date: 30/06/25 Value: 100% Road Rehabilitation Program has been delivered completely.	

Infrastructure Services Function: Asset Maintenance

B23.1 Maintain public assets and infrastructure to meet operational requirements and agreed service levels.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
B23.1.1 Maintain Council's open space areas in accordance with established service level agreements. This includes maintenance of Council's parks and playgrounds, sports fields,	Indicator: <i>BI177</i> Percentage of customer service requests for maintenance of Council's open space areas responded to within SLA	Manager Infrastructure Services	Period: n/a Value: >= 90%	Period: 01/04/25 - 30/06/25 Period Value: 83% During the current period 83.1% of service requests were completed within SLA.	

<p>bushland, coastal walkway, reserves, gardens, streetscapes and landscaped areas within the cemetery.</p>	<p>Indicator: <i>BI365</i> Percentage of bushland sites receiving bush regeneration during the period</p>	<p>Manager Infrastructure Services</p>	<p>Period: n/a Value: = 100%</p>	<p>Period: 01/04/25 - 30/06/25 Period Value: 100%</p> <p>100% of bushland sites have received bush regeneration treatments during the period. All Bushcare sites have been attended to during the period. In addition, four corporate groups have participated in working bees at Council bushland sites.</p>	
<p>B23.1.2 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>BI179</i> Percentage of customer service requests for maintenance of Council's drainage infrastructure responded to within SLA</p>	<p>Manager Infrastructure Services</p>	<p>Period: n/a Value: >= 90%</p>	<p>Period: 01/04/25 - 30/06/25 Period Value: 72%</p> <p>Target was not achieved for the quarter as pit cleaning can be impacted by parked vehicles blocking access to pits. However, performance improved on previous quarter even if number of requests is higher than baseline.</p>	
<p>B23.1.3 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>BI181</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>Period: n/a Value: >= 90%</p>	<p>Period: 01/04/25 - 30/06/25 Period Value: 69%</p> <p>69% of service requests were completed as per SLA for the maintenance of Councils assets in the road reserve. There was an increase volume of signage, footpath and road request that impacted performance.</p>	

B23.1.4 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>BI183</i> Percentage of customer service requests for maintenance of Council owned buildings, facilities and venues responded to within SLA	Manager Infrastructure Services	Period: n/a Value: >= 90%	Period: 01/04/25 - 30/06/25 Period Value: 90% Randwick City Council's Trades Section maintains 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.	
B23.1.6 Manage and maintain public assets which have hazardous materials or specific environmental operational requirements.	Indicator: <i>BI185</i> Number of EPA clean up orders received	Manager Infrastructure Services	Period: n/a Value: = 0 Orders	YTD Period: 01/07/24 - 30/06/25 YTD Value: 0 Orders No clean up orders were received from the EPA.	




Infrastructure Services Function: Emergency Management

B24.1 Plan, prepare, coordinate and implement emergency/incident management and response in the LGA.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
B24.1.1 Plan for and respond to emergency situations within the LGA. This includes the development of Council's Emergency Management Plan.	Indicator: <i>BI187</i> Percentage of after hours requests requiring an action that are responded to	Manager Infrastructure Services	Period: n/a Value: >= 99%	Period: 01/04/25 - 30/06/25 Period Value: 100% April - 884 calls, 249 actioned May - 876 calls, 343 actioned June - 741 calls, 275 actioned Total calls 2501 for the QTR, 867 requiring action.	



Infrastructure Services Function: Tree & Plant Management


B25.1 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	Q4 (Current)	Current Performance
B25.1.1 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>BI188</i> % of budgeted nursery revenue received	Manager Infrastructure Services	Date: n/a Value: >= 90%	Date: 30/06/25 Value: 91% The Nursery has generated 91% of expected income for the financial year. Internal sales were above expectation, whilst external sales were below expectation, which led to this result.	
B25.1.3 Assess and determine applications for pruning/removal of private trees. This includes tree permit applications and heritage tree applications.	Indicator: <i>BI191</i> Percentage of tree permit and heritage tree applications determined within 20 working days	Manager Infrastructure Services	Period: n/a Value: >= 90%	Period: 01/04/25 - 30/06/25 Period Value: 93% Target is achieved as almost all applications (93%) are processed within 20 working days. When it is not the case it is because resident requests a meeting with the Tree Preservation and Maintenance Officer on a specific date outside of this time frame.	
B25.1.4 Undertake pruning and maintenance of Council's trees to maintain public safety.	Indicator: <i>BI195</i> Percentage of customer service requests for maintenance of Council trees responded to within SLA	Manager Infrastructure Services	Period: n/a Value: >= 90%	Period: 01/04/25 - 30/06/25 Period Value: 37% A lot of requests this quarter (718) due to multiple storms with high wind impacting our urban forest. Team member on long leave during the whole quarter impacted team capacity to process requests within SLA.	

Technical Services Function: Asset Lifecycle Planning


B26.1 Manage asset lifecycle planning (including creation, renewal, operation, maintenance and disposal) to ensure sustainable service delivery.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
B26.1.10 Plan and undertake building design, civil design and landscape design of public assets, infrastructure and public domain areas.	Indicator: <i>BI370</i> Progress on planned building designs for 2024-25	Coordinator Major Projects	Date: n/a Value: >= 60%	Date: 30/06/25 Value: 75% Coogee Beach Amenities - progressing DA Burrows Park Amenities - progressing amenities facility concept design Maroubra SLSC - public consultation underway South Maroubra SLSC - project brief and governance to commence Pioneers Park Amenities - concept design underway Snape Park Amenities - concept design approved by Council, public exhibition closed Randwick Stables - consultant engaged and underway Randwick Literary Institute - consultant engaged and underway Latham Park Amenities - project brief development underway	
B26.1.11 Assess and determine applications to build driveways or undertake other civil works in a public road reserve.	Indicator: <i>BI209</i> Percentage of civil works applications processed within 30 working days	Manager Technical Services	Period: n/a Value: >= 80%	Period: 01/04/25 - 30/06/25 Period Value: 78% Percentage of applications has dropped slightly compared to the last reporting period. This is largely due to staff absence/leave but is back on track.	

B26.1.12 Develop and maintain plans of management for Council managed land.	Indicator: <i>BI416</i> Progress in reviewing the Coogee Oval Plan of Management (POM)	Manager Technical Services	Date: n/a Value: >= 40%	Date: 30/06/25 Value: 20%	
The Plan of Management for Community Land is on public exhibition until 23 July 2025 and will be reported to council in August 2025. The Maroubra Foreshore PoM to go on exhibition in last quarter of 2025. The Coogee Foreshore PoM will commence following adoption of these 2 PoMs.					




Technical Services Function: Floodplain Management

B28.1 Manage catchments within the LGA to reduce the risk of flooding to people and properties.




Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
B28.1.2 Implement flood mitigation projects and strategies identified through floodplain planning.	Indicator: <i>BI213</i> Progress in implementing the annual drainage capital works program (measured through program expenditure)	Manager Technical Services	Date: n/a Value: >= 80%	Date: 30/06/25 Value: 85%	
Drainage Capital Works has been delivered in line with commitments made. Some projects (floodplain management) are being rolled over due to their long-term natures and savings have been made on storm water relining to undertake more significant works in the new financial year.					

Customer & Compliance Function: Property and Land Management

B29.1 Administer the use of Council's property and land assets.




Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
B29.1.1 Manage the hire and use of Council's sports fields by sporting groups, schools, charitable organisations and the general public.	Indicator: <i>BI372</i> Use of sports fields (hours booked)	Manager Infrastructure Services	Period: n/a Value: >= 43,212 hrs	YTD Period: 01/07/24 - 30/06/25 YTD Value: 48,472 hrs Sports field bookings amounted to 19,704 hours of organised sport for the quarter.	
B29.1.2 Manage the Randwick Cemetery including arrangements for interment/burial, administration of cemetery register, enquiries and oversight of private memorial works.	Indicator: <i>BI215</i> Percentage of cemetery enquiries responded to within 15 working days	Manager Technical Services	Period: n/a Value: >= 90%	Period: 01/04/25 - 30/06/25 Period Value: 94%	
B29.1.3 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.	Indicator: <i>BI217</i> Percentage of applications for activities on Council's beaches and parks processed within 15 working days	Manager Technical Services	Period: n/a Value: >= 90%	Period: 01/04/25 - 30/06/25 Period Value: 93%	

■ Achieved ■ Carried Forward ■ On Hold ■ Not achieved

<p>B29.1.4 Manage use of Council's community halls including:</p> <ul style="list-style-type: none"> - Burnie Park Community Centre - Clovelly Senior Citizens Centre - Coogee Senior Citizens Centre - Kensington Park Community Centre Halls 1 & 2 - Malabar Memorial Hall - Maroubra Senior Citizens Centre - Matraville Youth and Cultural Hall (MYCH) - South Coogee Totem Hall - Randwick Town Hall 	<p>Indicator: <i>BI312</i></p> <p>Utilisation of Council Community Halls (hours booked)</p>	<p>Manager Customer and Compliance</p>	<p>Period: n/a</p> <p>Value: > 10,000.00 Hours Booked</p>	<p>Period: 01/04/25 - 30/06/25</p> <p>Period Value: 14,794.00 Hours Booked</p> <p>1092 bookings across our community halls totalling 3550 hours this quarter. This brings the total hours for the year to 14,794 hours which is an excellent result.</p>	
<p>B29.1.5 Execute and manage tenancy contracts including leases, licenses and occupation agreements for Council owned assets.</p>	<p>Indicator: <i>BI219</i></p> <p>Number of tenancy contracts (including leases, licenses and occupation agreements for Council owned assets) executed in accordance with relevant legislation</p>	<p>Manager Customer and Compliance</p>	<p>Period: n/a</p> <p>Value: >= 100 %</p>	<p>YTD Period: 01/07/24 - 30/06/25</p> <p>YTD Value: 103 %</p> <p>19 community, commercial, residential and footway dining agreements have been legally executed during this period.</p>	
<p>B29.1.6 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.</p>	<p>Indicator: <i>BI220</i></p> <p>Percentage of enquiries regarding Council's land administration functions responded to within 15 working days</p>	<p>Manager Customer and Compliance</p>	<p>Period: n/a</p> <p>Value: > 90%</p>	<p>Period: 01/04/25 - 30/06/25</p> <p>Period Value: 100%</p> <p>All enquiries regarding Council's land administration functions have been responded to within 15 working days</p>	


Customer & Compliance Function: Customer Service Management

B30.1 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	Q4 (Current)	Current Performance
B30.1.3 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 Customer and Compliance	Period: n/a Value: >=85%	Period: 01/04/25 - 30/06/25 Period Value: 77% Average 77% of customer service requests completed within SLA this quarter. Areas of issue have been identified, and Council is working to address these issues in order to achieve the service levels agreed to with our community.	
	Indicator: <i>BI227</i> Percentage of phone calls received through call centre abandoned	Manager Customer and Compliance	Period: n/a Value: < 5%	Period: 01/04/25 - 30/06/25 Period Value: 3% April 2.5%, May 2.6% & June 2.7% abandoned call rate. Average abandoned call rate this quarter is 2.6% which is an excellent result for our community.	
B30.1.4 Develop and adopt 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: n/a Value: = 100%	Date: 30/06/25 Value: 100% A mobile-first service request site has been prepared and will be promoted in 2025-25. Improvements have been made to the website content, forms and search. The customer survey comments have been actioned, and the next work plan has incorporated the feedback.	



Customer & Compliance Function: Procurement Management



B31.1 Manage Council's procurement processes to ensure compliance with legislation, internal policy and industry best practice.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
B31.1.2 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 Customer and Compliance	Period: n/a Value: = 100%	Period: 01/04/25 - 30/06/25 Period Value: 100% 100% of agreements entered into over the period were executed under the appropriate delegation.	

Customer & Compliance Function: Governance Management



B32.1 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	Q4 (Current)	Current Performance
B32.1.1 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 Customer and Compliance	Period: n/a Value: >= 90%	Period: 01/04/25 - 30/06/25 Period Value: 97% 98% of informal access to information requests were processed within five (5) working days during the previous quarter.	
	Indicator: <i>BI233</i> Percentage of formal GIPA applications processed within legislated 20 working days	Manager Customer and Compliance	Period: n/a Value: = 100%	Period: 01/04/25 - 30/06/25 Period Value: 100%	

B32.1.2 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 Customer and Compliance	Period: n/a Value: = 100%	Period: 01/04/25 - 30/06/25 Period Value: 100%	
B32.1.3 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 Customer and Compliance	Period: n/a Value: >= 12 Meetings	YTD Period: 01/07/24 - 30/06/25 YTD Value: 16 Meetings 15 Council meetings held during 2024/25 where administrative KPIs were met (timely, accurate draft business paper, agenda and minutes, and internal coordination of NoMs).	

Customer & Compliance Function: Enterprise Risk Management



B33.1 Develop and maintain the Enterprise Risk Management Framework including communication, consultation, monitoring, review, recording, reporting and WHS.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
B33.1.2 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	Date: n/a Value: > 90%	Date: 30/06/25 Value: 100% The number of risks can vary through the year as new ones come into the register and others are closed. 100% of risks have been reviewed as at 30 June 2025.	
B33.1.3 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	Period: n/a Value: >=90%	Period: 01/04/25 - 30/06/25 Period Value: 89%	

■ Achieved ■ Carried Forward ■ On Hold ■ Not achieved




Human Resources Function: Employee On-board Management

B34A.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	Q4 (Current)	Current Performance
B34A.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 through the OfficeVibe Employee Net Promoter score)	Manager Human Resources	Date: n/a Value: >= 0	Date: 30/06/25 Value: 14 As of January 2025, Council no longer use OfficeVibe as its survey provider. The NPS score of +14 is taken from our Biennial All Staff Engagement Survey conducted in May 2024.	
B34A.1.2 Review opportunities for enhanced pathways within the structure through the introduction of new trainee, apprentice and graduate positions.	Indicator: <i>BI378</i> Number of opportunities created as new trainee, apprentice, graduate and identified positions	Manager Human Resources	Period: n/a Value: >= 12 Positions	YTD Period: 01/07/24 - 30/06/25 YTD Value: 59 Positions Student- 9 Apprentice - 3 Cadet- 2 Trainee - 2 Identified - 2 5 new appointments during this quarter.	

Human Resources Function: Employee Development and Retention Management

B34B.1 Develop and retain employees and maintain an optimum/balanced turnover of staff.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
B34A.1.5 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 OfficeVibe surveys)	Manager Human Resources	Date: n/a Value: > = 7	Date: 30/06/25 Value: 66 As of January 2025, Council no longer use OfficeVibe as its survey provider. The Engagement score of 66% is taken from our Biennial All Staff Engagement Survey conducted in May 2024.	
B34A.1.7 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	Period: n/a Value: > = 2,077 Hours	YTD Period: 01/07/24 - 30/06/25 YTD Value: 4,352 Hours During the final quarter of 2024-2025 there was a total of 1752.50 hours undertaken (representing 221 internal, 566 external and 965.50 online). This represents an overall increase in hours undertaken for the year (being 4352 for 2024-2025 against 3099 for 2023-2024)	
B34A.1.9 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 OfficeVibe surveys)	Manager Human Resources	Date: n/a Value: > = 7.00	Date: 30/06/25 Value: 45.00 As of January 2025, Council no longer use OfficeVibe as its survey provider. The Wellness score of +45 NPS is taken from our Annual Wellbeing Survey conducted in December 2024.	

■ Achieved ■ Carried Forward ■ On Hold ■ Not achieved

B34B.1.10 Provide employees and specialist roles with mental health first aid training.	Indicator: <i>B1388</i> Number of mental health first aid training courses provided to leaders	Manager Human Resources	Period: n/a Value: >= 2 Training courses	YTD Period: 01/07/24 - 30/06/25 YTD Value: 7 Training courses Mental Health First Aid training was held on 21 & 22 May 2025 to 14 staff including 4 leaders. Managing Complex Performance and Mental Health training was held on 12 May 2025 to 13 Managers and on 13 May to 17 other leaders.	
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Finance Function: Accounting




B35.1 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	Q4 (Current)	Current Performance
B35.1.1 Manage and record the financial transactions arising from Council's activities, including the preparation of financial statements and returns.	Indicator: <i>B1241</i> Progress in preparing and delivering financial statements and returns	Chief Financial Officer	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% The preparation and submission of financial statements and returns are progressing on schedule and in line with expectations.	

Finance Function: Financial Management and Control

B36.1 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	Q4 (Current)	Current Performance
B36.1.1 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: n/a Value: = 100%	Date: 30/06/25 Value: 100% Long Term Financial Plan, Operational Plans, Fees and Charges, Budget for 2025/26 endorsed on 17 June Ordinary Council Meeting	
B36.1.2 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: n/a Value: = 100%	Date: 30/06/25 Value: 100% All reporting deadlines to Council have been met, and sensitivity analysis has been undertaken across both medium- and long-term horizons, informed by management discussions and Councillor workshops.	
B36.1.4 Manage Council's cash and investment portfolio to achieve a return greater than AusBond Bank Bill Index, with no loss of capital.	Indicator: <i>BI246</i> Return on investment (%) / AusBond Bank Bill Index (%)	Chief Financial Officer	Period: n/a Value: > 100%	Period: 01/04/25 - 30/06/25 Period Value: 119% Investments remain consistently aligned with the Council's investment policy, with both new investments and renewals reflecting this strategy. For the quarter ending 30 June 2025, Council's achieved an actual return of 1.21% outperforming the benchmark AusBond Bank Bill Index return of 1.02%.	



<p>B36.1.5 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.</p>	<p>Indicator: <i>BI247</i> Progress in assessing any financial indicators that do not meet benchmark (refer to B36.1.9)</p>	<p>Chief Financial Officer</p>	<p>Date: n/a Value: = 100%</p>	<p>Date: 30/06/25 Value: 100% Long Term Financial Plan 2025-2035 and Budget for 2025/26 endorsed on 17 June Ordinary Council Meeting indicate all financial indicators continue to meet the benchmarks set by the Office of Local Government.</p>	
<p>B36.1.10 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.</p>	<p>Indicator: <i>BI260</i> Progress in testing proposed new or enhanced infrastructure or services within Council's LTFP</p>	<p>Chief Financial Officer</p>	<p>Date: n/a Value: = 100%</p>	<p>Date: 30/06/25 Value: 100% Long Term Financial Plan 2025-35 endorsed on 17 June Ordinary Council Meeting with introduction of Capital Works Companion and Capital forward planning sessions.</p>	
<p>B36.1.14 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.</p>	<p>Indicator: <i>BI264</i> Progress in delivering the following statutory statements, budgets and reviews: Quarterly budget reviews; Audited Annual Financial Statement; 2024-25 Budget; Monthly reports and Investment Reports</p>	<p>Chief Financial Officer</p>	<p>Date: n/a Value: = 100%</p>	<p>Date: 30/06/25 Value: 100% All statutory and reporting obligations have been met, including the completion of Quarterly Budget Reviews, the preparation of the Audited Annual Financial Statements, the endorsement of the 2025-26 Budget, Monthly Financial Reports, and Investment Reports.</p>	

<p>B42.1.1 Test strategic and operational financial controls periodically, within Council's internal audit program, and report to the Audit Risk and Improvement Committee.</p>	<p>Indicator: <i>BI245</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</p>	<p>General Manager</p>	<p>Date: n/a Value: >= 90%</p>	<p>Date: 30/06/25 Value: 100% Between 1 April and 30 June 2025, a total of 25 key strategic and operational financial controls were tested as part of Council's FY25 Annual Strategic Internal Audit Plan. This represents 100% coverage for the quarter and contributes to exceeding the annual target of >= 90%.</p>	
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Information Management and Technology Services Function: Information Management




B37.1 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	Q4 (Current)	Current Performance
<p>B37.1.1 Ensure that Council data and record holdings meet business needs and legislative requirements</p>	<p>Indicator: <i>BI265</i> Progress towards delivery of the IM&T Records and Information Management Work Program</p>	<p>Manager Information Management and Technology</p>	<p>Period: n/a Value: = 100%</p>	<p>Period: 01/04/25 - 30/06/25 Period Value: 100% A revised Records Management Policy, Data Management Policy and Information Governance Framework have now been adopted by the GMT (25 June 2025). A revised Records Management Program has been finalised and reviewed by the Director Corporate Services. A series of Guidelines related to the Enterprise Content Management area have been created for: Web Management, Spatial Management, Name and Address Register (NAR) and Information Management (DA Applications).</p>	


	<p>Indicator: <i>BI417</i></p> <p>Ongoing achievement of a Records Management Maturity Score of 4/5 or higher</p>	<p>Manager Information Management and Technology</p>	<p>Period: n/a</p> <p>Value: >= 4.00 Score (out of 5)</p>	<p>Period: 01/04/25 - 30/06/25</p> <p>Period Value: 4.68 Score (out of 5)</p> <p>No result has been obtained since August 2024. The next scheduled State Records assessment is for 2026. Since the last result some measures have been implemented including: completion of the Crown Jewels Analysis, inclusion of a records management statement in all contractual arrangements as standard and creation of a State Archives Plan. This should contribute to maintaining or improving the overall score.</p>	
<p>B37.1.2 Build a data warehouse to encompass all of Council's structured data and make it available for enterprise reporting and analytics, through a business intelligence (BI) solution.</p>	<p>Indicator: <i>BI393</i></p> <p>Progress towards delivery of the Work Program for data quality, reporting, dashboards and business intelligence</p>	<p>Manager Information Management and Technology</p>	<p>Period: n/a</p> <p>Value: = 100%</p>	<p>Period: 01/04/25 - 30/06/25</p> <p>Period Value: 100%</p> <p>This quarter deliverables were focused on new or improved BI dashboards:</p> <ul style="list-style-type: none"> - InfoCouncil access for Councillors - Monthly tracking of casual employees - Gap analysis of Full Time Equivalent between Budget and Actuals - Customer Satisfaction dashboard updated daily - Development Applications improvements - Tree Services report - Analysis of standing purchase orders 	

Information Management and Technology Services Function: Technology Management

B38.1 Develop, implement and maintain integration and technology management solutions that support Council's operations.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
B38.1.1 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	Manager Information Management and Technology	Period: n/a Value: >= 95%	Period: 01/04/25 - 30/06/25 Period Value: 99% According to Freshservice metrics, 70 tickets were not achieved within SLA - 99.14% were completed in line with SLA.	
B38.1.5 Optimise Council's hardware infrastructure (compute, storage and network), through an increase in availability to 99%.	Indicator: <i>BI272</i> Availability of application systems during supported hours of operation excluding planned maintenance activities	Manager Information Management and Technology	Period: n/a Value: >= 99.00 %	Period: 01/04/25 - 30/06/25 Period Value: 96.65 % Two outages were experienced during this reporting period for specific applications and services as per below: - DRC - Envibe - Friday 25/4 8:00 - 9:45 AM (1 hour 15 mins) - All CCTV - WAVE VMS - Monday 05/05 7:00 AM - Wednesday 7:00 AM 08/05 (3 Days / 72 hours)	
	Indicator: <i>BI273</i> Availability of network and datacentre infrastructure services during supported hours of operation excluding planned maintenance activities	Manager Information Management and Technology	Period: n/a Value: >= 99.00 %	Period: 01/04/25 - 30/06/25 Period Value: 99.96 % Three outages were experienced during this reporting period for the network and supporting infrastructure as per below: - Azure IaaS (Hosts corporate applications and data)- Friday 23/05/25 2:30 - 2:45 PM (15 mins) - Azure IaaS (Hosts corporate applications and data) - Monday 26/05/25 5:10 - 5:25 PM (15 mins) - Lionel Bowen Library - Thursday 29/05/25 11:50 AM - 12:15 PM (25 mins)	

■ Achieved ■ Carried Forward ■ On Hold ■ Not achieved







<p>B38.1.9 Continuously improve Council's cyber security maturity and resilience against cyber incidents</p>	<p>Indicator: <i>BI402</i> Progress towards delivery of the IM&T Cyber Security Work Program including implementing and maintaining the Essential 8 Maturity Model</p>	<p>Manager Information Management and Technology</p>	<p>Period: n/a Value: = 100%</p>	<p>YTD Period: 01/07/24 - 30/06/25 YTD Value: 400% Annual penetration has been completed, and all High and Medium findings have been accepted or remediated. The cyber security work program remains on track, with six tasks completed in the last quarter. These include reviewing the Council's information holdings and Data Management Policy, consolidating legacy SQL Services, conducting a phishing simulation, and activities aimed at improving maturity against the Essential Eight framework. Achieving Essential 8 Maturity Level 2 maturity for the control areas Patch Applications, Patch Operating Systems, and Multi-Factor Authentication are on track for completion by 31 December 2025.</p>	
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Communications Function: Community engagement




B39.1 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	Q4 (Current)	Current Performance
<p>B39.1.1 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.</p>	<p>Indicator: <i>BI278</i> Number of editions of Scene Magazine produced</p>	<p>Manager Communications</p>	<p>Period: n/a Value: >= 4 Editions</p>	<p>YTD Period: 01/07/24 - 30/06/25 YTD Value: 3 Editions Winter 2025 edition of Scene magazine - special 10th anniversary edition. 3 editions of Scene Magazine were produced in the 2024-25 year. The 4th edition would have been the Spring 2024 edition which was not produced due to the Council elections.</p>	

■ Achieved ■ Carried Forward ■ On Hold ■ Not achieved

	Indicator: <i>BI279</i> Number of editions of Randwick eNews produced	Manager Communications	Period: n/a Value: >= 48 Editions	YTD Period: 01/07/24 - 30/06/25 YTD Value: 50 Editions	
	Indicator: <i>BI280</i> Randwick eNews open rate	Manager Communications	Period: n/a Value: >= 32%	Period: 01/04/25 - 30/06/25 Period Value: 49%	
	Indicator: <i>BI282</i> Randwick eNews subscribers	Manager Communications	Date: n/a Value: >= 50,000 Subscribers	Date: 30/06/25 Value: 52,069 Subscribers	
	Indicator: <i>BI283</i> Number of followers of Council's corporate social media accounts (Facebook, Twitter, Insta, YouTube, LinkedIn and Mayor's Twitter)	Manager Communications	Date: n/a Value: >= 60,000 Followers	Date: 30/06/25 Value: 68,769 Followers	
	Indicator: <i>BI284</i> Number of Council Facebook posts, Council Twitter posts, Mayoral Twitter posts, and Council insta posts	Manager Communications	Period: n/a Value: >= 900 Posts	YTD Period: 01/07/24 - 30/06/25 YTD Value: 1,413 Posts	
B39.1.2 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.	Indicator: <i>BI286</i> Number of active subscribers to YourSay Randwick	Manager Communications	Date: n/a Value: >= 10,000 Subscribers	Date: 30/06/25 Value: 14,755 Subscribers	
B39.1.3 Provide meaningful and relevant opportunities for community participation through face to face engagement.	Indicator: <i>BI410</i> Percentage of precincts meeting monthly or bi-monthly	Manager Communications	Period: n/a Value: >= 100%	Period: 01/04/25 - 30/06/25 Period Value: 100%	



■ Achieved ■ Carried Forward ■ On Hold ■ Not achieved

	<p>Indicator: <i>BI411</i> Number of Let's Chat sessions</p>	<p>Manager Communications</p>	<p>Period: n/a Value: >= 10 Let's Chat sessions</p>	<p>YTD Period: 01/07/24 - 30/06/25 YTD Value: 6 Let's Chat sessions Super Saturday Let's Chat events held across all wards on Saturday 21 June 2025.</p>	
	<p>Indicator: <i>BI412</i> Number of Precinct Coordination Committee meetings</p>	<p>Manager Communications</p>	<p>Period: n/a Value: >= 24 Reference Group meetings</p>	<p>YTD Period: 01/07/24 - 30/06/25 YTD Value: 27 Reference Group meetings Consistent with Council's Operational Plan, Council held 4 meetings of the Combined Precinct Coordination Committee (which includes the elected office bearers from each Precinct) in 2024-25. In addition 2 Arts and Culture Advisory Committee meetings were held; 1 Resilience Committee was held, and 3 Anzac Trust meetings were held.</p>	
<p>B39.1.4 Support the creation, presentation and distribution of effective and clear community communications through graphic design, animation, videography and photography.</p>	<p>Indicator: <i>BI292</i> Number of street banner campaigns installed</p>	<p>Manager Communications</p>	<p>Period: n/a Value: >= 12 Campaigns</p>	<p>YTD Period: 01/07/24 - 30/06/25 YTD Value: 28 Campaigns Anzac Day Coogee Dawn Service, Honouring Service campaign, Reconciliation Week, Scape, Koojay Corroboree, and Welcome street banners</p>	

	Indicator: <i>BI293</i> Number of Citylight campaigns installed	Manager Communications	Period: n/a Value: >= 12 Campaigns	YTD Period: 01/07/24 - 30/06/25 YTD Value: 21 Campaigns Anzac Day, No smoking and no vaping, operational plan and budget, Koojay Corroboree, and Sydney Film Festival.	
	Indicator: <i>BI294</i> Number of videos/animations produced	Manager Communications	Period: n/a Value: >= 40 Videos/Animations	YTD Period: 01/07/24 - 30/06/25 YTD Value: 71 Videos/Animations	
B39.1.5 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>BI298</i> Percentage of media deadlines met	Manager Communications	Period: n/a Value: = 100%	Period: 01/04/25 - 30/06/25 Period Value: 100%	
	Indicator: <i>BI299</i> Number of news items published on Council's website	Manager Communications	Period: n/a Value: >= 104 Items	YTD Period: 01/07/24 - 30/06/25 YTD Value: 185 Items	
B39.1.6 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>BI300</i> Number of items proof-read	Manager Communications	Period: n/a Value: >= 2,000 Items	YTD Period: 01/07/24 - 30/06/25 YTD Value: 2,232 Items	


Corporate Planning and Performance Function: Continuous Improvement

B40.1 Continuous Improvement

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
B40A.1.7 Deliver the 2024-25 Service Review Work Program	Indicator: <i>BI419</i> Progress towards delivery of the Work Program	Manager Corporate Planning and Performance	Date: n/a Value: = 100%	Date: 30/06/25 Value: 100% The 2024-25 Service Review Work Plan has been completed with 4 service reviews presented to council in the June 2025 meeting. Work on the recommendations from completed service reviews has been ongoing, with many recommendations being completed and finalised. A new Post-Implementation Review Template has been prepared to ensure benefits from actioning the recommendations have been realised.	
B40.1.1 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: n/a Value: = 100%	Date: 30/06/25 Value: 100% All statutory obligations have been met for Q4.	


Corporate Planning and Performance Function: Change Management


B41.1 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	Q4 (Current)	Current Performance
B41.1.1 Undertake business process re-engineering to optimise end-to-end processes and manage projects that deliver a better customer experience.	Indicator: <i>B1308</i> Number of business processes analysed	Manager Corporate Planning and Performance	Period: n/a Value: >= 10 Processes	YTD Period: 01/07/24 - 30/06/25 YTD Value: 16 Processes Processes for open space and sport field hire have been analysed as part of the implementation of the Bookable venue management system.	

Corporate Planning and Performance Function: Internal Audit


B42.1 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	Q4 (Current)	Current Performance
B42.1.1 Undertake internal audits to improve the effectiveness of risk management, control and governance processes.	Indicator: <i>B1309</i> Percentage of audits completed against the Annual Strategic Internal Audit Plan	General Manager	Date: n/a Value: >= 90%	Date: 30/06/25 Value: 100% Between 1 April and 30 June 2025, 4 audit engagements were completed, representing 31% of the audits scheduled in the FY25 Annual Strategic Internal Audit Plan. This brings the year-to-date completion rate to 100% and contributes to exceeding the annual target of >= 90%.	

<p>B42.1.2 Provide professional expert advice in relation to Council's governance, risk management and control processes.</p>	<p>Indicator: <i>BI310</i> Number of recommendations provided</p>	<p>General Manager</p>	<p>Period: n/a Value: >= 90%</p>	<p>Period: 01/04/25 - 30/06/25 Period Value: 100%</p> <p>Between 1 April 2025 to 30 June 2025, 17 pieces of advice and 14 audit recommendations were provided in relation to Council's governance, risk management and control processes. While there is no defined baseline for this indicator, the volume and frequency of advice and recommendations reflects ongoing support for continuous improvement and strong internal controls.</p>	
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Waste, Cleansing and Public Safety Function: Public Safety



B20A.1 Implement measures to maintain the physical safety and wellbeing of the community, including lifeguard services

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
<p>B20A.1.1 Provide lifeguard services at Coogee and Maroubra Beaches all year and at Clovelly during summer.</p>	<p>Indicator: <i>BI129</i> Percentage of incidents responded to along our coastline within 30-minutes of being notified</p>	<p>Manager Waste, Cleansing and Public Safety</p>	<p>Period: n/a Value: = 100%</p>	<p>Period: 01/04/25 - 30/06/25 Period Value: 100%</p> <p>Beach users from April to June 30: Maroubra 397,400 Coogee 571,950 Clovelly 356,365</p> <p>First Aid: Maroubra 645; Coogee 621; Clovelly 479 Rescues: Maroubra 49; Coogee 20; Clovelly 7 Major incidents: Maroubra 9; Coogee 6; Clovelly 5</p>	

	<p>Indicator: <i>BI362</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>Period: n/a</p> <p>Value: >= 15,000 Preventative actions</p>	<p>YTD Period: 01/07/24 - 30/06/25</p> <p>YTD Value: 20,023 Preventative actions</p> <p>Statistics have been obtained from Maroubra, Coogee, Clovelly, Little Bay and Malabar Beaches</p>	
<p>B20A.1.2 Provide schools and community groups with Surf and Water Safety Education Programs.</p>	<p>Indicator: <i>BI130</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>Period: n/a</p> <p>Value: >= 40 hrs</p>	<p>YTD Period: 01/07/24 - 30/06/25</p> <p>YTD Value: 66 hrs</p>	




Recreation Business Services Function: Leisure Centre Facilities Management

B15A.1 Clean and maintain the Des Renford Leisure Centre (DRLC) and provide administrative services to support the Leisure Centre operations.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
B15A.1.1 Maintain Pool water quality to the highest standards at Des Renford Leisure Centre at all times	Indicator: <i>B1128</i> Compliance with NSW Health guidelines for pool water quality	Manager Recreation Business Services	Period: n/a Value: = 100% Compliance	Period: 01/04/25 - 30/06/25 Period Value: 100% Compliance DRLC achieved 100% compliance with NSW Health pool water quality guidelines this quarter. Independent lab tests confirmed water quality consistently exceeded minimum standards, ensuring a safe environment for all users.	
B15A.1.2 Manage the hire and use of the Heffron Synthetic Soccer Field.	Indicator: <i>B1138</i> Use of Heffron Synthetic Soccer Field	Manager Recreation Business Services	Period: n/a Value: >= 20.00 hrs/week (avg.)	Period: 01/04/25 - 30/06/25 Period Value: 33.85 hrs/week (avg.) The Heffron Synthetic Soccer Field achieved an average of 33 hours of bookings per week this quarter. Demand remained strong throughout the peak winter season, highlighting the facility's popularity and consistent utilisation.	

Integrated Transport Function: Transport Planning and Facilities




B21A.1 Planning required in the operation, provision, project management and issues management 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	Q4 (Current)	Current Performance
B21A.1.1 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>BI364</i> Percentage of Service Requests regarding traffic arrangements and facilities that are responded to within SLA	Manager Integrated Transport	Period: n/a Value: > = 90%	Period: 01/04/25 - 30/06/25 Period Value: 100%	
B21A.1.2 Manage existing facilities for cyclists and pedestrians across the LGA, including consideration of new/updated signage and line marking.	Indicator: <i>BI415</i> Progress in implementing the annual capital works program (measured through program expenditure on construction of buildings only)	Manager Integrated Transport	Period: n/a Value: > = 80%	Period: 01/04/25 - 30/06/25 Period Value: 100% Facilities for pedestrians and bicycle riders continue to be planned and delivered as required. Some external delays have been imposed by TfNSW mandated reviews etc. However, Council officers continue to deliver required efforts.	
B21A.1.3 Manage public parking arrangements in the LGA, including operation of the Resident Parking Scheme and the provision of specific parking restrictions such as works zones and mobility impaired persons parking spaces.	Indicator: <i>BI171</i> Percentage of permit applications determined within 10 working days (Note: only approved applications are currently captured)	Manager Integrated Transport	Period: n/a Value: > = 90%	Period: 01/04/25 - 30/06/25 Period Value: 100% 2729 Permit applications determined over past 12 months.	

■ Achieved ■ Carried Forward ■ On Hold ■ Not achieved

Ranger Services Function: Ranger Services

B43.1 Implement measures to maintain the physical safety and wellbeing of the community, including ranger services

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
B43.1.1 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: <i>BI363</i> Percentage of known unregistered microchipped animals in LGA	Manager Ranger Services	Period: n/a Value: <= 7.00 %	Period: 01/04/25 - 30/06/25 Period Value: 0.05 % OLG figures indicate a total of 20103 known microchipped animals in LGA and 961 known unregistered microchipped animals in LGA.	
	Indicator: <i>BI94</i> Percentage of animal management customer service requests responded to within SLA	Manager Ranger Services	Period: n/a Value: >= 90%	Period: 01/04/25 - 30/06/25 Period Value: 96% Strong performance through Q4 with 96% of service requests responded to within SLA. Well above target of >90%	
B43.1.2 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>BI96</i> Percentage of parking related customer service requests responded to within SLA	Manager Ranger Services	Period: n/a Value: >= 90%	Period: 01/04/25 - 30/06/25 Period Value: 99% Strong performance through Q4 with 99% of service requests responded to within SLA.	

<p>B43.1.3 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.</p>	<p>Indicator: <i>B/98</i> Percentage of all customer service requests actioned by our Rangers (excluding parking related requests) that were responded to within SLA</p>	<p>Manager Ranger Services</p>	<p>Period: n/a Value: >= 90%</p>	<p>Period: 01/04/25 - 30/06/25 Period Value: 98% Current performance appears to be tracking well with customer requests completed within SLA timeframe at 98.33%. Well above target of >90%</p>	
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