
Quarterly Progress Reviews

July – September 2025

18 November 2025

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1. Explanatory Notes

How we measure progress for the Quarterly Progress Reporting

This document is the 2025-26 Progress Report for Q1. It is presented in 2 sections:

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

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

Performance is measured against the target value for each indicator.

2. Summary of Performance

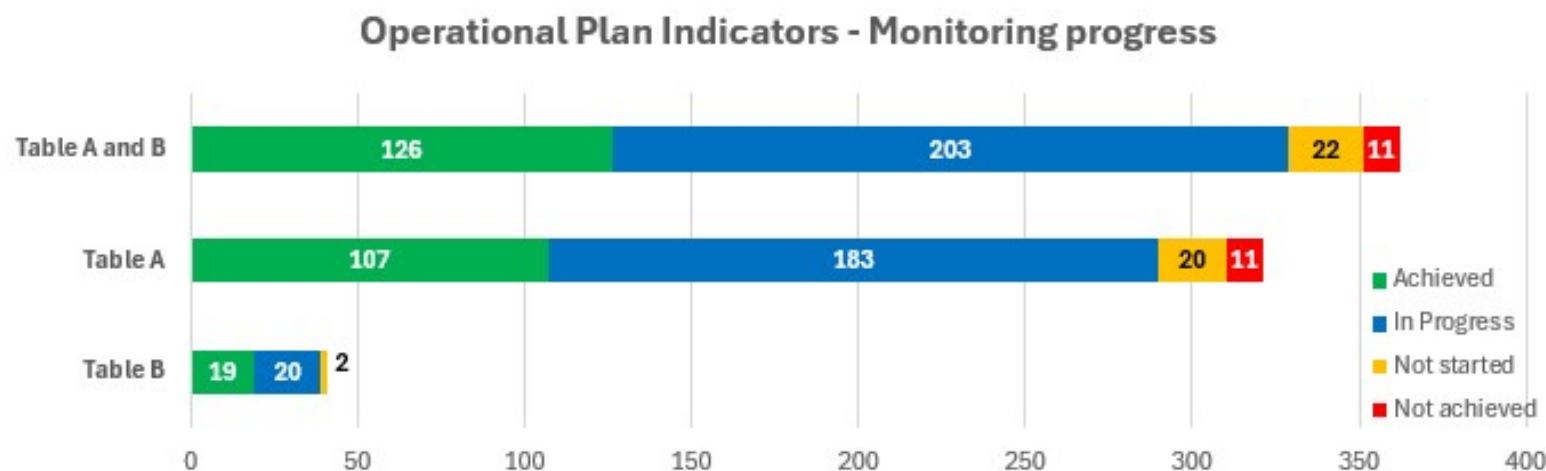
In Quarter 1, there were 362 indicators tracking progress of the operational plan activities scheduled in the quarter:

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

Of the total 362 indicators, **97%** have been achieved or are in progress, or have not yet commenced this quarter.

Of the Table A activities, **96.6%** have been achieved or are in progress, or have not yet commenced this quarter.

100% of Table B have been achieved, are in progress, or have not yet commenced this quarter.





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

Total 321 Indicators


3.1. Arts and Culture Strategy

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


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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A01.1.1 Deliver an innovative arts program that has the potential to expand visitation to the local area.	Indicator: <i>AI101</i> Number of events	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 1 Events	Date: 30/09/25 Value: 11 Events Council's Town Hall Takeover program premiered in July, delivering a suite of diverse low cost and free programming for the local community to enjoy. Between July and September, a total of 8 events were delivered resulting in 13 days of programming spanning creative markets, live music, workshops, staged readings, exhibitions, artist talks, panel discussions, live performance, and installations. In addition to this, Barrett House Studios hosted 3 events resulting in 5 days of free programming which included artist talks and exhibition openings.	
A01.1.2 Facilitate inclusion and remove barriers to participate in art and culture programs	Indicator: <i>AI102</i> Number of initiatives delivered	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 5 Initiatives	Date: 30/09/25 Value: 3 Initiatives Town Hall Takeover offers free and low cost programming of the Randwick Town Hall that spans creative markets, live music, workshops, staged readings, exhibitions, artist talks, panel discussions, live performance, installations and more. This program supports diverse communities to engage with arts and culture, we have observed an uplift in culturally and linguistically diverse communities, young people, LGBTQIA+ people, and people with disability engaging with our programs. Barrett House Studios further includes access and parental stipends to remove barriers for artists accessing our programs.	


A01.2 Support the planning and/or delivery of public art across the City guided by the Cultural Vision and Public Art Plan

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A01.2.1 Foster commissioning and implementation of public art projects that align with public art plan.	Indicator: <i>AI103</i> Number of public artworks	Manager Economic Development and Placemaking	Date: 30/06/26 Value: > = 2 Public artworks	Date: 30/09/25 Value: 0 Public artworks No public artworks were delivered this quarter. Arts & Culture are working with the developer Scape on the delivery of a third major public artwork by Monica Rani Rudhir through a VPA, which will be delivered toward the end of 2025 / beginning of 2026. A proposal to develop a public mural on the Malabar Surf Rescue 30 building was endorsed by Council and will be delivered in 2026.	


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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A01.3.1 Collaborate on partnership projects and programs with key cultural stakeholders within City of Randwick	Indicator: <i>AI104</i> Number of partnerships	Manager Economic Development and Placemaking	Date: 30/06/26 Value: > = 2 Partnerships	Date: 30/09/25 Value: 2 Partnerships A strong collaboration continues with Arts and Culture and the Randwick Health and Innovation Precinct specifically Heart of Randwick. The Town Hall Takeover program has produced a strong grassroots-level partnership with Project Market-Space delivering a series of pop-up markets showcasing multidisciplinary creatives, live music and craft workshops.	

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


Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A01.4.1 Complete the Feasibility Study and Masterplan Process, and Community Consultation for the La Perouse First Nations Cultural Precinct by 2026	Indicator: <i>AI105</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 10% In collaboration with the La Perouse Local Aboriginal Land Council and Council planning teams, the Pre-Feasibility report has been finalised and supported further lease negotiations with the National Parks and Wildlife Service.	

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


Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A01.5.1 Develop a list of existing and potential future cultural events across the local government area	Indicator: <i>A1106</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 90% Council's What's On Calendar is a free platform for community to list their events, allowing creatives to expand the reach of their cultural programs. The Arts & Culture team provide regular recommendations for artists to list their programs on this platform, also supporting artists in existing programs by listing their events on the What's On Calendar. Further to this, the Arts & Culture newsletter profiles programs delivered by Council across the LGA.	

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


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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A02.1.1 Establish a program of open streets and festival programming across the LGA's town centres, to be delivered annually by 2032	Indicator: <i>A1107</i> Number of cultural events	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 2 Cultural events	Date: 30/09/25 Value: 3 Cultural events The Economic Development and Events teams deliver diverse programs that platform artists and provide opportunities for programming on open streets. In this quarter, 3 open-street "Spot On" events were held in Randwick, engaging 21 performers and musicians for approx. 6,000 attendees	


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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A02.2.1 Identify venues and platforms that meet the needs in terms of infrastructure, location and capacity in order to meet the needs of creative experimentation	Indicator: <i>A/108</i> Number of venues / platforms	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 3 Venues or platforms	Date: 30/09/25 Value: 5 Venues or platforms Randwick Town Hall continues to evolve as an in-demand creative venue for multidisciplinary creatives. Arts and Culture in response to the needs of the sector supported a number of creative and experimental initiatives in this quarter. Infrastructure was acquired this quarter to support artists. Council has engaged an experienced cultural spaces consultant to undertake a feasibility study for the Randwick Literary Institute and the Newmarket Big Stable, supported by Arts and Culture. Barrett House continues to support artists through creative development, experimentation and presentation, supporting 9 artists per year with short term residencies.	



A02.3 Establish a baseline of access across Council venues and recommendations to improve accessibility.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A02.3.1 Continue to document accessibility status and needs for council venues to inform an accessibility plan and baseline	Indicator: <i>A/109</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 30% Council has engaged Accessible Arts to review the standard of accessibility across venues and programs, supporting Council's broader work in access and inclusion. A cross-functional project team this quarter assessed venues and event sites for accessibility and improvements.	



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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A02.4.1 Collate and promote cultural spaces available for the creative sector (progressive)	Indicator: <i>A/110</i> Number of new cultural spaces identified	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 1 Cultural space	Date: 30/09/25 Value: 1 Cultural space The team has visited Burnie Park Community Centre to scope its viability as a new site for creativity and culture. A report will go to Council in early 2026 to propose the support of creative access to this site and increase wider and creative utilisation of the venue.	


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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A02.5.1 Increase access and usage of Councils portfolio of cultural venues through tailored programs and opportunities	Indicator: <i>A/111</i> Number of initiatives	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 3 Initiatives	Date: 30/09/25 Value: 2 Initiatives Town Hall Takeover has transformed Randwick Town Hall into a creative hub. This quarter the program hosted a wide range of performances and presentations increasing the cultural use of this iconic site. Running since June 2025, to date the program has supported 18 days of free and low-cost arts programming, supported 86 creatives and welcomed over 3200 people through its doors. Barrett House Studios is now in its second year. During this reporting period the program supported 3 artists, presented an artist talk, an opening night, and an exhibition period which attracted 148 people in total.	
A02.5.2 Maintain the library's Space to Create residency program.	Indicator: <i>A/112</i> Number of residents	Manager Library Services	Date: 30/06/26 Value: >= 12 Residents	Date: 30/09/25 Value: 8 Residents An EOI is out for next year's Space to Create Residents, who can apply for 6 - 12 month residencies.	


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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A02.6.1 Complete feasibility planning The Big Stables Newmarket	Indicator: A/113 Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 75% The feasibility project for the Big Stable and Randwick Literary Institute is nearing completion, with this quarter including a range of options being considered by the project team prior to assessment by senior management.	
A02.6.2 Develop operational plan for Blenheim house prior to opening as a cultural hub	Indicator: A/114 Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 10% There are preliminary plans for the operation of Blenheim House which will continue to develop over the next six months ahead of its opening in the second half of 2026.	


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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A02.7.1 Provide schedule of creative activations in the 5 spaces at the RLI via Expression of Interest opportunities	Indicator: A/115 Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 15% The RLI Residency program will recommence in 2026, supporting performance-based artists to develop new works and share them with the creative community. Past residency artists have been in conversation with the Arts & Culture team about returning for a public-facing season of the work developed through the residency. Consultancy continues for the ongoing use of the space, working with creative space consultants on fit out and operational models.	

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


Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A02.8.1 Undertake research into demand and satisfaction with the program of small cultural events.	Indicator: <i>A/116</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 25% Arts and Culture regularly survey programs and collate feedback to determine satisfaction with the programs and scope for improvement, including surveys conducted at a series of events including those delivered at Town Hall this quarter.	


A02.9 Research and analyse existing and potential future events.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A02.9.1 Analyse existing and future events.	Indicator: <i>A/117</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 0% No surveys were conducted during this quarter for events held, significant events upcoming in the new quarter will include surveys and feedback forms.	


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

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


Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A03.1.1 Deliver targeted events, activities or programs	Indicator: <i>A/118</i> Number of events and activities	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 5 events / activities	Date: 30/09/25 Value: 3 events / activities The La Perouse Museum reopened this quarter after a significant period of internal refurbishment, with a range of new exhibitions and program developed in partnership with the La Perouse Museum community. Key exhibitions included a photographic exhibition documenting the 1988 Survival March, and a cultural fishing central	

				display featuring hand-carved bark canoe by local knowledge holders.	
A03.1.2 Digitise, preserve and promote stories of the history and heritage of the community using Recollect Digital Asset Management System (DAMS).	Indicator: <i>A/119</i> Progress	Manager Library Services	Date: 30/06/26 Value: > 0 digitised assets on Recollect	Date: 30/09/25 Value: 6,963 digitised assets on Recollect	

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




Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A03.2.1 Initiate, support and/or promote programs and initiatives that tell the cultural rich heritage of the city.	Indicator: <i>A/120</i> Number of programs / initiatives	Manager Economic Development and Placemaking	Date: 30/06/26 Value: > = 5 programs / initiatives	Date: 30/09/25 Value: 15 programs / initiatives The Museum has supported numerous heritage projects that narrative, preserve and celebrate the rich history of the area, including 3 exhibitions directly related to the history of La Perouse, 8 tailored programs for audiences engaging with Museum content and their learning programs, and 4 First Nations focussed programs that centre the preservation and celebration of Aboriginal Culture in the area.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A03.3.1 Create a diverse and engaging annual calendar of events	Indicator: <i>A/121</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 25% Economic Development and Placemaking this period delivered a significant number of large and small community events towards a very diverse and engaging annual calendar of events. Arts and Culture curated and delivered Project Market-space August market, A Night at the Booker T presentation of a new musical work in progress, Where the Land Remembers photographic exhibition and talks program, The Last Castrato presentation of a new musical work in progress, the first of the Deep Place: Explorations in Art &	



				<p>Ecology talks, Community Ecologies interactive exhibition and talks all in the Town Hall, and openings and talks at Barrett House Studios.</p> <p>Events included the Bastille Day Ceremony, Beach Breaks & Australian Surfing Walk of Fame, and the Woomera Reserve Park Opening.</p> <p>The La Perouse Museum Reopening hosted 400 guests this quarter, and Economic Development delivered an Eat Drink Play food truck event, the Spot On series and the very popular Maroubra Beach markets.</p>	
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A03.4 Increase visitation of La Perouse Museum through a diverse set of programming and exhibitions by 2032.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A03.4.1 Improve marketing through suite of LPM branding platforms	Indicator: <i>A/122</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 75% The La Perouse Museum has implemented phase one of its branding and identity project that has seen the creation of a new visual identity for the site. This phase will begin to roll out across physical and digital marketing as the Museum progresses development of its independent website, to be launched in the coming quarter.	
A03.4.2 Manage the La Perouse Museum including administration, operation and maintenance of the temporary and permanent exhibitions, public programs, events, lectures, performances, tours and excursions.	Indicator: <i>A/123</i> Number of public programs	Manager Economic Development and Placemaking	Date: 30/06/26 Value: > = 18 Programs	Date: 30/09/25 Value: 8 Programs The Museum has hosted numerous programs both throughout the renovation closure and after reopening. These include supporting a history lecture on the Centenary of the Wackett Widgeon seaplane flight Botany Bay, Bastille Day, Artists development workshops in the lead up to major public programming initiative Transmission Point, the reopening of the La Perouse Museum on the 19th September and numerous school and co-curricular tours and programs throughout that period.	
	Indicator: <i>A/124</i> Number of exhibitions at the museum	Manager Economic Development and Placemaking	Date: 30/06/26	Date: 30/09/25 Value: 4 Exhibitions	

			Value: >= 6 Exhibitions	The La Perouse Museum reopened on Friday 19th September with the launch of 4 new exhibitions including; NearShore - Collection highlights from the La Perouse Museum Collection, 1988: The Long March for Justice, Freedom & Hope by Juno Gemes, Night Vision by Bayview artist Jesse Boyd-Reid, and Critical Carbon by Callum Parker & Daniel Mazzucco.	
A03.4.3 Record in person and online visitation data to record annual visitation statistics	Indicator: <i>A/125</i> Number of visitors to the La Perouse Museum	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 18,000 Visitors	Date: 30/09/25 Value: 1,253 Visitors The La Perouse Museum welcomed 1,253 visitors to the Museum despite only being open to the public for 7 days of the first quarter. New visitation data collection processes have identified that 1/4 of all tourism to the La Perouse Museum and Headland area are international tourists.	


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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A03.5.1 Develop an annual schedule of Council managed workshops and networking initiatives targeted to Randwick's creative sector	Indicator: <i>A/126</i> Number of workshops / initiatives delivered per annum	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 5 Workshops / Events	Date: 30/09/25 Value: 2 Workshops / Events Each collective of Barrett House Studios artists receive training in exhibition installation, resulting in 3 workshops delivered per year. In addition to this, a workshop was delivered to support artists to develop skills in workshop delivery which supports artists to generate income from their creative practice.	
A03.5.2 Promote internal and external workshops / networking initiatives to the creative sector annually via the Arts Bulletin	Indicator: <i>A/127</i> Number of Arts bulletins	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 4 Bulletins	Date: 30/09/25 Value: 4 Bulletins Two Creative Randwick Newsletters and two Arts Bulletins were distributed during this period. The Creative Randwick Newsletter continues to grow and receives strong engagement rates that include 76.57% open rate and 16.67% click through rate.	


3.2. Economic Development Strategy

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



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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A04.1.1 Implement the Buy Local, Shop Local marketing campaign in partnership with local networks and local businesses.	Indicator: <i>A128</i> Number of businesses participating in the Buy Local, Shop Local program	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 40 Businesses	Date: 30/09/25 Value: 4 Businesses The launch of the Shop Local Program this quarter has resulted in 4 businesses joining the program and some of those business included in the upcoming Scene Magazine. As this program is newly launched with a focus on business personalities, uptake for this program will be incremental. A strong marketing campaign including street banners, social media, decals for the shops and eNews will enable wider interest.	



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


Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A04.3.1 Identify opportunities to reduce barriers to doing business	Indicator: <i>A130</i> Number of opportunities identified to reduce barriers	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 5 Opportunities identified	Date: 30/09/25 Value: 2 Opportunities identified There are several initiatives identified that reduce barriers for our local business communities. The Footway Dining program continues to show an opportunity to allow businesses to grow in the Council. The major development is the roll-out of the new Food Trucks and Food Van program governed under a new Policy, enabling operators to operate more widely for the community across the City of Randwick. The adoption of the Cultural SEPP will allow many local businesses to benefit from the relaxed red tape of state legislation and Council in investigating embedding the new reforms in planning and approvals processes.	

A04.4 Support the sustainability and growth of local businesses and institutions through advocacy to national and state agencies, and through promotion of external community events that build visitation and vibrancy of our local area.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A04.4.1 Attend state and federal meetings and briefings on relevant policies and programs that support the growth of local economies	Indicator: <i>A/131</i> Number of submissions and meetings with state and federal agencies	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 4 Meetings	Date: 30/09/25 Value: 6 Meetings Council staff have attended 2 meetings with the Night Time Economy Council Committee, and a briefing from the Office of the 24 Hour Economy. Through major state grants awarded, meetings were also attended for council-wide roundtables for the vibrancy reforms.	
A04.4.2 Work with state and national and neighbouring councils to identify, encourage and advocate for investment.	Indicator: <i>A/132</i> Number of meetings	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 4 Meetings	Date: 30/09/25 Value: 3 Meetings Council has formed a network with Waverley and Woollahra and have had 1 meeting this quarter to discuss to economic development topics and projects. TfNSW funding program roundtables were attended by council staff that comprised representation from councils across Greater Sydney.	


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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A04.5.1 Support entrepreneurial programs and incubation spaces which foster new innovative businesses.	Indicator: <i>A/133</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 25% Council is supporting the development of an upcoming innovation hub as part of a major development in 2026, in the interim Council has been supporting sole start-ups and artisan businesses through the Randwick Markets Program.	
A04.5.2 Develop endorsed protocols for procurement from Aboriginal and Torres Strait Islander owned businesses.	Indicator: <i>A/134</i> Procurement protocol established	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 25% Procurement protocols to engage First Nations businesses and the creative sector were researched this quarter for upcoming consideration by senior management. The outcome is intended to reduce barriers and	


				enable the appropriate mechanisms working with Aboriginal cultural knowledge holders, businesses and artisans.	
A04.5.3 Investigate Supply Nation membership.	Indicator: <i>A/135</i> Annual membership established.	Manager Community Development	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 0% Not started.	

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

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


Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A05.1.1 Identify active business network group/s and the current barriers and opportunities for increased business engagement.	Indicator: <i>A/136</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 65% Council has collaborated with the Coogee Chamber and the Spot and Randwick Business Chambers on a regular basis to discuss how to boost local businesses. A Coogee Chamber event is being developed which will support local businesses to adopt resilience strategies. Through the delivery of the open street events, face to face engagement with businesses continue to provide an effective channel to responding to business needs and issues.	

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


Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A05.2.1 Work with NSW Small Business Commission to link local networks and businesses with relevant small business support programs.	Indicator: <i>A/137</i> Number of small businesses connected with support programs	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 6 Businesses	Date: 30/09/25 Value: 10 Businesses Economic Development is working with a local Chamber on a Small Business Month forum for delivery in October, and has shared NSW	

				Small Business Commission updates and opportunities with members.	
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A05.3 Create and implement a communications plan to build networks and assist local businesses to make informed decisions


Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A05.3.1 Design and implement a communications plan to address identified business needs.	Indicator: <i>A/138</i> Number of businesses receiving the quarterly Business Bulletin	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 30%	Date: 30/09/25 Value: 15% No action in this quarter. Prior to the development of a Business Bulletin by end of year, Economic Development continues to connect widely with businesses through the business features of Scene Magazine, and through target direct mailouts for business-specific events and to support Chamber activity.	

A05.4 Continue to seek state and federal grants for public space improvement or activation projects.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A05.4.1 Identify and apply for state grants per annum that support the activation and/or improvement of public places in the LGA	Indicator: <i>A/139</i> 2 grants per year	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 2 grants per year	Date: 30/09/25 Value: 2 grants per year Two grants to the collective value of \$800K are in the process of being delivered, comprising the Open Streets 2025-2028 program funding the three year program of the Spot On festivals. The Permit Plug Play grant funded in this quarter a suite of events plans and infrastructure to enable more community and council open streets events.	




A05.5 Consider grant funding opportunities for business-led collaborative projects by 2029

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
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A05.5.1 Consult and investigate opportunities	Indicator: <i>A1140</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 35% Council supported three venues in their applications in the recent Live Music grants round funded by NSW Government in September 2025.	
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Economic Development Objective: Increase night time spending by 7% by 2032.

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


Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A06.1.1 Undertake research as part of the Comprehensive DCP review to investigate opportunities to support the night time economy and encourage a diverse mix of business and cultural activities.	Indicator: <i>A1141</i> Progress	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 25% Night time economy provisions have been drafted for the DCP. Prepared for briefing to Councillors and report to the November meeting.	
A06.1.2 Create a promotion campaign and relevant toolkits to encourage business and other organisations to leverage the changes in the planning framework to create new night time experiences; such as a 'create a small bar guide'.	Indicator: <i>A1142</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 10% Council continues to promote the Vibrancy reforms with business networks, including sharing night-economy driven grant funding, information sharing hosted by state government, and supporting grant applications including the Live Music Grants this quarter.	
A06.1.3 Assess and determine applications made under the Roads Act including footway trading applications and ground anchor applications.	Indicator: <i>A1143</i> Percentage of Footway Dining applications determined within 40 days (net)	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 80%	Date: 30/09/25 Value: 33% Footway Dining has increased in popularity due to the program reform and as a result Economic Development is assessing an increasing number of applications. A significant number were approved this quarter, however, there have been a number of complex applications which required further investigation impacting determination times.	

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


Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A06.2.1 Participate in Investment NSW 24-hour Economy Advisory Group quarterly meetings.	Indicator: <i>A1144</i> Number of Investment NSW 24-hour Economy Advisory Group meetings attended	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 4 Meetings	Date: 30/09/25 Value: 2 Meetings Whilst Council is not currently a member of the 24-hour Economy Advisory Group due to a realignment of membership of the Committee, Council continues to attend the NTECC meetings as part of the Vibrancy networks.	

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


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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A07.1.1 Complete designs of town centre upgrades including WSUD in accordance with Masterplans.	Indicator: <i>A1145</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: >= 90%	Date: 30/09/25 Value: 60% Town centre upgrades including WSUD in accordance with Masterplans is complete for Matraville town centre, Maroubra town centre is in progress.	


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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A07.2.1 Review the DCP to incorporate/update provisions for public art, connecting with country, night time economy and footpath dining.	Indicator: <i>A1146</i> Progress	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 25% Controls have been drafted for Council briefing in October and report in November.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A07.3.1 Audit of empty shops and undertake study to assess effective short-term occupancy to enhance town centres	Indicator: <i>A/147</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 15% Council has undertaken research with neighbouring councils and Greater Sydney Council to info-share on empty shop strategies, and is trialling a frontage activation in Randwick working with the owner of the premises.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A07.4.1 Deliver a minimum of five food truck events per year and increase number of small-scale and large-scale market activations across the LGA,	Indicator: <i>A/148</i> Number of market and food truck events delivered per annum	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 5 market / food truck events	Date: 30/09/25 Value: 3 market / food truck events Council has expanded the number of Eat Drink Play food truck events for 2025/26 with the Fathers Day event held in September at Kensington Park well attended by local families and community. The Randwick Markets Program continues to be very successful with three Maroubra Beach markets delivered this quarter, with over 20,000 attendees over that period. The Heffron Park Markets will launch in October, with Council delivering two markets per month onwards.	


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

A08.1 Foster relationships with local businesses, Randwick Health and Innovation Precinct and other key stakeholders to implement initiatives that support employment growth.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A08.1.1 Implement local planning initiatives that support growth in the health and education precinct	Indicator: <i>A1149</i> Number of jobs in the Randwick Area per annum	Manager Strategic Planning	Date: 30/06/26 Value:	Date: 30/09/25 Value: 29,135 jobs Data from Randwick Community Profile shows that in Randwick, Kingsford and Kensington there were 29,135 jobs	

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


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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A09.1.1 Develop a unique and visible brand / work with chambers and using local character studies / public art plan to promote identity of local areas	Indicator: <i>A1150</i> Number of town centre activations / campaigns	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 1 activation / campaign	Date: 30/09/25 Value: 1 activation / campaign	


3.3. Environment Strategy

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


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


Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A11.1.1 Undertake native and indigenous planting in identified locations.	Indicator: <i>AI151</i> Number of new plantings (including all native and indigenous trees, plants and shrubs)	Manager Infrastructure Services	Date: 30/06/26 Value: > = 5,000 Plantings	Date: 30/09/25 Value: 3,421 Plantings During the period 3,421 native plants were installed at 'Plant with Us' events, bushcare sites, streetscape gardens, parks and reserves.	

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



Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A11.2.1 Ecological Work Plan to be reviewed and updated for management and revegetation restoration strategies across coastal and terrestrial areas	Indicator: <i>AI152</i> Updated Ecological Work Plan	Manager Infrastructure Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 80% The Ecological Work Plan has been updated and is currently being reviewed by the appropriate staff.	

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


Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A11.3.1 Undertake annual monitoring of Acacia terminalis subsp. Eastern Sydney and prepare data for mapping.	Indicator: <i>AI153</i> Percentage of Acacia terminalis mapped	Manager Infrastructure Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 10% Acacia terminalis subsp. Eastern Sydney is mapped towards the end of the financial year as the plant is easily identifiable at this time as it is in flower. Planning for the works has been considered for later action.	

A11.3.2 Collect weed density data for selected bushland sites suitable for mapping.	Indicator: <i>A1154</i> Bushland with updated weed density mapping on Council's GIS mapping layer	Manager Infrastructure Services	Date: 30/06/26 Value: >= 3 Layers	Date: 30/09/25 Value: 0 Layers Weed density has been completed, however, these updated maps have not yet been uploaded into the GIS.	
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A11.4 Reduce the weed density by 25% in areas of Eastern Suburbs Banksia Scrub under the control of Council by 2029.




Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A11.4.1 Collect data about the density of weeds in Eastern Suburbs Banksia Scrub areas under the control of Council.	Indicator: <i>A1155</i> Percentage of ESBS sites with weed density data collected	Manager Infrastructure Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 100% All ESBS sites have had weed density data collected.	
A11.4.2 Undertake works to reduce the weed density in Eastern Suburbs Banksia Scrub.	Indicator: <i>A1156</i> Percentage of ESBS sites that have received weed treatments in the current financial year	Manager Infrastructure Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 100% All sites containing ESBS have received bush regeneration and removal activities during the quarter.	


A11.5 Engage and support our community to promote and improve biodiversity on private land.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A11.5.1 Deliver community engagement programs to increase the community's awareness and action to support and enhance local biodiversity, including to plant native vegetation on private land e.g. Native Havens, Permabees, Grow it Local, Saturday Circle	Indicator: <i>A1157</i> Number of activities delivered	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 100 Activities	Date: 30/09/25 Value: 21 Activities Council has run several activities so far this year, engaging with a large number of residents to enhance local biodiversity. These include PermaBee, Grow It Local, Plant With Us, Saturday Circle, and Native Havens	
	Indicator: <i>A1158</i> Number of visitors to the Randwick Sustainability Hub and Environment Park	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 200,000 Visitors	Date: 30/09/25 Value: 61,470 Visitors There were 61,470 visitors to the Randwick Sustainability Hub and Environment Park according to our pedestrian counters. Visitors come to enjoy the many amenities available spanning nature walks, education programs, volunteer programs and childcare and aged care facilities.	




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

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



Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A12.1.1 Actively engage and collaborate with neighbouring councils, State Government and major local land holders to deliver regional open space Green Grid connections.	Indicator: <i>A1159</i> Meet with neighbouring councils to assist with development of a Green Grid Plan with connections across local government boundaries.	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 10% The Coordinator of Open Space Assets has compiled all outstanding council motions relating to green grid and tree canopy objectives to inform a forward plan for urban greening initiatives. A consolidated report is being prepared for council consideration, with the aim of establishing a unified strategy and initiating discussions with neighbouring councils on collaborative implementation. Separately, the Open Space team has submitted a \$2 million grant application to the state government to fund planting trials. These trials will serve as a foundation for developing a council-wide green grid implementation plan. This trial is proposed for Walsh Avenue, Maroubra. Coordinator Open space assets to reach out to Bayside, Waverley and City of Sydney to establish a working group.	
A12.1.2 Develop a Green Grid framework with prioritised actions for implementation.	Indicator: <i>A1160</i> Progress	Manager Sustainability and Resilience	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 10% The development of a Green Grid framework for Randwick with priorities actions for implementation will be initiated following a feasibility study to determine if it is possible to increase Randwick's canopy target. The project has been included in a grant application under the Greening Our City grants.	
A12.1.3 Deliver community planting activities, such as Plant With Us, in accordance with the Green Grid framework.	Indicator: <i>A1161</i> Progress	Manager Sustainability and Resilience	Date: 30/06/26	Date: 30/09/25 Value: 33%	

			Value: = 100%	Two community planting days (Plant With Us) have been run this quarter, National Tree Day and Fathers Day, resulting in around 1,650 plants in the ground.	
A12.1.4 Deliver a network of walking paths by 2031 informed by the Green Grid strategy	Indicator: <i>A162</i> Length of walking paths delivered under the Green Grid Strategy	Manager Engineering Services	Date: 30/06/26 Value: >= 0.00 Km	Date: 30/09/25 Value: 0.00 Km Planning is underway for delivery in Q3 and Q4 of 25/26 FY.	



A12.2 Monitor and increase support for trees planted, retained and maintained in order to increase canopy cover to support the Green Grid.







Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A12.2.1 Complete the tree planting program.	Indicator: <i>A163</i> Progress	Manager Infrastructure Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 23% Tree planting has progressed less than originally planned due to unexpected weather conditions making it unlikely for newly planted trees to thrive. Planning is underway to ensure an accelerated rollout in April 2026.	
A12.2.2 Undertake tree planting on Council managed land.	Indicator: <i>A164</i> Number of trees planted (with a minimum pot size of 300mm)	Manager Infrastructure Services	Date: 30/06/26 Value: >= 400 Trees	Date: 30/09/25 Value: 230 Trees Tree program rolled out in spring, early hot weather put a slight hold on program as unfavourable conditions for newly planted trees, program will be resumed in cooler months of 2026.	
A12.2.3 Investigate opportunities to strengthen planning controls regarding the retention of trees in Stage 2 of the Comprehensive DCP.	Indicator: <i>A165</i> Progress	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 25% Draft DCP provisions investigated to strengthen protection of trees. Briefing prepared for Councillors outlining key provisions.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A12.3.1 Deliver and support programs that educate and encourage the community to reduce and recover food waste.	Indicator: <i>A1166</i> Number of participants in food waste avoidance & recovery initiatives	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 1,000 participants	Date: 30/09/25 Value: 1,236 participants There are 1,236 Randwick members of Grow It Local, an online platform that connects and educates residents in food growing and food waste avoidance.	
A12.3.2 Undertake a program to engage with local cafes and restaurants to support them to implement food waste avoidance and reduction initiatives	Indicator: <i>A1167</i> Number of businesses engaged	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 20 businesses	Date: 30/09/25 Value: 0 businesses Following the successful EPA grant of \$200,000, Council has commenced foundational work to support delivery of the Randwick CARE Food Waste Program. This quarter, efforts focused on establishing a dedicated position to lead program implementation. In addition, 27 food businesses in Randwick are currently active in the Responsible Cafes program.	



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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A12.4.1 Support the community to install rooftop solar on 25% of suitable buildings in the LGA by 2032.	Indicator: <i>A1168</i> Total amount of solar installed in the community	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 50,000 kW	Date: 30/09/25 Value: 55,015 kW A total of 55,015kW of solar has been installed across Randwick LGA.	
	Indicator: <i>A1169</i> Percentage of dwellings (excluding apartments) that have solar panels installed	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 25%	Date: 30/09/25 Value: 25% 25% of suitable dwellings have solar panels installed.	


<p>A12.4.2 Provide grants / rebates and financial assistance to support the delivery of sustainability outcomes including:</p> <ul style="list-style-type: none"> - Sustainability rebates - School sustainability grants - Discounted compost bins and worm farms through the Compost Revolution 	<p>Indicator: <i>A1170</i></p> <p>Number of Sustainability Rebates issued</p>	<p>Manager Sustainability and Resilience</p>	<p>Date: 30/06/26</p> <p>Value: > = 300 Rebates</p>	<p>Date: 30/09/25</p> <p>Value: 95 Rebates</p> <p>95 sustainability rebates were approved for products including solar, batteries, hot water heat pumps, lighting and more.</p>	
	<p>Indicator: <i>A1171</i></p> <p>Leverage from Sustainability Rebates (investment from Council expenditure)</p>	<p>Manager Sustainability and Resilience</p>	<p>Date: 30/06/26</p> <p>Value: > = 10 X</p>	<p>Date: 30/09/25</p> <p>Value: 13 X</p> <p>For every dollar Council invests, the community invests \$13 resulting in a high return in investment towards sustainability outcomes.</p>	
	<p>Indicator: <i>A1172</i></p> <p>Total amount of solar installed through Sustainability Rebates</p>	<p>Manager Sustainability and Resilience</p>	<p>Date: 30/06/26</p> <p>Value: > = 8,000 kW</p>	<p>Date: 30/09/25</p> <p>Value: 8,861 kW</p> <p>The sustainability rebates has facilitated the installation of 8,861kW of solar to date.</p>	
	<p>Indicator: <i>A1173</i></p> <p>Percentage LGA greenhouse gas emission reduction from 2017/18 baseline of 1,077,504 tonnes</p>	<p>Manager Sustainability and Resilience</p>	<p>Date: 30/06/32</p> <p>Value: > = 60%</p>	<p>Date: 30/09/25</p> <p>Value: 21%</p> <p>As of June 2024 (latest data) the LGA's greenhouse gas emissions have reduced by 21% against the baseline.</p>	
	<p>Indicator: <i>A1174</i></p> <p>Percent of school grants acquitted</p>	<p>Manager Sustainability and Resilience</p>	<p>Date: 30/06/26</p> <p>Value: = 100%</p>	<p>Date: 30/09/25</p> <p>Value: 0%</p> <p>School grant acquittal for 2024/25 is scheduled to be completed in the next quarter.</p>	
	<p>Indicator: <i>A1175</i></p> <p>Number of discounted compost bins and worm farms provided through the Compost Revolution</p>	<p>Manager Sustainability and Resilience</p>	<p>Date: 30/06/26</p> <p>Value: > = 60 compost bins / farms</p>	<p>Date: 30/09/25</p> <p>Value: 51 compost bins / farms</p> <p>51 Compost bins and worm farms were provided through Compost Revolution</p>	

<p>A12.4.3 Implement a range of educational initiatives, including those listed below, to equip others for delivery of sustainability outcomes:</p> <ul style="list-style-type: none"> - Rooftop solar installation on schools and community organisations - Water saving initiatives in multi-unit dwellings - Best Green Innovation competition - School incursions and excursions on sustainability - Workshops on sustainability - Sustainability and eco-themed events (including the annual Eco-Living Festival) - Randwick Sustainability Hub - Environmental volunteers (including PermaBee volunteers) - Community tree planting events 	<p>Indicator: <i>A1176</i></p> <p>Value of environmental volunteer hours</p>	<p>Manager Sustainability and Resilience</p>	<p>Date: 30/06/26</p> <p>Value: >= 90,000 \$</p>	<p>Date: 30/09/25</p> <p>Value: 38,310 \$</p> <p>Through volunteering programs such as PermaBee, Plant With Us and other Council supported programs, \$38,310 in volunteering has been contributed to environmental activities in the community so far, this financial year.</p>	
	<p>Indicator: <i>A1177</i></p> <p>Number of environmental volunteer hours</p>	<p>Manager Sustainability and Resilience</p>	<p>Date: 30/06/26</p> <p>Value: >= 3,000 hours</p>	<p>Date: 30/09/25</p> <p>Value: 1,277 hours</p> <p>Through volunteering programs such as PermaBee, Plant With Us and other Council supported programs, 1,277 hours in volunteering has been contributed to environmental activities in the community so far, this financial year.</p>	
	<p>Indicator: <i>A1178</i></p> <p>Number of community groups engaged in sustainability initiatives.</p>	<p>Manager Sustainability and Resilience</p>	<p>Date: 30/06/26</p> <p>Value: >= 10 groups</p>	<p>Date: 30/09/25</p> <p>Value: 18 groups</p> <p>18 community groups were engaged in sustainability initiatives with Council ranging from Eco Living Festival, where a large number of community organisations participated in our Volunteer Village, to Saturday Circle.</p>	
	<p>Indicator: <i>A1179</i></p> <p>Number of trees, plants and shrubs planted at community tree planting events</p>	<p>Manager Sustainability and Resilience</p>	<p>Date: 30/06/26</p> <p>Value: >= 2,000 plantings</p>	<p>Date: 30/09/25</p> <p>Value: 1,670 plantings</p> <p>1,670 plants were planted through the two community tree planting events run under Plant With Us.</p>	
	<p>Indicator: <i>A1180</i></p> <p>Number of sustainability initiatives undertaken</p>	<p>Manager Sustainability and Resilience</p>	<p>Date: 30/06/26</p> <p>Value: >= 15 initiatives</p>	<p>Date: 30/09/25</p> <p>Value: 12 initiatives</p> <p>There were 12 sustainability initiatives undertaken including Eco Living Festival, Plant With Us, PermaBee, Saturday Circle, Sustainability Rebates, Sustainability Hub Fee Waiver and more.</p>	



	Indicator: <i>A1181</i> Number of students participating in school incursions and excursions on sustainability	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 1,000 participants	Date: 30/09/25 Value: 603 participants 603 students attended over 17 Cleanaway waste education sessions this quarter.	
	Indicator: <i>A1182</i> Number of participants in workshops on sustainability	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 3,000 participants	Date: 30/09/25 Value: 816 participants There have been around 816 participants in workshops on sustainability including Eco Living Festival workshops, Plant With Us, PermaBee, Saturday Circle and Eastern Suburbs Sustainable Schools.	
	Indicator: <i>A1183</i> Number of attendees/participants in sustainability and eco-themed events (including the annual Eco-Living Festival)	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 20,000 attendees / participants	Date: 30/09/25 Value: 10,800 attendees / participants 10,800 people have participated in sustainability and eco-themed events to date. This includes Eco Living Festival, Saturday Circle, PermaBee, Plant With Us and more.	
A12.4.4 Continue to deliver and support community engagement to implement energy saving and electrification for householders and businesses including those living in single and multi-unit dwellings.	Indicator: <i>A1184</i> Number of activities delivered	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 10 activities	Date: 30/09/25 Value: 3 activities Two engagement activities around energy saving and electrification for households and businesses have been held this year - Sustainability Rebates, public EV charger installation and Eco Living Fair stalls and activities.	
	Indicator: <i>A1185</i> No of participants on environmental workshops	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 2,000 participants	Date: 30/09/25 Value: 816 participants There have been around 816 participants in workshops on sustainability including Eco Living Festival workshops, Plant With Us, PermaBee, Saturday Circle and Eastern Suburbs Sustainable Schools.	

A12.4.5 Continue to electrify and integrate energy efficient solutions into council assets.	Indicator: <i>A1186</i> No of projects	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 4 projects	Date: 30/09/25 Value: 2 projects Additional EV chargers have been installed at two Council locations. The Admin building received 12 new charging ports. At the Depot 24 charging ports were installed, including 3 which are available for public charging. Further projects are waiting on CEUF Round 2 grants.	
A12.4.6 Undertake capacity building activities to improve council staff knowledge and implementation of sustainability initiatives	Indicator: <i>A1187</i> No of activities delivered	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 5 activities	Date: 30/09/25 Value: 3 activities The team has delivered three activities to improve council staff knowledge including at regular staff inductions, All Stops to Randwick, and Lifestyle Lunches.	
A12.4.7 Foster partnerships with other organisations to support our transition to net zero and action towards UN SDG's.	Indicator: <i>A1188</i> Number of partnerships	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 20 partnerships	Date: 30/09/25 Value: 12 partnerships Council has formed partnerships with large research institutions such as UNSW and UTS as well as smaller organisations to support our transition to net zero and action towards UNS SDG's	

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





Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A12.5.1 Implement significant community engagement events that celebrate and promote sustainable living practices and opportunities to a wide audience, e.g. Eco Living Festival	Indicator: <i>A1189</i> Number of attendees	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 10,000 attendees	Date: 30/09/25 Value: 10,800 attendees 10,800 people participated in significant community engagement events such as Eco Living Festival, Saturday Circle, PermaBee and Plant With Us.	

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


Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A12.6.1 Develop a Resilience Strategy in accordance with the approved roadmap	Indicator: <i>A1190</i> Progress	Manager Sustainability and Resilience	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 80% The Randwick Resilience Strategy is in the final stages of development. Community and engagement are complete as is the Risk Assessment, with top shocks and stresses identified and prioritised. Stakeholder engagement - including with the precincts, External Working Group, Internal Working Group and the Steering Committee - has been undertaken through the vulnerability assessment and action planning process. The strategy actions are currently in the feedback phase, with a draft Strategy on track to be presented at the November Council meeting for endorsement to go on public exhibition.	
A12.6.2 Create a community readiness dashboard for Council's website	Indicator: <i>A1191</i> Progress	Manager Sustainability and Resilience	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 25% Market research, local government benchmarking, internal and external consultation has been undertaken to refine the scope of works for a Randwick Emergency Dashboard. This scope of works is now ready to go out to market to engage a provider for dashboard development.	

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


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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A13.1.1 Work with residents, businesses and other organisations to increase resource recovery and reduce waste generation per capita.	Indicator: <i>A1192</i> Percentage reduction in LGA waste generation per capita based on a FY2017/18 baseline of 308 kg/person/year.	Manager Sustainability and Resilience	Date: 30/06/35 Value: >= 10%	Date: 30/09/25 Value: 5% Data from this quarter indicates that, if current waste generation trends continue, Randwick is on track to achieve a 5% reduction in per capita waste generation by the end of the year.	
	Indicator: <i>A1193</i> Volume of illegally dumped material collected	Manager Waste, Cleansing and Public Safety	Date: 30/06/26 Value: <= 772 tonnes	Date: 30/09/25 Value: 297 tonnes July = 92.98 Tonnes Aug = 97.74 Tonnes Sep = 106.50 Tonnes	
	Indicator: <i>A1194</i> Tonnage of residential waste collected (red bin only)	Manager Sustainability and Resilience	Date: 30/06/26 Value: <= 20,000 tonnes	Date: 30/09/25 Value: 5,237 tonnes In the first quarter of this year 5237 tonnes of waste have been disposed of by residences into the red bin.	
	Indicator: <i>A1195</i> Number of people directly engaged	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 2,000 people	Date: 30/09/25 Value: 1,600 people This quarter, Council engaged over 1,600 people through waste education initiatives. This included 661 searches on the A-Z Waste & Recycling Guide, 603 school students participating in waste workshops, and 400+ attendees interacting with the Waste Team at the Eco Living Expo to learn about waste reduction, reuse, and safe disposal of tricky items like batteries.	






A13.2 Continue to work with UNSW to improve student awareness about responsible waste management and circular economy initiatives.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A13.2.1 Engage with the UNSW students to improve understanding of waste recovery and avoidance.	Indicator: <i>A196</i> Number of activities/programs participated in	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 5 activities / programs	Date: 30/09/25 Value: 2 activities / programs This quarter, Council delivered two engagement activities to improve understanding of waste among UNSW students: -A waste education stall during Launch Week, engaging 215+ students on waste reduction, avoidance, and recycling. -Publication of one advertisement in ARC media.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A13.3.1 Deliver community engagement to reduce contamination and increase diversion rates.	Indicator: <i>A197</i> Number of engagement activities delivered	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 10 activities	Date: 30/09/25 Value: 5 activities This quarter, Council delivered at least five key engagement activities to reduce contamination and increase diversion: • Designed and placed a new sticker on all 30,000 FOGO bin lids with updated information on acceptable items. • Published a FOGO advertisement in The Beast magazine. • Continued the contamination management program in partnership with Cleanaway (including face to face engagement, and educational letters). • Released a generic waste brochure translated into three languages, available online for download. • Continued delivering FOGO liners ordered via the online portal, supporting FOGO Champions.	



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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A13.4.1 Provide residential waste collection and processing services for FOGO, recyclables and rubbish.	Indicator: <i>A198</i> The diversion rate for waste collected through the residential bin collection service (i.e. FOGO and recyclables tonnage as % of garbage, FOGO and recycling tonnage together)	Manager Waste, Cleansing and Public Safety	Date: 30/06/26 Value: >= 50%	Date: 30/09/25 Value: 48% FOGO tonnages will rise for Q2 due to the warmer months ahead, this will assist our diversion targets.	
	Indicator: <i>A199</i> Percentage of bins missed (residential waste, recyclables and FOGO collection service)	Manager Waste, Cleansing and Public Safety	Date: 30/06/26 Value: <= 0.04%	Date: 30/09/25 Value: 0.05%	
A13.4.2 Provide residents with 6 free household clean-up collections each year including one scheduled clean-up collection and five booked (on-call) clean-up collections.	Indicator: <i>A1200</i> Number of missed on-call clean up services	Manager Waste, Cleansing and Public Safety	Date: 30/06/26 Value: <= 800 services	Date: 30/09/25 Value: 165 services The last 8 zone collections were completed in this quarter Waste edge is planned to be introduced from 05 November, this includes a new booking process and should reduce the number of missed services due to "not listed" items and changed bookings	
A13.4.3 Investigate and manage illegal dumping of rubbish within the LGA.	Indicator: <i>A1201</i> Percentage of customer service requests for removal of illegally dumped rubbish completed within SLA	Manager Waste, Cleansing and Public Safety	Date: 30/06/26 Value: >= 90%	Date: 30/09/25 Value: 89% 2309 requests 246 outside SLA	
A13.4.4 Provide reactive and scheduled waste collection services to public place bins within the City's business centres, parks and beaches in accordance with established service level agreements.	Indicator: <i>A1202</i> Percentage of customer service requests for emptying a public bin responded to within SLA	Manager Waste, Cleansing and Public Safety	Date: 30/06/26 Value: >= 90%	Date: 30/09/25 Value: 95% 38 service requests received and 36 completed within SLA	




A13.4.5 Manage and operate the Randwick Recycling Centre which accepts a wide range of recyclable materials and problem wastes.	Indicator: <i>A/203</i> Total amount of recyclables and problem wastes diverted from land fill through the Randwick Recycling Centre	Manager Waste, Cleansing and Public Safety	Date: 30/06/26 Value: >= 100 tonnes	Date: 30/09/25 Value: 166 tonnes TOTAL for Qtr. 1 = 166.47 Tonnes Cardboard = 42.68 T E-Waste = 42.75 T EPA items = 34.58 T Metal = 25.62 Soft Plastic = 7.20 T Clothing = 3.61 T Polystyrene= 1.87 T Other items= 8.16 T (Blister Packs, X-rays, Print Cartridges, Car battery, other recyclables)	
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Environment Objective: Reduce the consumption of energy and water across Randwick City per capita by 30% by 2030, from a 2017 baseline.

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





Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A14.1.1 Install water tanks, water harvesting, and water sensitive urban design in the future upgrade of Council assets, including sporting spaces and park upgrades.	Indicator: <i>A/204</i> No of projects	Manager Engineering Services	Date: 30/06/26 Value: >= 1 projects	Date: 30/09/25 Value: 2 projects The Open Space team has submitted a \$2 million grant application to the state government to fund planting trials. These trials will serve as a foundation for developing a council-wide green grid implementation plan. The trial will test WSUD integration into urban planting situations.	
A14.1.2 Support and promote water saving initiatives to assist the community to reduce water usage	Indicator: <i>A/205</i> Number of individuals engaged	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 50 individuals	Date: 30/09/25 Value: 22 individuals Through the Sustainability Rebates, Council has supported 22 homes and apartment blocks to access water saving initiatives	


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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A14.2.1 Develop a Circular Economy plan for Council, including measuring and monitoring approach.	Indicator: <i>A/206</i> Progress	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 100%	Date: 30/09/25 Value: 25% Under the NSW EPA Local Government Waste Solutions Fund we have commenced the Circular Economy Roadmap and Toolkit development. The roadmap will outline strategies for embedding Circular Economy Principles within Council's operations, including measuring and monitoring approach. In addition, three Circular Economy projects have established measurement frameworks, including FOGO, Stormwater reuse and the Incorporation of recycled crushed glass into road base and asphalt mixes.	
A14.2.2 Undertake capacity building activities to improve council staff knowledge and implementation of circular economy principles	Indicator: <i>A/207</i> Number of staff engaged	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 30 staff engaged	Date: 30/09/25 Value: 400 staff engaged This quarter, Council delivered two organisation-wide events that supported capacity building and circular practices: - ASTR Event: Estimated 1,200 disposable coffee cups avoided through reusable alternatives. - Are You OK? BBQ: Estimated 75 plastic bottles avoided as no disposable water bottles were provided at Council events.	
A14.2.3 Implement community engagement programs to improve knowledge and support implementation of circular economy principles.	Indicator: <i>A/208</i> Number of activities delivered	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 50 activities	Date: 30/09/25 Value: 21 activities This quarter, 18 community engagement activities were delivered, including three Saturday Circle events, each offering an average of four hands-on activities focused on reuse, repair, and sharing — engaging over 600 participants and resulting in 1,334 items being reused or repaired. Five bike repair workshops supported 89 attendees, with 79 bikes repaired and 29 donated; Council launched a brand new Circular Economy webpage to share information on Council's Circular Economy initiatives. The Eco-Living Festival was transitioned to a reusable-first model, where 2,937 reusable foodware items were used to reduce single-use waste.	

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


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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A15.1.1 Increase the volume of gross pollutants captured from the stormwater system by expanding the Gross Pollutant Trap (GPT) network through the installation of new and upgraded GPTs each year on major drainage lines across Randwick City.	Indicator: <i>A/209</i> Number of new GPTs installed	Manager Engineering Services	Date: 30/06/26 Value: >= 1 GPTs	Date: 30/09/25 Value: 0 GPTs The End of the Corso, Maroubra GPT, has been identified as the focus for delivery this financial year. A delivery plan is being developed to 2030, which may impact the delivery timeline.	
A15.1.2 Improve water quality results at Coogee by partnering with Sydney Water to divert run-off from 1-month storm events into their infrastructure and away from Coogee beach to contribute toward a "Good" or better water quality rating as per the NSW Beachwatch water quality program.	Indicator: <i>A/210</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: >= 75%	Date: 30/09/25 Value: 30% Negotiations with Sydney Water are ongoing to formalise an agreement for the proposed works and to finalise associated design elements. Council is progressing towards completion of the design in preparation for the tendering of construction services, anticipated at the end of 2025.	
A15.1.3 Continue monitoring and management programs to reduce microplastic pollution in our coastal waterways by 2032.	Indicator: <i>A/211</i> Progress	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 75%	Date: 30/09/25 Value: 25% Phase 1 of AUSMAP program to identify microplastic load and type at Randwick beaches is now complete. Phase 2 to identify source of microplastics is about to commence.	
A15.1.4 Deliver community engagement programs to increase the communities appreciation of and encourage action to support and enhance protection of marine ecosystems,	Indicator: <i>A/212</i> Number of activities delivered	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 20 activities	Date: 30/09/25 Value: 3 activities Three activities were run this quarter - AUSMAP microplastic training and marine and coastal advocacy group representation at Eco Living Festival.	


e.g. Marine and Coastal Discovery Program.	Indicator: <i>A/213</i> Number of participants in the Marine and Coastal Discovery Program	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 1,000 participants	Date: 30/09/25 Value: 0 participants The next Marine and Coastal Discovery Program will be scheduled for the summer holidays, January 2026.	
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Environment Objective: Ensure community satisfaction of the coastal experience is retained above 80% in surveys conducted from 2020 onwards.

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A16.1.1 Undertake a stage 2 study to assess ocean impacts on a potential coastal walkway at Lurline Bay.	Indicator: <i>A/214</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 10% A specialist consultant has been engaged to begin preliminary investigations to assess ocean impacts on the potential coastal walk way at Lurline Bay. A communications strategy is currently being developed to inform surrounding property owners and stakeholders of the project's progress.	



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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A16.2.1 Establish an internal steering group to advise and provide guidance on the project scoping study that will assist with a NSW Govt grant funding application, establish a way forward, identify relevant stakeholders, local issues, legislative requirements and council resourcing.	Indicator: <i>A/215</i> Progress	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 25% Internal working group comprising Strategic and Sustainability meeting quarterly to investigate issues and options for a coastal management plan or plan of management for the Botany Bay foreshore. Input provided to Sustainability Team in relation to Resilience Strategy - which will provide a framework for preparation of coastal management study that addresses issues, challenges and future actions for a CMP .	


3.4. Housing Strategy

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


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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A17.1.1 Report, exhibit and finalise an affordable housing plan for Randwick Junction and Maroubra Junction Town centres.	Indicator: <i>A1216</i> Progress in preparing an Affordable Housing Plan for Randwick Junction	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 25% Draft Affordable Housing Strategy reported to Council in June and endorsed for public exhibition. Strategy and Design Guidelines placed on public exhibition in August/Sept 2025. Feedback received being analysed and responses summarised in a Council report. Post exhibition report being drafted for October Council meeting	
	Indicator: <i>A1217</i> Progress in preparing an Affordable Housing Plan for Maroubra Junction	Manager Strategic Planning	Date: 30/06/26 Value: > = 80%	Date: 30/09/25 Value: 25% The draft Randwick Junction Affordable Housing Plan was amended in line with the Department of Planning Gateway requirements. Exhibition of the draft Plan is awaiting the Department's alteration Gateway for the Planning Proposal. Council to note- draft Affordable Housing Strategy was reported to Council in June 2025 and endorsed for public exhibition. Strategy and associated Design Guidelines placed on public exhibition in August/September 2025. Feedback received being analysed and responses summarised in a Council report. Post exhibition report being drafted for October Council meeting. Council officers provided feedback to UNSW on feasibility analysis (Explorer) for Maroubra Junction precinct. UNSW has reviewed feedback and arranged further meeting with staff. Next step is for staff to pilot the model. The work will provide input into Maroubra Junction planning review work and affordable housing plan.	


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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A17.2.1 Report, exhibit and finalise a City wide Affordable Housing Strategy	Indicator: <i>A/218</i> Progress in finalising a draft Affordable Housing Strategy	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 75% Draft Affordable Housing Strategy reported to Council in June and endorsed for public exhibition. Strategy and Design Guidelines placed on public exhibition in August/September 2025. Feedback received being analysed and responses summarised in a Council report. Post exhibition report being drafted for October Council meeting	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A17.3.1 Assess and respond to Land and Housing redevelopment proposals	Indicator: <i>A/219</i> Number of applications by Land and Housing assessed and responded to	Manager Strategic Planning	Date: 30/06/26 Value: >= 1 applications	Date: 30/09/25 Value: 1 applications Responded to Fitzgerald Ave Maroubra post consent conditions relating to public domain and landscaping/open space.	

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



Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A17.4.1 Review Council's existing and upcoming affordable housing stock to investigate appropriate allocation for transitional housing	Indicator: <i>A/220</i> Progress in reviewing and identifying stock suitable for transitional housing	Manager Community Development	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 25% Three (3) new Affordable Housing units came into Randwick City Council ownership under a Voluntary Planning Agreement in September 2025. One (1) has been identified as being suitable for Transitional Housing and approved for this use. Tenancy allocation will commence shortly, in partnership with Council's appointed Community Housing Providers.	





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

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


Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A18.1.1 Review and exhibit amendments to the Randwick DCP addressing housing mix	Indicator: <i>A/221</i> Progress in finalising draft DCP controls that incorporate dwelling mix requirements	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 50% Dwelling mix provisions drafted for inclusion in DCP. The proposed dwelling mix provisions will be reported to Council in November for endorsement to be placed on public exhibition.	
A18.1.2 Liaise with key NSW agencies to improve social and affordable housing	Indicator: <i>A/222</i> Number of submissions and/or meetings with NSW agencies relating to affordable housing	Manager Strategic Planning	Date: 30/06/26 Value: >= 1 submissions / meetings	Date: 30/09/25 Value: 1 submissions / meetings Meeting Homes NSW to discuss responses to draft Affordable Housing Strategy.	

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



Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A18.2.1 Prepare and maintain our long-term local strategic land use plans, and work with the state government and key stakeholders to manage metropolitan and district planning priorities.	Indicator: <i>A/223</i> Progress in undertaking research, completing consultation plan and undertaking community engagement to update of the Randwick LSPS	Manager Strategic Planning	Date: 30/06/26 Value: >= 50%	Date: 30/09/25 Value: 25% Background analysis and research underway for the LSPS	
	Indicator: <i>A/224</i> Progress in undertaking research, completing consultation plan and undertaking community engagement to update the Randwick Housing Strategy	Manager Strategic Planning	Date: 30/06/26 Value: >= 50%	Date: 30/09/25 Value: 25% Background analysis and research being undertaken in relation to data for the next update of the Housing Strategy.	

A18.2.2 Assess site specific planning proposal (rezoning) applications.	Indicator: <i>A/225</i> Percentage of site specific planning proposals (PPs) supported by Council that are determined within Department of Planning, Housing and Industry (DPHI) timeframes	Manager Strategic Planning	Date: 30/06/26 Value: > = 90%	Date: 30/09/25 Value: 90% Staff have provided advice on 4 pre planning proposals - Canberra St Ausgrid site, Perry St Matraville, Transport site at La Perouse and Anzac Pde/Meeks St	
A18.2.3 Develop, implement and review Council's developer contribution plans to ensure appropriate and timely provision of public benefits from the development process. This includes development contributions, affordable housing contributions, and planning agreements.	Indicator: <i>A/226</i> Finalise a developer contributions monitoring framework including dashboard	Manager Strategic Planning	Date: 30/06/26 Value: > = 80%	Date: 30/09/25 Value: 80% Dashboard completed during the quarter and currently being utilised to monitor outstanding developer contributions. Officers continued to contact private certifiers where contribution payments had not been received. Council officers liaising with Business Improvement Team to develop affordable housing contributions monitoring.	
	Indicator: <i>A/227</i> Progress in finalising a process for ensuring timely collection of developer contributions	Manager Strategic Planning	Date: 30/06/26 Value: > = 50%	Date: 30/09/25 Value: 25% Dashboard completed during the quarter and currently being utilised to monitor outstanding developer contributions. Process in place for debt recovery. Internal contributions committee continues to meet quarterly to discuss and coordinate and monitor income and expenditure of infrastructure funds. Correspondence issued to private certifiers where contributions have not been paid.	
A18.2.4 Prepare and maintain legislative planning controls, guidelines and policies to ensure future land use and development is aligned with our long term strategic plans.	Indicator: <i>A/228</i> Progress in undertaking background investigations, reporting and consultation plan for the draft planning proposal for employment precincts	Manager Strategic Planning	Date: 30/06/26 Value: > = 80%	Date: 30/09/25 Value: 25% Background information gathering and project plan developed for a planning proposal for employment precincts	

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




Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A18.3.1 Prepare planning controls to encourage a greater proportion of family friendly apartments	Indicator: <i>A/229</i> Progress in exhibiting and finalising DCP amendments addressing design of family friendly developments	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 25% Review of demographic data and comparable study of other council DCPs undertaken for housing mix for apartments. The proposed dwelling mix provisions to encourage housing for families will be reported to Council in November for endorsement to be placed on public exhibition.	

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






Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A18.4.1 Review the Maroubra Junction town centre and surrounds	Indicator: <i>A/230</i> Progress in preparing the Maroubra Junction Planning proposal	Manager Strategic Planning	Date: 30/06/26 Value: > = 80%	Date: 30/09/25 Value: 25% The planning work for the Centre is at research and analysis stage including data collection and feasibility testing by UNSW.	
A18.4.2 Review the Randwick Junction town centre and surrounds	Indicator: <i>A/231</i> Progress in preparing the Randwick Junction Planning proposal	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 50% The draft Planning Proposal and draft DCP has been prepared and endorsed by Council for public exhibition. Currently awaiting a gateway alteration by the Department of Planning. Community engagement strategy prepared, and activities identified for public exhibition.	

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


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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A19.1.1 Undertake an infrastructure needs analysis for the LGA	Indicator: <i>A/232</i> Progress in finalising a brief, appointing a consultant and reporting an infrastructure needs study for the LGA	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 25% A brief was prepared and issued to consultants during the quarter. Consultants Ethos Urban/Colliers were appointed. Work underway gathering data and information on existing infrastructure provision. One progress meeting was undertaken during the quarter.	
A19.1.2 Meet with State Government and other agencies in relation to new infrastructure investment and upgrades	Indicator: <i>A/233</i> Number of meetings and/or submissions to State Government relating to infrastructure needs for the LGA	Manager Strategic Planning	Date: 30/06/26 Value: > 3 meetings / submissions	Date: 30/09/25 Value: 5 meetings / submissions Meetings/submissions for - Randwick Junction Planning Proposal, Montefiore Seniors Housing Development, Unilodge pre-planning proposal at Meeks St/Anzac Pde, Homes NSW for Fitzgerald Ave Maroubra, UNSW student housing Barker St	
A19.1.3 Assess development applications or planning proposals for adequacy of infrastructure	Indicator: <i>A/234</i> Number of development applications or planning proposals assessed for adequacy of infrastructure	Manager Strategic Planning	Date: 30/06/26 Value: > 4 applications / planning proposals	Date: 30/09/25 Value: 5 applications / planning proposals Meetings/submissions for - Randwick Junction Planning Proposal, 407-411 Anzac Pde Kingsford, Development, Unilodge pre-planning proposal at Meeks St/Anzac Pde, Homes NSW for Fitzgerald Ave Maroubra, UNSW student housing Barker St	




A19.2 Ensure high level and continuous improvement of development assessment services to our community.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A19.2.1 Assess and determine development applications, modification applications and review applications efficiently and in accordance with legislative requirements.	Indicator: <i>A/235</i> Percentage of planning customer service requests responded to within SLA	Manager Development Assessment	Date: 30/06/26 Value: >= 80%	Date: 30/09/25 Value: 87% Target achieved.	
	Indicator: <i>A/236</i> Percentage of DAs determined within 40 days (net)	Manager Development Assessment	Date: 30/06/26 Value: > 20%	Date: 30/09/25 Value: 54% Target achieved. Improvement on last quarter (Q4 of 2024-25 = 46%).	
	Indicator: <i>A/237</i> Percentage of DAs determined within 60 days (net)	Manager Development Assessment	Date: 30/06/26 Value: > 40%	Date: 30/09/25 Value: 80% Target achieved. Improvement on last quarter (Q4 of 2024-25 = 73%).	
	Indicator: <i>A/238</i> Net median assessment time	Manager Development Assessment	Date: 30/06/26 Value: < 80 Days	Date: 30/09/25 Value: 38 Days Target achieved. Improvement on last quarter (Q4 of 2024-25 = 43 days).	
A19.2.2 Assess Roads Act applications, Subdivision Certificates, land encumbrances and Reviews of Environmental Factors and issue subdivision certificates and execute required land dealings such as easements, restrictions and positive covenants.	Indicator: <i>A/239</i> Percentage of subdivision certificates determined within 60 days (net)	Manager Development Assessment	Date: 30/06/26 Value: >= 50%	Date: 30/09/25 Value: 100% Target achieved.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A19.3.1 Update the LEP to provide for additional capacity to meet the target of providing 4,000 new dwellings.	Indicator: <i>A1240</i> Develop a report that monitors the number of dwellings approved under the State Government's Low and Mid Rise reforms	Manager Strategic Planning	Date: 30/06/26 Value: > 100%	Date: 30/09/25 Value: 25% Currently liaising with DA Team to develop a report and identify Pathway process and data.	


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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A19.4.1 Research, assess, advise and report on heritage matters to ensure Randwick City's local and cultural history is recognised, known, promoted, preserved and celebrated. This includes assessment of Heritage Exemption Requests.	Indicator: <i>A1241</i> Percentage of Heritage Exemption Requests assessed in less than 14 calendar days	Manager Strategic Planning	Date: 30/06/26 Value: > 90%	Date: 30/09/25 Value: 100% Applications for heritage exemptions have continued to be processed in line with KPIs.	
	Indicator: <i>A1242</i> Percentage of heritage enquiries responded to within 24 hours	Manager Strategic Planning	Date: 30/06/26 Value: > 90%	Date: 30/09/25 Value: 100% The team has developed an effective process to manage and respond to heritage enquiries within 24 hours.	
A19.4.2 Provide advice on the assessment of major development proposals to ensure development is aligned with our strategic plans. This includes the review of State Significant Developments, State Significant Infrastructure (SEARS), Environmental Impact Statements, Site Compatibility Certificates and other proposals.	Indicator: <i>A1243</i> Number of major proposals responded to relevant to Randwick City	Manager Strategic Planning	Date: 30/06/26 Value: >= 2 proposals	Date: 30/09/25 Value: 17 proposals	


A19.4.3 Manage Council's property database and provide land use information to the community including planning certificates, historical property searches, and creation of new addresses.	Indicator: <i>A1244</i> Progress in reviewing and enhancing processing of property searches and street addressing applications to improve efficiency and streamline the customer experience.	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 25% Preliminary discussions have been held with Council's Corporate Planning and Performance Section to analyse the processing of property information searches.	
	Indicator: <i>A1245</i> Percentage of automated certificates issued in less than 24 hours	Manager Strategic Planning	Date: 30/06/26 Value: >= 95%	Date: 30/09/25 Value: 100% All automated certificates have been issued within 24 hours.	
	Indicator: <i>A1246</i> Number of discrepancies found in quarterly audits of property condition data	Manager Strategic Planning	Date: 30/06/26 Value: <=	Date: 30/09/25 Value:	
	Indicator: <i>A1247</i> Number of street addressing applications responded to within 14 calendar days	Manager Strategic Planning	Date: 30/06/26 Value: > 90%	Date: 30/09/25 Value: 100% Street addressing applications being managed efficiently.	

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

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A20.1.1 Undertake a heritage review of Randwick City to identify additional heritage items	Indicator: <i>A1248</i> Progress in preparing, reporting and exhibiting a heritage planning proposal	Manager Strategic Planning	Date: 30/06/26 Value: > 80%	Date: 30/09/25 Value: 25% Process has commenced to appoint a heritage consultant to undertake the heritage review	




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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A20.2.1 Update the Randwick DCP to strengthen design excellence and sustainability requirements and introduce local character provisions for new development.	Indicator: <i>A/249</i> Progress	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 80% New provisions developed for local character and sustainability. Briefings planned with Councillors.	

3.5. Inclusive Randwick Strategy

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

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


Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A21.1.1 Launch RCC Reflect Reconciliation Action Plan	Indicator: <i>A/250</i> Progress	Manager Community Development	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 90% The Reflect Reconciliation Action Plan has been submitted to Reconciliation Australia for final approval. Launch and implementation will commence following endorsement.	
A21.1.2 Commence preparation of Social Cohesion Plan	Indicator: <i>A/251</i> Progress	Manager Community Development	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 50% The Social Cohesion Plan is currently in the draft writing stage. The plan will be finalised and presented to Council before the end of the 2025–2026 financial year.	
A21.1.3 Commence preparation of Randwick Youth Plan	Indicator: <i>A/252</i> Progress	Manager Community Development	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 50% The Youth Plan is currently in the draft writing stage. The plan will be finalised and presented to Council before the end of the 2025–2026 financial year.	

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



Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A21.2.1 Raise awareness of social issues in community & create more inclusive environments through community programs and initiatives	Indicator: <i>A/253</i> Alignment of social programs to local area priorities	Manager Community Development	Date: 30/06/26 Value: = 8 priorities addressed	Date: 30/09/25 Value: 8 priorities addressed During this quarter, the Community Development team continued aligning programs and initiatives with the eight (8) Local Area Priorities identified in the Randwick Social Study	

				(2021). These priorities focus on: - Housing affordability and homelessness - Public transport and accessibility - Community connection and inclusion - Youth engagement and opportunity - Mental health and wellbeing - Aboriginal cultural inclusion and recognition - Safety and domestic violence prevention - Access to services and information.	
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A21.3 Celebrate the contribution of our local area volunteers via an annual event and communications plan.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A21.3.1 Facilitate an event that celebrates contribution of local volunteers	Indicator: <i>AI254</i> Number of events	Manager Community Development	Date: 30/06/26 Value: > = 1 event	Date: 30/09/25 Value: 0 event A Volunteer Expo and Recognition event is planned for 2026.	



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



Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A21.4.1 Manage the use and hire of Council's major venues including: - Prince Henry Centre - Randwick Community Centre - Randwick Literary Institute	Indicator: <i>AI255</i> Revenue generated from hire of Prince Henry Centre	Manager Economic Development and Placemaking	Date: 30/06/26 Value: > = 370,000.00 \$	Date: 30/09/25 Value: 143,730.00 \$ Prince Henry Centre has performed well this first quarter with a busy few months of booking confirmations.	
	Indicator: <i>AI256</i> Use of Randwick Community Centre (hours booked per month)	Manager Economic Development and Placemaking	Date: 30/06/26 Value: > 150.00 hrs/month (avg)	Date: 30/09/25 Value: 371.00 hrs/month (avg) With the main hall still being hired on a regular basis throughout the week, Randwick Community Centre is performing strongly this quarter.	

	<p>Indicator: <i>A/257</i></p> <p>Use of Randwick Literary Institute (hours booked per month)</p>	<p>Manager Economic Development and Placemaking</p>	<p>Date: 30/06/26</p> <p>Value: > 395.00 hrs/month (avg)</p>	<p>Date: 30/09/25</p> <p>Value: 478.00 hrs/month (avg)</p> <p>Randwick Literary Institute continues to hold steady regular hirers, recently with additional hirers booking for various programs over school holidays.</p>	
A21.4.2 Deliver Council's regular program of signature events (>5000 attendees)	<p>Indicator: <i>A/258</i></p> <p>Number of signature events held</p>	<p>Manager Economic Development and Placemaking</p>	<p>Date: 30/06/26</p> <p>Value: > 5 Events</p>	<p>Date: 30/09/25</p> <p>Value: 0 Events</p> <p>No events exceeding 5,000 attendees were held during this quarter.</p>	
A21.4.3 Deliver Council's regular program of small community events and one off events as required (<5000 attendees)	<p>Indicator: <i>A/259</i></p> <p>Number of regular events held</p>	<p>Manager Economic Development and Placemaking</p>	<p>Date: 30/06/26</p> <p>Value: > 3 Events</p>	<p>Date: 30/09/25</p> <p>Value: 1 Events</p> <p>On Sunday, 20 July 2025, Randwick City Council hosted the annual Beach Breaks event, celebrating the area's rich surfing and beach culture at Maroubra Beach. The event included the official induction of one surf life saving hero and one surfing legend into the Australian Surfing Walk of Fame, located along the Maroubra Beach promenade.</p> <p>The day also featured a community celebration, including live performances on the main stage and in McKeon Street, food and market stalls, and a range of family-friendly activities.</p>	
	<p>Indicator: <i>A/260</i></p> <p>Number of one-off events held</p>	<p>Manager Economic Development and Placemaking</p>	<p>Date: 30/06/26</p> <p>Value: > 0 Events</p>	<p>Date: 30/09/25</p> <p>Value: 1 Events</p> <p>Randwick City Council celebrated the completion of upgrades to Woomera Reserve Playground with an official opening and community event. The celebration featured the unveiling of a plaque, live music, a basketball activation, and free coffee and ice cream for attendees.</p>	


A21.4.4 Organise Council's regular program of civic events (including: Australia Day Civic Ceremony (Citizenship and Community Service Awards), Bastille Day ceremony, Anzac Day Civic Reception, Bali Commemoration Ceremony, Citizenship Ceremonies, Sports Awards, Garden Awards and the Community Christmas Party); as well as one-off civic events as required	Indicator: <i>A/261</i> Number of regular civic events	Manager Economic Development and Placemaking	Date: 30/06/26 Value: > 5 Events	Date: 30/09/25 Value: 2 Events Bastille Day was held on Monday, 14 July, at the La Perouse Museum Headland. The public ceremony included official speeches, national anthems, a wreath-laying ceremony, and a cannon firing. Following the formal proceedings, a private reception for invited guests took place in front of the La Perouse Museum, featuring a champagne toast and light refreshments. Randwick City Council hosted two citizenship ceremonies on Wednesday 30 July, and Wednesday 24 September, welcoming a combined total of 215 new citizens to the Randwick LGA.	
	Indicator: <i>A/262</i> Number of one-off civic events	Manager Economic Development and Placemaking	Date: 30/06/26 Value: > 0 Events	Date: 30/09/25 Value: 1 Events Randwick City Council partnered with the Eastern Beaches Police Area Command to deliver the EBPAC Police Awards on Thursday 3 July, celebrating and recognising career achievements within the police workforce. The awards ceremony included official speeches, the announcement of award recipients, and catered hospitality for attendees.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A21.5.1 Provide community access to an extensive range of library resources and services through our libraries.	Indicator: <i>A/263</i> Number of active library members	Manager Library Services	Date: 30/06/26 Value: > = 45,000 Active members	Date: 30/09/25 Value: 55,171 Active members	
	Indicator: <i>A/264</i> Total number of items borrowed from our libraries (including physical and digital)	Manager Library Services	Date: 30/06/26 Value: > = 800,000 Items	Date: 30/09/25 Value: 250,744 Items	


	Indicator: <i>A/265</i> Number of information queries responded to	Manager Library Services	Date: 30/06/26 Value: > 95,000 Enquiries	Date: 30/09/25 Value: 17,803 Enquiries	
	Indicator: <i>A/266</i> Number of visits to the three physical libraries	Manager Library Services	Date: 30/06/26 Value: >= 350,000 Visits	Date: 30/09/25 Value: 113,604 Visits	
A21.5.2 Provide 24/7 access to our eLibrary services. The eLibrary provides access to online resources, films, eMagazines, eBooks and eAudiobooks.	Indicator: <i>A/267</i> Number eLibrary loans	Manager Library Services	Date: 30/06/26 Value: >= 155,000 Loans	Date: 30/09/25 Value: 50,852 Loans	
A21.5.3 Provide digital access to history and heritage content about Randwick LGA	Indicator: <i>A/268</i> Number of assets made digitally accessible.	Manager Library Services	Date: 30/06/26 Value: > 5,000 Assets	Date: 30/09/25 Value: 6,794 Assets	
A21.5.5 Provide a diverse range of educational and recreational programs, activities and events through the library to support different community groups including seniors, our multicultural community, children and teens.	Indicator: <i>A/269</i> Number of educational and recreational programs, events and other activities provided through the library	Manager Library Services	Date: 30/06/26 Value: >= 1,200 Activities	Date: 30/09/25 Value: 569 Activities	
	Indicator: <i>A/270</i> Number of attendees at educational and recreational programs, activities and events provided through the library	Manager Library Services	Date: 30/06/26 Value: >= 20,000 Attendees	Date: 30/09/25 Value: 14,544 Attendees	

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



Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A21.6.1 Deliver promotional campaigns across multiple channels for the annual grant funding which invests in community ideas, initiatives and events	Indicator: <i>AI271</i> Number of promotional campaigns delivered	Manager Community Development	Date: 30/06/26 Value: >= 3 Campaigns	Date: 30/09/25 Value: 1 Campaigns One (1) promotional campaign was delivered in the reporting period, pertaining to the September-October round of Community Connect and Community Creative grants.	

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


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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A22.1.1 Trial methods to Improve accessibility of information to targeted community groups	Indicator: <i>AI272</i> Number of community engagement methods deployed	Manager Community Development	Date: 30/06/26 Value: >= 1 Methods	Date: 30/09/25 Value: 2 Methods During this period, two methods were trialled to improve the accessibility of Council information for targeted community groups. 1. Translation of materials – Event posters, flyers, and surveys were translated into multiple languages to enhance engagement with culturally and linguistically diverse residents. 2. Culturally specific resources – Domestic violence information cards were produced in Indonesian to support local community safety initiatives and improve access to support services. These initiatives strengthen inclusive communication and ensure key messages reach a broader cross-section of the community.	




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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A22.3.1 Provide meaningful and relevant opportunities for community participation through face to face engagement.	Indicator: <i>A1275</i> Percentage of precincts meeting monthly or bi-monthly	Manager Communications	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 100%	
	Indicator: <i>A1276</i> Number of Let's Chat sessions	Manager Communications	Date: 30/06/26 Value: >= 10 Let's Chat sessions	Date: 30/09/25 Value: 5 Let's Chat sessions Five Mayor's Mobile Office sessions held in September.	

A22.4 Communicate with our local communities about Council's projects, strategies, goals, events and facilities, and value and make use of their knowledge and experience to make better decisions.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A22.4.1 Provide information to the community on the Council's services and activities using effective communication methods through a variety of channels including print, digital and social media. This includes the production of Council's Scene magazine and Randwick eNews.	Indicator: <i>A1278</i> Number of editions of Scene Magazine produced	Manager Communications	Date: 30/06/26 Value: >= 4 Editions	Date: 30/09/25 Value: 1 Editions Spring edition published launching Council's shop local buy local strategy. Matraville town centre profiled.	
	Indicator: <i>A1279</i> Number of editions of Randwick eNews produced	Manager Communications	Date: 30/06/26 Value: >= 48 Editions	Date: 30/09/25 Value: 13 Editions	
	Indicator: <i>A1280</i> Randwick eNews open rate	Manager Communications	Date: 30/06/26 Value: >= 32%	Date: 30/09/25 Value: 49%	

	Indicator: <i>A/281</i> Randwick eNews subscribers	Manager Communications	Date: 30/06/26 Value: >= 50,000 Subscribers	Date: 30/09/25 Value: 51,533 Subscribers	
	Indicator: <i>A/282</i> Number of followers of Council's corporate social media accounts (Facebook, X, Insta, YouTube, LinkedIn and Mayor's X)	Manager Communications	Date: 30/06/26 Value: >= 60,000 Followers	Date: 30/09/25 Value: 72,902 Followers	
	Indicator: <i>A/283</i> Number of Council Facebook posts, Council X posts, Mayoral X posts, and Council insta posts	Manager Communications	Date: 30/06/26 Value: >= 900 Posts	Date: 30/09/25 Value: 141 Posts	
A22.4.2 Develop and implement opportunities for community input into the Council's decision-making processes, including through formal consultations, social media and biennial community satisfaction surveys.	Indicator: <i>A/285</i> Number of active subscribers to YourSay Randwick	Manager Communications	Date: 30/06/26 Value: >= 10,000 Subscribers	Date: 30/09/25 Value: 14,931 Subscribers	
A22.4.3 Support the creation, presentation and distribution of effective and clear community communications through graphic design, animation, videography and photography.	Indicator: <i>A/289</i> Number of street banner campaigns installed	Manager Communications	Date: 30/06/26 Value: >= 12 Campaigns	Date: 30/09/25 Value: 6 Campaigns Street banners installed included Beach Breaks, Spot On, Roosters, Eco Living Festival, DRLC, Bali Commemoration Ceremony.	
	Indicator: <i>A/290</i> Number of Citylight campaigns installed	Manager Communications	Date: 30/06/26 Value: >= 12 Campaigns	Date: 30/09/25 Value: 6 Campaigns	
	Indicator: <i>A/291</i> Number of videos/animations produced	Manager Communications	Date: 30/06/26 Value: >= 40 Videos / Animations	Date: 30/09/25 Value: 24 Videos / Animations	


A22.4.4 Respond to media enquiries and proactively provide media releases to help keep the community informed on current issues and opportunities within the LGA.	Indicator: <i>A/295</i> Percentage of media deadlines met	Manager Communications	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 100%	
	Indicator: <i>A/296</i> Number of news items published on Council's website	Manager Communications	Date: 30/06/26 Value: >= 104 Items	Date: 30/09/25 Value: 38 Items	
A22.4.5 Prepare and edit Council's written communication content and speeches to ensure that the information provided by Council is clear, accurate, consistent and relevant.	Indicator: <i>A/297</i> Number of items proof-read	Manager Communications	Date: 30/06/26 Value: >= 2,000 Items	Date: 30/09/25 Value: 709 Items	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A22.5.1 Provide online systems, such as the library website, app and social media, that enable our community to interact with the library 24/7	Indicator: <i>A/298</i> Number of library website page views	Manager Library Services	Date: 30/06/26 Value: >= 450,000 Views	Date: 30/09/25 Value: 122,578 Views	
	Indicator: <i>A/299</i> Number of sessions in library app	Manager Library Services	Date: 30/06/26 Value: >= 140,000 Sessions	Date: 30/09/25 Value: 56,003 Sessions	
	Indicator: <i>A/300</i> Number of Library Instagram and Facebook followers	Manager Library Services	Date: 30/06/26 Value: >= 5,000 Followers	Date: 30/09/25 Value: 5,915 Followers	
	Indicator: <i>A/301</i> Average monthly interactions with Library Facebook and Instagram content.	Manager Library Services	Date: 30/06/26 Value: >= 1,000.00 Interactions per month (avg)	Date: 30/09/25 Value: 1,307.00 Interactions per month (avg)	



	Indicator: <i>A/302</i> Number of Library eNews subscribers	Manager Library Services	Date: 30/06/26 Value: >= 48,000 Subscribers	Date: 30/09/25 Value: 53,173 Subscribers	
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A22.6 Run a periodic service provider forum to maintain connections with service delivery, social needs, and challenges.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A22.6.1 Host service provider forum	Indicator: <i>A/303</i> Number of forums held	Manager Community Development	Date: 30/06/26 Value: >= 1 Forums	Date: 30/09/25 Value: 0 Forums The Service Provider Forum is planned for early 2026.	




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



A23.1 Develop a business plan for the Library

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A23.1.1 Report back to Council on library facilities	Indicator: <i>A/304</i> Progress	Manager Library Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 50% General Manager Update 17 October 2025 informed councillors of outcomes of consultant's Future Library Facilities report. All feasible recommendations within current budget have been implemented. Further improvements to facilities and increasing library footprint to meet current and future demographics tied to budget and future planning developments involving the Royal Randwick Shopping Centre and Rainbow Street Administration Centre.	
A23.1.2 Consider opportunities for additional physical access points to library resources, including kiosks and pop-up libraries.	Indicator: <i>A/305</i> Progress	Manager Library Services	Date: 30/06/26 Value: > 5 Opportunities	Date: 30/09/25 Value: 5 Opportunities Opportunities for physical access points in Matraville, Little Bay, Des Renford Aquatic Centre and Meeks Street Plaza investigated - 1) Kiosks no longer being used by libraries; cost of purchasing and	

				<p>servicing them outweighs usage.</p> <p>2) Pop-up libraries in south of the LGA not considered viable in terms of suitable facilities, cost to rent and fit-out. Sufficient library facilities both within Randwick LGA and neighbouring LGAs to service needs.</p> <p>Recommendation 1) increase budget for online resources as demand for eResources has increased enormously and can be accessed anywhere;</p> <p>2) include a library collocated with community and cultural facilities in any planned future developments.</p>	
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A23.2 Provide activities and services that support community wellbeing, consistently enable care and promote community connections.




Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A23.2.2 Manage and operate the Moverly Children's Centre which provides long day care for children aged 0-5 years.	Indicator: <i>A/308</i> Occupancy rate for Moverly Children's Centre	Manager Community Development	Date: 30/06/26 Value: >= 80%	Date: 30/09/25 Value: 75% 52 children are currently enrolled at Moverly Children's Centre. Occupancy rate is steadily increasing through new enrolments.	
A23.2.3 Partner with NSW Health, Department of Communities and Justice and the Primary Health Network to deliver the place based community hub in Lexington Place (Hub@Lexo) which offers a range of health and social services to support marginalised communities.	Indicator: <i>A/309</i> Visits to the community hub in Lexington Place (Hub@Lexo)	Manager Community Development	Date: 30/06/26 Value: > 4,800 Visits	Date: 30/09/25 Value: 2,617 Visits The Hub@Lexo recorded 2,617 visits during Quarter 1 (July – September 2025) across 181 program occasions. Regular services included food relief, housing and legal support, health outreach, playgroup, and community education sessions. The Hub continues to provide accessible, place-based support in partnership with NSW Health, Homes NSW, the Department of Communities and Justice, and local NGOs, contributing to improved wellbeing and stronger community connections for residents in the Lexington Place area.	
A23.2.4 Provide a range of community initiatives designed to promote a sense of community and meet the identified needs of specific groups such as seniors and carers, our multicultural	Indicator: <i>A/310</i> Number of attendees at community events, activities and programs designed to	Manager Community Development	Date: 30/06/26 Value: > 13,246 Attendees	Date: 30/09/25 Value: 2,881 Attendees During Quarter 1 (July – September 2025), the Community Development team delivered a series of programs and initiatives	

community, youth, parents and families.	promote a sense of community			promoting social connection and inclusion, including targeted programs for seniors, carers, multicultural communities, and families. Highlights included Dying to Know Day sessions, Know the Signs elder abuse prevention workshops, Death Cafes, and community conversations on social cohesion. These activities supported 2,881 participants and contributed to strengthening social cohesion and community wellbeing.	
A23.2.5 Support a range of initiatives that are delivered in partnership with our Aboriginal community, particularly around NAIDOC Week and Reconciliation Week.	Indicator: <i>A/311</i> Number of attendees at activities and events delivered in partnership with our Aboriginal community	Manager Community Development	Date: 30/06/26 Value: > 1,100 Attendees	Date: 30/09/25 Value: 321 Attendees During the quarter, the Community Development team delivered a range of consultations and programs that supported community wellbeing and strengthened connections with the Aboriginal community. Activities included consultations for the Reconciliation Action Plan (RAP), local breast screening awareness sessions, and targeted workshops and programs promoting health, inclusion, and cultural connection.	
A23.2.6 Support, establish, facilitate and/or participate in interagencies, working groups, committees and other collaborations that support our community, share information and identify needs.	Indicator: <i>A/312</i> Number of collaborative projects delivered through interagencies, working groups and committees	Manager Community Development	Date: 30/06/26 Value: >= 5 Projects	Date: 30/09/25 Value: 7 Projects The Community Development team continues to actively participate in a range of interagencies, working groups, and collaborative networks that support community wellbeing, inclusion, and coordinated service delivery. New and ongoing collaborations have strengthened information sharing and joint responses to emerging community needs. During the quarter, the team contributed to 7 collaborative projects through participation in the following groups: 1. Eastern Suburbs Domestic Violence Network (ESDVN) 2. Eastern Sydney Homelessness Assertive Outreach Collaborative (ESHAC) 3. City and Eastern Sydney Ageing and Disability Interagency 4. Eastern Suburbs Prevention of Abuse Collaborative 5. Older Persons Mental Health Services Network 6. Southern Sydney District (SSD) Community of Practice 7. Inner Eastern Sydney Child, Family and Interagency (IESCFI) These partnerships enhance Council's capacity to address local	

				priorities, promote social inclusion, and deliver coordinated community outcomes across Randwick City.	
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Inclusive Randwick Objective: Increase participation in social programs/services provided in partnership with Council for our marginalised communities by 2026 from the 2021 baseline.

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


Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A24.1.1 Implement Council's Disability Inclusion Action Plan.	Indicator: <i>A/313</i> Progress towards implementing the DIAP recommendations	Manager Community Development	Date: 30/06/26 Value: > = 25%	Date: 30/09/25 Value: 56% The consultation phase for the review of Council's Disability Inclusion Action Plan (DIAP) is about to commence. This phase will engage key stakeholders, service providers, and community members to identify priorities and opportunities to strengthen inclusion across Council services and facilities. The outcomes will inform the updated regional DIAP, supporting increased participation in programs and services for marginalised communities. to date the current DIAP has reached 56% completion.	
A24.1.2 Report on implementation of the wide range of activities identified in the DIAP.	Indicator: <i>A/314</i> Progress	Manager Community Development	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 44% 9 activities targeting the needs of people with disability were held during the reporting period, engaging 256 participants. An accessible Wayfinding Strategy for the entire LGA coastal walkway is being implemented in stages. Ongoing discussions have continued with Council's Communications team regarding accessibility improvements to Council's publications and Brand Guidelines.	
A24.1.3 Explore partnerships with the goal of delivering a periodic youth forum addressing priority needs	Indicator: <i>A/315</i> Host Youth forum	Manager Community Development	Date: 30/06/26 Value: = 1 Forums	Date: 30/09/25 Value: 0 Forums A Youth Forum is planned for 2026.	

A24.1.4 Incorporate an accessible studio space within Blenheim House.	Indicator: <i>A/316</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: > = 50%	Date: 30/09/25 Value: 10% The Arts & Culture team have met with Accessible Arts to discuss how to strengthen access and inclusion across our spaces and programs. A cross-functional project team representing Events, Arts and Culture and the La Perouse Museum conducted walking workshops this quarter with the consultancy to assess and audit various venues and event sites. Arts and Culture sought advice from the consultancy regarding the redevelopment of Blenheim House and discussed methodologies to strengthen support of the accessible studio space.	
A24.1.5 Deliver specific training to leaders and customer services staff in LGBTIQA+ and trans affirming workplaces to support meaningful employment by all.	Indicator: <i>A/317</i> Number of training sessions held	Manager Human Resources Operations	Date: 30/06/26 Value: > = 1 Sessions	Date: 30/09/25 Value: 0 Sessions Working with Council's new LGBTIQA+ Inclusion Officer to review training provided and plan training schedule.	
A24.1.6 Improve systems and processes for engagement by undertaking a quality content review of Council's website to improve readability and accessibility.	Indicator: <i>A/318</i> Progress	Chief Information Officer	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 25% Council has launched new digital services including the 'Randwick Now' web app and remains committed to meeting Level AA compliance under the Web Content Accessibility Guidelines (WCAG), ensuring digital inclusivity for all users. All online services provided by Council are supported by alternative access channels, which may include paper-based forms or assistance via telephone, where a Council officer inputs information on behalf of the customer.	


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



Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A24.2.1 Produce good news / outcomes story after each round of the Community Investment Program	Indicator: <i>A/319</i> Number of Stories	Manager Community Development	Date: 30/06/26 Value: > = 3 Stories	Date: 30/09/25 Value: 1 Stories One good news story was shared via Council's eNews, website, and social media channels during the reporting period. This story showcased the Mayor's Morning Tea for Community Investment Program participants. This event was held on 15 September 2025 and attended by 75 community members representing 25 local entities including charities, volunteer associations, arts organisations, and sole traders.	


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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A24.3.1 Provide brief to councillors on proposed facility.	Indicator: <i>A/320</i> Progress	Manager Infrastructure Services	Date: 30/06/26 Value: > = 100%	Date: 30/09/25 Value: 100% Director City Services Report No. CS33/25 presented to Council.	


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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A24.4.1 Advocate to State Government for spaces within social housing estates for pop-up service provision on an ongoing basis.	Indicator: <i>A/321</i> Number of meetings / reviews	Manager Community Development	Date: 30/06/26 Value: = 1 Reviews	Date: 30/09/25 Value: 1 Reviews Council continues to advocate for the delivery of accessible community services within social housing estates. During the quarter, discussions were held with State Government agencies regarding the use of community spaces for pop-up and outreach service delivery. As part of this approach, a pilot program at Namatjira Place has commenced to strengthen community capacity and resilience in response to food security pressures.	

A24.4.2 Investigate opportunities for long term operational funding for the place based community Hub@Lexo.	Indicator: A/322 Number of opportunities investigated	Manager Community Development	Date: 30/06/26 Value: > = 3 Partners	Date: 30/09/25 Value: 2 Partners Council continues to investigate long-term operational funding opportunities for the Hub @ Lexo to ensure its ongoing sustainability. The Hub operates under a multi-agency, shared-resource model involving Randwick City Council, South Eastern Sydney Local Health District (SESLHD), Department of Communities and Justice (DCJ), and the Central and Eastern Sydney Primary Health Network (CESPHN). Engagement this quarter focused on exploring co-funding, in-kind partnerships, and integrated service delivery arrangements with these agencies to secure stable, long-term operational support. The Hub @ Lexo remains a flagship example of place-based, partnership-driven service delivery, delivering over 8,000 visits annually and fostering strong outcomes in health, housing, and social inclusion.	
A24.4.3 Investigate the expansion of place based services and programs in partnership with relevant government agencies by 2032.	Indicator: A/323 To commence 2026/27	Manager Community Development	Date: 30/06/26 Value: > = 0%	Date: 30/09/25 Value: 0% This action is scheduled to commence in 2026/27. Preliminary work during the current period has focused on identifying opportunities to expand place-based service delivery in partnership with State and Federal agencies. Insights gained through the Hub@Lexo and related pilot initiatives will inform future planning and advocacy for the establishment of additional community hubs and outreach models across Randwick City.	
A24.4.4 Advocate for welfare and support payments that keep people out of poverty and do not place unfair administrative burdens on those seeking assistance.	Indicator: A/324 Percentage of relevant requests responded to	Manager Community Development	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 0% Council continues to respond to advocacy requests and correspondence relating to social policy, income support, and welfare reform when received and relevant. During the period, matters were monitored through interagency participation and sector networks, with 0 formal advocacy requests received. Council remains committed to supporting fair, accessible welfare systems that reduce financial hardship and administrative barriers for community members.	

A24.4.5 Advocate to national and State Governments for increased funding for housing and homelessness service providers.	Indicator: A/325 Number of meetings with Eastern Suburbs Homelessness Association Committee (ESHAC)	Manager Community Development	Date: 30/06/26 Value: > = 10 Meetings	Date: 30/09/25 Value: 2 Meetings Two meetings of the Eastern Suburbs Homelessness Assertive Outreach Collaborative (ESHAC) were attended during the quarter. Through this forum, Council continues to advocate to State and Federal Government agencies for increased funding and coordinated service responses to address homelessness and housing insecurity in the Eastern Suburbs. Regular participation ensures local priorities are represented and partnership actions remain aligned with community needs.	
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A24.5 Explore partnership opportunities to increase youth services and activities in priority targeted areas including participation in the performing arts.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A24.5.1 Consult with Youth and youth sector stakeholders on requirements	Indicator: A/326 Number of consultations	Manager Community Development	Date: 30/06/26 Value: > = 1 Meetings	Date: 30/09/25 Value: 12 Meetings Consultation has commenced for the development of Council's Youth Plan, with 12 consultation sessions held to date involving young people and youth sector stakeholders. These sessions are helping identify priorities, service gaps, and partnership opportunities to strengthen youth participation, access, and inclusion across the city.	


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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A24.6.1 Deliver awareness activities /campaigns	Indicator: A/327 Number of awareness activities /campaigns delivered	Manager Community Development	Date: 30/06/26 Value: > = 2 Activities / campaigns	Date: 30/09/25 Value: 0 Activities / campaigns	

A24.7 Investigate opportunities for the expansion of community transport across the LGA by 2029.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A24.7.1 Conduct audit of existing community transport providers in LGA and survey community to determine unmet needs.	Indicator: A/328 Progress	Manager Community Development	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 0% This activity has not yet commenced.	

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


Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A24.8.1 Investigate pilot program to build capacity of community to withstand food security pressures	Indicator: A/329 Progress	Manager Community Development	Date: 30/06/26 Value: > = 1 Pilot Program	Date: 30/09/25 Value: 1 Pilot Program A pilot program at Namatjira Place has commenced to strengthen community capacity and resilience in response to food security pressures. The initiative is being delivered in partnership with local organisations and community groups, focusing on sustainable solutions and improved access to nutritious food in disadvantaged areas. Outcomes from the pilot will inform future program design and long-term food security strategies.	

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



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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A25.1.1 Launch 'A Safer Randwick City: Community Safety Action Plan (2025-2035)'	Indicator: A/330 Progress	Manager Community Development	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 50% The final Community Safety Action Plan has been endorsed by Council and uploaded to Council's website. An e-launch plan is being prepared for implementation.	


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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A25.2.3 Manage Council's Community Investment Program which supports individuals, community groups and community organisations by providing targeted financial assistance to ideas, initiatives and services which are needs based, inclusive, impactful and create a 'sense of community'.	Indicator: <i>A/332</i> Percentage of budgeted funds allocated	Manager Community Development	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 58% As of 30 September, 58% of the total Community Investment Program budget has been allocated across three streams: - Community Connect - Community Creative - Community Partnerships. Funding allocations are inclusive of cash grants and in-kind Fee Support.	




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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A25.3.1 Maintain and manage the Companion Animals database and undertake companion animal investigations, patrols and enforcement, including responding to animal related customer complaints and enquiries.	Indicator: <i>A/335</i> Percentage of animal management customer service requests responded to within SLA	Manager Compliance	Date: 30/06/26 Value: >= 90%	Date: 30/09/25 Value: 98% Of the 258 service requests 98% were actioned within the SLA timeframe with an average across all SR types of 6.2 days.	
A25.3.2 Undertake proactive and reactive patrols, investigations, impounding and enforcement to ensure compliance with 'local laws' regarding the use of Council's parks, reserves, beaches, roads and other public places.	Indicator: <i>A/337</i> Percentage of all customer service requests actioned by our Rangers (excluding parking related requests) that were responded to within SLA	Manager Compliance	Date: 30/06/26 Value: >= 90%	Date: 30/09/25 Value: 99% 99% of all customer service requests actioned by our Rangers (excluding parking related requests) were responded to within SLA.	

A25.4 Implement Council's key regulatory functions, responsibilities and services

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A25.4.1 Implement Council's Food Safety Program.	Indicator: <i>A/339</i> Percentage of high and medium risk food premises inspected in financial year	Manager Compliance	Date: 30/06/26 Value: >= 90%	Date: 30/09/25 Value: 28% A total of 238 out of 734 high and medium risk food premises were inspected in Q1 2025 equating to 28% of all high and medium risk food premises.	
A25.4.2 Undertake regulatory health, building and compliance assessments, investigations, and regulatory actions, in response to customer enquiries and complaints	Indicator: <i>A/341</i> Percentage of health, building and development compliance related investigations and assessments are actioned within 7 days	Manager Compliance	Date: 30/06/26 Value: >=85%	Date: 30/09/25 Value: 93% 93.1% of health, building and development compliance related investigations and assessments are actioned within 7 days.	


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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A25.6.1 Provide lifeguard services at Coogee and Maroubra Beaches all year and at Clovelly during summer.	Indicator: <i>A/343</i> Percentage of incidents responded to along our coastline within 30-minutes of being notified	Manager Waste, Cleansing and Public Safety	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 100% 3 major incidents lifeguards responded to along the coast. All were under 10mins of being notified.	
	Indicator: <i>A/344</i> Number of preventative actions (Note: a preventative action is when a lifeguard intervenes to prevent a likely incident from occurring)	Manager Waste, Cleansing and Public Safety	Date: 30/06/26 Value: >= 15,000 Actions	Date: 30/09/25 Value: 4,126 Actions	
A25.6.2 Provide schools and community groups with Surf and Water Safety Education Programs.	Indicator: <i>A/345</i> Hours of Surf and Water Safety Education Programs provided to schools and community groups	Manager Waste, Cleansing and Public Safety	Date: 30/06/26 Value: >= 40.00 Hrs	Date: 30/09/25 Value: 15.00 Hrs Lifeguards have started participating in school education programs for the 2025/26 summer season and also took part in the Eco Living Festival.	



3.6. Integrated Transport Strategy

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






A26.1 Update the Bicycle Route Construction Priority List.




Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A26.1.1 Finalise and adopt the updated Bicycle Route Construction Priority List.	Indicator: A/346 Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 20% The analysis of existing bicycle infrastructure and the proposed network (2015 bicycle route priority route and ATP Cycle Network Plan) has commenced to determine updated priority routes is in progress).	

A26.2 Implement the Active Transport Plan actions.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A26.2.1 Continue implementing actions arising from ATP.	Indicator: A/347 Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 30% Doncaster Avenue cycleway "Watch out for pedestrians, cyclists" signages to be installed November 2025. The next step is to collaborate with Bayside/City of Sydney/Waverley Councils.	
A26.2.2 Develop and maintain an active transport wayfinding plan for the LGA	Indicator: A/348 Progress	Manager Engineering Services	Date: 30/06/26 Value: >= 50%	Date: 30/09/25 Value: 20% Draft cycling wayfinding sign reviewed. The next step - the Walking sign - to be reviewed with the Open Space team to prepare brief.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A26.3.2 Complete detailed construction design of Stage 1 of the Anzac Parade cycleway/ footpath project.	Indicator: A/350 Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 40% A Strategic Framework Report has been completed. The next step is the detailed Design subject to completion and endorsement of concept design (currently at 90%).	
A26.3.3 Develop a concept design for the Randwick to Coogee cycleway project.	Indicator: A/351 Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 20% Stage one of the project is complete: Strategic Framework and Route Options Assessment. Council endorsement of preferred route is required in order to progress design further.	
A26.3.4 Complete a detailed construction design for the Randwick to Coogee cycleway project.	Indicator: A/352 Progress	Manager Engineering Services	Date: 30/06/26 Value: >= 50%	Date: 30/09/25 Value: 40% The strategic framework and route options assessment report with preferred new route alignment identified (depend on A26.3.3) has been prepared.	
A26.3.5 Complete a detailed construction design for the South Coogee to Kingsford pedestrian and cycling improvements project.	Indicator: A/353 Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 90% Detailed design at 95% complete. Sydney Water and TCS approval ongoing.	
A26.3.6 Complete design and installation of signalised intersection at Avoca Street / Bundock Street/ Sturt Street, dependent on completion of Sydney Water works	Indicator: A/354 Progress	Manager Engineering Services	Date: 30/06/26 Value: >= 20%	Date: 30/09/25 Value: 40% The detail design is at 95%, working with TfNSW and Sydney water for their approval. (this plan is depending to A26.3.5)	



A26.3.7 Develop a concept and detailed design for the Todman Avenue / Lenthall Street cycleway project.	Indicator: A/355 Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 50% Concept Design for both Todman and Lenthall are complete. Awaiting Council endorsement for community consultation	
A26.3.8 Review other opportunities for funding internal / external (TfNSW funding) and if funded, develop concept and detailed construction designs for additional projects.	Indicator: A/356 Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 80% This target has been completed with the receiving of 3 funding approvals from Road safety Program for the following locations: Moverly Road - between Henning Avenue and Popplewell Place - Pedestrian Refuge Pine Avenue, Little Bay - Wombat Crossing Robey Street, west of Wade Street, Maroubra - Raised Pedestrian Crossing all concept design has been completed, and the next step is completing the detail design	
A26.3.9 Implement additional cycleway projects following consultation, subject to internal and/ or external funding.	Indicator: A/357 Number of scheduled projects delivered	Manager Engineering Services	Date: 30/06/26 Value: >= 1 projects	Date: 30/09/25 Value: 2 projects This target has been achieved based on the delivery of the following projects: ITD - Fitzgerald Avenue - cycleway line marking and pram ramp ITD - Doncaster Avenue - separated cycleway across Anzac Parade	


A26.4 Implement measures to increase safety for people riding bikes or walking in 5 locations each year until 2035, with priority given to identified crash sites.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A26.4.1 Design traffic facilities to increase safety for people riding bikes or walking in 5 locations across the LGA.	Indicator: A/358 Number of traffic facilities designed	Manager Engineering Services	Date: 30/06/26 Value: >= 5 traffic facilities	Date: 30/09/25 Value: 5 traffic facilities Traffic facility designs to increase the safety of people riding bikes or walking in 5 locations has been achieved at the	



				following locations: ITD - Malabar Road at Nymboida Street, South Coogee - Kerb Blister adjustment ITD - Darley Rd east of Market Street, Randwick - installation of raised Ped crossing ITD - Malabar Rd, north of Duncan St - Wombat crossing ITD - Alison Rd - Doncaster Ave to Darley Rd - foot path ITD - Robey St west of Wade St - Pedestrian refuge- 2025 design	
A26.4.2 Construct new traffic facilities to increase safety for those who choose to walk or ride within the Council area.	Indicator: <i>A/359</i> Number of traffic facilities constructed	Manager Engineering Services	Date: 30/06/26 Value: >= 5 traffic facilities	Date: 30/09/25 Value: 5 traffic facilities Construct new traffic facilities to increase safety for those who choose to walk or ride within the Council area been achieved at the following 5 locations: ITD - Botany Rd, Bunnerong Rd - Intersection narrowing and pedestrian refuge ITD - Perouse Rd, Barker St - Pedestrian facilities ITD - Doncaster Ave / Anzac Pde - cycleway extension ITD - Tunstall Ave / Tresidder Rd - raised intersection ITD - Goodridge / Tunstall Ave - raised intersection	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A26.5.1 Develop a set of principles/guidelines to inform appropriate development controls that will improve permeability in the walking and cycling network.	Indicator: <i>A/360</i> Progress	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 80% Design principles to facilitate permeability have been developed for the Randwick Junction town centre through the DCP controls.	
A26.5.2 Report, exhibit and finalise provisions for stage 2 of the new Comprehensive DCP that will improve accessibility through large blocks and/or large developments across the LGA.	Indicator: <i>A/361</i> Progress	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 80% Report on the DCP being drafted for November Council meeting. Briefings arranged with Councillors.	

A26.5.3 Continue to lobby and work with collaboration area partners and developers to support the delivery of sustainable transport options and facilities.	Indicator: A/362 Number of meetings attended and letters issued	Manager Engineering Services	Date: 30/06/26 Value: >= 3 meetings / letters	Date: 30/09/25 Value: 3 meetings / letters This target has been achieved based on 3 meetings with: meeting or Letter 1 - Waverly council meeting or Letter 2 - Get NSW Active PCG meeting or Letter 3 - Bayside council K2CP stage 3	
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A26.6 Provide 200 new bicycle parking spaces across our beaches, local centres and key destinations across the LGA by 2032.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A26.6.1 Identify suitable locations for the provision of new bicycle parking spaces across the LGA in consultation with Council bicycle committee and community requests.	Indicator: A/363 Number of bicycle parking spaces identified	Manager Engineering Services	Date: 30/06/26 Value: >= 40 spaces	Date: 30/09/25 Value: 30 spaces Different parking locations in various stages of project. 30 spaces identified with more to be confirmed	
A26.6.2 Deliver an average 40 bicycle parking spaces per year at the identified locations.	Indicator: A/364 Number of bicycle parking spaces installed	Manager Engineering Services	Date: 30/06/26 Value: >= 40 spaces	Date: 30/09/25 Value: 2 spaces Dependent to A26.6.1 - however, it is anticipated to install 40 spaces this financial year (33 already have had work instructions issued, and the rest are waiting for crown land approval).	


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

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A27.1.1 Work with TfNSW with regard to on-demand transport, service frequency and capacity to address identified gaps in the public transport network	Indicator: A/365 Host quarterly meetings	Manager Engineering Services	Date: 30/06/26 Value: =4 meetings	Date: 30/09/25 Value: 1 meetings Meeting 1 - with TfNSW	



A27.1.2 Work with TfNSW, bus operators and neighbouring Councils to enable implementation of the proposed rapid bus links identified in the South East Sydney Transport Strategy and Future Transport 2056.	Indicator: <i>A/366</i> Percentage of relevant meetings attended	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 100% An internal meeting with Strategic Planning and TfNSW was undertaken in September 2024 discussing the proposed rapid bus links identified in the South East Sydney Transport Strategy and Future Transport 2056. A further meeting request with TfNSW and bus operator is planned for November.	
A27.1.3 Participate in on-going conversations with TfNSW regarding mass transit proposals and their impacts on the LGA in order to facilitate community knowledge and participation in the process.	Indicator: <i>A/367</i> Annual update to understand current position re mass transit proposal	Manager Engineering Services	Date: 30/06/26 Value: = 1 updates	Date: 30/09/25 Value: 1 updates A meeting with TfNSW and strategic planning team was held in September 2024.	

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



Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A27.2.1 Complete the bus shelter and bus stop amenity upgrade program.	Indicator: <i>A/368</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 10% A 5 year works program is underway leveraging recorded complaints, as well as the Public Bus Stop Assessment audit, to inform locations. Little Bay at Pine St is confirmed to be in year 1 of the program .	


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

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A28.1.1 Report, exhibit and finalise controls for stage 2 of the new Comprehensive DCP that require the provision of electric vehicle and electric bicycle charging stations in new residential and commercial buildings across the LGA.	Indicator: <i>A1370</i> Progress	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 80% Report on the DCP being drafted for November Council meeting. Briefings arranged with Councillors	
A28.1.2 Provide rebates for EV chargers in residential and commercial buildings.	Indicator: <i>A1371</i> Total number of rebates provided for charging stations in residential and commercial buildings	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 50 rebates	Date: 30/09/25 Value: 8 rebates Eight rebates were provided for charging stations in residential and commercial buildings.	



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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A28.2.1 Deliver new publicly accessible EV charging stations.	Indicator: <i>A1372</i> Number of publicly accessible non-council operated EV charging stations	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 90 EV charging stations	Date: 30/09/25 Value: 96 EV charging stations There are 96 publicly available non-council operated EV charging stations across the LGA. Most chargers have two charging ports.	
	Indicator: <i>A1373</i> Number of electric vehicles in Council's fleet	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 15 electric vehicles	Date: 30/09/25 Value: 5 electric vehicles There are 5 EV's in Council's fleet. However, with the installation of EV chargers at Admin and the Depot, the increase in Council EV's is now feasible.	


	Indicator: <i>A/374</i> Number of chargers installed for Council fleet	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 20 EV chargers	Date: 30/09/25 Value: 41 EV chargers Council has increased the number of EV charging ports to 41. The new chargers include 12 at Admin and 25 at the Depot including three public charger ports.	
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Integrated Transport Objective: Achieve a 50% reduction in casualties on the road network from a 2018 baseline of 269 incidents by 2031.

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A29.1.1 Develop a procedure for road space allocation on Randwick streets to support the delivery of future walking space and cycle routes, including pop-up routes by 2029.	Indicator: <i>A/375</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 20% Preliminary investigations underway for a road space allocation on Randwick streets that aligns with DORAS (Design of Roads and Streets) which is adopted by TfNSW for future design under the new instrument of delegations and authorities 2025.	
A29.1.2 Apply the principles for road space allocation in 100% of local centre upgrade plans by 2031.	Indicator: <i>A/376</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 20% The application of the Principles of DORAS, which the RCC Road Space Allocation to the cycleway projects has begun. A trial has been initiated across the LGA mainly in Coogee Bay Road, and Arden Street.	




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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A29.2.1 Identify current crash locations, Star Rate and make submissions to TfNSW for funding of remedial treatments under the Black Spot Program, Road Safety Program, or similar programs.	Indicator: <i>A/377</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 100% Based on star rate and submitting applications to TfNSW, council were successful in gaining funds for the following treatments:	


				<p>Marine Parade, Maroubra - Raised Pedestrian Crossing and Footpath Widening</p> <p>Moverly Road - between Henning Avenue and Popplewell Place - Pedestrian Refuge</p> <p>Maroubra Road at Duncan Street intersection, pedestrian refuge and kerb extension</p> <p>Pine Avenue, Little Bay - Wombat Crossing</p> <p>Darley Road and Market Street - Wombat crossing with pedestrian refuge and kerb blisters</p> <p>Robey Street, west of Wade Street, Maroubra - Raised Pedestrian Crossing</p> <p>Dolphin Street and Arden Street roundabout - conversion of splitter island to a refuge island on the</p>	
A29.2.2 Implement approved road safety treatments that received TfNSW funding in the previous round of funding.	Indicator: <i>A/378</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: > = 50%	<p>Date: 30/09/25</p> <p>Value: 50%</p> <p>Traffic devices have been implemented:</p> <p>Little Bay and Bunnerong Road - Speed Cushion</p> <p>Tunstall Avenue - Raised Intersections x 2</p> <p>Next up:</p> <p>Flower/Maroubra Road</p> <p>Clovelly/Market Street</p>	
A29.2.3 Using NSW Centre for Road Safety crash data, community feedback, and knowledge of emerging trends in community road safety, deliver programs to target areas in need of specific behaviour change to improve road safety.	Indicator: <i>A/379</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	<p>Date: 30/09/25</p> <p>Value: 25%</p> <p>Child car seat rebate program commenced.</p> <p>Workshop 1 for supervising drivers hosted on 27 August 2025 - 87 people logged in.</p> <p>Pedestrian safety presentations to senior people - 2 presentations delivered.</p> <p>Safety around Schools - ongoing.</p> <p>Safe Active Routes to school - Commenced with Rainbow Street Public School</p>	
	Indicator: <i>A/380</i> Number of programs delivered targeting behaviour change to improve road safety	Manager Engineering Services	Date: 30/06/26 Value: > = 4 programs	<p>Date: 30/09/25</p> <p>Value: 1 programs</p> <p>Road Safety Behaviour based programs are ongoing. Projects that have commenced include: 1. Child car seat rebate 2. Pedestrian</p>	


				safety 3. Safety around schools 4. Workshops for Supervising drivers. 5. Safe Active Routes to school.	
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A29.3 Work with TfNSW to review speed limits (differentiating between town centres and residential areas) in 2 identified areas each year by 2035.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A29.3.1 Review speed limits in two priority areas using developed methodology and refer results to traffic committee.	Indicator: A/381 Number of reviews	Manager Engineering Services	Date: 30/06/26 Value: >= 2 reviews	Date: 30/09/25 Value: 2 reviews This target has been achieved by reviewing two locations within the Kensington west Kingsford - Stage 2 and Stage 3. The next step is seeking TfNSW approval for the speed reduction (see A29.3.2)	
A29.3.2 Implement speed limit changes subject to TfNSW Approval and funding availability	Indicator: A/382 Number of speed limit changes implemented	Manager Engineering Services	Date: 30/06/26 Value: >= 1 speed limit changes	Date: 30/09/25 Value: 20 speed limit changes Investigations for speed limit changes are ongoing. A submission to TfNSW has been made proposing the Anzac Parade speed reduction proposal from 60 to 50 Km/h. This proposal is currently under review by TfNSW	
A29.3.3 Collaborate with councils, State Government Agencies and industry to understand emerging transport modes and technologies by 2031.	Indicator: A/383 Bi-annual meetings	Manager Engineering Services	Date: 30/06/26 Value: >= 2 meetings	Date: 30/09/25 Value: 2 meetings This target has been met as per the following: Meeting 1 - TfNSW Roundtable e-bike sharing schemes Meeting 1 - E-micromobility Toolkit Workshops update	



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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A29.4.1 Manage existing traffic arrangements and facilities across the LGA, including consideration of Local Area Traffic Management studies, speed reviews, new/updated signage and line marking, and temporary and permanent road closures.	Indicator: A/384 Percentage of Service Requests regarding traffic arrangements and facilities that are responded to within SLA	Manager Engineering Services	Date: 30/06/26 Value: >= 90%	Date: 30/09/25 Value: 95% Transport and Parking 548 received, 552 closed, 95% SLA	


A29.4.2 Maintain existing facilities for cyclists and pedestrians across the LGA, including consideration of new/updated signage and line marking.	Indicator: <i>A/385</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: >= 80%	Date: 30/09/25 Value: 100% This target has been met as per the following: ITD - Doncaster Avenue/Ascot St Roundabout Lighting Installation ITD - Fitzgerald Avenue Cycleway Line marking adjustments ITD - Tunstall Avenue/Tresidder Avenue - refresh of cycle stencils	
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Integrated Transport Objective: Effectively manage parking to achieve a maximum 85% peak occupancy for time limited parking.

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A30.1.1 Develop a set of principles to guide and improve parking management across the LGA, informed by community consultation and Council's Transport Hierarchy.	Indicator: <i>A/388</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 75% A draft set of principles to guide and improve parking management has been completed; the next step is to approve and finalise.	
A30.1.2 Undertake proactive and reactive parking patrols, investigations and enforcement to ensure compliance with parking rules, including responding to parking related customer complaints and enquiries.	Indicator: <i>A/390</i> Percentage of parking related customer service requests responded to within SLA	Manager Compliance	Date: 30/06/26 Value: >= 90%	Date: 30/09/25 Value: 99% 99% of parking related customer service requests were responded to within SLA with an average of 0.9 days taken.	

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


Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A30.2.1 Review kerbside usage within town and local centres using Council's parking management principles and prepare relevant reports.	Indicator: <i>A/391</i> Number of centres reviewed	Manager Engineering Services	Date: 30/06/26 Value: >= 10 business centres	Date: 30/09/25 Value: 10 business centres A review has been completed for 10 business centres across the LGA, another 6 are in progress.	

A30.5 Review DCP car parking rates, particularly in areas with regular public transport services.					
Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A30.5.1 Report, exhibit and finalise appropriate updated city wide parking rates in stage 2 of the new Comprehensive DCP.	Indicator: <i>A/394</i> Progress	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 80% Report on the DCP being drafted for November Council meeting. Briefings arranged with Councillors.	


3.7. Open Space and Recreation Strategy

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


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


Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A31.1.1 Require planning proposals and major redevelopment sites to address the proximity to existing open space and capacity.	Indicator: A/395 Percentage of planning proposals (PPs) and major development applications approved that address the proximity to existing open space and capacity	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 100% All proposals assessed have considered proximity to services and infrastructure.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A31.2.1 Acquire and repurpose identified strategic land parcels within Kensington and Kingsford town centres and the Randwick Junction town centre as public open space.	Indicator: A/396 Progress	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 25% Meeting held with City Services team to discuss approach and project plan for assessing future open space opportunities within the K2K corridor.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A31.3.1 Design and construct multi-purpose courts as per the capital works program.	Indicator: A/397 Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 10% 1. Baker Park - Multi Court Community consultation completed. Consultation report is underway. 2. Burnie Park - Half basketball court Under planning	


A31.3.2 Design and deliver an outdoor gym at Coral Sea Park.	Indicator: <i>A/398</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 10% In Planning stage	
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Open Space and Recreation Objective: Maintain a community satisfaction rating for coastal open spaces, coastal walkway, playgrounds and parks of 97%.


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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A32.1.1 Collaborate with the Greater Sydney Parklands in relation to opportunities for open space and recreation within Centennial and Moore Parklands.	Indicator: <i>A/399</i> Hold meetings with Greater Sydney Parklands	Manager Strategic Planning	Date: 30/06/26 Value: > = 2 meetings	Date: 30/09/25 Value: 1 meetings Meetings with Greater Sydney Parklands held quarterly. Meeting held on 9 September 2025	




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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A32.2.1 Undertake the coastal walkway wayfinding implementation program for 2025-26	Indicator: <i>A/400</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 5% Open Space Assets to brief Council in November meeting on Coastal walkway wayfinding implementation.	


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


Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A32.3.1 Develop a concept coastal walkway route through the southern golf courses	Indicator: <i>A/401</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 5% Concept route has been developed and is under internal review.	

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





Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A32.4.1 Conduct an access audit for Randwick City beaches, reserves and ocean pools to improve accessibility (e.g. beach wheelchair, beach matting, stairs and railings), particularly at entry points at ocean pools and key snorkelling and diving locations	Indicator: <i>AI402</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 40% Desktop Review complete Site assessments underway	
A32.4.2 Activate appropriate regional parks at night with creative and smart lighting, to increase use and safety.	Indicator: <i>AI403</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 25% When planning regional parks and all open spaces, consideration is given to creative and smart lighting to increase safety. A proposal for festoon lighting at Coogee Bay Rd expected to be considered by Council in November.	
A32.4.3 Conduct an audit and assessment and works program to improve the lighting of sporting grounds to improve safety at night and allow for additional night time training hours.	Indicator: <i>AI404</i> Completion of audits upon 10 fields per year, based upon priorities identified by sports field team to inform and be considered in future capital works programs.	Manager Infrastructure Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 30% Audits have been conducted at 3 sites, Kensington Oval, Latham Park Upper and Heffron Park. Further audits will be conducted during the upcoming reporting periods.	

A32.5 Deliver the rock fishing Safety Campaign and on-site infrastructure (i.e. signage) to raise awareness and increase rock fishing safety including in multiple community languages, working with key agencies and third parties.




Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A32.5.1 Continue to implement the education and safety campaign.	Indicator: <i>AI405</i> Progress	Manager Communications	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 25% Council is continuing to communicate rock fishing safety messages through social media and email. Council has partnered with SLSNSW to run a rock fishing safety workshop and to trial safety	

				cameras at high risk locations able to trigger emergency alerts should a rock fisher be washed in.	
A32.5.2 Install signage as required to reinforce rock fishing safety messages.	Indicator: <i>AI406</i> Progress	Manager Communications	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 25% New signage continues to be installed as needed.	






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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A32.6.1 Undertake scheduled and reactive cleaning of Council's parks, amenities and facilities in accordance with established service level agreements.	Indicator: <i>AI407</i> Percentage of customer service requests for cleaning of public toilets responded to within SLA	Manager Waste, Cleansing and Public Safety	Date: 30/06/26 Value: >= 90%	Date: 30/09/25 Value: 100% 8 services requests received and 8 within SLA	
A32.6.2 Undertake scheduled and reactive sweeping and cleaning of Council's footpaths, streets and public carparks in accordance with established service level agreements.	Indicator: <i>AI408</i> Percentage of customer service requests for sweeping and cleaning of Council's footpaths, streets and public carparks responded to within SLA	Manager Waste, Cleansing and Public Safety	Date: 30/06/26 Value: >= 90%	Date: 30/09/25 Value: 92% A combined total of 237 service requests and 217 requests completed with SLA	
A32.6.3 Remove graffiti from public property and from publicly accessible frontages of private properties with owner's consent.	Indicator: <i>AI409</i> Percentage of customer service requests for removal of graffiti responded to within SLA	Manager Waste, Cleansing and Public Safety	Date: 30/06/26 Value: >= 90%	Date: 30/09/25 Value: 90%	
A32.6.4 Undertake scheduled and reactive cleaning of the City's beaches and ocean pools in accordance with established service level agreements.	Indicator: <i>AI411</i> Percentage of customer service requests for cleaning of beaches and ocean pools responded to within SLA	Manager Waste, Cleansing and Public Safety	Date: 30/06/26 Value: >= 90%	Date: 30/09/25 Value: 88% 8 service requests received and 7 within SLA - We have seen a major improvement from our previous quarter's percentages	



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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A32.7.1 Commence preparation of an engagement plan for an Aboriginal Cultural Heritage Study informed by recommendations from the Reconciliation Action Plan.	Indicator: <i>AI412</i> Progress	Manager Strategic Planning	Date: 30/06/26 Value: >= 50%	Date: 30/09/25 Value: 25% Draft project plan under consideration to include meeting with RAP committee to provide feedback on the approach to community engagement	
A32.7.2 Work with Gujaga Foundation, Aboriginal Land Council and local schools to deliver the annual Koojay Corroboree which marks the commencement of National Reconciliation Week.	Indicator: <i>AI413</i> Number of local schools and aboriginal groups involved in the Corroboree	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 10 schools and aboriginal groups	Date: 30/09/25 Value: 0 schools and aboriginal groups Planning for Koojay Corroboree 2026 will commence the start of 2026.	
A32.7.3 Work with Aboriginal Elders to develop self determined projects that raise the profile of local Aboriginal Culture through activities hosted at the La Perouse Museum & Headland.	Indicator: <i>AI414</i> Number of projects/activities undertaken	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 5 projects / activities	Date: 30/09/25 Value: 4 projects / activities The La Perouse Museum continued its program of First Nations projects including three initiatives in the first quarter of the 25/26 financial year. These included the launch of new initiative, the La Perouse Field Guide in partnership with Floorplan Studio and Aunty Maxine Ryan. The Museum hosted a traditional canoe making workshop with numerous Elders from the community that formed part of the instrument room display celebrating stories of Sea Country. The Museum finalised the collection Peter McKenzie's oral history, who was also the recipient of our inaugural Elder in Residence program.	



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


Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A32.8.1 Review the Coogee Foreshore Plan of Management (POM).	Indicator: <i>AI415</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: > = 40%	Date: 30/09/25 Value: 0% Review of the Coogee Foreshore Plan of Management (POM) is due to commence.	
A32.8.2 Manage the hire and use of Council's sports fields by sporting groups, schools, charitable organisations and the general public.	Indicator: <i>AI416</i> Use of sports fields (hours booked)	Manager Infrastructure Services	Date: 30/06/26 Value: > = 43,212 hrs	Date: 30/09/25 Value: 14,599 hrs There were 14,599 booked hours across Randwick sporting fields.	
A32.8.3 Manage the Randwick Cemetery including arrangements for interment/burial, administration of cemetery register, enquiries and oversight of private memorial works.	Indicator: <i>AI417</i> Percentage of cemetery enquiries responded to within 15 working days	Manager Engineering Services	Date: 30/06/26 Value: > = 90%	Date: 30/09/25 Value: 100% 100% of Cemetery Inquires have been responded to within 15 days	
A32.8.4 Manage the booking, allocation and approval process for activities within Council's beaches and parks. This includes private ceremonies, corporate activities, filming, still photography, busking, fundraising, mobile food vending, community information banners, licences to conduct fitness classes and commemorative seats/plaques.	Indicator: <i>AI418</i> Percentage of applications for activities on Council's beaches and parks processed within 15 working days	Manager Engineering Services	Date: 30/06/26 Value: > = 90%	Date: 30/09/25 Value: 100% 100% have currently been processed within 15 working days.	
A32.8.5 Manage use of Council's community halls	Indicator: <i>AI419</i> Utilisation percentage of Council Community Halls	Manager Governance	Date: 30/06/26 Value:	Date: 30/09/25 Value: 30% 962 individual bookings this quarter for our 9 x Community Hall plus the Randwick Town Hall. Utilised 3,145 hours in total of the 10,361 hiring hours available. It is expected that the introduction of the "Bookable" hall hiring system will increase the utilisation rate.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A32.9.1 Plan for and respond to emergency situations within the LGA. This includes the development of Council's Emergency Management Plan.	Indicator: <i>AI420</i> Development of an updated Emergency Management Plan for Randwick City Council, DRAFT to be completed for LEMC and REMC endorsement.	Manager Infrastructure Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 0% Project briefing is being organised with the relevant agencies. Coordination meeting is being organised for January to kick start the review	
A32.9.2 Implement flood mitigation projects and strategies identified through floodplain planning.	Indicator: <i>AI421</i> Progress in implementing the annual drainage capital works program (measured through program expenditure)	Manager Engineering Services	Date: 30/06/26 Value: > = 80%	Date: 30/09/25 Value: 20% Construction of the Beach Street and Dudley Street stormwater upgrades and the Milroy Avenue drainage works has been completed. Pipe remediation works at Barker Street, Doncaster are currently in progress. Design and planning for the remaining projects within the program are underway.	


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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A32.10.1 Manage the propagation and production of indigenous, native and exotic plant species at the Randwick Community Nursery for use by Council and for sale to the community.	Indicator: <i>AI422</i> % of budgeted nursery revenue received	Manager Infrastructure Services	Date: 30/06/26 Value: > = 90%	Date: 30/09/25 Value: 20% The Nursery has generated 20% of the expected income for the financial year during the first quarter.	
A32.10.2 Assess and determine applications for pruning/removal of private trees. This includes tree permit applications and heritage tree applications.	Indicator: <i>AI424</i> Percentage of tree permit and heritage tree applications determined within 20 working days	Manager Infrastructure Services	Date: 30/06/26 Value: > = 90%	Date: 30/09/25 Value: 67% total of 85 applications received in the quarter with some delays on outcome due to inspection access timeframes provided by the property owner. Recruitment underway for replacement officer.	


A32.10.3 Undertake pruning and maintenance of Council's trees to maintain public safety	Indicator: <i>AI425</i> Percentage of customer service requests for maintenance of Council trees responded to within SLA	Manager Infrastructure Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 52% 644 Requests received in the quarter; team is down a staff member with recruitment ongoing for replacement. Proactive maintenance program also now being rolled out to try and assist with volume of tree requests.	
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Open Space and Recreation Objective: 75% or above satisfaction with new open space and recreation facilities within 2 years of implementation.




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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A33.1.1 Undertake a research study, that considers the quadruple bottom line, to assess the appropriateness of additional synthetic fields, and their locations.	Indicator: <i>AI426</i> Progress	Manager Infrastructure Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 50% The Synthetic Turf Sport Fields in Public Open Space: Guideline for decision-makers was released in May this year. Council has reviewed the report and commenced preparing a quadruple bottom line assessment.	


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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A33.2.1 Deliver amenities block at Malabar Ocean Pool	Indicator: <i>AI427</i> Progress	Manager Projects	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 25% Project tender documentation for the planning stage has been completed. The 25% completion represents the entire project (planning through to construction). Construction stage is tentatively scheduled for FY28/29 once the project is fully funded.	

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


Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A33.3.1 Provide a variety of programs and recreational facilities at the Des Renford Leisure Centre (DRLC).	Indicator: <i>AI428</i> Number of visits to the Des Renford Leisure Centre per annum	Manager Recreation Business Services	Date: 30/06/26 Value: >= 900,000 visits	Date: 30/09/25 Value: 221,966 visits DRLC achieved a 2.5% increase in attendances for the July to September period compared to the same period in the 2024/25 financial year. The facility averaged over 17,074 visits per week with Learn to Swim participation maintaining over 3,600 weekly enrolments and gym attendance maintaining over 2,500 week to week memberships.	
A33.3.2 Maintain Pool water quality to the highest standards at Des Renford Leisure Centre at all times	Indicator: <i>AI429</i> Compliance with NSW Health guidelines for pool water quality	Manager Recreation Business Services	Date: 30/06/26 Value: = 100% compliance	Date: 30/09/25 Value: 100% compliance Maintaining high water quality remained a key operational priority for the Des Renford Leisure Centre throughout the July to September quarter. External water testing achieved 100% compliance, and unannounced inspections by NSW Health confirmed the centre's continued commitment to the highest standards of water hygiene and safety.	
A33.3.3 Manage the hire and use of the Heffron Synthetic Soccer Field.	Indicator: <i>AI430</i> Use of Heffron Synthetic Soccer Field	Manager Recreation Business Services	Date: 30/06/26 Value: >= 30.00 hrs/week (avg.)	Date: 30/09/25 Value: 33.00 hrs/week (avg.) The Heffron Synthetic Soccer Field achieved an average of 33 hours of bookings per week this quarter, above the target of 30 hours. Demand remained strong throughout the peak winter season, highlighting the facility's popularity.	

A33.4 Continue to provide and enhance dog off-leash locations across the local area.


Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A33.4.1 Install fencing along a busy road of an off-leash dog park to improve safety.	Indicator: <i>AI431</i> Complete works at 1 park	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 15%	

				Kensington Rotary Park currently has fence on two sides. Council is currently seeking quotes for fencing the remaining two sides.	
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A33.5 Optimise existing sports field layouts to increase number of fields provided and diversity of codes catered for.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A33.5.1 Conduct an audit and assessment and develop a works program to improve the sports field layouts.	Indicator: <i>A/432</i> Completion of audits upon 10 fields per year, based upon priorities identified by sports field team to inform and be considered in future capital works programs.	Manager Infrastructure Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 30% Audits have been undertaken at 3 fields (Chifley Reserve, Pioneers Park and Nagle Park), further fields are to be investigated during the year.	





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






Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A33.6.1 Provide female facilities, prioritising high-use sporting grounds.	Indicator: <i>A/433</i> Gather feedback from Sports Committee, regarding priorities for female sport, through inclusion as a standard agenda item in Sports Committee Meetings.	Manager Projects	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 40% A progress update on the Heffron Central Amenities Project was presented at the August Sports Committee meeting with representatives from Council. The feedback received was constructive and generally positive. On 8th October, a 70% design presentation was shared with EFSA and Randwick Netball, and their feedback was also positive. Following this milestone, the project is now moving into the design finalisation phase, with the 100% design expected to be completed by November 2025. This phased and consultative approach, with continuous feedback integration, aligns with best practices for public facility projects to deliver on community expectations and stakeholder engagement goals. Early site works, including demolition and foundational construction, are planned to begin in December 2025. The project remains on schedule, meeting grant funding requirements and key milestones.	






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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A33.7.1 Complete the design of the Grant Reserve Playground upgrade	Indicator: <i>AI434</i> Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 0% Grant Reserve Playground is waiting for increased funding allocation prior to proceeding,	



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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A33.8.1 Manage the hire and use of meeting rooms and exhibition spaces at the Lionel Bowen Library (Maroubra) and Margaret Martin Library (Randwick). Spaces include: - Vonnie Young Auditorium, (Maroubra) - The Maroubra Room (Maroubra) - The Anzac Room (Maroubra) - The Gale Room (Maroubra) - Exhibition space (Maroubra) - Margaret Martin Library Meeting Room (Randwick)	Indicator: <i>AI435</i> Utilisation of the Vonnie Young Auditorium, Maroubra (hours booked/hours available)	Manager Library Services	Date: 30/06/26 Value: >= 23%	Date: 30/09/25 Value: 76%	
	Indicator: <i>AI436</i> Utilisation of the Maroubra Room (including Anzac and Gale Rooms), Maroubra (hours booked/hours available)	Manager Library Services	Date: 30/06/26 Value: >= 27%	Date: 30/09/25 Value: 80%	
	Indicator: <i>AI437</i> Number of exhibitions in the Exhibition space, Maroubra	Manager Library Services	Date: 30/06/26 Value: >= 6 exhibitions	Date: 30/09/25 Value: 3 exhibitions	
	Indicator: <i>AI438</i> Utilisation of the Margaret Martin Library Meeting Room, Randwick (hours booked/hours available)	Manager Library Services	Date: 30/06/26 Value: >= 31%	Date: 30/09/25 Value: 89%	

	Indicator: <i>AI439</i> Utilisation of the Exhibition space, Maroubra (days exhibition space used/days in period)	Manager Library Services	Date: 30/06/26 Value: >= 95%	Date: 30/09/25 Value: 100%	
A33.8.2 Facilitate hire and use of the Randwick City Library bus, including provision of community transport to the library, and public hire when it is not being used for community transport.	Indicator: <i>AI440</i> Utilisation of Library bus (hrs bus used for community transport & public hire)	Manager Library Services	Date: 30/06/26 Value: >= 80%	Date: 30/09/25 Value: 82%	
A33.9 Construct new and maintain existing public assets and infrastructure.					
Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A33.9.1 Implement Council's capital works program including construction of buildings, footpaths, roads, drainage and open space infrastructure.	Indicator: <i>AI441</i> Length of new/renewed footpaths constructed	Manager Projects	Date: 30/06/26 Value:	Date: 30/09/25 Value: 1.18 km Q1- Footpath completed 1,178 l/m	
	Indicator: <i>AI442</i> Progress in implementing the annual capital works program (measured through program expenditure)	Manager Projects	Date: 30/06/26 Value: >= 90%	Date: 30/09/25 Value: 32% Project Delivery (Projects), currently has 58x projects allocated, valued at \$17,002,000. Current accrued valuation of works complete is \$7,348,457 equating to 43% completion of total projects allocated. Total Capital Program (taken from PowerBudget) indicates a total allocated budget of \$105,025,352. Total expenditure commitments of \$33,354,316 (YTD+PO's) have been made equating to 32% of the capital program.	
A33.9.2 Implement the Road Rehabilitation Program as part of the Capital Works Program, including road re-sheeting.	Indicator: <i>AI443</i> Progress in implementing the road rehabilitation program (measured through program expenditure)	Manager Engineering Services	Date: 30/06/26 Value: >= 90%	Date: 30/09/25 Value: 40% Road Program Batch 1 completed construction. Procurement for Batch 2 and 3 is currently in progress.	

A33.9.3 Maintain Council's open space areas in accordance with established service level agreements. This includes maintenance of Council's parks and playgrounds, sports fields, bushland, coastal walkway, reserves, gardens, streetscapes and landscaped areas within the cemetery.	Indicator: <i>AI444</i> Percentage of customer service requests for maintenance of Council's open space areas responded to within SLA	Manager Infrastructure Services	Date: 30/06/26 Value: >= 85%	Date: 30/09/25 Value: 80% 80% of customer service requests were completed within the service level agreement during the period.	
	Indicator: <i>AI445</i> Percentage of bushland sites receiving bush regeneration during the period	Manager Infrastructure Services	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 100% All bushland sites received bush regeneration treatments during the period.	
A33.9.4 Maintain Council's drainage infrastructure in accordance with established service level agreements to ensure that it is clear and in good working condition. This includes cleaning/repairs to stormwater pits, pipes, and Gross Pollutant Traps (GPTs), as well as clearing private sewer lines damaged by Council tree roots.	Indicator: <i>AI446</i> Percentage of customer service requests for maintenance of Council's drainage infrastructure responded to within SLA	Manager Infrastructure Services	Date: 30/06/26 Value: >= 85%	Date: 30/09/25 Value: 76% Drainage jobs at 85.3% and well performing for a quarter where a lot of rain was experienced. Sewer Choke Clearances only at 66.7% which is often due to resident dates provided and feedback from plumber.	
A33.9.5 Maintain Council Assets within the road reserve in accordance with established service level agreements. This includes repairs to potholes/pavements, footpaths, kerb and gutters, line marking, signage, retaining walls, street furniture, Council owned street lighting, and traffic calming devices.	Indicator: <i>AI447</i> Percentage of customer service requests for maintenance of Council Assets within the road reserve (excluding drainage assets) responded to within SLA	Manager Infrastructure Services	Date: 30/06/26 Value: >= 85%	Date: 30/09/25 Value: 77% Very Busy Quarter with two large storm events and heavy rainfall. 1910 requests with 840 being potholes, with large volumes of those coming in after heavy rain. Additional resources were used to manage high volume of requests, with 77% overall within SLA timeframe.	
A33.9.6 Maintain Council owned buildings, facilities and venues in accordance with established service level agreements. Maintenance includes cleaning, repairs, service contracts (electricity, water, gas), security and civic support.	Indicator: <i>AI448</i> Percentage of customer service requests for maintenance of Council owned buildings, facilities and venues responded to within SLA	Manager Infrastructure Services	Date: 30/06/26 Value: >= 85%	Date: 30/09/25 Value: 90% 90% of requests for maintenance of Council owned buildings, facilities and venues were actioned within the SLA	

A33.10 Manage asset lifecycle planning (including creation, renewal, operation, maintenance and disposal) to ensure sustainable service delivery.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
A33.10.1 Plan and undertake building design, civil design and landscape design of public assets, infrastructure and public domain areas.	Indicator: <i>AI449</i> Progress on planned building designs for 2025-26	Manager Projects	Date: 30/06/26 Value: >= 25%	Date: 30/09/25 Value: 50% The capital works program is progressing as planned. Currently, there are 18 projects at various stages of development. Several projects are in the initial planning phase, while others have recently completed planning and been handed over for delivery. This reflects progress toward meeting the delivery targets for the FY25/26 period.	
A33.10.2 Assess and determine applications to build driveways or undertake other civil works in a public road reserve	Indicator: <i>AI451</i> Percentage of civil works applications processed within 30 working days	Manager Engineering Services	Date: 30/06/26 Value: >= 80%	Date: 30/09/25 Value: 65% The percentage of the civil works applications determined in 30 days, is lower than targeted and will be a focus in quarter 2 to improve processing times.	

4. Table B: Delivering Regulatory and Ongoing Services

Total 41 Indicators


Corporate Planning and Performance Function: Change Management

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
F01.1.1 Deliver the 2025-26 Change Program which includes implementing the recommendations from service reviews and continuous improvement, and fostering a culture of improvement in the organisation.	Indicator: <i>BI308</i> Progress towards the delivery of the Change Program for the organisation.	Manager Corporate Planning and Performance	Date: 30/06/26 Value: >= 100%	Date: 30/09/25 Value: 25% System and process improvements were made in the management of council resolutions, waste operations for public litter bins and trade waste. The team worked with managers on the improvements identified in the previous service review program including tree management, and community hall management.	




Corporate Planning and Performance Function: Integrated Planning and Reporting

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
F02.1.1 Develop, implement and maintain our performance management framework in accordance with Integrated Planning and Reporting requirements. This includes updating the community on Council's progress in implementing our delivery program, and working with the community to update and create new programs and plans.	Indicator: <i>BI302</i> Progress in the delivery of the annual schedule of statutory Integrated Planning and Reporting reports and plans.	Manager Corporate Planning and Performance	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 25% All statutory reporting completed for Q1	




Corporate Planning and Performance Function: Internal Audit

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
F03.1.1 Undertake internal audits to improve the effectiveness of risk management, control and governance processes.	Indicator: <i>BI309</i> Percentage of audits completed against the Annual Strategic Internal Audit Plan	General Manager	Date: 30/06/26 Value: > = 90%	Date: 30/09/25 Value: 22% Between 1 July 2025 to 30 September 2025, two audits were completed, representing 22% of the audits scheduled in the FY26 Annual Strategic Internal Audit Plan. Internal Audit also delivered ongoing advisory and assurance activities to support governance and compliance.	
F03.1.2 Provide professional expert advice in relation to Council's governance, risk management and control processes.	Indicator: <i>BI310</i> Number of recommendations provided	General Manager	Period: 01/07/25 - 30/06/26 Value: > = 90%	Period: 01/07/25 - 30/09/25 Period Value: 100% Between 1 July 2025 and 30 September 2025, Internal Audit issued 11 recommendations and provided 29 pieces of advice to support Council's governance, risk management, and control processes. Although a baseline for this indicator has not been established, the level of activity reflects Internal Audit's ongoing contribution to strengthening controls and supporting continuous improvement.	
F03.1.3 Test strategic and operational financial controls periodically, within Council's internal audit program, and report to the Audit Risk and Improvement Committee.	Indicator: <i>BI311</i> Percentage of key strategic and operational financial controls tested within Council's Annual Strategic Internal Audit Plan, and reported to the Audit Risk and Improvement Committee	General Manager	Date: 30/06/26 Value: > = 90%	Date: 30/09/25 Value: 52% Between 1 July 2025 and 30 September 2025, 13 key strategic and operational financial controls were tested as part of Council's FY26 Annual Strategic Internal Audit Plan. This represents 52% of the planned controls for the period, with results reported to the Audit, Risk and Improvement Committee.	




Corporate Planning and Performance Function: Service Reviews and Continuous Improvement

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
F04.1.1 Deliver the 2025-26 Service Review Work Program	Indicator: <i>BI419</i> Progress towards delivery of the Service Review Work Program	Manager Corporate Planning and Performance	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 25% Work is underway on the 2025-26 Service Review program. Research, data gathering, benchmarking, and stakeholder engagement activities are complete.	
F04.1.2 Deliver the 2025-26 Business Analytics Work Plan which includes data quality, reporting, dashboards, data analysis and a data warehouse to house Council's structured data and make it available for enterprise reporting and analytics, through a business intelligence (BI) solution.	Indicator: <i>BI421</i> Progress towards delivery of the Work Program for data quality, reporting, dashboards and business intelligence.	Manager Corporate Planning and Performance	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 25% All planned works and on demand requests have been fulfilled. Work included analysis of service request data to improve customer experience and improving data quality across services.	
F04.1.3 Undertake business process improvement to optimise end-to-end processes and manage projects that deliver a better customer and employee experience.	Indicator: <i>BI422</i> Number of business processes reviewed and analysed.	Manager Corporate Planning and Performance	Date: 30/06/26 Value: > = 10 Processes	Date: 30/09/25 Value: 6 Processes Processes for booked cleanups, illegal dumping, management of Snap Send Solve requests, reviewing council services, trade waste management and operations and customer satisfaction have been analysed and improved.	



Governance Function: Customer Service Management

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
F05.1.1 Provide customer service that is professional, timely, helpful, high quality and consistent.	Indicator: <i>BI225</i> Percentage of customer service requests responded to within SLA	Manager Governance	Period: 01/07/25 - 30/06/26 Value: >= 85%	Period: 01/07/25 - 30/09/25 Period Value: 87% 86.8% of Service Request were completed within SLA timeframe	
	Indicator: <i>BI227</i> Percentage of phone calls received through call centre abandoned	Manager Governance	Period: 01/07/25 - 30/06/26 Value: < 5%	Period: 01/07/25 - 30/09/25 Period Value: 4% 2% calls were abandoned in July, 2.9% calls abandoned in August & 7% calls abandoned in September. The increased abandoned call rate in September was due to an influx of calls after a Council wide rates SMS message was issued. The overall abandoned call rate of 4% is still an excellent result.	
F05.1.2 Develop and implement the work plan for improving the Customer Experience for internal and external customers across the organisation.	Indicator: <i>BI420</i> Progress	Manager Corporate Planning and Performance	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 25% Work on the 2025-26 customer experience program of work has commenced with identifying a number of pain points in the service request process and implementing point solutions such as templated emails. Around 65% of visits to the public website use mobile devices. The release of the Randwick Now mobile site has shown an uptick in the number of service requests created online and provided a mobile-first channel for customers tailored to the most popular services. Improvements in the communication channels and types for hall hire have been implemented.	





Governance Function: Enterprise Risk Management

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
F06.1.2 Implement and maintain Council's Enterprise Risk Management Framework, including management of claims.	Indicator: <i>BI376</i> Percent of operational risks reviewed in financial year	Manager Human Resources Operations	Date: 30/06/26 Value: > 90%	Date: 30/09/25 Value: n/a Operational Risk Registers were reviewed at end of June 2025 therefore limited review in first quarter and no changes.	
F06.1.3 Ensure proactive management of risk to stakeholders' health and safety.	Indicator: <i>BI239</i> Percentage of incidents that are reported within 24 hours	Manager Human Resources Operations	Period: 01/07/25 - 30/06/26 Value: > = 90%	Period: 01/07/25 - 30/09/25 Period Value: 94%	



Governance Function: Governance Management

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
F07.1.1 Ensure compliance with the Government Information (Public Access) Act 2009 and assist the community in obtaining access to appropriate Council information/documents.	Indicator: <i>BI231</i> Percentage of informal access to information requests processed within five (5) working days	Manager Governance	Period: 01/07/25 - 30/06/26 Value: >= 90%	Period: 01/07/25 - 30/09/25 Period Value: 97% 97% of informal access to information requests being processed within five (5) working days is an excellent service for our community.	
	Indicator: <i>BI233</i> Percentage of formal GIPA applications processed within legislated 20 working days	Manager Governance	Period: 01/07/25 - 30/06/26 Value: = 100%	Period: 01/07/25 - 30/09/25 Period Value: 100% 100% of formal GIPA applications processed within the legislated 20 working days.	
F07.1.2 Implement and maintain governance policies, delegations, standards and codes to ensure compliance with relevant legislation.	Indicator: <i>BI234</i> Compliance with legislative governance requirements (as measured through legislative compliance software)	Manager Governance	Period: 01/07/25 - 30/06/26 Value: = 100%	Period: 01/07/25 - 30/09/25 Period Value: 100% 100% compliance with legislative governance requirements.	
F07.1.3 Ensure the effective and efficient administration of Council meetings for the benefit of Councillors and the community.	Indicator: <i>BI428</i> Number of meetings where administrative KPIs are met (timely, accurate draft business paper, agenda and minutes, and internal coordination of NoMs)	Manager Governance	Period: 01/07/25 - 30/06/26 Value: >= 10 Meetings	YTD Period: 01/07/25 - 30/09/25 YTD Value: 3 Meetings 3 council meetings have been successfully conducted so far this financial year.	


Governance Function: Property and Land Management

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
F08.1.1 Execute and manage tenancy contracts including leases, licenses and occupation agreements for Council owned assets.	Indicator: <i>BI219</i> Number of tenancy contracts (including leases, licenses and occupation agreements for Council owned assets) executed in accordance with relevant legislation	Manager Governance	Period: 01/07/25 - 30/06/26 Value: = 100%	Period: 01/07/25 - 30/09/25 Period Value: 100% 2 footway dining and 12 lease/licence agreements were executed in accordance with relevant legislation.	
F08.1.2 Manage Council's regulatory land administration functions, including responding to enquiries regarding Crown and Council land management, land dealings, Native Title and Aboriginal land claims.	Indicator: <i>BI220</i> Percentage of enquiries regarding Council's land administration functions responded to within 15 working days	Manager Governance	Period: 01/07/25 - 30/06/26 Value: > 90%	Period: 01/07/25 - 30/09/25 Period Value: 100% 239 enquiries regarding Council's land administration functions responded to within 15 working days.	


Governance Function: Procurement Management

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
F09.1.1 Implement and maintain procurement procedures and systems to effectively manage the procurement lifecycle and ensure compliance with legislation, internal policies and best practice.	Indicator: <i>BI229</i> Percentage of contracts executed under appropriate delegation	Manager Governance	Period: 01/07/25 - 30/06/26 Value: = 100%	Period: 01/07/25 - 30/09/25 Period Value: 100% All 18 contracts reviewed have been executed under the appropriate delegation.	



Finance Function: Accounting





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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
F10.1.1 Manage and record the financial transactions arising from Council's activities, including the preparation of financial statements and returns.	Indicator: <i>BI241</i> Progress in preparing and delivering financial statements and returns	Chief Financial Officer	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 100% Financial statements and returns for the 2024/25 financial year have been completed.	

Finance Function: Financial Management and Control


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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
F11.1.8 Support Council's sustainable delivery of projects and services through sound Financial Management and Control, including long term financial planning, budget preparation, and financial performance monitoring.	Indicator: <i>BI264</i> Progress in delivering the following statutory statements, budgets and reviews: Quarterly budget reviews; Audited Annual Financial Statement; Budget; Monthly reports and Investment Reports	Chief Financial Officer	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 25% All statutory reporting year to date have been completed on time.	
F11.1.1 Undertake a LTFP sensitivity analysis to inform recommendations on future cash and investment levels.	Indicator: <i>BI243</i> Progress in undertaking sensitivity analysis	Chief Financial Officer	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 25% In progress.	

F11.1.2 Evaluate the strategic and operational risks for the management of financial resources and consider within Council's Risk Management Framework.	Indicator: <i>BI244</i> Progress in implementing financial management mitigating approaches for both strategic and operational risks	Chief Financial Officer	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 25% In progress.	
F11.1.3 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: 01/07/25 - 30/06/26 Value: > 100%	Period: 01/07/25 - 30/09/25 Period Value: 128% Council's investment return is outperforming the AusBond Bank Bill index.	
F11.1.4 Assess and remediate any financial performance indicators in the Long Term Financial Plan and where the plan indicates that a financial indicator may fall below benchmark, a recommendation is made to provide options for the improvement of this position prior to the next annual review of the Long Term Financial Plan.	Indicator: <i>BI247</i> Progress in assessing any financial indicators that do not meet benchmark (refer to F11.1.6)	Chief Financial Officer	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 25% Financial performance indicators in the LTFP are meeting benchmark.	
F11.1.7 Consider and test all upfront and associated ongoing operational costs and income within Council's LTFP for decisions involving new or enhanced infrastructure or services throughout the financial year.	Indicator: <i>BI260</i> Progress in testing proposed new or enhanced infrastructure or services within Council's LTFP	Chief Financial Officer	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 25% In progress for the September 2025 quarterly review.	


Information Management and Technology Services Function: Cyber Security Management



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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
F12.1.1 Implement and maintain cyber security to safeguard our systems, data, and reputation while adapting to the ever-evolving threat landscape	Indicator: <i>BI263</i> Progress towards delivery of the IM&T Cyber Security Work Program including implementing and maintaining the Essential 8 Maturity Model	Chief Information Officer	Period: 01/07/25 - 30/06/26 Value: = 100%	Period: 01/07/25 - 30/09/25 Period Value: 25% In September, Council engaged an external consultant to conduct an Essential Eight Maturity Assessment. The assessment returned an average maturity level of 2.25 out of 3 across the eight control areas. Council is on track to achieve at least maturity level 2 for all controls by end of December 2025. Council's external security posture has been rated as 'A' (score of 884/950) by the third party risk management and attack surface management product UpGuard.	

Information Management and Technology Services Function: Information Management




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


Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
F13.1.1 Ensure that Council data and record holdings meet business needs and legislative requirements	Indicator: <i>BI265</i> Progress towards delivery of the IM&T Records and Information Management Work Program	Chief Information Officer	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 25% All Council records are managed in accordance with the State Records Act 1998, the Government Information (Public Access) Act 2009, and other applicable standards such as AS ISO 15489. Staff are required to comply with these regulations and Council's internal policies, including the Records Management Policy and Corporate Obligations Package. The Information Management Procedures Manual (iManual) and the Archives Project Plan 2024-2027 continue to be regularly reviewed and updated.	

	<p>Indicator: <i>BI417</i></p> <p>Ongoing achievement of a Records Management Maturity Score of 4/5 or higher</p>	Chief Information Officer	<p>Period: 01/07/25 - 30/06/26</p> <p>Value: >= 4.00 Score (out of 5)</p>	<p>Period: 01/07/25 - 30/09/25</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: further development of the crown jewels to include an external risk assessment score for Council and its applications, review and renewal of tertiary physical storage and the creation of a data sharing/data re-use register. This should contribute to maintaining or improving the overall score.</p>	
F13.1.2 Implementation of the Information Management Framework including policies, processes and data management and quality.	<p>Indicator: <i>BI393</i></p> <p>Progress towards implementation of the information management framework.</p>	Chief Information Officer	<p>Date: 30/06/26</p> <p>Value: = 100%</p>	<p>Date: 30/09/25</p> <p>Value: 25%</p> <p>A Records Management Policy, Data Management Policy, and Information Governance Framework were formally adopted by the GMT on 25 June 2025. The Records Management Program has also been finalised. In support of Enterprise Content Management, a suite of guidelines have been developed covering Web Management, Spatial Management, the Name and Address Register (NAR), and Information Management for Development Applications (DA). Additionally, TRIM-related dashboards have been updated to reflect recent organisational structural changes.</p>	

Information Management and Technology Services Function: Technology Management



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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
F14.1.1 Support the organisation to make optimal use of information management and technology services	Indicator: <i>BI396</i> Percentage of requests for service completed in line with service standards	Chief Information Officer	Period: 01/07/25 - 30/06/26 Value: >= 95%	Period: 01/07/25 - 30/09/25 Period Value: 99% According to Freshservice metrics 64 tickets did were not achieved within SLA - 98.94% were completed in line with SLA.	
F14.1.2 Implement the Business Application work program to maintain, support and improve the use of business and ERP applications in the organisation	Indicator: <i>BI402</i> Progress towards implementation of the Business Application work program	Chief Information Officer	Date: 30/06/26 Value: = 100%	Date: 30/09/25 Value: 25% Work has been completed and is ongoing on a number of key projects for Council's Business Applications; - Licensing to Debtors migration for Health and Essential Services (In Progress) - Technology One Ci upgrade to the latest version - 2025B (In Progress) - Planning for Technology One Ci to CiA migration (In Progress) - MyXplor replaced by Story Park and Kidsoft (In Progress) - Infocouncil Upgrade (Complete) - Development and implementation of new customer facing app - Randwick Now (Complete)	
F14.1.3 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	Chief Information Officer	Period: 01/07/25 - 30/06/26 Value: >= 99.00 %	Period: 01/07/25 - 30/09/25 Period Value: 99.89 % Outage: Monday 25/08/25 14:45 - 15:15. 30 minutes. Azure East All apps hosted in IaaS. • Period: July 1 – September 30 (3 months) • Operating hours: 8 AM – 6 PM (10 hours/day), Monday–Friday • Total business days: 65 • Total operating minutes: 39,600 minutes • Outage: 45 minutes	

	Indicator: <i>BI273</i> Availability of network and datacentre infrastructure services during supported hours of operation excluding planned maintenance activities	Chief Information Officer	Period: 01/07/25 - 30/06/26 Value: >= 99.00 %	Period: 01/07/25 - 30/09/25 Period Value: 99.89 % Outage: Friday 18/07/25 16:50 - 17:05. 15 minutes. SD-WAN to Azure (All Sites) ABB BGP Issue. <ul style="list-style-type: none"> • Period: July 1 – September 30 (3 months) • Operating hours: 8 AM – 6 PM (10 hours/day), Monday–Friday • Total business days: 65 • Total operating minutes: 39,600 minutes • Outage: 45 minutes 	
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Human Resources Function: Employee On-board Management

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
F15.1.1 Manage the recruitment and transitioning processes. This includes developing and maintaining a strong employee value proposition that attracts quality employees.	Indicator: <i>BI377</i> Employee satisfaction level (i.e. how likely employees are to recommend Council as a good place to work as measured by staff satisfaction surveys)	Manager Human Resources Operations	Date: 30/06/26 Value: >= 0	Date: 30/09/25 Value: 14 The most recent data is from the Insync survey in April 2024 at which time we had an NPS score for employee satisfaction of +14. The next engagement survey is scheduled for 2026.	
F15.1.2 Ensure Council maintains and builds upon the number of trainees, apprentice and graduate positions in the structure annually, to positively contribute to delivering Council's outcomes.	Indicator: <i>BI378</i> Number of trainee, apprentice, graduate and identified positions in Council	Manager Human Resources Operations	Period: 01/07/25 - 30/06/26 Value: >= 12 Positions	Period: 01/07/25 - 30/09/25 Period Value: 17 Positions Trainee - 2 Apprentices - 3 Graduates (cadets) - 2 Students - 8 Identified - 2	

Human Resources Function: Employee Development and Retention Management

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1 (Current)	Current Performance
F16.1.1 Maintain an engaged workforce.	Indicator: <i>BI383</i> Employee engagement level (i.e. the emotional commitment that an employee has to the organisation as measured through staff satisfaction surveys)	Manager Human Resources Operations	Date: 30/06/26 Value: >= 7	Date: 30/09/25 Value: 1 The most recent data is from the Insync survey in April 2024 at which time we had an engagement score of 66%. The next engagement survey is scheduled for 2026.	
F16.1.2 Promote ongoing learning and development to increase organisational and individual capability.	Indicator: <i>BI385</i> Hours of staff training (face to face and online) completed	Manager Human Resources Operations	Period: 01/07/25 - 30/06/26 Value: >= 2,077 Hours	YTD Period: 01/07/25 - 30/09/25 YTD Value: 932 Hours 932 hours completed for the first quarter (170.50 internally, 500 externally and 261.50 online)	
F16.1.3 Support the total wellbeing of employees through targeted programs.	Indicator: <i>BI387</i> Employee wellness (i.e. the level of stress and perception of support towards healthy life habits as measured through wellbeing surveys)	Manager Human Resources Operations	Date: 30/06/26 Value: >= 7.00	Date: 30/09/25 Value: 45.00 Wellbeings at Randwick program has a NPS score of +45	
F16.1.4 Provide employees and specialist roles with mental health first aid training.	Indicator: <i>BI388</i> Number of mental health first aid training courses provided to leaders	Manager Human Resources Operations	Period: 01/07/25 - 30/06/26 Value: >= 2 Training courses	YTD Period: 01/07/25 - 30/09/25 YTD Value: 1 Training courses Managing psychosocial hazards including harassment training was delivered to 17 leaders on 11/9/2025.	