Quarterly Progress Review
April – June 2026
Attachment to Report No:

10 September 2026

Randwick City Council
a sense of community

ICARE

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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 Q4. 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

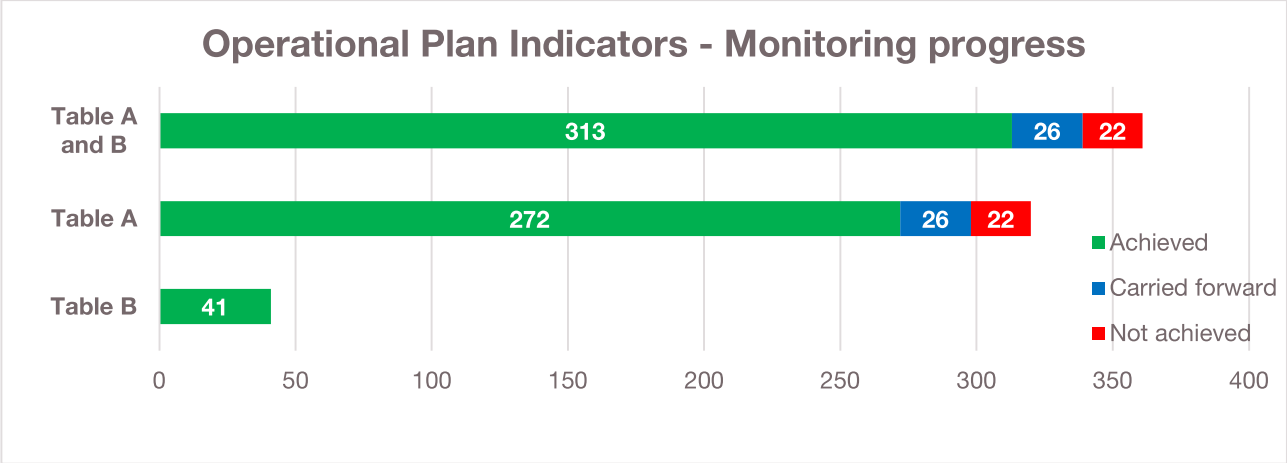
In Quarter 4, there were 361 indicators tracking progress of the operational plan activities scheduled in the quarter:

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

Of the total 361 indicators, **93.9%** have been achieved or have been carried forward to 2026-27

93% of Table A activities, have been achieved or carried forward to 2026-27.

100% of Table B have been achieved this quarter.



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

Total 320 Indicators

3.1. Arts and Culture Strategy

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

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A01.1.1 Deliver an innovative arts program that has the potential to expand visitation to the local area.	Indicator: *AI101* Number of events	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 1 Events	Date: 30/06/26 Value: 29 Events This quarter delivered a diverse program of artist development and public engagement across the LGA. Barrett House Studios presented an artist talk and exhibition, the program featuring greater representation of published and emerging writers. Sea Place on Country transformed the La Perouse headland into a cultural destination through a three-day First Nations program featuring newly commissioned digital artwork projected onto the Macquarie Watchtower, alongside film and cultural experiences that celebrated Aboriginal storytelling and strengthened community connection to place. The new capacity building program for Randwick's creative sector, Sector Sessions, delivered three workshop and networking opportunities for multidisciplinary artists. At the NSW Local Government Awards, the Arts and Culture 2025 program Town Hall Takeover also won under the Special Projects Initiative category.	
A01.1.2 Facilitate inclusion and remove barriers to participate in art and culture programs	Indicator: *AI102* Number of initiatives delivered	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 5 Initiatives	Date: 30/06/26 Value: 12 Initiatives Accessibility and inclusion continued to be embedded across Council's arts programs through the introduction of financial support for artists with disability, artists with caring responsibilities, and audience accessibility initiatives within both the upcoming Town Hall Takeover and RLI Residency programs. Three accessible and free Sector Sessions programs built the capacity of local creatives through professional development, peer connection and practical skills development, supporting a more accessible and sustainable local creative sector.	

■ Achieved ■ Carried Forward ■ Not achieved

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	Q4 (Current)	Current Performance
A01.2.1 Foster commissioning and implementation of public art projects that align with public art plan.	Indicator: *AI103* Number of public artworks	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 2 Public artworks	Date: 30/06/26 Value: 3 Public artworks Significant progress was made in strengthening the new Public Art Guidelines which will support stronger public art delivery across the LGA. The guidelines progressed through a series of consultations and will be prepared for implementation in the next quarter. Work continued on a new artwork commissioned via Voluntary Planning Agreement in Kingsford, with installation due before the end of the year. The multi-day program Sea Place on Country featured newly commissioned artwork created by a First Nations artist projected onto the Macquarie Watchtower. Thousands were attracted to this ephemeral public artwork program, and the resulting digital artwork for future potential display is now held by Council.	

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	Q4 (Current)	Current Performance
A01.3.1 Collaborate on partnership projects and programs with key cultural stakeholders within City of Randwick	Indicator: *AI104* Number of partnerships	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 2 Partnerships	Date: 30/06/26 Value: 9 Partnerships Strategic partnerships strengthened cultural outcomes across the past quarter through collaboration with Gujaga Foundation and Guriwal Aboriginal Corporation to deliver a significant First Nations Cultural Programs celebrating Country, storytelling and contemporary artistic practice. A partnership with the National Association for the Visual Arts also provided support to attendees of the coworking Sector Sessions program which enabled local practitioners to receive free support and advice for their arts practice.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (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: *AI105* Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 55.00% In May 2026, Randwick City Council endorsed the La Perouse Museum's Draft Strategic Plan 2026-2029 which presents a framework outlining key targets toward the future vision of the First Nations Cultural Precinct.	

■ Achieved ■ Carried Forward ■ Not achieved

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	Q4 (Current)	Current Performance
A01.5.1 Develop a list of existing and potential future cultural events across the local government area	Indicator: *AI106* Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Council's What's On Calendar is a free platform for community to list their events, allowing creatives to expand the reach of their cultural programs. Further to this, the Arts & Culture and La Perouse Museum newsletters profile programs delivered by Council across the LGA. La Perouse Museum launched a branded website and social media account which highlights current and upcoming exhibitions, programs, collection and stories.	

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	Q4 (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: *AI107* Number of cultural events	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 2 Cultural events	Date: 30/06/26 Value: 13 Cultural events This quarter saw the conclusion of "Coogee Nights" on Coogee Bay Road, with two additional events around the themes of "Beach Party" and "Disco". An additional 10,000 guests attended over the two nights - the high attendance had a significant impact on the trade for local business, and was an effective and popular community gathering from local residences and visitors from the LGA and beyond. Feedback was overwhelmingly positive. 5-6 June at La Perouse saw another highly successful festival, 'Sea Place on Country". Over 5000 people came to the La Pa Headland and Museum to watch animated projections by Shane Youngberry onto the Watchtower, the premiere screenings of the documentary "The Mullet Run" and new exhibitions at the Museum.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (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: *AI108* Number of venues / platforms	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 3 Venues or platforms	Date: 30/06/26 Value: 13 Venues or platforms A new changing mural program is in development for early-career mural artists. This initiative supports the professional development of creatives and supports career pathways for street artists. Planned for implementation in the second half of 2026, this model will support two artists annually and is a model that can be replicated across the LGA.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A02.3.1 Continue to document accessibility status and needs for council venues to inform an accessibility plan and baseline	Indicator: *AI109* Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 80.00% Accessibility continued to inform the design and delivery of Council's creative programs, with targeted financial support introduced to reduce participation barriers for artists and audiences. These initiatives provide valuable insight into the practical accessibility requirements of Council's cultural venues and will help inform future accessibility improvements while enabling broader participation in initiatives and spaces.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A02.4.1 Collate and promote cultural spaces available for the creative sector (progressive)	Indicator: *AI110* Number of new cultural spaces identified	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 1 Cultural space	Date: 30/06/26 Value: 6 Cultural space Work progressed to strengthen Council's portfolio of creative spaces through the capital refurbishment of Blenheim House this quarter, and operational planning for both Blenheim House and increased activation of existing cultural infrastructure including Randwick Town Hall, Randwick Literary Institute and Barrett House Studios. Both RLI Residency and Town Hall Takeover opportunities were promoted concurrently during this period to increase the reach of promotional campaigns and expand audiences for these opportunities.	

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	Q4 (Current)	Current Performance
A02.5.1 Increase access and usage of Councils portfolio of cultural venues through tailored programs and opportunities	Indicator: *AI111* Number of initiatives	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 3 Initiatives	Date: 30/06/26 Value: 8 Initiatives Council's cultural venues continued to support a broad range of cultural activity through artist development, sector engagement and public programming. Sector Sessions activated Council venues through free workshops, co-working and creative writing opportunities that strengthened local creative networks and encouraged ongoing use of Council's cultural facilities. Council's Community Creative Investment Program continues to encourage creative use of Council venues and artists previously engaged in Council programs are pursuing independent presentation opportunities in Council venues. Sea Place on Country presented the largest activation of the Macquarie Watchtower to date and transformed the La Perouse Headland in a way and scope not seen before.	
A02.5.2 Maintain the library's Space to Create residency program.	Indicator: *AI112* Number of residents	Manager Library Services	Date: 30/06/26 Value: >= 12 Residents	Date: 30/06/26 Value: 32 Residents	

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	Q4 (Current)	Current Performance
A02.6.1 Complete feasibility planning The Big Stables Newmarket	Indicator: *AI113* Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 95.00% In this quarter, a Report to the May Council meeting seeking endorsement of the first stage in remedial care for the Big Stable was approved. Feasibility planning is in progress, however was delayed due to the outcomes of the condition reporting on this heritage-listed venue. Feasibility reporting and endorsement will be addressed in the upcoming 2026/2027 operational plan.	
A02.6.2 Develop operational plan for Blenheim house prior to opening as a cultural hub	Indicator: *AI114* Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 50.00% Development of the Blenheim House operational model progressed through targeted engagement with councils operating comparable creative spaces, examining governance, artist	

■ Achieved ■ Carried Forward ■ Not achieved

				support, residency models and operational approaches. This evidence-based research is informing a locally responsive operational framework that will position Blenheim House as a sustainable cultural hub supporting artists, creative practice and community participation. Projects team advise that occupancy for this site will be late 2026, with a successive period of fit-out and activation for early 2027 occupancy.	

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	Q4 (Current)	Current Performance
A02.7.1 Provide schedule of creative activations in the 5 spaces at the RLI via Expression of Interest opportunities	Indicator: *AI115* Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Planning for the next RLI Residency advanced this quarter, with three performance-based groups selected to undertake creative development across four spaces within the Randwick Literary Institute. The residency continues to evolve as a dedicated creative development program, embedding accessibility initiatives and supporting artists to develop ambitious new work within a purpose-designed environment that encourages experimentation and collaboration. Residencies commence at the beginning of July.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A02.8.1 Undertake research into demand and satisfaction with the program of small cultural events.	Indicator: *AI116* Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Arts and Culture continue to survey artists and attendees of the program to seek ways to strengthen delivery and ensure it remains relevant to the creative sector and local community. Of programs delivered in this quarter, 91.25% attendees surveyed rated their experience 5 stars accompanied by very positive written and anecdotal feedback.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A02.9.1 Analyse existing and future events.	Indicator: *AI117* Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% No surveys were conducted this quarter.	

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	Q4 (Current)	Current Performance
A03.1.1 Deliver targeted events, activities or programs	Indicator: *AI118* Number of events and activities	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 5 events / activities	Date: 30/06/26 Value: 46 events / activities La Perouse Museum delivered a suite of public, community and education programs that champion First Nations artistic and cultural practice from La Perouse. 20 programs and events were hosted at La Perouse Museum that included Lapa Carvers with local Aboriginal community and students from La Perouse Public School, school holiday carving workshops co-delivered with Gujaga Foundation, intergenerational shellworking workshops with Aunty Maxine Ryan and Gurawil Aboriginal Corporation and the South Eastern Sydney Local Health District (NSW Health) Koori Women's Walking Group. Our annual Koojay Corroboree was held on 29 May, featuring a Smoking Ceremony, Welcome to Country, cultural dance and music performances, workshops including Johnny Cake making, Ochre Paint Ups and Native Plant workshops, over 10 information and market stalls, and a free BBQ for the community.	
A03.1.2 Digitise, preserve and promote stories of the history and heritage of the community using Recollect Digital Asset Management System (DAMS).	Indicator: *AI119* Progress	Manager Library Services	Date: 30/06/26 Value: > 0 digitised assets on Recollect	Date: 30/06/26 Value: 32,637 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	Q4 (Current)	Current Performance
A03.2.1 Initiate, support and/or promote programs and initiatives that tell the culturally rich heritage of the city.	Indicator: *AI120* Number of programs / initiatives	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 5 programs / initiatives	Date: 30/06/26 Value: 108 programs / initiatives The Museum has programmed initiatives and programs across the quarter that preserve and celebrate the rich history of the area, including 46 tailored programs for audiences engaging with the Museum's NearShore collection displays, temporary exhibitions and local histories, of note, Sea Place on Country which included the premiere screening of The Mullet Run Documentary and digital projections on the Macquarie Watchtower created in collaboration between Shane Youngberry and Elders from the La Perouse Aboriginal Community.	

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	Q4 (Current)	Current Performance
A03.3.1 Create a diverse and engaging annual calendar of events	Indicator: *AI121* Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Events delivered for the community this quarter included ANZAC Day Civic Reception, ANZ. Country and Bieler Park Playground Opening.	

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	Q4 (Current)	Current Performance
A03.4.1 Improve marketing through suite of LPM branding platforms	Indicator: *AI122* Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% La Perouse Museum continues to improve digital engagement, promoting temporary exhibitions, public programs and collection displays in an increased social media presence. Interactions with La Perouse Museum's Instagram account have significantly increased over the quarter, most notably 27K views of The Mullet Run trailer which was shared widely across community and sector accounts.	
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: *AI123* Number of public programs	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 18 Programs	Date: 30/06/26 Value: 91 Programs The Museum hosted a number continuing programs over this period including the ongoing South Eastern Sydney Local Health District's Koori Women's Walking Group and National Parks and Wildlife Service's Education Programs, which significantly increased schools engagement with NearShore collection display. The Museum also hosted a number of public programs included analogue photography workshops facilitated by Darkroom Social and the Bach in the Dark concert series in the Macquarie Watchtower.	
	Indicator: *AI124* Number of exhibitions at the museum	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 6 Exhibitions	Date: 30/06/26 Value: 10 Exhibitions This quarter saw the launch of three new exhibitions at the Museum including LA+ 001 by Dr Peter McKenzie and Brenda L Croft, Contaminated: Site 3 by Norton Fredericks and Edge of the Earth by Anna Mould.	

■ Achieved ■ Carried Forward ■ Not achieved

A03.4.3 Record in person and online visitation data to record annual visitation statistics	Indicator: *AI125* Number of visitors to the La Perouse Museum	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 18,000 Visitors	Date: 30/06/26 Value: 23,316 Visitors The La Perouse Museum welcomed 11,123 visitors to the Museum throughout the 4th quarter. Digital engagement across the 4th quarter has significantly increased, with over 72,000 interactions with the La Perouse Museum Instagram over a 90-day period. The total annual visitation for the La Perouse Museum in 2026/2027, including education groups managed in partnership with NPWS, is the highest visitation number so far under Council management. This has been achieved whilst the Museum was open to the public 9 months out of 12.	

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	Q4 (Current)	Current Performance
A03.5.1 Develop an annual schedule of Council managed workshops and networking initiatives targeted to Randwick's creative sector	Indicator: *AI126* Number of workshops / initiatives delivered per annum	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 5 Workshops / Events	Date: 30/06/26 Value: 9 Workshops / Events Council continued to strengthen the capability of the local creative sector through the delivery of three Sector Sessions, providing free professional development and networking opportunities for creative across a range of disciplines.	
A03.5.2 Promote internal and external workshops / networking initiatives to the creative sector annually via the Arts Bulletin	Indicator: *AI127* Number of Arts bulletins	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 4 Bulletins	Date: 30/06/26 Value: 12 Bulletins Between April and June, three email campaigns were sent to the Creative Randwick mailing list. The Creative Randwick Newsletter continued to perform above industry standard with a 73.91% open rate and 9.01% click through rate. The mailing list grew by 17.3% in this quarter.	

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	Q4 (Current)	Current Performance
A04.1.1 Implement the Buy Local, Shop Local marketing campaign in partnership with local networks and local businesses.	Indicator: *AI128* Number of businesses participating in the Buy Local, Shop Local program	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 40 Businesses	Date: 30/06/26 Value: 50 Businesses Five more businesses were featured in Scene Magazine's quarterly winter magazine, in the suburb of La Perouse as part of the Shop Local Buy Local campaign. The Shop Local Buy Local webpage has seen three new applications last quarter. An additional 31 businesses were supported through Coogee Winter Nights promotion as a local business destination activation. Three new Alfresco activations were implemented this quarter building the profile of local business.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A04.3.1 Identify opportunities to reduce barriers to doing business	Indicator: *AI130* Number of opportunities identified to reduce barriers	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 5 Opportunities identified	Date: 30/06/2 Value: 8 Opportunities identified 3 Alfresco on road installations were completed by Council in the last quarter. The 3 installs increased capacity of all 4 venues, whilst also increasing visibility for the business. Alfresco increases vibrancy in our town centres, whilst also supporting local economies. The recent amendment to the Mobile Food Vending Vehicles Policy, saw a reduction in costs associated with site fees for Fixed Sites, reducing barriers and increasing financial accessibility for the sole operators.	

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	Q4 (Current)	Current Performance
A04.4.1 Attend state and federal meetings and briefings on relevant policies and programs that support	Indicator: *AI131* Number of submissions and meetings with state	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 4 Meetings	Date: 30/06/26 Value: 15 Meetings Economic Development attended three Night Time Economy Committee meetings, and a briefing on the next stage of the Permit Plug Play Vibrancy grant program. An online group	

■ Achieved ■ Carried Forward ■ Not achieved

the growth of local economies	and federal agencies			roundtable with councils across NSW was also attended to celebrate outcomes of the previous grant round, of which Randwick Council delivered $450,000 grant funded outcomes.	
A04.4.2 Work with state and national and neighbouring councils to identify, encourage and advocate for investment.	Indicator: *AI132* Number of meetings	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 4 Meetings	Date: 30/06/26 Value: 7 Meetings No meetings were attended this quarter.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A04.5.1 Support entrepreneurial programs and incubation spaces which foster new innovative businesses.	Indicator: *AI133* Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% La Perouse Museum continues to support improved economic and social outcomes for Aboriginal and Torres Strait Islander suppliers including Gujaga Foundation, Malima, Natcha Cultural Tours, Burri's Walk and Talk, Tribal Warrior Aboriginal Corporation, First Hand Solutions, Goanna Hut and Guriwal Aboriginal Corporation. In this quarter, the biennial Business Awards nominations and voting also commenced for the 9 September gala presentation. Many of the awards support new and start up businesses across the City of Randwick. A new Innovation Hub based in Kensington through a developer VPA neared completion with occupancy planned for July to go live for bookings.	
A04.5.2 Develop endorsed protocols for procurement from Aboriginal and Torres Strait Islander owned businesses.	Indicator: *AI134* Procurement protocol established	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 70.00% Work on a proposed framework for supporting the procurement of First Nations businesses continued this quarter led by Procurement in consultation with Community Development.	
A04.5.3 Investigate Supply Nation membership.	Indicator: *AI135* Annual membership established.	Manager Community Development	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Supply Nation Membership has been investigated. Options for membership are being considered, along with eligibility requirements, and associated costs.	

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	Q4 (Current)	Current Performance
A05.1.1 Identify active business network group/s and the current barriers and opportunities for increased business engagement.	Indicator: *AI136* Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Council held multiple meetings over this quarter and across the year, from March to June 2026 with Coogee Chamber, EastConnect and the Kingsford Chamber. Ongoing issues raised informing Council delivery included changing business landscapes in town centres, shop vacancies, vibrancy and open street events, and building capacity and programming. This has resulted in a workshop proposal with East Connect now in development, an Open Street delivery program for 2026/27 now included in the operational plan and budgets, and has informed the Special Entertainment Precinct proposal endorsed by Council in May 2026.	

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	Q4 (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: *AI137* Number of small businesses connected with support programs	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 6 Businesses	Date: 30/06/26 Value: 29 Businesses Council continues to refer all new business owners to the Council Portal which has key information for new businesses, such as Business Support and Resources such as Realise NSW and Small Business NSW.	

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	Q4 (Current)	Current Performance
A05.3.1 Design and implement a communications plan to address identified business needs.	Indicator: *AI138* Number of businesses receiving the quarterly Business Bulletin	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 30%	Date: 30/06/26 Value: 30.00% Through Alfresco, Footway Dining and event activations such as Markets, Council is strengthening the database of businesses to receive the bulletin and gaining key insights on the needs of the community. A number of sector emails were issued on new policies opportunities and programs for the sector such as the latest SEP reforms, and new funding opportunities.	

■ Achieved ■ Carried Forward ■ Not achieved

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (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: *AI139* 2 grants per year	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 2 grants per year	Date: 30/06/26 Value: 2 grants per year This quarter, Council acquitted the $450,000 Permit Plug Play Grant, and continues to deliver the three-year Open Streets Grant $350,000 to part-fund the annual Spot On Open Street program 2025 - 2027.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A05.5.1 Consult and investigate opportunities	Indicator: *AI140* Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Council is currently working towards a Special Entertainment Precinct proposal - now endorsed at the May 2026 Council meeting - with an ensuing kickstart grant application to the grant program administered by Create NSW. Investigation was undertaken into the 2026/27 Permit Plug Play grant fund for street closure infrastructure, which will now be deferred to 2027/28 to align with the capital plan commitments.	

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	Q4 (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: *AI141* Progress	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Stage 2 DCP was reported to Council on 30 June 2026. Opportunities have been included to support the night time economy and encourage a diverse mix of business and cultural activities	
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: *AI142* Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 85.00% Significant advancements were made this quarter with consultation undertaken with four key town precincts, Coogee, The Spot, Kingsford and Belmore Road seeking feedback on night-time activity and opportunities for businesses, within the potential framework of a Special Entertainment Precinct proposal.	
A06.1.3 Assess and determine applications made under the Roads Act including footway trading applications and ground anchor applications.	Indicator: *AI143* Percentage of Footway Dining applications determined within 40 days (net)	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 80%	Date: 30/06/26 Value: 100.00% All Footway Dining applications received in this quarter were assessed and approved/determined in under 40 days.	

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	Q4 (Current)	Current Performance
A06.2.1 Participate in Investment NSW 24-hour Economy Advisory Group quarterly meetings.	Indicator: *AI144* Number of Investment NSW 24-hour Economy Advisory Group meetings attended	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 4 Meetings	Date: 30/06/2 Value: 8 Meetings Council continues to attend the NTECC meetings as part of the Vibrancy networks including 2 this quarter. Council Officers also met with RHIP to discuss their application for a Community Improvement District.	

■ Achieved ■ Carried Forward ■ Not achieved

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	Q4 (Current)	Current Performance
A07.1.1 Complete designs of town centre upgrades including WSUD in accordance with Masterplans.	Indicator: *AI145* Progress	Manager Engineering Services	Date: 30/06/26 Value: >= 90%	Date: 30/06/26 Value: 100.00% Matraville town centre construction for western footpath has been complete. WSUD implementation on Avoca Street near High Street has been completed, upgrading the town centre gateway. Council Officers have been actively working with developers on the K2K corridor and Randwick Junction to embellish town centres with urban greening elements and WSUD where possible. Detailed design is underway to finalise a design for the Maroubra Junction south bound streetscape upgrades.	

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	Q4 (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: *AI146* Progress	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Stage 2 DCP was reported to Council on 30 June 2026. Public art provisions included in the DCP. Designing with Country to be included in Stage 3 DCP review.	

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	Q4 (Current)	Current Performance
A07.3.1 Audit of empty shops and undertake study to assess effective short-term occupancy to enhance town centres	Indicator: *AI147* Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 45.00% Beyond the temporary shop activation at The Spot, no further activity was undertaken this quarter on shop vacancies due other work priorities for the Economic Development team.	

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	Q4 (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: *AI148* 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: 30/06/26 Value: 5 market / food truck events Council delivered a large scale 3 day food truck event over the Easter Long Weekend. With over 2,500 people in total attending, there was a range of over 4 trucks per day. The event hosted live music, live screening of the Rabbitohs Easter Sunday game against the Bulldogs, and also Easter themed child friendly movies. Sea Place on Country 5-6 June, saw four food trucks supply large crowds as a key part of the cultural event.	

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	Q4 (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: *AI150* Number of town centre activations / campaigns	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 1 activation / campaign	Date: 30/06/26 Value: 1 activation / campaign This quarter saw the final public art installation in the Kingsford and Kensington area art series "New Monumental". This is a public artwork series commissioned through voluntary planning agreements that reflect the cultural and social identity of this multicultural area, with works in Kingsford reflecting Indonesian, Indian and SE Asian communities, and in Kensington new works reflecting Indian and Sri Lankan and First Nations cultural groups.	

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	Q4 (Current)	Current Performance
A11.1.1 Undertake native and indigenous planting in identified locations.	Indicator: *AI151* 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: 30/06/26 Value: 14,674 Plantings During the period 4,665 native plants were installed in association with streetscape garden installations, 'plant with us' events, bushland and park plantings.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (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: *AI152* Updated Ecological Work Plan	Manager Infrastructure Services	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% The Ecological Work Plan has been updated and finalised.	

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	Q4 (Current)	Current Performance
A11.3.1 Undertake annual monitoring of Acacia terminalis subsp. Eastern Sydney and prepare data for mapping.	Indicator: *AI153* Percentage of Acacia terminalis mapped	Manager Infrastructure Services	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Acacia terminalis subsp. Eastern Sydney populations have been mapped.	

A11.3.2 Collect weed density data for selected bushland sites suitable for mapping.	Indicator: *AI154* Bushland with updated weed density mapping on Council's GIS mapping layer	Manager Infrastructure Services	Date: 30/06/26 Value: >= 3 Layers	Date: 30/06/26 Value: 3 Layers Weed density data collection has been completed, this information is being imported to Council's new GIS mapping system in July.	

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	Q4 (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: *AI155* Percentage of ESBS sites with weed density data collected	Manager Infrastructure Services	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% All ESBS sites have had weed density data collected.	
A11.4.2 Undertake works to reduce the weed density in Eastern Suburbs Banksia Scrub.	Indicator: *AI156* Percentage of ESBS sites that have received weed treatments in the current financial year	Manager Infrastructure Services	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% All sites containing ESBS have received bush regeneration and weed 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	Q4 (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: *AI157* Number of activities delivered	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 100 Activities	Date: 30/06/26 Value: 101 Activities Council run several activities, engaging with a large number of residents to enhance local biodiversity. These include PermaBee, Grow It Local, Plant With Us, Saturday Circle, Marine and Coastal Discovery Program, Native Havens, AUSMAP, Compost Revolution, Community Garden and workshops.	
	Indicator: *AI158* Number of visitors to the Randwick Sustainability Hub and Environment Park	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 200,000 Visitors	Date: 30/06/26 Value: 246,265 Visitors There were an estimated 55,000 visitors this quarter and 246,265 visitors this year to the Randwick Sustainability Hub and Environment Park. Visitors come to enjoy the many amenities available spanning nature walks, education programs, volunteer programs, childcare and community 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	Q4 (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: *AI159* 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: 30/06/26 Value: 70.00% The initial Green Grid Working Group workshop is scheduled for late July. The project is led by the Coordinator Sustainability, supported by a cross-functional working group comprising representatives from across Council. Further project details and outcomes will be provided next quarter.	
A12.1.2 Develop a Green Grid framework with prioritised actions for implementation.	Indicator: *AI160* Progress	Manager Sustainability and Resilience	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% The Green Grid Framework is progressing with the formation of a cross departmental working group meeting in July.	
A12.1.3 Deliver community planting activities, such as Plant With Us, in accordance with the Green Grid framework.	Indicator: *AI161* Progress	Manager Sustainability and Resilience	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Council has delivered four planting days with 2,735 plants established this year.	
A12.1.4 Deliver a network of walking paths by 2031 informed by the Green Grid strategy	Indicator: *AI162* Length of walking paths delivered under the Green Grid Strategy	Manager Engineering Services	Date: 30/06/26 Value: >= 0.00 Km	Date: 30/06/26 Value: 0.00 Km Council did deliver additional green grid footpaths this quarter, but was focused on planning for the upcoming delivery program in the 2026/27 financial year. Consultation on proposed active transport walking and cycling corridor is out for consultation now.	

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	Q4 (Current)	Current Performance
A12.2.1 Complete the tree planting program.	Indicator: *AI163* Progress	Manager Infrastructure Services	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 61.20% 612/1000 trees planted since starting in late last year. Remaining plants to be planted in October growing season as advised in GM Update 10 July.	
A12.2.2 Undertake tree planting on Council managed land.	Indicator: *AI164* Number of trees planted (with a minimum pot size of 300mm)	Manager Infrastructure Services	Date: 30/06/26 Value: >= 400 Trees	Date: 30/06/26 Value: 612 Trees 612/1000 trees planted since starting in late last year.	
A12.2.3 Investigate opportunities to strengthen planning controls regarding the retention of trees in Stage 2 of the Comprehensive DCP.	Indicator: *AI165* Progress	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% DCP controls for retention of trees included in the final DCP reported to Council on 30 June 2026.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A12.3.1 Deliver and support programs that educate and encourage the community to reduce and recover food waste.	Indicator: *AI166* Number of participants in food waste avoidance & recovery initiatives	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 1,000 participants	Date: 30/06/26 Value: 1,249 participants The number of Randwick residents who are members of Grow It Local (GIL) increased this quarter to 1,249. GIL is an online platform that connects and educates residents on 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: *AI167* Number of businesses engaged	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 20 businesses	Date: 30/06/26 Value: 23 businesses This quarter, work progressed on the FOGO in Business Program (formerly the Randwick CARE Food Waste Program), which supports local cafes and restaurants to reduce and avoid food waste. To date, 23 businesses have engaged with the program. In addition, 18 food businesses in Randwick are currently active members of 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.

■ Achieved ■ Carried Forward ■ Not achieved

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A12.4.1 Support the community to install rooftop solar on 25% of suitable buildings in the LGA by 2032.	Indicator: *AI168* Total amount of solar installed in the community	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 50,000 kW	Date: 30/06/26 Value: 61,742 kW A total of 61,742 kW of solar has been installed across Randwick LGA, which is supported by Council through the Sustainability Rebates Program and Solar my Club.	
	Indicator: *AI169* Percentage of dwellings (excluding apartments) that have solar panels installed	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 25%	Date: 30/06/26 Value: 26.00% The number of suitable dwellings with solar installed has not changed in Q4, due to a delay in data received which have not been able to be incorporated.	
A12.4.2 Provide grants / rebates and financial assistance to support the delivery of sustainability outcomes including: - Sustainability rebates - School sustainability grants - Discounted compost bins and worm farms through the Compost Revolution	Indicator: *AI170* Number of Sustainability Rebates issued	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 300 Rebates	Date: 30/06/26 Value: 583 Rebates 203 sustainability rebates were approved this quarter for products including solar, batteries, hot water heat pumps, lighting and more. The total number of rebates for the year was 607.	
	Indicator: *AI171* Leverage from Sustainability Rebates (investment from Council expenditure)	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 10 X	Date: 30/06/26 Value: 13 X For every dollar Council invests, the community invests around $12.79, a high return in investment towards sustainability outcomes.	
	Indicator: *AI172* Total amount of solar installed through Sustainability Rebates	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 8,000 kW	Date: 30/06/26 Value: 19,347 kW The sustainability rebates program has facilitated the installation of 10,228 kW of solar to date. *Note - an error was made in Q3 reporting, where the all-time total was added instead of the Q3 total.	
	Indicator: *AI173* Percentage LGA greenhouse gas emission reduction from 2017/18 baseline of 1,077,504 tonnes	Manager Sustainability and Resilience	Date: 30/06/32 Value: >= 60%	Date: 30/06/26 Value: 26.00% As of June 2025 (latest data) the LGA's greenhouse gas emissions have reduced by 26% against the baseline.	

	Indicator: *AI174* Percent of school grants acquitted	Manager Sustainability and Resilience	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% All seven schools that were successful in receiving a grant and completed their projects have provided their end of project reports and acquittals. Two schools withdrew over the course of the grant period.	
	Indicator: *AI175* Number of discounted compost bins and worm farms provided through the Compost Revolution	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 60 compost bins / farms	Date: 30/06/26 Value: 139 compost bins / farms 20 compost bins and worm farms were provided through Compost Revolution in this quarter. This brings the total year to date to 139.	
A12.4.3 Implement a range of educational initiatives, including those listed below, to equip others for delivery of sustainability outcomes: - 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)	Indicator: *AI176* Value of environmental volunteer hours	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= $90,000	Date: 30/06/26 Value: $124,525 Through volunteering programs such as PermaBee, Plant With Us and other Council supported programs, $35,835 in volunteering has been contributed to environmental activities in the community last quarter.	
	Indicator: *AI177* Number of environmental volunteer hours	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 3,000 hours	Date: 30/06/26 Value: 4,151 hours Through volunteering programs such as PermaBee, Plant With Us and other Council supported programs, 1,194hours in volunteering has been contributed to environmental activities in the community last quarter.	
	Indicator: *AI178* Number of community groups engaged in sustainability initiatives	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 10 groups	Date: 30/06/26 Value: 19 groups Randwick Council regularly engages with around 15-25 community groups in a variety of educational and action-oriented initiatives. This quarter, no new groups were engaged.	
	Indicator: *AI179* Number of trees, plants and shrubs planted at community tree planting events	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 2,000 plantings	Date: 30/06/2 Value: 2,755 plantings 580 trees and plants were established during Plant With Us community planting days this quarter, 112 of which were trees. This takes the total to 2,755.	

- Community tree planting events	Indicator: *AI180* Number of sustainability initiatives undertaken	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 15 initiatives	Date: 30/06/26 Value: 20 initiatives In addition to ongoing sustainability initiatives such as Plant With Us, PermaBee, Saturday Circle, Sustainability Rebates, Sustainability Hub Fee Waiver and more, Randwick Council ran capacity building workshops for community gardens in Randwick and an EV related seminar.	
	Indicator: *AI181* Number of students participating in school incursions and excursions on sustainability	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 1,000 participants	Date: 30/06/26 Value: 1,728 participants 291 students attended Cleanaway waste education sessions this quarter resulting in 1,728 students in total for the year.	
	Indicator: *AI182* Number of participants in workshops on sustainability	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 3,000 participants	Date: 30/06/26 Value: 3,834 participants There have been 1,907 participants in workshops on sustainability including PermaBee, Saturday Circle, Eastern Suburbs Sustainable Schools, Grow It Local, community garden workshops, Plant With Us and Collaboration for Impact.	
	Indicator: *AI183* 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: 30/06/26 Value: 14,685 attendees / participants There have been 1,907 participants in workshops on sustainability including PermaBee, Saturday Circle, Eastern Suburbs Sustainable Schools, Grow It Local, community garden workshops, Plant With Us and Collaboration for Impact.	
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: *AI184* Number of activities delivered	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 10 activities	Date: 30/06/26 Value: 11 activities One additional activity was run this quarter to engage residents on energy savings and electrification, which was a joint eastern suburbs Councils EV 101 webinar.	
	Indicator: *AI185* No of participants on environmental workshops	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 2,000 participants	Date: 30/06/26 Value: 4,249 participants There have been 1,907 participants in workshops on sustainability including PermaBee, Saturday Circle, Eastern Suburbs Sustainable Schools, Grow It Local, community garden workshops, Plant With Us and Collaboration for Impact.	

■ Achieved ■ Carried Forward ■ Not achieved

A12.4.5 Continue to electrify and integrate energy efficient solutions into council assets.	Indicator: *AI186* No of projects	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 4 projects	Date: 30/06/26 Value: 4 projects Council has procured an electric 8 tonne tipper in order to trial its efficiency and reduce diesel consumption in our operational fleet. Council has also trialled an EV utility vehicle in order to determine its efficiency and ability to effectively reduce diesel consumption in our operational fleet. Council is currently considering procuring two EV utility vehicles to add to our operational fleet. Council has also completed a feasibility study to identify suitable opportunities for community batteries.	
A12.4.6 Undertake capacity building activities to improve council staff knowledge and implementation of sustainability initiatives	Indicator: *AI187* No of activities delivered	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 5 activities	Date: 30/06/26 Value: 9 activities The Sustainability and Resilience team presents to all new staff during induction and ran an additional staff workshop on circular economy this quarter.	
A12.4.7 Foster partnerships with other organisations to support our transition to net zero and action towards UN SDG's.	Indicator: *AI188* Number of partnerships	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 20 partnerships	Date: 30/06/26 Value: 23 partnerships In this quarter, Council partnered with Homes NSW to deliver waste and resilience awareness workshops to social housing.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (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: *AI189* Number of attendees	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 10,000 attendees	Date: 30/06/2 Value: 14,685 attendees There have been 1,907 participants in workshops on sustainability including PermaBee, Saturday Circle, Eastern Suburbs Sustainable Schools, Grow It Local, community garden workshops, Plant With Us and Collaboration for Impact.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A12.6.1 Develop a Resilience Strategy in accordance with the approved roadmap	Indicator: *AI190* Progress	Manager Sustainability and Resilience	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% The Resilient Randwick Strategy 2026-36 and associated Resilient Randwick Strategy Synthesis Report 2026 were endorsed by Council at the 26 May meeting. This Strategy was developed in accordance with the approved roadmap.	
A12.6.2 Create a community readiness dashboard for Council's website	Indicator: *AI191* Progress	Manager Sustainability and Resilience	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% After user and IT testing, the Randwick Emergency Dashboard was launched in mid-June. The dashboard is being promoted to residents throughout June/July, including: - social media - our website - with a magnet including a QR code and information postcard being delivered to all residents.	

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	Q4 (Current)	Current Performance
A13.1.1 Work with residents, businesses and other organisations to increase resource recovery and reduce waste generation per capita.	Indicator: *AI192* Percentage reduction in LGA waste generation per capita based on a FY2017/18 baseline of 308 kg/person/ year.	Manager Sustainability and Resilience	Date: 30/06/36 Value: >= 10%	Date: 30/06/26 Value: 6.00% Randwick achieved a 6% reduction in per capita waste generation over the financial year.	
	Indicator: *AI193* Volume of illegally dumped material collected	Manager Waste, Cleansing and Public Safety	Date: 30/06/26 Value: <= 772 tonnes	Date: 30/06/26 Value: 1,145 tonnes Total = 244 tonnes April = 85.86 May = 73.24 June = 84.90	
	Indicator: *AI194* Tonnage of residential waste collected (red bin only)	Manager Sustainability and Resilience	Date: 30/06/26 Value: <= 20,000 tonnes	Date: 30/06/26 Value: 21,811 tonnes In the fourth quarter, households disposed of 5,376 tonnes of waste in the red bin, bringing the total for the year to 21,811 tonnes.	
	Indicator: *AI195* Number of people directly engaged	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 2,000 people	Date: 30/06/26 Value: 15,124 people This quarter, Council engaged more than 1,200 people through a range of waste education initiatives supporting waste reduction, reuse and the safe disposal of tricky items. Activities included school workshops, Recycling Centre tours, Battery Recycling Day, the Textiles Drop-Off Event, the A–Z Waste & Recycling Guide, and the ReSmart home collection service. Community engagement was also delivered through face-to-face events, including waste education workshops for residents and UNSW O-Day. In addition, 1,553 waste information letters were sent to new renters and property owners.	

■ Achieved ■ Carried Forward ■ Not achieved

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	Q4 (Current)	Current Performance
A13.2.1 Engage with the UNSW students to improve understanding of waste recovery and avoidance.	Indicator: *AI196* Number of activities/programs participated in	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 5 activities / programs	Date: 30/06/26 Value: 6 activities / programs This quarter, Council delivered initiatives to increase waste awareness among UNSW students, including a waste education stall at O-Day, engaging 116 students, and seven advertisements published through 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	Q4 (Current)	Current Performance
A13.3.1 Deliver community engagement to reduce contamination and increase diversion rates.	Indicator: *AI197* Number of engagement activities delivered	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 10 activities	Date: 30/06/26 Value: 16 activities This quarter, Council continued to implement a range of initiatives to reduce contamination and increase diversion, including FOGO advertising in The Beast, ongoing contamination management with Cleanaway, continued supply of FOGO liners, participation in the EPA-led FOGO contamination hotspot program, and targeted education for multi-unit dwellings.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A13.4.1 Provide residential waste collection and processing services for FOGO, recyclables and rubbish.	Indicator: *AI198* 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: 30/06/26 Value: 47.78% Quarterly tonnages per stream: Waste = 5376 FOGO = 2722 Recycle = 2197 Target not met due to adverse weather conditions causing the drop in FOGO tonnages (vegetation).	

	Indicator: *AI199* 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: 30/06/26 Value: 0.06% Quarterly missed per commodity: Waste = 398 Recycle = 131 FOGO = 153 Quarterly service numbers per commodity: Waste = 397,300 Recycle = 295,772 FOGO = 406,035 Numbers have improved since last quarter, We are working closely with Cleanaway management to improve the services.	
A13.4.2 Provide residents with 6 free household clean-up collections each year including one scheduled clean-up collection and five booked (on-call) clean-up collections.	Indicator: *AI200* Number of missed on-call clean up services	Manager Waste, Cleansing and Public Safety	Date: 30/06/26 Value: <= 800 services	Date: 30/06/26 Value: 891 services April = 70 May = 62 June = 66 Total = 198	
A13.4.3 Investigate and manage illegal dumping of rubbish within the LGA.	Indicator: *AI201* 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: 30/06/26 Value: 87.00% April = 82% 817 jobs May = 84% 805 jobs June = 95% 877 jobs qtr = 87% 2499 requests trending towards positive with 95% achieved in June	
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: *AI202* 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: 30/06/26 Value: 92.16% Customer service requests received 51 - 47 requests 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: *AI203* 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: 30/06/26 Value: 142 tonnes Total = 186.14 Tonnes, collected from 11,062 customers Cardboard = 43.86 EPA items = 8.69 Paint = 21.33 E-Waste = 35.27 Metal = WAITING DATA FROM CONTRACTOR Soft Plastic = 8.30 Clothing = Polystyrene = 2.30 Other items = 17.00 (Blister Packs, X-rays, Print Cartridges, Car battery, other recyclables)	

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

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (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: *AI204* No of projects	Manager Engineering Services	Date: 30/06/26 Value: >= 1 projects	Date: 30/06/26 Value: 1 projects We are working to resource our Maroubra Junction WSUD project as above. Sustainable trans teams are looking to go to procure a consultant to undertake concept designs in q1 2026.	
A14.1.2 Support and promote water saving initiatives to assist the community to reduce water usage	Indicator: *AI205* Number of individuals engaged	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 50 individuals	Date: 30/06/26 Value: 174 individuals 169 Waterfix appointments have been undertaken within the Randwick area. This includes those supported by the Sustainability Rebates. Additionally, five Sustainability Rebates have been provided for water tanks this year (data from Sydney Water was not available at the time of submission for this quarter).	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A14.2.1 Develop a Circular Economy plan for Council, including measuring and monitoring approach.	Indicator: *AI206* Progress	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 100%	Date: 30/06/26 Value: 100.00% This quarter, Council progressed the development of the Circular Economy Toolkit and Roadmap through stakeholder engagement, toolkit refinement and internal capacity building activities.	
A14.2.2 Undertake capacity building activities to improve council staff knowledge and implementation of circular economy principles	Indicator: *AI207* Number of staff engaged	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 30 staff engaged	Date: 30/06/26 Value: 605 staff engaged This quarter, Council strengthened organisational capacity to support circular economy outcomes through staff engagement, knowledge sharing and collaboration. This included delivering internal workshops, engaging staff across key business areas, and undertaking supplier interviews to identify opportunities and build capability for circular economy implementation.	

■ Achieved ■ Carried Forward ■ Not achieved

A14.2.3 Implement community engagement programs to improve knowledge and support implementation of circular economy principles.	Indicator: *AI208* Number of activities delivered	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 50 activities	Date: 30/06/26 Value: 93 activities This quarter, Council delivered 13 community engagement activities to promote reuse, repair and waste reduction. Highlights included Saturday Circle, which engaged 714 participants and diverted 1,602 items from landfill, helping to extend the life of household items and support the circular economy.	

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	Q4 (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: *AI209* Number of new GPTs installed	Manager Engineering Services	Date: 30/06/26 Value: >= 1 GPTs	Date: 30/06/26 Value: 0 GPTs Delivery plan 2030 has been adopted. Delivery of the GPT has been deferred to 2026-27 as per GM Update. Contract is for delivery of 2 GPT's in 2026-27.	
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: *AI210* Progress	Manager Engineering Services	Date: 30/06/26 Value: >= 75%	Date: 30/06/26 Value: 55.00% Negotiations with Sydney Water are still ongoing with a formal agreement for the proposed works to be finalised. The main scope of works is finalised and tender preparations are underway. Tender release date estimated for August - September 2026.	

■ Achieved ■ Carried Forward ■ Not achieved

A15.1.3 Continue monitoring and management programs to reduce microplastic pollution in our coastal waterways by 2032.	Indicator: *AI211* Progress	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 75%	Date: 30/06/26 Value: 75.00% Phase 1 of the AUSMAP program to identify microplastic load and type at Randwick beaches is complete. Phases 2 and 3 (to identify microplastic sources and then strategies to reduce them) are underway.
A15.1.4 Deliver community engagement programs to increase the communities appreciation of and encourage action to support and enhance protection of marine ecosystems, e.g. Marine and Coastal Discovery Program.	Indicator: *AI212* Number of activities delivered	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 20 activities	Date: 30/06/26 Value: 23 activities The Marine and Coastal Discovery Program as well as ongoing community beach monitoring and clean up activities (resulting from AUSMAP training) were delivered this quarter.
	Indicator: *AI213* Number of participants in the Marine and Coastal Discovery Program	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 1,000 participants	Date: 30/06/26 Value: 1,399 participants The April Marine and Coastal Discovery Program engaged with 812 people on a wide variety of topics.

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	Q4 (Current)
A16.1.1 Undertake a stage 2 study to assess ocean impacts on a potential coastal walkway at Lurline Bay.	Indicator: *AI214* Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 90.00% Stage 2 has been finalised. Physical testing will commence in July, using a scaled model of Lurline Bay constructed in MHL's wave basin. This testing will replicate real world storm and swell conditions to help inform a safe and reliable walkway design A provisional walkway design will be developed and tested between September and October, allowing different options to be assessed under a range of coastal conditions before any preferred solution is selected

■ Achieved ■ Carried Forward ■ Not achieved

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (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: *AI215* Progress	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Scoping work completed for preparation of a Plan of Management for Coogee Beach. Relevant stakeholders, local issues, legislative requirements and council resourcing has been identified. Work will continue to progress through to end 2026. Council was notified in early July that it was unsuccessful in obtaining grant funding for the Botany Bay PoM.	

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	Q4 (Current)	Current Performance
A17.1.1 Report, exhibit and finalise an affordable housing plan for Randwick Junction and Maroubra Junction Town centres.	Indicator: *AI216* Progress in preparing an Affordable Housing Plan for Randwick Junction	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Affordable Housing Plan for Randwick Junction endorsed at the 30 June Council meeting. Legislative amendments currently being progressed through DPHI. Work continuing on the Maroubra Affordable Housing Plan.	
	Indicator: *AI217* Progress in preparing an Affordable Housing Plan for Maroubra Junction	Manager Strategic Planning	Date: 30/06/26 Value: >= 80%	Date: 30/06/26 Value: 80.00% Rezoning scenarios presented to UNSW for analysis through the Precinct Feasibility Explorer. This work will inform preparation of the Affordable Housing Plan.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A17.2.1 Report, exhibit and finalise a City wide Affordable Housing Strategy	Indicator: *AI218* Progress in finalising a draft Affordable Housing Strategy	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Affordable Housing Plan implementation well underway with preparation of a planning proposal for a broad based affordable housing plan and provisions that protect loss of dwellings.	

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	Q4 (Current)	Current Performance
A17.3.1 Assess and respond to Land and Housing redevelopment proposals	Indicator: *AI219* Number of applications by Land and Housing assessed and responded to	Manager Strategic Planning	Date: 30/06/26 Value: >= 1 applications	Date: 30/06/26 Value: 2 applications Upcoming meeting with HomesNSW to discuss two SSD projects - Maroubra and Gardeners Rd Kingsford.	

■ Achieved ■ Carried Forward ■ Not achieved

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	Q4 (Current)	Current Performance
A17.4.1 Review Council's existing and upcoming affordable housing stock to investigate appropriate allocation for transitional housing	Indicator: *AI220* Progress in reviewing and identifying stock suitable for transitional housing	Manager Community Development	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% All Council's housing stock was reviewed appropriateness of transitional housing use. No new transitional housing was identified in this reporting period.	

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	Q4 (Current)	Current Performance
A18.1.1 Review and exhibit amendments to the Randwick DCP addressing housing mix	Indicator: *AI221* Progress in finalising draft DCP controls that incorporate dwelling mix requirements	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% DCP reported and endorsed at the 30 June 2026 Council meeting. Contains provisions addressing housing mix	
A18.1.2 Liaise with key NSW agencies to improve social and affordable housing	Indicator: *AI222* 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: 30/06/26 Value: 6 submissions / meetings Officers have met with Department of Planning to discuss affordable housing Plan for Randwick Junction and SSD proposals within and adjoining the town centre. Council officers have made submissions on several proposals and requesting increased affordable housing rates. Sites include two properties along Avoca St, High St Gateway Site, two properties in Maroubra.	

■ Achieved ■ Carried Forward ■ Not achieved

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	Q4 (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: *AI223* 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: 30/06/26 Value: 60.00% Scoping work including an engagement strategy underway for the preparation of a review of the LSPS.	
	Indicator: *AI224* 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: 30/06/26 Value: 65.00% Scoping work including an engagement strategy underway for the preparation of an updated Housing Strategy	
A18.2.2 Assess site specific planning proposal (rezoning) applications.	Indicator: *AI225* 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: 30/06/26 Value: 100.00% Three site specific planning proposals were considered and feedback provided to proponents: Canberra St Randwick 37-39 Perry St Matraville Reservoir St Little Bay These rezoning applications will be reported to Council	
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	Indicator: *AI226* Finalise a developer contributions monitoring framework including dashboard	Manager Strategic Planning	Date: 30/06/26 Value: >= 80%	Date: 30/06/26 Value: 100.00% Dashboard is being utilised to monitor contribution payments. Council officers continue to manage income and expenditure through Contributions Committee meetings.	
	Indicator: *AI227* Progress in finalising a process for ensuring timely collection of developer contributions	Manager Strategic Planning	Date: 30/06/26 Value: >= 50%	Date: 30/06/26 Value: 100.00% A quarterly internal VPA audit is undertaken to ensure that developments under a VPA are meeting contribution obligations in line with key milestone dates agreed within a VPA. The contributions dashboard is utilised to monitor contribution payments and assist with collections.	

■ Achieved ■ Carried Forward ■ Not achieved

contributions, and planning agreements.					
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: *AI228* 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: 30/06/26 Value: 80.00% Council finalised the Randwick Junction Planning Proposal and DCP to support and expand employment activities within the town centre. Draft Council report also being prepared to permit employment uses in various 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	Q4 (Current)	Current Performance
A18.3.1 Prepare planning controls to encourage a greater proportion of family friendly apartments	Indicator: *AI229* Progress in exhibiting and finalising DCP amendments addressing design of family friendly developments	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% DCP amendments and controls reported to the 30 June 2026 Council meeting - provisions include the design of family friendly apartments including amendments to dwelling mix controls to ensure a mix of one, two and three bed apartments are included in new development.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A18.4.1 Review the Maroubra Junction town centre and surrounds	Indicator: *AI230* Progress in preparing the Maroubra Junction Planning proposal	Manager Strategic Planning	Date: 30/06/26 Value: >= 80%	Date: 30/06/26 Value: 50.00% Work has progressed on the review of Maroubra Junction and the surrounding area in relation to a revision of the planning controls to deliver a diversity of housing. This work has also involved the testing of uplift scenarios in the context of LMR reforms and feasibility analysis. This work will continue through to the end of 2026 and early 2027.	
A18.4.2 Review the Randwick Junction town centre and surrounds	Indicator: *AI231* Progress in preparing the Randwick Junction Planning proposal	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% The Randwick Junction Planning Proposal was finalised at the 26 May 2026 Council meeting.	

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	Q4 (Current)	Current Performance
A19.1.1 Undertake an infrastructure needs analysis for the LGA	Indicator: *AI232* 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: 30/06/26 Value: 100.00% Infrastructure Needs Study draft final report completed. Report being prepared for GMT	
A19.1.2 Meet with State Government and other agencies in relation to new infrastructure investment and upgrades	Indicator: *AI233* 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: 30/06/26 Value: 14 meetings / submissions An infrastructure workbook for the Randwick LGA completed and forwarded to the Urban Development Program. Planning Focus meetings held with applicants and the Department to ensure proposals are in line with existing infrastructure provision including active transport end of trip facilities and upgraded public domain.	
A19.1.3 Assess development applications or planning proposals for adequacy of infrastructure	Indicator: *AI234* 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: 30/06/26 Value: 36 applications / planning proposals The following application were assessed and advice prepared: 38 High St Randwick 138 Maroubra Rd Maroubra Wallace St and Wallace Lane Kingsford 86-90 Maroubra Rd and 46 Hannon St Maroubra 153-155 Anzac Pde Kensington 494-516 Anzac Pde Kingsford	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A19.2.1 Assess and determine development applications, modification applications and review applications efficiently and in accordance with legislative requirements.	Indicator: *AI235* Percentage of planning customer service requests responded to within SLA	Manager Development Assessment	Date: 30/06/26 Value: >= 80%	Date: 30/06/26 Value: 84.00% Target achieved and exceeding SLA. Slight reduction from last quarter due to staff leave.	
	Indicator: *AI236* Percentage of DAs determined within 40 days (net)	Manager Development Assessment	Date: 30/06/26 Value: > 20%	Date: 30/06/26 Value: 28.00% Target achieved and further improvement from previous quarter.	
	Indicator: *AI237* Percentage of DAs determined within 60 days (net)	Manager Development Assessment	Date: 30/06/26 Value: > 40%	Date: 30/06/26 Value: 46.00% Target achieved and further improvement from previous quarter.	
	Indicator: *AI238* Net median assessment time	Manager Development Assessment	Date: 30/06/26 Value: < 80 Days	Date: 30/06/26 Value: 65 Days Target achieved and further improvement from previous quarter.	
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: *AI239* Percentage of subdivision certificates determined within 60 days (net)	Manager Development Assessment	Date: 30/06/26 Value: >= 50%	Date: 30/06/26 Value: 92.00% Target achieved and further improvement from previous quarter.	

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	Q4 (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: *AI240* 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: 30/06/26 Value: 100.00% DA dwelling tracker has been completed and is now live	

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	Q4 (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: *AI241* Percentage of Heritage Exemption Requests assessed in less than 14 calendar days	Manager Strategic Planning	Date: 30/06/26 Value: > 90%	Date: 30/06/26 Value: 100.00% Heritage exemptions have continued to be issued in line with assessment KPI of 14 days.	
	Indicator: *AI242* Percentage of heritage enquiries responded to within 24 hours	Manager Strategic Planning	Date: 30/06/26 Value: > 90%	Date: 30/06/26 Value: 100.00% All heritage enquiries were captured and responded to by the Heritage Team through the on-line Pathway system within the 24-hour SLA.	
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: *AI243* Number of major proposals responded to relevant to Randwick City	Manager Strategic Planning	Date: 30/06/26 Value: >= 2 proposals	Date: 30/06/26 Value: 59 proposals Major proposals: UNSW Student Housing Barker St 38 High St Randwick 138 Maroubra Rd Maroubra Wallace St and Wallace Lane Kingsford 86-90 Maroubra Rd and 46 Hannon St Maroubra 153-155 Anzac Pde Kensington 494-516 Anzac Pde Kingsford	

■ Achieved ■ Carried Forward ■ Not achieved

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: *AI244* 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: 30/06/26 Value: 100.00% Street addressing process has been tested in DEV environment in PATHWAY before proceeding to TEST environment. Property search process has been streamlined with the Access to Information Department with one point of contact in that Department.	
	Indicator: *AI245* Percentage of automated certificates issued in less than 24 hours	Manager Strategic Planning	Date: 30/06/26 Value: >= 95%	Date: 30/06/26 Value: 100.00% All automated certificates have been issued within 24 hours.	
	Indicator: *AI246* Number of discrepancies found in quarterly audits of property condition data	Manager Strategic Planning	Date: 30/06/26 Value: <=	Date: 30/06/26 Value: No discrepancies observed.	
	Indicator: *AI247* Number of street addressing applications responded to within 14 calendar days	Manager Strategic Planning	Date: 30/06/26 Value: > 90%	Date: 30/06/26 Value: 100.00% A total of 23 applications received and processed during the quarter.	

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	Q4 (Current)	Current Performance
A20.1.1 Undertake a heritage review of Randwick City to identify additional heritage items	Indicator: *AI248* Progress in preparing, reporting and exhibiting a heritage planning proposal	Manager Strategic Planning	Date: 30/06/26 Value: > 80%	Date: 30/06/26 Value: 70.00% Last LMR area (North Randwick) investigations being undertaken and finalised. This work will be used by the nominated consultant to complete heritage assessment. Heritage work undertaken by Council staff to identify potential heritage items within the LMR area has resulted in a significant change in the scope of the heritage study. This change required a new process to be undertaken to engage a consultant.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (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: *AI249* Progress	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% DCP Stage 2 reported to and endorsed by Council at its meeting of 30 June 2026. The DCP includes specific sections for design excellence, Low and Mid Rise reforms, sustainability and resilience and local character.	

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	Q4 (Current)	Current Performance
A21.1.1 Launch RCC Reflect Reconciliation Action Plan	Indicator: *AI250* Progress	Manager Community Development	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Council's Reflect Reconciliation Action Plan (RAP) has been finalised and implementation has continued across the organisation, with assigned business units progressing delivery of their identified actions. Internal awareness and capability have been strengthened through implementation training, supporting the integration of reconciliation initiatives into business planning and service delivery. The official launch of the Reflect RAP was planned for this quarter; however, it was postponed in respect for Sorry Business. A revised launch date will be determined in consultation with stakeholders to ensure the event is held at an appropriate time. The RAP remains publicly available on Council's website, demonstrating Council's ongoing commitment to reconciliation and providing transparency to the community regarding its priorities and actions. Implementation of the RAP continues while arrangements for the formal launch are finalised.	
A21.1.2 Commence preparation of Social Cohesion Plan	Indicator: *AI251* Progress	Manager Community Development	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% The Building Community Connection, Trust and Belonging in Randwick City: Social Cohesion and Multicultural Plan 2026–2031 was endorsed by Council on 30 June 2026, marking the completion of the plan's development following extensive community consultation and stakeholder engagement. The Plan provides a strategic framework to strengthen connection, inclusion, trust and belonging across the Randwick LGA and will guide Council's work in fostering connected, welcoming communities over the next five years. Planning is now underway for the official launch / release of the Plan, which will take place in the coming months.	

■ Achieved ■ Carried Forward ■ Not achieved

A21.1.3 Commence preparation of Randwick Youth Plan	Indicator: *AI252* Progress	Manager Community Development	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Preparation of the Randwick Youth Plan has continued during the quarter, with the draft plan remaining in development. Work has focused on refining the draft, incorporating feedback from consultation and ensuring alignment with Council's strategic priorities and the needs and aspirations of young people across the Randwick LGA. The Youth Plan is scheduled to be finalised and presented to Council for endorsement by December 2026.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A21.2.1 Raise awareness of social issues in community & create more inclusive environments through community programs and initiatives	Indicator: *AI253* Alignment of social programs to local area priorities	Manager Community Development	Date: 30/06/26 Value: = 8 priorities addressed	Date: 30/06/26 Value: 8 priorities addressed The Community Development team continued aligning programs and initiatives with the eight (8) Local Area Priorities identified in the Randwick Social Study (2021). These priorities focus on: - Housing affordability and homelessness - Public transport and accessibility - Community connection and inclusion - Youth engagement and opportunity - Mental health and wellbeing - Aboriginal cultural inclusion and recognition - Safety and domestic and family violence prevention - Access to services and information During this quarter, Council delivered a range of initiatives addressing these priorities, including Youth Week 2026, school holiday and youth employment programs, Domestic and Family Violence Prevention Month activities, Disability Inclusion Action Plan (DIAP) consultations, Autism Awareness Month, Refugee Week StoryTown, Coffee, Tea and Mortality (Death Café) sessions, healthy ageing and inclusion programs, and participation in resilience planning with the La Perouse Youth Leadership Council.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A21.3.1 Facilitate an event that celebrates contribution of local volunteers	Indicator: *AI254* Number of events	Manager Community Development	Date: 30/06/26 Value: >= 1 event	Date: 30/06/26 Value: 1 event The Community Development team successfully delivered the 2026 Volunteer Expo during National Volunteer Week, celebrating the significant contribution of volunteers and promoting volunteering opportunities across the Randwick Local Government Area. The event brought together a diverse range of volunteer organisations, recognised outstanding local volunteers through the Volunteer Recognition Awards, and provided residents with opportunities to connect with community organisations and explore volunteering pathways.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (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: *AI255* Revenue generated from hire of Prince Henry Centre	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= $370,000.00	Date: 30/06/26 Value: $340,632.81 The lower revenue for the quarter is be attributed mainly to the temporary closure of the Prince Henry Centre for approximately three weeks to facilitate a major upgrade to the venue's audio-visual system.	
	Indicator: *AI256* 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: 30/06/26 Value: 473.50 hrs/month (avg) The main hall was still being hired on a regular basis throughout the week for a majority of this quarter, ensuring another strong quarter for the Randwick Community Centre.	
	Indicator: *AI257* Use of Randwick Literary Institute (hours booked per month)	Manager Economic Development and Placemaking	Date: 30/06/26 Value: > 395.00 hrs/month (avg)	Date: 30/06/26 Value: 570.00 hrs/month (avg) Randwick Literary Institute continues to attract and retain steady regular hirers, ensuring a high hourly usage.	

A21.4.2 Deliver Council's regular program of signature events (>5000 attendees)	Indicator: *AI258* Number of signature events held	Manager Economic Development and Placemaking	Date: 30/06/26 Value: > 5 Events	Date: 30/06/26 Value: 9 Events Council delivered the annual ANZAC Day Dawn Service in partnership with the Coogee Randwick Clovelly RSL Sub-Branch on 25 April. The service featured a live prelude from High Cross Park, Welcome to Country, official addresses, opening prayer, musical performances, wreath laying, the Ode, bugle calls, national anthems, a Lone Piper's Lament, and concluded with I Am Australian sung in both language and English.	
A21.4.3 Deliver Council's regular program of small community events and one off events as required (<5000 attendees)	Indicator: *AI259* Number of regular events held	Manager Economic Development and Placemaking	Date: 30/06/26 Value: > 3 Events	Date: 30/06/26 Value: 4 Events No regular community events were held in this quarter.	
	Indicator: *AI260* Number of one-off events held	Manager Economic Development and Placemaking	Date: 30/06/26 Value: > 0 Events	Date: 30/06/26 Value: 2 Events Randwick City Council officially opened the upgraded Bieler Park Playground with a community celebration on Thursday 18 June, from 3.00pm to 4.30pm. The event featured an official opening ceremony, including speeches, a plaque unveiling, and a ribbon-cutting with local children in attendance. The celebration also included free children's workshops, live music, bubble entertainment, complimentary churros, and self-guided tours of Barrett House.	
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: *AI261* Number of regular civic events	Manager Economic Development and Placemaking	Date: 30/06/26 Value: > 5 Events	Date: 30/06/26 Value: 18 Events The ANZAC Day Civic Reception was held on 16 April, welcoming veterans from the Malabar, Kensington, Maroubra, Matraville and Coogee Randwick Clovelly RSL Sub-Branches. The program included a Welcome to Country, addresses from the Mayor, Brigadier Rebecca Talbot and Danny Jeffrey, bugle calls, and the presentation of this year's ANZAC Banner honourees. Council also delivered the annual ANZAC Day Dawn Service in partnership with the Coogee Randwick Clovelly RSL Sub-Branch on 25 April. The service featured a live prelude from High Cross Park, Welcome to Country, official addresses, opening prayer, musical performances, wreath laying, the Ode, bugle calls, national anthems, a Lone Piper's Lament, and concluded with I Am Australian sung in both language and English. Six citizenship ceremonies were held this quarter, with 313 community members receiving Australian citizenship.	

	Indicator: *AI262* Number of one-off civic events	Manager Economic Development and Placemaking	Date: 30/06/26 Value: > 0 Events	Date: 30/06/26 Value: 1 Events No one-off civic events were delivered in this quarter.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A21.5.1 Provide community access to an extensive range of library resources and services through our libraries.	Indicator: *AI263* Number of active library members	Manager Library Services	Date: 30/06/26 Value: >= 45,000 Active members	Date: 30/06/26 Value: 42,829 Active members The Q4 result of 42,829 is lower than in previous reporting periods due to a membership data review undertaken as part of the implementation of the new Library Management System. During this process, memberships with incomplete or incorrect information, including duplicate records, were removed where there had been no library use for more than one year. This has resulted in a reduction in the reported number of active users. As this has established a new baseline for reporting, future targets should be reviewed to ensure they remain realistic and reflective of the updated membership data.	
	Indicator: *AI264* Total number of items borrowed from our libraries (including physical and digital)	Manager Library Services	Date: 30/06/26 Value: >= 800,000 Items	Date: 30/06/26 Value: 1,007,725 Items Q4: 265,310	
	Indicator: *AI265* Number of information queries responded to	Manager Library Services	Date: 30/06/26 Value: > 95,000 Enquiries	Date: 30/06/26 Value: 91,061 Enquiries Q4: 23,998 The annual target of >95,000 enquiries is an estimate of the potential number of enquiries that may be received during the year. While total enquiries received were 91,061, all enquiries were responded to, resulting in a 100% response rate.	
	Indicator: *AI266* Number of visits to the three physical libraries	Manager Library Services	Date: 30/06/26 Value: >= 350,000 Visits	Date: 30/06/26 Value: 438,714 Visits Q4: 107,476 Bowen: 54,709 MML: 45,456 Malabar: 7,311	

A21.5.2 Provide 24/7 access to our eLibrary services. The eLibrary provides access to online resources, films, eMagazines, eBooks and eAudiobooks.	Indicator: *AI267* Number eLibrary loans	Manager Library Services	Date: 30/06/26 Value: >= 155,000 Loans	Date: 30/06/2 Value: 216,263 Loans Q4: 51,560 The library transitioned to a new Library Management System during the reporting period, and there were some interruptions to access to eResources as part of the migration process. These factors are likely to have contributed to lower circulation numbers in Q4 while still achieving annual target.	
A21.5.3 Provide digital access to history and heritage content about Randwick LGA	Indicator: *AI268* Number of assets made digitally accessible.	Manager Library Services	Date: 30/06/26 Value: > 5,000 Assets	Date: 30/06/26 Value: 9,270 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: *AI269* 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: 30/06/26 Value: 2,010 Activities Q4: 468 Reporting includes extra 87 activities that were unreported from previous quarters for accurate annual total.	
	Indicator: *AI270* 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: 30/06/26 Value: 47,023 Attendees Q4: 10,823 Reporting extra 1,146 attendees that were unreported from previous quarters for accurate annual total.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A21.6.1 Deliver promotional campaigns across multiple channels for the annual grant funding which invests in community ideas, initiatives and events	Indicator: *AI271* Number of promotional campaigns delivered	Manager Community Development	Date: 30/06/26 Value: >= 3 Campaigns	Date: 30/06/26 Value: 3 Campaigns 3 promotional campaigns have been conducted over the financial year, one during each open grant round. Virtual and in-person information sessions were also held on funding opportunities available and how to prepare a strong application.	

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	Q4 (Current)	Current Performance
A22.1.1 Trial methods to Improve accessibility of information to targeted community groups	Indicator: *AI272* Number of community engagement methods deployed	Manager Community Development	Date: 30/06/26 Value: >= 1 Methods	Date: 30/06/26 Value: 1 Methods During this quarter, trialled Easy Read, as an accessible way to share information using a simple layout with text and images. Easy Read can assist in providing information to people with intellectual or learning disability and is useful for people with English as a second language, older Australians and people with low literacy. An Easy Read version of the draft DIAP was made available in print and digital formats during the public exhibition period.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A22.3.1 Provide meaningful and relevant opportunities for community participation through face to face engagement.	Indicator: *AI275* Percentage of precincts meeting monthly or bi-monthly	Manager Communications	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00%	
	Indicator: *AI276* Number of Let's Chat sessions	Manager Communications	Date: 30/06/26 Value: >= 10 Let's Chat sessions	Date: 30/06/26 Value: 11 Let's Chat sessions	

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	Q4 (Current)	Current Performance
A22.4.1 Provide information to the community on the Council's services and activities using effective	Indicator: *AI278* Number of editions of Scene Magazine produced	Manager Communications	Date: 30/06/26 Value: >= 4 Editions	Date: 30/06/26 Value: 4 Editions Winter edition produced with a cover story on the Coogee pier - marking 100 years since construction commenced.	

■ Achieved ■ Carried Forward ■ Not achieved

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: *AI279* Number of editions of Randwick eNews produced	Manager Communications	Date: 30/06/26 Value: >= 48 Editions	Date: 30/06/26 Value: 52 Editions	
	Indicator: *AI280* Randwick eNews open rate	Manager Communications	Date: 30/06/26 Value: >= 32%	Date: 30/06/26 Value: 47.77%	
	Indicator: *AI281* Randwick eNews subscribers	Manager Communications	Date: 30/06/26 Value: >= 50,000 Subscribers	Date: 30/06/26 Value: 49,737 Subscribers	
	Indicator: *AI282* 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: 30/06/26 Value: 84,674 Followers	
	Indicator: *AI283* 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: 30/06/26 Value: 1,182 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: *AI285* Number of active subscribers to YourSay Randwick	Manager Communications	Date: 30/06/26 Value: >= 10,000 Subscribers	Date: 30/06/26 Value: 16,307 Subscribers	

A22.4.3 Support the creation, presentation and distribution of effective and clear community communications through graphic design, animation, videography and photography.	Indicator: *AI289* Number of street banner campaigns installed	Manager Communications	Date: 30/06/26 Value: >= 12 Campaigns	Date: 30/06/26 Value: 35 Campaigns	
	Indicator: *AI290* Number of Citylight campaigns installed	Manager Communications	Date: 30/06/26 Value: >= 12 Campaigns	Date: 30/06/26 Value: 25 Campaigns	
	Indicator: *AI291* Number of videos/animations produced	Manager Communications	Date: 30/06/26 Value: >= 40 Videos / Animations	Date: 30/06/26 Value: 87 Videos / Animations 2 x Videos in April 7 x Videos in May 5 x Videos in June	
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: *AI295* Percentage of media deadlines met	Manager Communications	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00%	
	Indicator: *AI296* Number of news items published on Council's website	Manager Communications	Date: 30/06/26 Value: >= 104 Items	Date: 30/06/26 Value: 130 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: *AI297* Number of items proof-read	Manager Communications	Date: 30/06/26 Value: >= 2,000 Items	Date: 30/06/26 Value: 2,309 Items	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (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: *AI298* Number of library website page views	Manager Library Services	Date: 30/06/26 Value: >= 450,000 Views	Date: 30/06/26 Value: 575,328 Views	
	Indicator: *AI299* Number of sessions in library app	Manager Library Services	Date: 30/06/26 Value: >= 140,000 Sessions	Date: 30/06/26 Value: 223,968 Sessions Q4: 57,538	
	Indicator: *AI300* Number of Library Instagram and Facebook followers	Manager Library Services	Date: 30/06/26 Value: >= 5,000 Followers	Date: 30/06/26 Value: 6,504 Followers	
	Indicator: *AI301* 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: 30/06/26 Value: 1,601.00 Interactions per month (avg)	
	Indicator: *AI302* Number of Library eNews subscribers	Manager Library Services	Date: 30/06/26 Value: >= 48,000 Subscribers	Date: 30/06/26 Value: 53,573 Subscribers	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A22.6.1 Host service provider forum	Indicator: *AI303* Number of forums held	Manager Community Development	Date: 30/06/26 Value: >= 1 Forums	Date: 30/06/26 Value: 0 Forums The 2026 Service Provider Forum is scheduled for delivery in the second half of 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	Q4 (Current)	Current Performance
A23.1.1 Report back to Council on library facilities	Indicator: *AI304* Progress	Manager Library Services	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00%	
A23.1.2 Consider opportunities for additional physical access points to library resources, including kiosks and pop-up libraries.	Indicator: *AI305* Progress	Manager Library Services	Date: 30/06/26 Value: > 5 Opportunities	Date: 30/06/26 Value: 6 Opportunities This action has been completed through consideration of the consultant's recommendations and subsequent internal assessment by Randwick City Library and the State Library of NSW. While pop-up libraries and kiosks were investigated as potential interim solutions, they were determined to be operationally and financially unviable and are not supported by current professional practice. Alternative, more sustainable access opportunities are being delivered through potential future major capital projects, including potential new and expanded libraries at Kingsford and Randwick, as well as upgrades to Malabar Library. As a result, this item has been addressed and recommended for removal from the Operational Plan, via a General Manager's Report, submitted on 25 February 2026.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A23.2.2 Manage and operate the Moverly Children's Centre which provides long day care for children aged 0-5 years.	Indicator: *AI308* Occupancy rate for Moverly Children's Centre	Manager Community Development	Date: 30/06/26 Value: >= 80%	Date: 30/06/26 Value: 88.00% The occupancy rate for Moverly Children's Centre has increased, and at the end of the reporting period, is at 88%.	

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: *AI309* Visits to the community hub in Lexington Place (Hub@Lexo)	Manager Community Development	Date: 30/06/26 Value: > 4,800 Visits	Date: 30/06/26 Value: 9,663 Visits During Quarter 4 (April – June 2026), the Hub @ Lexo recorded 2,646 visits across 180 service occasions, bringing the cumulative total to 9,663 visits for the reporting period. The Hub continued to deliver a broad range of place-based health and social services in partnership with NSW Health, Homes NSW, the Department of Communities and Justice, the Primary Health Network and local non-government organisations. Regular services included food relief, housing and legal support, health outreach, youth and family programs, Aboriginal community programs and community education initiatives. High-demand programs during the quarter included the RCC Free Meal Program, Vinnies Food Van, The Shack Youth Drop-In, Community Support, and The Deli Women & Children program, reflecting the ongoing demand for accessible, wrap-around support. Additional workshops and community activities, including community mural workshops, health education sessions and employment support programs, further strengthened community wellbeing, p	
A23.2.4 Provide a range of community initiatives designed to promote a sense of community and meet the identified needs of specific groups such as seniors and carers, our multicultural community, youth, parents and families.	Indicator: *AI310* Number of attendees at community events, activities and programs designed to promote a sense of community	Manager Community Development	Date: 30/06/26 Value: > 13,246 Attendees	Date: 30/06/26 Value: 16,959 Attendees During Quarter 4 (April – June 2026), Council continued to deliver a diverse range of community initiatives that promoted inclusion, wellbeing and social connection across the community, engaging 6,207 participants. Key activities included Youth Week 2026, community programs and services at The Hub@Lexo, Koojay Corroboree, Nurturing Dharawal Culture Family Day, domestic and family violence awareness initiatives, Disability Inclusion Action Plan consultations, Refugee Week activities, and a range of programs supporting Aboriginal communities, young people, older people, people with disability, multicultural communities and families. These initiatives exceeded the annual participation target and demonstrate Council's ongoing commitment to delivering inclusive, place-based programs that respond to the diverse needs of the Randwick community.	
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: *AI311* 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: 30/06/26 Value: 2,921 Attendees During Quarter 4 (April – June 2026), the Community Development team partnered with local organisations to deliver a range of initiatives with the local Aboriginal community, attracting 1,230 attendees. Key initiatives included the Nurturing Dharawal Culture Family Day, Koojay Corroboree and Koojay Corroboree Art Workshop as part of National Reconciliation Week, World No Tobacco Day, and the Shell Art Intergenerational Project, delivered in partnership with Aboriginal Elders and community organisations. These initiatives celebrated Aboriginal culture, strengthened community connection, promoted intergenerational learning, and demonstrated the ongoing commitment to reconciliation, cultural inclusion and community wellbeing.	

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: *AI312* Number of collaborative projects delivered through interagencies, working groups and committees	Manager Community Development	Date: 30/06/26 Value: >= 5 Projects	Date: 30/06/26 Value: 28 Projects During this quarter, the Community Development team continued to actively participate in a range of interagencies, the team contributed to collaborative projects through participation in the following interagency groups and networks: 1. Eastern Suburbs Domestic Violence Network 2. Eastern Sydney Homelessness Assertive Outreach Collaborative 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. Eastern Suburbs Youth Services Network (ESYSN) 8. Inner Eastern Sydney Multicultural Interagency (IESMI) Additional collaborative partnerships this quarter included the National Diversity and Inclusion Working Group, NSW Anti-Racism Working Group. A Key project delivered was the production of the domestic and family violence resource cards in multiple languages.	

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	Q4 (Current)	Current Performance
A24.1.1 Implement Council's Disability Inclusion Action Plan.	Indicator: *AI313* Progress towards implementing the DIAP recommendations	Manager Community Development	Date: 30/06/26 Value: >= 25%	Date: 30/06/26 Value: 100.00% Implementation of the Disability Inclusion Action Plan (DIAP) 2022-2026 has concluded. Of the 59 actions, 53 actions (90%) are completed, 3 actions (5%) have been discontinued following feasibility assessment or trial, 3 (5%) are carried into the DIAP 2026-2030. During Quarter 4 (April – June 2026), Council engaged 637 participants through Disability Inclusion Action Plan community consultations, Autism Awareness Month activities, disability and ageing sector training, and inclusive community programs. Key initiatives included consultation sessions to inform the development of the next DIAP, Autism Awareness Month staff education, and regional training to strengthen inclusive practice across the disability and aged care sectors. These initiatives demonstrate Council's ongoing commitment to improving accessibility, inclusion and participation for people with disability across the Randwick local government area.	
A24.1.2 Report on implementation of the wide range of activities identified in the DIAP.	Indicator: *AI314* Progress	Manager Community Development	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% The DIAP 2022-2026 is now concluded. During this quarter, progress reporting was provided to the Governance Advisory Committee in April 2026. Key highlights reported during this period include: - Continued delivery/repair/audit of footpaths, kerb ramps, bus shelters, pedestrian crossings and open space projects - Access audits of town centres, open space projects in line with universal design standards - Council partnered to deliver a variety of sessions such as autism and ageing, caring for people with autism, complex hoarding, navigating dementia, death cafes, navigating services - Convened and consulted with the internal DIAP Working Group and Access and Older Persons Community Advisory Committee - Ongoing advocacy to implement the Sunflower Program - Facilitated a staff capacity building session for autism awareness month - Arts and Culture major events include sensory friendly spaces	

■ Achieved ■ Carried Forward ■ Not achieved

A24.1.3 Explore partnerships with the goal of delivering a periodic youth forum addressing priority needs	Indicator: *AI315* Host Youth forum	Manager Community Development	Date: 30/06/26 Value: = 1 Forums	Date: 30/06/26 Value: 3 Forums During this financial year, 3 capacity building forums were held among the youth services sector. These forums were facilitated by a youth participation and child rights practitioner with a demonstrated history of work in NGO and government sectors. A Youth Forum is planned for the 2026-27 financial year.	
A24.1.4 Incorporate an accessible studio space within Blenheim House.	Indicator: *AI316* Progress	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 50%	Date: 30/06/26 Value: 100.00% Work on Blenheim House continues with an operational plan to be developed in upcoming months. The accessible studio space is on track for delivery once the site opens.	
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: *AI317* Number of training sessions held	Manager Human Resources Operations	Date: 30/06/26 Value: >= 1 Sessions	Date: 30/06/26 Value: 2 Sessions LGBTIQA+ Working Group is in the process of formation through an EOI process. The working group will review appropriate learning methods and advise future direction. In the meantime, during this quarter Council's learning team have assigned two courses, Understanding Personal Pronouns and LGBTG+ intro, to all library staff (who had not already participated) and Moverly Childcare staff in addition to other identified target roles.	
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: *AI318* Progress	Chief Information Officer	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Council has enhanced the accessibility of our online services by launching a live pool temperatures dashboard for Des Renford Leisure Centre, giving the community easier access to useful, real-time information. New online forms including the Native Plant Giveaway and Request to Speak at RLPP Public Meeting forms provide clearer, more accessible digital pathways for residents to engage with Council services. We conducted a website survey to better understand the current user experience and identify areas for improvement, including accessibility. We've also strengthened accessibility by fixing label tags and cleaning up the Google Translate widget code, lifting our WCAG 2.1 A/AA compliance from 16.48% to 22.88%.	

■ Achieved ■ Carried Forward ■ Not achieved

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A24.2.1 Produce good news / outcomes story after each round of the Community Investment Program	Indicator: *AI319* Number of Stories	Manager Community Development	Date: 30/06/26 Value: >= 3 Stories	Date: 30/06/26 Value: 3 Stories 1 good news story was produced during the reporting period and shared through Council's social channels.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A24.3.1 Provide brief to councillors on proposed facility.	Indicator: *AI320* Progress	Manager Infrastructure Services	Date: 30/06/26 Value: >= 100%	Date: 30/06/26 Value: 100.00% Director City Services Report No. CS33/25 presented to Council	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (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: *AI321* Number of meetings / reviews	Manager Community Development	Date: 30/06/26 Value: = 1 Reviews	Date: 30/06/26 Value: 4 Reviews During this quarter, the Namatjira Place Pop-Up Services Pilot was successfully completed, with six (6) place-based service activations delivered within the social housing estate. The pilot improved access to services for residents and demonstrated the value of delivering support directly within social housing settings. A findings and evaluation report is being finalised to inform future discussions with Homes NSW and support ongoing advocacy for place-based service delivery within social housing estates.	
A24.4.2 Investigate opportunities for long term operational funding for the place based community Hub@Lexo.	Indicator: *AI322* Number of opportunities investigated	Manager Community Development	Date: 30/06/26 Value: >= 3 Partners	Date: 30/06/26 Value: 9 Partners The Hub @ Lexo continues to operate under a shared-resource partnership model involving Randwick City Council, South Eastern Sydney Local Health District (SESLHD), Homes NSW of Department of Communities and Justice (DCJ), and the Central and Eastern Sydney Primary Health Network (CESPHN).	

■ Achieved ■ Carried Forward ■ Not achieved

A24.4.3 Investigate the expansion of place based services and programs in partnership with relevant government agencies by 2032.	Indicator: *AI323* To commence 2026/27	Manager Community Development	Date: 30/06/26 Value: >= 0%	Date: 30/06/26 Value: 100.00% During this quarter, the Namatjira Place Pop-Up Services Pilot was successfully completed, with six (6) place-based service activations delivered within the social housing estate. The Pop-Ups engaged local not-for-profit and community organisations as well as essential government services and agencies.	
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: *AI324* Percentage of relevant requests responded to	Manager Community Development	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% During Quarter 4 (April – June 2026), Council responded to a significant advocacy opportunity by writing to the Federal Minister for Social Services regarding the implementation of the Leaving Violence Payment (LVP) program. Drawing on feedback from the Eastern Suburbs Domestic Violence Network and more than 30 frontline agencies, Council advocated for improvements to the accessibility, timeliness and trauma-informed delivery of the program, including reducing administrative barriers for victim-survivors, improving interpreter access and recognising jurisdictional differences in risk assessment frameworks. This advocacy supports Council's commitment to promoting fair and accessible welfare systems that reduce financial hardship and improve outcomes for vulnerable community members.	
A24.4.5 Advocate to national and State Governments for increased funding for housing and homelessness service providers.	Indicator: *AI325* Number of meetings with Easten Suburbs Homelessness Association Committee (ESHAC)	Manager Community Development	Date: 30/06/26 Value: >= 10 Meetings	Date: 30/06/26 Value: 11 Meetings During Quarter 4 (April – June 2026), the Community Development team continued active participation in the Eastern Suburbs Homelessness Assertive Outreach Collaborative (ESHAC), supporting coordinated regional responses and ongoing advocacy to State and Federal Governments for increased funding and improved service provision for people experiencing homelessness. Key activities during the period included participation in three ESHAC meetings, bringing together local councils, homelessness services and government agencies to identify emerging trends, share information, coordinate responses and advocate for improved housing and homelessness outcomes across the Eastern Suburbs. Through ongoing engagement in ESHAC and related initiatives, Council continues to ensure local priorities, emerging trends and service gaps are represented, strengthening place-based responses and advocacy for sustainable housing and homelessness solutions.	

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	Q4 (Current)	Current Performance
A24.5.1 Consult with Youth and youth sector stakeholders on requirements	Indicator: *AI326* Number of consultations	Manager Community Development	Date: 30/06/26 Value: >= 1 Meetings	Date: 30/06/26 Value: 36 Meetings During Quarter 4 (April – June 2026), the Community Development team continued consultation with young people and youth sector stakeholders to inform the development of Council's Youth Plan and strengthen partnerships across the LGA. Consultation activities included participation in the Randwick Youth Services Working Group, Eastern Suburbs Youth Services Network (ESYSN), Randwick Youth Community Advisory Committee, and the La Perouse Youth Leadership Council through the Resilience Strategy consultation. The team also collaborated with key partners, including Workskil Australia, DCJ, and community organisations to coordinate youth initiatives and strengthen service delivery. These consultations were complemented by targeted youth engagement initiatives, including the Randwick Youth Week 2026 celebrations, school holiday activities and the Street Sports Mini Soccer Tournament, providing opportunities for young people to connect, participate and help inform future youth services and programs.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A24.6.1 Deliver awareness activities /campaigns	Indicator: *AI327* Number of awareness activities /campaigns delivered	Manager Community Development	Date: 30/06/26 Value: >= 2 Activities / campaigns	Date: 30/06/26 Value: 10 Activities / campaigns During Quarter 4 (April – June 2026), Council delivered a range of domestic and family violence awareness, prevention and advocacy initiatives as part of its ongoing commitment to building a safer and more respectful community. Key activities included the Domestic and Family Violence Community Remembrance Vigil, attended by approximately 250 community members, the "How Many More Women" awareness event delivered during Domestic and Family Violence Prevention Month, and a presentation to raise awareness among Council staff. Council also supported the We're Better Than That campaign through local promotion, working group participation and the release of campaign videos across Council's social media channels.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A24.7.1 Conduct audit of existing community transport providers in LGA and survey community to determine unmet needs.	Indicator: *AI328* Progress	Manager Community Development	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 60.00% Draft preliminary report prepared. Report maps current community transport services and identifies service gaps as identified by providers. Community survey outstanding.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A24.8.1 Investigate pilot program to build capacity of community to withstand food security pressures	Indicator: *AI329* Progress	Manager Community Development	Date: 30/06/26 Value: >= 1 Pilot Program	Date: 30/06/26 Value: 1 Pilot Program The Namatjira Place Food Security Pilot concluded during Quarter 4, successfully delivering a place-based approach to improving access to nutritious food while strengthening community connection and resilience for residents experiencing food insecurity. Throughout the pilot, Council worked in partnership with local organisations and community groups to deliver regular food security activations and build relationships with community members in a trusted local setting. The pilot has established a valuable baseline for understanding community need, service utilisation and the effectiveness of place-based food security initiatives, with findings to inform future planning and service delivery. The completion of the pilot represents the achievement of this operational plan action and provides an evidence base for future food security initiatives across the Randwick local government area.	

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	Q4 (Current)	Current Performance
A25.1.1 Launch 'A Safer Randwick City: Community Safety Action Plan (2025-2035)'	Indicator: *AI330* Progress	Manager Community Development	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Launched during the first reporting quarter	

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	Q4 (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: *AI332* Percentage of budgeted funds allocated	Manager Community Development	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% 91% of the Connect budget was spent 83% of the Creative budget was spent 88% Partnerships budget was spent Funding has been carried forward from the 2025-26 into the 2026-27 budget to support existing multi-year Community Partnership commitments and Creative/Connect fee support applied for before the end of the financial year. All funding has been allocated	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
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: *AI335* Percentage of animal management customer service requests responded to within SLA	Manager Compliance	Date: 30/06/26 Value: >= 90%	Date: 30/06/26 Value: 92.50% Of the 271 service requests 92.5% were actioned within the SLA timeframe.	

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: *AI337* 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: 30/06/26 Value: 99.00% 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	Q4 (Current)	Current Performance
A25.4.1 Implement Council's Food Safety Program.	Indicator: *AI339* Percentage of high and medium risk food premises inspected in financial year	Manager Compliance	Date: 30/06/26 Value: >= 90%	Date: 30/06/26 Value: 100.00% A total number of 754 high and medium risk food premises were inspected in Q1, Q2, Q3 & Q4 and 46 low risk food premises 2025/2026 equating to 100% (800 Primary inspections) of all high, medium and low risk premises	
A25.4.2 Undertake regulatory health, building and compliance assessments, investigations, and regulatory actions, in response to customer enquiries and complaints	Indicator: *AI341* 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: 30/06/26 Value: 91.00% Building and Development - 348 Actioned. Environmental Health - 196 Actioned Regulatory Services - 17 Actioned Building Certification and Fire Safety - 56 Actioned	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A25.6.1 Provide lifeguard services at Coogee and Maroubra Beaches all year and at Clovelly during summer.	Indicator: *AI343* 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: 30/06/26 Value: 100.00% 19 major incidents in total over the 3-month period (Statistics have been obtained from Maroubra, Coogee, Clovelly, Little Bay and Malabar Beaches)	

	Indicator: *AI344* 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: 30/06/26 Value: 22,909 Actions Statistics have been obtained from Maroubra, Coogee, Clovelly, Little Bay and Malabar Beaches	
A25.6.2 Provide schools and community groups with Surf and Water Safety Education Programs.	Indicator: *AI345* 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: 30/06/26 Value: 44.00 Hrs On site education for school and community groups about staying safe at the beach and around water. Help kids feel more confident and learn how to enjoy the ocean in a safe way.	

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	Q4 (Current)	Current Performance
A26.1.1 Finalise and adopt the updated Bicycle Route Construction Priority List.	Indicator: *AI346* Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 55.00% New program adopted by Council in March (CS10/26). The three active transport projects are scheduled to go to community consultation in July, subject to TfNSW approval. Following the commencement of our new active transport engineer on 4 August, Council will review and update the Bicycle Route Construction Priority List through a program of investigations and workshops, helping to inform future walking and cycling priorities across the City.	

A26.2 Implement the Active Transport Plan actions.

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A26.2.1 Continue implementing actions arising from ATP.	Indicator: *AI347* Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Significant progress has been made in both the uptake of shared e-bikes and the planning framework required to support their integration across the city. However, the requirement to updated shared e-bike parking to fulfill government reforms has significantly sapped resources and taken away from other active transport project progress. We are aiming to progress our active transport projects further next quarter with new resourcing becoming available.	
A26.2.2 Develop and maintain an active transport wayfinding plan for the LGA	Indicator: *AI348* Progress	Manager Engineering Services	Date: 30/06/26 Value: >= 50%	Date: 30/06/26 Value: 50.00% Council continues to progress active transport wayfinding initiatives. Current works are focused on installing cycle route markers to encourage use of preferred cycling routes, including directing riders from Doncaster Avenue onto dedicated cycling infrastructure.	

■ Achieved ■ Carried Forward ■ Not achieved

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	Q4 (Current)	Current Performance
A26.3.2 Complete detailed construction design of Stage 1 of the Anzac Parade cycleway/ footpath project.	Indicator: *AI350* Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 70.00% New program adopted in March 2026 (CS10/26). This is a multi year project - with this particular project going out for community consultation this week to endorse the detailed concept design. This project is currently funded up to the detailed design stage, and we will seek further funding for construction implementation once complete.	
A26.3.3 Develop a concept design for the Randwick to Coogee cycleway project.	Indicator: *AI351* Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 20.00% New program adopted in March 2026 (CS10/26). Council has resolved to focus on three cycleways (Todman Avenue, Anzac Parade and Kensington Centennial Park Phase 3). Progression of this project will placed on hold accordingly.	
A26.3.4 Complete a detailed construction design for the Randwick to Coogee cycleway project.	Indicator: *AI352* Progress	Manager Engineering Services	Date: 30/06/26 Value: >= 50%	Date: 30/06/26 Value: 50.00% Council has resolved to focus on three cycleways (Todman Avenue, Anzac Parade and Kensington Centennial Park Phase 3). Delivery of this project will placed on hold accordingly.	
A26.3.5 Complete a detailed construction design for the South Coogee to Kingsford pedestrian and cycling improvements project.	Indicator: *AI353* Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% This project is progressing through final consultation this month. Following consultation we will look to obtain funding for the construction/implementation phase of the works.	
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: *AI354* Progress	Manager Engineering Services	Date: 30/06/26 Value: >= 20%	Date: 30/06/26 Value: 45.00% Detailed design is still at 95%, awaiting Sydney Water and TfNSW approvals for works at the intersection of Bundock Street, Avoca Street and Sturt Street. Council has resolved to focus on three cycleways (Todman Avenue, Anzac Parade and Kensington Centennial Park Phase 3). Delivery of this project will placed on hold accordingly.	

A26.3.7 Develop a concept and detailed design for the Todman Avenue / Lenthall Street cycleway project.	Indicator: *AI355* Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 70.00% New program adopted in March 2026 (CS10/26). Community consultation has commenced. Detailed drawing finalisation will be prioritised following this.	
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: *AI356* Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Sustainable transport team has recently begun investigations into alternate routes in the south of the LGA. Consultation has commenced on a cycleway along Anzac Parade in the southern suburbs of the LGA. Following consultation, detailed design will commence in 2026/27 financial year.	
A26.3.9 Implement additional cycleway projects following consultation, subject to internal and/ or external funding.	Indicator: *AI357* Number of scheduled projects delivered	Manager Engineering Services	Date: 30/06/26 Value: >= 1 projects	Date: 30/06/26 Value: 8 projects This target has been achieved based on the delivery of the following projects that are now complete: 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	Q4 (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: *AI358* Number of traffic facilities designed	Manager Engineering Services	Date: 30/06/26 Value: >= 5 traffic facilities	Date: 30/06/26 Value: 16 traffic facilities ITD - Darley Rd east of Market Street, Randwick - installation of raised Ped crossing A survey of the site has been undertaken, and Engineering Services are currently working on the detailed design. We expect this detailed design to be completed within the next quarter. At this stage, still on track for this project to be delivered by the end of 2026. The exact construction timing will be confirmed once the design has been finalised and the project has been scheduled within Council's works program. ITD - Malabar Rd, north of Duncan St - Wombat crossing Construction has been complete. Doing post-construction admin and closing up. ITD - Robey St west of Wade St - Pedestrian refuge- 2025 design Awaiting TfNSW comment on the detailed design including RSA report.	

A26.4.2 Construct new traffic facilities to increase safety for those who choose to walk or ride within the Council area.	Indicator: *AI359* Number of traffic facilities constructed	Manager Engineering Services	Date: 30/06/26 Value: >= 5 traffic facilities	Date: 30/06/26 Value: 16 traffic facilities ITD - Marine Parade, Maroubra - Footpath Widening and Wombat Crossing	

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	Q4 (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: *AI360* Progress	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Randwick Junction Planning Proposal and design framework in the DCP endorsed at the 26 May 2026 Council meeting. Council resolved to prepare a public domain plan for the centre. Working with City Services Team to finalise.	
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: *AI361* Progress	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Stage 2 DCP reported to 30 June 2026 Council meeting. The DCP for Randwick Junction Town Centre adopted by Council on 26 May 2026 identifies through site links and mid block connections for a number of sites..	
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: *AI362* Number of meetings attended and letters issued	Manager Engineering Services	Date: 30/06/26 Value: >= 3 meetings / letters	Date: 30/06/26 Value: 44 meetings / letters We have been working closely with the Strategic Planning team to ensure active transport, public domain and micromobility considerations are embedded within future town centre planning and renewal projects. Throughout the year, a number of workshops and coordination meetings have been held regarding Randwick and Maroubra Junction, both of which are identified for future growth and increased density. In parallel, Council has commenced the rollout and ongoing refinement of designated shared e-bike parking areas across the LGA. This work is being undertaken in collaboration with neighbouring councils and Transport for NSW, with regular meetings focused on navigating the evolving regulatory framework and operational complexities associated with shared micromobility services.	

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	Q4 (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: *AI363* Number of bicycle parking spaces identified	Manager Engineering Services	Date: 30/06/26 Value: >= 40 spaces	Date: 30/06/26 Value: 610 spaces Recent consultation has been undertaken for shared bike parking spaces, consulting on 100 parking locations (500 spaces) for E-Bikes. A report will be submitted to Council in Q1 2026 relating to the outcomes of the consultation, and the recommended implementation plan.	
A26.6.2 Deliver an average 40 bicycle parking spaces per year at the identified locations.	Indicator: *AI364* Number of bicycle parking spaces installed	Manager Engineering Services	Date: 30/06/26 Value: >= 40 spaces	Date: 30/06/26 Value: 546 spaces Council has had an escalated focus on shared e-bike parking this quarter with 100 parking locations (500 spaces) being consulted on. A report will be submitted to Council in Q1 2026 relating to the outcomes of the consultation, and the recommended implementation plan.	

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	Q4 (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: *AI365* Host quarterly meetings	Manager Engineering Services	Date: 30/06/26 Value: =4 meetings	Date: 30/06/26 Value: 18 meetings We have regular monthly meetings with both TfNSW, UNSW and neighbouring councils to ensure a collaborative approach to active transport delivery. Last month we had 2 meetings and a workshop with UNSW to begin testing their bike scenario builder tool.	
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: *AI366* Percentage of relevant meetings attended	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% We have regular monthly meetings with both TfNSW, UNSW and neighbouring councils to ensure a collaborative approach to active transport delivery. Last month we had 2 meetings and a workshop with UNSW to begin testing their bike scenario builder tool.	

■ Achieved ■ Carried Forward ■ Not achieved

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: *AI367* Annual update to understand current position re mass transit proposal	Manager Engineering Services	Date: 30/06/26 Value: = 1 updates	Date: 30/06/26 Value: 2 updates State Government is driving changes for mass transit proposals. No major updates have been received in Q4 2026/27.

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	Q4 (Current)	Current Performance
A27.2.1 Complete the bus shelter and bus stop amenity upgrade program.	Indicator: *AI368* Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 65.00% Council Officers are finalising a tender to procure a new street furniture management contract. This contract will impact on Council's breadth of capability in addressing our bus stop amenity upgrades. Anzac Pde and Little Bay being procured. A preliminary 5 year works program has been developed, and will be finalised once the contract has been updated.	

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	Q4 (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: *AI370* Progress	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% DCP Stage 2 reported to 30 June 2026 Council meeting. Includes provision of electric vehicle and electric bicycle charging.	

A28.1.2 Provide rebates for EV chargers in residential and commercial buildings.	Indicator: *AI371* 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: 30/06/26 Value: 54 rebates This quarter, 22 rebates were provided for charging stations and six Smart Plugs were installed. Smart Plugs enable residents of apartment buildings to charge electric vehicles using existing electrical infrastructure, avoiding the need for costly upgrades.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A28.2.1 Deliver new publicly accessible EV charging stations.	Indicator: *AI372* Number of publicly accessible non-council operated EV charging stations	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 90 EV charging stations	Date: 30/06/26 Value: 124 EV charging stations There are 124 publicly available non-council operated EV charging stations across the LGA. Most chargers have two charging ports. An additional 21 charging stations are currently being installed.	
	Indicator: *AI373* Number of electric vehicles in Council's fleet	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 15 electric vehicles	Date: 30/06/26 Value: 19 electric vehicles Council's electric fleet has more than tripled this year to now include 19 EV's and an additional five electric bicycles. This includes a new sweeper and electric truck.	
	Indicator: *AI374* Number of chargers installed for Council fleet	Manager Sustainability and Resilience	Date: 30/06/26 Value: >= 20 EV chargers	Date: 30/06/26 Value: 41 EV chargers Council has 41 EV charging ports to support electric fleet vehicles.	

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	Q4 (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: *AI375* Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Randwick Council has resolved to prioritise three cycleway projects, being Todman Avenue, Kingsford to Centennial Park phase 3, and Anzac Parade. Consultation is currently underway to understand community interest prior to proceeding with further detailed design.	
A29.1.2 Apply the principles for road space allocation in 100% of local centre upgrade plans by 2031.	Indicator: *AI376* Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% This is ongoing but we continue to advocate internally and with stage government bodies to adopt these measures in all new developed precincts. We will continue to work with them and external agencies to improve the road space allocation.	

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	Q4 (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: *AI377* Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Marine Parade, Maroubra - Raised Pedestrian Crossing and Footpath Widening Marine Pde infrastructure is mostly in-place. Due to state-wide shortage of linemarking contractors, linemarking is yet to be complete. Due to similar backlog in AusGrid, lighting upgrades are yet to be complete. Moverly Road - between Henning Avenue and Popplewell Place - Pedestrian Refuge Initial proposed location is not suitable. Team have located a better location, but will need revised community consultation Maroubra Road at Duncan Street intersection, pedestrian refuge and kerb extension Detail Design approved pending lighting assessment	

■ Achieved ■ Carried Forward ■ Not achieved

				Pine Avenue, Little Bay - Wombat Crossing - Post Construction RSA Darley Road and Market Street - Wombat crossing with pedestrian refuge and kerb blisters - as above Robey Street, west of Wade Street, Maroubra - Raised Pedestrian Crossing - as above Dolphin Street and Arden Street roundabout - conversion of splitter island to a refuge island - in design	
A29.2.2 Implement approved road safety treatments that received TfNSW funding in the previous round of funding.	Indicator: *AI378* Progress	Manager Engineering Services	Date: 30/06/26 Value: >= 50%	Date: 30/06/26 Value: 85.00% Flower/Maroubra Rd intersection upgrade - DD complete and project is currently in procurement phase for a construction contractor. Design consultant ready to be engaged for detailed design of Clovelly Rd, Market St and Gilderthorpe Av intersection.	
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: *AI379* Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Road safety behaviour-based projects have been completed. Child car seat rebate has been delivered. 430 child car seats were fitted by authorised fitters. Pedestrian safety - 10 face to face presentations to older pedestrians. Two online Workshops for Supervising drivers were delivered with a combined participation of 150. Bicycle Safety and Safety around schools offer continuous communications throughout the year.	
	Indicator: *AI380* Number of programs delivered targeting behaviour change to improve road safety	Manager Engineering Services	Date: 30/06/26 Value: >= 4 programs	Date: 30/06/26 Value: 4 programs Road Safety Behaviour based projects have wrapped up for the year and include: 1. Child car seat rebate 2. Pedestrian safety 3.Safety around schools 4.Workshops for Supervising drivers. 5. Safe Active Routes to school (ongoing). 6 Bicycle Safety	

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	Q4 (Current)	Current Performance
A29.3.1 Review speed limits in two priority areas using developed methodology and refer results to traffic committee.	Indicator: *AI381* Number of reviews	Manager Engineering Services	Date: 30/06/26 Value: >= 2 reviews	Date: 30/06/26 Value: 2 reviews No progress yet in seeking speed reduction, but still actively working towards business case and advocation with TfNSW. Council and TfNSW executives are meeting regularly to progress this matter.	
A29.3.2 Implement speed limit changes subject to TfNSW Approval and funding availability	Indicator: *AI382* Number of speed limit changes implemented	Manager Engineering Services	Date: 30/06/26 Value: >= 1 speed limit changes	Date: 30/06/26 Value: 0 speed limit changes Council is seeking speed reductions in Kingsford and Kensington. No progress yet in seeking speed reduction, but still actively working towards business case and advocation with TfNSW. Council and TfNSW executives are meeting regularly to progress this matter.	
A29.3.3 Collaborate with councils, State Government Agencies and industry to understand emerging transport modes and technologies by 2031.	Indicator: *AI383* Bi-annual meetings	Manager Engineering Services	Date: 30/06/26 Value: >= 2 meetings	Date: 30/06/26 Value: 40 meetings With inflated precendence placed on the future management of e-bikes in the LGA, significant time allocation has been placed on this matter. Council has been liaising internally, with TfNSW, and with E-Bike companies in the area.	

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	Q4 (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	Indicator: *AI384* 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: 30/06/26 Value: 90.40% Target SLA's have been upheld this quarter across Engineering Services	

permanent road closures.					
A29.4.2 Maintain existing facilities for cyclists and pedestrians across the LGA, including consideration of new/updated signage and line marking.	Indicator: *AI385* Progress	Manager Engineering Services	Date: 30/06/26 Value: >= 80%	Date: 30/06/26 Value: 100.00% This action is largely complete for the current financial year. Remaining works include the installation of additional bicycle lane markings on Doncaster Avenue to further encourage cyclists to remain within dedicated cycling infrastructure and improve overall rider safety and network legibility.	

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	Q4 (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: *AI388* Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 75.00% No progress has been made on this matter since last quarter.	
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: *AI390* Percentage of parking related customer service requests responded to within SLA	Manager Compliance	Date: 30/06/26 Value: >= 90%	Date: 30/06/26 Value: 99.80% 99.8% of parking related customer service requests were responded to within SLA with an average of 1 day 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	Q4 (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: *AI391* Number of centres reviewed	Manager Engineering Services	Date: 30/06/26 Value: >= 10 business centres	Date: 30/06/26 Value: 10 business centres 16 business centre locations currently under review. Once the review has been finalised, a report will be presented to Council in 2026/27 financial year.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (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: *AI394* Progress	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% DCP Stage 2 reported to the 30 June 2026 Council meeting. Includes provisions for parking rates.	

■ Achieved ■ Carried Forward ■ Not achieved

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	Q4 (Current)	Current Performance
A31.1.1 Require planning proposals and major redevelopment sites to address the proximity to existing open space and capacity.	Indicator: *AI395* 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: 30/06/26 Value: 100.00% All proposals assessed have considered proximity to open space and its capacity and quality.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (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: *AI396* Progress	Manager Strategic Planning	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Randwick Junction Urban Design Report identifies a series of potential public domain improvement works -the upgrade of existing plazas, streets (to shared zones) and laneways in the town centre. The Infrastructure Needs Study has progressed to final draft during the quarter. It contains recommendations for addressing future open space and recreation needs across the LGA.	

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	Q4 (Current)	Current Performance
A31.3.1 Design and construct multi-purpose courts as per the capital works program.	Indicator: *AI397* Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Baker Park is preparing for construction in late 2026. Dr Walters Park, Burnie Park and the Pump Park have made progress in design development and are expected to be complete in early 2027.	
A31.3.2 Design and deliver an outdoor gym at Coral Sea Park.	Indicator: *AI398* Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 60.00% Coral Sea Park Gym and Bangor Park Gym are bundled for delivery and are currently out for tender. It is expected that works will commence late 2026.	

■ Achieved ■ Carried Forward ■ Not achieved

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	Q4 (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: *AI399* Hold meetings with Greater Sydney Parklands	Manager Strategic Planning	Date: 30/06/26 Value: >= 2 meetings	Date: 30/06/26 Value: 5 meetings Liaison with Greater Sydney Parklands in relation to May Council resolution that seeks information on contamination of Moore Park and progress with the Establishment Plan.	

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	Q4 (Current)	Current Performance
A32.2.1 Undertake the coastal walkway wayfinding implementation program for 2025-26	Indicator: *AI400* Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 30.00% Council report is being developed for September 2026, containing recommended signage formats prior to consultation.	

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	Q4 (Current)	Current Performance
A32.3.1 Develop a concept coastal walkway route through the southern golf courses	Indicator: *AI401* Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Concept route reported to Council in June (CS26/26). Concept design to commence in 2026/27.	

■ Achieved ■ Carried Forward ■ Not achieved

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (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: *AI402* Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Audit has been completed and the works for future consideration are nearing completion. Once finalised, the outcomes will be incorporated into a future capital works program.	
A32.4.2 Activate appropriate regional parks at night with creative and smart lighting, to increase use and safety.	Indicator: *AI403* Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% When planning regional parks and all open spaces, consideration is given to creative and smart lighting to increase safety. Festoon lighting at Coogee Bay Rd was installed.	
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: *AI404* 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: 30/06/26 Value: 100.00% An audit has been conducted at 10 different locations, and a report has been produced.	

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	Q4 (Current)	Current Performance
A32.5.1 Continue to implement the education and safety campaign.	Indicator: *AI405* Progress	Manager Communications	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Council partnered with Surf Life Saving NSW to trial a first of its kind rock fishing lifejacket library at DRLC throughout May and June 2026. The trial generated substantial media interest but low usage. Staff will review and evaluate the trial with SLNSW.	

A32.5.2 Install signage as required to reinforce rock fishing safety messages.	Indicator: *AI406* Progress	Manager Communications	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00%	

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	Q4 (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: *AI407* 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: 30/06/26 Value: 100.00% Customer service requests received 16 - 16 requests 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: *AI408* 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: 30/06/26 Value: 97.26% A combined total of 183 requests received - 178 within SLA 28 requests for footpath sweeping - 28 within SLA 154 requests received for street sweeping- 149 within SLA 1 request for car park sweeping - 1 within SLA	
A32.6.3 Remove graffiti from public property and from publicly accessible frontages of private properties with owner's consent.	Indicator: *AI409* 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: 30/06/26 Value: 100.00% April = 100% 57 requests closed May = 100% 38 requests closed June = 100% 93 requests closed	
A32.6.4 Undertake scheduled and reactive cleaning of the City's beaches and ocean pools in accordance with established service level agreements.	Indicator: *AI411* 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: 30/06/26 Value: 85.71% 7 service requests received - 6 within SLA This activity is tide dependent.	

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	Q4 (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: *AI412* Progress	Manager Strategic Planning	Date: 30/06/26 Value: >= 50%	Date: 30/06/26 Value: 65.00% Draft Aboriginal Cultural Heritage Study RFQ brief and Draft Connecting with Country chapter have been prepared and forwarded to Gujaga for comments.	
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: *AI413* 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: 30/06/26 Value: 11 schools and aboriginal groups Koojay Corroboree was successfully delivered on 29 May 2026. Despite wet weather and Sorry Business within the community, the event proceeded successfully, with strong participation from local schools and the community. A total of seven local schools attended, providing students with opportunities to engage with Aboriginal and Torres Strait Islander culture, storytelling, and cultural learning. Participating schools included La Perouse Public School, who performed We Are One in both language and English; student speakers from Matraville Sports High School; the Saltwater Dancers from Chifley Public School; and the Galu Dancers from La Perouse Public School, who showcased traditional dance performances.	
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: *AI414* Number of projects/activities undertaken	Manager Economic Development and Placemaking	Date: 30/06/26 Value: >= 5 projects / activities	Date: 30/06/26 Value: 43 projects / activities The La Perouse Museum continued its program of First Nations projects including facilitating community workshops where Elders from the La Perouse Aboriginal Community shared stories of lived experience with Shane Youngberry in the development of a collaborative artwork projected onto the Macquarie Watchtower as part of Sea Place on Country. The Museum continued to host numerous workshops with Aunty Maxine Ryan, partnered with the South Eastern Sydney Local Health District's Koori Women's walking group, continued the Oral History project with Aunty Marilyn Russell and presented works by Elder in Residence Dr Peter McKenzie as part of LA+ 001.	

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	Q4 (Current)	Current Performance
A32.8.1 Review the Coogee Foreshore Plan of Management (POM).	Indicator: *AI415* Progress	Manager Engineering Services	Date: 30/06/26 Value: >= 40%	Date: 30/06/26 Value: 45.00% The Coogee Beach POM will aim to strengthen environmental resilience, enhance resident and visitor experiences, support sustainable asset management, and integrate community aspirations with statutory requirements. Work has progressed with preparation of a detailed scoping document and issues analysis paper. Site inspections and auditing carried out during the quarter to identify key issues. Preparations underway to establish an internal workshop.	
A32.8.2 Manage the hire and use of Council's sports fields by sporting groups, schools, charitable organisations and the general public.	Indicator: *AI416* Use of sports fields (hours booked)	Manager Infrastructure Services	Date: 30/06/26 Value: >= 43,212 hrs	Date: 30/06/26 Value: 45,632 hrs There were 17,651 booked hours across Randwick sporting fields during the period.	
A32.8.3 Manage the Randwick Cemetery including arrangements for interment/burial, administration of cemetery register, enquiries and oversight of private memorial works.	Indicator: *AI417* Percentage of cemetery enquiries responded to within 15 working days	Manager Engineering Services	Date: 30/06/26 Value: >= 90%	Date: 30/06/26 Value: 100.00% 100% of Cemetery Inquires have been responded to within 15 days. This includes rectification of a collapsed grave and many enquiries into the sale of a vault.	
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: *AI418* 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: 30/06/26 Value: 100.00% 100% have currently been processed within 15 working days	

■ Achieved ■ Carried Forward ■ Not achieved

A32.8.5 Manage use of Council's community halls	Indicator: *AI419* Utilisation percentage of Council Community Halls	Manager Governance	Date: 30/06/26 Value:	Date: 30/06/26 Value: 29.26% 956 individual bookings this quarter for our 9 x Community Hall plus the Randwick Town Hall utilised 3032 hours in total of the 10,361 hiring hours available.	

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	Q4 (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: *AI420* 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: 30/06/26 Value: 75.00% Contract awarded, Emergency Management Plan update underway.	
A32.9.2 Implement flood mitigation projects and strategies identified through floodplain planning.	Indicator: *AI421* Progress in implementing the annual drainage capital works program (measured through program expenditure)	Manager Engineering Services	Date: 30/06/26 Value: >= 80%	Date: 30/06/26 Value: 70.00% Drainage upgrade, renewal and rectification works delivered at Lenthal Street, Heffron Park Field 2, Barker Street, Hastings Ave, 22-24 Abbott Street (pit reconstruction) and Middle Street, Danger Road and 97 Carrington. Flood mitigation study and design projects at Harold & Perry Street Matraville & 22-24 Abbott Street Coogee are currently ongoing and looking to be finalised Q1 FY 2026/27.	

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	Q4 (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: *AI422* % of budgeted nursery revenue received	Manager Infrastructure Services	Date: 30/06/26 Value: >= 90%	Date: 30/06/26 Value: 75.00% The Nursery has generated 75% of the expected income for the financial year at the end of the fourth quarter. Internal sales for projects associated with streetscape installations, street tree planting, planting events and park/bushland plantings were close to expectations, whilst external sales were lower than expected potentially due to pressure on consumers.	

A32.10.2 Assess and determine applications for pruning/removal of private trees. This includes tree permit applications and heritage tree applications.	Indicator: *AI424* Percentage of tree permit and heritage tree applications determined within 20 working days	Manager Infrastructure Services	Date: 30/06/26 Value: >= 90%	Date: 30/06/26 Value: 96.00% 96% percent of the 62 applications for the quarter were determined on time, great result for the team. Still some delays on outcome due to inspection access timeframes provided by the property owner.	
A32.10.3 Undertake pruning and maintenance of Council's trees to maintain public safety	Indicator: *AI425* Percentage of customer service requests for maintenance of Council trees responded to within SLA	Manager Infrastructure Services	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 97.00% Quieter period this quarter with 764 requests received, this is demonstrated by high SLA result.	

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	Q4 (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: *AI426* Progress	Manager Infrastructure Services	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Report into the quadruple bottom line in relation to synthetic fields has been completed.	

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	Q4 (Current)	Current Performance
A33.2.1 Deliver amenities block at Malabar Ocean Pool	Indicator: *AI427* Progress	Manager Projects	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 70.00% The Malabar Ocean Pool Amenities project is in the construction phase, Momentum Built has been appointed as the Head Contractor. The project is currently on programme to be completed in March 2027.	

■ Achieved ■ Carried Forward ■ Not achieved

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	Q4 (Current)	Current Performance
A33.3.1 Provide a variety of programs and recreational facilities at the Des Renford Leisure Centre (DRLC).	Indicator: *AI428* Number of visits to the Des Renford Leisure Centre per annum	Manager Recreation Business Services	Date: 30/06/26 Value: >= 900,000 visits	Date: 30/06/26 Value: 982,643 visits Des Renford Leisure Centre continued its strong growth in 2025/26, achieving 982,643 visits, up 4% on the previous financial year.	
A33.3.2 Maintain Pool water quality to the highest standards at Des Renford Leisure Centre at all times	Indicator: *AI429* Compliance with NSW Health guidelines for pool water quality	Manager Recreation Business Services	Date: 30/06/26 Value: = 100% compliance	Date: 30/06/26 Value: 100.00% compliance Throughout the 2025/26 financial year, independent testing confirmed 100% compliance with the requirements of the Public Health Regulation 2022 for public swimming pools.	
A33.3.3 Manage the hire and use of the Heffron Synthetic Soccer Field.	Indicator: *AI430* Use of Heffron Synthetic Soccer Field	Manager Recreation Business Services	Date: 30/06/26 Value: >= 30.00 hrs/week (avg.)	Date: 30/06/26 Value: 40.00 hrs/week (avg.) The synthetic soccer field maintained strong utilisation throughout the 2025/26 financial year, recording an average of 40 booked hours per week.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A33.4.1 Install fencing along a busy road of an off-leash dog park to improve safety.	Indicator: *AI431* Complete works at 1 park	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Kensington Rotary park fencing installation complete.	

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	Q4 (Current)	Current Performance
A33.5.1 Conduct an audit and assessment and develop a works program to improve the sports field layouts.	Indicator: *AI432* 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: 30/06/26 Value: 100.00% An audit has been conducted at 10 different locations, and a report has been produced.	

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	Q4 (Current)	Current Performance
A33.6.1 Provide female facilities, prioritising high-use sporting grounds.	Indicator: *AI433* 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: 30/06/26 Value: 100.00% The project is complete. A building opening has been tentatively scheduled for 25 July 2026.	

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	Q4 (Current)	Current Performance
A33.7.1 Complete the design of the Grant Reserve Playground upgrade	Indicator: *AI434* Progress	Manager Engineering Services	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Grant Reserve playground will begin in August. This should be complete by November in a 3 stage approach that will ensure the space stays open while upgrades occur.	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (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: *AI435* Utilisation of the Vonnie Young Auditorium, Maroubra (hours booked/hours available)	Manager Library Services	Date: 30/06/26 Value: >= 23%	Date: 30/06/26 Value: 64.00%	
	Indicator: *AI436* 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: 30/06/26 Value: 69.00%	
	Indicator: *AI437* Number of exhibitions in the Exhibition space, Maroubra	Manager Library Services	Date: 30/06/26 Value: >= 6 exhibitions	Date: 30/06/26 Value: 12 exhibitions	
	Indicator: *AI438* Utilisation of the Margaret Martin Library Meeting Room, Randwick (hours booked/hours available)	Manager Library Services	Date: 30/06/26 Value: >= 31%	Date: 30/06/26 Value: 82.00%	
	Indicator: *AI439* Utilisation of the Exhibition space, Maroubra (days exhibition space used/days in period)	Manager Library Services	Date: 30/06/26 Value: >= 95%	Date: 30/06/26 Value: 100.00%	
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: *AI440* Utilisation of Library bus (hrs bus used for community transport & public hire)	Manager Library Services	Date: 30/06/26 Value: >= 80%	Date: 30/06/26 Value: 96.00% Public Holidays: 3 days Drivers leave: 9 days	

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (Current)	Current Performance
A33.9.1 Implement Council's capital works program including construction of buildings, footpaths, roads, drainage and open space infrastructure.	Indicator: *AI441* Length of new/renewed footpaths constructed	Manager Projects	Date: 30/06/26 Value:	Date: 30/06/26 Value: 1.02 km Q4 footpath works completed = 1.02 km Total lineal meters of footpath construction works = 2.9km	
	Indicator: *AI442* Progress in implementing the annual capital works program (measured through program expenditure)	Manager Projects	Date: 30/06/26 Value: >= 90%	Date: 30/06/26 Value: 50.00% Current accrued valuation of completed works is approximately $18.7 million, representing 50% completion of the total allocated project value. The Capital Works Program continues to progress, with multiple projects advancing through planning, procurement and delivery phases, while several major projects have recently been completed or are nearing completion.	
A33.9.2 Implement the Road Rehabilitation Program as part of the Capital Works Program, including road re-sheeting.	Indicator: *AI443* Progress in implementing the road rehabilitation program (measured through program expenditure)	Manager Engineering Services	Date: 30/06/26 Value: >= 90%	Date: 30/06/26 Value: 100.00% Batch 2 works have now been completed, with a total of nine roads delivered as part of this package. The Arden Street bus lane upgrade and the Shaw Avenue kerb and gutter renewal have also been completed. All scheduled works under these projects have now been finalised.	
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: *AI444* 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: 30/06/26 Value: 86.00% 86% of customer service requests were completed within the service level agreement during the period.	
	Indicator: *AI445* Percentage of bushland sites receiving bush regeneration during the period	Manager Infrastructure Services	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% All bushland sites received bush regeneration treatments during the period.	

■ Achieved ■ Carried Forward ■ Not achieved

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: *AI446* 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: 30/06/26 Value: 77.00% Drainage jobs at 77% overall. With pit clearing at only 47%, truck issues seeing off the road multiple times for days at a time as well as staff absences. Sewer Choke Clearances only at 70% 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: *AI447* Percentage of customer service requests for maintenance of Council Ass ets within the road reserve (excluding drainage assets) responded to within SLA	Manager Infrastructure Services	Date: 30/06/26 Value: >= 85%	Date: 30/06/26 Value: 90.00% 990 requests for the quarter, 90% responded to within SLA timeframes	
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: *AI448* 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: 30/06/26 Value: 81.00%	

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	Q4 (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: *AI449* Progress on planned building designs for 2025-26	Manager Projects	Date: 30/06/26 Value: >= 25%	Date: 30/06/26 Value: 80.00% The Capital Works Program continues to be delivered in accordance with planned objectives, with a strong pipeline of projects progressing across planning, procurement and construction phases. A significant number of projects are currently in the planning phase, including Clovelly SLSC, Heffron Park AFL Facility, Rainbow Street and Adina Avenue. In addition, the following projects are currently in the head contractor procurement phase: Snape Park, Coogee SLSC, Lexington Hub and Maroubra SLSC. Furthermore, several projects have recently been completed or are in the final stages of completion, including Blenheim House, Alison Road and Meeks Street Plaza Amenities, and Heffron Park Central Amenities, which is scheduled for completion on 20 July 2026.	
A33.10.2 Assess and determine applications to build driveways or undertake other civil works in a public road reserve	Indicator: *AI451* Percentage of civil works applications processed within 30 working days	Manager Engineering Services	Date: 30/06/26 Value: >= 80%	Date: 30/06/26 Value: 58.00% Percentage of applications which were determined in 30 days has decreased from last quarter.	

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	Q4 (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: *BI308* Progress towards the delivery of the Change Program for the organisation.	Manager Corporate Planning and Performance	Date: 30/06/26 Value: >= 100%	Date: 30/06/26 Value: 100.00% The implementation of recommendations from the 2022-25 Service Review program is progressing with 56 of 115 recommendations completed. The Local Approval process has been automated and the Asset Opening permit online service has been streamlined to improve the customer and employee experience. The introduction of SMS notifications to domestic waste service requests has been warmly received by customers, with notifications being sent at the time of the service.	

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	Q4 (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: *BI302* 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: 30/06/26 Value: 100.00% All statutory reporting completed for Q4	

■ Achieved ■ Carried Forward ■ Not achieved

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	Q4 (Current)	Current Performance
F03.1.1 Undertake internal audits to improve the effectiveness of risk management, control and governance processes.	Indicator: *BI309* Percentage of audits completed against the Annual Strategic Internal Audit Plan	General Manager	Date: 30/06/26 Value: >= 90%	Date: 30/06/26 Value: 98.00% Between 1 April 2026 and 30 June 2026, two audits were completed, representing 22% of the audits scheduled in the FY26 Annual Strategic Internal Audit Plan. As at 30 June 2026, the year-to-date completion rate was 98%, exceeding the annual target of >= 90% by 30 June 2026.	
F03.1.2 Provide professional expert advice in relation to Council's governance, risk management and control processes.	Indicator: *BI310* Number of recommendations provided	General Manager	Period: 01/07/25 - 30/06/26 Value: >= 90%	Period: 01/04/26 - 30/06/26 Period Value: 100.00% Between 1 April 2026 and 30 June 2026, Internal Audit issued 11 audit recommendations and provided 26 pieces of advice to support Council's governance, risk management, and control processes. The volume and nature of activity reflect Internal Audit's role in strengthening controls and supporting continuous improvement across Council.	
F03.1.3 Test strategic and operational financial controls periodically, within Council's internal audit program, and report to the Audit Risk and Improvement Committee.	Indicator: *BI311* 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: 30/06/26 Value: 100.00% Between 1 April 2026 and 30 June 2026, 11 key strategic and operational financial controls were tested under Council's Annual Strategic Internal Audit Plan and reported to the Audit, Risk and Improvement Committee. This represents 41% of the 27 controls for the quarter. As at 30 June 2026, the year-to-date completion was 100%, exceeding the annual target of >= 90%.	

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	Q4 (Current)	Current Performance
F04.1.1 Deliver the 2025-26 Service Review Work Program	Indicator: *BI419* Progress towards delivery of the Service Review Work Program	Manager Corporate Planning and Performance	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% The 2025-26 Service Reviews for customer service requests, illegal dumping and street cleaning have been presented to the ARIC for comment and to council for endorsement.	
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: *BI421* 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: 30/06/26 Value: 100.00% Main Power BI/Power Apps developments in Q4: inclusion of referrals pages and row level security to the DA dashboard, draft report for Economic Development and Placemaking Events, draft report for Swimming Pools, report for HR Sick Leave dashboard, major rehaul of Civil Works reporting, Service Reviews Power Apps launch, Direct Data Entry in SQL database for waste services. AI Working Group: direct involvement in Community Consultation AI analysis workshop and follow-up discussions. All projects on track and requests timely addressed.	
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: *BI422* Number of business processes reviewed and analysed.	Manager Corporate Planning and Performance	Date: 30/06/26 Value: >= 10 Processes	Date: 30/06/26 Value: 21 Processes Business processes for Asset Opening Permits, booked cleanups, Local Approvals and Temporary Food premises have been improved and automated.	

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	Q4 (Current)	Current Performance
F05.1.1 Provide customer service that is professional, timely, helpful, high quality and consistent.	Indicator: *BI225* Percentage of customer service requests responded to within SLA	Manager Governance	Period: 01/07/25 - 30/06/26 Value: >= 85%	Period: 01/04/26 - 30/06/26 Period Value: 91.28% 91.28% of Council's Customer Service Request were completed within the agreed SLA timeframe	
	Indicator: *BI227* Percentage of phone calls received through call centre abandoned	Manager Governance	Period: 01/07/25 - 30/06/26 Value: < 5%	Period: 01/04/26 - 30/06/26 Period Value: 3.58% Total abandoned calls this quarter was 692 with 5.1% calls abandoned in April, 1.9% calls abandoned in May & 3.2% calls abandoned in June. The overall abandoned call rate of 3.4% is a very good result.	
F05.1.2 Develop and implement the work plan for improving the Customer Experience for internal and external customers across the organisation.	Indicator: *BI420* Progress	Manager Corporate Planning and Performance	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% With the customer communication and experience improvements to the customer request process, the customer satisfaction score has increased from 3.5 to 4.3/5 from 2024 to June 2026. The Service Review into Customer Service Requests has resulted in quick wins of an improved the after hours service, use of emails by officers, quicker service for customers via the RandwickNow mobile website, and customised emails for request closure.	

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	Q4 (Current)	Current Performance
F06.1.2 Implement and maintain Council's Enterprise Risk Management Framework, including management of claims.	Indicator: *BI376* Percent of operational risks reviewed in financial year	Manager Human Resources Operations	Date: 30/06/26 Value: > 90%	Date: 30/06/26 Value: 100.00%	
F06.1.3 Ensure proactive management of risk to stakeholders' health and safety.	Indicator: *BI239* Percentage of incidents that are reported within 24 hours	Manager Human Resources Operations	Period: 01/07/25 - 30/06/26 Value: >= 90%	Period: 01/04/26 - 30/06/26 Period Value: 94.34%	

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	Q4 (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: *BI231* 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: 01/04/26 - 30/06/26 Period Value: 97.69% 97.7% of informal access to information requests processed within five (5) working days	
	Indicator: *BI233* Percentage of formal GIPA applications processed within legislated 20 working days	Manager Governance	Period: 01/07/25 - 30/06/26 Value: = 100%	Period: 01/04/26 - 30/06/26 Period Value: 100.00% 100% of formal GIPA applications processed within legislated 20 working days.	
F07.1.2 Implement and maintain governance policies, delegations, standards and codes to ensure compliance with relevant legislation.	Indicator: *BI234* Compliance with legislative governance requirements (as measured through legislative compliance software)	Manager Governance	Period: 01/07/25 - 30/06/26 Value: = 100%	Period: 01/04/26 - 30/06/26 Period Value: 100.00% 100% compliance with legislative governance requirements (as measured through legislative compliance software).	
F07.1.3 Ensure the effective and efficient administration of Council meetings for the benefit of Councillors and the community.	Indicator: *BI428* 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 - 30/06/26 YTD Value: 13 Meetings 13 Council meetings were successfully conducted in 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	Q4 (Current)	Current Performance
F08.1.1 Execute and manage tenancy contracts including leases, licenses and occupation agreements for Council owned assets.	Indicator: *BI219* 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: 01/04/26 - 30/06/26 Period Value: 100.00% 8 lease/licence & 11 footway dining 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: *BI220* 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: 01/04/26 - 30/06/26 Period Value: 100.00% 705 enquiries regarding Council's land administra5tion 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.
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Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (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: *BI229* Percentage of contracts executed under appropriate delegation	Manager Governance	Period: 01/07/25 - 30/06/26 Value: = 100%	Period: 01/04/26 - 30/06/26 Period Value: 100.00% Procurement goods and services contracts executed over the period were all done so under the appropriate delegation and in accordance with policies and procedures.	

Finance Function: Accounting

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q4 (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: *BI241* Progress in preparing and delivering financial statements and returns	Chief Financial Officer	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% The Audit Office completed the interim audit in mid-May, in accordance with the Annual Engagement Plan. The audit was completed as scheduled, with all requested information provided by Council in a timely manner. Finance is now finalising the preparation of the 2025/26 Financial Statements ahead of the final audit, which is scheduled to commence in early August 2026.	

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	Q4 (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: *BI264* 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: 30/06/26 Value: 100.00% All monthly financial reports, investment reports and the Quarterly Budget Review were prepared and submitted to the Ordinary Council Meetings on time throughout the fourth quarter of 2025/26, with each report adopted as required. Preparation of the 2025/26 Annual Financial Statements is progressing to schedule, with the interim audit completed and the final audit scheduled to commence in early August 2026.	
F11.1.1 Undertake a LTFP sensitivity analysis to inform recommendations on future cash and investment levels.	Indicator: *BI243* Progress in undertaking sensitivity analysis	Chief Financial Officer	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% The Draft Long Term Financial Plan has been completed. To ensure it reflects the most current Council decisions and financial assumptions arising from matters; public exhibition will commence following the August Council meeting.	

■ Achieved ■ Carried Forward ■ Not achieved

F11.1.2 Evaluate the strategic and operational risks for the management of financial resources and consider within Council's Risk Management Framework.	Indicator: *BI244* Progress in implementing financial management mitigating approaches for both strategic and operational risks	Chief Financial Officer	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Financial management mitigation actions have been completed, with ongoing reviews confirming that key controls and monitoring practices remain robust and effective. Measures implemented through ARIC continue to operate as intended, with no further actions outstanding.	
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: *BI246* Return on investment (%) / AusBond Bank Bill Index (%)	Chief Financial Officer	Period: 01/07/25 - 30/06/26 Value: > 100%	Period: 01/04/26 - 30/06/26 Period Value: 111.21% Council's investment return for the quarter outperformed 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: *BI247* 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: 30/06/26 Value: 100.00% Financial performance indicators in the LTFP are meeting benchmark.	
F11.1.7 Consider and test all upfront and associated ongoing operational costs and income within Council's LTFP for decisions involving new or enhanced infrastructure or services throughout the financial year.	Indicator: *BI260* Progress in testing proposed new or enhanced infrastructure or services within Council's LTFP	Chief Financial Officer	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% The capital works budgeted for in the 2026/27 are fully funded.	

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	Q4 (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: *BI263* Progress towards delivery of the IM&T Cyber Security Work Program including implementing and maintaining the Essential 8 Maturity Model	Chief Information Officer	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Council has successfully addressed all remaining gaps required to achieve ASD Essential Eight Maturity Level 2 across all eight mitigation strategies. Council also maintained a strong external cyber security posture throughout the reporting period, retaining an 'A' UpGuard security rating of 920/950. The cyber security program continued to progress as planned, with several key initiatives successfully delivered, including: - Vulnerability and penetration testing facilitated by Cyberlinx - An organisation-wide phishing simulation exercise - A Cyber Incident Response Simulation Exercise facilitated by Cyberlinx The phishing simulation and cyber incident response exercise demonstrated positive outcomes, reinforcing staff awareness, incident response capabilities and Council's overall cyber resilience. In addition, findings identified through the external vulnerability and penetration testing are being remediated, with no significant vulnerabilities identified externally.	

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	Q4 (Current)	Current Performance
F13.1.1 Ensure that Council data and record holdings meet business needs and legislative requirements	Indicator: *BI265* Progress towards delivery of the IM&T Records and Information Management Work Program	Chief Information Officer	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Council records are managed in accordance with the State Records Act 1998, State Records Regulation 2024, Government Information (Public Access) Act 2009, State Records NSW Standards 14 and 15, and other relevant standards, including AS ISO 15489. Staff are required to comply with these legislative and regulatory obligations, as well as Council's internal records management framework, including the Records Management Policy, TRIM Business Rules, and Corporate Obligations Package. To further support staff awareness and compliance, communications were forwarded to all staff pertaining to unauthorised viewing of documents.	
	Indicator: *BI417* Ongoing achievement of a Records Management Maturity Score of 4/5 or higher	Chief Information Officer	Period: 01/07/25 - 30/06/26 Value: >= 4.00 Score (out of 5)	Period: 01/04/26 - 30/06/26 Period Value: 4.73 Score (out of 5) Work continues to maintain and strengthen Council's high information governance maturity rating of 4.73. During this quarter, a review of the collection and storage of personally identifiable information (PII) was completed, and enquiries were undertaken regarding the disposal of recruitment information held within Council's Human Resources system. These activities support ongoing compliance and continuous improvement in information management practices.	
F13.1.2 Implementation of the Information Management Framework including policies, processes and data management and quality.	Indicator: *BI393* Progress towards implementation of the information management framework.	Chief Information Officer	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% All information management policies are current and aligned with Council's business processes. Council's operations are supported by a comprehensive suite of frameworks, policies and guidelines, which are maintained within the IM&T Governance Document Register. The register records document reference numbers, adoption dates, review dates, and the status of documents awaiting adoption, ensuring effective governance and oversight of information management obligations.	

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	Q4 (Current)	Current Performance
F14.1.1 Support the organisation to make optimal use of information management and technology services	Indicator: *BI396* Percentage of requests for service completed in line with service standards	Chief Information Officer	Period: 01/07/25 - 30/06/26 Value: >= 95%	Period: 01/04/26 - 30/06/26 Period Value: 98.64% During this quarter, Freshservice metrics indicate that a total of 86 tickets did not meet the defined SLA targets, representing a small portion of overall activity. Despite these exceptions performance remained strong with 98.64% of all tickets resolved within SLA compliance.	
F14.1.2 Implement the Business Application work program to maintain, support and improve the use of business and ERP applications in the organisation	Indicator: *BI402* Progress towards implementation of the Business Application work program	Chief Information Officer	Date: 30/06/26 Value: = 100%	Date: 30/06/26 Value: 100.00% Work has been completed and is ongoing across a number of key business application initiatives, including: - Licensing to Debtors migration for Environmental Services and Sustainability (ESS) (Completed) - Pathway End of Financial Year (EOFY) support and processing (Completed) - TechnologyOne and Power Budget EOFY Support (Completed) - ArcGIS Upgrade to version 11.5 (Completed) - Licensing to Debtors migration for Health Services (In Progress) - TechnologyOne Ci to CiAnywhere transition (In Progress) - EzeScan Accounts Payable transition to SaaS (In Progress)	
F14.1.3 Optimise Council's hardware infrastructure (compute, storage and network), through an increase in availability to 99%.	Indicator: *BI272* 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: 01/04/26 - 30/06/26 Period Value: 99.50 % During the period two outages were encountered; - 23/04/26 Online ePathway issue 1-8:50 AM - 24/04/26 Des Renford Leisure - Envibe issue 5AM -7:45 AM	
	Indicator: *BI273* 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: 01/04/26 - 30/06/26 Period Value: 99.68 % A total of 7 hours unavailability was encountered during the period across outages below. - 04/04/26 Maroubra Depot Firewall issue 2-6:30 AM. - 22/04/26 Maroubra Depot Firewall issue 5-5:30 AM. - 06/05/26 All Sites MS Azure Firewall issue 5:50-6:25 PM. - 30/05/26 All Sites MS Azure Firewall issue 3:25-4:05 PM. - 22/06/26 All Sites MS Azure Firewall issue 7:45-8:00 AM. - 23/06/26 All Sites MS Azure Firewall issue 6:45-7:15 PM.	

■ Achieved ■ Carried Forward ■ Not achieved

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	Q4 (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: *BI377* 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: 30/06/26 Value: 14 NPS score for employee satisfaction of +14 (data source Insync survey in April 2024). The next all staff engagement survey is scheduled for October 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: *BI378* 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: 01/04/26 - 30/06/26 Period Value: 19 Positions Trainee - 3 (including 1 identified partially externally funded for 2 years) Apprentice – 6 Cadet – 2 Identified positions – 2 (including 1 trainee, partially externally funded for 2-years) Students – 7 N.B identified trainee position is only counted once in current period total positions	

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	Q4 (Current)	Current Performance
F16.1.1 Maintain an engaged workforce.	Indicator: *BI383* 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: 30/06/26 Value: 66 Staff engagement score of 66% (data source Insync survey in April 2024). The next all staff engagement survey is scheduled for October 2026.	
F16.1.2 Promote ongoing learning and development to increase organisational and individual capability.	Indicator: *BI385* 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 - 30/06/26 YTD Value: 4,489 Hours 1661 hours completed for final quarter (112 hours delivered internally, 540 attended externally and 1009 completed online)	
F16.1.3 Support the total wellbeing of employees through targeted programs.	Indicator: *BI387* 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: 30/06/26 Value: 29.00 Wellbeings 2025 program NPS +29.	
F16.1.4 Provide employees and specialist roles with mental health first aid training.	Indicator: *BI388* 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 - 30/06/26 YTD Value: 3 Training courses One course delivered on 25/06/2026 with 10 leaders participating. Two more courses are scheduled for July and August and registrations already taken.	