
Quarterly Progress Review

July – Dec 2023

27 February 2024

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1. Explanatory Notes

How we measure progress for the Quarterly Progress Reporting

This document is the 2023-24 Progress Report for Q1 and Q2. It is presented in 2 tables:

Table A: Tracks progress in delivering the outcomes of the 2022-2032 Community Strategic Plan and the seven Informing Strategies.

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

Performance is measured against the target value for each indicator.

2. Summary of Performance

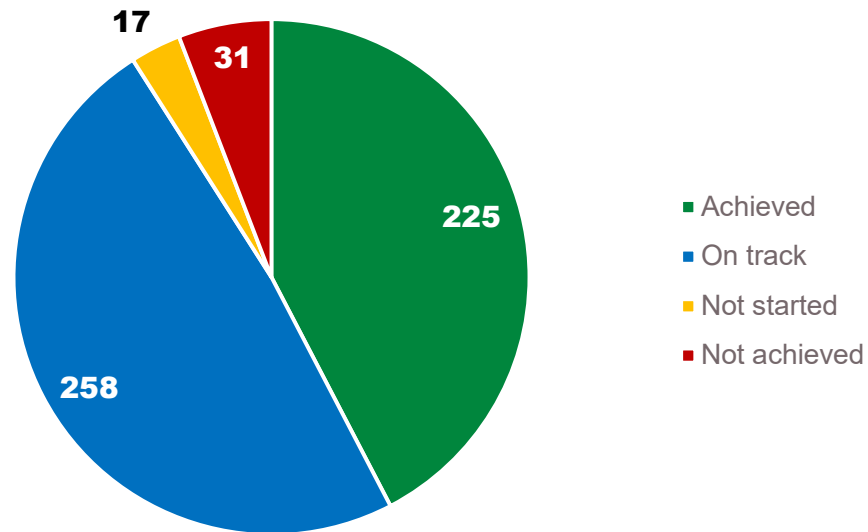
Of the 531 indicators tracking progress:

- 287 indicators measure progress in delivering the outcomes of the 2022-2032 Community Strategic Plan and seven informing strategies (Table A). 93% of activities or results have been achieved or are on target.
- 244 indicators measure progress in providing the ongoing services required by our community and complying with regulatory obligations (Table B). 87.3% of Table B: Services and Regulatory activities have been achieved or are on track to be achieved by the end of the financial year.

The results are graphically illustrated here. Note: contextual numbers are not included.

2.1. All Progress Indicators

Of the total 531 indicators, 91% have been achieved or are on track to be achieved by the end of the financial year.



2023-24 Operational Plan Table A & B Indicators

2.2. Table A: Delivering Informing Strategies

Of the Table A activities, 93.7% have been achieved or are on target to be achieved in the financial year.

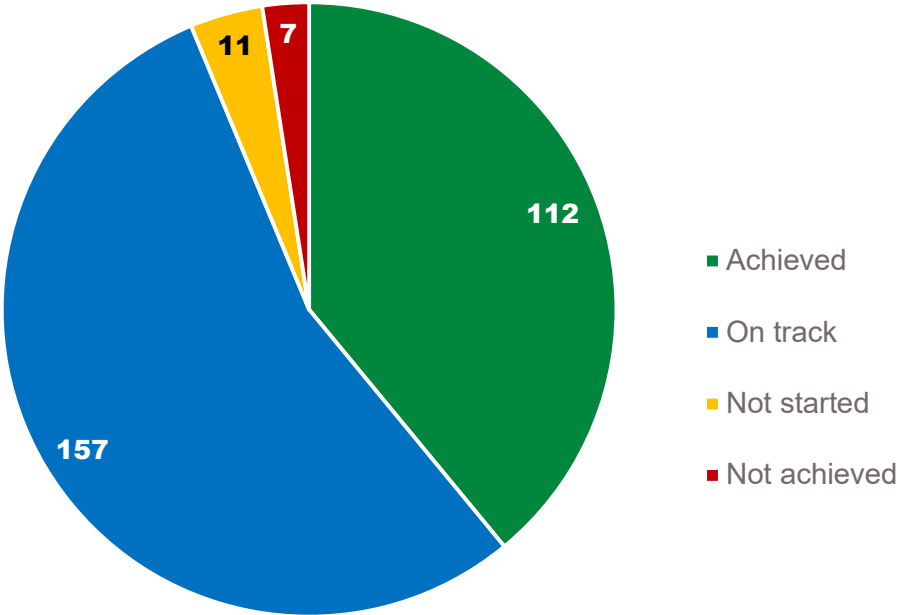


Table A: Delivering Informing Strategies

2.3. Table B: Delivering Services and Regulatory Functions

87.7% of Table B have been achieved or are on track to be achieved by the end of the financial year.

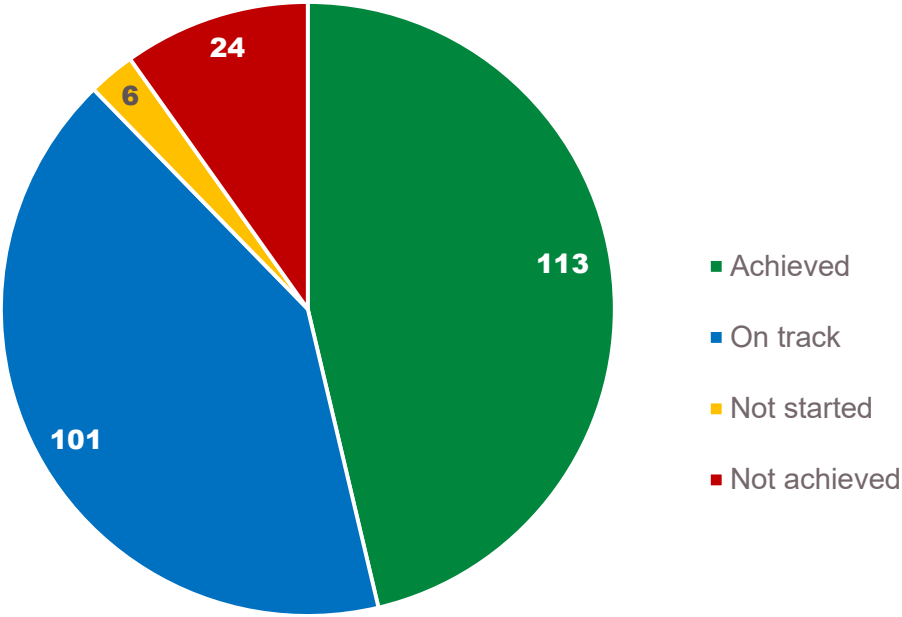













Table B: Delivering Services & Regulatory Functions


Detailed comments and progress on Table A and Table B follow.

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










Environment Objective: Increase by at least 60% the number of native and indigenous plantings across Randwick City by 2030 from a 2018 baseline.						
A1.1 Improve the connectivity of key bushland areas by planting and maintaining 14,000m2 of native and indigenous ground covers, shrubs and trees starting in areas between Kamay National Park, Bunnerong Rd Chifley Eastern Suburbs Banksia Scrub, Yarra Bay Bushland areas and Malabar Headland National Park by 2026 and extending into additional areas of the City.						
Operational Plan Activity	Performance Indicator	Accountable	Target	Q1	Q2 (Current)	Current Performance
A1.1.4 Undertake planting in identified locations.	Indicator: <i>A1/4</i> Number of new plantings (including all native and indigenous trees, plants and shrubs)	Manager Infrastructure Services	Period: 01/07/23 - 30/06/24 Value: >= 5,000 Plantings	Period: 01/07/23 - 30/09/23 YTD Value: 5,295 Plantings A total of 5295 native plants were installed across the City in association with park, community, bushcare and streetscape plantings.	Period: 01/10/23 - 31/12/23 YTD Value: 8,171 Plantings Native and indigenous plantings were undertaken throughout the City, primarily associated with bush care plantings, bushland plantings and park and streetscapes plant installations.	
A1.1.5 Undertake research and develop a plan for how to address habitat fragmentation by improving connectivity of key bushland areas.	Indicator: <i>A1/232</i> Progress	Manager Infrastructure Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 10% Currently a plan to address habitat fragmentation by improving connectivity of key bushland areas is being developed by the Open Spaces Bushland and Coastal Walk team.	Period: 01/10/23 - 31/12/23 Value: 100% Ecological Work Plan has been completed	
A1.3 Review management and revegetation restoration strategies across coastal and terrestrial areas on a 3-yearly cycle.						
A1.3.2 Review and update the scope of work for each bushland area.	Indicator: <i>A1/233</i> Percentage of bushland sites with a reviewed and updated scope of work (SoW)	Manager Infrastructure Services	Period: 01/07/23 - 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Period Value: 3% Scope of works have been prepared for an additional bushland site. The remaining scope of works will be reviewed when the bushland unit tenders for bush regeneration services at the end of the financial year.	Period: 01/10/23 - 31/12/23 Period Value: 3% All SoWs to be reviewed as part of the tender process scheduled for the end of financial year.	
A1.7 Reduce the weed density by 25% in areas of Eastern Suburbs Banksia Scrub under the control of Council by 2025.						
A1.7.1 Map current weed density in the Eastern Suburbs Banksia Scrub.	Indicator: <i>A1/234</i> Percentage of ESBS sites with weed density mapping complete for the current financial year	Manager Infrastructure Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 50% Weed density mapping has been undertaken at 50% of Council managed ESBS sites.	Period: 01/10/23 - 31/12/23 Value: 50% Mapping has been completed for Randwick Environment Park, Bunnerong Road, Chifley and Arthur Byrne Reserve.	
A1.7.2 Undertake works to reduce the weed density in Eastern Suburbs Banksia Scrub.	Indicator: <i>A1/235</i> Percentage of ESBS sites that have received weed treatments in the current financial year	Manager Infrastructure Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 100% 100% of ESBS sites have received weed treatment.	Period: 01/10/23 - 31/12/23 Value: 100% All bushland sites have been visited by staff, volunteers and contractors and bush regeneration works conducted in accordance with Ecological Work Plan and relevant site-specific scopes of works.	
A1.2 Review our partnership with NSW Department of Lands to identify unmanaged parcels of Crown Lands with high biodiversity potential and seek divestment of these lands to Council for inclusion with our bush regeneration program and coastal management by 2021.						


■ Achieved ■ On track ■ Not started ■ Not achieved







A1.2.1 Identify unmanaged parcels of Crown Lands with high biodiversity potential.	Indicator: <i>A/5</i> Progress	Manager Infrastructure Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 100% The land at the end of Fisherman's Road has been identified as having high diversity value and planning for investigation into differing options related to remediation, it is scheduled to commence in 2023-24.	Period: 01/10/23 - 31/12/23 Value: 100% Site has been identified, funding allocated within budget to investigate site remediation design.	
A1.2.2 Negotiate with the NSW Department of Lands for divestment of these lands to Council.	Indicator: <i>A/6</i> Progress	Manager Customer and Compliance	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 0% Negotiations will be undertaken when suitable land is identified.	Period: 01/10/23 - 31/12/23 Value: 0% Identified lands with biodiversity potential were subject to a lengthy negotiation with the NSW Department of lands. Unfortunately we have just been advised by the NSW Department of Lands that this negotiation program has been unsuccessful, which mean we will not achieve this objective.	
A1.4 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).						
A1.4.1 Review and integrate relevant vegetation data layers with Council's GIS mapping system.	Indicator: <i>A/8</i> Number of vegetation data layers included in Council's GIS mapping system	Manager Infrastructure Services	Period: 01/07/23 - 30/06/24 Value: >= 3 Layers	Period: 01/07/23 - 30/09/23 YTD Value: 0 Layers Vegetation layers were uploaded in the previous financial year.	Period: 01/10/23 - 31/12/23 YTD Value: 3 Layers Vegetation layers were uploaded in the previous financial year - completed	
A1.4.2 Undertake a frog survey in Council managed bushland areas.	Indicator: <i>A/9</i> Progress	Manager Infrastructure Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 100% Frog survey has been completed. Report is in the process of being written.	Period: 01/10/23 - 31/12/23 Value: 100% Frog survey has been completed.	
A1.4.4 Undertake weed density mapping of 25% of bushland sites and update Council's GIS mapping layer.	Indicator: <i>A/11</i> Percentage of bushland with updated weed density mapping on Council's GIS mapping layer	Manager Infrastructure Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 0% Data has been collected for numerous sites. This data needs to be uploaded into Council mapping systems.	Period: 01/10/23 - 31/12/23 Value: 40% Mapping has been conducted at Randwick Environment Park and Bunnerong Road, Chifley and uploaded to Council's GIS mapping layer.	
A1.4.5 Undertake annual monitoring of Acacia terminalis subsp. Eastern Sydney and update Council's GIS mapping system.	Indicator: <i>A/12</i> Progress	Manager Infrastructure Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 90% Acacia terminalis subsp. Eastern Sydney has been mapped. The information is to be uploaded into Council's GIS.	Period: 01/10/23 - 31/12/23 Value: 100% Information has been uploaded and reports sent to the Office of Environment & Heritage.	
A1.5 Review Council's Local Environmental Plan (LEP) and Development Control Plan (DCP) by strengthening the requirements for new and replacement planting of native and indigenous species for new developments, and also for existing developments when tree and / or native vegetation removal is approved or permissible.						
A1.5.1 Strengthen planning controls for new and replacement planting of native and indigenous species for new developments.	Indicator: <i>A/13</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 80% Stage 1 DCP commenced on 1st September 2023 and requires that Native species must comprise at least 60% of the plant schedule. Stage 2 Comprehensive DCP is also being reviewed. These changes align with the Environment Strategy Objective 1 which is to increase by at least 60% the number of native and indigenous plantings.	Period: 01/10/23 - 31/12/23 Value: 85% Stage 2 Comprehensive DCP is currently being reviewed, with additional / tweaked controls added. Reporting of draft chapters is proposed to occur in Q2 2024.	
A1.5.2 Strengthen planning controls for new and replacement planting of native and indigenous	Indicator: <i>A/14</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 80%	Period: 01/10/23 - 31/12/23 Value: 85%	








species for existing developments when tree and / or native vegetation removal is approved or permissible.				RCC DCP C1 for Low Density Envelopment commenced on 1 September and requires Native species must comprise at least 60% of the plant schedule. Similar targets are being investigated for the stage 2 DCP which is currently being drafted.	Stage 2 Comprehensive DCP is currently being reviewed, with additional / tweaked controls added. Reporting of draft chapters is proposed to occur in Q2 2024.	
A1.6 Manage visitor access to Randwick Environment Park by constructing an augmenting walkway and associated facilities by 2025.						
A1.6.1 Finalise the design for the proposed relocation of the WIRES and fauna interpretative facility.	Indicator: <i>A1/15</i> Progress	Manager Sustainability	Date: 31/12/23 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 85% WIRES re-location design close to completion.	Period: 01/10/23 - 31/12/23 Value: 100% Designs reported to council and handed to Infrastructure Services for implementation.	
A1.6.2 Obtain preliminary costings/quotes for construction.	Indicator: <i>A1/16</i> Progress	Manager Sustainability	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 75% Costing for designs have been obtained and are over approved budget. Report to Council required seeking additional level of funding (approach to WIRES for contribution also underway)	Period: 01/10/23 - 31/12/23 Value: 80% Designs for WIRES facility have been completed, DA under assessment and WIRES has been approached to confirm additional funding for construction of the facility	
Environment Objective: Achieve a 60% reduction in greenhouse gas emissions (CO2-equivalent) across Randwick City by 2030 from a 2018 baseline, while acknowledging the significance and importance of aspiring to a 100% greenhouse gas emissions reduction target for the same timeframe.						
A2.1 Monitor and increase the number of trees planted, retained and maintained to provide habitat, shade and heat reduction benefits and increase plantings by 100% (by approx. an additional 180 trees) in 2021 and annually increase after that to achieve meeting the Greater Sydney Commission target of 40% tree canopy cover across council managed land by 2040.						
A2.1.4 Develop a new street tree masterplan.	Indicator: <i>A1/236</i> Progress	Manager Technical Services	Date: 30/06/24 Value: >= 80%	Period: 01/07/23 - 30/09/23 Value: 10% The project has been deferred to commence in 2024.	Period: 01/10/23 - 31/12/23 Value: 15% The project has been deferred until the Urban Forest Planner role is filled.	
A2.1.5 Plant a minimum of 1000 street trees in accordance with the Greening our Cities grant.	Indicator: <i>A1/237</i> Number of street trees planted	Manager Technical Services	Period: 01/07/23 - 30/06/24 Value: >= 1,000 Trees	Period: 01/07/23 - 30/09/23 YTD Value: 10 Trees Tree planting contract will commence in March 2024 as it is the 'planting season'. Trees planted to date are in response to requests from residents.	Period: 01/10/23 - 31/12/23 YTD Value: 25 Trees Tree planting contract will commence in March 2024 as it is the 'planting season'. This program will see this installation of 2000 trees Trees planted to date are in response to requests from residents.	
A2.1.6 Undertake tree planting in our parks.	Indicator: <i>A1/238</i> Number of trees planted (with a minimum pot size of 300mm)	Manager Infrastructure Services	Period: 01/07/23 - 30/06/24 Value: >= 400 Trees	Period: 01/07/23 - 30/09/23 YTD Value: 234 Trees A total of 234 trees were planted in pots that are 300mm or larger within the LGA this Qtr.	Period: 01/10/23 - 31/12/23 YTD Value: 330 Trees A total of 96 trees were planted in pots that are 300mm or larger this Quarter.	
A2.1.7 Investigate opportunities to strengthen planning controls regarding the retention of trees in Stage 2 of the Comprehensive DCP.	Indicator: <i>A1/239</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% Currently reviewing the Stage 2 Landscaping and Tree provisions. Provisions will be reported to Council.	Period: 01/10/23 - 31/12/23 Value: 100% Investigations completed. Stage 2 Comprehensive DCP is currently being reviewed, with additional / tweaked controls added. Reporting of draft chapters is proposed to occur in Q2 2024.	
A2.3 Mandate that all future plans of Council (next 10 years) will detail the impacts that the plan will have on climate change using a consistent methodology for measuring this impact.						
A2.3.3 Develop and adopt a resilience framework for Council, incorporating consideration of climate change impacts.	Indicator: <i>A1/240</i> Progress	Manager Sustainability	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25%	Period: 01/10/23 - 31/12/23 Value: 50% Councillor Briefing will be held in Q3.	

■ Achieved
 ■ On track
 ■ Not started
 ■ Not achieved






				Draft preparation plan completed for consideration by GMT. Council request for report by end of 2023.		
A2.4 Implement residential and business energy saving programs to achieve direct and indirect greenhouse emission reductions across those participating by 20% by 2025 from a 2020 baseline.						
A2.4.1 Install rooftop solar on 20% of suitable buildings in the LGA by 2024.	Indicator: <i>A1241</i> Total amount of solar installed in the community	Manager Sustainability	Date: 30/06/24 Value: >= 40,000 kW	Period: 01/07/23 - 30/09/23 Value: 33,597 kW Across residential buildings	Period: 01/10/23 - 31/12/23 Value: 33,597 kW https://pv-map.apvi.org.au/historical#11/-33.9456/151.1526	
	Indicator: <i>A129</i> Percentage of dwellings (excluding apartments) that have solar panels installed	Manager Sustainability	Date: 30/06/24 Value: >= 20%	Period: 01/07/23 - 30/09/23 Value: 18% approx. 14 to 15% as a result of Sustainability Rebates	Period: 01/10/23 - 31/12/23 Value: 18% Sourced from APVI - https://pv-map.apvi.org.au/historical#11/-33.9456/151.1526	
A2.4.2 Deliver Council's Sustainability Rebates program to the community.	Indicator: <i>A1242</i> Number of Sustainability Rebates issued	Manager Sustainability	Period: 01/07/23 - 30/06/24 Value: >= 300 Rebates	Period: 01/07/23 - 30/09/23 YTD Value: 1,145 Rebates Cumulative number of rebates provided with Comms article prepared to celebrate this milestone.	Period: 01/10/23 - 31/12/23 YTD Value: 2,472 Rebates Taken from Rebately admin site	
	Indicator: <i>A1243</i> Leverage from Sustainability Rebates (investment from Council expenditure)	Manager Sustainability	Period: 01/07/23 - 30/06/24 Value: >= 12 X	Period: 01/07/23 - 30/09/23 Period Value: 12 X Current leverage of rebates @\$12 per \$1 rebate dollar provided is in the order of \$6million (cumulative).	Period: 01/10/23 - 31/12/23 Period Value: 12 X	
	Indicator: <i>A1244</i> Total amount of solar installed through Sustainability Rebates	Manager Sustainability	Date: 30/06/24 Value: >= 5,000 kW	Period: 01/07/23 - 30/09/23 Value: 5,190 kW This represents the cumulative figure from 1,145 rebates.	Period: 01/10/23 - 31/12/23 Value: 6,042 kW Household (5,686kW, 699 rebates) Apartments (177kW, 17 rebates) Business (179kW, 9 rebates) Cumulative figure from 725 solar PV rebates	
A2.6 Procure 100% of Council's electricity through power purchase agreements (PPA) and increase rooftop solar and batteries by 20% (from 2020 levels) on new and existing council infrastructure by 2025.						
A2.6.1 Identify and install additional rooftop solar and/or batteries on council infrastructure where appropriate.	Indicator: <i>A1246</i> Green house gas emissions from Council operations (electricity, gas and transport)	Manager Sustainability	Period: 01/07/23 - 30/06/24 Value: <= 1,500 Tonnes CO2e	Period: 01/07/23 - 30/09/23 YTD Value: 600 Tonnes CO2e Values are approximate due to Origin Energy billing data issues which are being resolved on their end.	Period: 01/10/23 - 31/12/23 YTD Value: 1,200 Tonnes CO2e Current quarters data not input into system yet. Data is uploaded in 6 monthly intervals. Kinesis>Reports>Consumption>Emissions	
	Indicator: <i>A133</i> Amount of roof top solar power on council infrastructure	Manager Sustainability	Date: 30/06/24 Value: >= 300 kW	Period: 01/07/23 - 30/09/23 Value: 210 kW 15 Council sites now with rooftop solar installed.	Period: 01/10/23 - 31/12/23 Value: 210 kW 15 Council sites now with rooftop solar installed. This value is an estimate based on previous values.	
	Indicator: <i>A134</i> Number of solar battery storage locations on council infrastructure	Manager Sustainability	Date: 30/06/24 Value: >= 4 Battery locations	Period: 01/07/23 - 30/09/23 Value: 2 Battery locations	Period: 01/10/23 - 31/12/23 Value: 2 Battery locations Estimate based on previous value.	
A2.6.2 Remove gas from Council sites by converting gas	Indicator: <i>A1247</i> Amount of gas consumed through Council sites	Manager Sustainability	Period: 01/07/23 - 30/06/24 Value: <= 6,000,000 MJ	Period: 01/07/23 - 30/09/23 YTD Value: 2,700 MJ	Period: 01/10/23 - 31/12/23 YTD Value: 5,400 MJ	


heaters, water systems and other appliances to electric.				Values are approximate due to Origin Energy billing data issues which are being resolved on their end.		
	Indicator: <i>A1248</i> Number of sites with gas installed	Manager Sustainability	Date: 30/06/24 Value: <= 9 Sites with gas	Period: 01/07/23 - 30/09/23 Value: 10 Sites with gas Key focus is considering costing and timing of gas boilers in use at DRLC and when these can be replaced with electrical equipment. This is where best value and result can be provided for Council and community. Randwick Community Centre is also being planned for removal of gas operations but this is being considered at same time as upgrading renewable energy tender in preparation which covers all of Council's sites.	Period: 01/10/23 - 31/12/23 Value: 9 Sites with gas	
A2.2 Increase residential and school participation in food waste avoidance and food growing initiatives such as, Love Food Hate Waste and Grow it Local, by 20% by 2025 from a 2020 baseline.						
A2.2.3 Promote programs for increased participation.	Indicator: <i>A125</i> Residential and school participation in food waste avoidance and food growing initiatives	Manager Sustainability	Date: 30/06/24 Value: >= 750 Participants	Period: 01/07/23 - 30/09/23 Value: 820 Participants 12 for sustainability streets 100 for school incursions by Mitch Adamama engaged 7 schools (2 Randwick), 347 students (89 Randwick) Organic Buyers Group (361)	Period: 01/10/23 - 31/12/23 Value: 1,979 Participants School excursions with Adamama at the Hub (180) Community Workshops with Adamama at the Hub (285) Food Forestry course (10) Organic Buyers Group (352) Grow it Local (919) PermaBee (233) Community Gardens (unknown)	
A2.5 Facilitate solar installations of energy saving measures across clubs and remaining schools within Randwick City via the Solar my School initiative and its extension, Solar my Suburb, to reduce greenhouse gas emissions at those locations by 30% by 2025 from a 2020 baseline.						
A2.5.1 Support the installation of rooftop solar on schools, clubs and organisations through the Solar my School and Solar my Club program.	Indicator: <i>A130</i> Amount of roof top solar installed through the Solar my School program across the Randwick LGA	Manager Sustainability	Date: 30/06/24 Value: >= 1,410 kW	Period: 01/07/23 - 30/09/23 Value: 1,461 kW Likely capacity of local schools has been reached for participation in Solar my Schools. Also Dept of Education's support for govt schools has been adjusted and is at discretion of DET process. Solar my Schools program is likely to wind up by end of 2023 school year.	Period: 01/10/23 - 31/12/23 Value: 1,461 kW No change from last period. Likely capacity of local schools has been reached for participation in Solar my Schools. Also Dept of Education's support for govt schools has been adjusted and is at discretion of DET process. Solar my Schools program is likely to wind up by end of 2023 school year	
	Indicator: <i>A131</i> Amount of roof top solar installed through the Solar my Suburb program across the Randwick LGA	Manager Sustainability	Date: 30/06/24 Value: >= 200 kW	Period: 01/07/23 - 30/09/23 Value: 143 kW 5 out of 11 organisations currently have solar approved.	Period: 01/10/23 - 31/12/23 Value: 143 kW No change since last quarter. One new organisation has signed on - Shalom College.	
Environment Objective: Increase residential recycling to 70% across Randwick City and divert 75% waste from landfill by 2025, from a 2017 baseline.						
A3.1 Reduce waste generation per capita across the LGA by 10% by 2030, from a 2017 baseline, through tailored education campaigns including but not limited to tours of our Randwick Recycling Centre, partnerships with other organisations and new programs targeting specific waste streams e.g. single-use and soft plastics.						
A3.1.1 Work with residents, businesses other organisations to reduce waste generation per capita.	Indicator: <i>A1249</i> Number of apartment buildings engaged in waste reduction activities	Manager Sustainability	Date: 30/06/24 Value: >= 20 Apartment buildings	Period: 01/07/23 - 30/09/23 Value: 11 Apartment buildings Another apartment building has been added for improving waste management. This is Newington Towers Maroubra.	Period: 01/10/23 - 31/12/23 Value: 11 Apartment buildings Engagement with the existing 11 apartment buildings has been continued. No new buildings have been added.	
	Indicator: <i>A1250</i> Volume of illegally dumped material collected	Manager Sustainability	Period: 01/07/23 - 30/06/24 Value: <= 772 Tonnes	Period: 01/07/23 - 30/09/23 YTD Value: 372 Tonnes	Period: 01/10/23 - 31/12/23 YTD Value: 632 Tonnes	





	Indicator: <i>A/251</i> Volume of waste collected through scheduled clean ups	Manager Sustainability	Period: 01/07/23 - 30/06/24 Value: <= 5,292 Tonnes	Period: 01/07/23 - 30/09/23 YTD Value: 1,010 Tonnes	Period: 01/10/23 - 31/12/23 YTD Value: 1,869 Tonnes	
	Indicator: <i>A/35</i> Number of partnerships underway to reduce waste generation per capita	Manager Sustainability	Date: 30/06/24 Value: >= 10 Partnerships	Period: 01/07/23 - 30/09/23 Value: 4 Partnerships No further partnerships were developed during this quarter but ongoing partnerships are continuing.	Period: 01/10/23 - 31/12/23 Value: 4 Partnerships The ongoing partnerships are continuing, and no new partnerships have been established.	
	Indicator: <i>A/36</i> Tonnage of residential waste collected (red bin only)	Manager Sustainability	Period: 01/07/23 - 30/06/24 Value: <= 25,421 Tonnes	Period: 01/07/23 - 30/09/23 YTD Value: 5,143 Tonnes Red bin tonnage is steadily going down with FOGO participation as well as improved waste diversion from landfill.	Period: 01/10/23 - 31/12/23 YTD Value: 10,465 Tonnes	
A3.1.2 Facilitate tours of the Randwick Recycling Centre.	Indicator: <i>A/37</i> Number of people participating in tours	Manager Sustainability	Period: 01/07/23 - 30/06/24 Value: >= 45 Participants	Period: 01/07/23 - 30/09/23 YTD Value: 0 Participants No tours of the recycle centre were held during this quarter. The next tours are during the National Recycling Week on Saturday 18 November 2023.	Period: 01/10/23 - 31/12/23 YTD Value: 92 Participants Eight tours of the recycling centre were conducted on Saturday 18 November 2023. The feedback received was extremely positive.	
A3.2 Strengthen by 2022 our partnership with UNSW to participate in education programs such as Orientation Week and Green events organised by the university, raising student awareness about the appropriate disposal of unwanted goods and increase the reuse and recycling of goods in and around student accommodation areas.						
A3.2.2 Support educational program events with UNSW and its student base.	Indicator: <i>A/39</i> Number of students participating in student awareness activities held in partnership with UNSW	Manager Sustainability	Period: 01/07/23 - 30/06/24 Value: >= 1,000 Students	Period: 01/07/23 - 30/09/23 YTD Value: 0 Students Participation is scheduled for February 2024 at UNSW's O Week.	Period: 01/10/23 - 31/12/23 YTD Value: 0 Students Participation at UNSW Orientation Week is scheduled for 6 and 7 February 2024.	
A3.3 Explore initiatives to facilitate food waste recovery from Randwick cafes and restaurants from across the LGA by 2024.						
A3.3.1 Develop recommendation paper and options for food waste recovery.	Indicator: <i>A/40</i> Progress	Manager Sustainability	Date: 30/06/24 Value: >= 100%	Period: 01/07/23 - 30/09/23 Value: 100% Project plan for food waste recovery for cafes and restaurants developed. Waiting on approval to promote.	Period: 01/10/23 - 31/12/23 Value: 100% GMT report to be written seeking endorsement for directions to encourage food waste recovery from Cafes and restaurants	
Environment Objective: Reduce the consumption of energy and water across Randwick City per capita by 30% by 2030, from a 2017 baseline.						
A4.1 Review our education and incentive programs and engage with 20% of small businesses in Randwick about replacing single-use waste items (e.g. plastic bags, straws, cutlery, coffee cups) with sustainable alternative products.						
A4.1.2 Deliver education and incentive programs in Randwick about replacing single-use waste items.	Indicator: <i>A/252</i> Number of community events held to encourage a reduction in single-use waste items	Manager Sustainability	Period: 01/07/23 - 30/06/24 Value: >= 5 Events	Period: 01/07/23 - 30/09/23 YTD Value: 2 Events With the expiry of Commonwealth funding at very short notice for our Plastic Free Randwick initiative underway via Boomerang Alliance, support has been allocated to new community group, Plastic Free Coogee. Based on their voluntary nature, we are supporting their community days and events at Coogee beach which have been very successful. This group is also coordinating their community activities to occur on a bi-monthly basis over 2024 to allow for the target number to be achievable.	Period: 01/10/23 - 31/12/23 YTD Value: 4 Events Plastic Free Coogee held two events for Beach Clean Up and Clothes Swap to reduce plastics. 77 Participants cleaned the beach by picking mostly plastics from Coogee on 15 October 2023.	



A4.3 Explore partnering with Sydney Water on initiatives and campaigns to reduce by 20% potable water consumption by residents, businesses and schools by 2025.						
A4.3.1 Promote water saving partnership programs, e.g. Water Fix and Water Wise apartments.	Indicator: <i>A/253</i> Number of properties actively participating in the Sydney Water partnership to reduce water consumption	Manager Sustainability	Date: 30/06/24 Value: >= 50 Properties	Period: 01/07/23 - 30/09/23 Value: 15 Properties Recent Sydney Water WaterFix work with LAHC social housing. In total, over 520 actions took place across 20 separate LAHC blocks in the Randwick LGA.	Period: 01/10/23 - 31/12/23 Value: 18 Properties Three household water fix rebates approved (JL) This is linked to the sustainability rebates but was mostly producing a very small number of strata participants due to the complexity of working with Sydney Water and their plumbing contractors. (PM)	
	Indicator: <i>A/254</i> Volume of potable water consumed in Council operations	Manager Sustainability	Period: 01/07/23 - 30/06/24 Value: <= 150 ML	Period: 01/07/23 - 30/09/23 YTD Value: 38 ML	Period: 01/10/23 - 31/12/23 YTD Value: 76 ML Same as previous period. We only get this data after the financial year from Sydney Water, not usually on a quarterly basis. (PM)	
A4.4 Implement the principles of a circular economy and the UN Sustainable Development Goals into Council strategies and operational plans by 2025.						
A4.4.1 Develop a methodology for how to measure circular economy.	Indicator: <i>A/46</i> Progress	Manager Sustainability	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% Development of a methodological approach has been slowed following commencement of new staff for involvement in this project. We are currently in a research mode on likely methodology to apply.	Period: 01/10/23 - 31/12/23 Value: 50%	
A4.4.2 Educate council staff on the circular economy.	Indicator: <i>A/47</i> Progress	Manager Sustainability	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 50% Sustainability team only at current stage.	Period: 01/10/23 - 31/12/23 Value: 60% Circular Economy Discussion Paper currently being drafted	
A4.4.3 Pilot the integration of measuring the quantity of recycling and secondary materials in Council's operations across 2 business units.	Indicator: <i>A/48</i> Progress	Manager Sustainability	Date: 31/12/23 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% One of our key projects is providing case studies on 4 different waste recovery success stories, starting with FOGO and then capturing additional processes and systems related to re-use and recovery of more difficult waste materials.	Period: 01/10/23 - 31/12/23 Value: 50% In planning for early 2024 as part of Circular Economy Discussion paper methodology.	
Environment Objective: 100% of Randwick's beaches achieve a "Good" or "Very Good" result as monitored and reported in the NSW Government's Beachwatch water quality program.						
A5.2 Maximise stormwater harvesting at Coogee and partner with Sydney Water to divert stormwater from 1-month storm events into their infrastructure and away from Coogee beach, to achieve a "Good" or better water quality rating as per the NSW Department of Planning, Industry and Environment's Beachwatch water quality program.						
A5.2.1 Complete the design for stormwater harvesting at Coogee.	Indicator: <i>A/51</i> Progress	Manager Technical Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 70% The Working Group resolved to pursue maximising stormwater harvesting options to support the stormwater diversion project. Water Harvesting opportunities have been identified (completed) and further detailed design will be commencing in the near future for the most feasible options. Funding of \$350,000 is included in the 2023/24 budget for this initiative.	Period: 01/10/23 - 31/12/23 Value: 75% Water Harvesting opportunities have been identified (completed) and further detailed design will be commencing in Q3 for the most feasible options. Funding of \$350,000 is included in the 2023/24 budget for this initiative.	
A5.2.3 Construct stormwater diversion infrastructure at Coogee Beach.	Indicator: <i>A/257</i> Progress	Manager Technical Services	Date: 30/06/24 Value: >= 50%	Period: 01/07/23 - 30/09/23 Value: 15% The design of the stormwater diversion project has been completed. Construction planning has begun with approvals	Period: 01/10/23 - 31/12/23 Value: 20% Construction has been deferred to 2024-25.	

■ Achieved
 ■ On track
 ■ Not started
 ■ Not achieved






				from Ausgrid and Sydney Water. A deed has been provided to Council for approval.		
A5.1 Increase the volume of gross pollutants captured from the stormwater system by expanding the Gross Pollutant Trap (GPT) network by 2027 through the installation of one new GPT each year on major drainage lines across Randwick City.						
A5.1.2 Install one new GPT based upon the priority list.	Indicator: <i>A/50</i> Number of new GPTs installed	Manager Technical Services	Period: 01/07/23 - 30/06/24 Value: >= 1 GPTs	Period: 01/07/23 - 30/09/23 YTD Value: 0 GPTs Planning for a new GPT is underway.	Period: 01/10/23 - 31/12/23 YTD Value: 0 GPTs Planning for a new GPT is underway.	
Environment Objective: Ensure community satisfaction* of the coastal experience is retained above 80% in surveys conducted from 2020 onwards.						
A6.1 Manage visitor access to our coastline by constructing a coastal walkway and associated facilities along the southern golf courses and Lurline Bay by 2030.						
A6.1.2 Undertake a new study to assess ocean impacts on a potential coastal walkway at Lurline Bay.	Indicator: <i>A/258</i> Progress	Manager Technical Services	Date: 30/06/24 Value: >= 75%	Period: 01/07/23 - 30/09/23 Value: 5% Planning has commenced including enquiries with the Manly Hydraulics Laboratory.	Period: 01/10/23 - 31/12/23 Value: 10% Methodology for undertaking this project is underway	
A6.2 Introduce monitoring and management programs to reduce microplastic pollution in our coastal waterways by 2025.						
A6.2.3 Prepare a project scope for reducing microplastic pollution in our coastal waterways.	Indicator: <i>A/259</i> Progress	Manager Sustainability	Date: 30/06/24 Value: >= 50%	Period: 01/07/23 - 30/09/23 Value: 10% UNSW Chemical Engineering program has agreed to find post graduate students to be involved in this research.	Period: 01/10/23 - 31/12/23 Value: 20% Currently relying on an offer from the School of Chemical Engineering at UNSW finding Masters students this year (or undergraduates as part of their course). Alternative to engage consultants to conduct this work.	
Arts and Culture Objective: Establish a strong cultural identity for the Randwick LGA by 2031 that is inclusive and founded on the contribution of First Nations people by 2031.						
A7.2 Recognise, value and celebrate our First Nations history through a minimum of 5 targeted events, activities or programs each year.						
A7.2.1 Undertake research, including consultation with First Nations community groups.	Indicator: <i>A/58</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 40% Aboriginal Cultural Engagement Officer is continuing research and consultation with Aboriginal Community to develop authentic Cultural Tours at the Museum. The Tours will present a First Nations perspective of La Perouse and the area using the Museum's collections and exhibitions. The Museum continually undertakes research into La Perouse and surrounding suburbs to assist with future exhibitions and strengthening current displays. The Museum is currently working with a La Perouse Aboriginal artist for an upcoming solo exhibition and will soon begin consultation with La Perouse Community on a future exhibition on stories of Randwick.	Period: 01/10/23 - 31/12/23 Value: 90% The La Perouse Museum continues to plan innovative programs and exhibitions centring First Nations narratives. Jordan Ardler presented a major solo exhibition in the Community Gallery opening in October 2023 to great response by all visitors, especially the Bidjigal community. The museum's Aboriginal Cultural Engagement Officer continues to work with the local community on numerous programs including the Culture on Country program, Randwick Stories exhibition and regular permanent exhibition interpretation. The museum is investigating expanding its network of local First Nations practitioners for future workshops and exhibitions.	
A7.2.2 Develop a program of proposed events and activities that recognise, value and celebrate our First Nations history.	Indicator: <i>A/59</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% The Museum has hosted 3 First Nations events this quarter. 3 are planned for next quarter with an art exhibition by a La Perouse Aboriginal artist in development. Aboriginal Cultural Engagement Officer with Head La Perouse Museum is developing and curating a suite of programs for 2023/24. Annual Culture on Country is in development.	Period: 01/10/23 - 31/12/23 Value: 80% The museum hosted 2 First Nations events this quarter including the opening of Jordan Ardler's exhibition, Unseen; My Minds Eye and a cultural experience with Dean Kelly in November 2023. Culture on Country will launch on January 26 with an exciting line up of local members of the La Perouse Aboriginal Community.	




				This quarter: 2 x Aboriginal art, 1 x performance of live music by 2 Aboriginal artists.	This quarter: 1 x Exhibition Opening, 1 x Cultural Event.	
A7.2.3 Deliver at least 5 events, activities or programs that recognise, value and celebrate our First Nations history.	Indicator: <i>A/260</i> Number of events and activities that recognise, value and celebrate our First Nations history	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 5 Events/ activities	Period: 01/07/23 - 30/09/23 YTD Value: 4 Events/ activities The La Perouse Museum hosted 3 First Nations workshops and 1 exhibition in this quarter that recognise and celebrate First Nations history. Two were Aboriginal art workshops (one was the Museum's inaugural school holidays workshop and was sold out); the third was a music performance by Aboriginal musicians in the Macquarie Watchtower. The exhibition Talking Sport: members of the Aboriginal community share their sporting memories also continues on display and in September was nominated for an IMAGinE Award by Museums and Galleries NSW. Cultural tours by the Aboriginal Cultural Engagement Officer are being finalised and will be made available for booking in the six months.	Period: 01/10/23 - 31/12/23 YTD Value: 7 Events/ activities The La Perouse Museum hosted 3 First Nations events this quarter that recognise and celebrate First Nations history. This included the staging of Jordan Ardler's - local Bidjigal artist from La Perouse - solo exhibition in the Community Gallery. This coincided with an opening dedicated to celebrating her culture and achievements with the community. Dean Kelly, a respected cultural authority and educator, led a cultural experience for the general public to learn first hand, the history and culture of the area from an Indigenous perspective.	
A7.3 Increase by 10% the programs, activities and initiatives that preserve and tell the stories of the cultural heritage of the city by 2031.						
A7.3.1 Develop a list of current programs, activities and initiatives that preserve and tell the stories of the cultural heritage of the city.	Indicator: <i>A/261</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% The Museum has developed a list of all prior exhibitions and workshops, and through its ongoing research collates and records the cultural heritage of La Perouse and the Randwick area. With the Community Development Officer and Aboriginal Cultural Engagement Officer the Museum hosts periodic morning teas for the Guriwal Elders Group and encourages the sharing and preservation of their stories. This is also included in the Museum's list of activities and initiatives. The resource will inform future arts planning.	Period: 01/10/23 - 31/12/23 Value: 70% The Museum continues to strive for best practice record keeping and maintains a list of current programs, activities and initiatives. Our regular programming is listed on the La Perouse Museum website and staff continue to field calls relating to the cultural heritage of the area, including naval history and National Parks requests. Collection activities continue to develop with the Museum acquiring two critical examples of La Perouse shellwork by Elder, Aunty Esme Timbery - due to go on exhibition in March 2024.	
A7.5 Explore potential partnerships with a goal of increasing opportunities for disadvantaged youths to participate in the performing arts.						
A7.5.1 Explore opportunities to establish a partnership with NIDA.	Indicator: <i>A/262</i> Number of meetings with NIDA	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 3 Meetings	Period: 01/07/23 - 30/09/23 YTD Value: 0 Meetings No action has been undertaken on this partnership in the past quarter; with the advent of the Head Arts and Culture this will be explored.	Period: 01/10/23 - 31/12/23 YTD Value: 1 Meetings Several communications have been issued between Economic Development and Placemaking and NIDA Management.	
A7.6 Work in partnership with UNSW to promote arts and culture in the collaboration precinct by 2031.						
A7.6.1 Establish a relationship with UNSW to promote arts and culture.	Indicator: <i>A/263</i> Number of meetings with UNSW to discuss potential arts and culture initiatives	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 2 Meetings	Period: 01/07/23 - 30/09/23 YTD Value: 10 Meetings Discussion has commenced with the Randwick Health & Innovation Precinct. Discussions have also taken place with UNSW School of Film about possible activations in Blenheim House. Discussions will continue at face-to-face meetings to be scheduled. No Economic Development meetings have been held this quarter with UNSW but will be explored as part of the Health precinct at Randwick activation.	Period: 01/10/23 - 31/12/23 YTD Value: 13 Meetings Arts and Culture have continued communication with UNSW School of Film regarding activation of Blenheim House. UNSW School of Film have submitted an Expression of Interest for activation of the site before end of financial year. Economic Development and Arts and Culture attended a nighttime economy activation session with RHIP, and Arts and Culture attended Lauren Brincat's creative activation of POWH and discussed future collaborations.	
A7.7 Develop a laneway revitalisation plan by 2023 that details how laneways in the LGA can be activated to provide opportunities for cultural expression and community engagement.						

A7.7.1 Develop a laneway revitalisation plan and present to Council for consideration.	Indicator: <i>A/264</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 0% Due to the advent of the new incumbent in Head Economic Development, this has not yet been enacted but will be developed with the Arts and Culture team.	Period: 01/10/23 - 31/12/23 Value: 30% Arts and Culture have undertaken an analysis of laneways for arts activations and a collaborative meeting has been implemented between Strategic Planning, Economic Development and Arts and Culture to deliver laneway activations by end of financial year.	
A7.8 Increase by 20% the opportunities available to Council and external producers for outdoor performance and festival programming, street art and mural installations, to generate a lively street culture both day and night in each town centre by 2031.						
A7.8.1 Develop a list of current and potential future opportunities for outdoor performance and festival programming, street art and mural installations in Kingsford/Kensington.	Indicator: <i>A/265</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 10% Following the installation of the Art Cube at Heffron Park, discussion has commenced with Council's Small Project team to identify potential 'urban canvasses' and other locations for street art and murals. Two artists have been engaged to provide designs for Council's Alfresco dinning barriers, the Creative Hoardings program and a street banner program to be added.	Period: 01/10/23 - 31/12/23 Value: 20% The Economic Development team working with Arts and Culture have identified opportunities for arts activations leading to permanent arts installation at Meeks Street. Public art is being discussed with local developers in the Kingsford / Kensington area.	
A7.9 Identify appropriate venues and platforms for experimental artists and musicians to be creative by 2027.						
A7.9.1 Identify potential venues and platforms for experimental artists and musicians to be creative across the LGA and prepare a report for the executive leadership team with recommended actions.	Indicator: <i>A/266</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 10% Council staff in the Arts and Culture team have commenced discussion about the logistics of several Council spaces which have the potential to be activated for artists. The spaces include the Barrett House Garage, the Randwick Literary Institute Shop, the Macquarie Watchtower and Blenheim House.	Period: 01/10/23 - 31/12/23 Value: 20% Experimental Mardi Gras exhibition planning commenced with planned delivery February/March 2024.	
A7.4 Update and implement the Public Art Plan by 2022.						
A7.4.2 Implement the Public Art Plan.	Indicator: <i>A/61</i> Number of new public art installations	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 3 Art Installations	Period: 01/07/23 - 30/09/23 YTD Value: 2 Art Installations Two new public art works were installed in the LGA over the last quarter. These were: The Art Cube at Heffron Park by Dallas Clark and Dhanm Bidhiinja at Mckeeon Street Plaza by Jordan Ardler. and La Perouse Museum will be guided by implementation of Public Art Plan when Plan is endorsed. Potential public art or cultural sculptures at La Perouse will be aligned with PAP.	Period: 01/10/23 - 31/12/23 YTD Value: 4 Art Installations Public mural created at Gordons Bay Pumping Station by Nico Nicoson to help address littering in the area. Mural completed in January 2024. There has been collaboration between the Arts and Culture and Strategic Planning team to support artwork installation on alfresco dining barriers. Amanda O'Carroll work installed at The Spot. Collaboration between Arts and Culture team and Strategic Planning regarding Creative Hoardings development for implementation. The Arts and Culture team are in conversation with developers regarding future public art installations in Kingsford, the draft Public Art Plan has been shared to help inform their approach and uphold best practice.	
Arts and Culture Objective: Increase the number of places by 20% that are available for people to participate in art and culture by 2031, using the 2019 cultural mapping baseline.						
A8.1 Identify and provide a minimum of 10 new Council venues and/or open space areas for people to participate in the creative and performing arts by 2031.						







A8.1.1 Identify and provide one new Council venue or open space area for people to participate in the creative and performing arts.	Indicator: <i>A/267</i> Number of new spaces	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 1 New spaces	Period: 01/07/23 - 30/09/23 YTD Value: 2 New spaces Barrett House Artist in Situ program opened at Barret House providing studio and gallery space for artists and the community to participate in creative and performing arts. The Artist in Situ program is now accepting Expressions of Interest for access up to December 2024.	Period: 01/10/23 - 31/12/23 YTD Value: 3 New spaces The Arts and Culture team have launched an Expression of Interest for the creative activation of Randwick Town Hall. A series of three open days will be held for creative community, gathering feedback and showcasing possible activation of site. Planning is underway for a series of activations onsite from February onwards. A scoping exercise has been undertaken for Creative Space: Milk (RLI former shopfront space) for creative activations in the shopfront window.	
A8.2 Increase the utilisation of all existing Council venues and spaces by cultural arts by 10% from the 2021 baseline.						
A8.2.1 Establish a baseline for utilisation by cultural arts.	Indicator: <i>A/63</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 95% Report written to secure external consultants and will be addressed re scope for brief in the next quarter under the auspice of the new Head Arts and Culture.	Period: 01/10/23 - 31/12/23 Value: 20% Economic Development and Placemaking now have a documentation of activations for arts activations across all venues for 2023/2024 and are continuing to expand upon that baseline.	
A8.2.2 Analyse current utilisation patterns.	Indicator: <i>A/64</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 10% No further action at this time awaiting audit.	Period: 01/10/23 - 31/12/23 Value: 50% Utilisation data has been analysed for community halls and rooms for a six month period.	
A8.2.3 Develop a plan to increase utilisation.	Indicator: <i>A/65</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% Creative Space program commenced with Barrett House EOI with two artists nearing their completed in situ programs. An Opening and launch of the EOI process is scheduled for early October.	Period: 01/10/23 - 31/12/23 Value: 80% Arts and Culture team have formulated a creative space activation plan and it is currently being implemented with Stage 1 (RLI and Big Stables with City Services) and Stage 2 (via consultancy for remaining creative spaces sites include Barrett House, Randwick Town Hall, Blenheim House, WatchTower).	
A8.2.4 Implement initiatives to increase utilisation of Council venues and spaces by cultural arts.	Indicator: <i>A/268</i> Number of initiatives	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 3 Initiatives	Period: 01/07/23 - 30/09/23 YTD Value: 2 Initiatives Following a recent report, Council has approved reduced hall hire rates for Randwick Town Hall for arts and cultural activation. An Expression of Interest process has been developed and will be launched before the year for activations until December 2024.	Period: 01/10/23 - 31/12/23 YTD Value: 4 Initiatives Established the Creative Space brand which includes all of the cultural venues. Arts and Culture engaged artists to deliver light installation in the garage of Barrett House. Two new Artists in Residence contracted for Barrett House studios.	
A8.3 Transform Blenheim House into a cultural hub and ensure at least 3 of the 4 studio spaces are used by local artists/performers; and a minimum 50% of exhibition/rehearsal time is for local artists by 2024.						
A8.3.1 Undertake works to upgrade and repurpose Blenheim House as a cultural facility.	Indicator: <i>A/269</i> Progress	Coordinator Major Projects	Date: 30/06/24 Value: >= 50%	Period: 01/07/23 - 30/09/23 Value: 50% Development Application Submitted October 23. 50% Design Documentation of Blenheim House is underway. Discussions commencing for early procurement processes leading into construction.	Period: 01/10/23 - 31/12/23 Value: 75% Development application is submitted. 80% detailed documentation and cost planning is underway, this stage will be completed by early 2024.	
A8.4 Transform Newmarket stables into a cultural hub and ensure that at least 50% usage is for local artists by 2027.						








A8.4.1 Prepare a business plan for operating Newmarket stables as a cultural hub.	Indicator: <i>A/270</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/24 Value: >= 50%	Period: 01/07/23 - 30/09/23 Value: 10% Following the vesting of Newmarket Stables with Council, initiating discussions have commenced. A meeting was held with a cultural planning consultant on the investigation of a scoping brief to evaluate and deliver a cultural management plan for the Stable alongside the other Council cultural venues.	Period: 01/10/23 - 31/12/23 Value: 30% Arts and Culture contacted five consultants requesting proposals for a strategic plan across all creative spaces (RLI, Big Stables, Barrett House, Blenheim House, WatchTower) before end of December 2023.	
A8.4.2 Undertake preliminary planning for future upgrade works at Newmarket stables.	Indicator: <i>A/271</i> Progress	Coordinator Major Projects	Date: 30/06/24 Value: >= 50%	Period: 01/07/23 - 30/09/23 Value: 0% A working group across City Services, City Planning and Community and Culture is currently being developed to commence feasibility and brief works in early 2024.	Period: 01/10/23 - 31/12/23 Value: 50% A working group across City Services, City Planning and Community and Culture is currently being developed to commence feasibility and brief works in early 2024.	
A8.5 Transform La Perouse Museum into a flagship cultural hub and facility to increase artist and cultural engagement by 80% by 2031.						
A8.5.1 Develop a baseline for artist and cultural engagement at La Perouse Museum.	Indicator: <i>A/272</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 30% The La Perouse Museum is developing a list of suppliers, performers, partners and opportunities for cultural creatives in order to quantify and develop a baseline for cultural engagement. The Museum has hosted 7 performers in this quarter and 2 artists have exhibited in the Bayview. 1 temporary exhibition (Talking Sport) has been on display. 2 educational tours were given with UNSW students. 2 high school and 1 primary school visited for a cultural tour. The list will inform future events planning.	Period: 01/10/23 - 31/12/23 Value: 85% The La Perouse Museum continues to gain traction and visitation for its expanded programming as it solidifies a regular annual exhibition program - this includes 1 x visiting artist project in the recently established Bayview gallery, internally developing and changing major exhibitions in the Community Gallery, and planning the installation of a cinema space within the museum. The museum continued to deliver guided experiences for visitors including 4 x seniors groups tours, 7 x local school group tours and 2 x professional development tours for educators.	
A8.5.2 Undertake research to identify opportunities to increase artist and cultural engagement at La Perouse Museum.	Indicator: <i>A/273</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 20% The Museum has received verbal positive feedback on the Bayview Gallery, a new artist-run space available for invited artists to exhibit over a 3-month period, and will continue to identify ways to expand and increase artist engagement in this space. The Macquarie Watchtower program of music is also undergoing evaluation to better promote arts and culture and increase the activation of the space. The Museum is examining its current permanent exhibitions to identify ways to increase cultural engagement with the content and display; and to increase artist engagement by reducing permanent exhibitions in favour of more short-term exhibition spaces like the Bayview Gallery.	Period: 01/10/23 - 31/12/23 Value: 70% The Museum continues to collate and capture regular visitor feedback to inform future programming and developments. The Museum continues to examine its current permanent exhibitions to identify ways to increase cultural engagement with the content and display; and to increase artist engagement by inviting local practitioners to present exhibitions responsive to, and embedded in the community. The Museum is undertaking regular review of the heritage building to identify spaces for activation that strengthen the existing history of the building.	
A8.6 Utilise all 5 spaces at the Randwick Literary Institute, to provide additional opportunities for arts and cultural activity by 2025.						
A8.6.1 Assess required building works and create a program of works.	Indicator: <i>A/66</i> Progress	Manager Economic Development and Placemaking	Date: 31/12/23 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 35% The performance floor in the Main Hall was replaced and a schedule of upgrades following similar protocol will commence in the second quarter of 23/24.	Period: 01/10/23 - 31/12/23 Value: 90% This project is being managed by City Services and Arts and Culture are providing input to a consultants brief for cultural planning and cultural capital works.	
A8.6.3 Review and update the Heritage Maintenance Plan.	Indicator: <i>A/68</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 40%	Period: 01/10/23 - 31/12/23 Value: 50%	

				No further activity has happened in this quarter.	A brief to update the 2014 Heritage Management Plan is now being developed to go to quote January 2024.	
Arts and Culture Objective: Increase attendance at Council's arts and cultural programmes, events and venues by 10% by 2031, from a 2018-19 baseline.						
A9.1 Expand and distribute Council's program of cultural activities and events to allow for a minimum of 1 cultural activity in each suburb (13) from 2025 onwards.						
A9.1.1 Develop a list of existing and potential future cultural events across the LGA.	Indicator: <i>A/274</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 0% There has been no activity for this.	Period: 01/10/23 - 31/12/23 Value: 50% The Events Team document all cultural events via the Monday.com calendar list. The events service level review in 2024 will explore opportunities working in partnership with the Arts and Culture team.	
A9.2 Establish and maintain a publicly accessible database of cultural activities (people and places) in the LGA.						
A9.2.5 Maintain a publicly accessible database of cultural activities.	Indicator: <i>A/275</i> Number of visits to the Randwick Arts Listing page	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 300 Visits	Period: 01/07/23 - 30/09/23 YTD Value: 197 Visits The Arts Listing continues to grow in quantity and quality of artists and performers.	Period: 01/10/23 - 31/12/23 YTD Value: 317 Visits Data obtained from website analytics.	
A9.3 Increase by 20% the number of small (< 600 people) community cultural events by 2025.						
A9.3.1 Develop a list of current (< 600 people) community cultural events within the LGA.	Indicator: <i>A/276</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% A collated central list of Cultural Events including arts and culture, economic development and the La Perouse Museum is now being managed by Council. The Museum has hosted 12 programs and 3 events with under 600 people in this quarter. It continually maintains a list of cultural events and attendance figures.	Period: 01/10/23 - 31/12/23 Value: 50% A collated central list of Cultural Events including arts and culture, economic development and the La Perouse Museum is now being managed by Council. All of the Museums events, given the size and capacity of the location are programmed for audiences of under 600 people. The Events team manage a list of arts and cultural events across the LGA which are included on the Monday.com	
A9.3.2 Undertake research to determine the demand for small community cultural events.	Indicator: <i>A/277</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 0% This is to be discussed with the new Head of Arts and Culture in the Economic Development and Placemaking Team.	Period: 01/10/23 - 31/12/23 Value: 10% Implementation of evaluation methods within the standard audience reporting process to gauge interest and gather data from community attendees.	
A9.4 Ensure inclusivity is included in the planning and design of all cultural events and activities run by Council by 2031.						
A9.4.1 Undertake research and develop guidelines for considering inclusivity in the planning and design of events and activities.	Indicator: <i>A/278</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 0% Guidelines for considering inclusivity in planning and design of event will be covered in the Event Service Level Review.	Period: 01/10/23 - 31/12/23 Value: 15% Budget has been allocated in the 2024 -25 budget for some external support in developing a framework for inclusivity planning in events. EDP team have had an initial discussion about a working group to be established to contribute to the development of guidelines for events commencing next financial year.	
A9.5 Conduct a full accessibility audit on all of Council's venues by 2023.						







A9.5.2 Finalise the audit on the community use of council halls and facilities and prepare a report for the executive leadership team with recommended actions arising from the audit.	Indicator: <i>A1279</i> Progress	Manager Community Development	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 50% Scope has been completed. Audit document commenced and streamlined Halls booking system in process.	Period: 01/10/23 - 31/12/23 Value: 50% Work is being undertaken by the Project Working Group to select a provider for implementation of an online booking system for Council's community centres and halls. This work includes research into options and a tendering process.	
A9.6 Increase visitation of La Perouse Museum by 20% through a diverse set of programming and exhibitions by 2027.						
A9.6.1 Provide diverse programs and exhibitions at the La Perouse Museum that attract visitors.	Indicator: <i>A1280</i> Number of visitors at the La Perouse Museum	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 22,000 Visitors	Period: 01/07/23 - 30/09/23 YTD Value: 6,707 Visitors The Museum received 6707 visitors this quarter, with the highest visitation in one week totalling 798. If this trend continues the Museum will surpass previous visitation totals. The Museum offered 6 diverse ticketed programs this quarter including live French music, a performance by Aboriginal musicians, Aboriginal art workshops, and a curator's tour of the Macquarie Watchtower. There were 3 exhibitions: Talking Sport; Fragile Beauty, Painted Linocuts at the Bayview; and Happy Valley at the Bayview. The Museum collaborated with Events to host the annual Bastille Day celebrations and activated the Headland with tours, music and children's activities.	Period: 01/10/23 - 31/12/23 YTD Value: 10,705 Visitors The Museum received 3998 visitors this quarter. The Museum offered 1 unique ticketed program this quarter. There were 3 exhibitions: Talking Sport; Jordan Ardler and Happy Valley in the Bayview Gallery. As per usual trends in visitation over the Christmas period, visitation slowed compared to the previous quarter.	
A9.7 Research and analyse existing and potential future events by 2022.						
A9.7.1 Research existing and potential future events.	Indicator: <i>A174</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 50% Council has developed a framework for service level reviews, and the event service level review will commence shortly.	Period: 01/10/23 - 31/12/23 Value: 60% Arts and Culture team seek feedback from Arts and Culture Advisory Committee, Randwick Arts Listing, via open events and strategic partnerships (Biennale of Sydney, RHIP, UNSW, Yellow Studio). This feedback shapes outcomes for Arts and Culture.	
A9.7.2 Analyse existing and potential future events.	Indicator: <i>A175</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 20% Council has developed a framework for service level reviews, and the event service level review will commence shortly.	Period: 01/10/23 - 31/12/23 Value: 40% Arts and Culture regularly engage with the arts and culture industry to gain an understanding of work and industry trends. Data from the Randwick Arts Listing is analysed to inform Council outcomes.	
Housing Objective: Increase the percentage of all households that are either social or dedicated affordable housing to a minimum of 10% by 2040.						
A10.1 Review and update the Randwick Affordable Housing Strategy and Action Plan by 2024.						
A10.1.1 Prepare, exhibit and adopt an updated Affordable Housing Strategy and Action Plan.	Indicator: <i>A1281</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% Work on the Sub-regional Affordable Housing Project will provide a basis for reviewing the existing Affordable Housing Strategy.	Period: 01/10/23 - 31/12/23 Value: 50% Sub Regional Housing work is informing the preparation of a new Affordable Housing Strategy and Action Plan. Ongoing dialogue with Waverley and Woollahra and Waverley officers responsible for drafting the Discussion Paper.	
A10.2 Identify appropriate areas to apply an affordable housing contributions scheme requiring a proportion of all development to be dedicated as affordable housing and amend LEP 2012 to give effect to this by 2025.						
Operational Plan Activity	Performance Indicator	Accountable	Target	Q1	Q2 (Current)	Current Performance

■ Achieved
 ■ On track
 ■ Not started
 ■ Not achieved





A10.2.3 Prepare draft LEP amendments that include an affordable housing contribution in Randwick Junction Town Centre.	Indicator: <i>A/282</i> Progress	Manager Strategic Planning	Date: 31/12/23 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% Draft Affordable Housing Plan prepared and reported to RLPP and Council during the quarter.	Period: 01/10/23 - 31/12/23 Value: 100% Draft LEP reported to Council in late 2023 included a draft Affordable Housing Contribution Plan that seeks to levy up to 10% affordable housing on new development.	
A10.2.4 Investigate the feasibility for an affordable housing scheme in Maroubra Junction Town Centre.	Indicator: <i>A/283</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 10% Planning review of the Maroubra Junction Town Centre and affordable housing plan will commence following the Stage 2 DCP review in late 2023/early 2024.	Period: 01/10/23 - 31/12/23 Value: 15% Preliminary investigations into the scope of the Maroubra Junction Town Centre are being undertaken and include the preparation of a AH scheme.	
A10.4 Work with the Land and Housing Corporation to develop a staged approach for the renewal of social housing estates, and ensure that the number of social housing dwellings is increased in any future redevelopment of public housing estates in Randwick City.						
A10.4.1 Continue to work with the Land and Housing Corporation to ensure appropriate renewal of housing estates that maximises delivery of social and affordable housing to meet demand in the Randwick LGA.	Indicator: <i>A/284</i> Number of meetings attended with Land and Housing Corporation or submissions provided	Manager Strategic Planning	Period: 01/07/23 - 30/06/24 Value: >= 2 Meetings/submissions	Period: 01/07/23 - 30/09/23 YTD Value: 0 Meetings/submissions No LAHC projects were active over this period, and therefore no meetings or submissions were required. Note: Preliminary discussions were held with LAHC regarding 47-55 Bunnerong Road redevelopment in October 2023 (Q2).	Period: 01/10/23 - 31/12/23 YTD Value: 5 Meetings/submissions Several meetings held regarding LAHC Bunnerong Rd site - Planning proposal and to understand plans for all LAHC properties	
A10.5 Work with Waverley and Woollahra Councils to prepare a regional approach to affordable housing by 2031.						
A10.5.1 Develop a discussion paper with Waverley and Woollahra Councils outlining a regional approach to affordable housing.	Indicator: <i>A/285</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% Work on the draft Discussion paper and site assessment has progressed well during the quarter. Councillors were briefed and meetings were held with Waverley and Woollahra staff. Draft report being prepared for November Council meeting.	Period: 01/10/23 - 31/12/23 Value: 50% Draft completed	
A10.5.2 Report the affordable housing discussion paper to Council for endorsement.	Indicator: <i>A/286</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% Work on the Discussion paper and site assessment has progressed well during the quarter. Councillors were briefed and meetings were held with Waverley and Woollahra staff. The Discussion paper will be reported to the November meeting of Council.	Period: 01/10/23 - 31/12/23 Value: 50% Pending completion of Affordable Housing Action Plan for Randwick LGA	
A10.3 Provide additional housing opportunities for low income and key workers to support the Randwick Collaboration Area by 2031.						
A10.3.2 Continue to work with Collaboration area partners to implement affordable housing action 10 from the Collaboration Area Randwick Place Strategy.	Indicator: <i>A/79</i> Number of meetings with Collaboration area partners to progress Collaboration Area Randwick Place Strategy actions	Manager Strategic Planning	Period: 01/07/23 - 30/06/24 Value: >= 2 Meetings	Period: 01/07/23 - 30/09/23 YTD Value: 1 Meetings Strategic Planning met with the UNSW to discuss and coordinate a range of planning initiatives and projects in the Collaboration Area including the provision of affordable housing. In relation to Action 11: Provide diverse housing including affordable housing for key workers and students' Council has adopted the new Randwick LEP and Stage 1 DCP of the Magill Street and High Street Housing Investigation Areas (HIA) which will provide a prescribed minimum affordable housing provision of 3 or 5% of the total residential area for new development in these areas. A similar affordable housing scheme has been drafted for the Randwick Junction Town Centre Planning Proposal currently with the Department for Gateway approval.	Period: 01/10/23 - 31/12/23 YTD Value: 3 Meetings Economic Development Team met with Executive Director Health and Innovation Precinct	







Housing Objective: Increase the proportion of medium density housing supply by 3% by 2028 from a 2016 baseline of 27.9%.						
A11.1 Implement planning controls by end 2024 that will increase the proportion of new housing that is suitable for families.						
A11.1.3 Finalise stage 1 of the new Comprehensive DCP which incorporates provisions to promote an increase in the proportion of new housing that is suitable for families in Housing Investigation areas.	Indicator: <i>A1287</i> Progress	Manager Strategic Planning	Date: 31/12/23 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 100% Stage 1 DCP commenced on 1st September 2023 and includes controls for dwelling mix and controls relating to the position / location of family friendly apartments.	Period: 01/10/23 - 31/12/23 Value: 100%	
A11.1.4 Draft, exhibit and finalise controls for stage 2 of the new Comprehensive DCP that promote an increase in the proportion of new housing that is suitable for families across the LGA.	Indicator: <i>A1288</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% Drafting of controls for Stage 2 DCP has been progressing during the quarter.	Period: 01/10/23 - 31/12/23 Value: 50%	
A11.2 Investigate opportunities to increase the supply of housing for seniors, by 2025.						
A11.2.1 Undertake research to determine if current planning controls are adequate to meet the housing needs for seniors.	Indicator: <i>A1289</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 0% Research into the housing needs for seniors will commence in mid-late 2024 as part of the preparation of the new Randwick LGA Housing Strategy. Any amendments required to the Randwick LEP planning controls will be undertaken, informed by this strategy, subsequent to its completion.	Period: 01/10/23 - 31/12/23 Value: 50% Research continuing	
A11.3 Investigate opportunities to increase the supply of public and affordable housing for single and multi-person households by 2025.						
A11.3.3 Advocate to the NSW state government to increase public and affordable housing in the Randwick LGA.	Indicator: <i>A1420</i> Number of meetings attended and letters issued	Manager Strategic Planning	Period: 01/07/23 - 30/06/24 Value: >= 2 Meetings/Letters	Period: 01/07/23 - 30/09/23 YTD Value: 1 Meetings/Letters Strategic Planning prepared a submission on behalf of Council to the State Government regarding the Social and Affordable Housing Reforms policy.	Period: 01/10/23 - 31/12/23 YTD Value: 3 Meetings/Letters	
A11.3.4 Finalise stage 1 of the new Comprehensive DCP which incorporates provisions for diverse housing in Housing Investigation Areas (including studio and 1 bedroom apartments).	Indicator: <i>A1290</i> Progress	Manager Strategic Planning	Date: 31/12/23 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 100% Stage 1 DCP commenced on 1st September 2023 and includes controls for dwelling mix.	Period: 01/10/23 - 31/12/23 Value: 100%	
A11.3.5 Draft, exhibit and finalise controls for stage 2 of the new Comprehensive DCP that promote diverse housing across the LGA (including studio and 1 bedroom apartments).	Indicator: <i>A1291</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% External consultant review has been undertaken to provide advice on Part C2 Medium Density DCP controls. These recommendations, which include themes of housing diversity will be included within Stage 2 of the DCP review.	Period: 01/10/23 - 31/12/23 Value: 50% Continuing to identify suitable controls to encourage a mix of dwelling types including smaller and family apartments as part of Stage 2 DCP	
A11.5 Investigate opportunities to increase provision of affordable rental accommodation by 2031.						
A11.5.2 Ensure affordable housing contributions are applied to relevant planning proposals.	Indicator: <i>A1292</i> Percentage of supported planning proposals (with a residential component) where consideration is given to applying an	Manager Strategic Planning	Period: 01/07/23 - 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Period Value: 0% Work progressed on the Affordable housing contributions plan for the Randwick Junction Town Centre. One Pre-PP meeting	Period: 01/10/23 - 31/12/23 Period Value: 100% Draft Randwick Junction Affordable Housing Plan reported to Council for exhibition	

■ Achieved
 ■ On track
 ■ Not started
 ■ Not achieved

	affordable housing contribution			has been held that included advice to the applicant that affordable housing contributions will be required.		
Housing Objective: Provide 4,300 new dwellings in 2021-2026, with 40% located in and around town centres.						
A12.2 Prepare and implement town and strategic centre strategies to support increased densities in appropriate locations from 2021 onwards.						
A12.2.1 Finalise the Randwick Junction planning proposal and commence work on the DCP.	Indicator: <i>A187</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 90% The draft Randwick Junction planning proposal has been submitted to the Department and work on the DCP has commenced. A draft DCP is to be reported to the November 2023 Council meeting for approval to commence to exhibition alongside the PP.	Period: 01/10/23 - 31/12/23 Value: 100%	
A12.2.3 Exhibit the Maroubra Junction planning proposal and commence work on the DCP.	Indicator: <i>A1293</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 10% Strategic focus during the quarter was on the Randwick Junction Town Centre Affordable Housing Plan. Work on Maroubra Junction is anticipated to commence in late 2023/2024.	Period: 01/10/23 - 31/12/23 Value: 50% Background research and analysis continuing	
A12.3 Review LEP to provide for appropriate transition or buffer areas around town and strategic centres by 2025.						
A12.3.1 Undertake research and develop draft LEP amendments to provide for appropriate transition or buffer areas around town and strategic centres.	Indicator: <i>A1294</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 10% Current Strategic focus is on the Randwick Junction Town Centre. Work on buffer areas around town and strategic centres such as Maroubra Junction, is anticipated to commence in late 2023/ early 2024.	Period: 01/10/23 - 31/12/23 Value: 50% During quarter, NSW Government housing reforms reviewed for potential to achieve increased densities in buffer areas around town centres	
A12.4 Ensure future redevelopment sites are aligned with future transport investment as identified in the transport strategy.						
A12.4.2 Ensure future redevelopment sites are aligned with future transport investment in the assessment of planning proposals and development applications.	Indicator: <i>A190</i> Percentage of planning proposals (PPs) and State Significant Development (SSD) applications supported by Council that are aligned with future transport investment	Manager Strategic Planning	Period: 01/07/23 - 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Period Value: 0% No Planning Proposals have been formally lodged during this quarter. Several Pre-PP meetings have been held to discuss development proposals, all of which align with current transport investment.	Period: 01/10/23 - 31/12/23 Period Value: 100%	
A12.4.3 Work with Health Infrastructure to ensure active transport links are provided through the hospital campus.	Indicator: <i>A1295</i> Number of meetings with Health Infrastructure	Manager Strategic Planning	Period: 01/07/23 - 30/06/24 Value: >= 4 Meetings	Period: 01/07/23 - 30/09/23 YTD Value: 0 Meetings 3 meetings have been held in 2023 with Health Infrastructure on a range of issues including transport, although none between 01/07/23 - 30/09/23. Numerous calls and emails have been sent to HI to discuss minor traffic issues.	Period: 01/10/23 - 31/12/23 YTD Value: 6 Meetings	
A12.5 Ensure any future redevelopment is aligned with local infrastructure investment.						
A12.5.2 Ensure any future redevelopment is aligned with local infrastructure investment in the assessment of planning	Indicator: <i>A192</i> Percentage of planning proposals (PPs) and State Significant Development (SSD) applications	Manager Strategic Planning	Period: 01/07/23 - 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Period Value: n/a	Period: 01/10/23 - 31/12/23 Period Value: 100%	

■ Achieved
 ■ On track
 ■ Not started
 ■ Not achieved

proposals and development applications.	supported by Council that are aligned with local infrastructure investment			No Planning Proposals have been lodged during this quarter. We have met with several Pre-Planning Proposal applicants and all the schemes have been aligned with infrastructure investment.		
A12.5.3 Finalise stage 1 of the new Comprehensive DCP which incorporates relevant recommendations from the Local Transport Plan for the Randwick Collaboration Area.	Indicator: <i>A/296</i> Progress	Manager Strategic Planning	Date: 31/12/23 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 100% Stage 1 DCP commenced on 1st September 2023 and includes controls that have been informed by relevant recommendations from the Local Transport Plan.	Period: 01/10/23 - 31/12/23 Value: 100%	
A12.7 Prepare a Community Facilities Study to identify social infrastructure planning and delivery priorities by 2027.						
A12.7.1 Develop the scope for the proposed Community Facilities Study.	Indicator: <i>A/297</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 0% Review of community facilities to be undertaken after the release of the Metropolitan Region and City Plans which are due at the end of 2023.	Period: 01/10/23 - 31/12/23 Value: 50% Analysis undertaken of NSW Planning Study on infrastructure needs in south Anzac corridor	
A12.9 Investigate innovative developer contributions schemes to deliver community infrastructure by 2031.						
A12.9.1 Investigate the feasibility of applying a Community Infrastructure Contributions Plan as part of the Maroubra Junction Town Centre review.	Indicator: <i>A/298</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 0% Current Strategic focus is on reviewing the Randwick Junction Town Centre including consideration of community outcomes and public benefits. Work on buffer areas around town and strategic centres such as Maroubra Junction, is anticipated to commence in late 2023/early 2024	Period: 01/10/23 - 31/12/23 Value: 50% Analysis and research underway	
A12.6 Review Council's S7.12 Contributions Plan to support Council's provision of local infrastructure by 2023.						
A12.6.1 Prepare, exhibit and adopt an updated Section 7.12 contribution plan.	Indicator: <i>A/93</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% Draft Schedule of works being reviewed and costings being prepared	Period: 01/10/23 - 31/12/23 Value: 50%	
A12.8 Advocate for improved State Government infrastructure to support future housing growth.						
A12.8.1 Partner with Bayside Council to align planning priorities for the Eastgardens/Maroubra Junction strategic centre.	Indicator: <i>A/94</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% Continued liaison with Bayside Council officers regarding the Maroubra Road Strategic Corridor Strategy and through the review of DAs for the BATA site. The Maroubra Junction planning review is schedule to commence in late 2023/early 2024, due to priority given to RJTC, DCP Stage 2 and Affordable Housing projects.	Period: 01/10/23 - 31/12/23 Value: 100%	
A12.8.2 Liaise with state agencies including DPIE and TfNSW regarding infrastructure planning to support growth in the Eastgardens/Maroubra Junction precinct.	Indicator: <i>A/95</i> Number of meetings attended and letters issued	Manager Strategic Planning	Period: 01/07/23 - 30/06/24 Value: >= 2 Meetings/Letters	Period: 01/07/23 - 30/09/23 YTD Value: 1 Meetings/Letters During the quarter, Strategic Planning has attended review meetings and provided comments and plan mark-ups as input to the Maroubra Road Corridor Strategy, led by Council's Integrated Transport team. This strategic transport study	Period: 01/10/23 - 31/12/23 YTD Value: 3 Meetings/Letters	

				included several rounds of stakeholder consultation with the DPE and TfNSW involved as a key stakeholder and TfNSW as approval authority. This work culminated in the concept design of an important new dedicated east-west bicycle route for the LGA, that would link Eastgardens/Bata site with Maroubra Junction and then continue to Coogee Beach.		
Housing Objective: 100% of development applications approved from 2025 onwards are consistent with the desired future character of the local area and consider design excellence.						
A13.2 Implement local character development provisions across Randwick City through the appropriate planning framework by end 2025.						
A13.2.1 Draft, exhibit and finalise stage 2 of the new Comprehensive DCP which includes a chapter addressing local character statements.	Indicator: <i>A1299</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% Local Character provisions are being drafted and will be included within Stage 2 DCP review.	Period: 01/10/23 - 31/12/23 Value: 50%	
A13.3 Undertake a heritage review of Randwick City to identify additional heritage items and HCAs including boundary adjustments where necessary, by 2023.						
A13.3.2 Prepare a heritage planning proposal that assesses remaining items nominated by the community in 2020 for potential heritage listing.	Indicator: <i>A1300</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 10% Work delayed as resources directed to other heritage tasks during the quarter. Assessment of remaining items due to commence by end 2023.	Period: 01/10/23 - 31/12/23 Value: 50% Brief finalised	
A13.4 Require design excellence and sustainability principles in all new developments by 2025.						
A13.4.2 Finalise stage 1 of the new Comprehensive DCP which incorporates provisions for design excellence and sustainability in the Housing Investigation areas.	Indicator: <i>A1301</i> Progress	Manager Strategic Planning	Date: 31/12/23 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 100% Stage 1 DCP commenced on 1st September 2023.	Period: 01/10/23 - 31/12/23 Value: 100%	
A13.4.3 Draft, exhibit and finalise controls for stage 2 of the new Comprehensive DCP that promote design excellence and sustainability across the LGA.	Indicator: <i>A1302</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 20% Stage 2 is being drafted to include design excellence provisions and sustainability controls. Consultant review of Parts B3-B6 has occurred, with recommendations to be incorporated in Stage 2 drafting.	Period: 01/10/23 - 31/12/23 Value: 60%	
A13.5 Investigate opportunities for promoting exceptional architectural and urban design outcomes for high density developments in key locations by 2025.						
A13.5.1 Investigate the application of K2K key sites design excellence clause (or similar) for the Maroubra Junction town centres review and proponent lead planning proposals.	Indicator: <i>A199</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 10% Work on strategic centres such as Maroubra Junction, is anticipated to commence in late 2023/early 2024.	Period: 01/10/23 - 31/12/23 Value: 50% Government Architects changes to Design Competition Guidelines reviewed	
A13.5.2 Include appropriate design excellence provisions in the Randwick Junction town centre review.	Indicator: <i>A1303</i> Progress	Manager Strategic Planning	Date: 31/12/23 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 75% The final draft of the Randwick Junction Town Centre Planning Proposal was prepared during this period (the PP was lodged to the Planning Portal on 17 October - Q2). A draft of the site specific RJTC DCP including design excellence provisions site was also prepared.	Period: 01/10/23 - 31/12/23 Value: 100%	








A13.5.3 Advocate for high quality architectural and urban design outcomes for government sites within the LGA.	Indicator: <i>A1304</i> Number of meetings or submissions advocating for high quality architectural and urban design outcomes for government sites	Manager Strategic Planning	Period: 01/07/23 - 30/06/24 Value: >= 1 Meetings/submissions	Period: 01/07/23 - 30/09/23 YTD Value: 1 Meetings/submissions Working with Health Infrastructure to ensure design priorities are implemented as part of the hospitals redevelopment	Period: 01/10/23 - 31/12/23 YTD Value: 5 Meetings/submissions	
Integrated Transport Objective: Increase the active transport mode share to 35% by 2031, from a 2018-19 baseline of 26%.						
A14.3 Develop a Green Grid strategy to improve pedestrian amenity by 2024.						
A14.3.1 Complete the Urban Forest Policy Framework, which will incorporate appropriate recommendations from the NSW Government Green Grid Strategy.	Indicator: <i>A1310</i> Progress	Manager Technical Services	Date: 30/06/24 Value: >= 50%	Period: 01/07/23 - 30/09/23 Value: 50% A draft framework has been developed.	Period: 01/10/23 - 31/12/23 Value: 75% The Urban Forest Policy Framework has been endorsed by the leadership team	
A14.1 Update the 2015 Bicycle Route Construction Priority List and develop an Active Transport Plan for the LGA by 2023.						
A14.1.1 Develop a draft Active Transport Plan and undertake community consultation on the draft plan.	Indicator: <i>A1101</i> Progress	Manager Integrated Transport	Date: 31/03/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 90% Consultants have been engaged and the Study is well underway.	Period: 01/10/23 - 31/12/23 Value: 95% Active Travel Plan finalised - ready for consideration by Council, thence for community consultation.	
A14.1.2 Finalise and adopt the Active Transport Plan.	Indicator: <i>A1102</i> Progress	Manager Integrated Transport	Date: 31/03/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 90% Again, the Active Transport Study is underway. Once finalised, a report will be made to the Council - for them to consider adopting the recommended Active Transport Plan.	Period: 01/10/23 - 31/12/23 Value: 90% Following a report on the community consultation feedback, a further report will be made to the Council for them to consider adopting the recommended Active Transport Plan.	
A14.1.3 Consult and update the Bicycle Route Construction Priority List.	Indicator: <i>A1103</i> Progress	Manager Integrated Transport	Date: 31/03/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 30% Again, development of the Bicycle Route Priority List is dependent on completion of the Active Transport Plan (see A14.1.1).	Period: 01/10/23 - 31/12/23 Value: 30% Development of the Bicycle Route Priority List is dependent on completion of the Active Transport Plan (see A14.1.1).	
A14.1.4 Finalise and adopt the updated Bicycle Route Construction Priority List.	Indicator: <i>A1104</i> Progress	Manager Integrated Transport	Date: 31/03/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 10% Again, development of the Bicycle Route Priority List is dependent on completion of the Active Transport Plan (see A14.1.1).	Period: 01/10/23 - 31/12/23 Value: 10% Development of the Bicycle Route Priority List is dependent on completion of the Active Transport Plan (see A14.1.1).	
A14.2 Provide an additional 30km of safe cycling routes by 2031, prioritising fully separate bicycle lanes where possible, in locations informed by our Bicycle Route Construction Priority plan and the TfNSW Principal Bicycle Network plan.						
A14.2.2 Undertake detailed construction design of stage 2 of the Anzac Parade cycleway/footpath project.	Indicator: <i>A1106</i> Progress	Manager Integrated Transport	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 45% Design work is well underway with survey and scoping processes progressing well. Early concepts are being prepared.	Period: 01/10/23 - 31/12/23 Value: 50% Design work continues.	
A14.2.3 Develop a concept design for the Randwick to Coogee cycleway project.	Indicator: <i>A1305</i> Progress	Manager Integrated Transport	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 10%	Period: 01/10/23 - 31/12/23 Value: 20%	

■ Achieved
 ■ On track
 ■ Not started
 ■ Not achieved










				Procurement process finalise. Consultant now engaged - inception meeting to soon be held.	Consultant work continues at a high level. Progressing well.	
A14.2.4 Complete a detailed construction design for the Randwick to Coogee cycleway project.	Indicator: <i>A1306</i> Progress	Manager Integrated Transport	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 10% Procurement process finalise. Consultant now engaged - inception meeting to soon be held.	Period: 01/10/23 - 31/12/23 Value: 15% Work continues on high level concept design, detailed construction design will follow.	
A14.2.5 Complete a detailed construction design for the South Coogee to Kingsford pedestrian and cycling improvements project.	Indicator: <i>A1307</i> Progress	Manager Integrated Transport	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 50% Design well underway.	Period: 01/10/23 - 31/12/23 Value: 60% Design works progressing - including for the associated proposed traffic signals at Avoca / Bundock / Sturt	
A14.2.6 Develop concept and detailed construction designs for additional projects subject to funding from TfNSW.	Indicator: <i>A1308</i> Progress	Manager Integrated Transport	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 5% Next steps for the proposed Todman Avenue / Lenthall Street project have been funded . Procurement process upcoming.	Period: 01/10/23 - 31/12/23 Value: 20% Procurement documentation prepared. Consultant to be procured in Q1 2024.	
A14.2.7 Implement additional cycleway projects following consultation, subject to funding from TfNSW.	Indicator: <i>A1309</i> Progress	Manager Integrated Transport	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 70% Kingsford to Centennial Park construction project is nearing completion. Awaiting finalisation of detailed designs for other projects.	Period: 01/10/23 - 31/12/23 Value: 80% Kingsford to Centennial Park Walking and Cycling improvements project has been completed. No additional cycleway projects identified at this time.	
A14.5 Implement measures to increase safety for people riding bikes or walking in 5 locations each year until 2031, with priority given to identified crash sites.						
A14.5.1 Design and construct traffic facilities to increase safety for people riding bikes or walking in 5 locations across the LGA.	Indicator: <i>A1107</i> Number of new traffic facilities constructed to increase safety for people riding bikes or walking	Manager Integrated Transport	Period: 01/07/23 - 30/06/24 Value: >= 5 Traffic facilities	Period: 01/07/23 - 30/09/23 YTD Value: 5 Traffic facilities	Period: 01/10/23 - 31/12/23 YTD Value: 10 Traffic facilities Design and implementation on at least 5 traffic facility projects continues	
A14.6 Investigate options to improve accessibility through large blocks and/or large developments, so as to enhance and strengthen our walking and bike riding networks, by 2027.						
A14.6.1 Develop a set of principles/guidelines to support the development of appropriate development controls that will improve permeability in the walking and cycling network.	Indicator: <i>A1108</i> Progress	Manager Integrated Transport	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% Again, consultants are well underway with undertaking the Active Travel Plan. This Plan will assist Council in developing the principles/guidelines. Progress continues with the Kingsford to Centennial Park Pedestrian and Cycling improvements project - providing a safer link to ride to and from Sydney CBD. Finalisation carried over in the 2023-24 Operational Plan and Budget.	Period: 01/10/23 - 31/12/23 Value: 33% The Active Travel Plan is completed ready for referral to the Council presentation in early 2024. The Kingsford to Centennial Park Pedestrian and Cycling improvements project - providing a safer link to ride to and from Sydney CBD - was completed at the end of December 2023.	
A14.6.2 Finalise stage 1 of the new Comprehensive DCP which incorporates provisions for accessibility through large blocks and/or large developments in the Housing Investigation Areas.	Indicator: <i>A1311</i> Progress	Manager Strategic Planning	Date: 31/12/23 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 100% Stage 1 DCP commenced on 1st September 2023 and includes controls that require mid-block links to increase pedestrian and cycling accessibility in the HIAs.	Period: 01/10/23 - 31/12/23 Value: 100%	
A14.6.3 Draft, exhibit and finalise provisions for stage 2 of the new Comprehensive DCP that will improve accessibility through	Indicator: <i>A1312</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 0%	Period: 01/10/23 - 31/12/23 Value: 100%	

large blocks and/or large developments across the LGA.				Stage 2 is currently being drafted and will consider including, where relevant, accessibility through large blocks and/or large developments across the LGA.	Design Excellence clause in LEP requires consideration of accessibility and connectivity through sites	
A14.6.4 Prepare draft controls to improve accessibility as part of the Randwick Junction town centre review.	Indicator: <i>A/313</i> Progress	Manager Strategic Planning	Date: 31/12/23 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 50% The RJTC draft DCP is currently being finalised and includes numerous new pedestrian links, shared spaces and through-site lings that will improve the accessibility of RJTC.	Period: 01/10/23 - 31/12/23 Value: 100%	
A14.6.5 Investigate options to improve accessibility as part of the Maroubra Junction town centre review.	Indicator: <i>A/314</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 0% Current Strategic focus is on the Randwick Junction Town Centre. Work on strategic centres such as Maroubra Junction, are anticipated to commence in late 2023/early 2024.	Period: 01/10/23 - 31/12/23 Value: 100% Maroubra Junction Masterplan	
A14.7 Work with Collaboration Area partners and developers to encourage sustainable transport options for residents, workers, students and visitors, including the provision of end of trip facilities (lockers and showers) by 2023.						
A14.7.1 Continue to lobby and work with collaboration area partners and developers to support the delivery of sustainable transport options and facilities.	Indicator: <i>A/109</i> Number of meetings attended and letters issued	Manager Integrated Transport	Period: 01/07/23 - 30/06/24 Value: >= 3 Meetings/Letters	Period: 01/07/23 - 30/09/23 YTD Value: 2 Meetings/Letters No meetings have yet been held, however two letters have been sent. A small amount of public bike parking has been endorsed as part of a Kensington DA. The Little Bay Community Association have endorsed the installation of a number of bike racks in their area.	Period: 01/10/23 - 31/12/23 YTD Value: 4 Meetings/Letters This indicator remains as per previous update.	
A14.8 Provide 200 new bicycle parking spaces across our beaches, local centres and key destinations across the LGA by 2027.						
A14.8.1 Identify suitable locations for the provision of 40 new bicycle parking spaces across the LGA in consultation with Council bicycle committee.	Indicator: <i>A/110</i> Progress	Manager Integrated Transport	Date: 31/12/23 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 100% 40 bike parking space opportunities have been identified for installation.	Period: 01/10/23 - 31/12/23 Value: 100%	
A14.8.2 Deliver the bicycle parking spaces at the identified locations.	Indicator: <i>A/111</i> Number of new bicycle parking spaces provided	Manager Integrated Transport	Period: 01/07/23 - 30/06/24 Value: >= 40 Spaces	Period: 01/07/23 - 30/09/23 YTD Value: 4 Spaces Four delivered this quarter, so far.	Period: 01/10/23 - 31/12/23 YTD Value: 12 Spaces	
Integrated Transport Objective: Reduce the proportion of private vehicle trips from the 2018-19 baseline of 58% to 45% by 2031.						
A15.1 Explore opportunities to introduce on-demand transport in areas underserved by public transport by 2023.						
A15.1 .1 Research opportunities to introduce on-demand transport in areas underserved by public transport and prepare a report for the executive leadership team detailing the results.	Indicator: <i>A/315</i> Progress	Manager Integrated Transport	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 0% No work has been undertaken on this project thus far.	Period: 01/10/23 - 31/12/23 Value: 0% Works scheduled to commence Q3/Q4	
A15.2 Work with Transport for NSW to improve public transport service frequency and capacity by 2027.						
A15.2.1 Undertake research to identify priority areas, and then define objectives and scope for collaborating with TfNSW to improve public transport service frequency and capacity in the identified areas.	Indicator: <i>A/316</i> Progress	Manager Integrated Transport	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 0% No work has been undertaken on this project thus far.	Period: 01/10/23 - 31/12/23 Value: 0% works scheduled to commence in Q3/Q4	




■ Achieved
 ■ On track
 ■ Not started
 ■ Not achieved

A15.3 Work with Transport for NSW to address identified gaps in the public transport network (most notably in the south), by providing a public transport stop within 400m of all residential dwellings by 2029.						
A15.3.1 Identify gaps in the public transport network and prioritise actions to address the gaps.	Indicator: <i>A/317</i> Progress	Manager Integrated Transport	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 0% No work has been undertaken on this project thus far.	Period: 01/10/23 - 31/12/23 Value: 0% works scheduled to commence in Q3/Q4	
A15.4 Work with Transport for NSW, bus operators and neighbouring Councils to enable implementation of the proposed rapid bus links identified in the South East Sydney Transport Strategy and Future Transport 2056.						
A15.4.2 Participate in meetings with TfNSW, bus operators, and neighbouring Councils for the proposed rapid bus links, when required.	Indicator: <i>A/318</i> Percentage of relevant meetings attended	Manager Integrated Transport	Period: 01/07/23 - 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Period Value: 0% No work has been undertaken on this project thus far.	Period: 01/10/23 - 31/12/23 Period Value: 0% works scheduled to commence in Q3/Q4	
A15.5 Develop a program of works by 2023 to improve accessibility and amenity at public transport stops such as pedestrian crossings, lighting, shelter, and wayfinding signage, to improve overall customer experience of public transport.						
A15.5.3 Develop a bus stop upgrade priority list based on bus usage and condition.	Indicator: <i>A/115</i> Progress	Manager Integrated Transport	Date: 30/09/23 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 100% Bus stops requiring improvements have been identified.	Period: 01/10/23 - 31/12/23 Value: 100% Bus stop upgrade priority list has been developed	
A15.5.4 Develop a program of works to improve accessibility and amenity at public transport stops based on the bus stop upgrade priority list.	Indicator: <i>A/319</i> Progress	Manager Integrated Transport	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 70% A program of high priority upgrades has been developed based on rating and demand.	Period: 01/10/23 - 31/12/23 Value: 80% Program of works was well advanced to end of December 2023	
Integrated Transport Objective: Achieve an ownership rate of over 5000 electric or hybrid vehicles by 2031.						
A16.1 Require the provision of electric vehicle and electric bicycle charging stations in new residential and commercial buildings, and investigate the feasibility of providing subsidies to encourage installation of charging stations in existing residential and commercial buildings by 2025.						
A16.1.2 Finalise stage 1 of the new Comprehensive DCP which includes requirements for electric vehicle and electric bicycle charging stations in the Housing investigation Areas.	Indicator: <i>A/320</i> Progress	Manager Strategic Planning	Date: 31/12/23 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 100% RCC DCP E7 for Housing Investigation Areas provides bicycle and Electric Vehicle charging provisions in Chapter 19- Transport, parking and access.	Period: 01/10/23 - 31/12/23 Value: 100%	
A16.1.3 Draft, exhibit and finalise controls for stage 2 of the new Comprehensive DCP that require the provision of electric vehicle and electric bicycle charging stations in new residential and commercial buildings across the LGA.	Indicator: <i>A/321</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% Stage 2 of the DCP provisions are currently being drafted for electric bicycle and electric vehicle controls in new residential and commercial buildings.	Period: 01/10/23 - 31/12/23 Value: 50%	
A16.1.4 Provide rebates for EV chargers in residential and commercial buildings.	Indicator: <i>A/322</i> Total number of subsidies provided for charging stations in residential and commercial buildings	Manager Sustainability	Date: 30/06/24 Value: >= 100 Rebates	Period: 01/07/23 - 30/09/23 Value: 82 Rebates This is cumulative data on rebates provided.	Period: 01/10/23 - 31/12/23 Value: 108 Rebates 26 Additional charger rebates approved. House - 25 Apartment - 1 Business - 0	
A16.2 Provide 5 new publicly accessible electric vehicle charging stations per year until 2031.						
A16.2.1 Identify suitable locations for 5 new publicly accessible EV charging stations.	Indicator: <i>A/117</i> Progress	Manager Sustainability	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 100%	Period: 01/10/23 - 31/12/23 Value: 100%	

■ Achieved
 ■ On track
 ■ Not started
 ■ Not achieved


				Site assessments covering approx 30 possible sites have been completed and being considered for funding / installation support.	Report to GMT has been approved for EV charging strategy https://www.randwick.nsw.gov.au/services/transport/electric-vehicle-charging-stations	
A16.2.2 Deliver 5 new publicly accessible EV charging stations.	Indicator: <i>A/323</i> Number of publicly accessible Council operated EV charging stations	Manager Sustainability	Date: 30/06/24 Value: >= 15 EV Stations	Period: 01/07/23 - 30/09/23 Value: 16 EV Stations Further grants have been announced for installation of additional public EV chargers	Period: 01/10/23 - 31/12/23 Value: 13 EV Stations	
	Indicator: <i>A/324</i> Number of publicly accessible non-council operated EV charging stations	Manager Sustainability	Date: 30/06/24 Value: >= 10 EV Stations	Period: 01/07/23 - 30/09/23 Value: 6 EV Stations Wilson car-park at The Spot plus JOLT EV chargers installed.	Period: 01/10/23 - 31/12/23 Value: 20 EV Stations Intellihub (7), Royal Randwick (2), Wilson car-park at The Spot (2) JOLT (3), UNSW (6)	
	Indicator: <i>A/325</i> Number of EV registrations in the LGA	Manager Sustainability	Date: 30/06/24 Value: >= 1,500 EV registrations	Period: 01/07/23 - 30/09/23 Value: 1,038 EV registrations	Period: 01/10/23 - 31/12/23 Value: 1,500 EV registrations Number of EV registrations has increased three fold in last 12 months and expectation for substantial growth in the coming years	
	Indicator: <i>A/326</i> Number of electric vehicles in Council's fleet	Manager Sustainability	Date: 30/06/24 Value: >= 10 Electric vehicles	Period: 01/07/23 - 30/09/23 Value: 5 Electric vehicles More on order but not delivered yet.	Period: 01/10/23 - 31/12/23 Value: 5 Electric vehicles	
	Indicator: <i>A/327</i> Number of chargers installed for Council fleet	Manager Sustainability	Date: 30/06/24 Value: >= 10 EV Chargers	Period: 01/07/23 - 30/09/23 Value: 5 EV Chargers	Period: 01/10/23 - 31/12/23 Value: 5 EV Chargers	
Integrated Transport Objective: Achieve a 50% reduction in casualties on the road network from a 2018 baseline of 269 incidents by 2031.						
A17.2 Apply the principles for road space allocation in 100% of local centre upgrade plans by 2031.						
A17.2.1 Apply the principles for road space allocation in local centre upgrade plans.	Indicator: <i>A/328</i> Percentage of local centre upgrade plans incorporating road space allocation principles	Manager Technical Services	Period: 01/07/23 - 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Period Value: 0%	Period: 01/10/23 - 31/12/23 Period Value: 0%	
A17.1 Develop 'Principles for Road Space Allocation' based on a Transport Mode Hierarchy and the future Movement and Place framework in the South East Sydney Transport Strategy by 2027.						
A17.1.1 Develop and adopt principles for road space allocation.	Indicator: <i>A/119</i> Progress	Manager Integrated Transport	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 65% This process will be undertaken following finalisation of the Active Transport Strategy.	Period: 01/10/23 - 31/12/23 Value: 70% This process will be undertaken following finalisation of the Active Transport Strategy.	
A17.4 Work with Transport for NSW to achieve the target of zero fatalities and serious injuries by 2056, under the Safe System approach.						
A17.4.1 Identify current crash locations and make submissions to TfNSW for funding of remedial treatments under the black spot, or similar, programs.	Indicator: <i>A/120</i> Progress	Manager Integrated Transport	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 100% As required by TfNSW, funding submissions were made in August 2023.	Period: 01/10/23 - 31/12/23 Value: 100% As required by TfNSW, funding submissions were made in August 2023.	

A17.4.2 Implement approved remedial black spot treatments that received TfNSW funding in the previous round of funding.	Indicator: <i>A1121</i> Progress	Manager Integrated Transport	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 0% The TfNSW announcement regarding which projects were successful was only recently made. Early design work has commenced.	Period: 01/10/23 - 31/12/23 Value: 30% Further design work on funded projects is underway.	
A17.5 Using NSW Centre for Road Safety crash data, community feedback, and knowledge of emerging trends in community road safety, deliver at least 4 programs per year to target areas in need of specific behaviour change to improve road safety.						
A17.5.1 Undertake a needs assessment.	Indicator: <i>A1122</i> Progress	Manager Integrated Transport	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% Transport for NSW has not yet released it's full year data. Statistical analysis will be finalised next quarter. Current issues (known crashes and community raised issues) are being investigated.	Period: 01/10/23 - 31/12/23 Value: 25% Full year (2022) crash data released in November 2023. Initial analysis shows zero fatalities and a trend line declining in casualties over 5 years (2018-2022)	
A17.5.2 Develop and deliver a minimum of 4 programs targeting behaviour change to improve road safety.	Indicator: <i>A1123</i> Number of programs delivered targeting behaviour change to improve road safety	Manager Integrated Transport	Period: 01/07/23 - 30/06/24 Value: >= 4 Programs	Period: 01/07/23 - 30/09/23 YTD Value: 0 Programs 4 program Status: Child car seat project - in progress - to be opened by the beginning of November. Pedestrian safety - in progress - 3 Stepping on workshops delivered to date Helping Learner Drivers Become Safer Drivers - in progress - workshop 1 delivery scheduled for 15 November 2023 School Safety - in progress - issues at a number of schools have been investigated	Period: 01/10/23 - 31/12/23 YTD Value: 5 Programs 4 program status: Child car seats: GMT approval for delivery of a Rebate program, preparation of background program to commence early January 2024. Pedestrian Safety: 2 pedestrian safety presentations delivered. Helping learner driver workshop 79 registrations 50 Participants - excellent feedback School Safety: in progress - Issues investigation, resolution of Rainbow Street Public School extension of Kiss and Go zone, Line marking for bus zone updated at Chifley Public School	
A17.6 Work with TfNSW to review speed limits (differentiating between town centres and residential areas) in 2 identified areas each year until 2031.						
A17.6.1 Develop a methodology for assessing and identifying priority areas for speed limit reviews based on crash data and community concerns.	Indicator: <i>A1124</i> Progress	Manager Integrated Transport	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 85% Early work has commenced on this process.	Period: 01/10/23 - 31/12/23 Value: 85% Work is being planned through Pathway and with the Mapping team to geocode speeding complaints to support future speed limit review proposals.	
A17.6.2 Review speed limits in two priority areas using developed methodology and refer results to traffic committee.	Indicator: <i>A1329</i> Number of speed limit reviews completed	Manager Integrated Transport	Period: 01/07/23 - 30/06/24 Value: >= 2 Reviews	Period: 01/07/23 - 30/09/23 YTD Value: 1 Reviews A speed limit review has been undertaken for parts of northern Kensington, bounded by Alison Road, Anzac Parade and Doncaster Avenue. TfNSW are supportive and the process is progressing. Also, a Councillor briefing was undertaken regarding a speed limit review of Anzac Parade from Beauchamp Road to Bunnerong Road. Community consultation on this proposal still to be undertaken.	Period: 01/10/23 - 31/12/23 YTD Value: 2 Reviews No additional speed reviews were undertaken during this period.	
A17.6.3 Implement speed limit changes subject to funding availability.	Indicator: <i>A1330</i> Number of applications submitted to TfNSW for speed limit changes	Manager Integrated Transport	Period: 01/07/23 - 30/06/24 Value: >= 1 Applications	Period: 01/07/23 - 30/09/23 YTD Value: 1 Applications The review of the northern parts of Kensington has been submitted to TfNSW.	Period: 01/10/23 - 31/12/23 YTD Value: 2 Applications Detailed signage design and locations have been sent to TfNSW. Consultation was undertaken in the Kensington north area as well.	
A17.7 Identify the key pinch point locations within the road network and work with TfNSW to identify improvement measures by 2031.						


A17.7.1 Develop a methodology for assessing, and identifying pinch point locations using available technology e.g. phone records, google maps.	Indicator: <i>A1127</i> Progress	Manager Integrated Transport	Date: 31/12/23 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% Have identified methods by which pinch points can be more easily identified. Have prepared a business case for the adoption of particular software (Compass) to assist in delivering this objective.	Period: 01/10/23 - 31/12/23 Value: 25% No further progress has been made at this time. Works are programmed to recommence in Q3	
A17.7.2 Undertake a pilot to test methodology.	Indicator: <i>A1128</i> Progress	Manager Integrated Transport	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 0% This pilot program is yet to be established.	Period: 01/10/23 - 31/12/23 Value: 0% This pilot program is yet to be established.	
A17.8 Collaborate with councils, State Government Agencies and industry to understand emerging transport modes and technologies by 2031.						
A17.8.1 Conduct a research study that identifies potential emerging transport modes and technologies that could be applied in the LGA.	Indicator: <i>A1129</i> Progress	Manager Integrated Transport	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 5% Some minor examination of EV charging and some electric bike parking opportunities have been undertaken.	Period: 01/10/23 - 31/12/23 Value: 10% Further discussions have been facilitated with external providers regarding the provision of electric charging stations.	

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



A18.3 Review kerbside usage in each of our town and local centres and apply the principles for parking management to inform provision of space for all types of delivery vehicles and pick up/drop off of passengers from taxis and private vehicles, by 2031.

A18.3.1 Review kerbside usage within town and local centres using Council's parking management principles and prepare relevant reports.	Indicator: <i>A1331</i> Number of business centres reviewed	Manager Integrated Transport	Period: 01/07/23 - 30/06/24 Value: >= 10 Business centres	Period: 01/07/23 - 30/09/23 YTD Value: 0 Business centres These reviews are yet to be undertaken	Period: 01/10/23 - 31/12/23 YTD Value: 2 Business centres La Perouse and Coogee Bay Road near Melody Street.	
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A18.4 Work with Collaboration Area Partners to improve parking management, with the aim of reducing private vehicle trips, in the Randwick Strategic Centre by 2023.

A18.4.1 Facilitate roundtable discussions with Collaboration Area Partners to review current parking management practices and establish common objectives.	Indicator: <i>A1332</i> Number of meetings with Collaboration Area Partners about parking management practices	Manager Integrated Transport	Period: 01/07/23 - 30/06/24 Value: >= 1 Meetings	Period: 01/07/23 - 30/09/23 YTD Value: 0 Meetings No meetings held to date.	Period: 01/10/23 - 31/12/23 YTD Value: 0 Meetings No meetings held to date.	
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A18.5 Review DCP car parking rates, particularly in areas with regular public transport services by 2023.



A18.5.2 Finalise stage 1 of the new Comprehensive DCP which incorporates reduced parking rates in the Housing Investigation Areas.	Indicator: <i>A1333</i> Progress	Manager Strategic Planning	Date: 31/12/23 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 100% Stage 1 DCP commenced on 1st September 2023 and includes controls that are based off relevant recommendations from the Local Transport Plan, including reduced provision of car parking.	Period: 01/10/23 - 31/12/23 Value: 100%	
A18.5.3 Incorporate appropriate updated city wide parking rates in stage 2 of the new Comprehensive DCP.	Indicator: <i>A1334</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 15% A consultant brief has been written to assist with the stage 2 DCP review that will consider updated city wide parking rates.	Period: 01/10/23 - 31/12/23 Value: 60%	

A18.2 Develop and implement a set of principles to guide parking management and the resident parking scheme within and near to our town centres and coastal areas, informed by community feedback, and the adopted Transport Hierarchy by 2025.


A18.2.1 Develop a set of principles to guide parking management across the LGA, informed by community consultation and Council's Transport Hierarchy.	Indicator: <i>A130</i> Progress	Manager Integrated Transport	Date: 31/12/23 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 5% Development of the set of principles/guidelines is dependent on completion of the Active Transport Plan (see A14.1.1).	Period: 01/10/23 - 31/12/23 Value: 5% Development of the set of principles/guidelines is dependent on Council's adoption of the proposed Active Transport Plan - including transport hierarchy. (see A14.1.1).	
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Open Space and Recreation Objective: Every home in Randwick City will have open space of 1000m2 within 800m by 2031.



A19.1 Acquire and repurpose identified strategic land parcels within Kensington and Kingsford town centres and the Randwick Junction town centre as public open space.







A19.1.2 Re-zone Waratah Avenue as Public Open Space.	Indicator: <i>A1335</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 50% As part of the Randwick Junction Town Centre (RJTC) review and lodged Planning Proposal, the area of Waratah Avenue that is subject to a street closure is proposed to be rezoned RE1 Public Open Space.	Period: 01/10/23 - 31/12/23 Value: 90%	
A19.1.3 Exhibit the Randwick Junction Town centre planning proposal that incorporates opportunities for additional open space areas.	Indicator: <i>A1336</i> Progress	Manager Strategic Planning	Date: 31/12/23 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 20% The public exhibition of the Randwick Junction Town Centre Planning Proposal is planned for December 2023 - following the expected granting of Gateway by the Department of Planning in late November/early December 2023. Work on the draft Community Consultation Plan commenced during the quarter for discussions with the Comms team.	Period: 01/10/23 - 31/12/23 Value: 80% Gateway stage	







A19.6 Explore partnership opportunities to achieve additional open space and recreation areas to meet community demand.







A19.6.1 Investigate opportunities to provide additional open space and recreation areas through partnerships with schools, UNSW and other major land holders.	Indicator: <i>A1338</i> Number of potential partners approached	Manager Technical Services	Period: 01/07/23 - 30/06/24 Value: >= 1 Potential Partners	Period: 01/07/23 - 30/09/23 YTD Value: 1 Potential Partners Discussions have been held with Matraville Sports High School.	Period: 01/10/23 - 31/12/23 YTD Value: 3 Potential Partners Council is actively pursuing public access to the Anzac Rifle Range (NSW Rifle Association) by working with the Federal Government's land manager.	
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A19.2 Review Council owned land and road reserves to identify opportunities for new parks and open space, prioritising areas that have undersupply or limited walking access to open space.

A19.2.2 Develop a list of potential new parks and open spaces, with priority given to areas that have undersupply or limited walking access to open space.	Indicator: <i>A1135</i> Progress	Manager Technical Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 50% The Anzac Parade Cycle way project is underway and includes community consultation to seek community input on recreational opportunities within the corridor.	Period: 01/10/23 - 31/12/23 Value: 100% This project has been completed as part of the Community Land Plan of Management and the Anzac Parade Cycleway Project.	
A19.2.3 Investigate potential road closures and other parcels of land that may be used as public open space using information from the draft generic plan of management.	Indicator: <i>A1337</i> Progress	Manager Technical Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 80% Council's Draft Community Land Plan of Management is complete and has been submitted to the NSW State Government seeking approval to publicly exhibit the draft document. This document identifies all council and crown land that is categorized as community land and therefore has the potential to be used as open space. Further investigation may be required to ensure the physical characteristics of the land are suitable for open space and recreation.	Period: 01/10/23 - 31/12/23 Value: 90% Council's Draft Community Land Plan of Management has been reviewed by DPIE and Council has resubmitted for further review. Further investigation may be required to ensure the physical characteristics of the land are suitable for open space and recreation	

A19.5 Planning Proposals and major redevelopment sites should address the proximity to existing open space and capacity.						
A19.5.1 Require planning proposals and major redevelopment sites to address the proximity to existing open space and capacity.	Indicator: <i>A136</i> Percentage of planning proposals (PPs) and major development applications approved that address the proximity to existing open space and capacity	Manager Strategic Planning	Period: 01/07/23 - 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Period Value: 100% Five Housing Investigation Areas (HIAs) have been approved by the DPE and are now adopted as part of the Randwick LEP and the site-specific section E7 HIAs of the Randwick DCP. The planning of these new medium density housing precincts carefully considered the walking distance to the nearest park/s, and all as adopted are a convenient walk to one or more green spaces.	Period: 01/10/23 - 31/12/23 Period Value: 100%	
Open Space and Recreation Objective: Maintain a community satisfaction* rating for coastal open spaces, coastal walkway, playgrounds and parks of 97%.						
A20.3 Create a green grid plan providing avenue tree planting and landscape, including prioritising projects that connect areas with lower open space provision per person including areas in Kensington, Kingsford and Randwick with existing open spaces.						
A20.3.1 Progress in completing the Urban Forest Policy Framework, which will incorporate appropriate recommendations from the NSW Government Green Grid Strategy.	Indicator: <i>A1341</i> Progress	Manager Technical Services	Date: 30/06/24 Value: >= 50%	Period: 01/07/23 - 30/09/23 Value: 50% A draft framework has been developed.	Period: 01/10/23 - 31/12/23 Value: 75% The Urban Forest Policy Framework has been endorsed by the leadership team.	
A20.9 Upgrade amenity blocks along the coastline prioritising high use destinations and deliver amenities block at Malabar Ocean Pool, to increase amenity and cater for increased demand.						
A20.9.1 Upgrade/refurbish the public amenities at Maroubra Beach.	Indicator: <i>A1343</i> Progress	Manager Infrastructure Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 50% Temporary amenities installed 100% Design complete 100% Male amenities refurbishment in construction 80% complete. Female amenities planned to commence mid October 2023.	Period: 01/10/23 - 31/12/23 Value: 100% All works are complete. The facilities were returned into full operation prior to 20/12/24.	
A20.9.2 Complete the preliminary design for the Malabar amenities and present to Council for consideration in future capital works budgets.	Indicator: <i>A1344</i> Progress	Coordinator Major Projects	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 40% Malabar Ocean Pool : 40% Documentation for Planning Approval is underway. Project reported to Council for gateway planning approval in July 2023 following extensive community consultation.	Period: 01/10/23 - 31/12/23 Value: 100% 80% design documentation for planning approval is underway. Project reported to Council for gateway planning approval in July 2023 following extensive community consultation.	
A20.10 Upgrade the Northern Malabar Boat Ramp, subject to funding from Roads and Maritime Services.						
A20.10.1 Seek state government funding for construction of the Northern Malabar Boat Ramp.	Indicator: <i>A1345</i> Progress in preparing and submitting an application	Manager Technical Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 0% A grant application will be submitted when the grant funding round is open.	Period: 01/10/23 - 31/12/23 Value: 0% A grant application will be submitted when the grant funding round is open.	
A20.11 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.						
A20.11.1 Provide new/upgraded lighting to Heffron Park and Snape Park (upper field).	Indicator: <i>A1411</i> Progress	Manager Infrastructure Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% Council officers have commenced the preliminary design process with a suitably qualified consultant and are progressing through the required statutory approvals and consultation process.	Period: 01/10/23 - 31/12/23 Value: 30% Council officers have commenced the preliminary design process with a suitably qualified consultant and are progressing through the required statutory approvals and consultation process.	

A20.13 Actively engage and collaborate with neighbouring councils, State Government and major local land holders to deliver regional open space Green Grid connections.						
A20.13.2 Include Green Grid objectives in the Urban Forest Masterplan working group agenda.	Indicator: <i>A/346</i> Progress	Manager Technical Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 0% An Urban Forest Masterplan working group will be established when the Urban Forest Planner role is filled.	Period: 01/10/23 - 31/12/23 Value: 0% An Urban Forest Masterplan working group will be established when the Urban Forest Planner role is filled.	
A20.14 Expand the existing Coogee Smart Beaches Project to Maroubra Beach and Clovelly Beach to make visiting the beach easier and safer, including trialling digital signage, real-time transport information and smart parking technology.						
A20.14.1 Review and update the smart signage at Coogee Beach.	Indicator: <i>A/347</i> Progress	Manager Information Management and Technology	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 20% An order is in place for two replacement units for Coogee Beach. Manufacturing is complete, the finalisation of the exterior wrap design is underway with a delivery target of November 1 2023.	Period: 01/10/23 - 31/12/23 Value: 50% The two smart screens were delivered in December 2023 and are now pending installation with Council's contracted electrician.	
A20.14.2 Install smart signage at Clovelly Beach.	Indicator: <i>A/348</i> Progress	Manager Information Management and Technology	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 0% IM&T are awaiting the delivery of the smart signs for Coogee and assessing their quality before placing an order to expand the service to Clovelly Beach. A decision will be made in December 2023.	Period: 01/10/23 - 31/12/23 Value: 0% Awaiting the installation of smart signs at Coogee before installation at Clovelly is progressed.	
A20.14.3 Investigate the feasibility of installing real time transport information at Maroubra Beach.	Indicator: <i>A/349</i> Progress	Manager Information Management and Technology	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 10% IM&T have reviewed the current performance of the real time transport information solution currently at Coogee Beach and are in consultation with other internal stakeholders to determine the way forward for Maroubra Beach.	Period: 01/10/23 - 31/12/23 Value: 100% After consultation with internal stakeholders and the supplier, it was determined that the expansion of the existing Coogee Smart Bus Stops to other sites in the City does not align with the Transport for NSW bus stop signage roll out program and therefore it was not recommended that Council proceed with this project.	
A20.14.4 Investigate the feasibility of installing smart parking technology at Maroubra and/or Clovelly Beach.	Indicator: <i>A/350</i> Progress	Manager Integrated Transport	Date: 30/06/24 Value: >= 25%	Period: 01/07/23 - 30/09/23 Value: 10% Some early parking data along the coast has been acquired.	Period: 01/10/23 - 31/12/23 Value: 10% Works are programmed to commence in Q3/Q4	
A20.15 Install water tanks, water harvesting, and water sensitive urban design in the future upgrade of major sporting spaces and park upgrades.						
A20.15.1 Incorporate water tanks, water harvesting or water sensitive urban design in the design of future upgrade works if appropriate.	Indicator: <i>A/351</i> Number of completed designs that incorporate water tanks, water harvesting or water sensitive urban design initiatives	Coordinator Major Projects	Period: 01/07/23 - 30/06/24 Value: >= 1 Designs	Period: 01/07/23 - 30/09/23 YTD Value: 5 Designs 1. Malabar Ocean Pool - incorporated Green Roof, Bio-filtration planting - current status :40% in the planning Documentation. 2. Pioneers Park Amenities - Incorporated water tanks - current status :15% in Design Documentation. 3.La Perouse Headline toilet - Incorporate Grenn Roof - Current Status: 95% in Design Documentation. 4. WIRES Wildlife Rescue facility - incorporated Rainwater absorption pits - current status 30% in Design Documentation. 5. Maroubra Surf Life SC - incorporated water tanks - current status 30% in Design Documentation.	Period: 01/10/23 - 31/12/23 YTD Value: 6 Designs 1. Malabar Ocean Pool - incorporated green roof, bio-filtration planting - current status: 80% in planning documentation. 2. Pioneers Park Amenities - incorporated water tanks - current status: 20% in design documentation. 3.La Perouse Headland toilet - incorporated green roof - current Status: 95% in design documentation. 4. WIRES Wildlife Rescue facility - incorporated rainwater absorption pits - current status 50% in design documentation. 5. Maroubra SLSC - incorporated water tanks - current status 30% in design documentation.	

A20.1 Prepare a 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.						
A20.1.3 Finalise and adopt the strategy.	Indicator: <i>A/139</i> Progress	Manager Technical Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 75% The draft Coastal Walkway Wayfinding Strategy is scheduled to be presented to Council for endorsement at its November 2023 meeting.	Period: 01/10/23 - 31/12/23 Value: 85% The draft Coastal Walkway Wayfinding Strategy is scheduled to be presented to Council for endorsement at its April / May 2024 council meeting.	
A20.1.4 Develop design specifications for wayfinding signage and facilities.	Indicator: <i>A/339</i> Progress	Manager Technical Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 70% Progress has been made on developing way finding strategy for the Coastal Walkway. This includes identifying points of interest including heritage, fauna and indigenous culture.	Period: 01/10/23 - 31/12/23 Value: 85% We are working with a consultant on the inclusion of indigenous elements into the strategy. The draft Coastal Walkway Wayfinding Strategy is scheduled to be presented to Council for endorsement at its April / May 2024 council meeting.	
A20.2 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.						
A20.2.1 Conduct an access audit of Randwick City beaches, reserves and ocean pools.	Indicator: <i>A/140</i> Progress	Manager Technical Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% Access audits are being undertaken on a project by project basis. This allows a more timely and focused outcomes as the assessment relates to the actual construction of projects.	Period: 01/10/23 - 31/12/23 Value: 30% Maroubra Beach Plan of Management includes assessment of access issues.	
A20.2.2 Prepare a list of recommended upgrades to improve accessibility.	Indicator: <i>A/141</i> Progress	Manager Technical Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% Council has recently delivered and in the near future is delivering masterplans for many areas of significant public domain. This includes Maroubra Beach masterplan, Matraville Town Centre: Urban Design Framework and the Maroubra Junction Masterplan. These documents set the high level objectives for improving accessibility to our important places.	Period: 01/10/23 - 31/12/23 Value: 30% An access audit will be conduct in Q3 and Q4. The audit will include a recommended list of upgrades.	
A20.2.3 Incorporate accessibility improvements as part of planned projects along our coastline.	Indicator: <i>A/340</i> Number of projects completed that improve accessibility	Manager Technical Services	Period: 01/07/23 - 30/06/24 Value: >= 1 Projects	Period: 01/07/23 - 30/09/23 YTD Value: 1 Projects The reconstruction of the retaining wall at Frenchman's Beach includes stairs to improve access.	Period: 01/10/23 - 31/12/23 YTD Value: 3 Projects Access into Gordons Bay for snorkeling and diving has been undertaken.	
A20.5 Subject to quadruple bottom line assessment, provide additional multipurpose synthetic fields in appropriate locations to increase capacity of existing fields in high demand.						
A20.5.1 Undertake a research study, that considers the quadruple bottom-line, to assess the appropriateness of additional synthetic fields, and their locations.	Indicator: <i>A/142</i> Progress	Manager Infrastructure Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 10% Council has commenced an evaluation in collaboration with technical experts as a result of the NSW Chief Scientist review into synthetic fields.	Period: 01/10/23 - 31/12/23 Value: 25% Council has commenced an evaluation in collaboration with technical experts as a result of the NSW Chief Scientist review into synthetic fields.	
A20.6 Develop a Playground Plan that aligns with the NSW Government's Everyone Can Play guidelines, focusing on diversifying and expanding play spaces to include provision for all abilities play; equipment for a range of ages and nature based and adventure play.						
Operational Plan Activity	Performance Indicator	Accountable	Target	Q1	Q2 (Current)	Current Performance

■ Achieved
 ■ On track
 ■ Not started
 ■ Not achieved


A20.6.1 Research and develop a Playground Plan that aligns with the NSW Government's Everyone Can Play guidelines.	Indicator: <i>A1143</i> Progress	Manager Technical Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 100% The Randwick Council Play Space Strategy was adopted in August 2023.	Period: 01/10/23 - 31/12/23 Value: 100% he Randwick Council Play Space Strategy was adopted in August 2023.	
A20.6.2 Nominate playgrounds for upgrade in the capital works program, based on the playground plan.	Indicator: <i>A1342</i> Progress in incorporating playgrounds in the capital works program	Manager Technical Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 100% The Randwick City Council Play Space Strategy has been adopted by Council. This strategy will guide the program for upgrade works to Council's playgrounds	Period: 01/10/23 - 31/12/23 Value: 100% The Randwick City Council Play Space Strategy has been adopted by Council. This strategy will guide the program for upgrade works to Council's playgrounds.	
A20.7 Review and strengthen the rock fishing safety campaign and on-site infrastructure (i.e. signage) to raise awareness and increase rock fishing safety including in multiple community languages, working with NSW Parks and Wildlife Service.						
A20.7.1 Develop and implement an education and safety campaign.	Indicator: <i>A1144</i> Progress	Manager Communications	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 65% No progress has been made due to limited staff resources. Work is scheduled to develop the campaign before the end of the 2023 calendar year to roll out in early 2024.	Period: 01/10/23 - 31/12/23 Value: 80% Planning and scheduling undertaken to launch a rock fishing education and communications campaign in Q3 and Q4.	
A20.7.2 Install additional signage to reinforce rock fishing safety messages.	Indicator: <i>A1145</i> Progress	Manager Communications	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 100% Review has been completed. In addition, Council is meeting with the Recreational Fishing Alliance of NSW to discuss options for future management of Angel Rings.	Period: 01/10/23 - 31/12/23 Value: 100% Review has been completed. Consultation is ongoing regarding enhancing the current Angel Ring program.	
A20.8 Activate appropriate regional parks at night with creative and smart lighting, to increase use and safety.						
A20.8.2 Prepare a plan detailing potential activations based on the research conducted.	Indicator: <i>A1147</i> Progress	Manager Technical Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 0% This plan will commence in 2024.	Period: 01/10/23 - 31/12/23 Value: 5% Discussions on scope and potential activities have commenced and will be refined to develop a delivery program developed.	
A20.12 Continue to collaborate with Waverley and Woollahra Councils to prepare an Eastern Beaches Coastal Management Program.						
A20.12.1 Collaborate with Waverley and Woollahra Councils to progress preparation of the Eastern Beaches Coastal Management Program.	Indicator: <i>A1148</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 70% Waverley have decided to proceed with the CMP for their LGA only. Randwick is considering options for individual area based CMPs for the Randwick LGA.	Period: 01/10/23 - 31/12/23 Value: 100%	
A20.17 Undertake business case analysis to explore increasing swimming pool capacity at Des Renford Leisure Centre.						
A20.17.1 Prepare a business case to increase swimming pool capacity at Des Renford Leisure Centre.	Indicator: <i>A1150</i> Progress	Manager Recreation Business Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 80% Catchment analysis has been performed based on current swim school registrations. 50% of entries were made up by 2035 and 2036 postcodes. The majority of the catchment spreads north to Randwick/Clovelly, west to Botany along	Period: 01/10/23 - 31/12/23 Value: 80% Co-op Studio have provided a feasibility concept design. This is currently being reviewed by Council staff with a view to produce a business case to increase the swimming opportunities for the Randwick Community.	

■ Achieved
 ■ On track
 ■ Not started
 ■ Not achieved


				<p>the east coast and south to La Perouse. With regard to operations it has been assessed that an additional 96 hours per week available for aqua play and an additional 61 hour per week available for walking/swimming lanes. Staffing costs and revenue projections have been performed.</p> <p>Co-op studios requested to provide a briefing document on design and project scope.</p> <p>This activity has been carried over into the 2023-24 Operational Plan and Budget.</p>		
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Open Space and Recreation Objective: 75% or above satisfaction with new open space and recreation facilities within 2 years of implementation.



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







A21.1.2 Establish principles and develop a concept plan for activities that may be undertaken within the Anzac Parade road reserve.	Indicator: <i>A1352</i> Progress	Manager Technical Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 20% Integrated Transport is undertaking a study for the Anzac Parade Cycleway. As part of the consultation, Council has sought views from the community about other open space and recreational activities that may occur along this corridor.	Period: 01/10/23 - 31/12/23 Value: 40% The concept plan will be further developed in Q3 and Q4.	
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A21.3 Identify potential temporary and/or permanent sites for active informal sports including BMX track, BMX jumps course and/or mountain bike course, or outdoor bouldering for children/young people in existing or new open space.

A21.3.1 Design and construct a new BMX/Pump Park	Indicator: <i>A1412</i> Progress	Manager Technical Services	Date: 30/06/24 Value: >= 75%	Period: 01/07/23 - 30/09/23 Value: 25% Potential sites have been identified. Consultants have been engaged to evaluate each of the sites.	Period: 01/10/23 - 31/12/23 Value: 35% Feasibility of 3 sites has been completed.	
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A21.4 Work with the Local Aboriginal Land Council and Aboriginal Elders to develop and implement projects to increase knowledge and awareness of the local Aboriginal culture, traditions and connection to country through open space (i.e. interpretive signage for the bush tucker trail).






A21.4.2 Prepare and exhibit the Aboriginal Cultural Heritage Study for Randwick City.	Indicator: <i>A1353</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% Background analysis, research and engagement plan being prepared	Period: 01/10/23 - 31/12/23 Value: 50%	
A21.4.3 Work with Gujaga Foundation, Aboriginal Land Council and local schools to deliver the annual Koojay Corroboree which marks the commencement of National Reconciliation Week.	Indicator: <i>A1354</i> Number of local schools and aboriginal groups involved in the Corroboree	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 15 Schools and aboriginal groups	Period: 01/07/23 - 30/09/23 YTD Value: 0 Schools and aboriginal groups The Koojay Corroboree is held in May marking the commencement of National Reconciliation Week, so will next be held in Q4. Planning for this event has not yet commenced.	Period: 01/10/23 - 31/12/23 YTD Value: 0 Schools and aboriginal groups The Koojay Corroboree is held in May marking the commencement of National Reconciliation Week, so will next be held in Q4. Date has been confirmed for Friday 31 May as part of National Reconciliation Week. The event team have not commenced planning for this event, the Community Development team have started some long-lead consultation with Community groups. Manager of EDP and Producer events to review delivery of event in light of the key Community Development Officer who ordinarily manages engagement with the local schools, and Aboriginal dance groups, community groups and elders being unavailable this year.	






A21.4.4 Work with Aboriginal Elders to develop self determined projects that raise the profile of local Aboriginal Culture through activities hosted at the La Perouse Museum & Headland.	Indicator: <i>A/355</i> Number of projects/activities undertaken	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 5 Projects / activities	Period: 01/07/23 - 30/09/23 YTD Value: 3 Projects / activities The Museum hosts monthly Elders morning teas on the veranda and in this quarter has hosted 2. The Museum previously worked with Elders to develop the Talking Sport exhibition and collaborated again in August to prepare a nomination for the Museums and Galleries NSW IMAGinE Awards. The Museum is planning for a La Perouse artist's first solo art exhibition (Nov) and working with Elders to develop the annual Culture on Country music performance (Jan 2024). Aboriginal Cultural Engagement Officer collaborated with Open Spaces to support research and cultural knowledge for coastal trail.	Period: 01/10/23 - 31/12/23 YTD Value: 5 Projects / activities The Museum hosted a Christmas party for Elders. The Museum continues to consult and work with key Elders in the community to plan and deliver its public programs and exhibitions - for example, the development of Culture on Country, the acquisition of Aunty Esme Timbery's shellwork and gathering stories for the Randwick Stories exhibition. The Aboriginal Cultural Engagement Officer continues to regularly liaise with Elders regarding significant museum developments.	
A21.5 Identify off-leash dog areas for suburbs with greater than 25% high density dwellings including South Coogee, Kensington and Kingsford and one beach location (limited hours).						
A21.5.2 Undertake an environment assessment and community consultation for proposed off leash dog areas at Kensington Rotary Reserve and Emily McCarthy Park.	Indicator: <i>A/356</i> Progress	Manager Technical Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 75% A Review of Environmental Factors (REF) for the proposed new off-leash dog parks has been completed. Community consultation is currently underway for the proposed off leash dog areas at Kensington Rotary Reserve and Emily McCarthy Park.	Period: 01/10/23 - 31/12/23 Value: 100% Council has resolved to establish dog parks at Kensington Rotary Reserve and Emily McCarthy Park	
A21.6 Identify an appropriate location and implement a trial on a beach location for dog off-leash times.						
A21.6.2 Complete an environmental assessment for the proposed Yarra Beach off leash dog beach.	Indicator: <i>A/357</i> Progress	Manager Technical Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 15% Council has started a procurement process to engage suitable expert consultants to undertake the environmental assessment.	Period: 01/10/23 - 31/12/23 Value: 30% A brief for the Review of Environmental Factors for a trial Dog Beach at Yarra Bay has been drafted.	
A21.7 Provide female amenities, prioritising high-use sporting grounds (Heffron Park, Pioneers Park, Coogee Oval, Latham Park, Nagle Park, Snape Park).						
A21.7.1 Undertake research to identify whether additional female amenities are required.	Indicator: <i>A/358</i> Progress	Manager Infrastructure Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 10% The current Open Spaces and Recreation Strategy identifies (Outcome 3, Strategic Approach 3) the need for female amenities, prioritising high-use sporting grounds such as Heffron Park, Pioneers Park, Coogee Oval, Latham Park, Nagle Park, Snape Park. Currently, planning underway for several of the identified locations, namely Burrows Park, Pioneers Park, Heffron Park and Snape Park.	Period: 01/10/23 - 31/12/23 Value: 30% The current Open Spaces and Recreation Strategy identifies (Outcome 3, Strategic Approach 3) the need for female amenities, prioritising high-use sporting grounds such as Heffron Park, Pioneers Park, Coogee Oval, Latham Park, Nagle Park, Snape Park. Design is currently underway for Heffron Park, Pioneers Park and Snape Park amenities.	
A21.7.2 Prepare preliminary design for a new amenities building at Heffron Park.	Indicator: <i>A/359</i> Progress	Coordinator Major Projects	Date: 30/06/24 Value: >= 50%	Period: 01/07/23 - 30/09/23 Value: 15% Procurement options for the new Heffron Park Amenities Facility are being considered as design and construct so works may commence in 2024.	Period: 01/10/23 - 31/12/23 Value: 25% Procurement options for the new Heffron Park Amenities Facility are being considered as design and construct, with additional funding sources being sought through grant applications. A submission has been made for a grant to increase funding for the construction of this project	
A21.7.3 Prepare preliminary design for a new amenities building at Snape Park.	Indicator: <i>A/360</i> Progress	Coordinator Major Projects	Date: 30/06/24 Value: >= 25%	Period: 01/07/23 - 30/09/23 Value: 10%	Period: 01/10/23 - 31/12/23 Value: 30%	






				Feasibility and site analysis stage of Snape Park is underway.	Feasibility and site analysis stage of Snape Park is underway.	
A21.7.4 Prepare plans for upgrading amenities at Burrows Park.	Indicator: <i>A/362</i> Progress	Coordinator Major Projects	Date: 30/06/24 Value: >= 25%	Period: 01/07/23 - 30/09/23 Value: 5% Project Consultants has been appointed for Burrow Park Amenities Project. Project being reported to Council for gateway project approval moving to concept stage in November 2023.	Period: 01/10/23 - 31/12/23 Value: 30% The design consultant team has been engaged. The project was reported to the November 2023 Council meeting for gateway approval to start the masterplan and concept design stage.	
A21.9 Identify suitable locations for 'play trails' to nearby playgrounds through playful features such as footpaths painted with games, colourful pots and benches and climbable features or public art.						
A21.9.2 Consider play trails in the design of new or upgraded playgrounds.	Indicator: <i>A/363</i> Percentage of new/renewed playground designs that incorporate play trails	Manager Technical Services	Period: 01/07/23 - 30/06/24 Value: >= 50%	Period: 01/07/23 - 30/09/23 Period Value: 50% The incorporation of play trails into playground projects will be undertaken on a case by case basis.	Period: 01/10/23 - 31/12/23 Period Value: 50%	
A21.10 Identify laneways and incorporate infrastructure that supports use for recreation activities (i.e. mirrors for dancing, play spaces, half courts etc).						
A21.10.1 Undertake research to determine the feasibility of installing infrastructure in laneways that supports recreational activities.	Indicator: <i>A/364</i> Progress in completing a report on the feasibility	Manager Technical Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 0% The project will commence in 2024.	Period: 01/10/23 - 31/12/23 Value: 0% Project yet to commence.	
A21.11 Through the preparation of the Maroubra Beach master plan, incorporate a multipurpose youth recreation precinct, expanding on existing skate park, playground and outdoor fitness station, in consultation with community and young people.						
A21.11.3 Finalise the Maroubra Beach Plan of Management.	Indicator: <i>A/365</i> Progress	Manager Technical Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 75% The Maroubra Beach Plan of Management and Masterplan is close to completion and will be reported to Council before being submitted to the Crown for approval to publicly exhibit the PoM and Masterplan.	Period: 01/10/23 - 31/12/23 Value: 80% Draft Plan of Management has been endorsed by Council and requires endorsement by Crown Lands.	
A21.15 Identify opportunities for open space and recreational facilities including playgrounds to be reflective of local area including by engaging with First Nations history, flora, fauna and community as appropriate.						
A21.15.1 Consider how new and updated facilities can reflect the Randwick LGA in their design through the development of suitable procedures/guidelines.	Indicator: <i>A/421</i> Progress in developing suitable procedures/guidelines	Manager Technical Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% Project briefs now include references to the recognition of indigenous history and culture. These requirements will be an integral part of project delivery	Period: 01/10/23 - 31/12/23 Value: 100% Project briefs now include references to the recognition of indigenous history and culture. These requirements will be an integral part of project delivery	
A21.2 Investigate opportunities to incorporate informal social sport in particular in areas with many students and culturally diverse population, or as part of new developments if not at ground level than on rooftops.						
A21.2.1 Investigate ways to incorporate informal social sport opportunities in new developments and consider in comprehensive DCP review.	Indicator: <i>A/152</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% Progress has been made in the preparation of the DCP Stage 2 review.	Period: 01/10/23 - 31/12/23 Value: 50%	
A21.12 Provide additional splash and play facilities at Des Renford Leisure Centre to support recreation for children and families.						
A21.12.1 Complete construction of additional splash and play facilities at the Des Renford Leisure Centre.	Indicator: <i>A/159</i> Progress	Manager Recreation Business Services	Date: 31/12/23 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 100%	Period: 01/10/23 - 31/12/23 Value: 100%	

■ Achieved
 ■ On track
 ■ Not started
 ■ Not achieved

				The DRLC Splash park reached practical completion on Friday 6 October.	The DRLC Splash Park reached practical completion on Friday 6 October and was officially opened to the Public by Mayor Philipa Veitch on Sunday October 8, 2023.	
A21.14 Review all existing Plans of Management to comply with legislation and ensure the parks management and use reflects current and future community needs.						
A21.14.1 Develop Plan of Management (POM) for Coogee Beach foreshore.	Indicator: <i>A1161</i> Progress	Manager Technical Services	Date: 30/06/24 Value: >= 80%	Period: 01/07/23 - 30/09/23 Value: 15% The project will commence in 2024.	Period: 01/10/23 - 31/12/23 Value: 15% Currently the Plan of Management for Community Land (Generic PoM) and the Maroubra Beach PoM are awaiting endorsement by Crown Lands. Development of further Plans of Management is deferred pending development of an internal resourcing strategy.	
Inclusive Randwick Objective: The percentage of residents who feel a part of their community will remain above the metro benchmark through to 2031.						
A22.1 Develop a diversity framework by 2024, which will include community plans to address the needs of our diverse population, including First Nations, aged, disabled, youth, families, and culturally and linguistically diverse (CALD) communities.						
A22.1.4 Seek endorsement of the draft Aboriginal Plan (Reconciliation Action Plan) from the La Perouse Local Aboriginal Land Council, Reconciliation Australia, and Council.	Indicator: <i>A1366</i> Progress	Manager Community Development	Date: 31/12/23 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% A working group has been set up and templates received from reconciliation NSW.	Period: 01/10/23 - 31/12/23 Value: 25% RAP development delayed due to the Voice Referendum. Information received and planning commenced. Working party to recommence in February 2024	
A22.1.5 Exhibit, update and adopt the Reconciliation Action Plan.	Indicator: <i>A1367</i> Progress	Manager Community Development	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 0%	Period: 01/10/23 - 31/12/23 Value: 0% Exhibition delayed due to Voice referendum and working party scheduling	
A22.1.6 Conduct research and develop a draft Multicultural Plan. Note: this plan will form part of the diversity framework with the Reconciliation Action Plan, and Identity and Interest Plan.	Indicator: <i>A1368</i> Progress	Manager Community Development	Date: 31/12/23 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% Initial research and bench-marking has been done for this plan which will be done as a 'diversity and inclusion plan' across portfolios.	Period: 01/10/23 - 31/12/23 Value: 50% Research undertaken and draft developed.	
A22.1.7 Seek Council endorsement of the draft Multicultural Plan.	Indicator: <i>A1369</i> Progress	Manager Community Development	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: n/a	Period: 01/10/23 - 31/12/23 Value: 25% Draft multicultural plan in development	
A22.1.8 Exhibit, update and adopt the Multicultural Plan.	Indicator: <i>A1370</i> Progress	Manager Community Development	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 0%	Period: 01/10/23 - 31/12/23 Value: 0%	
A22.1.9 Conduct research and develop a draft Identity and Interest Plan.	Indicator: <i>A1371</i> Progress	Manager Community Development	Date: 31/12/23 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% Initial research and bench-marking has been done for this plan which will be done as a 'diversity and inclusion plan' across portfolios.	Period: 01/10/23 - 31/12/23 Value: 100% Following further research the Identify and Interest plan will be an internal operational document and part of a holistic staff Diversity and Inclusion Plan. Activity will be picked up in the HR Diversity plan for 2024-25.	
A22.1.10 Seek Council endorsement of the draft Identity and Interest Plan.	Indicator: <i>A1372</i> Progress	Manager Community Development	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: n/a	Period: 01/10/23 - 31/12/23 Value: 100%	

					Following further research, the Identify and Interest plan will be an internal operational document and part of a holistic staff Diversity and Inclusion Plan. Activity will be picked up in the HR Diversity plan for 2024-25.	
A22.1.11 Exhibit, update and adopt the Identity and Interest Plan.	Indicator: <i>A/373</i> Progress	Manager Community Development	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 0%	Period: 01/10/23 - 31/12/23 Value: 0%	
A22.2 Explore opportunities to increase targeted events for communities feeling socially isolated on a needs basis.						
A22.2.1 Explore opportunities for potential targeted events that address the identified needs of isolated community.	Indicator: <i>A/374</i> Number of opportunities identified	Manager Community Development	Period: 01/07/23 - 30/06/24 Value: >= 1 Opportunities identified	Period: 01/07/23 - 30/09/23 YTD Value: 6 Opportunities identified Examples of identified projects to date: - Planning in progress to hold a Disability Activity and Information Expo and a Disability Ball in February 2024 with key agencies to link people to social inclusion activities, employment and volunteering opportunities. - Planning in progress to host 'Keeping Connected at the Coast' in March 2024 to connect older people and Carers to local support services and programs, both formal and informal. - Planning in progress to deliver an 'All Abilities 'Fun & Fitness' Day for people of all abilities in January 2024 in partnership with disability sport and fitness providers.	Period: 01/10/23 - 31/12/23 YTD Value: 13 Opportunities identified Better Brains, Better Bodies, Better Aging Forum at Souths Juniors 'Patricia's Room' photographic exhibition All Abilities Fun and Fitness Day Mindfulness Photography & Art workshop Step Out Speak Out Walk Coercive Control Forum NEST Food Security Program	
A22.5 Investigate and implement an interactive 'what's on' website listing events and activities across the city by 2023-24.						
A22.5.2 Develop an interactive 'what's on' website listing events and activities across the city.	Indicator: <i>A/375</i> Progress	Manager Community Development	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 50% A draft design to upgrade the current what's-on website has been presented to the working group and is currently being quoted.	Period: 01/10/23 - 31/12/23 Value: 75% The interactive list of 'what's on' in the city is currently highlighted on the public website and a calendar of specialist activities such as Library and Aquatic events are available in the respective areas of the site. Remaining work will improve the accessibility and availability of information about council's arts and culture activities and non-council events running in the local area.	
A22.7 Undertake a study to identify future required library facilities, services and programs across the City by 2025.						
A22.7.1 Develop the scope for a study to identify future required library facilities, services and programs across the City.	Indicator: <i>A/376</i> Progress in developing the scope	Manager Library Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 100% Scope developed, RFQ sent to library consultants with relevant experience. Preferred consultant appointed.	Period: 01/10/23 - 31/12/23 Value: 100% Consultant has done a tabletop review of the demographics and library statistics and has visited Randwick LGA. He has discussed the project with relevant Council staff and launched a survey closing on 25 January 2024.	
A22.8 Undertake an audit on the community use of council halls and facilities and prepare a report to council on recommendations for use by 2023.						
A22.8.2 Complete an audit on the community use of council halls and facilities and prepare a report to council on recommendations for use.	Indicator: <i>A/377</i> Progress	Manager Community Development	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 50% Scope has been completed. Audit document commenced and streamlined Halls booking system in process.	Period: 01/10/23 - 31/12/23 Value: 60% Work is being undertaken by the Project Working Group to select a provider for implementation of an online booking system for Council's community centres and halls.	


A22.4 Increase the promotion of annual grant funding which invests in community ideas, initiatives and events.						
A22.4.1 Deliver three promotional campaigns across multiple channels for the annual grant funding which invests in community ideas, initiatives and events.	Indicator: <i>A1168</i> Number of promotional campaigns delivered	Manager Community Development	Period: 01/07/23 - 30/06/24 Value: >= 3 Campaigns	Period: 01/07/23 - 30/09/23 YTD Value: 2 Campaigns Two promotional campaigns have been delivered: - Community Partnerships (June/July 2023) - Community Connect & Creative (concurrent - Sept/Oct 2023) Channels include social media (Facebook/Instagram), Council website, E-news and interagency networks.	Period: 01/10/23 - 31/12/23 YTD Value: 3 Campaigns This action is on track for completion. - 2x campaigns have been delivered across social media, the Council website, eNews, and via interagency networks. - A further 1-2 campaigns are scheduled for the first half of 2024.	
A22.6 Explore and expand opportunities to bring neighbourhoods together through our 'play streets' policy.						
A22.6.1 Investigate the feasibility of implementing Play Streets, including consideration of risk and insurance issues.	Indicator: <i>A1170</i> Progress	Manager Integrated Transport	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 30% In progress - information and legal advice to be collated for next steps	Period: 01/10/23 - 31/12/23 Value: 30% Significant insurance issues have been identified, working group to be established to look at ways to overcome the problems.	
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 a 2021 baseline.						
A23.2 Increase the promotion of opportunities for the community to be involved in precinct committees.						
A23.2.1 Deliver multiple promotional campaigns across multiple channels to promote precinct committees.	Indicator: <i>A1378</i> Number of promotional activities undertaken	Manager Communications	Period: 01/07/23 - 30/06/24 Value: >= 2 Activities	Period: 01/07/23 - 30/09/23 YTD Value: 1 Activities We have commenced the development of an annual Precinct Communications Plan.	Period: 01/10/23 - 31/12/23 YTD Value: 2 Activities Ongoing promotional activities were undertaken including communication of the Precinct meetings through Randwick eNews and Council's website.	
Inclusive Randwick Objective: Increase by 10% the number of people who feel their social needs are being met by 2031 from the 2021 baseline.						
A24.2 Increase the promotion of Council's grant program for funding service providers.						
A24.2.1 Promote the Council's grant program for funding service providers across multiple channels.	Indicator: <i>A1379</i> Number of promotional activities undertaken	Manager Community Development	Period: 01/07/23 - 30/06/24 Value: >= 1 Promotional activities	Period: 01/07/23 - 30/09/23 YTD Value: 2 Promotional activities The Community Partnerships round (June/July) was promoted via social media and interagency networks. Round 3, 2023 (September/October) for Community Connect & Community Creative was promoted across social media, E-news, and via interagency networks.	Period: 01/10/23 - 31/12/23 YTD Value: 2 Promotional activities The program for funding service providers is 'Community Partnerships', which runs once per year. Promotion for the 2023 round concluded in accordance with the planned schedule in July.	
A24.5 Investigate technological solutions for an online service directory by 2024.						
A24.5.1 Research possible solutions for an online community service directory and prepare a report for the executive leadership team detailing options.	Indicator: <i>A1381</i> Progress	Manager Community Development	Date: 30/06/24 Value: >= 50%	Period: 01/07/23 - 30/09/23 Value: 0% Not yet started	Period: 01/10/23 - 31/12/23 Value: 25% Research into requirements for the directory has commenced.	

A24.6 Advocate to State Government for spaces within social housing estates for pop-up service provision on an ongoing basis.						
A24.6.2 Partner with service providers to advocate for use of spaces as appropriate.	Indicator: <i>A1382</i> Number of pop-up services being offered within social housing estates	Manager Community Development	Date: 30/06/24 Value: >= 1 Pop-up services	Period: 01/07/23 - 30/09/23 Value: 2 Pop-up services Vinnies Food Security Van commenced outreach during the period to South Coogee, Namatjira and South Maroubra estates. Council funded a 6 week food security program in partnership with Oz Harvest, South East Sydney Local health District, Kooloora Community Centre, and Junction Neighbourhood Centre at Kooloora Community Centre.	Period: 01/10/23 - 31/12/23 Value: 2 Pop-up services Vinnies Outreach services continuing at South Coogee and Namatjira housing estates on Tuesdays and Sundays and delivery of support hub on Thursdays at The Hub @ Lexo	
A24.7 Advocate for welfare and support payments that keep people out of poverty and do not place unfair administrative burdens on those seeking assistance.						
A24.7.1 Strengthen partnerships that support our community through the administrative processes of seeking financial assistance and support.	Indicator: <i>A1383</i> Number of active partnerships that support people seeking financial assistance and support	Manager Community Development	Period: 01/07/23 - 30/06/24 Value: >= 1 Partnerships	Period: 01/07/23 - 30/09/23 Period Value: 1 Partnerships Council has implemented a monthly Pop-up Community Support Hub at Lionel Bowen Library on the first Wednesday of the month to enhance access to welfare and support services. Approximately 20 agencies attend including Centrelink, Services NSW, and Births Deaths and Marriages.	Period: 01/10/23 - 31/12/23 Period Value: 2 Partnerships Pop-up Community support hub ran monthly during the period, providing a range of support services for residents including Centrelink, Housing, Services NSW and local not for profits. Housing Forum for local services providers 19 October 2023	
A24.1 Run a service provider forum annually to maintain connection with service delivery, social needs, and challenges.						
A24.1.1 Deliver a minimum of one service provider forum.	Indicator: <i>A1178</i> Number of service provider forums delivered	Manager Community Development	Period: 01/07/23 - 30/06/24 Value: >= 1 Forums	Period: 01/07/23 - 30/09/23 YTD Value: n/a Planning for Service Provider Forum 30 October 2023.	Period: 01/10/23 - 31/12/23 YTD Value: 1 Forums Service Provider forum held 30 October at Prince Henry Centre with 45 service representatives attending	
A24.3 Advocate to Federal and State Government for increased funding for local service providers on an ongoing basis.						
A24.3.1 Provide written submissions to government in support of local service providers upon request and when identified through stakeholder and community consultation.	Indicator: <i>A1380</i> Percentage of relevant requests for submissions from government that are responded to	Manager Community Development	Period: 01/07/23 - 30/06/24 Value: >= 50%	Period: 01/07/23 - 30/09/23 Period Value: 75% Participated in DV NSW and NSW Department Communities and Justice Workforce Development Strategy information session 08.08.2023 Participated in NSW Department Communities and Justice DFV Committee Grant program workshop 12.09.2023 Participated in Central Eastern Sydney Primary Health Network Focus Group Opportunity: Improving Primary Care's Response to Sexual Assault and Child Sexual Abuse 22.09.2023 Draft DSS (Department Social Services) Homelessness and Housing Policy response document for submission in September but deadline extended to October 2023	Period: 01/10/23 - 31/12/23 Period Value: 100% TEI discussion around funding for children 12 years and under and unmet need and projected funding needs for Aboriginal programs DCJ consultation with local child and family interagency and trends for children displaying sexualised behaviour and children using violence and lack of case worker funding in the area Homelessness and Housing DSS submission completed	
A24.3.2 Attend advocacy/interagency meetings to remain informed of current issues and funding gaps.	Indicator: <i>A1181</i> Number of interagency groups with active involvement from Council officers	Manager Community Development	Period: 01/07/23 - 30/06/24 Value: >= 5 Groups	Period: 01/07/23 - 30/09/23 Period Value: 8 Groups Community Development Officers attend the following interagencies	Period: 01/10/23 - 31/12/23 Period Value: 11 Groups Community Development Officers attend the following interagencies	


				<ul style="list-style-type: none"> - Inner Eastern Sydney Child and Family Interagency - Inner Eastern Sydney Multicultural Interagency - Eastern Sydney Youth Support Network - Eastern Suburbs Domestic Violence Network - City of Sydney and Eastern Suburbs Abuse of Older People Collaborative - Eastern Sydney Community Home Support CHSP Forum - Eastern Suburbs Homelessness Assertive outreach Collaboration - La Perouse Government Interagency Forum - City of Sydney and Eastern Sydney Ageing and Disability Interagency - Older Persons Mental Health Service Forum meeting - National Sector Support Development Officer Planning Meetings (Ageing) 	<ul style="list-style-type: none"> - Inner Eastern Sydney Child and Family Interagency - Inner Eastern Sydney Multicultural Interagency - Eastern Sydney Youth Support Network - Eastern Suburbs Domestic Violence Network - City of Sydney and Eastern Suburbs Abuse of Older People Collaborative - Eastern Sydney Community Home Support CHSP Forum - Eastern Suburbs Homelessness Assertive outreach Collaboration - City of Sydney and Eastern Sydney Ageing and Disability Interagency - Older Persons Mental Health Service Forum meeting - National Sector Support Development Officer Planning Meetings (Ageing) - TEI Sector Support Meetings 	
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Inclusive Randwick Objective: Increase participation in social programs/services provided in partnership with Council for our marginalised communities by 2026 from the 2021 baseline.



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

A25.4.3 Brief Councillors on construction options and costs for a council owned youth facility.	Indicator: <i>AI384</i> Progress	Manager Community Development	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 80% Councillors have received a briefing and report with a further briefing requested from Director of City Planning.	Period: 01/10/23 - 31/12/23 Value: 80% Briefing Presentation Developed. Councillors to be briefed in Q3 2024	
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A25.5 Investigate ongoing funding and partnership options for the place based community Hub@Lexo by 2023.


A25.5.2 Submit an for ongoing support of the place based community Hub@Lexo.	Indicator: <i>AI413</i> Progress	Manager Community Development	Date: 31/12/23 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 80% The Cred Consulting report regarding the results of the Hub@Lexo has been finalised. In principal support has been committed by the steering committee. The property has also been acquired by Council to ensure the service can continue.	Period: 01/10/23 - 31/12/23 Value: 100% Cred Consulting reported back to Steering Committee members re funding for The Hub @ Lexo and discussions ongoing regarding funding contributions	
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A25.6 Take a leadership role in developing and implementing a regional approach for the Disability Inclusion Action Plan (DIAP).






A25.6.2 Update Council's image library to include more images of residents living with a disability to improve awareness and acceptance.	Indicator: <i>AI414</i> Progress	Manager Communications	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 10% Initial planning has commenced to organise a targeted photoshoot.	Period: 01/10/23 - 31/12/23 Value: 100% A photoshoot was undertaken in October and a second in December 2023 to capture images of people with a disability for Council's image library.	
A25.6.3 Complete an audit on the accessibility of Council facilities to ensure that people are supported to participate in community life.	Indicator: <i>AI415</i> Progress	Manager Community Development	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% Will be undertaken as part of the halls and facilities audit, possibly by an external consultancy service.	Period: 01/10/23 - 31/12/23 Value: 50% Further research undertaken during the period leading to decision to align this with an audit scheduled on event spaces and accessibility. A specialised consultant will be used for both projects and combined.	
A25.6.4 Incorporate an accessible studio space within Blenheim House.	Indicator: <i>AI416</i> Progress	Coordinator Major Projects	Date: 30/06/24 Value: >= 50%	Period: 01/07/23 - 30/09/23 Value: 50% 50% Design Documentation of the Accessible Studio space within Blenheim House is underway.	Period: 01/10/23 - 31/12/23 Value: 75% 80% detailed documentation of an accessible studio space within Blenheim House is underway.	
A25.6.5 Deliver specific training to leaders and customer services staff in LGBTIQ+ and trans	Indicator: <i>AI417</i> Number training sessions held	Manager Human Resources	Period: 01/07/23 - 30/06/24	Period: 01/07/23 - 30/09/23 YTD Value: 1 Training sessions	Period: 01/10/23 - 31/12/23 YTD Value: 1 Training sessions	

■ Achieved ■ On track ■ Not started ■ Not achieved

affirming workplaces to support meaningful employment by all.			Value: >= 2 Training sessions	One face to face training facilitated by Twenty10 on 24th August 2023. Online training modules developed available to all staff for self-nomination and access. Additional session/s to be run in first half of 2024 (Q3/Q4).	Two further sessions scheduled for 16 May and 12 June 2024 (dates agreed with specific liaison with Customer Service leaders). Online training modules remain available to all staff for self-nomination and access.	
A25.6.6 Improve systems and processes for engagement by undertaking a quality content review of Council's website to improve readability and accessibility.	Indicator: <i>AI418</i> Progress	Manager Information Management and Technology	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 13% The initial 65,218 success criteria failures (level A + AA of WCAG 2.0) have now been reduced to 56,431 since mid-September. Work continues to reduce this total figure, both with external provider Squiz and in-house with the Web Administrator. We are fixing technique failures which contribute to each of the success criteria failures.	Period: 01/10/23 - 31/12/23 Value: 79% The initial 65,218 success criteria failures (level A + AA of WCAG 2.0) have now been reduced to 13,466 since end of December 2023. Work continues to reduce this total figure, both with external provider Squiz and in-house with the Web Administrator. We are fixing technique failures which contribute to each of the success criteria failures.	
A25.6.7 Report on implementation of the wide range of activities identified in the DIAP.	Indicator: <i>AI419</i> Progress	Manager Community Development	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 50% Activities are progressing across all 4 areas of the DIAP	Period: 01/10/23 - 31/12/23 Value: 75% The 2022-23 DIAP Progress Report was submitted to the Department of Communities Justice prior to the due date of 01/12/2023. Work is underway to develop an internal monitoring tool for DIAP activities, to be completed by relevant Council departments on a quarterly basis. This will assist with improving the quality of external annual reporting.	
A25.3 Explore partnerships by 2022, with a goal of increasing youth services and activities in targeted areas of disadvantage.						
A25.3.1 Partner with providers to increase youth services and activities available in areas of disadvantage.	Indicator: <i>AI187</i> Number of participants in youth programs and activities provided in partnership with Council	Manager Community Development	Period: 01/07/23 - 30/06/24 Value: > 1,355 Participants	Period: 01/07/23 - 30/09/23 YTD Value: 919 Participants	Period: 01/10/23 - 31/12/23 YTD Value: 1,281 Participants Supported delivery of youth outreach activities at Maroubra Beach, The Hub @ Lexo, Namatjira housing estate. Numbers are decreased due to calendar already being distributed and closure of services in lead up to Christmas	
Inclusive Randwick Objective: An overall stabilisation and improvement in safety, health and wellbeing indicators.						
A26.1 Undertake a study and update the 'Safer Randwick' plan by 2023 to incorporate measures to improve safety across community demographics, including Aboriginal, aged, disability, youth, women, families, LGBTQI and culturally and linguistically diverse (CALD) communities.						
A26.1.2 Update the 'Safer Randwick' plan based on the completed research study.	Indicator: <i>AI387</i> Progress	Manager Community Development	Date: 31/12/23 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 50% The Safety Study has concluded and a detailed report on findings is complete. Actions for the updated Safer Randwick plan are currently in draft form.	Period: 01/10/23 - 31/12/23 Value: 100% The updated 'Safer Randwick' plan is being prepared for exhibition in the first half of 2024.	
A26.1.3 Exhibit the updated 'Safer Randwick' plan.	Indicator: <i>AI388</i> Progress	Manager Community Development	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 0% Not yet ready for exhibition.	Period: 01/10/23 - 31/12/23 Value: 50% The updated 'Safer Randwick' plan is being prepared for exhibition in the first half of 2024.	

A26.1.4 Incorporate feedback from consultation and present the updated 'Safer Randwick' plan to Council for adoption.	Indicator: <i>A1389</i> Progress	Manager Community Development	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 0% Not yet ready for adoption.	Period: 01/10/23 - 31/12/23 Value: 0% To be undertaken in the first half of 2024.	
A26.2 Explore partnerships with the goal of delivering an annual youth forum addressing mental health, wellbeing and emerging needs by 2023.						
A26.2.4 Work with partners to deliver an annual youth forum addressing mental health, wellbeing and emerging needs.	Indicator: <i>A1390</i> Number of attendees at youth forum	Manager Community Development	Period: 01/07/23 - 30/06/24 Value: >= 25 Attendees	Period: 01/07/23 - 30/09/23 YTD Value: 0 Attendees Preliminary discussions with Waverley Council, Inner Sydney Voice, UNSW, Benevolent Society/The Shack Youth Services, Headspace, WAYs, ESYSN members and others regarding possible partnerships for an annual youth forum to address mental health and wellbeing, and emerging trends in Youth Week, April 2024. Young people residing in Randwick City have identified mental health/wellbeing is a high priority.	Period: 01/10/23 - 31/12/23 YTD Value: 0 Attendees Planning commenced for forum mid 2024	
A26.3 Deliver a minimum of 2 domestic violence awareness activities/campaigns per year.						
A26.3.1 Deliver at least two domestic violence awareness activities/campaigns.	Indicator: <i>A1197</i> Number of domestic violence awareness activities/campaigns	Manager Community Development	Period: 01/07/23 - 30/06/24 Value: >= 2 Activities	Period: 01/07/23 - 30/09/23 YTD Value: 1 Activities Presented RCC Domestic and Family Violence projects to Our Watch Local Government Primary Prevention Community of Practice.	Period: 01/10/23 - 31/12/23 YTD Value: 4 Activities Step Out Speak Out Walk Tafe Counsellor DFV presentation Coercive Control Forum	
A26.6 Maintain partnerships for food security programs into disadvantaged areas each year.						
A26.6.1 Partner with food security program providers to support community needs in disadvantaged areas.	Indicator: <i>A1199</i> Number of meals provided to communities in need	Manager Community Development	Period: 01/07/23 - 30/06/24 Value: >= 5,760 Meals	Period: 01/07/23 - 30/09/23 YTD Value: 1,985 Meals Weekly food security program, distributing ready-cooked meals to community members.	Period: 01/10/23 - 31/12/23 YTD Value: 2,988 Meals Weekly food security program from The Hub @ Lexo. Site Closed 16 December for holiday period and reduction of donations from Oz Harvest	
A26.7 Advocate to Federal and State Government for increased funding for housing and homelessness service providers on an ongoing basis.						
A26.7.1 Advocate to Federal and State Government for increased funding for housing and homelessness service providers.	Indicator: <i>A1200</i> Number of meetings with the Eastern Suburbs Homelessness Association Committee	Manager Community Development	Period: 01/07/23 - 30/06/24 Value: >= 10 Meetings	Period: 01/07/23 - 30/09/23 YTD Value: 3 Meetings Attended 3 meetings during the period.	Period: 01/10/23 - 31/12/23 YTD Value: 6 Meetings Attended 3 meetings during the period	
A26.7.2 Participate in the Eastern Sydney Annual Homeless Street Count.	Indicator: <i>A1201</i> Progress	Manager Community Development	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 100% Community Development Officers participated in the annual homeless street count	Period: 01/10/23 - 31/12/23 Value: 100% Annual Homelessness Count occurs in February and staff are scheduled for this event.	
Economic Development Objective: Increase number of businesses by 20% by 2032.						
A27.2 Design and implement an ongoing Buy Local, Shop Local marketing campaign with partnerships with local networks and local businesses by 2024.						
A27.2.2 Implement the Buy Local, Shop Local marketing campaign in partnership with local networks and local businesses.	Indicator: <i>A1391</i> Number of businesses participating in the Buy	Manager Economic Development and Placemaking	Date: 30/06/24 Value: >= 40 Businesses	Period: 01/07/23 - 30/09/23 Value: 0 Businesses	Period: 01/10/23 - 31/12/23 Value: 5 Businesses	


■ Achieved
 ■ On track
 ■ Not started
 ■ Not achieved

	Local, Shop Local program			The campaign for Shop Local, Buy Local will be initiated by a Place Coordinator once engaged in the financial year. The Alfresco On-Road Dining program has a Shop Local Buy Local component.	1. Place Coordinators now embedded and have identified key areas of need in town centres to drive Buy Local Shop Local campaign. 2. Chambers expressed interest representing larger networks especially in Kingsford/Kensington to be engaged in 2024	
A27.4 Identify 5 opportunities per year to streamline City of Randwick processes to reduce unnecessary barriers to doing business by 2025.						
A27.4.1 Identify opportunities to streamline City of Randwick processes to reduce unnecessary barriers to doing business.	Indicator: <i>A/393</i> Number of opportunities identified to reduce barriers	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 5 Opportunities identified	Period: 01/07/23 - 30/09/23 YTD Value: 3 Opportunities identified To date: 1. Waiving 2 months worth of fees for the McKeon St Plaza for their footway dining area on the Plaza to help reduce fees for their business 2. assisting small businesses with the application of the footway dining agreement by visiting them on-site with pre-filled application forms, thereby reducing red tape for them and measuring dining spaces on-site 3. As part of the Alfresco on-road dining trial, Alfresco was produced as an economic development program and was aligned with the existing footway dining program hence reducing red tape.	Period: 01/10/23 - 31/12/23 YTD Value: 5 Opportunities identified 1. Economic Development team are working with businesses to capture data for better mass communications 2. Working with Outdoor Dining teams to reduce compliance	
A27.4.2 Implement one opportunity to streamline Council services to reduce barriers.	Indicator: <i>A/206</i> Number of initiatives implemented to reduce barriers	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 1 Initiatives	Period: 01/07/23 - 30/09/23 YTD Value: 2 Initiatives Council have considered the Alfresco Dining Program Trial as an extension to the current footway dining agreement. This means that participating businesses do not have to seek additional approvals or a further application process to be part of this trial. Administrative burden is reduced for these businesses.	Period: 01/10/23 - 31/12/23 YTD Value: 4 Initiatives 1. Invited small businesses to participate in extended trading as stallholders in the Randwick Markets Program trial 2. Further extended outdoor dining waived fees i.e. at McKeon Plaza	
A27.6 Advocate to State and Federal government for increased affordable childcare places and carry out a childcare survey.						
A27.6.1 Prepare and implement a childcare survey.	Indicator: <i>A/207</i> Progress	Manager Communications	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 10% This project has been paused, pending the outcomes of a State Government childcare study which is due to be released in early 2024.	Period: 01/10/23 - 31/12/23 Value: 50% Planning and research has commenced with the survey component to be undertaken in Q4.	
A27.6.2 Analyse data.	Indicator: <i>A/208</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 0% Work has not yet started on this project; and will be managed by the Head Economic Development in collaboration with Community Development.	Period: 01/10/23 - 31/12/23 Value: 10% Head Economic Development is now working in SpendMapp and developing a data approach with Campaign Monitor and Economic ID. Reviewed software on collation on LGA-specific area data regarding Safety and Women.	
A27.6.3 Advocate to government for increased affordable childcare places.	Indicator: <i>A/209</i> Number of submissions made/meetings attended regarding affordable childcare	Manager Economic Development and Placemaking	Period: 01/04/23 - 30/06/24 Value: >= 1 Submissions/Meetings	Period: 01/07/23 - 30/09/23 YTD Value: 0 Submissions/Meetings Work has not yet started on this project; and will be managed by the Head Economic Development in collaboration with Community Development.	Period: 01/10/23 - 31/12/23 YTD Value: 30 Submissions/Meetings This was raised as part of an application and study process to State Government for the Community Improvement District Grant, and also at the 24 Hour Vibrancy Reforms briefing.	




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

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



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

A28.3.1 Work with NSW Small Business Commission to link local networks and businesses with relevant small business support programs.	Indicator: <i>A/396</i> Number of small businesses connected with support programs	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 6 Businesses	Period: 01/07/23 - 30/09/23 YTD Value: 0 Businesses The next Economic Development Randwick Business Workshop Series 2023 is to be held on 31 October at Prince Henry is partly funded through the Commission; the workshop has been uploaded to the Commission website for cross-programming and promotion.	Period: 01/10/23 - 31/12/23 YTD Value: 20 Businesses Businesses were provided with support in regards to Alfresco Program, Markets Program Trial, access to Council services, and mobile food vendor applications.	
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A28.5 Create and implement an annual City of Randwick communications plan to build networks and assist businesses in making informed decisions including website pages, newsletter and social media by 2023.

A28.5.4 Design and implement a communications plan to address identified business needs.	Indicator: <i>A/397</i> Open rate of quarterly business update newsletter	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 30%	Period: 01/07/23 - 30/09/23 Period Value: 10% Intended to begin this initiative once the Business workshops have been completed, to leverage off the feedback, insights and updated contacts. Business contacts and social media presence for business networking have been building throughout this process.	Period: 01/10/23 - 31/12/23 Period Value: 5% No formalised communications plan has been developed in this quarter; building networks and identifying needs to inform a communications plan has been ongoing. Emails and communications have been issued to networks.	
	Indicator: <i>A/398</i> Number of face-to-face meetings attended by Council to discuss economic development matters	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 3 Meetings	Period: 01/07/23 - 30/09/23 YTD Value: 6 Meetings Council have attended multiple face-to face meetings with numerous businesses such as Woolworths, McKeon St Plaza neighbouring businesses and businesses participating in the Alfresco Randwick On-Road Dining Program to address and identify their business needs.	Period: 01/10/23 - 31/12/23 YTD Value: 10 Meetings Council met with Kingsford Chamber, RHIP, new networks at Malabar and The Spot to discuss Economic Development issues.	
	Indicator: <i>A/399</i> Number of businesses attending workshops hosted by Council	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 100 Businesses	Period: 01/07/23 - 30/09/23 YTD Value: 10 Businesses Council will hold a Small Business Workshop on 31st October with over 500 businesses invitations issued, targeting local businesses in distinct LGA area for each workshop.	Period: 01/10/23 - 31/12/23 YTD Value: 55 Businesses Small Business Commission part-funded the Capacity Building Workshop in October and provided resources.	

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


A28.1.1 Identify active business network group/s and the barriers and opportunities to increase business engagement.	Indicator: <i>A/210</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 50% This has been an ongoing initiative by Council, including liaising with businesses such as Woolworths, Maroubra Bay Hotel and neighbouring businesses to McKeon St Plaza and local businesses participating in the Alfresco Trial program.	Period: 01/10/23 - 31/12/23 Value: 25% Economic Development met with Kingsford Chambers and Randwick Health Innovation Network as key partners, resumed meetings and identified issues to address via Economic Development needs.	
A28.1.4 Monitor and review programs that facilitate sustainable and active business network groups.	Indicator: <i>A/394</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 30% Council have been working with Kingsford Chamber to discuss future improvements and feedback on Meeks St	Period: 01/10/23 - 31/12/23 Value: 20% As part of the Market Program trial, site visits and desktop research was conducted to ascertain effective markets	

■ Achieved ■ On track ■ Not started ■ Not achieved

				<p>Plaza.</p> <p>Regular face-to-face conversations were conducted with McKeon St Plaza neighbouring businesses including cafes, hotel and apartments to ensure business engagement and understanding of the economic benefits of the plaza to the community.</p> <p>Additionally, the next Economic Development Randwick Business Workshop Series 2023 is to be held on 31 October at Prince Henry from 9.30am – 12pm. The Randwick Business Workshop Series is an opportunity for businesses within Randwick Council to network with each other and hear from guest speakers on important business topics. The workshop is supported by the Small Business Grants (NSW) and is part of October's Small Business Month initiative.</p>	<p>programs that worked with local economies and business networks (and that was embedded in the Markets Program trial scope). Economic Development attended 24 Hour Economies events in CBD to look at successful networking / partnership models to deliver change e.g. special entertainment district.</p>	
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Economic Development Objective: Increase the number of businesses that are carbon neutral by 2032.



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

A29.1.1 Continue education and incentive programs and engage with 20% of small businesses in Randwick about replacing single-use waste items.	Indicator: <i>AI400</i> Number of community events held to encourage a reduction in single-use waste items	Manager Sustainability	Period: 01/07/23 - 30/06/24 Value: >= 5 Events	Period: 01/07/23 - 30/09/23 YTD Value: 1 Events Plastic Free Coogee supported at public event at Sustainability hub at Randwick Community Centre.	Period: 01/10/23 - 31/12/23 YTD Value: 6 Events During Best Gift Markets event held on 3 December 2023, Beachside bargain hunt event promoted the use of reuse and reduction in single use items.	
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Economic Development Objective: Increase night time spending by 7% by 2032

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






A30.5 Prepare a program for the operation of food trucks and food vans or markets within suitable locations including requirements for safety, amenity and hours of operation by 2024.



A30.5.2 Undertake community consultation on the proposed markets program.	Indicator: <i>AI403</i> Number of people engaged through community consultation	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 30 People engaged	Period: 01/07/23 - 30/09/23 YTD Value: 754 People engaged Randwick Markets Trail Program has undergone a Have Your Say Consultation with over 754 people responding and overwhelming support for the program.	Period: 01/10/23 - 31/12/23 YTD Value: 3,771 People engaged Community Consultation undertaken via Have Your Say on Randwick Markets Trial with very high engagement	
A30.5.3 Implement the markets program, subject to Council approval.	Indicator: <i>AI404</i> Number of markets held	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 1 Markets	Period: 01/07/23 - 30/09/23 YTD Value: 0 Markets The Randwick Markets Trial Program is in progress with consultation wrapping up and expressions of interest being sought for market providers. The Aim is for markets to be held between Feb 2024 and Oct 2024.	Period: 01/10/23 - 31/12/23 YTD Value: 5 Markets Whilst Randwick Markets Program trial has not yet been delivered, Best Gift markets were delivered in Coogee and a regular fresh market weekly market stall was held at McKeon Street Plaza. EOIs were issued to market operators.	

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

A30.1.1 Undertake research as part of the Comprehensive DCP review to investigate opportunities to support the night time economy and encourage a diverse mix of business and cultural activities.	Indicator: <i>AI218</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 75% The inclusion of any Special Entertainment Precinct, accompanied by planning controls are being considered as part of the Stage 2 DCP review. During the quarter, preliminary discussions took place with IWC and attendance at a Department workshop.	Period: 01/10/23 - 31/12/23 Value: 75%	
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A30.1.2 Include appropriate controls in stage 2 of the new Comprehensive DCP to support the night-time economy.	Indicator: <i>AI401</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% The inclusion of Special Entertainment Precinct, along with accompany controls are being considered as part of the Stage 2 DCP review. Preliminary discussions with Inner West Council and Department workshop attendance has occurred. Work on the Late Night Trading section of the DCP was undertaken during the quarter.	Period: 01/10/23 - 31/12/23 Value: 75%	
A30.2 Continue to implement changes to the planning framework, as identified in the Night Time Economy Study, to encourage organisations to host cultural/creative experiences in retail or commercial spaces such as a shop hosting a performance, art exhibition or public talk.						
A30.2.1 Undertake research as part of the Comprehensive DCP review to investigate opportunities to encourage cultural/creative experiences in retail or commercial spaces.	Indicator: <i>AI219</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 90% The draft Randwick Junction Planning Proposal has now been lodged with the Department for gateway. In addition, inclusion of draft Special Entertainment Precinct, accompanied by planning controls are being considered as part of the Stage 2 DCP review. During the quarter, preliminary discussions took place with IWC and staff attended Department workshop.	Period: 01/10/23 - 31/12/23 Value: 75%	
A30.2.2 Include appropriate controls in stage 2 of the new Comprehensive DCP to encourage cultural/creative experiences.	Indicator: <i>AI402</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% The inclusion of Special Entertainment Precinct, along with accompany controls are being considered as part of the Stage 2 DCP review. Preliminary discussions with Inner West Council and Department workshop attendance has occurred. Review of the Late Night Trading section of the DCP was undertaken during the quarter.	Period: 01/10/23 - 31/12/23 Value: 50%	
A30.4 Work with the NSW state government through representation on the 24-hour economy advisory group to share resources and collaborate on initiatives.						
A30.4.1 Participate in Investment NSW 24-hour Economy Advisory Group quarterly meetings.	Indicator: <i>AI222</i> Number of Investment NSW 24-hour Economy Advisory Group meetings attended	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 4 Meetings	Period: 01/07/23 - 30/09/23 YTD Value: 1 Meetings Council has attended one night time economy meeting and intends on attending future meetings.	Period: 01/10/23 - 31/12/23 YTD Value: 3 Meetings Two meetings were attended this quarter.	
A30.4.2 Identify and collaborate on one initiative to support 24 hour economy.	Indicator: <i>AI223</i> Number of initiatives implemented (in collaboration with group) to support 24 hour economy	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 1 Initiatives	Period: 01/07/23 - 30/09/23 YTD Value: 0 Initiatives The Head Economic Development now attends the 24 Hour Economy advisory group.	Period: 01/10/23 - 31/12/23 YTD Value: 1 Initiatives Alfresco Program delivered with local businesses in The Spot and Maroubra extending evening trade.	
A30.8 Identify and promote Randwick's night time activities and experiences through the City of Randwick's business initiatives such as the Shop Local marketing campaign and existing communication channels by 2024.						
A30.8.1 Audit night time activities and experiences.	Indicator: <i>AI225</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 30% No activity in this area occurred in the last quarter.	Period: 01/10/23 - 31/12/23 Value: 0% No activity in this area occurred in the last quarter.	
A30.8.2 Incorporate night time activities in the Buy Local, Shop Local marketing campaign being developed (refer to A27.2.1).	Indicator: <i>AI226</i> Number of night time initiatives	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 2 Initiatives	Period: 01/07/23 - 30/09/23 YTD Value: 0 Initiatives This will be implemented in the Shop Local Buy Local strategy.	Period: 01/10/23 - 31/12/23 YTD Value: 1 Initiatives The Annual Summer Music Pop Up Program with 4 live music performances at town centres at The Spot and at Coogee.	

Economic Development Objective: Ensure 86% or more of our community are satisfied* with the vitality of town centres by 2032.						
A31.1 Investigate opportunities with local commercial property owners to provide façade displays or short-term use for pop-up businesses in vacant tenancies (e.g. home based, business start-ups, seasonal offerings) by 2023.						
A31.1.1 Investigate opportunities to beautify town centres through appropriate use of empty shop fronts in town centres.	Indicator: <i>A1405</i> Progress	Manager Economic Development and Placemaking	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 0% This will be allocated to a Place Coordinator once engaged and will be addressed through the Report on Kingsford due in early 2024.	Period: 01/10/23 - 31/12/23 Value: 20% Place Coordinators now in place and worked with town centre representatives in Kingsford and Kensington to explore beautifying area and address shop vacancies.	
A31.2 Identify and prepare 3 business cases for prioritised public space improvement or activation projects to leverage State and Federal Government funding opportunities as they arise by 2023.						
A31.2.3 Subject to funding, develop and implement an alfresco dining program.	Indicator: <i>A1406</i> Number of alfresco dining areas implemented	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 1 Alfresco dining areas	Period: 01/07/23 - 30/09/23 YTD Value: 2 Alfresco dining areas Alfresco Dining site for The North End Cafe is well under way, with support from the community and from the cafe owners. Neighbouring businesses have also shown their support. Dolce Fiori is the second business to participate and currently Council is working with the cafe to ensure all compliance documents are adhered to.	Period: 01/10/23 - 31/12/23 YTD Value: 4 Alfresco dining areas Dolci Fiori (The Spot) and North End Cafe (Maroubra) now operational. Coastal Brasserie (Malabar) in development.	
A31.4 Improve the amenity of Maroubra Junction and its connection with Eastgardens as a Strategic Centre to cater for additional jobs by 2036 as identified in the Greater Sydney Commission's Eastern District Plan.						
A31.4.1 Use the Maroubra Road Corridor Study to inform the inclusion of appropriate provisions to promote walking and cycling connections in the Maroubra Junction town centre review.	Indicator: <i>A1407</i> Progress	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 0% Current Strategic focus is on the Randwick Junction Town Centre review. Work on Maroubra Junction, is anticipated to commence in late 2023/early 2024.	Period: 01/10/23 - 31/12/23 Value: 100%	
A31.5 Undertake a strategic review of industrial land by 2026 to ensure current levels are effectively managed and retained.						
A31.5.1 Undertake a strategic review of industrial land across the LGA.	Indicator: <i>A1408</i> Progress	Manager Strategic Planning	Date: 30/09/23 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 100% A land use audit of RCC LEP industrial lands has been completed and business categorised based on ANZSIC business classification codes.	Period: 01/10/23 - 31/12/23 Value: 100%	
Economic Development Objective: Support the creation of an additional 9,200 jobs in the Randwick Collaboration Area by 2036.						
A32.1 Forge a partnership with Randwick Health and Innovation Precinct by 2022 to support the implementation of its strategic plan to attract healthcare businesses, talented workers and students to Randwick City.						
A32.1.1 Establish regular communication with Randwick Health and Innovation Precinct team.	Indicator: <i>A1229</i> Number of meetings with Randwick Health and Innovation Precinct team	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 4 Meetings	Period: 01/07/23 - 30/09/23 YTD Value: 0 Meetings Council has maintained conversations with the RHIP and actions including activation of new spaces, connections to the Randwick Arts Listing and promotion to local businesses will be developed in partnership with the Head of Arts and Culture.	Period: 01/10/23 - 31/12/23 YTD Value: 3 Meetings Two meetings held, and discussions on shared programs also undertaken remotely.	
Economic A32.5 Continue to work with State and Federal Government and neighbouring councils to identify, encourage and advocate for investment in Randwick City.						






A32.5.1 Continue to meet with neighbouring councils on economic development.	Indicator: <i>AI230</i> Number of meetings with neighbouring councils	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 4 Meetings	Period: 01/07/23 - 30/09/23 YTD Value: 1 Meetings Council has attended 1 inter-council meeting to encourage night time economy and economic development.	Period: 01/10/23 - 31/12/23 YTD Value: 4 Meetings Meetings (online) held with Campbelltown, City of Sydney and Central Coast were held to discussed shared programming and specifically markets.	
A32.5.2 Continue to work with State and Federal government representatives as required.	Indicator: <i>AI231</i> Number of meetings with State and Federal representatives	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 4 Meetings	Period: 01/07/23 - 30/09/23 YTD Value: 0 Meetings Council will meet with state and Federal government working groups as issues arise.	Period: 01/10/23 - 31/12/23 YTD Value: 2 Meetings Meeting with NTECC and also 24 Hour Economy on Vibrancy Reforms.	

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






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

A33.1.1 Investigate opportunities for partnerships with event venues or organisers to connect people attending major events with local businesses.	Indicator: <i>AI409</i> Number of meetings/discussions with key event organisers	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 1 Meetings/discussions	Period: 01/07/23 - 30/09/23 YTD Value: 1 Meetings/discussions Council have investigated Randwick Racecourse as well as a number of other key venues in the LGA as potential sites for the Markets Trail program.	Period: 01/10/23 - 31/12/23 YTD Value: 1 Meetings/discussions No engagements this quarter.	
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4. Table B: Delivering Regulatory and Ongoing Services



Strategic Planning Function: Strategic land use planning						
B1.1 Manage long-term change by providing a consistent approach for how we use and develop land.						
Operational Plan Activity	Performance Indicator	Accountable	Target	Q1	Q2 (Current)	Current Performance
B1.1.1 Prepare and maintain our long-term local strategic land use plans, and work with the state government and key stakeholders to manage metropolitan and district planning priorities.	Indicator: <i>BI2</i> Percentage of requests for submissions relevant to the Randwick LGA that are responded to	Manager Strategic Planning	Period: 01/07/23 - 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Period Value: 100% Social and Affordable Housing Reforms - submission to DPE	Period: 01/10/23 - 31/12/23 Period Value: 100%	
	Indicator: <i>BI322</i> Progress in undertaking research and completing initial consultation for an update of the Randwick LSPS	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% Current Strategic focus is on RJTC and Affordable Housing. Work on updated LSPS is currently awaiting release of detailed City Plans and any associated dwelling plans.	Period: 01/10/23 - 31/12/23 Value: 50%	
	Indicator: <i>BI323</i> Progress in undertaking research and completing initial consultation for an update of the Housing Strategy	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 15% Current Strategic focus is on RJTC and Affordable Housing. Work on updated Housing Strategy is currently awaiting release of detailed City Plans and any associated dwelling plans.	Period: 01/10/23 - 31/12/23 Value: 50%	
Strategic Planning Function: Creation of land use and development controls						
B2.1 Create land use and building controls and implement programs that will align future development with our long-term strategic plans.						
B2.1.1 Assess site specific planning proposal (rezoning) applications.	Indicator: <i>BI4</i> Percentage of site-specific planning proposals (PPs) supported by Council that are determined within Department of Planning and Environment (DPE) timeframes	Manager Strategic Planning	Period: 01/07/23 - 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Period Value: n/a N/A No PPs lodged within this quarter	Period: 01/10/23 - 31/12/23 Period Value: 100%	
B2.1.3 Develop, implement and review Council's developer contribution plans to ensure appropriate and timely provision of public benefits from the development process. This includes development contributions, affordable housing contributions, and planning agreements.	Indicator: <i>BI325</i> Progress in implementing works funded through K2K developer contributions to deliver public benefits (total expended/total received since commencement of K2K developer contributions plan)	Manager Strategic Planning	Date: 30/06/24 Value: >= 70%	Period: 01/07/23 - 30/09/23 Value: n/a	Period: 01/10/23 - 31/12/23 Value: 0% NOTE - Figure since commencement of K2K s7.12 Plan. Three developments: 177 Anzac Pde Kensington 22 Gardeners Rd Kingsford 10-14 Barker St Kingsford	
	Indicator: <i>BI326</i>	Manager Strategic Planning	Date: 30/06/24 Value: >= 70%	Period: 01/07/23 - 30/09/23 Value: 0%	Period: 01/10/23 - 31/12/23 Value: 0%	


■ Achieved ■ On track ■ Not started ■ Not achieved





	Progress in implementing works funded through K2K community infrastructure contributions to deliver public benefits (total CIC expended/total CIC received since commencement of CIC plan)				NOTE - Figure since commencement of K2K s7.12 Plan. This is from one site: 177 Anzac Pde Kensington	
	Indicator: <i>BI7</i> Progress in preparing, exhibiting and adopting an updated Section 7.12 contribution plan	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% Awaiting completion of schedule of works then the plan can be reported to Council	Period: 01/10/23 - 31/12/23 Value: 50%	
B2.1.4 Prepare and maintain legislative planning controls, guidelines and policies to ensure future land use and development is aligned with our long-term strategic plans.	Indicator: <i>BI12</i> Progress in preparing the Aboriginal Cultural Heritage Study	Manager Strategic Planning	Date: 30/06/24 Value: >= 75%	Period: 01/07/23 - 30/09/23 Value: 20% Discussions among officers on need for reset of the Aboriginal Cultural Heritage Study to align towards an embedded First Nations peoples' voice in the strategic planning of the new Six Cities Region.	Period: 01/10/23 - 31/12/23 Value: 50%	
	Indicator: <i>BI327</i> Progress in finalising stage 1 of the new Comprehensive DCP which incorporates provisions for Housing Investigation areas	Manager Strategic Planning	Date: 31/12/23 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 100% Stage 1 DCP commenced on 1st September 2023 and includes controls for the HIAs.	Period: 01/10/23 - 31/12/23 Value: 100%	
	Indicator: <i>BI328</i> Progress in preparing, exhibiting and finalising stage 2 of the new Comprehensive DCP	Manager Strategic Planning	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 20% The commencement of the Comprehensive LEP has updated legislative planning controls. Stage 2 of the DCP is underway and to be exhibited in 2024.	Period: 01/10/23 - 31/12/23 Value: 25% Stage 2 of the DCP is underway, including work on Local Character chapters and to be exhibited in 2024.	



Strategic Planning Function: Implementation of land use and development controls

B3.1 Utilise land use and building controls to assess and provide advice on proposed developments and provide property information.

B3.1.1 Research, assess, advise and report on heritage matters to ensure Randwick City's local and cultural history is recognised, known, promoted, preserved and celebrated. This includes assessment of Heritage Exemption Requests.	Indicator: <i>BI11</i> Percentage of Heritage Exemption Requests assessed in less than 14 calendar days	Manager Strategic Planning	Period: 01/07/23 - 30/06/24 Value: >= 65%	Period: 01/07/23 - 30/09/23 Period Value: 80%	Period: 01/10/23 - 31/12/23 Period Value: 100%	
B3.1.2 Provide advice on the assessment of major development proposals to ensure development is aligned with our strategic plans. This includes the review of State Significant Developments, State Significant Infrastructure (SEARS), Environmental Impact Statements, Site Compatibility Certificates and other proposals.	Indicator: <i>BI14</i> Percentage of submissions provided by due date	Manager Strategic Planning	Period: 01/07/23 - 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Period Value: 100% 3 submissions were provided by due date being for the 2 Sydney Football Stadium SSDAs (SSD-9249-Mod-7 & Mod-8) and property information for the Montefiore Aged Home SSDA (54377707).	Period: 01/10/23 - 31/12/23 Period Value: 100%	




B3.1.3 Manage Council's property database and provide land use information to the community including planning certificates, historical property searches, and creation of new addresses.	Indicator: <i>B16</i> Percentage of urgent planning certificates issued in less than 24 hours	Manager Strategic Planning	Period: 01/07/23 - 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Period Value: 100% All (100%) of urgent (24 hours) certificates were issued within 24 hours.	Period: 01/10/23 - 31/12/23 Period Value: 100%	
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Development Assessment Function: Assessment of Development Applications						
B4.1 Assess and determine Development Applications, Modification Applications and Review Applications under the Environmental Planning and Assessment Act 1979.						
B4.1.1 Assess and determine development applications, modification applications and review applications efficiently and in accordance with legislative requirements.	Indicator: <i>B19</i> Percentage of planning customer service requests responded to within SLA	Manager Development Assessment	Period: 01/07/23 - 30/06/24 Value: >= 80%	Period: 01/07/23 - 30/09/23 Period Value: 80%	Period: 01/10/23 - 31/12/23 Period Value: 78% The target for this quarter was not met due to few responsible staff members not following the correct procedures in processing service requests. All staff members including the Coordinators have been reminded on regularly basis to ensure full compliance with the adopted measures and procedures.	
	Indicator: <i>B122</i> Percentage of DAs determined within 40 days (net)	Manager Development Assessment	Period: 01/07/23 - 30/06/24 Value: > 40%	Period: 01/07/23 - 30/09/23 Period Value: 17% The target was unable to be achieved in this quarter mainly due to the ongoing staff resource issues and the need to focus on processing older DAs and meeting the deadlines for the planning panels. The service level review of the DA business unit has been completed in September 2023 and various opportunities have been identified for improved service levels. Several actions have been implemented including outsourcing applications to external consultants for assessment, seeking secondment opportunities from other Councils and expedite recruitment process for the vacant positions.	Period: 01/10/23 - 31/12/23 Period Value: 9% The target in this quarter continues to be impacted by the focus on processing older DAs including those needed to be reported to the planning panels (as instructed by the Panel's Chair). In addition, a portion of the outstanding DAs have been outsourced to the external planning consultants in December 2023, which should improve the overall stats in near future.	
	Indicator: <i>B123</i> Percentage of DAs determined within 60 days (net)	Manager Development Assessment	Period: 01/07/23 - 30/06/24 Value: > 60%	Period: 01/07/23 - 30/09/23 Period Value: 26% The target was unable to be achieved in this quarter mainly due to the ongoing staff resource issues and the need to focus on processing older DAs and meeting the deadlines for the planning panels. The service level review of the DA business unit has been completed in September 2023 and various opportunities have been identified for improved service levels. Several actions have been implemented including outsourcing applications to external consultants for assessment, seeking secondment opportunities from other Councils and expedite recruitment process for the vacant positions.	Period: 01/10/23 - 31/12/23 Period Value: 19% The target in this quarter continues to be impacted by the focus on processing older DAs including those needed to be reported to the planning panels (as instructed by the Panel's Chair). In addition, a portion of the outstanding DAs have been outsourced to the external planning consultants in December 2023, which should improve the overall stats in near future.	
	Indicator: <i>B124</i> Net median assessment time	Manager Development Assessment	Period: 01/07/23 - 30/06/24 Value: < 60 Days	Period: 01/07/23 - 30/09/23 Period Value: 94 Days The target was unable to be achieved in this quarter mainly due to the ongoing staff resource issues and the need to focus on processing older DAs and meeting the deadlines for the planning panels. The service level review of the DA business unit has been completed in September 2023 and various opportunities	Period: 01/10/23 - 31/12/23 Period Value: 77 Days This target has been improved since last quarter but is still affected by the ongoing staff resource issues and the need to focus on processing older DAs and meeting the deadlines of the planning panels. Additional measures have been implemented including referring outstanding applications to external planning consultants for finalisation.	

				have been identified for improved service levels. Several actions have been implemented including outsourcing applications to external consultants for assessment, seeking secondment opportunities from other Councils and expedite recruitment process for the vacant positions.		
B4.1.2 Manage appeals made under Part 8 of the Environmental Planning and Assessment Act 1979.	Indicator: <i>BI26</i> Number of appeals lodged	Manager Development Assessment	Period: 01/07/23 - 30/06/24 Value: < 52 Appeals	Period: 01/07/23 - 30/09/23 YTD Value: 8 Appeals	Period: 01/10/23 - 31/12/23 YTD Value: 15 Appeals	
	Indicator: <i>BI30</i> Percentage of determined appeals dismissed, discontinued or resolved through S34 Conciliation Conference	Manager Development Assessment	Period: 01/07/23 - 30/06/24 Value: >= 75%	Period: 01/07/23 - 30/09/23 Period Value: 100%	Period: 01/10/23 - 31/12/23 Period Value: 100%	


Development Assessment Function: Assessment of other Development Related Applications

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

B5.1.1 Assess and determine applications made under the Roads Act including footway trading applications and ground anchor applications.	Indicator: <i>BI32</i> Percentage of Footway Dining applications determined within 40 days (net)	Manager Development Assessment	Period: 01/07/23 - 30/06/24 Value: >= 80%	Period: 01/07/23 - 30/09/23 Period Value: 100% The target was unable to be achieved in this quarter mainly due to the ongoing staff resource issues and the need to focus on processing older DAs and meeting the deadlines for the planning panels. The service level review of the DA business unit has been completed in September 2023 and various opportunities have been identified for improved service levels. Several actions have been implemented including outsourcing applications to external consultants for assessment, seeking secondment opportunities from other Councils and expedite recruitment process for the vacant positions.	Period: 01/10/23 - 31/12/23 Period Value: 100%	
B5.1.2 Issue subdivision certificates and execute required land dealings such as easements, restrictions and positive covenants.	Indicator: <i>BI35</i> Percentage of subdivision certificates determined within 60 days (net)	Manager Development Assessment	Period: 01/07/23 - 30/06/24 Value: >= 50%	Period: 01/07/23 - 30/09/23 Period Value: 100%	Period: 01/10/23 - 31/12/23 Period Value: 62%	
B5.1.3 Undertake environmental assessment of proposals by Council that do not require development consent.	Indicator: <i>BI37</i> Percentage of Reviews of Environmental Factors (REFs) completed within 60 days (net)	Manager Development Assessment	Period: 01/07/23 - 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Period Value: 100%	Period: 01/10/23 - 31/12/23 Period Value: 100% No REF reviewed during the subject period.	

Community Development Function: Community capacity building

B6.1 Promote and strengthen the capacity of community through developing skills, abilities and resources to assist communities to be resilient, adaptive and thrive within their environment.

B6.1.3 Manage Council's Community Investment Program which supports individuals, community groups and community organisations by providing targeted financial assistance to ideas, initiatives and services which are needs based, inclusive,	Indicator: <i>BI41</i> Financial assistance provided through the Community Connect, Community Creative and Community Partnerships funding streams of the Investment Program	Manager Community Development	Period: 01/07/23 - 30/06/24 Value: >= 490,000 Dollars	Period: 01/07/23 - 30/09/23 YTD Value: 367,915 Dollars Includes: Community Partnerships: \$214,038.60 Community Connect: \$93,299.00 Community Creative: \$60,577.50	Period: 01/10/23 - 31/12/23 YTD Value: 476,241 Dollars Allocations 01/10/23 - 31/12/2023: Community Connect: \$50,148.97 Community Creative: \$58,177.50	
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impactful and create a 'sense of community'.				In addition, \$19,043.57 has been allocated outside of the CIP for fee waivers as part of a Free Venue Hire Trial.		
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Community Development Function: Community support








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

B7.1.2 Manage and operate the Moverly Children's Centre which provides long day care for children aged 0-5 years.	Indicator: <i>BI45</i> Occupancy rate for Moverly Children's Centre	Manager Community Development	Period: 01/07/23 - 30/06/24 Value: >= 80%	Period: 01/07/23 - 30/09/23 Period Value: 85% Nursery 87% (room capacity 12 chn daily) Preschool 84% (room capacity 24 chn daily)	Period: 01/10/23 - 31/12/23 Period Value: 91% Nursery 93% (room capacity 12 chn daily) Preschool 89.8% (room capacity 24 chn daily)	
B7.1.3 Provide home-based services and support including services such as My Aged Care Home Modifications Program and nature strip mowing service.	Indicator: <i>BI336</i> Home modification service expenditure (HMMS funding contract target = \$14,658/month)	Manager Community Development	Period: 01/07/23 - 30/06/24 Value: >= 14,658 Dollars/month (avg.)	Period: 01/07/23 - 30/09/23 Period Value: 43,073 Dollars/month (avg.)	Period: 01/10/23 - 31/12/23 Period Value: 5,645 Dollars/month (avg.)	
	Indicator: <i>BI337</i> Home maintenance service hours (HMMS funding contract target = 70hrs/month)	Manager Community Development	Period: 01/07/23 - 30/06/24 Value: >= 70 hrs/month (avg.)	Period: 01/07/23 - 30/09/23 Period Value: 70 hrs/month (avg.)	Period: 01/10/23 - 31/12/23 Period Value: 23 hrs/month (avg.)	
B7.1.4 Partner with NSW Health and Department of Communities and Justice to deliver the place based community hub in Lexington Place (Hub@Lexo) which offers a range of health and social services to support marginalised communities.	Indicator: <i>BI48</i> Visits to the community hub in Lexington Place (Hub@Lexo)	Manager Community Development	Period: 01/07/23 - 30/06/24 Value: > 4,800 visits	Period: 01/07/23 - 30/09/23 YTD Value: 1,989 visits Inclusive of all Hub programming: Health Care Coordination, community support, DCJ Housing, KLC, Centrelink, BenSoc Housing Support, food security program, learn to patchwork, Salvos BBQ, KRC Outreach, playgroup, youth drop-in, gardening program, and other once-off workshops or information sessions.	Period: 01/10/23 - 31/12/23 YTD Value: 3,943 visits Attending the hub for the various support programs and activities	
B7.1.5 Provide a range of community events, activities and programs designed to promote a sense of community and meet the identified needs of specific groups such as seniors and carers, our multicultural community, youth, parents and families.	Indicator: <i>BI49</i> Number of attendees at community events, activities and programs designed to promote a sense of community	Manager Community Development	Period: 01/07/23 - 30/06/24 Value: > 13,246 Attendees	Period: 01/07/23 - 30/09/23 YTD Value: 5,443 Attendees	Period: 01/10/23 - 31/12/23 YTD Value: 12,953 Attendees	
B7.1.6 Support a range of activities and events that are delivered in partnership with our Aboriginal community, particularly around NAIDOC Week and Reconciliation Week.	Indicator: <i>BI50</i> Number of attendees at activities and events delivered in partnership with our Aboriginal community	Manager Community Development	Period: 01/07/23 - 30/06/24 Value: > 1,100 Attendees	Period: 01/07/23 - 30/09/23 YTD Value: 3,565 Attendees Planning for Voice Referendum activities during month of October	Period: 01/10/23 - 31/12/23 YTD Value: 3,930 Attendees Supported implementation of 5 activities regarding Voice Referendum	
	Indicator: <i>BI51</i> Number of Blak markets supported by Council	Manager Community Development	Period: 01/07/23 - 30/06/24 Value: >= 3 Markets	Period: 01/07/23 - 30/09/23 YTD Value: 1 Markets	Period: 01/10/23 - 31/12/23 YTD Value: 2 Markets	
B7.1.7 Support, establish, facilitate and/or participate in inter agencies, working groups, committees and other collaborations that support our community, share information and identify needs.	Indicator: <i>BI53</i> Number of collaborative projects delivered through inter-agencies, working groups and committees	Manager Community Development	Period: 01/07/23 - 30/06/24 Value: >= 5 Projects	Period: 01/07/23 - 30/09/23 YTD Value: 9 Projects Supported implementation of - Love Bites respectful relationship education program at South Sydney High School - Supported implementation of Wear it Purple South Sydney	Period: 01/10/23 - 31/12/23 YTD Value: 19 Projects - Supported implementation of Better Brains, Better Bodies Aging Forum - Supported implementation of Nutrition and healthy aging - Supported implementation of exhibition for Dementia	




				High School - Supporting implementation of two parenting workshops - Supported implementation of Walking Together - The Voice information session - Supported implementation of Dying to Know events x 2 - Supported implementation of Autism information session, Safe Seniors Event and Clutter workshop	Awareness month - Supported implementation of All Abilities Fun and Fitness day - Supported implementation of school holiday activities including; school holiday bowling, kids day at Namatjira and South Maroubra - Delivery of parenting support program calendar for the area - Supported delivery of Housing Forum - Delivered info table at Randwick TAFE Mental health Expo and International student Safety Talks - Supported activity for social inclusion week - Supported delivery of nutritional cooking program through Oz Harvest/NEST	
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Economic Development and Placemaking Function: Placemaking

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




B8.1.4 Manage the use and hire of Council's major venues including: - Prince Henry Centre - Randwick Community Centre - Randwick Literary Institute - Blenheim House	Indicator: <i>B158</i> Revenue generated from hire of Prince Henry Centre	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 300,000 Dollars	Period: 01/07/23 - 30/09/23 YTD Value: 134,235 Dollars No action at this time for Blenheim House as it is awaiting redevelopment.	Period: 01/10/23 - 31/12/23 YTD Value: 189,664 Dollars	
	Indicator: <i>B159</i> Use of Randwick Community Centre (hours booked per month)	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 250.00 hrs/month (avg.)	Period: 01/07/23 - 30/09/23 Period Value: 214.33 hrs/month (avg.) No action at this time for Blenheim House.	Period: 01/10/23 - 31/12/23 Period Value: 155.50 hrs/month (avg.)	
	Indicator: <i>B160</i> Utilisation of Randwick Community Centre (hours booked/hours available)	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 25%	Period: 01/07/23 - 30/09/23 Period Value: 19% No action at this time for Blenheim House.	Period: 01/10/23 - 31/12/23 Period Value: 14%	
	Indicator: <i>B161</i> Use of Randwick Literary Institute (hours booked per month)	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: > 395.00 hrs/month (avg.)	Period: 01/07/23 - 30/09/23 Period Value: 490.00 hrs/month (avg.)	Period: 01/10/23 - 31/12/23 Period Value: 462.33 hrs/month (avg.)	
	Indicator: <i>B162</i> Utilisation of Randwick Literary Institute (hours booked/hours available)	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 30%	Period: 01/07/23 - 30/09/23 Period Value: 33%	Period: 01/10/23 - 31/12/23 Period Value: 31%	
B8.1.5 Manage the La Perouse Museum including administration, operation and maintenance of the temporary and permanent exhibitions, public programs, events, lectures, performances, tours and excursions.	Indicator: <i>B1338</i> Number of public programs	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 18 Programs	Period: 01/07/23 - 30/09/23 YTD Value: 12 Programs The Museum offered 6 ticketed programs and 6 free general attendance programs. Ticketed: 2 x live French music, 1 x performance by Aboriginal musicians, 2 x Aboriginal art workshops, and 1 x tour of the Macquarie Watchtower. Free attendance programs were to activate the Headland for Bastille Day: 5 x curator's tours of the French story; and 1 free kids' painting workshop.	Period: 01/10/23 - 31/12/23 YTD Value: 14 Programs The Museum is tracking well to achieve its annual target. The Museum offered 2 ticketed programs throughout the quiet summer period including Christmas Carols in the Watchtower and Dean Kelly's cultural experience.	
	Indicator: <i>B1339</i> Number of exhibitions at the museum	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 6 Exhibitions	Period: 01/07/23 - 30/09/23 YTD Value: 3 Exhibitions The Museum hosted 3 exhibitions this quarter: Talking Sport continued on display; Fragile Beauty, Painted Linocuts	Period: 01/10/23 - 31/12/23 YTD Value: 6 Exhibitions	

				concluded in the Bayview Gallery 3 Sept; and Happy Valley in the Bayview opened 9 Sept.	Talking sport continued into this quarter. Jordan Ardler's solo exhibition opened in November. Happy Valley continued in the Bayview Gallery.	
	Indicator: <i>BI64</i> Number of visitors to the La Perouse Museum	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 22,000 Visitors	Period: 01/07/23 - 30/09/23 YTD Value: 6,707 Visitors The La Perouse Museum received 6707 this quarter. It received 3 public research enquiries via the main Museum email and hosted 12 public programs/events. The Friends of the La Perouse Museum hosted 1 public lecture in the Community Gallery. The Museum led 5 educational and cultural tours for students (2 tertiary, 2 secondary and 1 primary). 3 temporary exhibitions have been on display.	Period: 01/10/23 - 31/12/23 YTD Value: 10,705 Visitors The Museum received 3998 visitors this quarter. It received 7 public research enquiries via the main museum email. The Friends of the La Perouse Museum hosted 1 public lecture in the community Gallery. The Museum led 7 education cultural tours for students.	
B8.1.6 Organise Council's regular program of signature events (including: Australia Day Community Celebration, The Spot Festival, NOX Night Sculpture Walk, Beach Breaks, Eco Living Festival, Koojay Corroboree, Step Out Speak Out Walk, Coogee Carols, and Coogee Sparkles NYE Fireworks).	Indicator: <i>BI340</i> Number of attendees at Council's regular signature events	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 59,600 Attendees	Period: 01/07/23 - 30/09/23 YTD Value: 7,500 Attendees There were two signature events delivered during the period: Beach Breaks (approximately 4,500) and Eco Living Festival (3,000).	Period: 01/10/23 - 31/12/23 YTD Value: 48,250 Attendees There were three signature events held during the period: Step Out Speak Out (approximately 750), Coogee Carols (approximately 15,000) and Coogee Sparkles New Year's Event (approximately 25,000).	
	Indicator: <i>BI55</i> Percentage of surveyed attendees providing a satisfaction rating of at least 7/10 for signature events	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 75%	Period: 01/07/23 - 30/09/23 Period Value: 86% A survey was conducted at the annual Beach Breaks event in July 2023. Overall satisfaction with the full program of events remains very high, with around two fifths of respondents giving a rating of 9 or 10 out of 10 (42%), and more than four fifths giving a 7+ rating (86%).	Period: 01/10/23 - 31/12/23 Period Value: 0% A survey was conducted at the Coogee Carols event in December 2023. Overall satisfaction with the full program of events remained very high, with more than half of the respondents indicating they were highly satisfied. 55% gave 9 or 10 and a further 34% gave 7 or 8 out of 10, equating to 89% giving a 7+ rating from the 243 respondents. A survey was conducted at the Coogee Sparkles New Year's Eve Event. Overall satisfaction with the full program of events increased from 2022 (mean 8.5 compared to 7.9). More than half of all respondents gave a rating of 9 or 10 out of 10 (57%) and a further 29% gave 7 or 8 out of 10, equating to 86% giving a 7+ rating from the 279 respondents. A survey was not conducted at Step Out Speak Out as the event is not suitable to do so.	
B8.1.7 Organise Council's regular program of small community events (including: Mardi Gras Event, Malabar Family Day and Community Christmas Concerts); as well as one-off community events as required.	Indicator: <i>BI341</i> Number of attendees at Council's regular small community events	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 2,434 Attendees	Period: 01/07/23 - 30/09/23 YTD Value: 0 Attendees There were no regular small community events scheduled for this quarter.	Period: 01/10/23 - 31/12/23 YTD Value: 2,250 Attendees Regular small community events this period included the Malabar Family Day (approximately 1500) and the Community Christmas Concerts (approximately 750).	
	Indicator: <i>BI342</i> Number of attendees at Council's one-off Community events	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 3,000 Attendees	Period: 01/07/23 - 30/09/23 YTD Value: 8,500 Attendees In partnership with the South Sydney Rabbitohs Council delivered the Community Celebration at the Heffron Centre of Excellence (8,500) which included live music, sports, kids' entertainment and an official ribbon cutting and plaque unveiling with the Prime Minister of Australia, the Hon Anthony Albanese MP.	Period: 01/10/23 - 31/12/23 YTD Value: 8,620 Attendees The events team provided support on the Des Renford Leisure Centre Family Open Day marking the opening of the new Splash Park in October. The ceremony had approximately 50 attendees. The events team provided support on the La Perouse Local Aboriginal Land Council Voice BBQ in October (approximately 70).	









B8.1.8 Organise Council's regular program of civic events (including: Australia Day Civic Ceremony (Citizenship and Community Service Awards), Bastille Day ceremony, Anzac Day Coogee Dawn Service and Civic Reception, Bali Commemoration Ceremony, La Perouse Reception and Citizenship Ceremonies, Sports Awards, Garden Awards and the Mayor's Christmas Party); as well as one-off civic events as required.	Indicator: <i>BI343</i> Number of attendees at Council's civic events	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 8,816 Attendees	Period: 01/07/23 - 30/09/23 YTD Value: 700 Attendees The annual Bastille Day Civic Ceremony (approximately 120) was held on the La Perouse Headland followed by an invitation only morning tea at the LA Perouse Museum. There were 12 Citizenship Ceremonies delivered by the Office of the Mayor, welcoming 580 new citizens to Randwick.	Period: 01/10/23 - 31/12/23 YTD Value: 1,625 Attendees During the period, there were a number of regular Civic events held including the Bali Commemoration (approximately 230), the Mayor's Christmas Party (300 invited guests) and the Randwick City Council's Awards for Sporting Achievements ("Sports Awards", approximately 60 invited guests). During the period there were 2 citizenship ceremonies per month conducted by the Mayor's office with support from the events team. 335 new citizens were welcomed to the Randwick LGA.	
	Indicator: <i>BI344</i> Number of attendees at Council's one-off civic events	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 500 Attendees	Period: 01/07/23 - 30/09/23 YTD Value: 980 Attendees The following one-off Civic Events were held during the period: Fitzpatrick Park Playground Opening (400), Ella Reserve Playground (550) and the official Opening of Brereton Place in Kensington (30).	Period: 01/10/23 - 31/12/23 YTD Value: 1,030 Attendees The events team provided support on the Rodgers Brother's Training Pool Dedication at the Des Renford Leisure Centre in October (approximately 50).	
B8.1.9 Organise public space activations, cultural celebrations and small events across the LGA to activate town centres and public spaces, celebrate our diverse cultures and support our local businesses.	Indicator: <i>BI57</i> Number of public space activations, cultural celebrations and small events across the LGA	Manager Economic Development and Placemaking	Period: 01/07/23 - 30/06/24 Value: >= 10 Activations/Events	Period: 01/07/23 - 30/09/23 YTD Value: 3 Activations/Events Council have conducted McKeon St Plaza Opening and the Eat Drink Play Father's day activations in Maroubra, and are planning the Lunar Festival and Summer Music Pop-Up Program in the next quarter.	Period: 01/10/23 - 31/12/23 YTD Value: 35 Activations/Events This was a busy period with activations across the LGA with the Christmas Decorations Program, Summer Music Pop Up and the ongoing activations for McKeon Plaza.	



Sustainability Function: Environmental Sustainability

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

B9.1.1 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 Fair) - Marine and Coastal Discovery Program - Randwick Sustainability Hub - Environmental volunteers (including PermaBee volunteers) - Community tree planting events	Indicator: <i>BI345</i> Value of environmental volunteer hours	Manager Sustainability	Period: 01/07/23 - 30/06/24 Value: >= 90,000 Dollars	Period: 01/07/23 - 30/09/23 YTD Value: 31,410 Dollars PermaBees (289 people x 3 hrs x \$30 = \$26,010) Organic Buyers Group (361 * 30mins * \$30) = \$5,400 There are other environmental volunteers from other programs that have not yet been included.	Period: 01/10/23 - 31/12/23 YTD Value: 57,660 Dollars PermaBees (233 people x 3 hrs x \$30) = \$20,970 Organic Buyers Group (352 * 30mins * \$30) = \$5,280 On track to achieve target by EOFY	
	Indicator: <i>BI346</i> Number of visitors to the Randwick Sustainability Hub	Manager Sustainability	Period: 01/07/23 - 30/06/24 Value: >= 200,000 Visitors	Period: 01/07/23 - 30/09/23 YTD Value: 50,000 Visitors Quarterly visitation estimates based on annual visitation estimates (250,000) adjusted for Winter.	Period: 01/10/23 - 31/12/23 YTD Value: 107,000 Visitors Average of 19,000 visitors per month for this quarter	
	Indicator: <i>BI347</i> Number of community groups engaged in sustainability initiatives	Manager Sustainability	Period: 01/07/23 - 30/06/24 Value: >= 5 Groups	Period: 01/07/23 - 30/09/23 Period Value: 13 Groups PermaBee OBG x 2 Adamama Plastic Free Coogee Library of Things Eco Living (12)	Period: 01/10/23 - 31/12/23 Period Value: 13 Groups PermaBee OBG (2) Adamama Plastic Free Coogee Library of Things Collaboration for Impact (7)	
	Indicator: <i>BI349</i>	Manager Sustainability	Period: 01/07/23 - 30/06/24 Value: >= 1,200 Plantings	Period: 01/07/23 - 30/09/23 YTD Value: 150 Plantings	Period: 01/10/23 - 31/12/23 YTD Value: 150 Plantings	






■ Achieved ■ On track ■ Not started ■ Not achieved

Number of trees, plants and shrubs planted at community tree planting events			This is primarily Plant with Us program planting only.	See comment from previous period	
Indicator: <i>BI65</i> Number of schools and community organisations (within the Randwick LGA) participating in the Rooftop solar programs (Solar my School and Solar my Suburb)	Manager Sustainability	Date: 30/06/24 Value: >= 35 Schools and organisations	Period: 01/07/23 - 30/09/23 Value: 31 Schools and organisations 26 schools and 5 clubs and organisations participating on a cumulative basis.	Period: 01/10/23 - 31/12/23 Value: 31 Schools and organisations No change. However Shalom College have registered interest	
Indicator: <i>BI66</i> Number of entrants in the Best Green Innovation competition	Manager Sustainability	Period: 01/07/23 - 30/06/24 Value: >= 12 Entrants	Period: 01/07/23 - 30/09/23 YTD Value: 0 Entrants Best GRIN initiative has not been scheduled for 2023 as yet.	Period: 01/10/23 - 31/12/23 YTD Value: 0 Entrants Best GRIN initiative is still to be scheduled.	
Indicator: <i>BI67</i> Number of students participating in school incursions and excursions on sustainability	Manager Sustainability	Period: 01/07/23 - 30/06/24 Value: >= 1,000 Students	Period: 01/07/23 - 30/09/23 YTD Value: 790 Students 100 (mitch) Adamama engaged 7 schools (2 Randwick), 347 students (89 Randwick) Adamama engaged 43 youth (43 Randwick) in OOSH and vacation care activities Adamama engaged 300 preschoolers and parents Decrease in numbers due to change in staffing at Adamama	Period: 01/10/23 - 31/12/23 YTD Value: 1,330 Students School excursions (180) OOSH and Vacation care (250) Playgroup (86) ESSSN (24)	
Indicator: <i>BI68</i> Number of participants in workshops on sustainability	Manager Sustainability	Period: 01/07/23 - 30/06/24 Value: >= 400 Participants	Period: 01/07/23 - 30/09/23 YTD Value: 707 Participants Gardening on the Wildside (15) Adamama engaged 32 people (5 Randwick) in workshops Clothes swap (100) Spark in the Park (445) Go Slow for a Mo (68 downloads) SuchhaFest (47)	Period: 01/10/23 - 31/12/23 YTD Value: 2,115 Participants Food Forestry (10) Community Workshops (285) The Saturday Circle (395) Spark in the Park (663) Go Slo for a Mo (55)	
Indicator: <i>BI69</i> Number of attendees/participants in sustainability and eco-themed events (including the annual Eco-Living Fair)	Manager Sustainability	Period: 01/07/23 - 30/06/24 Value: >= 6,000 Participants	Period: 01/07/23 - 30/09/23 YTD Value: 3,000 Participants A smaller event was organised in 2023 due in part to a lack of parking access but also to support the sustainability outcomes and purpose of Eco Living purpose.	Period: 01/10/23 - 31/12/23 YTD Value: 6,395 Participants This appears to report on Eco Living Fair only. However it could include other large events like Saturday Circle and Plant With Us that may not be reported elsewhere. Other activities that fit this indicator are reported elsewhere. The Saturday Circle (395)	
Indicator: <i>BI70</i> Number of participants in the Marine and Coastal Discovery Program	Manager Sustainability	Period: 01/07/23 - 30/06/24 Value: >= 1,000 Participants	Period: 01/07/23 - 30/09/23 YTD Value: 0 Participants Next program is Spring 2023.	Period: 01/10/23 - 31/12/23 YTD Value: 554 Participants Registrations from Humanitix (554). Numbers would have been higher, except for bad weather resulting in cancellations.	
Indicator: <i>BI73</i> Number of environmental volunteer hours	Manager Sustainability	Period: 01/07/23 - 30/06/24 Value: >= 3,000 hrs	Period: 01/07/23 - 30/09/23 YTD Value: 1,914 hrs PermaBee (289 * 3hrs) = 867 hrs Organic Buyers Group (361 * 30mins) = 180 hrs	Period: 01/10/23 - 31/12/23 YTD Value: 2,789 hrs The total hours for six months is 2,789 volunteers. On track to achieve target by EOFY PermaBee (233 * 3hrs) = 699 hrs	

				There are other environmental volunteers in other programs that have not been included here.	Organic Buyers Group (352 * 30mins) = 176 hrs	
B9.1.2 Provide grants and financial assistance to support the delivery of sustainability outcomes including: - Sustainability rebates - School sustainability grants - Rebates on energy saving measures in cafes - Discounted compost bins and worm farms through the Compost Revolution - Support for establishing a new community garden	Indicator: <i>B177</i> % acquittal of school sustainability grants	Manager Sustainability	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% This is based on previous grants only as Environmental School grants process is under review and won't commence until the start of the 2024 school year.	Period: 01/10/23 - 31/12/23 Value: 0% See previous period's comment.	
	Indicator: <i>B180</i> Number of discounted compost bins and worm farms provided through the Compost Revolution in period	Manager Sustainability	Period: 01/07/23 - 30/06/24 Value: >= 250 Compost bins/Farms	Period: 01/07/23 - 30/09/23 YTD Value: 445 Compost bins/Farms Figures from Compost Revolution program administered as part of 3-Council Regional Environment Program.	Period: 01/10/23 - 31/12/23 YTD Value: 469 Compost bins/Farms In Randwick in Quarter 2 (Oct-Dec) there were 24 deliveries of compost bins and worm farms – this is quite a drop from Quarter 1 where there was 40 orders. This decline is interestingly an opposite trend in Waverley and Woollahra. I think this might be because the comms has been a bit less about the program from Randwick during this last quarter. (Ella Cottee, Compost Revolution)	

Health, Building & Regulatory Services Function: Regulation and Compliance





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

B10.1.1 Implement Council's Food Safety Program.	Indicator: <i>B182</i> Percentage of high and medium risk food premises inspected in financial year	Manager Health Building and Regulatory Services	Date: 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Value: 22% In the period 21.7% of food premises were inspected by Council's Environmental Health Officers.	Period: 01/10/23 - 31/12/23 Value: 35% In the period 34.9% of food premises were inspected by Council's Environmental Health Officers. A total of 56.9% of premises have been inspected in the year to date.	
B10.1.2 Undertake environmental and public health investigations, assessments and regulatory actions, including inspections of registered premises and responding to customer complaints and enquiries.	Indicator: <i>B184</i> Percentage of environmental and public health customer service requests responded to within SLA	Manager Health Building and Regulatory Services	Period: 01/07/23 - 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Period Value: 96% Council's Environmental Health Officers have actioned over 95% of customer service requests within the service level periods.	Period: 01/10/23 - 31/12/23 Period Value: 97% Council's Environmental Health Officers have actioned over 95% of customer service requests within the service level periods.	
B10.1.3 Undertake building and development compliance investigations, assessments and regulatory actions, including issue of certificates for outstanding notices and responding to customer complaints and enquiries.	Indicator: <i>B186</i> Percentage building and development customer service requests responded to within SLA	Manager Health Building and Regulatory Services	Period: 01/07/23 - 30/06/24 Value: >= 75%	Period: 01/07/23 - 30/09/23 Period Value: 51% The target for building and development service requests was not achieved in the period due to staff shortages, together with the increased level of complexity of compliance cases. Recruitment of additional staff is in progress.	Period: 01/10/23 - 31/12/23 Period Value: 64% The target for building and development service requests was not achieved in the period principally due to staff turnover. Recruitment of additional staff is in progress.	
B10.1.4 Implement Council's Swimming Pool Barrier Inspection Program and respond to customer complaints and enquiries regarding swimming pool barriers.	Indicator: <i>B189</i> Percentage of swimming pool safety fencing customer service requests responded to within SLA	Manager Health Building and Regulatory Services	Period: 01/07/23 - 30/06/24 Value: >= 75%	Period: 01/07/23 - 30/09/23 Period Value: 100% The target for swimming pool barrier related complaints was achieved in the period.	Period: 01/10/23 - 31/12/23 Period Value: 63% The target for swimming pool barrier related service requests was not achieved in the period due to staff shortages. Recruitment of additional staff is in progress.	
B10.1.5 Implement Council's Fire Safety Essential Services Program and undertake fire safety assessments, inspections and regulatory actions, including	Indicator: <i>B192</i> Percentage of fire safety customer service requests responded to within SLA	Manager Health Building and Regulatory Services	Period: 01/07/23 - 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Period Value: 100% All fire safety customer requests were actioned within adopted service levels in the period to date.	Period: 01/10/23 - 31/12/23 Period Value: 100% 100% of fire safety customer requests were actioned within the adopted service level period.	

responding to customer complaints and enquiries.						
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Health, Building & Regulatory Services Function: Approvals & Certification

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

Operational Plan Activity	Performance Indicator	Accountable	Target	Q1	Q2 (Current)	Current Performance
B11.1.1 Undertake building certification and inspection functions including issue of Construction Certificates, Complying Development Certificates, Occupation Certificates and Building Information Certificates.	Indicator: <i>BI100</i> Net median assessment time for Construction Certificates	Manager Health Building and Regulatory Services	Period: 01/07/23 - 30/06/24 Value: <= 28 Days	Period: 01/07/23 - 30/09/23 Period Value: 66 Days The target period was exceeded due to the nature of the proposed developments and processing delays.	Period: 01/10/23 - 31/12/23 Period Value: 31 Days The target period for processing construction certificates was exceeded by 3 days, principally due to the nature and complexity of some applications.	
	Indicator: <i>BI102</i> Net median assessment time for Complying Development Certificates	Manager Health Building and Regulatory Services	Period: 01/07/23 - 30/06/24 Value: <= 28 Days	Period: 01/07/23 - 30/09/23 Period Value: 0 Days	Period: 01/10/23 - 31/12/23 Period Value: 0 Days There were no complying development certificates issued in the period.	
	Indicator: <i>BI350</i> Number of successful appeals against a Building Information Certificate determination	Manager Health Building and Regulatory Services	Period: 01/07/23 - 30/06/24 Value: = 0 Successful appeals	Period: 01/07/23 - 30/09/23 YTD Value: 0 Successful appeals There have been no appeals against determinations of Building Information Certificates in the period.	Period: 01/10/23 - 31/12/23 YTD Value: 0 Successful appeals There have been no appeals against determinations of Building Information Certificates in the period.	
B11.1.2 Assess and determine Local Approval applications, such as applications for construction site hoardings, skip bins, cranes & A Frames, as well as requests to carry out building works outside standard hours.	Indicator: <i>BI106</i> Percentage of local approval applications determined within 5 calendar days	Manager Health Building and Regulatory Services	Period: 01/07/23 - 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Period Value: 97% In the period to date over 97% of local approval applications were determined within 5 days.	Period: 01/10/23 - 31/12/23 Period Value: 100% In the period to date over 97% of local approval applications were determined within 5 days.	

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









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

B12.1.1 Work with the Liquor Accord, key stakeholders and the community to address anti-social behaviour and prevent crime.	Indicator: <i>BI107</i> Number of crime prevention initiatives and actions undertaken	Manager Health Building and Regulatory Services	Period: 01/07/23 - 30/06/24 Value: >= 60 Initiatives	Period: 01/07/23 - 30/09/23 YTD Value: 18 Initiatives Council staff attended all (2) Eastern Beaches Liquor Accord and University of NSW Crime Prevention Partnership meetings in the Period. Council staff made 13 submissions to NSW Liquor & Gaming in response to the notification to Council of the making of liquor licence applications. Council staff have collaborated with Eastern Beaches Police on 3 crime prevention projects and have made 2 referrals to Eastern Beaches Police regarding crime related matters raised with Council by the public.	Period: 01/10/23 - 31/12/23 YTD Value: 42 Initiatives In the period, Council officers have provided comments on 20 liquor licence applications to NSW Liquor and Gaming; attended meetings of the Liquor Accord and UNSW Crime Prevention Partnership and actioned two customer requests relating to licensed premises.	
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Randwick City Library Function: Information services










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


■ Achieved
 ■ On track
 ■ Not started
 ■ Not achieved

B13.1.1 Provide community access to an extensive range of library resources and services through our libraries.	Indicator: <i>B1108</i> Number of active library members	Manager Library Services	Date: 30/06/24 Value: >= 45,000 Active members	Period: 01/07/23 - 30/09/23 Value: 46,620 Active members Bowen 20671 MML 23563 Malabar 2233 HLS 153	Period: 01/10/23 - 31/12/23 Value: 46,612 Active members Number of active members has already exceeded target, so target trend in not applicable. Bowen 20489 MML 23728 Malabar 2242 HLS 153	
	Indicator: <i>B1110</i> Total number of items borrowed from our libraries (including physical and digital)	Manager Library Services	Period: 01/07/23 - 30/06/24 Value: >= 800,000 Items	Period: 01/07/23 - 30/09/23 YTD Value: 185,430 Items Bowen 84285 MML 47868 Malabar 9539 HLS 2510	Period: 01/10/23 - 31/12/23 YTD Value: 382,114 Items Bowen 79214 MML 45768 Malabar 8840 HLS 2084	
	Indicator: <i>B1351</i> Number of visits to the three physical libraries	Manager Library Services	Period: 01/07/23 - 30/06/24 Value: >= 350,000 visits	Period: 01/07/23 - 30/09/23 YTD Value: 107,544 visits Bowen 54791 MML 44975 Malabar 7778	Period: 01/10/23 - 31/12/23 YTD Value: 203,657 visits Bowen 46416 MML 42531 Malabar 7166	
B13.1.2 Provide 24/7 access to our eLibrary services. The eLibrary provides access to online resources, films, eMagazines, eBooks and eAudiobooks.	Indicator: <i>B1112</i> Number eLibrary loans	Manager Library Services	Period: 01/07/23 - 30/06/24 Value: >= 155,000 Loans	Period: 01/07/23 - 30/09/23 YTD Value: 41,228 Loans	Period: 01/10/23 - 31/12/23 YTD Value: 101,970 Loans eLoans 51531 eNewspaper 9211 (new online resource)	
B13.1.3 Provide access to the Randwick City Toy and Game Library which has over 2,500 high quality, educational and fun toys for children, with collections in all 3 library locations.	Indicator: <i>B1113</i> Number of items borrowed through the toy and game library	Manager Library Services	Period: 01/07/23 - 30/06/24 Value: >= 36,000 Items	Period: 01/07/23 - 30/09/23 YTD Value: 8,822 Items	Period: 01/10/23 - 31/12/23 YTD Value: 18,828 Items	
B13.1.4 Provide the Home Library Service to residents who have difficulty getting to the library for medical or mobility reasons.	Indicator: <i>B1352</i> Percentage of surveyed home library customers providing a satisfaction rating of at least 7/10 for the home library service	Manager Library Services	Period: 01/07/23 - 30/06/24 Value: >= 80%	Period: 01/07/23 - 30/09/23 Period Value: 96% All 153 customers were surveyed; 77 surveys were returned, and 60 of returned surveys scored 10 out of 10.	Period: 01/10/23 - 31/12/23 Period Value: 99%	
B13.1.5 Provide a diverse range of educational and recreational programs, activities and events through the library to support different community groups including seniors, our multicultural community, children and teens.	Indicator: <i>B1116</i> Number of educational and recreational programs, events and other activities provided through the library	Manager Library Services	Period: 01/07/23 - 30/06/24 Value: >= 1,100 Activities	Period: 01/07/23 - 30/09/23 YTD Value: 361 Activities	Period: 01/10/23 - 31/12/23 YTD Value: 653 Activities	
	Indicator: <i>B1117</i> Number of attendees at educational and recreational programs, activities and events provided through the library	Manager Library Services	Period: 01/07/23 - 30/06/24 Value: >= 18,000 Attendees	Period: 01/07/23 - 30/09/23 YTD Value: 6,762 Attendees	Period: 01/10/23 - 31/12/23 YTD Value: 12,629 Attendees	

Randwick City Library Function: Library spaces

■ Achieved ■ On track ■ Not started ■ Not achieved

B14.1 Provide physical and virtual spaces to deliver library services, programs and activities.						
B14.1.1 Manage the hire and use of meeting rooms and exhibition spaces at the Lionel Bowen Library (Maroubra) and Margaret Martin Library (Randwick). Spaces include: - Vonnie Young Auditorium, (Maroubra) - The Maroubra Room (Maroubra) - The Anzac Room (Maroubra) - The Gale Room (Maroubra) - Exhibition space (Maroubra) - Margaret Martin Library Meeting Room (Randwick)	Indicator: <i>BI118</i> Utilisation of the Vonnie Young Auditorium, Maroubra (hours booked/hours available)	Manager Library Services	Period: 01/07/23 - 30/06/24 Value: >= 27%	Period: 01/07/23 - 30/09/23 Period Value: 41%	Period: 01/10/23 - 31/12/23 Period Value: 36% Weekend hire only available internally. Bookings only available during library hours.	
	Indicator: <i>BI119</i> Utilisation of the Maroubra Room (including Anzac and Gale Rooms), Maroubra (hours booked/hours available)	Manager Library Services	Period: 01/07/23 - 30/06/24 Value: >= 23%	Period: 01/07/23 - 30/09/23 Period Value: 37% Only available during library hours. Must be done 15 minutes before closing time.	Period: 01/10/23 - 31/12/23 Period Value: 38% Only available during library hours. Weekend hire only available internally.	
	Indicator: <i>BI121</i> Utilisation of the Margaret Martin Library Meeting Room, Randwick (hours booked/hours available)	Manager Library Services	Period: 01/07/23 - 30/06/24 Value: >= 31%	Period: 01/07/23 - 30/09/23 Period Value: 49% Only available during library hours. Must be done 15 minutes before closing time.	Period: 01/10/23 - 31/12/23 Period Value: 83% Only available during library hours, must be finished 15 minutes before closing time.	
	Indicator: <i>BI353</i> Utilisation of the Exhibition space, Maroubra (days exhibition space used/days in period)	Manager Library Services	Period: 01/07/23 - 30/06/24 Value: >= 95%	Period: 01/07/23 - 30/09/23 Period Value: 100% 01/07/2023-31/07/2023 - Ruth Downes: 'Tea Party in the Mayoral Garden' 03/08/2023-30/09/2023 - McIver's Ladies Baths HERSTORY: While We Live, We Swim	Period: 01/10/23 - 31/12/23 Period Value: 100% Includes set up and repainting between exhibitions.	
B14.1.2 Facilitate hire and use of the Randwick City Library bus, including provision of community transport to the library, and public hire when it is not being used for community transport.	Indicator: <i>BI122</i> Utilisation of Library bus (hrs bus used for community transport & public hire)	Manager Library Services	Period: 01/07/23 - 30/06/24 Value: >= 80%	Period: 01/07/23 - 30/09/23 Period Value: 38% Whilst utilisation rates remain below the target, it has improved from the baseline in 2020-21 from 15% to 38%. Signage has been added to the rear of the bus promoting hire usage. The bus is only available to the public when a driver is available. Other areas of Council can still use the bus if they have a driver.	Period: 01/10/23 - 31/12/23 Period Value: 33% Bus is only loaned to public when driver is available. Other areas of Council can use bus if they provide driver. Driver delivers Home Library Service 4 days a month using library van, reducing availability of driver.	
B14.1.3 Provide online systems, such as the library website, app and social media, that enable our community to interact with the library 24/7.	Indicator: <i>BI123</i> Number of library website page views	Manager Library Services	Period: 01/07/23 - 30/06/24 Value: >= 450,000 Views	Period: 01/07/23 - 30/09/23 YTD Value: 127,149 Views 63,947 sessions and 8424, searches over the period.	Period: 01/10/23 - 31/12/23 YTD Value: 243,526 Views there were 62031 sessions and 7454 searches.	
	Indicator: <i>BI124</i> Number of sessions in library app	Manager Library Services	Period: 01/07/23 - 30/06/24 Value: >= 140,000 Sessions	Period: 01/07/23 - 30/09/23 YTD Value: 41,031 Sessions	Period: 01/10/23 - 31/12/23 YTD Value: 80,235 Sessions includes 80,438 searches.	
	Indicator: <i>BI125</i> Number of Library Instagram and Facebook followers	Manager Library Services	Date: 30/06/24 Value: >= 5,000 Followers	Period: 01/07/23 - 30/09/23 Value: 4,822 Followers Instagram: 1,432 Facebook: 3,390	Period: 01/10/23 - 31/12/23 Value: 4,911 Followers Instagram: 1,493 Facebook: 3,418	
	Indicator: <i>BI126</i> Average daily reach of Library Facebook and Instagram posts	Manager Library Services	Period: 01/07/23 - 30/06/24 Value: >= 800 People/day (avg.)	Period: 01/07/23 - 30/09/23 Period Value: 862 People/day (avg.) Instagram: 25,729 Facebook: 53,592	Period: 01/10/23 - 31/12/23 Period Value: 930 People/day (avg.) Instagram: 18,882 Facebook: 65,778	

	Indicator: <i>BI127</i> Number of Library eNews subscribers	Manager Library Services	Date: 30/06/24 Value: >= 48,000 Subscribers	Period: 01/07/23 - 30/09/23 Value: 49,479 Subscribers	Period: 01/10/23 - 31/12/23 Value: 50,115 Subscribers	
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Recreation Business Services Function: Leisure Centre Programs and Services

B16.1 Develop and deliver fitness, swimming and recreational programs and services to the community through the Des Renford Leisure Centre.



B16.1.2 Provide a range of swimming programs through the Des Renford Leisure Centre including Learn to Swim programs, swimming squads and the Randwick City Swim Club.	Indicator: <i>BI133</i> Number of enrolments in DRLC Learn to Swim program per school term	Manager Recreation Business Services	Period: 01/07/23 - 30/06/24 Value: >= 3,900 Enrolments/term	Period: 01/07/23 - 30/09/23 Period Value: 3,532 Enrolments/term Term 3 2023 Learn to Swim enrolments finished at 3532 (80%) of the pre-COVID average. Term 3 historically is always the quietest term. Staff shortages is still a factor affecting enrolment numbers as well as the increase of swim schools opening and operating in the area.	Period: 01/10/23 - 31/12/23 Period Value: 3,852 Enrolments/term Term 4, 2023 Learn to Swim enrolments finished at 3852, 98% of the target. This result is an increase from Term 4 in the previous year. Staff shortages is still a factor affecting enrolment numbers as well as the increase in competition for the learn to swim market with new operators entering the Randwick local government area.	
B16.1.3 Provide a large variety of group fitness classes each week at the Des Renford Leisure Centre (DRLC) catering to a range of interests and fitness levels.	Indicator: <i>BI134</i> Number of group fitness classes provided per week	Manager Recreation Business Services	Period: 01/07/23 - 30/06/24 Value: >= 70.00 Classes/week	Period: 01/07/23 - 30/09/23 Period Value: 69.71 Classes/week DLRC group fitness classes have been busier over the colder months. With many of our classes nearly reaching capacity. During this quarter we had 2 school holidays where there was a break in teen gym classes. And many of our members were away on holidays. At DRLC we offer a large variety of classes to cover all areas of abilities, wants and needs. Our classes are designed to be modified to suit all participants levels and abilities.	Period: 01/10/23 - 31/12/23 Period Value: 65.69 Classes/week DLRC group fitness classes have been busier over the warmer weeks leading up to summer. However, over the 2 school holiday breaks, and with an adjusted Christmas and new timetable, there was less group fitness classes on offer. Even with fewer classes, the facility experienced higher attendance numbers than the previous 3 years. At DRLC we offer a large variety of classes to cover all areas of abilities, wants and needs. Our classes are designed to be modified to suit all participants levels and abilities.	
B16.1.4 Provide a library of free online fitness workouts via the Des Renford Leisure Centre (DRLC) website and the dedicated DRLC YouTube Channel.	Indicator: <i>BI135</i> Number of new online fitness workouts added per month	Manager Recreation Business Services	Period: 01/07/23 - 30/06/24 Value: >= 3.00 Workouts/month	Period: 01/07/23 - 30/09/23 Period Value: 4.00 Workouts/month DRLC have continued to provide weekly workouts on our social media platform. We aim to provide content that is relevant, helpful and easy to follow. Our workouts are planned in advance to ensure we provide variety. Our workouts can be modified, and can be performed at home and in the gym using minimal pieces of equipment,	Period: 01/10/23 - 31/12/23 Period Value: 4.33 Workouts/month DRLC have continued to provide weekly workouts on our social media platform. We aim to provide content that is relevant, helpful and easy to follow. The workouts are planned in advance to ensure we provide variety. DRLC workouts can be modified, and can be performed at home and in the gym using minimal pieces of equipment,	
B16.1.5 Offer a variety of recreational programs and services to the community at the Des Renford Leisure Centre including birthday parties and creche.	Indicator: <i>BI136</i> Number of birthday parties per week	Manager Recreation Business Services	Period: 01/07/23 - 30/06/24 Value: >= 8.00 Parties/week (avg.)	Period: 01/07/23 - 30/09/23 Period Value: 6.15 Parties/week (avg.) Birthday parties continue to be highly successful. This quarter we had 4 weekend carnivals as well as 2 nippers groups which hindered the availability of the pool. We are on track for a successful summer birthday party campaign with weekends booked out until the end of the year.	Period: 01/10/23 - 31/12/23 Period Value: 9.08 Parties/week (avg.) Birthday parties continue to be highly successful. This quarter we had 1 unavailable weekend due to other bookings as well as the Christmas period to consider but still most weekends were fully booked. We are on track for a successful end to the summer period with most weekends fully booked for the next few months.	
	Indicator: <i>BI137</i> Number of creche visits per week	Manager Recreation Business Services	Period: 01/07/23 - 30/06/24 Value: >= 170.00 Visits/week (avg.)	Period: 01/07/23 - 30/09/23 Period Value: 189.00 Visits/week (avg.) The creche continues to provide an exceptional service to the community. They have just recorded their biggest month in visits since COVID with 935 in September. Such a great	Period: 01/10/23 - 31/12/23 Period Value: 229.77 Visits/week (avg.) The Creche has continued to grow in numbers over this last quarter. October saw 1031 children and November recorded the highest number of visits for the past few years with 1114.	

				achievement and no doubt the numbers will continue to grow.	December is historically always a quieter month, but we still saw 842 children attend the service.	
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Waste, Cleansing and Public Safety Function: Waste and Recycling Services





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

B17.1.1 Provide residential waste collection and processing services for FOGO, recyclables and rubbish.	Indicator: <i>BI142</i> The diversion rate for waste collected through the residential bin collection service (i.e. FOGO and recyclables tonnage as % of garbage, FOGO and recycling tonnage together)	Manager Waste, Cleansing and Public Safety	Period: 01/07/23 - 30/06/24 Value: >= 50%	Period: 01/07/23 - 30/09/23 Period Value: 45%	Period: 01/10/23 - 31/12/23 Period Value: 53%	
	Indicator: <i>BI354</i> Percentage of bins missed (residential waste collection service)	Manager Waste, Cleansing and Public Safety	Period: 01/07/23 - 30/06/24 Value: <= 0.04 %	Period: 01/07/23 - 30/09/23 Period Value: 0.00 %	Period: 01/10/23 - 31/12/23 Period Value: 0.00 %	
	Indicator: <i>BI355</i> Percentage of bins missed (residential recyclables collection service)	Manager Waste, Cleansing and Public Safety	Period: 01/07/23 - 30/06/24 Value: <= 0.04 %	Period: 01/07/23 - 30/09/23 Period Value: 0.00 %	Period: 01/10/23 - 31/12/23 Period Value: 0.00 %	
	Indicator: <i>BI356</i> Percentage of bins missed (residential FOGO collection service)	Manager Waste, Cleansing and Public Safety	Period: 01/07/23 - 30/06/24 Value: <= 0.04 %	Period: 01/07/23 - 30/09/23 Period Value: 0.00 %	Period: 01/10/23 - 31/12/23 Period Value: 0.00 %	
B17.1.2 Provide residents with 6 free household clean-up collections each year including one scheduled clean-up collection and five booked (on-call) clean-up collections.	Indicator: <i>BI144</i> Number of missed on-call clean up services	Manager Waste, Cleansing and Public Safety	Period: 01/07/23 - 30/06/24 Value: <= 800 Services	Period: 01/07/23 - 30/09/23 YTD Value: 261 Services	Period: 01/10/23 - 31/12/23 YTD Value: 577 Services 97.3% completed within SLA	
B17.1.3 Provide trade waste services to businesses across the City.	Indicator: <i>BI357</i> Number of trade waste customers	Manager Waste, Cleansing and Public Safety	Date: 30/06/24 Value: >= 500 Customers	Period: 01/07/23 - 30/09/23 Value: 487 Customers trending increase	Period: 01/10/23 - 31/12/23 Value: 503 Customers	
B17.1.4 Investigate and manage illegal dumping of rubbish within the LGA.	Indicator: <i>BI147</i> Percentage of customer service requests for removal of illegally dumped rubbish completed within SLA	Manager Waste, Cleansing and Public Safety	Period: 01/07/23 - 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Period Value: 94%	Period: 01/10/23 - 31/12/23 Period Value: 95%	
B17.1.5 Provide reactive and scheduled waste collection services to public place bins within the City's business centres, parks and beaches in accordance with established service level agreements.	Indicator: <i>BI149</i> Percentage of customer service requests for emptying a public bin responded to within SLA	Manager Waste, Cleansing and Public Safety	Period: 01/07/23 - 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Period Value: 97%	Period: 01/10/23 - 31/12/23 Period Value: 96% 6807 bins were serviced during this period	

B17.1.6 Manage and operate the Randwick Recycling Centre which accepts a wide range of recyclable materials and problem wastes.	Indicator: <i>BI358</i> Total amount of recyclables and problem wastes diverted from land fill through the Randwick Recycling Centre	Manager Waste, Cleansing and Public Safety	Period: 01/07/23 - 30/06/24 Value: >= 100 Tonnes	Period: 01/07/23 - 30/09/23 YTD Value: 144 Tonnes TOTAL Diverted through CRC = 144.38 metal/whitegoods = 34.00 tonnes Electronic Waste = 35.77 tonnes Paint/Chem/Oil = 31..72 tonnes Cardboard = 37.00 tonnes Polystyrene = 1.36 tonnes Clothing = 4.93 tonnes	Period: 01/10/23 - 31/12/23 YTD Value: 306 Tonnes TOTAL Diverted through CRC = metal/whitegoods = 31.10 tonnes Electronic Waste = 37.47 tonnes Paint/Chem/Oil = 41.93 tonnes Cardboard = 42.95 tonnes Polystyrene = 3.20 tonnes Clothing = 5.15 tonnes	
	Indicator: <i>BI359</i> Progress in reviewing the activities of the Recycling Centre and developing a plan that clarifies purpose and sets clear priorities for the centre	Manager Waste, Cleansing and Public Safety	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 75% Reviews of services have been completed and are being compiled. These will be assessed to determine the appropriate streams to be accepted in future.	Period: 01/10/23 - 31/12/23 Value: 80% initial service review has been submitted and in the process of being reviewed	


Waste, Cleansing and Public Safety Function: Public Place Cleansing

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

B18.1.1 Undertake scheduled and reactive cleaning of Council's parks, amenities and facilities in accordance with established service level agreements.	Indicator: <i>BI158</i> Percentage of customer service requests for cleaning of public toilets responded to within SLA	Manager Waste, Cleansing and Public Safety	Period: 01/07/23 - 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Period Value: 100%	Period: 01/10/23 - 31/12/23 Period Value: 100% 1380 individual cleans of public place facilities in this quarter	
B18.1.2 Undertake scheduled and reactive sweeping and cleaning of Council's footpaths, streets and public carparks in accordance with established service level agreements.	Indicator: <i>BI160</i> Percentage of customer service requests for sweeping and cleaning of Council's footpaths, streets and public carparks responded to within SLA	Manager Waste, Cleansing and Public Safety	Period: 01/07/23 - 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Period Value: 98%	Period: 01/10/23 - 31/12/23 Period Value: 97%	
B18.1.3 Remove graffiti from public property and from publicly accessible frontages of private properties with owner's consent.	Indicator: <i>BI163</i> Percentage of customer service requests for removal of graffiti responded to within SLA	Manager Waste, Cleansing and Public Safety	Period: 01/07/23 - 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Period Value: 99% Due to access issues one request exceeded the SLA timeframe.	Period: 01/10/23 - 31/12/23 Period Value: 95% 3230 square meters were completed in this quarter	
B18.1.4 Undertake scheduled and reactive cleaning of the City's beaches and ocean pools in accordance with established service level agreements.	Indicator: <i>BI165</i> Percentage of customer service requests for cleaning of beaches and ocean pools responded to within SLA	Manager Waste, Cleansing and Public Safety	Period: 01/07/23 - 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Period Value: 60% Tidal and weather conditions continue to impact on the ability to respond within the SLA.	Period: 01/10/23 - 31/12/23 Period Value: 71% Weather has affected our cleaning programs at this time - We are looking at better ways of improvement which is ongoing	

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

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



B19.1.1 Plan and complete all planned and reactive	Indicator: <i>BI166</i>	Manager Waste, Cleansing and Public Safety	Period: 01/07/23 - 30/06/24 Value: <= 1,200 Tasks	Period: 01/07/23 - 30/09/23 YTD Value: 243 Tasks	Period: 01/10/23 - 31/12/23 YTD Value: 521 Tasks	
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■ Achieved ■ On track ■ Not started ■ Not achieved

maintenance of plant & fleet assets.	Number of reactive plant and fleet maintenance tasks completed			Number of task impacted by the aging fleet due to the extended leads times for replacement plant and fleet assets. The number of reactive works should start to reduce from the third quarter once new compactors, and mechanical sweeper trucks come into service. The data excludes tyre replacements noting these are a wear and tear service item.	There was increase in repairs which included additional wear items on the compactors (i.e. wear pads) due to units near end of service life (replacement units due to arrive within 3rd quarter of FY23/24). Additional repairs were also completed during registration renewal process where items were identified as requiring replacing to ensure units were road worthy.	
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Infrastructure Services Function: Asset construction

B22.1 Construct new public assets and infrastructure.





B22.1.1 Implement Council's capital works program including construction of buildings, footpaths, roads, drainage and open space infrastructure.	Indicator: <i>BI174</i> Progress in implementing the annual capital works program (measured through program expenditure)	Manager Infrastructure Services	Date: 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Value: 13% Progress is reported as actual expenditure as a percentage of the Original Budget (including carry over amounts). This value includes for all projects in asset planning, design and constructions teams within City Services. -YTD actual (06 Oct) = \$10,055,004 -Budget (including carry over) = \$75,740,109 Therefore, Q1 Progress = \$10,055,004 / 75,740,109 = 13.3% 47% of budget spent including PO's. As of 06 October 2023, annual capital spending (accrued expenditure) by the IS Projects Team was \$9.880M across 93x Projects (31% of IS Projects budget- \$31,903M), including projects complete & in construction (value spend to date).	Period: 01/10/23 - 31/12/23 Value: 45% Progress is reported as actual expenditure as a percentage of the Original Budget (including carry over amounts). This value includes for all projects in asset planning, design and constructions teams within City Services. -YTD actual (08 Jan) = \$18,293,602 -Budget (including carry over) = \$75,422,621 Therefore, Q1 Progress = \$18,293,602 / \$75,422,621 = 24.3% 48% of budget is committed including PO's. As of 08 January 2024, annual capital spending (accrued expenditure) by the IS Projects Team was \$14.843M across 121x Projects (48.5% of IS Projects budget- \$30,665M), including projects complete & in construction.	
B22.1.2 Implement the Road Rehabilitation Program as part of the Capital Works Program, including road re-sheeting.	Indicator: <i>BI175</i> Progress in implementing the road rehabilitation program (measured through program expenditure)	Manager Technical Services	Date: 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Value: 45% The Road Rehabilitation program is progressing according to plan.	Period: 01/10/23 - 31/12/23 Value: 73% The Local Road rehabilitation plan is progressing according to plan	

Infrastructure Services Function: Asset Maintenance

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


B23.1.1 Maintain Council's open space areas in accordance with established service level agreements. This includes maintenance of Council's parks and playgrounds, sports fields, bushland, coastal walkway, reserves, gardens, streetscapes and landscaped areas within the cemetery.	Indicator: <i>BI177</i> Percentage of customer service requests for maintenance of Council's open space areas responded to within SLA	Manager Infrastructure Services	Period: 01/07/23 - 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Period Value: 76% A number of the requests required additional investigation and action resulting in delays in completing within the SLA.	Period: 01/10/23 - 31/12/23 Period Value: 82% A number of the requests required additional investigation and action resulting in delays in completing within the SLA.	
	Indicator: <i>BI365</i> Percentage of bushland sites receiving bush regeneration during the period	Manager Infrastructure Services	Period: 01/07/23 - 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Period Value: 100% 100% of bushland sites received bush regeneration treatments during the period.	Period: 01/10/23 - 31/12/23 Period Value: 100% All bushland sites have been visited by staff, volunteers and contractors and bush regeneration works conducted in accordance with Ecological Work Plan and relevant site specific scopes of works.	
B23.1.2 Maintain Council's drainage infrastructure in accordance with established	Indicator: <i>BI179</i> Percentage of customer service requests for	Manager Infrastructure Services	Period: 01/07/23 - 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Period Value: 82%	Period: 01/10/23 - 31/12/23 Period Value: 80%	

■ Achieved ■ On track ■ Not started ■ Not achieved

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.	maintenance of Council's drainage infrastructure responded to within SLA			An increase in relation to the baseline but below target. This can be attributed to specific site constraint including cars parked on pits blocking access for crews to attend within timeframe.	Performance in line with previous quarter. 90% target not achieved due to access issues to clear stormwater pit and more requests during the period.	
B23.1.3 Maintain Council Assets within the road reserve in accordance with established service level agreements. This includes repairs to potholes/pavements, footpaths, kerb and gutters, line marking, signage, retaining walls, street furniture, Council owned street lighting, and traffic calming devices.	Indicator: <i>BI181</i> Percentage of customer service requests for maintenance of Council Assets within the road reserve (excluding drainage assets) responded to within SLA	Manager Infrastructure Services	Period: 01/07/23 - 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Period Value: 93% The Road Services Team performed very well this period and achieved target.	Period: 01/10/23 - 31/12/23 Period Value: 96% Target achieved for the quarter.	
B23.1.4 Maintain Council owned buildings, facilities and venues in accordance with established service level agreements. Maintenance includes cleaning, repairs, service contracts (electricity, water, gas), security and civic support.	Indicator: <i>BI183</i> Percentage of customer service requests for maintenance of Council owned buildings, facilities and venues responded to within SLA	Manager Infrastructure Services	Period: 01/07/23 - 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Period Value: 85% Although the target was not achieved there is an increase from the baseline. The target was not met due to delays in obtaining materials.	Period: 01/10/23 - 31/12/23 Period Value: 92% Target achieved for the quarter.	
B23.1.5 Manage the purchase, dispatch and stock management of supplies and equipment for Council.	Indicator: <i>BI184</i> Inventory turnover per quarter (value of stock distributed / value of stock in stores)	Manager Infrastructure Services	Period: 01/07/23 - 30/06/24 Value: >= 70%	Period: 01/07/23 - 30/09/23 Period Value: 78% The target value has been achieved in this quarter.	Period: 01/10/23 - 31/12/23 Period Value: 79% We have achieved our target value in this quarter.	
B23.1.6 Manage and maintain public assets which have hazardous materials or specific environmental operational requirements.	Indicator: <i>BI185</i> Number of EPA clean up orders received	Manager Infrastructure Services	Period: 01/07/23 - 30/06/24 Value: = 0 Orders	Period: 01/07/23 - 30/09/23 YTD Value: 0 Orders No orders were received	Period: 01/10/23 - 31/12/23 YTD Value: 0 Orders No orders received this Qtr.	


Infrastructure Services Function: Emergency Management

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





B24.1.1 Plan for and respond to emergency situations within the LGA. This includes the development of Council's Emergency Management Plan	Indicator: <i>BI187</i> Percentage of after hours requests requiring an action that are responded to	Manager Infrastructure Services	Period: 01/07/23 - 30/06/24 Value: >= 99%	Period: 01/07/23 - 30/09/23 Period Value: 100% 1816 calls received in the Qtr.; July 179 calls required action August 186 calls required action September 208 calls required action	Period: 01/10/23 - 31/12/23 Period Value: 100% 2156 calls received in the Qtr, 897 responded to. DEC 310 actioned NOV 274 actioned OCT 313 actioned.	
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Infrastructure Services Function: Tree & Plant Management

B25.1 Manage public and private trees and plants with the LGA including tree assessments and tree work implementation; as well as Management of the Council Nursery.


B25.1.2 Develop and maintain policies, plans and programs covering recognition of significant trees, tree planting programs and proactive management practices.	Indicator: <i>BI366</i> Progress in completing the Urban Forest Policy Framework	Manager Technical Services	Date: 30/06/24 Value: >= 50%	Period: 01/07/23 - 30/09/23 Value: 50% A draft Framework has been completed.	Period: 01/10/23 - 31/12/23 Value: 55% A draft framework has been completed and endorsed by the leadership team.	
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■ Achieved
 ■ On track
 ■ Not started
 ■ Not achieved






B25.1.1 Manage the propagation and production of indigenous, native and exotic plant species at the Randwick Community Nursery for use by Council and for sale to the community.	Indicator: <i>BI188</i> % of budgeted nursery revenue received	Manager Infrastructure Services	Date: 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Value: 29% Revenue generated by the Nursery currently exceeds expectations for the period.	Period: 01/10/23 - 31/12/23 Value: 22% Revenue generated by the Nursery is currently meeting expectations.	
B25.1.3 Assess and determine applications for pruning/removal of private trees. This includes tree permit applications and heritage tree applications.	Indicator: <i>BI191</i> Percentage of tree permit applications determined within 20 working days	Manager Infrastructure Services	Period: 01/07/23 - 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Period Value: 100% All applications completed within the 20 days timeframe	Period: 01/10/23 - 31/12/23 Period Value: 95% Target achieved.	
	Indicator: <i>BI193</i> Percentage of heritage tree applications determined within 20 working days	Manager Infrastructure Services	Period: 01/07/23 - 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Period Value: 100% 2 applications lodged late September and still open and within timeframe	Period: 01/10/23 - 31/12/23 Period Value: 33% Only 3 applications received and 2 were determined in 21 days instead of 20.	
B25.1.4 Undertake pruning and maintenance of Council's trees to maintain public safety.	Indicator: <i>BI195</i> Percentage of customer service requests for maintenance of Council trees responded to within SLA	Manager Infrastructure Services	Period: 01/07/23 - 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Period Value: 55% Tree Team has been working to clear the current large backlog of requests until 01/09. The target value should be achieved next quarter.	Period: 01/10/23 - 31/12/23 Period Value: 89% The team has increased performance, coming close to achieving 90% target, noting increase in request from last quarter.	








Technical Services Function: Asset Lifecycle Planning










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




B26.1.6 Establish an asset lifecycle decision making methodology for effective and efficient delivery of asset management activities including the creation, operation, maintenance, renewal and disposal of infrastructure assets by 31 December 2022.	Indicator: <i>BI203</i> Progress in establishing an asset lifecycle decision making methodology	Manager Technical Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 15% The asset lifecycle planning is outlined in the Asset Management Plans. Further work is scheduled in 2024.	Period: 01/10/23 - 31/12/23 Value: 20% An Asset Management Governance Panel has been established to oversee this planning.	
B26.1.7 Develop and adopt an annual Capital Works Program that includes buildings, footpaths, roads, drainage and open space infrastructure.	Indicator: <i>BI204</i> Progress in developing the annual Capital Works Program	Manager Technical Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% Delivery of the program is progressing according to plan.	Period: 01/10/23 - 31/12/23 Value: 50% A draft program in in development.	
B26.1.8 Procure and implement a strategic asset management software solution to improve analysis and business intelligence derived from data.	Indicator: <i>BI205</i> Progress in upgrading Council's asset management software solution	Manager Information Management and Technology	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 5% Project to migrate the ERP solution (including Asset Management) to a SaaS model is on track to upgrade the current Council asset management solution.	Period: 01/10/23 - 31/12/23 Value: 50% Project to migrate the ERP solution to the a SaaS model is in progress and on track. This will upgrade of the current Council asset management solution.	
B26.1.5 Improve the reliability of all asset registers by conducting a yearly review of the completeness and accuracy of the asset data for 25% of the assets within all major infrastructure classes.	Indicator: <i>BI367</i> % of planned conditions assessments for financial year completed (note: condition assessments are used to assess the reliability of asset data)	Manager Technical Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% Technical Services has worked with the finance team to review the data. The required data collection has been identified and will be undertaken as part of the condition assessment.	Period: 01/10/23 - 31/12/23 Value: 40% Condition data surveys are underway for infrastructure assets.	
B26.1.9 Develop, maintain and implement Asset Management Plans and procedures in	Indicator: <i>BI206</i> Progress in reviewing Asset Management Plans,	Manager Technical Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 40%	Period: 01/10/23 - 31/12/23 Value: 60%	

■ Achieved ■ On track ■ Not started ■ Not achieved

accordance with Council's Asset Management Policy.	methodologies and procedures (and updating if required)			The Asset Management Plans are reviewed in line with the Council term. The asset revaluation assumptions have been reviewed.	A review of our methodologies has been undertaken. Improvements have been listed and will be developed by the Asset Management team.	
B26.1.10 Plan and undertake building design, civil design and landscape design of public assets, infrastructure and public domain areas.	Indicator: <i>BI368</i> Progress on planned civil designs for 2023-24	Manager Technical Services	Date: 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Value: 25% Design is progressing for all civil works projects.	Period: 01/10/23 - 31/12/23 Value: 60% Design is progressing as required for Civil works projects. There are some slight delays for the design of seawalls and retaining walls.	
	Indicator: <i>BI369</i> Progress on planned landscape designs for 2023-24	Manager Technical Services	Date: 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Value: 25% Designs are progressing according to the program.	Period: 01/10/23 - 31/12/23 Value: 50% Designs are progressing according to the program.	
	Indicator: <i>BI370</i> Progress on planned building designs for 2023-24	Coordinator Major Projects	Date: 30/06/24 Value: >= 60%	Period: 01/07/23 - 30/09/23 Value: 35% 1. Malabar Ocean Pool- 40 % Design Documentation. 2. Pioneer Park Amenities - 15% design documentation. 3.La Perouse Headland Toilets - 95% Design Documentation. 4. WIRES Wildlife Rescue Facility - 30% Design Documentation. 5. La Perouse Battery Room Walls - 5% Design Documentation. 6 Maroubra Surf Life SC - 30% Design Documentation, 7. Coogee Beach Amenities - 90% Design Documentation. 8.Heffron Criterium Track - 20% Design Documentation - Concept Stage. 9. Blenheim House - 50% Design Documentation. 10. Malabar Memorial Hall - 30% Design Documentation - Planning Stage. 11.Snape Park Amenities and Indoor Cricket Facility - 10% Design Documentation - Feasibility and Site Analysis Stage. 12. Burrow Park Amenities - Project Consultants appointed.	Period: 01/10/23 - 31/12/23 Value: 70% 1. Malabar Ocean Pool - 60% design development. 2. Pioneers Park Amenities - 20% design documentation. 3. La Perouse Headland Toilets - 95% design documentation. 4. WIRES Wildlife Rescue Facility - 50% design documentation. 5. La Perouse Battery Room - 5% concept design. 6. Maroubra SLSC - 30% feasibility and concept design stage. 7. Coogee Beach Amenities - 50% concept stage. 8. Heffron Criterium Track - 20% concept stage. 9. Blenheim House - 80% documentation. 10. Malabar Memorial Hall - 30% design development. 11. Snape Park Amenities and Indoor Cricket Facility - 10% feasibility and concept stage. 12. Burrow Park - design consultant team engaged.	
B26.1.11 Assess and determine applications to build driveways or undertake other civil works in a public road reserve.	Indicator: <i>BI209</i> Percentage of civil works applications processed within 30 working days	Manager Technical Services	Period: 01/07/23 - 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Period Value: 7% The target was not met due to a number of factors including applications lacking detail and arising planning issues which need to be resolved before processing. Further, we are transitioning from paper-based forms to online forms (development in progress). Applications have been submitted with street tree impacts which take longer to assess / negotiate. Design guidelines are being developed to assist applicants with the application and design process.	Period: 01/10/23 - 31/12/23 Period Value: 17%	
B26.1.12 Develop and maintain plans of management for Council managed land.	Indicator: <i>BI221</i> Progress in developing the Coogee Beach Foreshore Plan of Management (POM)	Manager Technical Services	Date: 30/06/24 Value: >= 80%	Period: 01/07/23 - 30/09/23 Value: 0% The project will commence in 2024.	Period: 01/10/23 - 31/12/23 Value: 15% Currently the Plan of Management for Community Land (Generic PoM) and the Maroubra Beach PoM are awaiting endorsement by Crown Lands. Development of further Plans of Management is deferred pending development of an internal resourcing strategy.	




Technical Services Function: Asset Management & Control						
B27.1 Measure, monitor, evaluate and report on current and future condition and performance of assets, and manage identified risks. This includes asset condition assessments.						
B27.1.2 Undertake asset condition assessments (including risk assessments)	Indicator: <i>BI211</i> % of planned conditions assessments for 2023-24 completed	Manager Technical Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 10% Assessments will be planned to be undertaken from the second quarter in 2023-24.	Period: 01/10/23 - 31/12/23 Value: 40%	
Technical Services Function: Floodplain Management						
B28.1 Manage catchments within the LGA to reduce the risk of flooding to people and properties.						
B28.1.1 Undertake flood studies and develop Floodplain Risk Management Studies and Plans for the LGA.	Indicator: <i>BI212</i> Progress in completing the Floodplain Risk Management Study and Plan for the Birds Gully and Bunnerong Road Catchment	Manager Technical Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 90% Milestone 5 has been achieved - Preliminary and detailed options assessment was carried out for the elected areas. Working draft of the Floodplain Risk Management Study and Plan (FRMSP) has been provided with all provisions of the assessments. Initial Internal peer review carried out by consultants.	Period: 01/10/23 - 31/12/23 Value: 95% Further work has been undertaken following the meeting of the Floodplain Management Committee.	
	Indicator: <i>BI371</i> Progress in completing the Floodplain Risk Management Study and Plan for Lurline Bay, Matraville, Malabar and Yarra Bay	Manager Technical Services	Date: 30/06/24 Value: >= 50%	Period: 01/07/23 - 30/09/23 Value: 25% The NSW Department of Planning and Environment grant application has been approved. Council is currently planning to engage consultants to undertake the study.	Period: 01/10/23 - 31/12/23 Value: 30% The RFQ for consultancy services has been completed.	
B28.1.2 Implement flood mitigation projects and strategies identified through floodplain planning.	Indicator: <i>BI213</i> Progress in implementing the annual drainage capital works program (measured through program expenditure)	Manager Technical Services	Date: 30/06/24 Value: >= 80%	Period: 01/07/23 - 30/09/23 Value: 10% First quarter results in low expenditure due to design proceeding on drainage projects and RFQ's to be issued for external design and pipe relining projects.	Period: 01/10/23 - 31/12/23 Value: 40% Designs have been developed and projects have been issued for construction.	
Customer & Compliance Function: Property and Land Management						
B29.1 Administer the use of Council's property and land assets.						
B29.1.1 Manage the hire and use of Council's sports fields by sporting groups, schools, charitable organisations and the general public.	Indicator: <i>BI372</i> Use of sports fields (hours booked)	Manager Infrastructure Services	Period: 01/07/23 - 30/06/24 Value: >= 43,212 hrs	Period: 01/07/23 - 30/09/23 YTD Value: 11,967 hrs Bookings for the period amount to 11,967 hours.	Period: 01/10/23 - 31/12/23 YTD Value: 18,006 hrs Bookings for the period amount to 6,039 hours; this result is reflective of the seasonality of sports field use.	
B29.1.2 Manage the Randwick Cemetery including arrangements for interment/burial, administration of cemetery register, enquiries and oversight of private memorial works.	Indicator: <i>BI215</i> Percentage of cemetery enquiries responded to within 15 working days	Manager Technical Services	Period: 01/07/23 - 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Period Value: 94%	Period: 01/10/23 - 31/12/23 Period Value: 100% All enquiries are responded to within 15 days unless there is a particular obstacle to approval or request is prolonged due to delayed response from Customer.	
B29.1.3 Manage the booking, allocation and approval process for activities within Council's beaches and parks. This includes private ceremonies, corporate	Indicator: <i>BI217</i> Percentage of applications for activities on Council's beaches and parks	Manager Technical Services	Period: 01/07/23 - 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Period Value: 97%	Period: 01/10/23 - 31/12/23 Period Value: 98% All enquiries are responded to within 15 days unless there is a particular obstacle to approval or request is prolonged due	




activities, filming, still photography, busking, fundraising, mobile food vending, community information banners, licences to conduct fitness classes and commemorative seats/plaques.	processed within 15 working days				to delayed response from Customer or internal stakeholders who need to provide feedback/advice on activity e.g. Traffic Management .	
B29.1.4 Manage use of Council's community halls including: - Burnie Park Community Centre - Clovelly Senior Citizens Centre - Coogee Senior Citizens Centre - Kensington Park Community Centre Halls 1 & 2 - Malabar Memorial Hall - Maroubra Senior Citizens Centre - Matraville Youth and Cultural Hall (MYCH) - South Coogee Totem Hall - Randwick Town Hall	Indicator: <i>BI312</i> Utilisation of Burnie Park Community Centre (hours booked/hours available)	Manager Customer and Compliance	Period: 01/07/23 - 30/06/24 Value: > 32%	Period: 01/07/23 - 30/09/23 Period Value: 32% 92 bookings in total.	Period: 01/10/23 - 31/12/23 Period Value: 29% Hall utilisation rate is just below the target and is expected to increase in Q3 and 4.	
	Indicator: <i>BI313</i> Utilisation of Clovelly Senior Citizens Centre (hours booked/hours available)	Manager Customer and Compliance	Period: 01/07/23 - 30/06/24 Value: > 10%	Period: 01/07/23 - 30/09/23 Period Value: 14% 49 bookings in total.	Period: 01/10/23 - 31/12/23 Period Value: 13%	
	Indicator: <i>BI314</i> Utilisation of Coogee Senior Citizens Centre (hours booked/hours available)	Manager Customer and Compliance	Period: 01/07/23 - 30/06/24 Value: > 42%	Period: 01/07/23 - 30/09/23 Period Value: 69% 173 bookings in total.	Period: 01/10/23 - 31/12/23 Period Value: 61%	
	Indicator: <i>BI315</i> Utilisation of Kensington Park Community Centre Hall 1 (hours booked/hours available)	Manager Customer and Compliance	Period: 01/07/23 - 30/06/24 Value: > 60%	Period: 01/07/23 - 30/09/23 Period Value: 66% 167 bookings in total.	Period: 01/10/23 - 31/12/23 Period Value: 64%	
	Indicator: <i>BI316</i> Utilisation of Kensington Park Community Centre Hall 2 (hours booked/hours available)	Manager Customer and Compliance	Period: 01/07/23 - 30/06/24 Value: > 50%	Period: 01/07/23 - 30/09/23 Period Value: 51% 162 bookings in total.	Period: 01/10/23 - 31/12/23 Period Value: 57%	
	Indicator: <i>BI317</i> Utilisation of Malabar Memorial Hall (hours booked/hours available)	Manager Customer and Compliance	Period: 01/07/23 - 30/06/24 Value: > 25%	Period: 01/07/23 - 30/09/23 Period Value: 24% 100 bookings in total. Target almost achieved. Renovations being undertaken to this hall will improve its utilisation.	Period: 01/10/23 - 31/12/23 Period Value: 17% Whilst the hall utilisation rate remains below the target, a renovation being undertaken of this hall will improve the utilisation of this community hall.	
	Indicator: <i>BI318</i> Utilisation of Maroubra Senior Citizens Centre (hours booked/hours available)	Manager Customer and Compliance	Period: 01/07/23 - 30/06/24 Value: > 42%	Period: 01/07/23 - 30/09/23 Period Value: 47% 119 bookings in total.	Period: 01/10/23 - 31/12/23 Period Value: 60%	
	Indicator: <i>BI319</i> Utilisation of Matraville Youth and Cultural Hall (MYCH) (hours booked/hours available)	Manager Customer and Compliance	Period: 01/07/23 - 30/06/24 Value: > 30%	Period: 01/07/23 - 30/09/23 Period Value: 0% New hall under Construction. Utilisation expected to improve once construction has been completed.	Period: 01/10/23 - 31/12/23 Period Value: 0% New hall under Construction. Utilisation expected to improve once construction has been completed.	
	Indicator: <i>BI320</i> Utilisation of South Coogee Totem Hall (hours booked/hours available)	Manager Customer and Compliance	Period: 01/07/23 - 30/06/24 Value: > 20%	Period: 01/07/23 - 30/09/23 Period Value: 31% 63 bookings in total.	Period: 01/10/23 - 31/12/23 Period Value: 23% Whilst the hall utilisation rate remains above the target, an audit of Council's community halls is soon to commence which will look at how we can improve the utilisation of our community halls.	

	Indicator: <i>BI321</i> Utilisation of Randwick Town Hall (hours booked (including both paid and unpaid)/hours available)	Manager Customer and Compliance	Period: 01/07/23 - 30/06/24 Value: > 10%	Period: 01/07/23 - 30/09/23 Period Value: 6% 5 bookings in total. Utilisation rate will improve once the booking of Town Hall for the Voice Referendum is included in the statistics for next quarter. It should also be noted this space is also being used for other arts and cultural projects.	Period: 01/10/23 - 31/12/23 Period Value: 23% This space is going to be utilised for other arts and cultural projects.	
B29.1.5 Execute and manage tenancy contracts including leases, licenses and occupation agreements for Council owned assets.	Indicator: <i>BI219</i> Percentage of all tenancy contracts (including leases, licenses and occupation agreements for Council owned assets) executed in accordance with relevant legislation	Manager Customer and Compliance	Period: 01/07/23 - 30/06/24 Value: >= 100%	Period: 01/07/23 - 30/09/23 Period Value: 95% Surfing NSW are in exclusive occupation of storage area within Arthur Byrne Reserve built in 2022 adjoining Maroubra Beach Pavilion building without a tenancy agreement. A licence variation will need to be undertaken.	Period: 01/10/23 - 31/12/23 Period Value: 100% 14 community, residential, pipeline and dining agreements have been legally executed.	
B29.1.6 Manage Council's regulatory land administration functions, including responding to enquiries regarding Crown and Council land management, land dealings, Native Title and Aboriginal land claims.	Indicator: <i>BI220</i> Percentage of enquiries regarding Council's land administration functions responded to within 15 working days	Manager Customer and Compliance	Period: 01/07/23 - 30/06/24 Value: > 90%	Period: 01/07/23 - 30/09/23 Period Value: 100%	Period: 01/10/23 - 31/12/23 Period Value: 100% All of our customer enquiries have been responded too within the agreed timeframe.	

Customer & Compliance Function: Customer Service Management


B30.1 Manage the customer service lifecycle and provide professional, timely, helpful, high quality and consistent customer service before, during and after the customer's needs are met.

B30.1.2 Scope, design and implement a new Customer Relationship Management System (CRMS).	Indicator: <i>BI223</i> Progress in implementing a new Customer Relationship Management System (CRMS)	Manager Change Management	Date: 30/06/24 Value: >= 50%	Period: 01/07/23 - 30/09/23 Value: 15% The Request for Tender documentation for the CRMS solution is prepared ready for a procurement activity.	Period: 01/10/23 - 31/12/23 Value: 50% The CRMS project is interdependent with other corporate systems (ERP). Funding and further progress of work other than specification and procurement depends on the completion of work in this area.	
B30.1.1 Improve the delivery of internet based Council services to the community by 10% through the design, adoption and implementation of an appropriate Application Programming Interface (API) lifecycle by 30 June 2024.	Indicator: <i>BI373</i> Number of online service capabilities commissioned or materially improved	Manager Information Management and Technology	Period: 01/07/23 - 30/06/24 Value: >= 6 Services	Period: 01/07/23 - 30/09/23 YTD Value: 6 Services During the reporting period six online services were materially improved. These include three service upgrades to the Department of Planning interface to Council's systems for Development Applications; the implementation of a geofencing boundary for Council's online services to restrict valid addresses to within the Randwick LGA and additional property types selectable for the issuance of 10.7 certificates. There were significant security improvements to all online services through the implementation of an urgent security fix which ensured the ongoing security of all online services.	Period: 01/10/23 - 31/12/23 YTD Value: 10 Services During the reporting period there was the commissioning of new services related to rates online enquiries; improvements for the Public Place Officers in reporting city presentation and cleansing issues; refinement of two processes within Integrated Transport, and new Service Level and Workload reporting tools for Health, Building and Regulatory Services, Financial Services, Tree Services and Integrated Transport.	
	Indicator: <i>BI374</i> Number of NSW Government Planning Portal processes fully integrated into Council's systems	Manager Information Management and Technology	Date: 30/06/24 Value: >= 2 Processes	Period: 01/07/23 - 30/09/23 Value: 1 Processes Four integrations between the NSW Planning Portal and Council's Pathway system under development by the supplier for specific planning services. The functionality is not available at this time.	Period: 01/10/23 - 31/12/23 Value: 1 Processes There is currently no further work in the NSW Planning Portal that council can undertake at this stage.	
	Indicator: <i>BI375</i>	Manager Information	Date: 30/06/24 Value: >= 10%	Period: 01/07/23 - 30/09/23 Value: 14%	Period: 01/10/23 - 31/12/23 Value: 81%	

	Percentage of API integrations that conform to Council's Enterprise Architecture to improve reliability and efficiency of connections between customer facing systems	Management and Technology		One of the seven identified Pathway Integrations conforms to standards at this time. Four are pending vendor resources, one is under review by the Executive and one is being scoped.	19 of the 24 current identified integrations have been documented as part of the preparatory work of moving TechnologyOne to the Cloud. There are three additional integrations to other services which are also documented and meet IM&T standards.	
B30.1.3 Implement and maintain Council's customer service framework to ensure that the service provided by Council is professional, timely, helpful, high quality and consistent.	Indicator: <i>BI225</i> Percentage of customer service requests responded to within SLA	Manager Customer and Compliance	Period: 01/07/23 - 30/06/24 Value: >= 85%	Period: 01/07/23 - 30/09/23 Period Value: 90% 89.5% of customer service requests completed within agreed timeframe.	Period: 01/10/23 - 31/12/23 Period Value: 92% 92% of customer service requests completed within agreed timeframe which is a very good outcome for our community.	
	Indicator: <i>BI227</i> Percentage of phone calls received through call centre abandoned	Manager Customer and Compliance	Period: 01/07/23 - 30/06/24 Value: < 5.00 %	Period: 01/07/23 - 30/09/23 Period Value: 3%	Period: 01/10/23 - 31/12/23 Period Value: 5% Abandoned call rate of 5.2% due to staff shortages over the last quarter. Recent recruitments will address this problem.	




Customer & Compliance Function: Procurement Management

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

B31.1.2 Implement and maintain procurement procedures and systems to effectively manage the procurement lifecycle and ensure compliance with legislation, internal policies and best practice.	Indicator: <i>BI229</i> Percentage of contracts executed under appropriate delegation	Manager Customer and Compliance	Period: 01/07/23 - 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Period Value: 100% All contracts executed in this period have been executed under the appropriate delegation.	Period: 01/10/23 - 31/12/23 Period Value: 100% All contracts executed in this period have been executed under the appropriate delegation.	
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Customer & Compliance Function: Governance Management



B32.1 Manage Council's governance framework and controls to ensure accountability, transparency, integrity, equity and ethical Council decision making.


B32.1.1 Ensure compliance with the Government Information (Public Access) Act 2009 and assist the community in obtaining access to appropriate Council information/documents.	Indicator: <i>BI231</i> Percentage of informal access to information requests processed within five (5) working days	Manager Customer and Compliance	Period: 01/07/23 - 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Period Value: 94%	Period: 01/10/23 - 31/12/23 Period Value: 99% 99% of informal access to information requests have been processed within five (5) working days which is an excellent outcome for our customers.	
	Indicator: <i>BI233</i> Percentage of formal GIPA applications processed within legislated 20 working days	Manager Customer and Compliance	Period: 01/07/23 - 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Period Value: 100%	Period: 01/10/23 - 31/12/23 Period Value: 100% All formal GIPA applications processed within legislated 20 working days.	
B32.1.2 Implement and maintain governance policies, delegations, standards and codes to ensure compliance with relevant legislation.	Indicator: <i>BI234</i> Compliance with legislative governance requirements (as measured through legislative compliance software)	Manager Customer and Compliance	Period: 01/07/23 - 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Period Value: 100%	Period: 01/10/23 - 31/12/23 Period Value: 100% All legislative obligations were met in the previous quarter.	

Customer & Compliance Function: Enterprise Risk Management




■ Achieved ■ On track ■ Not started ■ Not achieved

B33.1 Develop and maintain the Enterprise Risk Management Framework including communication, consultation, monitoring, review, recording, reporting and WHS.						
B33.1.2 Implement and maintain Council's Enterprise Risk Management Framework, including management of claims.	Indicator: <i>BI376</i> Percent of operational risks reviewed in financial year	Manager Customer and Compliance	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 4% The number of operational risk reviews will increase now that all strategic risks and our risk appetite statement has been determined.	Period: 01/10/23 - 31/12/23 Value: 24% The number of operational risk reviews will continue to increase now that all strategic risks and our risk appetite statement has been determined.	
B33.1.3 Ensure proactive management of risk to stakeholders' health and safety.	Indicator: <i>BI239</i> Percentage of incidents that are reported within 24 hours	Manager Customer and Compliance	Period: 01/07/23 - 30/06/24 Value: >= 95%	Period: 01/07/23 - 30/09/23 Period Value: 91% For the 5 incidents where the matter was reported the following working day, the respective manager has been requested to remind their employee of the need to report to us within 24 hours.	Period: 01/10/23 - 31/12/23 Period Value: 87% 3 of the matters reported late as the employees' injuries became worse over time, 1 was late due to a public holiday. These staff have been advised to report all incidents within 24 hours even if considered a minor matter. 1 matter was late due to a public holiday and the remaining 2 matters were because employees involved went on leave immediately after the incidents.	

Human Resources Function: Employee On-board Management						
B34A.1 Attract and recruit employees with the knowledge, attributes, skills and experience to integrate into the organisation and positively contribute to delivering Council's outcomes.						
B34A.1.1 Manage the recruitment and transitioning processes. This includes developing and maintaining a strong employee value proposition that attracts quality employees.	Indicator: <i>BI377</i> Employee satisfaction level (i.e. how likely employees are to recommend Council as a good place to work as measured through the OfficeVibe Employee Net Promoter score)	Manager Human Resources	Date: 30/06/24 Value: >= 0	Period: 01/07/23 - 30/09/23 Value: -2 eNPS has dropped 4 points in the period. Recommend investigating options to better measure success of employee onboarding, i.e. introduction of new starter employee survey.	Period: 01/10/23 - 31/12/23 Value: 7 Engagement score is 7.2	
B34A.1.2 Review opportunities for enhanced pathways within the structure through the introduction of new trainee, apprentice and graduate positions.	Indicator: <i>BI378</i> Number of opportunities created as new trainee, apprentice, graduate and identified positions	Manager Human Resources	Period: 01/07/23 - 30/06/24 Value: >= 12 Positions	Period: 01/07/23 - 30/09/23 YTD Value: 13 Positions 2 x traineeships in Waste Leadership - currently under recruitment 1 x IMT - Trainee 7 Student Engineers - 2 in Integrated Transport, 1 in Projects and 4 in Technical Services 2 x Trade Apprentices (Carpenters) 1 x Nursery apprentice There is an additional position for the Sima Truuvrt scholarship There is one Apprentice Painter position that is currently vacant, however Recruitment for this role is not active	Period: 01/10/23 - 31/12/23 YTD Value: 27 Positions 2 x Waste Leadership trainees 2 x Apprentice carpenters 1 x Apprentice nursery 8 Students (4 x Technical Services, 2 x Integrated Transport, 1 x Integrated transport, 1 x DA Fast Track) 1 Identified position Community Development Currently recruiting for student strategic planner and new cadetship role. Apprentice painter position is not currently being recruited.	


Human Resources Function: Employee Development and Retention Management						
B34B.1 Develop and retain employees and maintain an optimum/balanced turnover of staff.						
B34B.1.1 Review the salary structure in line with the award and market competitiveness.	Indicator: <i>BI379</i> Progress	Manager Human Resources	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 10% Analysis has been conducted, however further review is required. Implementation plan and impact assessment, as well as change management and project management have not been adequately completed. This review is likely to	Period: 01/10/23 - 31/12/23 Value: 10% Analysis has been conducted, however further review and analysis is required. Implementation plan and impact assessment, as well as change management and project management have not been adequately completed. This	

				commence by the end of 2023. The bulk of the work will take place across Jan - June 2024.	review is likely to commence by the end of 2023. The bulk of the work will take place across Jan - June 2024.	
B34B.1.2 Review and manage industrial instruments to maintain our fair industrial reputation.	Indicator: <i>BI380</i> Progress in reviewing the updated NSW Local Government (State) Award	Manager Human Resources	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 100% The new award has been published on the Intranet as well as additional resources outlining the key changes (developed by ER Specialist and LGNSW). Review of policy alignment to the new LG State Award is ongoing and all policies that are under review will be refreshed according to the new Award to bring them into alignment. Ongoing training and development within the team will ensure we are across all relevant changes. This includes sessions run regularly by LGNSW.	Period: 01/10/23 - 31/12/23 Value: 100% The new award has been published on the Intranet as well as additional resources outlining the key changes (developed by ER Specialist and LGNSW). Review of policy alignment to the new LG State Award is ongoing and all policies that are under review will be refreshed according to the new Award to bring them into alignment. Ongoing training and development within the team will ensure we are across all relevant changes. This includes sessions run regularly by LGNSW.	
B34B.1.3 Undertake trials of new ways of working aimed at ensuring elevated levels of engagement and performance.	Indicator: <i>BI381</i> Progress in completing the trial	Manager Human Resources	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 100% Trial is now complete - we are now reviewing the future ways of working and introducing a new flexible way of working policy. A process has been implemented for flexible work requests.	Period: 01/10/23 - 31/12/23 Value: 100% This is now complete (completed in previous period (01/07/2023 - 30/09/2023). Flexible Ways of Working Policy will be ready for consultation over the coming weeks.	
B34B.1.4 Develop the Ways of Working Guidelines for all employees based on the feedback from the trial.	Indicator: <i>BI382</i> Progress in preparing the policy and guidelines	Manager Human Resources	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 75% New policy is in draft. Accompanying guidelines are also in draft. Sign off and consultation, as well as change and communications will need to be developed. Policy will need to go through Consultative Committee.	Period: 01/10/23 - 31/12/23 Value: 85% Flexible Ways of Working Policy is now open for consultation, closing on 9 Feb 2024.	
B34A.1.5 Maintain an engaged workforce.	Indicator: <i>BI383</i> Employee engagement level (i.e. the emotional commitment that an employee has to the organisation as measured through OfficeVibe surveys)	Manager Human Resources	Date: 30/06/24 Value: >= 7	Period: 01/07/23 - 30/09/23 Value: 7 Engagement has dropped 0.2pt across the period. A full engagement survey will be conducted in March 2024.	Period: 01/10/23 - 31/12/23 Value: 7 Engagement score is 7.2	
B34B.1.6 Review our internal communications plan to ensure the challenges of remote workplaces are considered and responded to.	Indicator: <i>BI384</i> Progress	Manager Human Resources	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 90% Digital Display Screens are now being utilised to advertise jobs and key business messages. Spotlight sessions will continue to provide key organisational updates. Staff news continues and we are monitoring open rates. Opportunities for continuous improvement will be considered in the next quarter.	Period: 01/10/23 - 31/12/23 Value: 90% Opportunities for continuous improvement will be considered in the next quarter.	
B34A.1.7 Promote ongoing learning and development to increase organisational and individual capability.	Indicator: <i>BI385</i> Hours of staff training (face to face and online) completed	Manager Human Resources	Period: 01/07/23 - 30/06/24 Value: >= 2,077 Hours	Period: 01/07/23 - 30/09/23 YTD Value: 820 Hours 819.50 hours of learning and development completed within the first quarter (182 hours face to face internal, 326.50 hours via external training and professional development and 311 hours online/e-learning). We are tracking well against the target (39% of target value achieved)>	Period: 01/10/23 - 31/12/23 YTD Value: 1,977 Hours 1157 hours of learning and development completed within the second quarter (164 hours face to face internal, 336 hours via external training and professional development and 657 hours online/e-learning). We are tracking very well against the target (95% completion) particularly with the focus on completion of various online compliance courses in the last quarter. Based on the quarterly tracking, we are on track to meet or exceed the target.	

B34B.1.8 Research best practice indoor and outdoor workspaces that support productive work activities and outcomes.	Indicator: <i>B/386</i> Progress in undertaking research	Manager Human Resources	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 10% Enhancements to the Admin Building have been undertaken. There has been the addition of new sit to stand work stations in some work areas. New sustainable picnic table has been incorporated into the outdoor space of the Admin Building - this table is made from recycled soft plastics and provides an outdoor space for staff to meet, work and take breaks/lunch. This is also being considered for the Depot and Recycling Centre.	Period: 01/10/23 - 31/12/23 Value: 10% New and improved best practice for indoor and outdoor staff are being considered to best support productive work activities and outcomes, including considering the future office.	
B34A.1.9 Support the total wellbeing of employees through targeted programs.	Indicator: <i>B/387</i> Employee wellness (i.e. the level of stress and perception of support towards healthy life habits as measured through OfficeVibe surveys)	Manager Human Resources	Date: 30/06/24 Value: >= 7	Period: 01/07/23 - 30/09/23 Value: 6.60 The score is 6.6 for overall wellness. Down 0.5pt. Stress is at 6.5/10, down 0.3pt. Personal health is 6.7/10, down 0.6pt. A new wellbeing program is being developed for launch in 2024 which will have a holistic focus on wellbeing and include a range of wellness activities and leadership training.	Period: 01/10/23 - 31/12/23 Value: 7.10 Wellbeing is at 7.1	
B34B.1.10 Provide leaders with mental health first aid training.	Indicator: <i>B/388</i> Number of leaders completing the mental health first aid training course	Manager Human Resources	Period: 01/07/23 - 30/06/24 Value: >= 23 Leaders	Period: 01/07/23 - 30/09/23 YTD Value: 21 Leaders While dedicated Mental Health First Aid training was not run, we are running a broad range of trainings that build on our leaders' capability and competency in dealing with mental health. Training has been run on Psychological Safety, including covering psychosocial risk. Additional sessions are being run in the current quarter (Q2) on Managing Complex Performance and Mental Health. Mental health first aid will be run specifically in Q3/4 (first half of 2024).	Period: 01/10/23 - 31/12/23 YTD Value: 39 Leaders 18 leaders attended Managing Complex Performance and Mental Health Training (out of 24 scheduled) in the quarter to 31/12/2023. Mental Health First Aid training specifically for leaders will be provided in the first half of 2024.	


Finance Function: Accounting



B35.1 Manage and record the financial transactions arising from Council's activities, including the levy and collection of rates and charges, and the preparation of financial statements and returns.




B35.1.1 Manage and record the financial transactions arising from Council's activities, including the preparation of financial statements and returns.	Indicator: <i>B/241</i> Progress in preparing and delivering financial statements and returns	Chief Financial Officer	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 0% Financial Statement preparation doesn't begin until the final quarter of the year	Period: 01/10/23 - 31/12/23 Value: 25% Currently on target and engaging with external auditors on timetable and scope	
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Finance Function: Financial Management and Control

B36.1 Support Council's sustainable delivery of projects and services through sound Financial Management and Control, including long term financial planning, budget preparation, and financial performance monitoring.




B36.1.1 Undertake a LTFP sensitivity analysis to inform recommendations on future cash and investment levels.	Indicator: <i>B/243</i> Progress in undertaking sensitivity analysis	Chief Financial Officer	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 50% The Council recently undertook a Long-Term Financial Plan (LTFP) sensitivity analysis at a Councillor briefing session held on 12 September 2023. Councillors endorsed the Council LTFP for the 2023-33 period at the Council Meeting held on 19 September.	Period: 01/10/23 - 31/12/23 Value: 75% Long-Term Financial Plan (LTFP) currently on public exhibition till the 16th of January 2024	
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B36.1.2 Evaluate the strategic and operational risks for the management of financial resources and consider within Council's Risk Management Framework.	Indicator: <i>BI244</i> Progress in implementing financial management mitigating approaches for both strategic and operational risks	Chief Financial Officer	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% The Council recently undertook a strategic and operational risk assessment in the development of the Council Long term Financial Plan for the 2023-33 period. Monthly financial and investment reports are provided to Council to ensure ongoing performance monitoring.	Period: 01/10/23 - 31/12/23 Value: 50% All Monthly financial and investment reports have been prepared on time and presented to council. Council Budget briefings occurred in November 2023 with detailed budget papers being prepared as per agreed timeframes.	
B36.1.3 Test strategic and operational financial controls periodically, within Council's internal audit program, and report to the Audit Risk and Improvement Committee.	Indicator: <i>BI245</i> Test strategic and operational financial controls periodically, within Council's internal audit program, and report to the Audit Risk and Improvement Committee	Principal Internal Auditor	Date: 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Value: 16% 19 controls were investigated or tested in the period of the 120 controls (excluding IMT controls which are tested by external supplier).	Period: 01/10/23 - 31/12/23 Value: 30% Between 1 Oct 2023 to 31 Dec 2023, an additional 17 controls were investigated or tested out of a total of 120 controls (excluding IMT controls tested by an external Subject Matter Expertise). This represents 14% during the period, bringing the year-to-date total to 30%. Review of the strategic audit functions has identified additional controls that need to be incorporated into performance monitoring in the future. It's important to highlight that a new Principal Internal Auditor was appointed in late Oct 2024.	
B36.1.4 Manage Council's cash and investment portfolio to achieve a return greater than AusBond Bank Bill Index, with no loss of capital.	Indicator: <i>BI246</i> Return on investment (%) / AusBond Bank Bill Index (%)	Chief Financial Officer	Period: 01/07/23 - 30/06/24 Value: > 100%	Period: 01/07/23 - 30/09/23 Period Value: 102% Investments continue to be made or renewed based on the objectives of financial returns offered during the period, capital preservation, and alignment with the Council's investment policy. For the quarter ending 30 September 2023, Council's actual return of 1.10% slightly outperformed the benchmark AusBond Bank Bill Index return of 1.08% by 0.02%.	Period: 01/10/23 - 31/12/23 Period Value: 110% Investments continue to be made or renewed based on the objectives of financial returns offered during the period, capital preservation, and alignment with the Council's investment policy. For the quarter ending 31 December 2023, Council's actual return of 1.17% outperformed the benchmark AusBond Bank Bill Index return of 1.06% by 0.11%.	
B36.1.5 Assess any financial performance indicators in the Long Term Financial Plan and where the plan indicates that a financial indicator may fall below benchmark, a recommendation is made to provide options for the improvement of this position prior to the next annual review of the Long Term Financial Plan.	Indicator: <i>BI247</i> Progress in assessing any financial indicators that do not meet benchmark (refer to B36.1.9)	Chief Financial Officer	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% The Council recently undertook an assessment of all financial indicators during the Long-Term Financial Plan process for the 2023-33 period, annual financial statements 2022-23, and the ongoing monthly financial reports to council and investment reports. These indicators have also been incorporated into ARIC reporting on a quarterly basis. All indicators for 2023 period and forecasts appear to meet benchmarks.	Period: 01/10/23 - 31/12/23 Value: 50% The Council recently undertook an assessment of all financial indicators during the Long-Term Financial Plan process for the 2023-33 period, annual financial statements 2022-23, and the ongoing monthly financial reports to council and investment reports. These indicators have also been incorporated into ARIC on the 7th December 2023. All indicators for 2023 period and forecasts appear to meet benchmarks.	
B36.1.10 Consider and test all upfront and associated ongoing operational costs and income within Council's LTFP for decisions involving new or enhanced infrastructure or services throughout the financial year.	Indicator: <i>BI260</i> Progress in testing proposed new or enhanced infrastructure or services within Council's LTFP	Chief Financial Officer	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 50% The Council recently undertook a Long-Term Financial Plan (LTFP) sensitivity analysis which included testing all Office of Local Government Indicators. A Councillor briefing session was held on 12 September 2023 and the LTFP was endorsed at the 19 September Council Meeting.	Period: 01/10/23 - 31/12/23 Value: 75% The Council recently undertook a Long-Term Financial Plan (LTFP) sensitivity analysis which included testing all Office of Local Government Indicators. A Councillor briefing session was held on 12 September 2023 and the LTFP was endorsed at the 19 September Council Meeting. The current LTFP is currently on public exhibition till the 16 January 2024.	
B36.1.11 Provide an analysis and recommendation report to Council in relation to strategic borrowing opportunities that support improved financial strength and/or sustainability by 30 April.	Indicator: <i>BI261</i> Progress in analysing strategic borrowing opportunities that support improved financial strength and/or sustainability	Chief Financial Officer	Date: 30/04/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 95% The Council through its budgeting cycle and 10 year projections does not require borrowings to sustain current operations or current projects. The Council is working with TCorp to ascertain its borrowing capacity as a scenario base only.	Period: 01/10/23 - 31/12/23 Value: 100% The Council through its budgeting cycle and 10-year projections does not require borrowings to sustain current operations or current projects. The Council is working with TCorp to ascertain its borrowing capacity on a scenario basis only.	

B36.1.13 Survey the community to seek feedback on the continuation of the Environmental Levy on a permanent basis to support the outcomes and objectives of the Environment Strategy adopted in 2020.	Indicator: <i>BI263</i> Survey the community to seek feedback on the continuation of the Environmental Levy on a permanent basis to support the outcomes and objectives of the Environment Strategy adopted in 2020	Manager Sustainability	Date: 30/12/23 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 45% Full consultation to occur after decision of Council now reported to October Council meeting	Period: 01/10/23 - 31/12/23 Value: 100%	
	Indicator: <i>BI389</i> Progress in analysing the results from the community survey and taking appropriate action	Manager Sustainability	Date: 31/03/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 0% Pending conclusion of community consultation in Dec 2023	Period: 01/10/23 - 31/12/23 Value: 100%	
B36.1.14 Support Council's sustainable delivery of projects and services through sound Financial Management and Control, including long term financial planning, budget preparation, and financial performance monitoring.	Indicator: <i>BI264</i> Progress in delivering the following statutory statements, budgets and reviews: Quarterly budget reviews; Audited Annual Financial Statement; 2024-25 Budget; Monthly reports and Investment Reports	Chief Financial Officer	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 25% The Council is up to date and compliant with the tabling of statutory statements, budgets and reviews: Quarterly budget reviews; Audited Annual Financial Statement; 2024-25 Budget; Monthly reports and Investment Reports.	Period: 01/10/23 - 31/12/23 Value: 50% The Council is up to date and compliant with the tabling of statutory statements, budgets and reviews: Quarterly budget reviews; Audited Annual Financial Statement; 2024-25 Budget; Monthly reports and Investment Reports.	







Information Management and Technology Services Function: Information Management


B37.1 Implement and maintain information management systems and processes to support Council's operations through the capture, management, storage, preservation and delivery of quality data and information.



B37.1.1 Support Council's decision-making through the efficient and effective management of Council's physical and electronic document records and correspondence.	Indicator: <i>BI417</i> Number of online services delivered that digitise manual correspondence processes	Manager Information Management and Technology	Period: 01/07/23 - 30/06/24 Value: >= 6 Services	Period: 01/07/23 - 30/09/23 YTD Value: 2 Services Two services were digitised during the reporting period. Tree Inspections were moved online for officers to use in the field and a Ranger Service questionnaire was implemented for officers to use in the field when assessing abandoned vehicles.	Period: 01/10/23 - 31/12/23 YTD Value: 4 Services During the reporting period two services were digitised and improved - Rates Direct Debit online form was commissioned and a chatbot service was commissioned for the Randwick City Library to replace the use of email when asking questions about library services.	
B37.1.2 Build a data warehouse to encompass all of Council's structured data and make it available for enterprise reporting and analytics, through a business intelligence (BI) solution.	Indicator: <i>BI392</i> Number of datasets available for reporting and business analysis purposes	Manager Information Management and Technology	Date: 30/06/24 Value: >= 2 Datasets	Period: 01/07/23 - 30/09/23 Value: 2 Datasets Datasets currently available for reporting purposes are Employee and Land and Property Information.	Period: 01/10/23 - 31/12/23 Value: 2 Datasets Target achieved.	
	Indicator: <i>BI393</i> Number of dashboards and reports created or materially improved	Manager Information Management and Technology	Period: 01/07/23 - 30/06/24 Value: >= 24 Dashboards/ reports	Period: 01/07/23 - 30/09/23 YTD Value: 51 Dashboards/ reports Council produced 15 new standard reports, 7 finalised dashboards, 10 dashboards with business units for review and the balance of 19 being improvements to other standard reports.	Period: 01/10/23 - 31/12/23 YTD Value: 92 Dashboards/ reports 3 new dashboards were created, 10 dashboards were updated, 9 paginated reports were created, and 19 reports were updated.	

Information Management and Technology Services Function: Technology Management

■ Achieved ■ On track ■ Not started ■ Not achieved







B38.1 Develop, implement and maintain integration and technology management solutions that support Council's operations.						
B38.1.5 Optimise Council's hardware infrastructure (compute, storage and network), through an increase in availability to 99%.	Indicator: <i>BI272</i> Availability of application systems excluding planned maintenance activities	Manager Information Management and Technology	Period: 01/07/23 - 30/06/24 Value: >= 99.00 %	Period: 01/07/23 - 30/09/23 Period Value: 99.70 % There were no issues detected through technical monitoring services. There were minor issues with power availability at some sites due to Utilities.	Period: 01/10/23 - 31/12/23 Period Value: 99.70 % The availability of systems remain on trend with some issues related to the implementation of the wide area network, server security software and Wi-Fi infrastructure. The reduction in availability is related to changes being made for these projects.	
	Indicator: <i>BI273</i> Availability of Network Infrastructure to permanently staffed sites	Manager Information Management and Technology	Period: 01/07/23 - 30/06/24 Value: >= 99.00 %	Period: 01/07/23 - 30/09/23 Period Value: 99.18 % There were two network outages for the reporting period which impacted services but still met expected service levels. Members of the public were impacted by a hardware fault with a network switch which impacted weekend library availability for eight hours - the switch has been replaced. There was a misconfiguration of Surfline cameras caused by a third party which impacted some services at Maroubra Beach. These cameras have been removed from Council's network and the cabinet secured.	Period: 01/10/23 - 31/12/23 Period Value: 99.53 % Availability continues to exceed target during the reporting period. There were a series of planned outages as IM&T continue to roll out the new Wide Area Network configuration across sites, however these are coordinated with the business areas to minimise disruption.	
	Indicator: <i>BI274</i> Number of incidents that led to service unavailability to at least 50 internal system users and/or online services provided to the community, where the unavailability lasted more than one hour (Severity One Incident)	Manager Information Management and Technology	Period: 01/07/23 - 30/06/24 Value: = 0 Issues	Period: 01/07/23 - 30/09/23 Period Value: 0 Issues No Severity One outages occurred during the reporting period.	Period: 01/10/23 - 31/12/23 Period Value: 2 Issues There were two severity one issues during the reporting period. The Wi-Fi infrastructure experienced an outage on 6 November for approximately 90 minutes, and the Pathway corporate land and property system was unavailable for approximately 90 minutes on 6 December. Both outages have been investigated and the root cause identified. Corrective steps have been put in place.	
B38.1.1 Increase internal customer satisfaction through the provision of efficient and effective information and technology support services.	Indicator: <i>BI396</i> Percentage of requests for service completed in line with agreed service levels	Manager Information Management and Technology	Period: 01/07/23 - 30/06/24 Value: >= 95.00 %	Period: 01/07/23 - 30/09/23 Period Value: 99% During the period only 51 requests of more than 5,000 did not meet service levels, meaning that the achieved level was 99.14%.	Period: 01/10/23 - 31/12/23 Period Value: 99% The IM&T Services team met service level targets in more than 99% of requests. There was no reduction in service in the quarter even though there was a significant increase in the number of requests received.	
	Indicator: <i>BI397</i> Percentage of post-request surveys completed that rated the services provided by IM&T Services as "Good" or "Very Good"	Manager Information Management and Technology	Period: 01/07/23 - 30/06/24 Value: >= 95%	Period: 01/07/23 - 30/09/23 Period Value: 100% IMT Services achieved a 99.5% 'good' or 'very good' rating across the surveys completed by staff. Two surveys were investigated by management to address issues identified.	Period: 01/10/23 - 31/12/23 Period Value: 100% The team achieved a 100% 'Good' or 'Very Good' assessment of the quality of service provided by the Department to the organisation, with 391 customer satisfaction surveys completed.	
B38.1.2 Increase security, protection, visibility and control over network security, through the implementation of a network security solution.	Indicator: <i>BI399</i> Percentage of planned sites upgraded to a network security solution to improve cyber security	Manager Information Management and Technology	Date: 30/06/24 Value: >= 75%	Period: 01/07/23 - 30/09/23 Value: 0% Preparatory work has commenced for the new network solution. Orders for 10 services are in progress and the civil works and network extensions have been completed.	Period: 01/10/23 - 31/12/23 Value: 30% Ten sites have been upgraded to conform to the new network architecture out of a planned 33 sites. The sites delivered in the quarter are Coogee East Ward, Kingsford Nursery, Moverly Childrens Centre, Matraville Recycling Centre, Randwick Community Centre, Prince	












					Henry Centre, La Perouse Museum, Des Renford Leisure Centre, Coral Sea Park and Maroubra Senior Citizens Centre. All remaining sites are either in planning or construction.	
B38.1.6 Develop, implement and maintain information and technology management procedures and systems that support Council's operations.	Indicator: <i>BI404</i> Percentage of changes successfully completed	Manager Information Management and Technology	Period: 01/07/23 - 30/06/24 Value: >= 95%	Period: 01/07/23 - 30/09/23 Period Value: 100% All changes scheduled were completed successfully with no changes requiring roll back.	Period: 01/10/23 - 31/12/23 Period Value: 99% Of the 160 changes completed, one relating to Pathway server security was rolled back after an issue arose with the installation being incompatible with the Pathway software. This led to the outage for the Pathway service. The matter is under further investigation.	
B38.1.7 Undertake research to improve the flexibility by 10% of community facing business workflows and increase the life span of current applications by 2 years, through the implementation and adoption of an Enterprise Service Bus (ESB) solution by 31 December 2024.	Indicator: <i>BI405</i> Progress in researching the applicability of an Enterprise Service Bus approach to improve business workflows and the life span of applications	Manager Information Management and Technology	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 100% The applicability of an Enterprise Service Bus approach has been researched and it has been determined that the approach will be applied where relevant. This task is complete.	Period: 01/10/23 - 31/12/23 Value: 100% As per previous comment the implementation of an Enterprise Service Bus has been reconsidered and this approach will be pursued through alternative means.	
B38.1.8 Commence optimisation of Council's application portfolio to achieve a 5% reduction in running costs by 30 June 2024.	Indicator: <i>BI407</i> Percentage of applications in use in Council which have been reviewed in line with Council's application lifecycle framework	Manager Information Management and Technology	Date: 30/06/24 Value: >= 75%	Period: 01/07/23 - 30/09/23 Value: 20% 17 of the 84 vendor relationships have been reviewed as part of Council's ongoing application lifecycle management activities.	Period: 01/10/23 - 31/12/23 Value: 53% IMT now have reviewed 47 of the 87 software products as part of our ongoing application lifecycle activities.	
	Indicator: <i>BI408</i> Number of application optimisation work packages undertaken	Manager Information Management and Technology	Period: 01/07/23 - 30/06/24 Value: >= 28 Optimisation work packages	Period: 01/07/23 - 30/09/23 YTD Value: 13 Optimisation work packages 13 work packages were completed to optimise applications including digitising paper forms, improving network security, providing data analysis dashboards to assist in monitoring performance and the implementation of a Chatbot for the Library which is improving communication with patrons.	Period: 01/10/23 - 31/12/23 YTD Value: 26 Optimisation work packages The following application optimisation work packages were completed: Installation of FortiClient Server firewall on Production Servers Telephony Improvements for various Departments to improve call handling Expand the Enterprise Search Tool to include MS Teams and SharePoint Deployment of Bitlocker endpoint encryption technology Single Sign on improvements for Reliansys and Local Government Solutions products Improvements to the lifeguard condition reporting and expansion to cover Malabar and Little Bay Beaches Improvements to the Impounding Register functions in Pathway Standardisation of the versions of Microsoft products used on staff computers Remediation of certain property data in preparation for 10.7 certificate implementation Dashboards for a variety of HR and service request related functions Implementation of Microsoft Defender for Identity security systems Refinement of the vulnerability scanner solution to meet the requirements of Essential Eight Continued preparation for the TechnologyOne SaaS.	
B38.1.9 Undertake a program of information technology security activities across the year to improve the resilience and	Indicator: <i>BI270</i> Progress in remediating risks identified in the simulated cyberattack	Manager Information Management and Technology	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 0% Work will commence when the results of the 2023 Penetration Test are available.	Period: 01/10/23 - 31/12/23 Value: 48% Of the 29 risks identified, all high risk items have been resolved, and all external facing risks, regardless of their	

security of Council's technology and data.					severity, have also been addressed. Work continues to address the remaining risks with oversight provided by the Director Corporate Services and the Audit, Risk and Improvement Committee.	
	Indicator: <i>BI402</i> Number of simulated phishing attacks conducted to determine staff proficiency in identifying phishing threats	Manager Information Management and Technology	Period: 01/07/23 - 30/06/24 Value: >= 1 Simulated attacks	Period: 01/07/23 - 30/09/23 YTD Value: 0 Simulated attacks Work is not scheduled to occur in this reporting period. This work is scheduled to occur in Q4 of the financial year to align with the End of Financial Year rush when phishing attempts spike.	Period: 01/10/23 - 31/12/23 YTD Value: 0 Simulated attacks Work is not scheduled to occur in this reporting period. This work is scheduled to occur in Q4 of the financial year to align with the End of Financial Year rush when phishing attempts spike.	
	Indicator: <i>BI403</i> Percentage of internal technology users who have currency in completing cyber security risk awareness training in the last 12 months	Manager Human Resources	Date: 30/06/24 Value: >= 95%	Period: 01/07/23 - 30/09/23 Value: 88% Cyber Security refresher was undertaken and assigned as requested by Manager, IMT. In the first quarter of 2023/2024, 22 people have completed cyber security training as part of their orientation. From those who were assigned Cyber Security this quarter, three have not yet completed.	Period: 01/10/23 - 31/12/23 Value: 55% Cyber Security refresher was undertaken and assigned as requested by Manager, IMT. In the second of 2023/2024, 18 people have completed cyber security training as part of their orientation. From those who were assigned Cyber Security this quarter, 10 have not yet completed.	





Communications Function: Community engagement

B39.1 Communicate with our local communities about Council's projects, strategies, goals, events and facilities, and value and make use of their knowledge and experience to make better decisions.

B39.1.1 Provide information to the community on the Council's services and activities using effective communication methods through a variety of channels including print, digital and social media. This includes the production of Council's Scene magazine and Randwick eNews.	Indicator: <i>BI278</i> Number of editions of Scene Magazine produced	Manager Communications	Period: 01/07/23 - 30/06/24 Value: >= 4 Editions	Period: 01/07/23 - 30/09/23 YTD Value: 1 Editions Spring 2023 edition produced. This 24-page edition featured a story on Indigrow, The Heffron Centre sporting legends, FOGO and an outdoors spring special.	Period: 01/10/23 - 31/12/23 YTD Value: 2 Editions 20 page Scene Magazine - cover of DRLC employee, included stories of Lifeguards at Little Bay and DRLC 10th birthday and Splash Park.	
	Indicator: <i>BI279</i> Number of editions of Randwick eNews produced	Manager Communications	Period: 01/07/23 - 30/06/24 Value: >= 50 Editions	Period: 01/07/23 - 30/09/23 YTD Value: 13 Editions	Period: 01/10/23 - 31/12/23 YTD Value: 24 Editions	
	Indicator: <i>BI280</i> Randwick eNews open rate	Manager Communications	Period: 01/07/23 - 30/06/24 Value: >= 32%	Period: 01/07/23 - 30/09/23 Period Value: 46%	Period: 01/10/23 - 31/12/23 Period Value: 46%	
	Indicator: <i>BI282</i> Randwick eNews subscribers	Manager Communications	Date: 30/06/24 Value: >= 60,000 Subscribers	Period: 01/07/23 - 30/09/23 Value: 53,900 Subscribers	Period: 01/10/23 - 31/12/23 Value: 53,408 Subscribers	
	Indicator: <i>BI283</i> Number of followers of Council's corporate social media accounts (Facebook, Twitter, Insta, YouTube, LinkedIn and Mayor's Twitter)	Manager Communications	Date: 30/06/24 Value: >= 60,000 Followers	Period: 01/07/23 - 30/09/23 Value: 46,408 Followers	Period: 01/10/23 - 31/12/23 Value: 54,049 Followers	
	Indicator: <i>BI284</i> Number of Council Facebook posts, Council Twitter posts, Mayoral Twitter posts, and Council insta posts	Manager Communications	Period: 01/07/23 - 30/06/24 Value: >= 900 Posts	Period: 01/07/23 - 30/09/23 YTD Value: 925 Posts	Period: 01/10/23 - 31/12/23 YTD Value: 1,566 Posts The decline in posts relates to a change to the way X (formerly Twitter) operates. The new platform no longer permits automated content which used to occur to promote Council news, events, jobs and Lifeguard reports. Council staff are looking into alternative options.	





B39.1.2 Develop and implement opportunities for community input into the Council's decision-making processes, including through formal consultations, social media and biennial community satisfaction surveys.	Indicator: <i>BI286</i> Number of active subscribers to YourSay Randwick	Manager Communications	Date: 30/06/24 Value: >= 10,000 Subscribers	Period: 01/07/23 - 30/09/23 Value: 13,006 Subscribers	Period: 01/10/23 - 31/12/23 Value: 12,567 Subscribers	
	Indicator: <i>BI287</i> Number of visitations to the YourSay Randwick website	Manager Communications	Period: 01/07/23 - 30/06/24 Value: >= 45,000 Visitations	Period: 01/07/23 - 30/09/23 YTD Value: 15,239 Visitations	Period: 01/10/23 - 31/12/23 YTD Value: 34,095 Visitations	
	Indicator: <i>BI289</i> Number of engaged participants on YourSay Randwick	Manager Communications	Period: 01/07/23 - 30/06/24 Value: >= 4,000 Participants	Period: 01/07/23 - 30/09/23 YTD Value: 2,183 Participants	Period: 01/10/23 - 31/12/23 YTD Value: 3,299 Participants	
	Indicator: <i>BI409</i> Progress in completing the biennial community satisfaction survey	Manager Communications	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 50% Engagement of a survey company and preparation of questions is now complete and the survey is scheduled to take place in November 2023 (Q2).	Period: 01/10/23 - 31/12/23 Value: 100% This survey was conducted in October and November 2023.	
B39.1.3 Provide meaningful and relevant opportunities for community participation through face to face engagement.	Indicator: <i>BI410</i> Percentage of precincts meeting monthly or bi-monthly	Manager Communications	Period: 01/07/23 - 30/06/24 Value: >= 100%	Period: 01/07/23 - 30/09/23 Period Value: 100%	Period: 01/10/23 - 31/12/23 Period Value: 100%	
	Indicator: <i>BI411</i> Number of Let's Chat sessions	Manager Communications	Period: 01/07/23 - 30/06/24 Value: >= 10 Let's Chat sessions	Period: 01/07/23 - 30/09/23 YTD Value: 3 Let's Chat sessions Let's Chat events were held for the East Ward (2 Sept), North Ward (2 Sept) and West Ward (16 Sept).	Period: 01/10/23 - 31/12/23 YTD Value: 5 Let's Chat sessions Let's Chat events were held for South Ward (7 Oct) and Central Ward (25 Nov)	
	Indicator: <i>BI412</i> Number of Precinct Coordination Committee meetings	Manager Communications	Period: 01/07/23 - 30/06/24 Value: >= 24 Reference Group meetings	Period: 01/07/23 - 30/09/23 YTD Value: 1 Reference Group meetings One Precinct Coordination meeting was held 20 September 2023. During this session the General Manager presented on Customer Experience. Combined Precinct Coordination Meetings are held quarterly.	Period: 01/10/23 - 31/12/23 YTD Value: 2 Reference Group meetings A combined meeting of all Precinct Executives was held on 15 November 2023.	
B39.1.4 Support the creation, presentation and distribution of effective and clear community communications through graphic design, animation, videography and photography.	Indicator: <i>BI292</i> Number of street banner campaigns installed	Manager Communications	Period: 01/07/23 - 30/06/24 Value: >= 12 Campaigns	Period: 01/07/23 - 30/09/23 YTD Value: 7 Campaigns	Period: 01/10/23 - 31/12/23 YTD Value: 18 Campaigns	
	Indicator: <i>BI293</i> Number of Citylight campaigns installed	Manager Communications	Period: 01/07/23 - 30/06/24 Value: >= 12 Campaigns	Period: 01/07/23 - 30/09/23 YTD Value: 5 Campaigns	Period: 01/10/23 - 31/12/23 YTD Value: 9 Campaigns	
	Indicator: <i>BI294</i> Number of videos/animations produced	Manager Communications	Period: 01/07/23 - 30/06/24 Value: >= 80 Videos/Animations	Period: 01/07/23 - 30/09/23 YTD Value: 37 Videos/Animations Video highlights include: Beach Breaks 2023, Matildas Welcome to Country and Unity Beat, Coral Sea Park Synthetic Sports Field opening, interview about The Voice and Mayor Dylan Parker's wrap up video.	Period: 01/10/23 - 31/12/23 YTD Value: 57 Videos/Animations A highlight for the quarter was the production of a video celebrating 20 years of the Environmental Levy through the eyes of a 20-year-old Randwick City resident.	
B39.1.5 Respond to media enquiries and proactively provide media releases to help keep the community informed on current issues and opportunities within the LGA.	Indicator: <i>BI296</i> Total media mentions of "Randwick AND Council"	Manager Communications	Period: 01/07/23 - 30/06/24 Value: >= 2,000 Mentions	Period: 01/07/23 - 30/09/23 YTD Value: 984 Mentions	Period: 01/10/23 - 31/12/23 YTD Value: 1,244 Mentions	
	Indicator: <i>BI297</i>	Manager Communications	Period: 01/07/23 - 30/06/24 Value: >= 300 Mentions	Period: 01/07/23 - 30/09/23 YTD Value: 188 Mentions	Period: 01/10/23 - 31/12/23 YTD Value: 294 Mentions	

■ Achieved
 ■ On track
 ■ Not started
 ■ Not achieved








	Total media mentions of the Mayor					
	Indicator: <i>BI298</i> Percentage of media deadlines met	Manager Communications	Period: 01/07/23 - 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Period Value: 86%	Period: 01/10/23 - 31/12/23 Period Value: 100%	
	Indicator: <i>BI299</i> Number of news items published on Council's website	Manager Communications	Period: 01/07/23 - 30/06/24 Value: >= 200 Items	Period: 01/07/23 - 30/09/23 YTD Value: 42 Items	Period: 01/10/23 - 31/12/23 YTD Value: 73 Items	
B39.1.6 Prepare and edit Council's written communication content and speeches to ensure that the information provided by Council is clear, accurate, consistent and relevant.	Indicator: <i>BI300</i> Number of items proof-read	Manager Communications	Period: 01/07/23 - 30/06/24 Value: >= 2,000 Items	Period: 01/07/23 - 30/09/23 YTD Value: 485 Items	Period: 01/10/23 - 31/12/23 YTD Value: 1,191 Items	

Change and Performance Service Function: Performance Management




B40.1 Identify, measure and develop the performance of Council.

B40.1.1 Develop, implement and maintain our performance management framework in accordance with Integrated Planning and Reporting requirements. This includes updating the community on Council's progress in implementing our delivery program, and working with the community to update and create new programs and plans.	Indicator: <i>BI302</i> Progress in delivering the following statutory reports and plans: Progress reports (for implementation of the delivery program); 2022-23 Annual Report; and 2024-25 Operational Plan and Budget	Business Strategist	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 20% Quarter one of 2022-23 Annual report complete. 2024-25 Operational Plan and Budget to commence in October.	Period: 01/10/23 - 31/12/23 Value: 50% All statutory reporting requirements for the organisation have been met.	
B40.1.2 Engage with the community and other stakeholders to determine service level expectations and appropriate measures in development assessment.	Indicator: <i>BI303</i> Progress in completing the service level review for development assessment	Manager Development Assessment	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 100% The service level review report was endorsed at the General Manager's Team meeting on 20 September 2023. The Audit, Risk and Improvement Committee also received and noted the findings and recommendations of the report on 28 September 2023.	Period: 01/10/23 - 31/12/23 Value: 100% The subject indicator was completed on 28 September 2023. The DA business unit has started implementing the findings and recommendations of the SLR.	
B40.1.4 Engage with the community and other stakeholders to determine service level expectations and appropriate measures in event management.	Indicator: <i>BI305</i> Progress in completing the service level review for event management	Manager Economic Development and Placemaking	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 0% Council has developed a framework for service level reviews, and the event service level review will commence shortly.	Period: 01/10/23 - 31/12/23 Value: 20% Began process with Change Management to undertake Review in early 2024.	
B40.1.6 Engage with the community and other stakeholders to determine service level expectations and appropriate measures in sports field management.	Indicator: <i>BI307</i> Progress in completing the service level review for sports field management	Manager Infrastructure Services	Date: 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Value: 95% Final report is in the process of being finalised.	Period: 01/10/23 - 31/12/23 Value: 95% Final Report is in the process of being finalised, additional consultation with the team was required	

Change and Performance Service Function: Change Management




B41.1 Manage corporate based change in the organisation to achieve business improvements through business process reengineering and targeted projects.						
B41.1.1 Undertake business process re-engineering to optimise end-to-end processes and manage projects that deliver a better customer experience.	Indicator: <i>BI308</i> Number of business processes re-engineered	Manager Change Management	Period: 01/07/23 - 30/06/24 Value: >= 20 Processes	Period: 01/07/23 - 30/09/23 YTD Value: 9 Processes Processes in sports field hire, venue hire, integration were mapped and improved. Requirements were gathered for venue hire, ticketing and bookings as well as CRMS were documented.	Period: 01/10/23 - 31/12/23 YTD Value: 16 Processes Completed process analysis and improvement for heritage enquiries, higher duty operational process, management of Freshservice ticketing for HR, general HR processes, and the improvement of handling Snap Send Solve requests.	
Change and Performance Service Function: Internal Audit						
B42.1 Provide independent assurance to the Audit, Risk and Improvement Committee (ARIC) that Council's risk management, governance and internal control processes are operating effectively, and make recommendations for improvements.						
B42.1.1 Undertake internal audits to improve the effectiveness of risk management, control and governance processes.	Indicator: <i>BI309</i> Percentage of audits completed against the Annual Strategic Internal Audit Plan	Principal Internal Auditor	Date: 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Value: 0% A new Principal Internal Auditor has been recruited and will commence in October 2023.	Period: 01/10/23 - 31/12/23 Value: 25% Since the appointment of the new Principal Internal Auditor in late October 2023, two audits have been completed. This represents 25% of the audits outlined in the Annual Strategic Internal Audit Plan. Internal Audit progress remains on track for FY24.	
B42.1.2 Provide professional expert advice in relation to Council's governance, risk management and control processes.	Indicator: <i>BI310</i> Percentage of advice memorandums provided vs advice sought	Principal Internal Auditor	Period: 01/07/23 - 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Period Value: 100% NSW Audit Office's Report 'Financial management and governance in MidCoast Council' was reviewed and findings, risks, opportunities, good practice and formal recommendations from this report were extracted and provided to Executive and relevant managers.	Period: 01/10/23 - 31/12/23 Period Value: 100% Internal audit has provided professional expertise regarding the Council's governance, risk management and control processes. During the period 1 Oct 2023 to 31 Dec 2023, ten requests for advice were sought, and Internal Audit responded to all of them promptly (100%).	
Waste, Cleansing and Public Safety Function: Public Safety						
B20A.1 Implement measures to maintain the physical safety and wellbeing of the community, including lifeguard and ranger services						
B20A.1.3 Maintain and manage the Companion Animals database and undertake companion animal investigations, patrols and enforcement, including responding to animal related customer complaints and enquiries.	Indicator: <i>BI363</i> Percentage of unregistered microchipped animals in LGA	Manager Waste, Cleansing and Public Safety	Period: 01/07/23 - 30/06/24 Value: <= 7.00 %	Period: 01/07/23 - 30/09/23 Period Value: 3.35 % The reporting period saw 968 animals identified through the LGA with 947 of those being registered.	Period: 01/10/23 - 31/12/23 Period Value: 1.00 % The reporting period saw 2023 animals identified through the LGA with 1937 of those being registered.	
	Indicator: <i>BI94</i> Percentage of animal management customer service requests responded to within SLA	Manager Waste, Cleansing and Public Safety	Period: 01/07/23 - 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Period Value: 99%	Period: 01/10/23 - 31/12/23 Period Value: 97% A number of complex dog attacks and nuisance (barking) dog investigations took longer than anticipated to be finalised. This led to a reduction in current performance tracking.	
B20A.1.1 Provide lifeguard services at Coogee and Maroubra Beaches all year and at Clovelly during summer.	Indicator: <i>BI129</i> Percentage of incidents responded to along our coastline within 30-minutes of being notified	Manager Waste, Cleansing and Public Safety	Period: 01/07/23 - 30/06/24 Value: = 100%	Period: 01/07/23 - 30/09/23 Period Value: 100% All 21 incidents were responded to within 30 mins of notification.	Period: 01/10/23 - 31/12/23 Period Value: 100% All 57 incidents were responded to within 30 mins of notification.	
	Indicator: <i>BI362</i> Number of preventative actions (Note: a preventative action is when	Manager Waste, Cleansing and Public Safety	Period: 01/07/23 - 30/06/24 Value: >= 15,000 Preventative actions	Period: 01/07/23 - 30/09/23 YTD Value: 2,083 Preventative actions	Period: 01/10/23 - 31/12/23 YTD Value: 5,868 Preventative actions Lifeguards were kept busy through Q2 with 3785 preventative actions undertaken performed at Maroubra	


■ Achieved
 ■ On track
 ■ Not started
 ■ Not achieved

	a lifeguard intervenes to prevent a likely incident from occurring)			Despite the period being the traditional off season Beach Lifeguards performed more than 2080 preventative actions at Maroubra and Coogee.	Coogee and Clovelly. As expected December was the busiest month with 1582 at Coogee and Maroubra alone through this month.	
B20A.1.2 Provide schools and community groups with Surf and Water Safety Education Programs.	Indicator: <i>BI130</i> Hours of Surf and Water Safety Education Programs provided to schools and community groups	Manager Waste, Cleansing and Public Safety	Period: 01/07/23 - 30/06/24 Value: >= 40 hrs	Period: 01/07/23 - 30/09/23 YTD Value: 4 hrs Beach Lifeguards spent the traditional off peak season reviewing and updating the current School surf safety education program and preparing for school visits commencing from term 4 2023. Lifeguards will aim to visit approx 20 schools through term 4.	Period: 01/10/23 - 31/12/23 YTD Value: 26 hrs Beach Lifeguards conducted their annual School surf education program from 15/11 through to 14/12/2023. through this period our Lifeguards visited 14 local schools and conducted over 18 classroom based sessions.	
B20A.1.4 Undertake proactive and reactive parking patrols, investigations and enforcement to ensure compliance with parking rules, including responding to parking related customer complaints and enquiries.	Indicator: <i>BI96</i> Percentage of parking related customer service requests responded to within SLA	Manager Waste, Cleansing and Public Safety	Period: 01/07/23 - 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Period Value: 100%	Period: 01/10/23 - 31/12/23 Period Value: 100%	
B20A.1.5 Undertake proactive and reactive patrols, investigations, impounding and enforcement to ensure compliance with 'local laws' regarding the use of Council's parks, reserves, beaches, roads and other public places.	Indicator: <i>BI98</i> Percentage of all customer service requests actioned by our Rangers (excluding parking related requests) that were responded to within SLA	Manager Waste, Cleansing and Public Safety	Period: 01/07/23 - 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Period Value: 98%	Period: 01/10/23 - 31/12/23 Period Value: 99%	

Recreation Business Services Function: Leisure Centre Facilities Management



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

B15A.1.1 Provide industry leading gym and fitness facilities and services at the Des Renford Leisure Centre (DRLC).	Indicator: <i>BI131</i> Number of Des Renford Leisure Centre members	Manager Recreation Business Services	Date: 30/06/24 Value: >= 2,600 Members	Period: 01/07/23 - 30/09/23 Value: 2,415 Members DRLC facility numbers had a slight growth over the last few weeks. Usually during the colder winter months, the gym tends to be quieter, and we see a drop in numbers. As the days become warmer again there is a growth in numbers, the classes are busier, and people are generally more focused on health and wellness. We will see this number grow even more in the coming weeks. We have seen a larger number of Fitness Passport members attending. DRLC have always stayed on trend with the latest in the fitness industry, and constantly striving to provide the best for our members.	Period: 01/10/23 - 31/12/23 Value: 2,445 Members DRLC facility numbers had a slight growth over the last few months. December saw a higher number of suspended memberships than previous years as many members took time out over the Christmas and New Year period. These members should reactivate their memberships during January and we look forward to seeing growth in the next quarter. DRLC has introduced some new equipment and added some popular classes over this quarter to stay on trend with the latest in the fitness industry which should further encourage new members and work towards achieving the facility membership goal.	
	Indicator: <i>BI132</i> Number of visits to the Des Renford Leisure Centre per week	Manager Recreation Business Services	Period: 01/07/23 - 30/06/24 Value: >= 17,000 Visits/week	Period: 01/07/23 - 30/09/23 Period Value: 15,123 Visits/week During this quarter we have school term three which is the quietest period of the year for school visits and learn to swim historically. Entry numbers have been trending upwards over the past three months.	Period: 01/10/23 - 31/12/23 Period Value: 19,887 Visits/week Attendance numbers are continuing to trend upwards over the past 3 months with increases in Learn to Swim and gym participation.	
B15A.1.2 Manage the hire and use of the Heffron Synthetic Soccer Field.	Indicator: <i>BI138</i> Use of Heffron Synthetic Soccer Field (hours booked per week)	Manager Recreation Business Services	Period: 01/07/23 - 30/06/24 Value: >= 40.00 hrs/week (avg.)	Period: 01/07/23 - 30/09/23 Period Value: 34.85 hrs/week (avg.) Matilda Games were shown at the field during this period which added hours but stopped a lot of bookings due to the	Period: 01/10/23 - 31/12/23 Period Value: 24.79 hrs/week (avg.) The second quarter is out of season for Soccer and December is always historically a quiet month for bookings.	

				set-up time for the events. Two weeks of school holidays were also included in this period and regular hirer's take a break.	Bookings are anticipated to increase after the January school holiday period.	
B15A.1.3 Maintain and manage five swimming pools at the Des Renford Leisure Centre, including bookings.	Indicator: <i>BI128</i> Compliance with NSW Health guidelines for pool water quality	Manager Recreation Business Services	Period: 01/07/23 - 30/06/24 Value: = 100% Compliance	Period: 01/07/23 - 30/09/23 Period Value: 100% Compliance July, Aug & Sept 2023 Microbiology Reports with Certificate of Analysis Heterotrophic Plat Count Escherichia Coli Count Pseudomonas Aeruginosa Count All Pools including Sept Splash Park results 100% Compliance.	Period: 01/10/23 - 31/12/23 Period Value: 100% Compliance All Microbiology monthly test results for the past 3 months by an external laboratory have confirmed 100% compliance with NSW Health guidelines for pool water quality.	

Integrated Transport Function: Transport Planning and Facilities

B21A.1 Planning required in the operation, provision, project management and issues management of facilities and services for all modes of transport to achieve safe, efficient, comfortable, convenient, economical and enviro-friendly movement of people and goods and to attain behavioural change.

B21A.1.1 Manage existing traffic arrangements and facilities across the LGA, including consideration of Local Area Traffic Management studies, speed reviews, new/updated signage and line marking, and temporary and permanent road closures.	Indicator: <i>BI364</i> Percentage of TRIM items regarding traffic arrangements and facilities that are responded to within 14 days	Manager Integrated Transport	Period: 01/07/23 - 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Period Value: 90%	Period: 01/10/23 - 31/12/23 Period Value: 90% All TRIMs responded to. Completion improvements are progressing - including with application of Pathway software.	
B21A.1.2 Manage existing facilities for cyclists and pedestrians across the LGA, including consideration of new/updated signage and line marking.	Indicator: <i>BI415</i> Percentage of initiatives, from the annual maintenance plan, that are implemented to improve existing facilities for cyclists and pedestrians	Manager Integrated Transport	Period: 30/06/24 Value: >= 80%	Period: 01/07/23 - 30/09/23 Period Value: 25% A number of initiatives have been implemented to date, including: - additional liaison with TfNSW regarding specific line marking and signage reviews and updates along the Kingsford to Centennial Park walking and cycling improvements project. - progress with the Active Transport Strategy development - review of line marking improvements at Avoca / Bundock / Sturt intersection	Period: 01/10/23 - 31/12/23 Period Value: 50% Regular additional work has been undertaken in this area.	
B21A.1.3 Manage public parking arrangements in the LGA, including operation of the Resident Parking Scheme and the provision of specific parking restrictions such as works zones and mobility impaired persons parking spaces.	Indicator: <i>BI171</i> Percentage of permit applications determined within 10 working days (Note: only approved applications are currently captured)	Manager Integrated Transport	Period: 01/07/23 - 30/06/24 Value: >= 90%	Period: 01/07/23 - 30/09/23 Period Value: 89%	Period: 01/10/23 - 31/12/23 Period Value: 99%	