

CLAUSE	CL08
TITLE	Second Quarter Performance Report 2020/21 - Budget Review and Operational Plan Incorporating the December Delivery Program Progress Report
FROM	Vanessa Edwards, Finance Manager
TRIM REF	21/11442

SUMMARY

Council is required to review its Operational Plan within two months of the end of each quarter. Council must review both its financial position and the Operational Plan Actions (Performance Indicators) adopted for 2020/21 for the quarter ended 31 December 2020.

In addition, under the Office of Local Government's Integrated Planning and Reporting Requirements, Council is required to present a progress report, in respect to the principal activities detailed in the Delivery Program, every six months.

RECOMMENDATION

- (a) Council note the variations to the 2020/21 original budget for the quarter ended 31 December 2019 as presented in this report.**
- (b) The Financial Review and any additional approved variations for the quarter ended 31 December 2020 be adopted.**
- (c) Council adopt the 31 December 2020 Operational Plan Review advising the extent to which the Operational Plan Actions (Performance Indicators) have been achieved.**
- (d) Council endorse minor amendments to the Organisational Structure as per this report.**

REPORT

The Operational Plan is a statutory requirement under Section 405 of the Local Government Act, 1993. It requires Council to provide information on the statement of objectives (Operational Plan Actions) and performance targets for each of its principal activities. Council is also required to review its income and expenditure each quarter under Division 3, Section 203 of the Local Government (General) Regulation 2005.

Each of these requirements will be dealt with as follows:

1) REVIEW OF THE OPERATIONAL PLAN ACTIONS (Performance Indicators)

Council staff have completed a review of the extent to which the Operational Plan Actions (Performance Indicators) have been achieved. This review is included as an attachment to this report, Attachment (h).

2) BUDGET REVIEW STATEMENTS AND REVISION OF ESTIMATES

The Financial Review document comprises:

- Report by the Responsible Accounting Officer at 31 December 2020.
- Income and Expense Budget Review Statement (Fund Level) at 31 December 2020.
- Income and Expense Budget Review Statement (Function Level) to 31 December 2020.
- Capital, Cash and Investments Budget Review Statement at 31 December 2020.
- Budget Review Contracts at 31 December 2020.
- Budget Review Consultancy and Legal Expenses at 31 December 2020.
- Budget Review Councillor Expenses at 31 December 2020.

REVISED OPERATING STATEMENT

The revised operating statement at 31 December 2020 currently shows an estimated surplus from operating activities before capital amounts of \$561,906. The original adopted Operational Plan for 2020/21 showed a surplus from operations before capital grants of \$3,332,858

The variations requested by each manager are shown on the comparatives operating statement summary, and also on the individual program income and expenditure.

The overall review of the first six months reveals a number of operating budget variations as summarised below, compared to the original budget for 2020/21.

Fund	Original Budget	Variance F / (U)*	Amended Budget
Ordinary	(\$812,804)	(\$2,527,899)	(\$3,340,703)
Waste	\$1,320,750	\$177,559	\$1,498,309
Water	\$1,906,678	(\$226,438)	\$1,680,240
Sewer	\$918,234	(\$194,174)	\$724,060
Total	\$3,332,858	(\$2,770,952)	\$561,906

*Favourable / (Unfavourable)

ORDINARY FUND VARIATIONS

Operating revenues within the ordinary fund have decreased by **(\$838,280)** from the original budget projection.

The variations in **operating revenue** are summarised as follows:

- Rates & Annual Charges increased by **\$503,144**
- User Fees & Charges decreased by **(\$35,071)**
- Interest decreased by **(\$58,147)**
- Operating Grants & Contributions decreased by **(\$1,133,174)**. A significant contributor to the reduction in operating grants and contributions is Federal Government Financial Assistance Grant (two instalments) **\$3,156,000**. Should the Government choose to continue to forward fund this grant the projected end of year result will improve by the amount referred to above and
- Other Operating Revenues decreased by **(\$115,032)**

Operating expenditure has increased by **\$1,689,619** from the original budget projection.

The variations in **operating expenditure** are highlighted as follows:

- Employee Costs decreased by **(\$333,595)**
- Materials & Contracts increased by **\$2,004,480**
- Interest Charges decreased by **(\$237,646)** and
- Other Operating Expenses increased by **\$256,380**

Management will strive to continually improve this funds' performance throughout the remainder of the financial year.

WASTE FUND VARIATIONS

Operating revenues within the waste fund have increased by **\$230,119** from the original budget projection.

The variations in **operating revenue** are summarised as follows:

- Rates & Annual Charges increased by **\$67,000**
- User Fees & Charges increased by **\$44,395**
- Interest decreased by **(\$4,869)** and
- Other Operating Revenues increased by **\$123,593**

Operating expenditure has increased by **\$52,560** from the original budget projection.

The variations in **operating expenditure** are highlighted as follows:

- Employee Costs increased by **\$800**
- Materials & Contracts decreased by **(\$8,572)**
- Other Operating Expenses increased by **\$60,332**

WATER FUND VARIATIONS

Operating revenues within the water fund have decreased by **(\$35,778)** from the original budget projection.

The variations in **operating revenue** are summarised as follows:

- Interest decreased by **(\$15,080)**
- Operating Grants & Contributions decreased by **(\$2,238)**
- Other Operating Revenues decreased by **(\$18,460)**

Operating expenditure has increased by **\$190,660** from the original budget projection.

The variations in **operating expenditure** are highlighted as follows:

- Employee Costs decreased by **(\$25,749)**
- Materials & Contracts increased by **\$119,928**
- Other Operating Expenses increased by **\$96,481**

SEWERAGE FUND VARIATIONS

Operating revenues within the sewer fund have decreased by **(\$11,250)** from the original budget projection.

The variations in **operating revenue** are summarised as follows:

- Interest decreased by **(\$11,250)**

Operating expenditure has increased by **\$182,924** from the original budget projection.

The variations in **operating expenditure** are highlighted as follows:

- Employee Costs increased by **\$1,288**
- Materials & Contracts increased by **\$76,885**
- Other Operating Expenses increased by **\$104,751**

GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES

Income from Grants and Contributions for capital purposes has decreased by **(\$4,453,518)** from the original budget projection of **\$25,980,830** to total **\$21,527,312**.

CAPITAL EXPENDITURE

There is a projected increase overall of **\$3,420,721** on capital expenditure items from the December quarterly review. The original budget projected a capital spend of **\$51,455,821**.

Each fund is summarised as per the following:

- The Ordinary Fund increased capital expenditure by **\$1,569,739**
- The Waste Fund decreased capital expenditure by **(\$232,559)**
- The Water Fund increased capital expenditure by **\$1,390,243**
- The Sewer Fund increased capital expenditure by **\$693,298**

CASH FLOW STATEMENT ANALYSIS

There is an overall reduction in cash of **(\$6,470,785)** from the 30 June, 2020 figure. The original budgeted decrease in cash was **(\$1,191,425)**; therefore the net result of the September and December reviews is a decrease in cash of **(\$5,279,360)**. It is usual that some of the capital projects may not be completed or started during the financial year. As each quarterly review is completed, there will be adjustments to both the operating and capital expenditure that may improve the final cash balance at year end.

Outlined in the Cash Flow Statement, and summarised below, is the estimated unrestricted cash available at 30 June, 2021.

Total Cash & Investment Funds at 30/6/20 (Actual)	\$69,792,000
Decrease due to 2020/21 Operational Plan	(\$1,191,425)
Decrease from September 2020/21 Quarterly Review	(\$14,050,335)
Increased from December 2020/21 Quarterly Review	\$8,770,975
Closing Externally restricted cash balance at 30/6/21	\$48,662,877
Closing Internally restricted cash balance at 30/6/21	\$9,464,470
Available (Estimated) Unrestricted Cash at 30/6/21	\$5,193,868
Total Projected Cash & Investment Funds at 30/6/21	\$63,321,215

CONCLUSION

The result of the September and December 2020/21 Quarterly Review processes has seen a total decrease in the surplus of approximately (\$2,770,952). The adjustments made have been reasonably conservative as this is only the first half of the financial year and in many cases it is quite early to be certain of full year adjustments and they may only be due to timing differences. However, the actual year-to-date operating performance is tracking well ahead of budget and it is the intention of the Senior Management Team to strive to lock in as many savings as possible over the course of the year to improve the budget and provide a surplus result in each fund.

3) ORGANISATIONAL STRUCTURE AMENDMENTS – (Q2 2021)

1 October 2020 to 31 December 2020

Previous Position	Type of Change	New Position	Reason for Change	Directorate	Date Appro.
Apprentice Mechanic	Position name and duties	Workshop Administration Officer	Allow the Workshop Team Leader more time to be on the floor and managing the workshop	Infrastructure & Operations	10/11/20
Workplace Relations Coordinator – People & Systems	Title change and update PD	Workplace Relations Coordinator	Simplify title of position	Economic & Organisational Development	25/11/2020
Workplace Relations Coordinator – Insurance & Recover at Work	Title change and update PD	Risk & Insurance Coordinator	Simplify title of position	Economic & Organisational Development	25/11/2020
HR & Risk Administrative Support Officer	Title change, update PD & increase FTE from 0.3 to 1.0	HR & Risk Administrative Officer	Increased work load in WH&S and HR now managing staff vaccinations	Economic & Organisational Development	25/11/2020
Library people & Programs Team Leader	Title change and update PD	Library Community Engagement Coordinator	Provide greater clarity on nature and responsibilities of the role	Business, Cultural & Financial Services	14/12/2020
No previous position	New Casual Position (no FTE)	GRALC Duty Manager	Provide a level of assistance to casual staff on weekends and afterhours. The position will be filled by existing Casual staff as needed.	Business, Cultural & Financial Services	21/12/2020

Full Time Equivalent (FTE), as per organisational structure

Date	FTE (permanent, casual & trainees)
30/6/2019	288
30/9/2019	288
31/12/2019	290
31/3/2020	290
30/6/2020	290
30/9/2020	292
31/12/2020	293

4) DELIVERY PROGRAM PROGRESS REPORT

In accordance with Section 404 of the Local Government Act 1993, The General Manager is required to ensure that progress reports are provided to Council with respect to the principle activities detailed in the Delivery Program at least every six months. Performance Measures are listed in Attachment (h). A summary of the significant projects completed/underway in the six months from July 2020 to December 2020 include:

Project	Progress	Expected Completion/ Comments
Griffith Southern Industrial Link road Strategy		
○ Kidman Way/Bromley Road Intersection	Underway	Mar. Qtr 2021
○ Bromley Road	Underway	Mar. Qtr 2021
○ Thorne Road West	Delayed	Project delayed due to dispute with land owner.
Griffith CBD Upgrade Program		
○ Yambil Street Stage One	Complete	

Project	Progress	Expected Completion/ Comments
○ Yambil Street Stage Two	Complete	
○ Yambil Street Stage Three	Underway	Dec. Qtr 2021
New Cemetery Masterplan Development	Ongoing	Dec. Qtr 2021
Crematorium location (options – current Griffith Cemetery, Rifle Range Road site, Yenda Cemetery, other sites)	Underway	Dec. Qtr 2021 (Draft Report)
Tharbogang Waste Management Centre		
○ Prepare Quarry Floors for Development	Ongoing	No movement due to no gravel extraction being undertaken.
○ Existing Landfill Restoration	Ongoing	Money has been used for the reinstatement of the drainage network that takes the water away from the Landfill.
Depot - Power Upgrade – Relocation Emulsion Tanks, Admin Fibre Optic	Complete	
Depot - New Parks and Gardens Shed	Underway	Dec. Qtr 2021
Griffith 14ML Reservoir Refurbish	Ongoing	Dec. Qtr 2021
New Telecommunications Tower	Underway	Jun. Qtr 2021
Raw Mains Renewals Schwabb, Pigott/Golf Course Roads	Complete	Dec. Qtr 2021
Annual Road Reseals and Maintenance Program progressing	Urban reseal – 98% underway Rural reseal – Complete Regional reseal - Underway	Mar. Qtr 2021
Boorga Road/Dickie Road sealing project	Underway	Sept. Qtr 2022
Upgrade Livestock Saleyards (Truck Wash)	Complete	Sept. Qtr 2020
Hanwood Cycleway (final stage)	Underway	Jun. Qtr 2021
City Park Toilet Upgrade Stronger Country Communities Program Rd. 2	Complete	Dec. Qtr 2020
Community Gardens Stage Stronger Country Communities Program Rd. 2	Underway	Jun. Qtr 2021
Flood Mitigation		
○ Yoogali Culvert upgrade	Underway	Dec. Qtr 2021
Griffith Regional Sports Precinct		
○ 50m pool - Design and construction	Complete	Mar. Qtr 2021
○ Westend Oval – Design and construction	Underway	Mar. Qtr 2022
Collina Infrastructure	Ongoing	Dec. Qtr 2021
○ Retention Basin embellishment	Complete	Mar. Qtr 2021
○ Manera Street Roundabout	Underway	Dec. Qtr 2021
○ Citrus Road Construction	Underway	Dec. Qtr 2021
Upgrade sand filters – Griffith Water Treatment Plant	Complete	Sept. Qtr 2020
Lake Wyangan and Catchment Rehabilitation Strategy		
○ Infrastructure Options	Underway	Initial report - Mar. Qtr 2021, further investigations of options report - Jun. Qtr 2021, community consultation - Sep. Qtr 2021
○ Sedimentation Ponds and Wetland North Lake	Delayed	Artefacts discovered - Aboriginal Heritage Impact Permit to work required, complete by March 2021
Rose Garden	Ongoing	Landscape design options to be reviewed – Subject to 2021/2022 budget consideration
Jubilee Oval		
○ Amenities Building Stronger Country Communities Rd. 2	Underway	Jun. Qtr 2021
Regional Theatre Redevelopment	Complete	Sept. Qtr 2020
Affordable Housing Strategy	Complete	
○ Pioneer Precinct Affordable Housing	Underway	Dec. Qtr 2022

Project	Progress	Expected Completion/ Comments
Project (BBR Round 4)		
Community Centre and Country Universities Centre	Underway	Sep. Qtr 2021
Entrance Signs - Local Road and Community Infrastructure Grants	Underway	Jun. Qtr 2021
Pump Track – Olympic Street - Stronger Country Communities R3	Underway	Sep. Qtr 2021
Festive Lights – Banna Avenue - Local Road and Community Infrastructure Grants	Ongoing	Jun. Qtr 2021
Merrigal Street – Pedestrian Bridge - Local Road and Community Infrastructure Grants Rd 1	Underway	Jun. Qtr 2021
Railway Street West Car Park - Local Road and Community Infrastructure Grants Rd 1	Underway	Jun. Qtr 2021
Railway Street Car Park East - Local Road and Community Infrastructure Grants Rd 2	Underway	Dec. Qtr 2021
Lake Wyangan Cycleway resurface - Local Road and Community Infrastructure Grants Rd 2	Underway	Dec. Qtr 2021
Barber Road Drainage - Local Road and Community Infrastructure Grants Rd 2 (Alternative Project Merrigal Street Shared Path)	Underway	Dec. Qtr 2021
Pioneer Park Sewer Public Reserves Trust	Underway	Mar. Qtr 2022

OPTIONS

OPTION 1

As per recommendation

OPTION 2

Another resolution of Council.

POLICY IMPLICATIONS

Not Applicable

FINANCIAL IMPLICATIONS

As a result of the September and December 2020/21 Quarterly Review processes, there has been a decrease in the Ordinary Fund's operating surplus of (\$2,527,899), and an increase of \$177,559 to Waste Fund's operating profit, a decrease of (\$226,438) to Water Fund's operating profit and a decrease of (\$194,174) to Sewer Fund's operating profit, all having been identified and requested as outlined above.

FUND	Original Operating Budget	September Review	December Review	Revised Operating Budget
Ordinary	(\$812,804)	(\$2,443,665)	(\$84,234)	(\$3,340,703)
Waste	\$1,320,750	(\$52,560)	\$230,119	\$1,498,309
Water	\$1,906,678	(\$214,719)	(\$11,719)	\$1,680,240
Sewer	\$918,234	(\$151,424)	(\$42,750)	\$724,060
TOTAL	\$3,332,858	(\$2,862,368)	\$91,416	\$561,906

LEGAL/STATUTORY IMPLICATIONS

In accordance with Section 405 of the Local Government Act, 1993.

In accordance with Division 3, Section 203 of the Local Government (General) Regulation, 2005.

ENVIRONMENTAL IMPLICATIONS

Not Applicable

COMMUNITY IMPLICATIONS

Not Applicable

LINK TO STRATEGIC PLAN

This item links to Council's Strategic Plan item C5 - To provide a governance role in the continuous development of the City of Griffith.

CONSULTATION

Senior Management Team
Assistant Accountant – Financial
Integrated Planning & Reporting Coordinator

The majority of the source information contained in this review has been supplied by the individual managers responsible for each department or program.

ATTACHMENTS

- (a) Report by Responsible Accounting Officer as at the 31 December 2020 (under separate cover)
- (b) Income and Expense Review Statement (Fund Level) at 31 December 2020 (under separate cover)
- (c) Income and Expense Review Statement (Function Level) at 31 December 2020 (under separate cover)
- (d) Capital, Cash and Investment Budget Review Statement at 31 December 2020 (under separate cover)
- (e) Budget Review Contracts at 31 December 2020 (under separate cover)
- (f) Budget Review Consultancy, Legal and Vandalism Expenses at 31 December 2020 (under separate cover)
- (g) Budget Review Councillor Expenses at 31 December 2020 (under separate cover)
- (h) Quarterly Report Q2 - 2020/2021 (under separate cover)



Quarterly Review Report
Delivery Program & Operational Plan Actions
Q2, 2020/2021

leadership

Develop an engaged and connected community

Provide clear and transparent communication to the community.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide a diverse range of mediums to communicate with the community.	1.1.1.1	Ensure regular communication provided through adopted measures.	Communications Officer	Number of COGs issued. Number of Media Releases vs % coverage. Number Social Media engagements - Facebook and Instagram. Number of Social Media followers - Facebook and Instagram. Minimum of 10 Community Catch-ups per quarter.	Council continues to use a variety of mediums to get messages to the Community. 65 media releases were sent out and also included in Council's Catch Up Publication which is now printed weekly and available online through social media and the Council website. COG and Catch Up emails are being sent on a weekly basis (13 sent out this quarter), with the Yambil Street Update e-news sent out as needed. Facebook continues to grow in popularity and the Council Instagram and LinkedIn accounts are also growing, Radio continues to be a popular medium with the weekly Council call ins remaining relevant and providing current information. Due to the changes at HIT, the Council segment is now broadcast on Triple M.
Provide interactive websites for all Council facilities.	1.1.2.1	Review of current website design, functionality and content 2019/2020.	Communications Officer	New site rolled out during 2020/21.	Council's website review is underway with the design finalised and scheduled to be completed early

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
				Number of website hits across the organisation.	2021. Work will then commence on updating the information contained within to provide users with a useful and relevant site.
Provide opportunities for the community to interact with Council and staff.	1.1.3.1	Provide Committees, Working Groups to enable community input to Council services and facilities.	Director - Economic and Organisational Development	Number of Committee and Working Group recommendations to Council.	Committees and Working Groups reinvigorated after COVID lockdown and meeting as per schedule - Minutes progressing to Council.
	1.1.3.2	Maintain an active social media presence; provide Workshops, interactive meetings and community engagement sessions in accordance with the Community Engagement Strategy.	Communications Officer	Number of community engagement sessions per quarter.	Facebook continues to be a popular medium for engaging with the community. Instagram and LinkedIn are also growing. Community engagement highlights include Council Cafe, positions vacant, public notifications. Council Meetings are being live streamed through the Council Facebook page which has been increasingly popular.
Inform community of Council decisions.	1.1.4.1	Council and Committee Agendas and Minutes prepared and distributed within agreed timeframes.	Director - Economic and Organisational Development	Council and Committee Minutes uploaded to Council website.	Agendas & Minutes distributed to timeframes. Resolutions communicated via Council Catchup and Agendas & Minutes uploaded to website. Council Meetings also live-streamed to Facebook.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Tourism and event information collated and distributed to the community.	1.1.5.1	Establish, grow and maintain communication channels throughout the community.	Tourism Manager	Number of Monthly Tourism Talk e-News, Number of Seasonal Event Guides and Quarterly Tourism Report.	<p>Monthly 'Tourism Talk' e-newsletters are distributed via MailChimp, at the end of each month.</p> <p>Seasonal event guide is created and distributed - since COVID-19, these are only distributed digitally as they are changing rapidly from week to week. There will be a hard copy distributed for Easter.</p> <p>A quarterly tourism report is created and distributed with stats and figures for industry stakeholders via email by Mirella/ Tourism Manager.</p>

Be well informed, proactive and responsive to current issues that impact our community.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide a robust Council Committee and Working Group of structure.	1.2.3.1	Implementation of a new Council Committee and Working Group structure.	Director - Economic and Organisational Development	Number of meetings postponed due to lack of quorum.	Committee and Working Group structure functioning to adopted structure. Review to be undertaken after September 2021 Election with new Council.
				Number of committee recommendations to Council.	
Maintain two way dialogue with Community Opinion Group (COG).	1.2.4.1	COG is consulted on key projects and issues impacting the community.	Communications Officer	Minimum 3 communications to COG per quarter.	The COG and the Council Catch Up will increase coverage and mediums as community consultation increases in line with the review of the Community Strategic Plan

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Keep abreast of emerging trends and issues through internal monitoring.	1.2.5.1	Investigate mediums and technologies to enable improved information flow and reporting.	Communications Officer	Reports to SMT as required.	Social Media continues to be popular means of communication, as well as online platforms for consultation
Investigate options to improve Councillor interaction with constituents.	1.2.6.1	Provide opportunities for Councillor interaction and investigate online communication options.	Communications Officer	Number of Community Workshops/Mornings in the Mall held. Number of online sessions held. Number of Council Cafe sessions held.	Councillors are provided with the opportunity to engage with the community through the Community Catch Up and various community consultation sessions. The implementation of Council Cafe provides another way for Councillors to be involved and engage with the community, and while this was limited during the COVID restrictions, we are now back to offering the face to face sessions. Councillors provide a fortnightly column in the Council Catch Up, with each Councillor appearing twice per year.
Investigate ways to improve Internal Communications.	1.2.7	Provide Internal Communications such as staff newsletters and staff intranet.	Communications Officer	Review Extranet functionality.	The Staff newsletter, Council Capers, is issued to all Staff, with three sent out this quarter. Council Capers updates Staff with news and upcoming events. The Council Extranet is a valuable source of information and resources and is available to all staff using the Council network
				Number of Staff Newsletters distributed.	

Work together to achieve our goals

Actively engage with State, Federal and non-government agencies in a local advocacy role.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Griffith City Council seeks leadership role with implementation of Joint Organisation of Councils (JOs) initiative.	2.1.1.1	Griffith City Council will take a proactive role in the strategic direction of the Riverina and Murray Joint Organisation (RAMJO) of Councils.	General Manager	The Riverina Murray RAMJO was established in accordance with State Government framework.	<p>Public Spaces Legacy Program - Active role via RAMJO in lobbying NSW Government to amend guidelines for the Public Spaces Legacy Program. Program involves transition by all Councils in NSW to "On Line" lodgement of Development Applications. Improvement in efficiency of DA processing linked to grant funding opportunities.</p> <p>State Road Maintenance Contracts with Councils. A proposal developed through RAMJO to NSW Government involving a single contract between RAMJO and Transport for NSW (TfNSW).</p> <p>Development of an Infrastructure Prospectus for RAMJO.</p>

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Council actively lobbies Government agencies to provide infrastructure to support our growing City of Griffith and Western Riverina.	2.1.2.1	Construct remaining sections of Griffith Industrial Link Road.	General Manager	Griffith Industrial Link Road stages funded in operational budgets.	<p>Southern Industrial Link Road - Widening of Kurrajong Ave. Application in preparation under Building Better Regions Program (Round 5). Applications close 5 March 2021.</p> <p>Meeting held with Senior NSW Planning staff during November 2020 and meeting with Minister Stokes January 2021 seeking Griffith City Council access to the Public Spaces Legacy Program.</p> <p>Barber Road Seal project. Application lodged under Fixing Local Roads Program December 2020.</p>
Ongoing liaison with State and Federal and non-government agencies on matters of relevance.	2.1.3.1	Meetings held as required.	Director - Economic and Organisational Development	Number of meetings with State and Federal representatives with Mayor and or GM.	Liaison ongoing
Lobby with and on behalf of agencies to State and Federal governments on matters which affect the community.	2.1.4.1	Meet with key stakeholders and lobby State and Federal governments on current issues which affect the community.	Director - Economic and Organisational Development	Number of meetings and projects.	Ongoing

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Work with Destination NSW, Destination Riverina Murray and the Kidman Way Committee whilst seeking opportunities with other tourism organisations.	2.1.5.1	Respond to marketing/media requests. Build relationships and attend all relevant meetings accordingly.	Tourism Manager	Collaborative projects established and meetings held/attended.	<p>All marketing/ media requests responded to.</p> <p>Collaborative projects established and meetings held/ attended.</p> <p>Griffith is the current Chair and Secretariat for Kidman Way Promotional Committee.</p> <p>Most recent collaborations with DRM to be rolled out in March - Destination Inspiration Events to be held in Griffith 1st March.</p> <p>Griffith Tourism were also successful in a collaboration with DRM/ DNSW - Tourism Australia Business Events Boost Program.</p>

Partner with and provide support to organisations who deliver services and programs locally.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Explore opportunities to partner with NSW Department of Education in regard to Secondary Education investment in Griffith.	2.2.1.1	Seek funding partnerships with PCYC NSW to complete funding profile for Regional Sporting Precinct Project.	General Manager	PCYC to make a decision regarding partnership with Griffith City Council.	No further contact received from NSW PCYC. Council in the process of assessing tenders for West End Stadium and Oval Upgrade.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Construct Griffith Community Centre.	2.2.2.1	Construct Griffith Community Centre in partnership with Griffith Community Centre Inc.	General Manager	Centre construction completed and operational.	Griffith Community Centre (Incorporating Western Riverina Country Universities Centre) in construction phase. Due for completion July 2021.
Provide opportunities for community groups to access grant funding.	2.2.3.1	Deliver two rounds of Community Grant funding and four information sessions each year.	Director - Economic and Organisational Development	Number of grant applications received and number of grants awarded. Number of grant information sessions/workshops held.	Next round due to open March 2021
	2.2.3.2	Support Club Grants NSW to allocate funds.	Director - Economic and Organisational Development	Number of Club Grants allocated.	Next round due to open March 2021
Collaborate with local tourism operators by building and growing relationships.	2.2.4.1	Hold a quarterly Tourism Social Networking evening.	Visitor Information Centre Coordinator	4 sessions held per year. Maintain growing attendance.	Due to the restrictions still imposed due to Covid-19, the last scheduled Tourism Social Night was not held. Operator visits, however, recommenced in November, which acted as a substitute for the VIC team to chat with operators, but did not allow for networking between operators.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	2.2.4.2	Regular contact with key stakeholders. Identifying and establishing opportunities for our operators.	Visitor Information Centre Coordinator	Number of meetings with stakeholders held.	<p>Operator visits recommenced in November, with VIC Coordinator and a staff member visiting local operators, providing updates, hearing about any progress/issues/changes the operator had, and distributing Visitor Guides.</p> <p>Accommodation operators were a primary focus in December with trying to determine accommodation availability over festive period, and all other operators contacted for Festive Period opening hours, which was distributed by the Visitor Servicing team over the respective period.</p>

Maximise opportunities to secure external funding for partnerships, projects and programs to improve the quality of life for residents and visitors.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Identify funding opportunities for the improvement of the regional and local road networks.	2.3.1.1	Apply for relevant grants and identify projects.	Director - Infrastructure & Operations	Number of grant applications submitted and successful grants obtained.	Submission was made to Fixing Local Roads for Barber and Bringagee Road as nominated by Council resolution. Preparations commencing for a submission to Building Better Regions Fund (BBRF) Round 5 for Kurrajong Ave. Local Roads and Community Infrastructure Programme (LRCIP) has also be utilised for part of Council's contribution towards Barber Road.
Seek appropriate funding to implement the actions and priorities outlined in the Pedestrian Access Mobility Plan (PAMP) and Bicycle Plan.	2.3.2.1	Apply for relevant grant funding opportunities to undertake construction of footpaths and cycle ways.	Director - Infrastructure & Operations	Number of grant applications submitted and successful grants obtained.	Works Commencing for Merrigal Street Bridge under Round 1 LRCIP. Consultant engaged to prepare plans as resolved by Council for Mackay Ave Pedestrian Bridge as resolved by Council. No feedback from TfNSW Active Transport Programme received, assumed that grant applications were unsuccessful. Hanwood Cycleway crossing over Kidman Way works commenced in Q2 with installation of light pole footings and road widening.
Develop and maintain a network of grant sources to identify grant opportunities.	2.3.3.1	Provide monthly report to Senior Management Team on grants available and applied for.	Finance Manager	Number of grants applied for and received.	Monthly grants reports are generated and distributed to SMT in accordance with this KPI.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Investigate external funding opportunities to support the Griffith Playground Strategy (2014) and Griffith CBD Strategy (2015) rollout.	2.3.4.1	Apply for external funding for approved Urban Design Projects.	Principal Planner Urban Design & Strategic Planning	Grants applied for and grants awarded.	Apply for all available Grant Funding. Aim to be 100% successful with Grant Funding applications. Were successful with: SCCF Round 3, Griffith (Olympic St) BMX & Scooter Track & Facilities, for the amount of \$ 435,000. SCCF Round 3, Bright Lights in Banna. for the amount of \$ 350,000. Streets as Shared Spaces Grant. Winter delights in Kooyoo, for the amount of \$471,000.
	2.3.4.2	Apply for grant funding.	Principal Planner Urban Design & Strategic Planning	Grants applied for and grants awarded.	Applying for all available Grant Funding. Aim to be 100% successful with Grant Funding applications.

Develop partnerships with industry and agriculture leaders.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Encourage existing partnerships with tertiary education providers that support quality education pathways for Griffith students.	2.4.1.1	Establish Country Universities Centre Western Riverina in Griffith.	General Manager	Transition of CUC Western Riverina to new Community Centre.	Country Universities Centre Western Riverina operational. Centre will relocate to new Griffith Community Centre when completed in 2021

Develop partnerships to provide leadership in irrigation, water efficiency and availability.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain strategic and operational relationships with Murrumbidgee Irrigation.	2.5.1.1	Work with MI to contribute to a Master Plan to assist with addressing Blue Green Algae at Lake Wyangan.	General Manager	Discuss circulation of water at Lake Wyangan with a view to improving water quality.	A draft Memorandum of Understand between Griffith City Council and Murrumbidgee Irrigation (MI) in preparation. Draft document currently with MI for comment.
Provide ongoing support for the Build More Dams Action Group.		Convene Build More Dams Action Group meetings as required.	Director - Utilities	Number of meetings held.	Meetings are held when there is an item required for discussion on the agenda.

Plan and lead with good governance

Undertake Council activities within a clear framework of strategic planning, policies, procedures and service standards.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Council's Integrated Planning and Reporting suite of documents developed, outcomes reported and documents reviewed in accordance with statutory requirements.	3.1.1.1	Operational Plan developed, exhibited and adopted by Council by June 2020. Progress reports provided to Council.	General Manager	IP&R documents prepared in accordance with statutory requirements.	Griffith City Council Delivery Plan update (2017/18 to 2020/21) and Operational Plan (2020/21) adopted by Council 23 June 2020. September 2020 quarterly review of operations reported to Council. 24 November 2020. Annual Financial Statements 2019/2020 reported to Council 8 December 2020. in accordance with Office of Local Government requirements.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Ongoing monitoring of Customer Focus	3.1.3.1	Monitor customer contact and transactions on a regular basis.	Director - Sustainable Development	Quarterly customer service report prepared and communicated.	Statistics and CRMs monitored and managed
				Analysis of telephone contact data, quarterly. Survey of customer experience, quarterly. CRM resolution performance, quarterly.	
Provide a risk management framework.	3.1.4.1	Review Risk Register and develop Risk Management Action Plans.	Human Resources and Risk Manager	Risk Register reviewed. Risk Management Action Plans developed and communicated annually.	Risk Registers are currently being developed for Operational Services. Both the Corporate Register and Operational Risk Register were emailed out to Senior Management Team for Review on Monday 14 December 2020. WHS Committee approved Risk Management Plan.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Ensure appropriate Internal Audit program is maintained at Griffith City Council.	3.1.5.1	Annual internal audit plan developed.	Governance Manager	Number of internal audit projects undertaken. Number of internal audit recommendations implemented.	Audit Risk & Improvement Committee met 7 December 2020. Reviewed Audited Annual Financial Statements and Management Letter. Internal Audits reviewed include Councillor Payment of Expenses and Provisions of Facilities policy, Pecuniary Interests, Credit Cards and Gifts and Benefits audit reports. Internal Auditor continuing to work on audits identified in the plan.
Provide a compliant Human Resource Management service to meet legislative and organisational requirements.	3.1.6.1	Undertake review of HR policies.	Human Resources and Risk Manager	HR policies reviewed as per cycle.	Updated with the new 2020 Award
	3.1.6.2	Provide a relevant training calendar for staff development and compliance.	Workforce Planning Manager	Training Calendar completed and available. WHS training provided within relevant time frames.	Waiting on Training report form performance reviews before training calendar can be completed
	3.1.6.3	Implement Award changes as required.	Human Resources and Risk Manager	Number of Consultative Committee meetings held.	Three Consultative Committee Meetings held in 2020, which include: 18 August 2020, 15 September 2020 and 15 December 2020.
Provide effective compliance services including animal control, parking	3.1.7.1	Undertake regular patrols of restricted parking areas and school zones.	Planning & Environment Manager	Number of PINS per month. School zone patrols conducted daily during school terms.	Compliance services have improved since the last report with a new Coordinator appointed successfully and new initiatives taking shape

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
compliance, litter compliance, overgrown vegetation on privately owned land. Respond to stock complaints.	3.1.7.2	Provide and maintain an effective companion animal program and facility.	Planning & Environment Manager	Number of PINS per month. Number of rehomed companion animals per month. Number of stock complaints dealt with.	Compliance services have improved since the last report with a new Coordinator appointed successfully and new initiatives taking shape
	3.1.7.3	Respond to litter complaints in a timely manner.	Planning & Environment Manager	Number of inspections conducted per quarter.	This is monitored through the CRM process and a full review of CRM'S related to compliance indicate effective dealing with the issue
	3.1.7.4	Maintain a seasonal program for compliance with overgrown vegetation.	Planning & Environment Manager	Number of intention notices sent per quarter.	Program to be reviewed.
Provide governance services to Council.	3.1.8.1	Review public policies as required.	Governance Manager	Local policies reviewed by September 2021. Public policies reviewed at least once during Council term.	The following amended policies were presented to Council this quarter: Code of Meeting Practice Policy - adopted following consideration of submissions 10 November 2020 and Water - Supply and Charges Policy adopted following public submission period 16 November 2020.
	3.1.8.2	Provide administration support, Councillor information sessions and induction programs for 2020 Council Election.	Governance Manager	Council election conducted in accordance with legislation. Councillor induction program delivered.	Councillors provided with regular updates regarding courses available through LG NSW. Information sessions and induction program to be prepared for election now moved to 4 Sep 2021.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	3.1.8.3	Coordinate production of Council's Business Papers, Minutes, Committee Agendas and Committee Minutes.	Governance Manager	Agendas and Minutes prepared in accordance with Council policy and deadlines.	Council business papers and minutes produced in a timely manner. 5 Council Meetings and 29 Committee/Working Group meetings held this quarter.
	3.1.8.4	Manage Council's Integrated Planning and Reporting Requirements.	Governance Manager	IP&R undertaken within required time frames including Annual Report, Delivery Program reports, Quarterly reports, review of Delivery Program and Operational Plan. Review Community Strategic Plan by February 2021.	Annual Report prepared and presented to Council, uploaded to Council website and OLG notified. Community Annual Report prepared and distributed. Preparation commenced for review of Community Strategic Plan.
	3.8.1.5	Coordinate Legal Services Panel in accordance with tender provisions.	Governance Manager	Maintain Legal Services Panel.	Legal Services Panel available to staff on the Extranet.
	3.8.1.6	Develop induction and ongoing professional activities for Councillors in accordance with the Regulations.	Governance Manager	Councillor training plans prepared.	Councillors provided with a list of upcoming online training and conferences.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Ensure statutory reporting complies with legislative requirements.	3.1.9.1	Ensure compliance with statutory requirements including Public Interest Disclosures, Management of Delegations, Disclosure of Councillors and Designated Persons Register.	Governance Manager	Statutory tasks undertaken within guidelines and required time frames.	Delegations issued as required with review of Delegations by each Directorate continuing. Annual disclosure of interests forms for Councillors and Designated Persons presented to Council October 2020.
Facilitate the proactive public release of government information in accordance with legislative and organisational requirements.	3.1.10.1	Respond to and assess GIPA applications in a timely manner. Review Information Guide annually.	Governance Manager	Number of applications approved within timeframes.	Four formal GIPA requests received and processed this quarter.
Provide efficient, accurate and compliant record management services to both internal and	3.1.11.1	Ensure Council's compliance with record management standards and requirements by developing a Records Risk Register and Disaster Recovery Plan.	Information Manager	Completed by January 2021.	Draft Records Risk Register & Information Management Disaster Recovery Plan submitted to SMT for endorsement on 15 Feb 2021

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
external customers of Council.	3.1.11.2	Provide induction and refresher training in records management and continually promote best practice to all Council staff.	Information Manager	Number of induction sessions held and number of attendees Number of monthly refresher training sessions held and number of attendees Conduct daily data audit checks Monthly records management 'tips' emailed to all staff.	13 staff attended Records Management Training sessions this quarter. Daily audit checks completed. Monthly refresher training sessions not offered and 'all staff' email tips not provided this quarter due to staff changes in IM.
	3.1.11.3	Utilise electronic document management system to implement electronic record disposal strategy	Information Manager	Implement by end of January 2021.	Unable to be implemented as training for Information Manager not yet available.
	3.1.11.4	Undertake digitisation/archival/disposal of paper-based Council records.	Information Manager	Digitise Council Business papers by July 2020. Conduct archiving/digitisation/disposal of paper records stored in Information Management by January 2021.	Completed
	3.1.11.5	Maintain accurate Property and Name and Address data.	Information Manager	Completion of Rural Addressing Project by May 2020. Develop written procedures for administrative key tasks by January 2021.	Completed.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide corporate property services to Council.	3.1.12.4	Coordinate preparation of Plans of Management for Council owned community land.	Director - Sustainable Development	Priority Plans of Management completed.	A PoM preparation program is followed. PoM are provided to Council for approval to refer to the Crown and placed on public notification.
Provide reliable IT services within Council.	3.1.13.1	Review all software applications and other programs on an annual basis. Replacement of hardware as required.	Information Technology Manager	PCs to maintain a turnover ratio of 5 years minimum. Annual upgrade of Authority completed. Report on other applications as renewed.	IT Capital expenditure suspended due to COVID-19. PC & server hardware replacement to commence in February/March 2021. Server replacement will take priority
	3.1.13.2	Maintain support services to Council departments.	Information Technology Manager	80% CRMs closed as per service standard.	One IT Support Officer resigned, second IT Support Officer absent on excess Long Service Leave. Service Standard not met for period - 75%
Prepare and Implement Strategic Planning Framework	3.1.15.1	Local Strategic Planning Statement Comprehensive DCP Local Environmental Plan	Director - Sustainable Development	Strategy meets legislative requirements Plans and documents publicly notified and approved by Council.	LSPS completed and residential DCP completed. Other DCP's under review. LEP review process commenced.
Review of Development Control Plans	3.1.16.1	Review and rewrite Council's Development Control Plans (DPCs)	Director - Sustainable Development	Development Control Plans adopted by Council.	DCPs under review for revision
Develop Local Strategic Planning Statements (LSPS)	3.1.17.1	Compile Local Strategic Planning Statements for Griffith.	Director - Sustainable Development	Adoption of Local Strategic Planning Statements.	Finalised
Griffith Community Participation Plan	3.1.18.1				Plan has been finalized and endorsed by Council it is currently operational

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		Compile a Community Participation Plan for Griffith.	Planning & Environment Manager	Continued monitoring of practicalities of CPP.	

Ensure Council's financial sustainability through effective financial management that is transparent and accountable.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Adopt Delivery Program and Operational Plans (Budget) inclusive of 10 Year Long Term Financial Plan.	3.2.1.1	Meet annual statutory reporting requirements.	Finance Manager	Adoption of annual financial statements within OLG guidelines. Adoption of annual operating budget by Council prior to 30 June. Adoption of quarterly operational review reports. Meet OLG financial sustainability ratios.	<ul style="list-style-type: none"> - The 2019/20 annual financial statements are due to be lodged with the OLG by the reporting deadline of 30 November 2020. - Preparation of the 2021/22 annual operating budget is underway and scheduled to be adopted by Council prior to 30 June 2021. - The December Quarterly Review is under preparation and due to be submitted to Council for adoption by end February 2021. - OLG financial sustainability ratios have all been met at this point.
Provide managers with timely data of their current budget items.	3.2.2.1	Provide monthly report to responsible managers of year to date income and expenditure items.	Finance Manager	Provide monthly financial reporting to responsible managers by the 15th of the following month, or as soon as practicable.	Monthly Operating reports (Actual v Budget) have been generated and distributed for the months of October, November and December 2020 and as such this KPI is being achieved as required.

love the lifestyle

Ensure Griffith is a great place to live

Enable accessible diversity in housing choice.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Monitor land availability (Residential, Commercial, Industrial, Recreational)	4.1.2.1	Compare actual land take up with projections in the Land Use Strategy during a five year review period.	Planning & Environment Manager	At any period of time the amount of correctly zoned land available for development should out-perform the demand for such land.	These projections is already being addressed as part of the LEP review process with a supply and demand analyses finalised. This analyses will be considered as part of the LEP review process.
Implement the Griffith Housing Strategy objectives where possible.	4.1.3.1	Foster partnerships with developers, community housing providers and levels of Government to increase housing stock and land availability in the LGA.	Economic Development Coordinator	Number of new housing developments.	Working with Argyle Housing to deliver affordable housing projects in Pioneer estate and Wakaden Street.
Griffith Affordable Housing Strategy.	4.1.4	Compile an Affordable Housing Strategy for Griffith.	Director - Sustainable Development	Adoption of the Affordable Housing Strategy and implementation of recommendations.	Finalised

A shared responsibility for the safety of individuals and the community.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Identify and promote road safety projects relevant to Griffith Local Government Area.	4.2.1.1	Investigate strategies to resolve road safety issues.	Road Safety & Traffic Officer	Develop and implement a 3 year road safety action plan and report strategies to the Transport Committee by June 2019.	The development and implementation of strategies regarding improving road safety is an ongoing process. Priorities and shifting trends determine the way forward in road safety. A new 4 year action plan for the 2021/22 - 2024/25 financial year is pending. Information and instructions from TfNSW regarding the 4 year Action Plan and associated Program Funding Agreement remain outstanding as at 08/02/2021.
Improve public safety by provision of appropriate information signage in public areas.	4.2.2.1	Review and maintenance of "Signs as Remote Supervision" in public areas.	Parks & Gardens Manager	Reviews of signs to be undertaken and repairs made for damage or vandalism.	Maintenance and installation of new signage is ongoing.
Investigate opportunities to fund and develop safer parks and streetscapes consistent with the Crime Prevention Strategy.	4.2.3.1	Install lighting and CCTV in designated areas.	Principal Planner Urban Design & Strategic Planning	Number of installations.	Ongoing when funding available. Constantly looking for funding streams to extend the CCTV network throughout the City.
Review of Crime Prevention Plan.	4.2.4.1	Review local Bureau of Crime Statistics and Research (BOCSAR) data and amend current Crime Prevention Plan.	Director - Economic and Organisational Development	Crime Prevention Plan reviewed annually.	Not commenced in this quarter

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	4.2.4.2	Work with agencies to create awareness and improve community safety.	Director - Economic and Organisational Development	Number of campaigns/meetings held.	Not commenced in this quarter.
Deliver Food Inspections on food premises within the Griffith and surrounding LGA's as required under the NSW Food Act 2003.	4.2.5.1	Undertake Food Business Inspections within the Griffith LGA as required under the NSW Food Act 2003.	Director - Sustainable Development	270 X Food Business Inspections Griffith LGA/ann.	Program adhered to.
	4.2.5.2	Undertake Food Business Inspections within the Narrandera and Hay LGA's as required under the NSW Food Act 2003.	Director - Sustainable Development	80 X Inspections Narrandera LGA/ann. 55 X Inspections Hay LGA/ann.	Narrandera no longer require GCC to undertake inspections. Program adhered to for Hay.
	4.2.5.3	Undertake Temporary Event Food inspections within the Griffith LGA.	Director - Sustainable Development	30 X Inspections in Griffith LGA.	Inspections undertaken as required.
	4.2.5.4	Undertake Mobile Food Van inspections within the Griffith LGA.	Director - Sustainable Development	40 X Inspections in Griffith LGA.	Annual inspection program followed.
Deliver Arbovirus Surveillance Program as required by NSW Health.	4.2.6.1	Set and collect Mosquito traps weekly from 2 x sites surrounding Griffith during November to April.	Director - Sustainable Development	2 X Mosquito Traps set, collected and collections freighted for analysis weekly between November to April. (24 weeks/annum) (48 trappings/annum).	Annual program followed.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	4.2.6.2	Test Sentinel Flock of chickens weekly between November to April.	Director - Sustainable Development	Sentinel Flock (15 chickens) tested weekly and samples sent for analysis weekly. (24 weeks/annum) (360 tests/annum).	Annual inspection program followed
Manage Risk Based Performance of Cooling Water Systems as required under the Public Health Regulation 2010.	4.2.07.1	Urgently respond to notifications of high Legionella and HCC test results. Undertake audit of installation of UIN's on Cooling Water Systems. Take receipt of Risk Management Certificates for each Cooling Water System. Maintain UIN register.	Director - Sustainable Development	Respond to all notifications of High Legionella and HCC (No. unknown). Audit 100 X UIN's. Take receipt of 25 X Risk Management Certificates. Maintain UIN Register for 100 + X Cooling Water Systems. Maintain all Cooling Water System Records Management.	Annual program followed and inspections undertaken.
Deliver Public Swimming Pool inspections as required under the Public Health Act 2010.	4.2.08.1	Undertake pool sampling of Public Swimming Pools and Spa Pools. Complete pool sampling of Hotel, Motel and Accommodation facilities. Undertake pool sampling of School Pools (Kalinda & GPSO). Undertake sampling of GCC's Splash Park.	Director - Sustainable Development	35 X pool samples of Public Pools and Spa's/ann. 10 X pool samples of Hotels, Motels and Accommodation facilities/ann. 15 X School pool samples /ann. 5 X GCC Splash Park samples/ann.	Annual inspection program followed.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Deliver On-site Sewage Management inspections as required under NSW Local Government Act 1993 and POEO Act 1997.	4.2.09.1	Undertake On-site Sewage Management inspections on both existing Septic and Aerated Water Treatment Systems (AWTS) as they arise. Issue 'Approvals to Operate'.	Director - Sustainable Development	30 X On-site Sewage Management inspections/ann. 30 X 'Approvals to Install issued/ann. 30X Approvals to Operate' issued/ann. Respond to 5 X complaints/ann.	Inspections undertaken as required.
Deliver Immunisation Clinics as supported by Griffith City Council and NSW Health.	4.2.10.1	Undertake monthly Early Childhood Immunisation Clinics for vaccination and prevention of childhood preventable diseases.	Director - Sustainable Development	12 X Monthly Immunisation Clinics delivered/ann.	Clinics not provided by NSW Health since April 2020.
	4.2.10.2	Deliver Annual Flu Vaccinations to all Council staff requesting vaccination.	Director - Sustainable Development	160 X Annual Flu Vaccinations delivered to Council staff/ann.	Generally administered in April of each year.
Deliver Beauty and Skin Penetration Inspections within Griffith, Narrandera and Hay LGA's as required by NSW Health. (Hairdressers as required)	4.2.11.1	Undertake inspections of Griffith LGA Hairdresser, Beauty and Skin Penetration premises including equipment and facilities.	Director - Sustainable Development	35 X Beauty and Skin Penetration premise inspections in Griffith LGA/ann. (Hairdresser Register X 20 maintained, inspections on complaint)	Annual program followed.
	4.2.11.2	Undertake inspections of Narrandera LGA Beauty and Skin Penetration premises including equipment and facilities. (Hairdressers as required)	Director - Sustainable Development	10 X Beauty and Skin Penetration premise inspections in Narrandera LGA/ann.	Narrandera LGA inspections no longer required.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	4.2.11.3	Undertake inspections of Hay LGA Beauty and Skin Penetration premises including equipment and facilities.	Director - Sustainable Development	4 X Beauty and Skin Penetration premise inspections in Hay LGA/ann.	Following annual inspection program.
Deliver Mortuary Inspections as required by NSW Health.	4.2.12.1	Undertake inspections of Griffith LGA Mortuary premises including equipment and facilities.	Director - Sustainable Development	4 X Mortuary inspections/ann. Griffith LGA.	Following annual inspection program.
	4.2.12.2	Undertake inspections of Hay LGA Mortuary premises including equipment and facilities.	Director - Sustainable Development	1 X Mortuary inspection/ann. Hay LGA.	Annual inspection program followed.
Deliver Lake Wyangan Water Quality Sampling as required by the Australian Recreational Water Guidelines and Murrumbidgee Regional Algal Coordinating Committee.	4.2.13.1	Undertake regular water samples of Lake Wyangan to determine lake water suitability for Recreational water use.	Director - Sustainable Development	90 X water samples/ann. (Taken fortnightly between October-April). 30 X water samples (Taken Monthly between May-Sept). 10 X water samples (Taken weekly during 'Red Alerts').	Annual inspection program followed.

Promote and celebrate our social and cultural diversity.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Prepare and implement Multicultural Engagement Strategy.	4.3.1.1	Work with the multicultural interagency network to prepare draft Multicultural Engagement Strategy (MES).	Director - Economic and Organisational Development	Number of consultations held.	Not commenced in this quarter.
Hold Citizenship Ceremonies as required.	4.3.2.1	Citizenship Ceremonies held as required.	Director - Economic and Organisational Development	Number of ceremonies held. Number of people receiving Citizenship.	Next Ceremony scheduled for Australia Day
Promote various events to showcase Griffith's social and cultural diversity.	4.3.3.1	Raise awareness of key social and cultural events and festivals throughout the year. Support and provide opportunities for promotion of key events.	Tourism Manager	Number of events promoted.	Due to COVID-19, there have been a lot of cancelled events so the promotion of these has changed. Tourism Team have however still ensured to promote these events via new channels. i.e. - Griffith Spring Fest became an online festival for 2020, which meant offering different experiences and competitions, in the hope to reach new potential visitors for future festivals. There have, however, been other opportunities to promote and showcase Griffith's social and cultural diversity through alternative media channels. The Destination Tourism Plan 2021-2024 also heavily focusses on our cultural diversity in which we plan on building on even further in 2021.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Organise Australia Day Ceremony.	4.3.4.1	Australia Day Ceremony held.	Director - Economic and Organisational Development	Number of nominations received.	Planning well underway by Australia Day Working Group for 2021 event at Griffith Regional Theatre, which will require Covid safety considerations.

Provide and promote accessibility to services and facilities.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide sufficient aquatic facilities to meet the demands of the community.	4.4.1.2	Complete construction of a 50 m pool.	Director - Business, Cultural & Financial Services	Deliver an accredited competition standard 50 m outdoor pool plus associated filtration infrastructure by 31 March 2021.	The new 50M Pool development was completed at the end of December 2020.
Maintain the Griffith Regional Aquatic Leisure Centre (GRALC) in accordance with Asset Management Plans.	4.4.2.1	Provide a clean functional and well maintained aquatic facility available to the public.	Leisure Services Manager	Compliance with GRALC Maintenance Schedule. Circulation per capita at a minimum of 3.5 times average for each resource. Track number of visits to WRL website - 48% stock less than five years old.	GRALC has remained open and functioning other than a one day enforced shut down required to change over the Main Switch Board to accommodate the new 50m pool and plant. A new cleaner has been appointed after the resignation of the previous cleaners. The spa filter casing, a hot water cylinder and an actuator valve have been replaced due to failure or near failure.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide a collection of library material, meeting community and industry standards.	4.4.3.1	Maintain a collection of library material in accordance with State Library guidelines.	Library Manager		<p>COVID and associated restrictions has resulted in reduced visitation and reduced member confidence in the safety of Libraries and lending of physical collections. As a result, circulation for the Q1 and Q2 is down on the same period last year.</p> <ul style="list-style-type: none"> - Q1 Circulation: -22% on previous year - Q2 Circulation: -17% on previous year; however, an improved performance on the previous quarter which is a positive move in the right direction. <p>WRL website visitation experienced significant growth in Q2:</p> <ul style="list-style-type: none"> - Q1 Website visitation: -2.8% on previous year - Q2 Website visitation: +12.7% on previous year <p>Collection management practices continue to maintain the age of collection.</p>

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Griffith City Library to facilitate digital inclusion in the community.	4.4.4.1	Provide digital education programs to the community.	Library Manager	Hardware asset less than 5 years old. Number of internet access bookings utilising WiFi and also public computers.	<p>Public computers maintained in line with Council its five year replacement schedule.</p> <p>COVID and associated restrictions has resulted in reduced visitation and reduced number of public computers available. Due to social distancing requirements, the Library is operating 9 of 16 public computers. At face value computer and internet usage for Q1 and Q2 is significantly reduced. However, if viewed in light of 44% fewer computers available, then the reductions in usage are comparatively commensurate to the reduction in computer availability.</p> <ul style="list-style-type: none"> - Q1 public computer usage: -60% on previous year - Q2 public computer usage: -51% on previous year; however, an improvement over the previous quarter. <p>WIFI usage is also impacted by reduced visitation and reduced backpacker/traveller presence within the community.</p> <ul style="list-style-type: none"> - Q1 WIFI use: -49% on previous year. - Q2 WIFI use: statistics not yet available.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	4.4.4.2	Provide reliable high speed internet and computer equipment.	Library Manager	Maintain ratio of 1 PC per 3,000 residents.	As per previously reported in Q1: Public computers remain socially distanced in-line with COVID-19 safety regulations. - 9 public computers = 1 PC per 2,987 residents

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Position the Griffith City Library as a community hub for learning, networking and leisure.	4.4.5.1	Provide a number of Library programs to all sectors of the community.	Library Manager	Provide a quarterly report on visitation per annum (minimum 5 visits per capita). Deliver a minimum of 20 programs annually reflecting the population demographic.	<p>COVID and associated restrictions has resulted in reduced programs, reduced visitation, and reduced member confidence in the safety of Libraries. As a result, visitation for Q1 and Q2 is significantly down on the same period last year.</p> <p>Q1 Visitation: -50% on previous year Q2 Visitation: -42% on previous year; however, a slight improvement on the previous quarter which is a positive step in the right direction.</p> <p>Continuing restrictions on social distancing and singing prevent programs, and thus attendance, from returning to pre-COVID status. Most notably, our most popular program - Rhyme Time with approx. 100 attendees weekly - cannot be reintroduced until singing restrictions are lifted.</p> <p>Current regular programs include: - Storytime: 3 times weekly, up to 30 attendees (consistently booked to capacity) - Seniors/sensory/multicultural/film club movies: 1 each per month (approx. 1 screening per week), up to 36 attendees</p>

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	4.4.5.2	Promote the Library facilities for optimum community use.	Library Manager	Report on number of participants in programs quarterly. Aim for 5% per annum increase year on year.	<p>Once COVID restrictions relaxed enough to enable a return of face to face programs, the Library transitioned from virtual back to in-house programs from Sept 2020.</p> <p>Social distancing and singing restrictions still inhibit a return to a full suite of programs. A reduction in programs is thus the reason for a significant drop in program attendance.</p> <ul style="list-style-type: none"> - Q1 in-house program attendance (Sept only): 3 events & 27 attendees - Q2 in-house program attendance: 42 events & 829 attendees
Provide Library accommodation and ancillary services to community and industry standards.	4.4.6.1	Provide a clean, functional and well maintained library facility available to the public.	Library Manager	Compliance with Library Maintenance Schedule. Report quarterly.	<p>No substantial building maintenance over the last quarter.</p> <p>Significant technology upgrades include two new self-loan machines and security system improvements.</p>
Provide access to community services.	4.4.7.1	Maintain an up to date Community Directory.	Director - Economic and Organisational Development	Community Directory reviewed annually.	Updates made as received
	4.4.7.2	Work with Inter agency Networks and other organisations on issues impacting the community.	Director - Economic and Organisational Development	Number of activities held and projects.	Council representation on Suicide Prevention Reference Group, headspace Consortium, CDAT - assistance provided by Council when required.

Plan for, develop and provide a suitable range of cultural and art facilities, engaging programs and diverse events.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Griffith Regional Theatre will deliver a diverse and engaging program of events that caters to the needs of the community.	4.5.1.1	Develop and deliver high quality, diverse entrepreneurial season that is inclusive of different age, cultural and interest groups in the community.	Director - Business, Cultural & Financial Services	Deliver a minimum of 16 entrepreneurial shows per calendar year including a minimum of 3 senior's shows, 4 educational/family shows and a minimum of 1 show for the CALD community.	Despite COVID-19 the Sunshine Super Girl World Premiere went ahead at West End Stadium with 5 sold out shows, and an opulent Red Carpet opening event, and was hailed a huge success by all who attended. It was supported by the Yarruwala Wiradjuri Cultural Festival, an initiative of Griffith City Council in partnership with the Wiradjuri community, which presented a wide range of arts and cultural experiences. A small number of other performances and activities were also delivered with the end of year school and dance concerts making it a busy period.
	4.5.1.2	Deliver biannual community music production.	Director - Business, Cultural & Financial Services	Produce and deliver Community Production every 2 years.	Not due to start.
	4.5.1.3	Deliver annual Theatre Workshops for young people.	Director - Business, Cultural & Financial Services	Number of Workshops held and number of attendees.	Theatre workshops delivered in line with COVID safe guidelines.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	4.5.1.4	Marketing strategy developed, reviewed and implemented annually.	Director - Business, Cultural & Financial Services	Increase audience by 5 - 10 %, increase up take of memberships and subscriptions by 3 - 5% annually.	Marketing strategy was reduced due to lack of shows being presented. Engagement through digital platforms presenting our own produced content allowed us to retain engagement with our audience.
Provide a well maintained Theatre facility for the public and performers, meeting community and industry standards.	4.5.2.1	Provide a clean functional and well maintained Theatre facility available to the public.	Director - Business, Cultural & Financial Services	Compliance with Theatre Maintenance Schedule.	The Theatre redevelopment works were completed and officially launched by Minister for the Arts Don Harwin on Friday 9 October, with patron feedback positive.
	4.5.2.2	Ensure technological facilities are maintained and upgraded to meet current industry standards.	Director - Business, Cultural & Financial Services	Technology updated as per budget allocation. Annual review against current industry standards.	Technological upgrades completed as part of theatre redevelopment. Replacement of lights with low energy LEDs has continued, and quotes being obtained for new projector approved in CPAEX budget.
Investigate opportunities for sponsorship for the Griffith Regional Theatre.	4.5.3.1	Develop an annual sponsorship strategy for Griffith Regional Theatre.	Director - Business, Cultural & Financial Services	Number of sponsors engaged with the Theatre.	Annual sponsorship strategy developed.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
The Griffith Regional Art Gallery will develop and deliver a diverse and engaging program of cultural activities.	4.5.4.1	Develop and deliver annual exhibition program that includes quality touring and locally sourced solo and group exhibitions.	Director - Business, Cultural & Financial Services	Minimum of 8 exhibitions per year including a minimum of 2 touring exhibitions and a minimum of 2 exhibitions by local artists.	Griffith Regional Art Gallery continued to progress its 2020 program of exhibitions and events. After the disruptions caused by the COVID-19 pandemic, the Art Gallery once again ran at capacity providing a varied range of exhibition, workshops and programs for our community. Exhibitions included Yarruwala Wiradjuri Cultural Festival, Eugenia Lim: The Ambassador, Concrete: Art, Design & Architecture and NAIDOC week colouring in competition and address by Veronica Collins.
	4.5.4.2	Deliver a minimum of 6 Artspace exhibitions per year including works by local artists and displays of interest to the local community.	Director - Business, Cultural & Financial Services	Minimum of 6 exhibitions per year including minimum of 3 exhibitions by local artists.	Due to COVID-19 and closure of the Theatre the programmed exhibition for Artspace were affected. The Yarruwala Wiradjuri Art Exhibition by leading Wiradjuri artists and art makers, including Veronica Collins, Dr Treanha Hamm, Wiradjuri Weavers, Will Carter and others. This exhibition moved from the Griffith Regional Art Gallery to ARTSPACE at Griffith Regional Theatre through until October.
	4.5.4.3	Develop and review the annual marketing strategy for the Art Gallery.	Director - Business, Cultural & Financial Services	Increase community engagement by 5 - 10%.	Annual marketing strategy developed.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	4.5.4.4	Develop and deliver high quality, diverse schedule of public programs that caters to the needs of different age, cultural and interest groups.	Director - Business, Cultural & Financial Services	Minimum of 8 public programs delivered annually including a minimum of 2 school holiday programs, minimum of 3 educational programs and a minimum of 2 Master Classes.	A diverse range of programs were delivered to cater for a wide cross-section of the community.
Provide a well maintained Art Gallery facility for the public and performers meeting community and industry standards.	4.5.5.1	Provide a clean functional and well maintained Art Gallery facility available to the public.	Director - Business, Cultural & Financial Services	Compliance with Art Gallery Maintenance Schedule.	Regular cleaning of the art gallery, plus a dedicated COVID safe cleaning program continues to ensure the gallery is clean and functional. No maintenance issues this quarter, although storage remains an ongoing issue.
Develop and manage regional museum collections of historic and social significance to Griffith region and communities.	4.5.6.1	Review and upgrade museum policies and procedures to establish a sound basis for development of the collections including acquisitions and deaccession policies.	Director - Business, Cultural & Financial Services	Acquisition and De-Accession Policies upgraded or developed by 30 June 2020.	Work continues on the acquisition policy in line with the new strategic plan.
	4.5.6.2	Make recommendations for acquisitions and deaccession of collections in accordance with Strategic Plan and budget requirements. Review collections acquisitions and deaccessions annually.	Director - Business, Cultural & Financial Services	Exhibits and materials are acquired or deaccessioned in accordance with relevant policies. Reviewed by 30 June annually.	All collections continue to be reviewed in accordance with budget and Strategic Plan.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	4.5.6.3	Utilise collections software to ensure all exhibits are accurately recorded and appropriately documented.	Director - Business, Cultural & Financial Services	Collections Management Software is installed and operational by 30 September 2020.	Progressing.
	4.5.6.4	Conduct an assessment of current state of Museum buildings to identify conservation needs and develop Asset Maintenance and Restoration Plan according to priority.	Director - Business, Cultural & Financial Services	Asset Maintenance and Restoration Plan completed by 30 June 2020.	Ongoing.
	4.5.6.5	Conduct an assessment of collections assets to identify conservation needs, and develop program of conservation based on priority. Progress reviewed annually.	Director - Business, Cultural & Financial Services	Conservation Plan completed for one element of each collection each year. Review 30 June annually.	Progressing.
	4.5.6.6	Arrange and carry out routine and detailed conservation activities to preserve the collections in accordance with Asset Restoration Plan and budget requirements. Review of maintenance annually.	Director - Business, Cultural & Financial Services	Compliance with asset Restoration Plan. Review by 30 June annually.	Progressing.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	4.5.6.7	Develop an annual program of exhibition displays, curatorial talks and activities to present the collections in a vibrant and engaging manner.	Director - Business, Cultural & Financial Services	Two new exhibition displays, 4 curatorial talks, and 3 public programs completed each year.	Annual program developed for new season.
	4.5.6.8	Utilise collections management software to ensure all exhibits are accurately recorded and appropriately documented.	Director - Business, Cultural & Financial Services	Collections Catalogue reviewed annually.	Existing records have been transferred into the new collections management software and is currently being prepared to become accessible.
Develop and manage Pioneer Park as a centre for community and cultural engagement.	4.5.7.1	Develop an annual program of social and cultural activities and events at Griffith Pioneer Park Museum to attract and engage a more diverse local demographic.	Director - Business, Cultural & Financial Services	Two community cultural events held each year. Increase diversity in annual usage by local community by 3%.	Program developed.
	4.5.7.2	Identify opportunities and develop resources to engage schools and community organisations in interactive learning experiences.	Director - Business, Cultural & Financial Services	Increase visitation by local and regional school groups by 10%.	The new radio display in the Post Office will have demonstrations of ham radio transmissions, allowing school groups and the public to experience and learn about the place of amateur radio in our community.
Develop and manage Griffith Pioneer Park and Regional Museum as function and event venues.	4.5.9.1	Develop facilities and resources to enhance Pioneer Park as a venue for hire and promote it to organisations, businesses and community groups.	Director - Business, Cultural & Financial Services	Increase hire of facilities by 3%.	Ongoing.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	4.5.9.2	Identify opportunities for funding or in-kind assistance to enhance the quality and amenity of facilities for events and functions.	Director - Business, Cultural & Financial Services	Funding or in-kind assistance secured to upgrade venue facilities.	Ongoing.
Develop and new Strategic Plan incorporating concept for Museum Master Plan for Griffith Pioneer Park Museum.	4.5.10.1	Engage a consultant to undertake strategic/master planning process for Griffith Pioneer Park Museum in consultation with stakeholders including GPPM Working Group, Cultural Facilities Committee and Council.	Director - Business, Cultural & Financial Services	New 5 year Strategic Plan and Master Plan completed by 30 June 2020.	The Draft Strategic Plan for Griffith Pioneer Pak Museum is progressing.

Encourage a socially inclusive community that cares for all age groups and genders, people of different abilities, disadvantaged or minority groups.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Prepare the Disability Inclusion and Access Plan (DIAP) and implement recommendations.	4.6.1.1	Prepare draft, place on exhibition and endorse DIAP.	Director - Economic and Organisational Development	DIAP endorsed reviewed and updated annually.	Update to occur January to June

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Prepare Youth Engagement Strategy and implement recommendations.	4.6.2.1	Consult with young people to inform the Youth Engagement Strategy (YES) and commence preparation of the Youth Engagement Strategy. Prepare draft YES, place on public exhibition and endorse.	Director - Economic and Organisational Development	Number of young people participating in Youth Committees and or the number of meetings held and YES endorsed.	Youth Committee suspended 2020. Youth Week 2021 activity scheduled
Engage with young people and liaise with local agencies and user groups.	4.6.3.1	Promote and facilitate Youth Week and other events in partnership with Agencies to deliver programs and activities.	Director - Economic and Organisational Development	Number of youth activities held in partnership with Council. Number of young people involved in organising events.	Youth Week 2021 activity scheduled in partnership with headspace
Develop Ageing Strategy.	4.6.4.1	Consult with stakeholders and form a working group to develop an ageing strategy.	Director - Economic and Organisational Development	Number of consultations/meetings held.	Not scheduled or funded
Maintain the Citrus Sculptures (Spring Fest) as one of Griffith's greatest community events.	4.6.5.1	Create opportunities for community involvement. Encourage and grow the number of community participants.	Events Coordinator	Maintain at least 70 sculptures. Measure increase of Facebook hits and reach and capture the diverse range of Griffith and number of volunteers engaged.	Due to COVID-19 no sculptures were constructed in 2020. Meetings have not yet commenced for 2021.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Promote Local Government and Griffith City Council through the organisation and coordination of Local Government Week activities.	4.6.6.1	Provide suitable activities to promote Local Government Week and increase the public's awareness of Local Government objectives and services.	Governance Manager	Number of events held over Local Government Week.	Council Cafe held 15 October, 19 November and 3 December 2020.

Promote reconciliation and embrace our Wiradjuri heritage and culture.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Aboriginal Community Engagement Protocol to be endorsed and implemented by Council.	4.7.1.1	Implement recommendations from Aboriginal Community Engagement Protocol.	Director - Economic and Organisational Development	Report on progress to Communities Committee.	Recruitment of Aboriginal Liaison Officer commenced in November 2020 in consultation with Griffith Local Aboriginal Land Council. Appointment expected early 2021
Prepare Aboriginal Reconciliation Plan and implement recommendations.	4.7.2.1	Form Elders group and work with Community Working Group to inform the Aboriginal Reconciliation Plan.	Director - Economic and Organisational Development	Report on progress to Reconciliation Australia and number of recommendations implemented.	This Action to be reconsidered with Griffith LALC
	4.7.2.2	Consult, and or partner with the local Aboriginal Community Working Party (CWP).	Director - Economic and Organisational Development	Number of meetings held and number of events held in partnership.	This Action to be reconsidered with Griffith LALC

Promote a healthy and active lifestyle

Develop partnerships to improve local access to health, mental health and allied health services.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Lobby State Government to commit funding in forward estimates for renewal of Griffith Base Hospital.	5.1.1.1	Monitor construction of new Base Hospital.	General Manager	Council participation with Griffith Base Hospital Development Advisory Committee.	Health Infrastructure NSW briefed councillors at workshop 20 October 2020 regarding progress with new Base Hospital development. Next phase of project to commence early 2021 is the non-clinical services building. Due for completion early 2022. Total Base Hospital Project scheduled for completion 2025.

Build a community which promotes, facilitates and supports an active and healthy lifestyle for all.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain and renew playgrounds in accordance with the Playground Strategy.	5.2.1.1	Manage and maintain playgrounds in accordance with the Playground Strategy.	Parks & Gardens Manager	Playground safety inspections carried out as per the schedule.	The maintenance of playgrounds is ongoing all areas have documented evidence of work undertaken.
Maintain Council's parks and reserves in accordance with Playground Strategy.	5.2.2.1	Manage and maintain parks and reserves to the level of service.	Parks & Gardens Manager	Parks and reserves maintained within allocated budget.	Parks and Reserves are maintained to a level expected by the community.
Promote healthy lifestyle programs to the community.	5.2.3.1	Collaborate with Murrumbidgee Local Health District (MLHD) to promote the Make Healthy Normal campaign.	Director - Economic and Organisational Development	Make Healthy Normal campaign promoted on Council's web page. Number of initiatives promoted.	Not a funded activity

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Implement capital upgrades to sporting and recreational facilities as funding becomes available through grants or otherwise.	5.3.2.1	Seek grant funding for capital upgrades on sporting and recreational facilities.	Parks & Gardens Manager	Number of successful grants.	Grants are sort in line with council resource.
Griffith Regional Aquatic Leisure Centre (GRALC) to provide a range of services for the improved health, well-being and lifestyle of the community.	5.3.3.1	Provide a high standard of services and programs in the following areas: general swimming, swimming carnivals, swim school, gymnasium classes and programs, crèche, swim squad, kiosk, gymnasium access.	Leisure Services Manager	Aquatic Centre is open a minimum of 4,200 hours per annum. Increase attendances by 5% year on year.	All Pre-COVID services are now being offered including aerobic & Aquaerobic classes, Learn To Swim, recreational & lap swimming, squads, gym, crèche and kiosk. Swimming carnivals for 2021 have begun. Attendances are down on the same period last year due to the ongoing impact of COVID and restrictions.
Griffith Stadium to provide a range of services for the improved health,	5.3.4.1	Provide a clean, functional facility, available to the community.	Stadium Manager	Increased utilisation of the Stadium. Compliance with Stadium Maintenance Schedule.	The Westend Stadium continues to be presented in a clean, hygienic and functional manner for the community to use. A Covid-19 Plan is in place.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
well-being and lifestyle of the community.	5.3.4.2	Construction of new 5 court stadium, 7 netball courts, synthetic athletics track and artificial track and artificial turf hockey pitch.	Director - Business, Cultural & Financial Services	New amenities constructed by December 2021.	The new Westend Oval sporting facilities project is underway with key consultancies procured in 2019 & 2020. Project Management, Design and civil engineering services have been procured and a construction tender was called in November 2020 with an appointment of a contractor expected in Q1 2021 and construction to commence shortly thereafter. Construction will be undertaken throughout the remainder of 2021 for completion around the end of 2021/early 2022.
Prepare a Master Plan for Olympic Street.	5.3.6.1	Incorporate new Community Centre and Skate Park.	Principal Planner Urban Design & Strategic Planning	Master Plan delivered.	The new Community Centre is currently under construction as well as the new car park is west of the proposed centre to service both the Community Centre and the New skate park and proposed Pump track. The Olympic street master plan for the Youth Precinct is in draft form currently.
Develop and keep current Master Plan for the 50 m Pool.	5.3.7.1	Griffith Regional Aquatic Leisure Centre undertake public consultation.	Principal Planner Urban Design & Strategic Planning	Specifications finalised.	Completed.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Collaborate with Council staff to ensure recreational, road cycling and walking trails are incorporated in planning in and across the LGA, for locals and the visitor economy.	5.3.8.1	Meet regularly with planning and engineering staff to incorporate pedestrian and cycling recreation in future planning.	Principal Planner Urban Design & Strategic Planning	Regular meetings held.	Ongoing process. Involved in monthly Engineering coordination meetings.
Deliver Urban Design Projects.	5.3.9.1	Scope, design and plan projects of city significance.	Principal Planner Urban Design & Strategic Planning	Number of projects delivered.	Continuous process: Constantly involved in scoping, planning and designing projects of significance for the city of Griffith. Current projects includes the upgrade of Yambil street, the community stage in Community Gardens, the new Community Centre, Jubilee oval and the proposed Pump Track and the revising the draft Entrance Strategy. Henderson oval is scheduled for construction early 2021.

growing our city

Encourage our local economy to grow

Encourage and support the establishment of new and diversified industries and businesses.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Attract and host trade delegations to further promote business opportunities within the region.	6.1.1.1	Develop and promote the Business Prospectus to attract new investment in the region.	Economic Development Coordinator	Number of trade delegations to Griffith. Number of meetings held. Prepare new business prospectus.	Due to start updating the prospectus in March 2021 due to other projects taking precedence with hard deadlines
Liaise with agencies to develop resources and training programs to assist small business to establish in the area.	6.1.2.1	Utilise ABR data to determine newly registered ABN holders and send out invitations to come to Council for assistance. Attend regular meetings with business start-ups providing them with advice, information and useful contacts to further their business plan.	Economic Development Coordinator	Number of meetings held.	Meetings with Service NSW and Dept. Regional NSW about assisting local businesses. September Evolve newsletter encouraging businesses to get in touch.
Profile Griffith as a vibrant, contemporary regional hub, a great place to do business.	6.1.5.1	Continue to build strong business relationships and networks. Attend business events/breakfasts and facilitate meetings. Develop and promote the Griffith Business Prospectus.	Economic Development Coordinator	Number of Business Prospectus copies distributed.	Limited events. Economic Development Strategy completed for exhibition.

Promote opportunities to assist existing businesses to grow.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Partner, sponsor and promote professional development for local businesses.	6.2.1.1	Partner with stakeholders to run events for local businesses including Griffith Women in Business, Griffith Business Chamber and Griffith Young Professionals.	Economic Development Coordinator	Number of events per year.	Christmas program included Glow2680 with opportunities for retail business to be involved. Griffith Business Chamber approached to be involved with Glow2680, request declined.
Participate in the Small Business Friendly Councils Program and implement initiatives to promote the region as a place to do business.	6.2.3.1	Continue to promote the Easy to do Business Program.	Economic Development Coordinator	Number of new businesses signed up to Easy to do Business Program.	Promoted program in Evolve and LinkedIn
	6.2.3.2	Griffith Now Hiring program to attract skilled workers.	Economic Development Coordinator	Number of skilled workers attracted to the region.	Griffith Now Hiring adding jobs and partner contact.

Plan strategically and consider land use management to encourage investment in the region.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Implement best practice development guidelines.	6.3.1.1	Comprehensive DCP prepared.	Planning & Environment Manager	DCP adopted.	Residential DCP has been ad

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Lake Wyangan Masterplan	6.3.2.1	Master Plan Lake Wyangan.	Planning & Environment Manager	Adoption of Layout Plan for a fully covered recreational area, Potable Water Reticulated Master Plan, Sewerage Reticulation Master Plan and Drainage Master Plan.	To Council for adoption 09/02/2021 Contribution Plans still need to be finalised

Promote and support diverse agricultural industries and encourage 'best practice'.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Communicate Griffith as a progressive agricultural region.	6.4.1.1	Promote Griffith as the agricultural powerhouse of the Riverina, share good news stories across social platforms and profile in regional editorial. Source opportunities for new promotion and share good news stories across all platforms.	Tourism Manager	Number of media releases and number of media inclusions (TV, Radio, Print)	In line with current Visit Griffith branding, Tourism are promoting Griffith as the agricultural powerhouse through new national and international media channels such as Gourmet Traveller, Australian Traveller, Country Style Magazine, Holiday with Kids and more. We've also created 'Meet the Local' video series which we have recently rolled out. The Meet the Local series will celebrate the people, places and industries that make Griffith so unique. All campaigns and initiatives are shared via Tourism Reports, e-newsletters, as well as social media, you tube and radio interviews. Each good news story is also distributed locally and nationally (DRM, DNSW, Tourism Australia) through MR's. Recently partnered with 3 major industries to bring Everyday Gourmet (Channel 10 cooking show) to Griffith; Prunes Australia, Stahmanns Webster Walnuts, and Almonds Australia.

Promote Griffith as a desirable visitor and tourism destination.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Implement Griffith Marketing Plan 2021-2024 in line with Destination Tourism Plan.	6.5.2.1	Consistently implement and refer to the Marketing Plan working towards the goals and objectives identified in the Marketing Plan.	Tourism Manager	Number of objectives identified in Marketing Plan met.	Visit Griffith style guide completed and implemented in all marketing collateral. The need for a Marketing Plan was identified in DTP, scheduled to commence Sep 2021 once Brand Griffith is established June 2021.
Grow major events and festivals.	6.5.3.1	Implement marketing campaigns for Griffith Spring Fest, Griffith Easter Party and Taste of Italy Griffith. Produce relevant collateral and arrange media opportunities accordingly.	Tourism Manager	Number of media inclusions (TV, radio and print) achieved.	Produced relevant collateral and arranged media opportunities accordingly. This has significantly changed in 2020 due to COVID-19 and cancelled events. However, have still promoted these events digitally to keep in the forefront of everyone's minds and so visitors can 'save the date' for future years. Continued to promote these festivals both locally and nationally via digital channels, radio, print and social media. Will be creating hard copy collateral, TVC and radio for Griffith Easter Party 2021!
	6.5.3.2	Source opportunities for new, unique events and festivals. Working with tourism stakeholders and organisations.	Events Coordinator	Number of new events added.	New events scheduled or liaising with: South Sydney Rabbitoh's NRL Game, Local markets, Opera in the Garden, 2 major conferences, Ferragosto Festival, a number of Winery events, Kooyoo Street Festival.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Increase Griffith's digital presence.	6.5.4.1	Continually maintain significant digital platforms. Encourage feedback via digital platforms such as TripAdvisor, Google and Facebook. Facilitate listings of tourism stakeholders on digital databases such as ATDW and Visit Griffith website.	Tourism Manager	Increase in TripAdvisor and Google comments/reviews and record in the Tourism monthly report.	Encouraging feedback via digital platforms such as TripAdvisor, Google and Facebook. Include these reviews via quarterly tourism report. Engagement and reach is achieved through digital channels, which are also recorded and included in the quarterly tourism reports. Facilitating listings of tourism stakeholders on digital databases such as ATDW and Visit Griffith website. Meet the Local series is also an initiative which will promote Griffith as a desirable visitor and tourism destination on a digital platform.
				Engagement and reach achieved. Website hits, Facebook likes, and number of Instagram followers. Number of stakeholders listed.	
Grow the conference and business event market.	6.5.5.1	Identify gaps and build relationships with suppliers and facilitators. Encourage local event suppliers to establish profiles on relevant digital platforms. Proactively engage with potential business event organisers.	Events Coordinator	Number of conferences booked/arranged by VIC and Conference Guide provided.	Successfully received grant with DRM & Whitton Malt House for Business Event Boost. Liaison with Murray Darling Basin & Daily Telegraph regarding conferences in 2021 has commenced.
Develop a new Visitor Guide and Ambassador Program.	6.5.7.1	Develop a prospectus and encourage Ambassador support.	Tourism Manager	Complete and distribute guide every 2 years.	Completed ambassador program for 2020-2021 with over 70 tourism ambassadors in the program. In the initial stages of developing new prospectus for 2022-2023.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Develop and manage Pioneer Park as a significant tourism attraction for the region.	6.5.8.1	Develop an annual program of activities and events at Pioneer Park to attract and engage a diverse demographic with facilities and collections.	Director - Business, Cultural & Financial Services	Two large events and 4 smaller community engagement activities conducted each year.	The Museum continues to be a popular location for visitation which has increased during COVID due to more visitors travelling domestically. Australia Day and Action Day - 50 year anniversary in 2021 - continue to be our major events and will occur subject to applicable COVID restrictions in 2021.
	6.5.8.2	Identify key aspects of the collections and facilities and develop ways to promote these as featured tourist attractions.	Director - Business, Cultural & Financial Services	One aspect of collection identified and new promotional materials developed and circulated per year.	Ongoing.
	6.5.8.3	Develop an annual marketing plan to promote the facility and actively engage with potential visitors.	Director - Business, Cultural & Financial Services	Increase annual visitation by 3 - 5 %.	A strong and continuing social media campaign, including interaction activities and curated video content, has significantly engaged interaction with the Museum online. Visitation has also increased through regular guided tours (In Our Tracks, First Sunday Tours) and promotion of the museum and its attractions to the domestic holiday market.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	6.5.8.4	Develop a range of educational and promotional resources, including digital resources, to promote the facility and actively engage with potential visitors.	Director - Business, Cultural & Financial Services	Increase public engagement with Pioneer Park Museum social media by 5 -10%	Ongoing.
	6.5.8.5	Improve interpretive and directional signage within Griffith Pioneer Park Museum.	Director - Business, Cultural & Financial Services	New directional signage installed by June 2021.	Signage has been completed and installed.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Work with new tourism related industries and build relationships.	6.5.9.1	Build new industries into Griffith tourism product offering and ensure new industries and products are built into itineraries (both independent and groups).	Visitor Information Centre Coordinator	Number of itineraries provided.	<p>Coach Group itinerary management was a large focus in this quarter, with many operators who had booked for Spring Fest 2020, re-booking for 2021. Although these re-bookings came in in the previous quarter, contacting the local operators and confirming each individual booking occurred this quarter.</p> <p>New industries/products identified, however challenges around how to progress/who to approach to present ideas to.</p> <p>One potential operator approached with new idea (Mirrool Creek Cottage), attempted to set-up meeting the further discuss/ advise/ encourage/ offer help, only for meeting to be cancelled and follow-up gesture failed.</p>

Encourage a skilled workforce with employment opportunities

Increase the range of opportunities to work locally.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Identify opportunities for Council traineeships and work experience programs.	7.1.1.1	Identify opportunities within organisation structure for potential traineeships.	Workforce Planning Manager	Number of trainees and apprentices employed.	Identifying and filling positions with trainees and apprentices is ongoing and reviewed at recruitment stage. Council currently has; 3 x School Based Trainees, 2 x apprentice plumbers, 1 x trainee Building Surveyor and 3 x trainee Civil Engineers. There are 2 positions we are currently reviewing, trainee Gardener and trainee Civil Construction labourer which will be aboriginal identified positions.
Attract new residents and skilled workers to the region to fill job vacancies.	7.1.2.1	Griffith Now Hiring program to attract skilled workers.	Economic Development Coordinator	Number of Griffith Now Hiring Newsletter subscribers.	Fortnightly newsletter.
Work with agencies including the RDA Riverina and Griffith Business Chamber to increase the range of opportunities to work locally.	7.1.3.1	Regular meetings held with agencies to increase opportunities to work locally including the Grow our Own Committee.	Economic Development Coordinator	3 meetings per year per agency.	Contact with RDA Riverina. Attend regional Economic Development meetings

Develop partnerships to build on quality education and training opportunities.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Support local providers of educational and skills programs.	7.2.1.1	Educate and support the future growth of local businesses by assisting local businesses with inquiries and information required. Distribute monthly business newsletter promoting business news, events and grants.	Economic Development Coordinator	Number of newsletters mailed out.	Contact with business and major projects committee. Evolve newsletters sent out.
	7.2.2.1	Provide ongoing advocacy support to existing organisations delivering services locally.	Economic Development Coordinator	Promote Country Universities Centre.	CUC included in marketing. Work commenced on new CUC building

Advocate for safe work practices and employment standards.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide a compliant Work Health Management system to meet legislative and organisational requirements.	7.3.1.1	Undertake review of WHS policies.	Human Resources and Risk Manager	WHS policies reviewed.	WHS Verification Audit identified additional information is required with Council Accident, Incident and Investigation procedure. This has been updated and sent back to StateCover for their feedback. StateCover were satisfied with those amendments made to this procedure. This will be tabled for the WHS Committee and SMT in the New Year. Below are the policies/procedures that have been reviewed at the WHS
				RTW Program reviewed annually.	

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					<p>Committee Meetings:</p> <ol style="list-style-type: none"> 1) Safety in Construction 2) WHS Management Plan 3) Plant and Equipment Operational Procedure 4) GCC Plant & Equipment Procedure 5) Construction Safety Procedure 6) WHS Planning Procedure 7) WHS Consultation Procedure 8) Incident Report Form 9) Accident Incident Reporting & Investigation 10) Personal Protective Equipment Procedure 11) Draft Risk Management Plan <p>4 WHS Meetings have been held in 2020.</p>
	7.3.1.3	Implement amendments to WHS Act and Legislation changes as required.	Human Resources and Risk Manager	<p>Number of WHS Committee meetings held.</p> <p>WHS Reporting to include Incident Reports, Workplace Investigations and Corrective Actions.</p>	<p>4 x WHS Meetings held in 2020 (16 July, 20 August, 15 October, 3 December 2020)</p> <p>WHS Incident Reporting and Corrective Actions are presented to SMT on a weekly basis</p>
Promote Employee Health & Wellbeing within Council.	7.3.3.1	Facilitate opportunities for training and policies to improve staff wellbeing.	Human Resources and Risk Manager	<p>Hold two Health and Wellbeing staff awareness programs.</p> <p>Four Health and Wellbeing Articles annually.</p>	<p>1 November 2020 - held Movember wellbeing afternoon Tea. Guest Speaker and completed blood pressure checks.</p> <p>Very excited to advise SMT have approved as a Work Health and Safety Initiative, all staff will be trained</p>

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					<p>in The Working Mind Mental Health through Lifeline in 2021.</p> <p>The HR & Risk team rolled out eleven (11) Health and wellbeing articles for all staff which include:</p> <ol style="list-style-type: none"> 1) Smoking Policy 2) Self Care leading up to Christmas 3) Asbestos Awareness 4) Heatwave information 5) Mental Health Month - Short Film 6) Parenting Programs 7) RUOK Day 8) Sock it for Suicide Day 9) National Stroke Awareness Week 10) Looking after your mental health during Covid 11) Keeping your body well at work Ergonomic Setup of Workstations

Provide and manage assets, services and facilities

Provide, renew and maintain a range of quality infrastructure, assets, services and facilities delivered in a cost effective and sustainable manner.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain water infrastructure including reservoirs, mains and treatment plants.	8.1.1.1	Manage and maintain water infrastructure as per budget.	Director - Utilities	Works completed as per budget allocation.	Griffith and Yenda Water Treatment plants, reservoirs and the water main reticulation system constantly maintained and operational - ongoing. Upgrade works to the sand filters at the Griffith Water Treatment Plant now complete.
Maintain sewer infrastructure including pump stations, rising mains and treatment plants.	8.1.2.1	Manage and maintain sewer infrastructure as per budget.	Director - Utilities	Works completed as per budget allocation.	Operation and maintenance of all sewer infrastructure is being carried out as per regulatory requirements and within Council's operational budget.
Plan and provide water and sewerage services that meet growth demands.	8.1.3.1	Update Developer Service Plans (DSP) for water and sewerage to ensure adequate infrastructure plans in place for future demand.	Director - Utilities	Completion of DSP for water and sewerage June 2021.	Update of existing water and sewer DSPs is progressing.
Design and construct reticulated water network to accommodate expansion of residential land releases.	8.1.5.1	Design and construct water mains in accordance with allocated budget.	Director - Utilities	Complete designs and construction as required.	Progressing as per Capital works program and within allocated budget.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain water pressure zones and metered districts infrastructure.	8.1.6.1	Monitor flows and pressure for variations, anomalies and flow patterns.	Director - Utilities	Compliance with minimum flow rate and pressure standards as per Supply Levels of Service policy.	Ongoing monitoring of flows and pressures in pressure reduced zones for abnormalities and effectiveness to ensure Service Level Standards are maintained. Council has engaged Consultants AECOM to develop a Hydraulic model of the Drinking water reticulation network to enable better prediction of pressure and flow requirements within the existing and growth areas of the city and surrounding villages.
Maintain water meter replacement program to ensure meter age less than 10 years.	8.1.7.1	Manage and maintain Griffith and villages water meter annual replacement program.	Director - Utilities	800 replacements per annum.	Ongoing as staff resources allow.
Maintain an annual water mains replacement program.	8.1.8.1	Manage and maintain Griffith and villages water mains replacement program in accordance with allocated budget.	Director - Utilities	100% capital works for water mains completed by June 2021.	Progressing as per Capital works program and available budget allocations.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide engineering design and referral services to internal departments within Council.	8.1.9.1	Engineering design and referrals provided to Council departments.	Engineering Design & Approvals Manager	Design progression and referrals reported quarterly.	Engineering referral timeframes continue to improve with new processes being implemented to fast stream the process internally. The progression of trainees within the department results in an improvement of work output as they take ownership of their own workloads. Design progression continue as we deliver on the projects currently within the team, there is an inability currently to take on new projects due to staff vacancies; however this is being managed by outsourcing design work when required.
Provide gravel from the Tharbogang quarry to meet the demands of Council's road building projects.	8.1.10.1	Gravel extraction to be carried out as per licence and development application requirements.	Waste Operations Manager	Gravel meets the demand required for Council roadworks whilst maintaining extraction limits.	With the additional works project that require gravel/rock, there is an added demand on Tharbogang Quarry. WOM meet with Milbrae (quarry operator) represented on the Wednesday 20/1/21 and discussed a plan that will meet the upcoming demands and start getting the quarry ready for landfill.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain and develop infrastructure and services to bring together willing buyers and sellers of livestock in the Western Riverina region.	8.1.11.1	Manage and maintain Griffith Livestock Marketing Centre within allocated budgets.	Director - Utilities	Griffith Livestock Marketing Centre maintained to facilitate and maximise the buying and selling of livestock with a target of 420,000 head of sheep and ability to sell cattle when required.	Budget allocations are currently being maintained.
	8.1.11.2	Upgrade existing facilities to improve selling conditions for sheep yards.	Director - Utilities	Capital works to be maintained in the allocated budget each financial year.	Works progressing as per capital budget allocations.
Efficiently manage and maintain Council's fleet services.	8.1.12.1	Maintain a modern and suitable fleet to meet the requirements of Council's services and facilities.	Fleet & Depot Manager	Maintain 80% utilisation target of all fleet items.	Utilisation is down as fleet is not working as much as same periods from previous years. However machine availability is still 80% or above
	8.1.12.2	Provide efficient fleet services to Council.	Fleet & Depot Manager	Minimise downtime of fleet through proactive maintenance and plant replacement.	Fleet is being changed over on a regular basis and there has been some new building works in the depot, as well as lease of additional storage facilities for P&G department
Advise on the delivery of a new Cemetery and Crematorium.	8.1.13.1	Explore options for the new Cemetery and crematorium.	Principal Planner Urban Design & Strategic Planning	Location for the new Cemetery and Crematorium finalised.	Urban Design is only involved in certain stages in this process. Currently waiting on direction.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide cemetery facilities to meet the needs of the community.	8.1.14.1	Manage and maintain Griffith, Yenda and Bagtown cemeteries within allocated budgets.	Parks & Gardens Manager	Cemeteries managed efficiently and to agreed service standards.	The high level of maintenance continues as to meet the expectations of the community.
Maintain Griffith Airport infrastructure including terminal buildings, runways and carparks.	8.1.15.1	Maintain and manage Griffith Airport in accordance with Civil Aviation Safety Authority (CASA) standards.	Director - Infrastructure & Operations	Successful completion of annual CASA audit.	Griffith Airport maintained and managed in accordance with Civil Aviation Safety Authority (CASA) standards. Construction of new perimeter fence has been completed. Annual inspections have been arranged and coordinated to be completed in Q2. Power supply issues to runway lights identified and resolved. QANTAS to commence flying to Griffith in March 2021
	8.1.15.2	Implement recommendations of annual CASA audit.	Director - Infrastructure & Operations	CASA recommendations implemented.	Griffith Airport continues to be maintained and managed in accordance with Civil Aviation Safety Authority (CASA). Quotes for crack sealing and runway line marking have been obtained. Desktop exercise was conducted and very successful in identifying emergency service access requirements.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Ongoing review & assessment of Asset Management Plans for all asset classes.	8.1.17.1	Review & update Asset Management Plans for Council infrastructure.	Asset Management Coordinator	Provide annual report to Senior Management Team on status of Asset Management Plans by 30 June.	Collating data and info in conjunction with work on Valuations.
	8.1.17.2	Complete cyclical Valuation Reviews on each Asset class as required under statutory guidelines.	Asset Management Coordinator	Review of each Asset Class by 31 March annually.	Working on preparation for valuation consultant's onsite inspections in March.
				Complete scheduled revaluation of each Asset Class according to revaluation schedule by 31 March annually.	
Develop a Business Process Manual for Asset Management.	8.1.20.1	Develop a Business Process Manual that specifies how Council will procure and maintain asset inventory and spatial data and processes to ensure our asset data is kept relevant and up to date.	Asset Management Coordinator	Business Process Manual maintained and kept up to date on an ongoing basis. Status report to Director Business, Cultural & Financial Services by 30 June annually.	Ongoing work, documenting work methods etc.
Provide GIS services to the organisation.	8.1.21.1	Provide timely, responsive GIS services for Council.	Asset Management Coordinator	Review GIS data and implement metadata to GIS by 30 June 2021.	GIS staff are providing timely responses to all GIS requests.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
				Respond to GIS work requests within 48 hours.	
Maintain street sweeping program to improve quality of stormwater run-off.	8.1.22.1	Manage and maintain street sweeping program.	Works Manager - Maintenance	Street sweeping undertaken as per program.	Street sweeping undertaken as per program and within budget for this quarter.
Provide regular upkeep to ensure tourism facilities are attractive, accessible and social media friendly.	8.1.23.1	Assess the Tourism Hub for required maintenance and upgrades.	Visitor Information Centre Coordinator	Completion of quarterly safety meter.	<p>Quarterly Safety meter completed in November.</p> <p>Issues around homeless people/undesirable characters arose and grew during last quarter, resulting in additional external security cameras being installed at staff entrance/exit point, as well as viewing monitor to check prior to exiting the building.</p> <p>Night-time security lighting around Tourism Hub building (including VIC and Meeting Room) found to not be working. Most lighting fixed, however will be a WIP into the next quarter as some lighting needs to be fully replaced.</p>

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	8.1.23.2	Audit of Tourism Assets and signage.	Tourism Manager	Source funding/successful budget bids.	Currently working on upgrade of VIC interpretive display area. Sign audit is ongoing and encompasses multiple departments. New i signs and directional signs recently taken to Tourism and Events Committee for approval.
Develop and implement a Strategic Asset Management Plan for Griffith Pioneer Park Museum.	8.1.24.1	Maintain Up to Date Site Map showing services and assets.	Director - Business, Cultural & Financial Services	Site Map is reviewed and updated annually by 30 June.	Completed and will be reviewed in Q4.
	8.1.24.2	Upgrade sewerage reticulation at Pioneer Park Museum and Caretaker's cottage.	Director - Business, Cultural & Financial Services	Pioneer Park public toilets and Myall Park Hall kitchen and caretaker's cottage connected to sewer by June 2021 (depending on grant funding availability)	The completion of this project is related to the successful application for funding under the Public Reserves Trust Fund. System design has been completed however the securing of funding is now required
	8.1.24.3	Program and carry out asset maintenance and pest control activities in accordance with Asset Maintenance and Restoration Plan. Review progress annually.	Director - Business, Cultural & Financial Services		Pest control plan in place, and pest control activities will be completed in Q3.

Maintain and develop an effective transport network (public roads, pathways, and pedestrian access and transport corridors) for Griffith and villages.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Implement Heavy Vehicle Strategy recommendations.	8.2.1.1	Investigation, design and land acquisition for future stages of the Southern Industrial Link Road.	Engineering Design & Approvals Manager	Complete investigation and design to identify land acquisition requirements.	Designs of the industrial link road are progressing with the design of Kurrajong Avenue currently being undertaken. The remainder of the road segments are progression through current construction timeframes with the progression of land acquisitions being undertaken.
Maintain regional and local road infrastructure network as per adopted service standard.	8.2.3.1	Maintain regional and local roads and traffic facilities to adopted service standards.	Works Manager - Maintenance	Works carried out within Council's allocated budget.	<p>Heavy patching on regional roads have commenced and 80% is completed.</p> <p>Heavy patching on local roads have commenced and 60% is completed. Shoulder widening on Regional Road 321 Segment 970 is planned to commence in February 2021.</p> <p>Maintenance on Lake Wyangan Cycle Path have commenced to allow resealing and Asphaltting it in September 2021.</p>
	8.2.3.2	Develop and implement annual gravel re-sheeting program.	Works Manager - Maintenance	Works carried out within Council's allocated budget.	<p>Annual gravel re-sheeting program have been prepared.</p> <p>Roads are being prepared for re-sheeting.</p> <p>Re-sheeting will commence late February 2021.</p>

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	8.2.3.3	Sealed roads rehabilitation program implemented in accordance with Asset Management Plan.	Works Manager - Maintenance	Works carried out within Council's allocated budget.	Contractor have commenced rehabilitation of stage 3 and 4 of Yambil street.
Develop and improve the transport network through rehabilitation and capital works.	8.2.4.1	Construct roads in accordance with Capital Works Program.	Works Manager - Construction	Works carried out within Council's allocated budget.	i) Bromley Road - Remaining minor works are installation of safety barrier Designs have been modified to comply with Australian standards, installation of signs, final sealing and line marking. All will be done before the completion of GSIL Stage 6b project. ii) Realignment of Bromley Road and Kidman Way- Widening Kidman Way commenced in Q2 with all gravel placed under active traffic control with traffic reduced to one lane, without incident. Proposed to asphalt in Q3 iii) Fisheries permit obtained for Jones Road widening works and AHIP & ACHR process completed without submissions received works to commence in Q3 iv) Boorga & Dickie Road - Vegetation removal commenced in Q2.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Construction of the Southern Industrial Link Road (Heavy Vehicle Strategy).	8.2.5.1	Construct Bromley Road/Kidman Way intersection.	Works Manager - Construction	Works carried out within Council's allocated budget.	i) Bromley Road - Remaining minor works are installation of safety barrier Designs have been modified to comply with Australian standards, installation of signs, final sealing and line marking. All will be done before the completion of GSIL Stage 6b project. ii) Realignment of Bromley Road and Kidman Way- Widening Kidman Way commenced in Q2 with all gravel placed under active traffic control with traffic reduced to one lane, without incident. Proposed to asphalt in Q3
	8.2.5.2	Construct Walla Avenue/Thorne Road intersection.	Works Manager - Construction	Works carried out within Council's allocated budget.	Illegal earthworks creating a delay to works. drainage design reviewed and partially constructed. Essential Energy design approval expired, application resubmitted.
Investigate strategies to attract additional air services.	8.2.6.1	Discussions with regional airlines.	Economic Development Coordinator	Number of meetings held.	Qantas to commence flights Sydney-Griffith March 2021. Rex and East West continuing flights to Sydney and Melbourne

Improve the aesthetic of the City and villages, by developing quality places and improved public realm.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Initiate place activation projects in Griffith and villages.	8.3.1.1	Implement a place activation project in the city centre of Griffith.	Principal Planner Urban Design & Strategic Planning	Report progress to CBD Working Group.	This is an ongoing process. Recently completed projects to activate areas includes the new small stage in Memorial Park, as well as Enticknap park to activate the whole area. The provision of conduits for smart applications in Yambil street is future proofing the street for future activation projects.
	8.3.1.2	Initiate place activation projects in the surrounding villages.	Principal Planner Urban Design & Strategic Planning	Investigate and prepare, where appropriate, place activation plans for the surrounding villages.	This is an ongoing activity to investigate and explore different options of projects to activate areas within the City and villages. Examples include, the Bright Lights in Banna project as well as the Winter delights in Kooyoo.
	8.3.1.2	Investigate and prepare, where appropriate, place activation plans for the surrounding villages.	Principal Planner Urban Design & Strategic Planning	Report progress to CBD Working Group.	This is ongoing. Drafting a Place Activation Strategy for both Griffith and the Villages. Council supported the newly completed skate park in Yenda and is also looking into developing some activation at the Woman's Land Army park in Hanwood. Council is also investing almost \$140k into Henderson Oval playground to active the area.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Deliver entrance statements at the main entrances into the City of Griffith in keeping with the Griffith Entrance Strategy.	8.3.2.1	Finalise and adopt the Griffith Entrance Strategy.	Principal Planner Urban Design & Strategic Planning	Griffith Entrance Strategy and relevant action is adopted.	Council received \$100k Grant funding toward construction of 3 Entrance signs to be completed in April / May 2021. Currently doing consultation on various designs. The Draft Entrance strategy is under review.
Deliver streetscape upgrades to Yambil Street, Kooyoo Street and Olympic Street consistent with the Griffith CBD Strategy.	8.3.3.1	Design phase two and three of the Yambil Street Upgrade.	Principal Planner Urban Design & Strategic Planning	Design specifications for tender documentation has been prepared.	Progressing. Work on stage 3 and 4 has commenced.
Liaise and support CBD Strategy Working Party in implementing Place Creation Strategies.	8.3.4.1	Support the CBD Strategy Working Group with decision making process.	Economic Development Coordinator	Regular meetings with the Urban design team and meeting with the CBD Working Group.	No CBD Working Group meetings held. Multiple meetings with Nathan Beer regarding CBD projects and grants.
Provide specialist advice to strategic projects.	8.3.5.1	Consult and evaluate projects where needed.	Principal Planner Urban Design & Strategic Planning	Number of projects delivered.	This is an ongoing process.

Mitigate the impact of natural disasters.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Retain formal relationships through the Floodplain Management Committee and appropriate government agencies for planning, funding and response to flooding.	8.4.1.1	Complete investigation, design and implementation of flood mitigation measures in accordance with OEH funding guidelines.	Water & Wastewater Manager	Report to Floodplain Management Committee and OEH on progression of funded works.	<p>Yoogali McCormack Rd Levee and DC605J Culvert Upgrade project: The project has two parts. The first part of the project which is installation of an additional culvert at Bosanquet Road - McCormack Road junction has been completed. The second part which is installation of an additional culvert at Burley Griffin Way - McCormack Road junction will commence after the Easter break. Council is still waiting for the approval from RMS. Council will reapply to RMS for approval to carry out the work.</p> <p>Hanwood Stormwater Pump and Levee Project: Funding application has been made to DoPIE and still awaiting approval.</p>

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Lead and guide the local emergency community through participation in the Local Emergency Management Committee.	8.4.2.1	Facilitate Local Emergency Management Committee meetings quarterly.	Director - Infrastructure & Operations	Meetings held and recommendations implemented.	Local Emergency Management Committee held in Q2 in person in Council's Chambers with Zoom attendance facilitated for those who couldn't attend in person. Regional Emergency Operations Centre operational fortnightly throughout Q2 to address regional response to ongoing COVID-19 issues and associated boarder issues resulting from VIC-NSW border being closed. NSW Police Officers held a special training exercise for airport and emergency services.

valuing our environment

Enhance the natural and built environment

Encourage considered planning, balanced growth and sustainable design.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Manage and maintain an efficient Development Application process as per legislative requirements.	9.1.1.1	Implement the Planning Department service review.	Director - Sustainable Development	Service review milestones achieved.	Ongoing. ePlanning Portal introduced November 2020
	9.1.1.2	Implement the outcomes and recommendations of the Development Assessment Review.	Planning & Environment Manager	Average DA turn around times under 40 days to avoid deemed refusals.	Following recommendations has been implemented: Admin support section fully functional Development Assessment Panel fully functional Vetting function in process
	9.1.1.3	Deliver Development Application Referral responses for developments within the Griffith LGA.	Director - Sustainable Development	Respond to Development Application Referrals for all Food Business and Public Health Matters. 35 X Development Applications assessed and conditioned/ann.	Referrals processed as required.
	9.1.1.5	Respond to Development Application Referrals for all Environmental Matters.	Director - Sustainable Development	20 X Development Applications assessed and conditioned/ann.	Actioned as required.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Transition to online development applications	9.1.2.1	Liaise with Department of Planning and Environment over the implementation of the planning portal.	Planning & Environment Manager	Online DA application process operational.	01/11/2020 Following Community and Industry consultation Council went live and will be ready to operate under the mandatory date of 01/07/2021
Investigate and regulate unauthorised building works and land use.	9.1.3.1	Review and implement protocols to deal with unauthorised building works and land use.	Planning & Environment Manager	Number of matters investigated and finalised.	Current processes to be summarized into protocols
	9.1.3.2	Develop a compliance database.	Planning & Environment Manager	Compliance database created.	Data base constantly updated in EDM and CRM's assist monitoring of workload. Full review of compliance related CRM'S almost completed
Provide guidance on potential development, construction and planning issues.	9.1.4.1	Hold regular forums with developers, consultants and stakeholders.	Planning & Environment Manager	Annual forums held. Number of pre-lodgement meetings addressed.	Working towards annual meeting calendar for 2021 with at least 2 annual meetings
Deliver timely responses to general inquiries and complaints from the public within the Griffith LGA.	9.1.5.1	Respond to general inquiries and complaints from the public for all Food Business and Public Health Matters.	Director - Sustainable Development	20 X general inquiries and complaints from the public responded to and resolved/ann.	Actioned as required.
	9.1.5.2	Respond to general inquiries and complaints from the public in relation to Environmental Matters.	Director - Sustainable Development	10 X general inquiries and complaints from the public responded to and resolved/ann.	Ongoing.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain Council processes consistent with Department of Planning and Environment requirements.	9.1.6.1	Adjustments made to Council processes as required.	Planning & Environment Manager	Compliance with Department of Planning and Environment requirements.	This is ongoing with focus on Development assessment process
Deliver full reviews of Review of Environmental Factor (REF) documentation required under Part 5 of the EP&A Act.	9.1.7.1	Review and assess REF's and associated technical reports submitted to Council.	Director - Sustainable Development	5 X REFs reviewed, assessed and responded to/ann.	Actioned as required.
Review the LEP, DCP and DC's to reflect Urban Microclimate Design principles linking urban climate, water sensitive urban design (WSUD), green infrastructure and human health from street to city scale.	9.1.8.1	Define key Urban Microclimate Design principles and source funding.	Director - Sustainable Development	Key Urban Microclimate Design principles 25% complete.	No action at this stage.
Provide efficient building certification	9.1.9.1	Update Standard Operating Procedures.	Director - Sustainable Development	SOP updated.	Ongoing

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
services, including issuing construction certificates, complying development certificates and occupation certificates as per legislative requirements.	9.1.9.2	Issue construction certificates, complying development certificates and occupation certificates within a timely manner.	Director - Sustainable Development	Average turnaround time for all applications to be 10 business days or less.	Construction certificates, complying development certificates and occupation certificates assessed and issued in a timely manner.
	9.1.9.3	Carry out critical stage inspections in accordance with relevant legislation.	Director - Sustainable Development	Number of critical stage inspections.	All critical stage inspections requested during this period has been carried out.
Regulate swimming pool barrier compliance.	9.1.10.1	Maintain and implement the Private Swimming Pool Inspections Program.	Director - Sustainable Development	All pools within the Local Government Area to be inspected once every 3 years.	Swimming pool inspection program undertaken in accordance with the policy.
	9.1.10.2	Assess applications for Swimming Pool Certificates of Compliance.	Director - Sustainable Development	Certificate of compliance or compliance notice to be issued within 7 days of receipt of an application.	Swimming pool certificates assessed for the period.
	9.1.10.3	Investigate complaints relating to swimming pool barrier noncompliance and take action to regulate noncompliance.	Director - Sustainable Development	All complaints shall be followed up within 2 days of receiving the complaint.	Any complaints received in this period relating to swimming pool barrier non compliances have been investigated.
Fire Safety of Buildings.	9.1.11.1	Maintain a register of Annual Fire Safety Statements for commercial premises.	Director - Sustainable Development	All Annual Fire Safety Statements to be entered.	The register for Annual Fire Safety Statements has been consistently maintained throughout the period.

Develop partnerships with the community and government agencies to care for the environment.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Develop Griffith City Council On-Site Sewage Management (OSM) Plan.	9.2.1.1	Develop structure for OSM Plan, determine process for capturing OSM information within Authority, HP Records Manager & Intramaps and commence development of OSM Plan.	Director - Sustainable Development	On-Site Sewage Management (OSM) Plan complete.	Preliminary research commenced.

Deliver projects to protect and improve biodiversity and biosecurity.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Deliver a Weeds of National Significance eradication and control program.	9.3.1.1	Manage and maintain Council's obligations under the Biosecurity Act.	Parks & Gardens Manager	Number of inspections and spraying programs undertaken.	The inspection and scheduling of weed control is ongoing.
Development of Griffith City Council Roadside Vegetation Management Plan.	9.3.2.1	Develop and distribute Community Advisory Materials in relation to Roadside Vegetation Management including Legislative responsibilities and Regulation.	Director - Sustainable Development	Development and distribution of Community Advisory Materials 100% completed.	No action this quarter.

Value and protect our heritage buildings and precincts.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Review heritage database and study.	9.4.1.1	Respond to requests for heritage consideration.	Director - Sustainable Development	Number of heritage matters considered.	Responded to on a needs basis.
Develop State of the Environment Report for Griffith City Council.	9.4.2.1	Establish environmental indicators, report on and update environmental trends, identify major environmental impacts.	Director - Sustainable Development	State of the Environment Report 100% completed.	No action.

Improve sustainable land use.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Develop a Contaminated Land (CL) Register for Griffith City Council LGA.	9.5.1.1	Determine process and identify CL sites for Register, determine process for capturing CL information within Authority, HP Records Manager & Intramaps (the Register) and source funding.	Director - Sustainable Development	CL sites identified 25% complete. CL register 25% complete.	No action this quarter.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Regulate and inspect Underground Petroleum Storage Systems (UPSSs) (Priority Fuel Stations) within the Griffith LGA.	9.5.2.1	Identify all Fuel Station sites in Griffith LGA. Develop tablet based platform for the undertaking and delivery of UPSS site.	Director - Sustainable Development	All Griffith Fuel Station sites identified. Tablet platform completed. 25% of identified sites undergone UPSS Site Inspection. Responded to 100% of UPSS Leak Notification/Notified UPSS complaints.	Sites identified, register commenced.

Use and manage our resources wisely

Manage Griffith's water resources and water quality responsibly.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Offer rebates for water efficient devices.	10.1.1.1	Rebate program for water efficient devices provided.	Director - Utilities	Number of rebates provided.	
Maintain Risk Based Drinking Water Management System in accordance with State Government requirements.	10.1.2.1	Review and update if required Risk Based Drinking Water Management System.	Director - Utilities	Risk Based Drinking Water Management System prepared in accordance with legislative requirements. Compliance with Australian Drinking Water Guidelines and results published monthly on Council's website.	

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Commence Lake Wyangan and Catchment Management Project.	10.1.3.1	Commence implementation of 3 priority LW&CM Strategy recommendations and source funding.	Director - Sustainable Development	Implementation measures determined once priority actions agreed. Funding measures determined once priority actions agreed.	Long term strategy concepts under review

Reduce energy consumption and greenhouse gas emissions.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Investigate opportunities to implement energy efficient fleet and depot buildings.	10.2.1.1	Establish baseline data of fleet energy consumption.	Fleet & Depot Manager	Fleet energy consumption data prepared by 30 June 2021.	Not due to start yet
Liaise with local energy provider to maintain and upgrade street lighting.	10.2.2.1	Identify and implement opportunities to improve street lighting.	Director - Infrastructure & Operations	Street lighting issues identified and reported to Essential Energy. Implement new technologies as they become available.	Council continues to participate in the Southern Lights project which is now a combined LED streetlight project with RAMROC, REROC, CENTROC, CBRJO and Broken Hill City Council. Council signed the agreement for Essential Energy for update to all street lights to LED in Q3 (Feb 2021).

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Continue to undertake Energy Audits on Griffith City Council facilities.	10.2.3.1	Complete Energy Audit on GCC's buildings.	Director - Sustainable Development	Number of audits undertaken.	No action this quarter

Provide environmentally sustainable waste management services.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Continually upgrade the existing waste management centres to provide waste handling to accommodate the current and future needs of the community.	10.3.1.1	Continue utilisation and upgrading of existing landfilling facilities.	Waste Operations Manager	Statutory reports submitted in accordance with licencing requirements.	There is a number of large project in the pipe line, the construction of a Bio Solid Pad, Upgrading of the Leachate Containment Pond and Widening of landfill access Rd. All these projects will provide an upgrade to the existing Waste Management Operations.
Encourage resource recovery and kerbside recycling.	10.3.2.1	Provide and promote resource recovery and recycling initiatives.	Waste Operations Manager	Provide relevant information to the community in relation to resource recovery services.	Through our recycling contract education program funding, we are undertaking a number of initiatives. Waste Pack are being sent out to the local Real Estate Agents to hand out to renters, these pack explain all the different kinds of waste services that GCC offer they are also multilingual.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain waste collection services for the Griffith LGA.	10.3.3.1	Provide commercial, street and park bin collections.	Waste Operations Manager	Ensure daily collection service is provided.	The all three collection service are running with minimal issues. Any issues that arise are dealt with by a very cooperative Collection Contractor. There is a real atmosphere of cooperation between Council and JR Richards which is very refreshing, I have worked hard to establish this.
	10.3.3.2	Liaise with collection contractor to ensure that both domestic and recycling bins are serviced.	Waste Operations Manager	Ensure that contractor is servicing the domestic and recycling bin network as per contract.	This is occurring
	10.3.3.3	Replace and repair domestic and commercial bins when required.	Waste Operations Manager	Ensure replacement/repair meet CRM time frames.	This is occurring

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Deliver a Local Organics Collection Service for the Griffith Community.	10.3.4.1	Consult the Griffith Community to measure support for Garden Organics (GO) only or Food Organics and Garden Organics (FOGO) waste collection (kerbside, public place and business) organics diversion service. Determine business case for GO or FOGO organics diversion.	Director - Sustainable Development	Objective measure of Community support for and feasibility of (GO) and (FOGO) organics diversion service.	No action this quarter

Encourage and promote the use of alternative and renewable energy sources.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Determine Mid-Scale Solar Behind the Meter business opportunities (GCC & Community).	10.4.3.1	Undertake study of Mid-Scale Solar applications. Cost Mid-Scale Solar to test commercial viability.	Director - Sustainable Development	Mid-Scale Solar applications study complete.	No action this quarter

Plan and implement programs to improve sustainability.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Implement the Street Tree Preservation policy.	10.5.1.1	Administer Street Tree Preservation policy.	Parks & Gardens Manager	Compliance with Street Tree policy. Number of street trees planted.	The Street Tree Preservation Policy is ongoing with inspections undertaken in an efficient and timely manner.
Engage Council in Renewable Energy opportunities/deliverables.	10.5.2.1	Develop Renewable Energy Policy for Council. Commence development of Renewable Energy Master Plan. Source funding for Renewable Energy Master Plan. Re-join OEH Sustainability Advantage program.	Director - Sustainable Development	Renewable Energy Policy, complete. Renewable Energy Master Plan commenced. Source funding for Renewable Energy Master Plan.	No action this quarter

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Increase Resilience to Climate Change (IRCC) through implementation of actions to address identified climate change risks and vulnerabilities within the Griffith LGA.	10.5.3.1	Submit funding application/s for individual Council funding addressing key identified climate change risks and vulnerabilities.	Director - Sustainable Development	Submit 1 -2 IRCC funding application/s addressing urban heat/stormwater capture and reuse.	No action this quarter