

**CLAUSE**      **CL01**

**TITLE**            **Second Quarter Performance Report 2022/23 - Budget Review and Operational Plan Incorporating the December Delivery Program Progress Report**

**FROM**            **Vanessa Edwards, Finance Manager**

**TRIM REF**      **23/20656**

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### **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 2022/23 for the quarter ended 31 December 2022.

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 2022/23 original budget for the quarter ended 31 December 2022 as presented in this report.**
- (b) The Financial Review and any additional approved variations for the quarter ended 31 December 2022 be adopted.**
- (c) Council adopt the 31 December 2022 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 2022.
- Income and Expense Budget Review Statement (Fund Level) at 31 December 2022.

- Income and Expense Budget Review Statement (Function Level) to 31 December 2022.
- Capital, Cash and Investments Budget Review Statement at 31 December 2022.
- Budget Review Contracts at 31 December 2022.
- Budget Review Consultancy and Legal Expenses at 31 December 2022.
- Budget Review Councillor Expenses at 31 December 2022.

## REVISED OPERATING STATEMENT

The revised operating statement at 31 December 2022 currently shows an estimated deficit from operating activities before capital amounts of **\$159,706**. The original adopted Operational Plan for 2022/23 showed a surplus from operations before capital grants of **\$696,788**.

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 2022/23.

Fund	Original Budget	Variance F / (U)*	Amended Budget
Ordinary	(\$4,318,984)	\$1,709,323	(\$2,609,661)
Waste	\$1,300,293	(\$26,000)	\$1,274,293
Water	\$2,021,074	(\$2,351,408)	(\$330,334)
Sewer	\$1,694,405	(\$188,409)	\$1,505,996
Total	\$696,788	(\$856,494)	(\$159,706)

\*Favourable, Increase / (Unfavourable, Decrease)

## ORDINARY FUND VARIATIONS

Operating revenues within the ordinary fund have increased by **+\$2,736,621** from the original budget projection.

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

- Interest increased by **+\$175,000**
- Operating Grants & Contributions increased by **+\$2,890,446**. This increase is mainly related to grant funding to repair roads and other infrastructure impacted by the recent floods.
- Other Operating Revenues decreased by **-\$328,825** mainly due to lack of temporary water sales.

Operating expenditure has increased by **+\$1,027,298** from the original budget projection.

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

- Employee Costs decreased by **-\$1,019,057** due to some vacancies from the full organisation structure
- Materials & Contracts increased by **+\$1,884,646** mainly due to costs related to the recent floods.
- Other Operating Expenses increased by **+\$161,709**

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 **+\$9,300** from the original budget projection.

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

- Rates & Annual Charges increased by **+\$2,000**
- User Fees & Charges decreased by **-\$11,300**

Operating expenditure has increased by **+\$16,700** from the original budget projection.

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

- Materials & Contracts increased by **+\$16,700**

## WATER FUND VARIATIONS

Operating revenues within the water fund have decreased by **-\$2,065,317** from the original budget projection.

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

- User Charges & Fees decreased by **-\$2,100,000**. There has been a material reduction in potable water usage due to the higher rainfall.
- Operating Grants & Contributions increased by **+\$34,683**

Operating expenditure has increased by **+\$286,091** from the original budget projection.

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

- Materials & Contracts increased by **+\$286,091** which is related to consultants conducting a detailed study of the water infrastructure network.

## SEWERAGE FUND VARIATIONS

Operating revenues within the sewer fund have increased by **+\$34,683** from the original budget projection.

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

- Operating Grants & Contributions increased by **+\$34,683**

Operating expenditure has increased by **+\$223,092** from the original budget projection.

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

- Materials & Contracts increased by **+\$223,092** which is related to consultants conducting a detailed study of the sewerage infrastructure network.

## GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES

Income from Grants and Contributions for capital purposes has increased by **+\$1,608,166** from the original budget projection of **\$16,923,254** to total **\$18,531,420**.

## CAPITAL EXPENDITURE

There is a projected increase of **+\$8,257,933** on capital expenditure items in the December quarterly review. The original budget projected a capital spend of **\$35,979,456**. It is important to note that this increase is related to timing differences as the majority of this expenditure was budgeted in 2021/22.

Each fund is summarised as per the following:

- The Ordinary Fund increased capital expenditure by **+\$5,997,238**
- The Waste Fund increased capital expenditure by **+\$2,087,972**
- The Sewer Fund increased capital expenditure by **+\$172,723**

## CASH FLOW STATEMENT ANALYSIS

There is an overall reduction in cash of **-\$9,331,991** from 30 June 2022. The original budgeted decrease in cash was **-\$1,825,730**; therefore, the net result of the September and December reviews is a decrease in cash of **-\$7,506,261**. 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, 2022.

<b>Total Cash &amp; Investment Funds at 30/6/22 (Actual)</b>	<b>\$77,280,000</b>
Decrease due to 2022/23 Operational Plan	(\$1,825,730)
Decrease from September 2022/23 Quarterly Review	(\$7,725,229)
Increase from December 2022/23 Quarterly Review	\$218,968
<b>Total Cash &amp; Investment Funds at 30/06/23 (Estimate)</b>	<b>\$67,948,009</b>

<b>Restricted Cash Balances as at 30/6/23 (Estimate)</b>	
Closing Externally restricted cash balance at 30/6/23	\$51,878,186
Closing Internally restricted cash balance at 30/6/23	\$7,422,169
Available (Estimated) Unrestricted Cash at 30/6/23	\$8,647,654
<b>Total Restricted Cash Balances at 30/6/23 (Estimate)</b>	<b>\$67,948,009</b>

## CONCLUSION

The result of the September and December 2022/23 Quarterly Review processes has seen a total decrease in the surplus of approximately **-\$856,494**. The revised consolidated deficit as at 31 December 2022 is forecasted to be **-\$159,706**.

The higher rainfall year has had a material impact on water sales (temporary water and potable) and also resulted in increased costs from flooding events. It is expected that Council will not recover these reductions within this financial year.

### 3) ORGANISATIONAL STRUCTURE AMENDMENTS – (Q2 2023)

1 October 2022 to 31 December 2022

Previous Position	Type of Change	Chge to FTE	New Position	Reason for Change	Directorate	Date Appr.
New Position	New Casual Position	0	Events Officer	Assist with events in various areas	Economic & Organisational Development	7/11/2022
New Position	Traineeship	+1 (2yr term)	Animal Rehoming Officer - Trainee	Meet organisational needs for animal welfare	Sustainable Development	31/10/2022
Place Designer (3 yr term)	New Position – 3 year term (used existing FTE)	0	Open Space Technical Officer	Meet organisational needs	Sustainable Development	14/11/2022
Corporate Accountant/Grants Coordinator	Position name change	0	Corporate Accountant	Meet organisational needs	Business Cultural & Financial Services	12/12/2022
Development Engineer Trainee	Pathway (no change to FTE)	0	Development Engineer Pathway – 1. Dev. Engineer Trainee 2. Assistant Dev. Engineer 3. Dev. Engineer	Traineeship pathway for position	Utilities	31/10/2022
Design Engineer Trainee	Pathway for trainees (no change to FTE)	0	Design Engineer Pathway – 1. Des. Engineer Trainee 2. Assistant Des. Engineer 3. Des. Engineer	Traineeship pathway for position	Utilities	31/10/2022
Payroll Officer - Casual	Reinstate position	0	Payroll Officer - Casual	Meet organisational needs	Economic & Organisational Development	31/10/2022
Stormwater & Flood Engineer	New Position	+1	Stormwater Flood Engineer &	Deal with Flooding design and flood issues	Utilities	12/12/2022
Work Health & Safety Officer	New Position	+1 (6 mth Term)	Work Health & Safety Officer	Succession Planning	Economic & Organisational Development	12/12/2022

#### Position Description Reviews;

Open Space technical Officer  
Economic & Community Development Officer  
Events Officer – Casual

### Full Time Equivalent (FTE), as per organisational structure

Date – end of qtr	FTE (permanent, & 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
30/6/2021	293
30/9/2021	296 (add P&G)
31/12/2022	298 (add GRALC positions)
31/03/2022	299 (Approvals Officer)
30/9/2022	303 (Sports Centre & payroll Officer positions & FTE change for Accounting Officer)
31/12/2022	306 (Stormwater & Flood Engineer), (Animal Rehoming Officer – Trainee & WHS Officer term positions)

#### 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 principal 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 2022 to December 2022 include:

Project	Progress	Expected Completion/ Comments
<b>Griffith Southern Industrial Link Road Strategy</b>		
o Thorne Road (Walla Ave/Murrumbidgee Ave)	Ongoing	Dec Qtr 2023
o Stage 4b - Roundabout (intersection of Thorne Rd/Murrumbidgee Ave)	Ongoing	May Qtr 2023
o Stage 5a - Thorne Road West	Ongoing	June Qtr 2023
o Stage 5b – Thorne Road (Walla Ave/Murrumbidgee Ave)	Ongoing	June Qtr 2023
o Stage 6a – Bromley Road – Final Seal	Ongoing	June Qtr 2023
<b>Griffith CBD Upgrade Program</b>		
o Yambil Street Stage Three	Completed	Dec Qtr 2022
o Kooyoo Street Upgrade Stage 1 - Banna Avenue to Banna Lane	Completed	Dec Qtr 2022
o Kiosk	Underway	April 2023
o Kooyoo Street Stage 2	Ongoing	April 2023
<b>New Cemetery Masterplan Development</b>	Ongoing	June Qtr 2023

Project	Progress	Expected Completion/ Comments
<b>Crematorium location (options – current Griffith Cemetery, Rifle Range Road site, Yenda Cemetery, other sites)</b>	Underway	June Qtr 2023
<b>Tharbogang Waste Management Centre</b>		April Qtr 2023
○ Prepare Quarry Floors for Development	Ongoing	Minimal gravel extraction being undertaken.
○ Existing Landfill Restoration	Ongoing	Restoration plan developed. Restoration to be undertaken in future years.
<b>Griffith 14ML Reservoir Refurbish</b>	Ongoing	Jun Qtr 2023
○ Griffith 9ML Reservoir Refurbish	Ongoing	Jun Qtr 2023
○ Reservoir Mural	Ongoing	Jun Qtr 2023
<b>Annual Road Reseals and Maintenance Program progressing</b>	Urban reseal – Ongoing Rural reseal – Complete Regional reseal - Underway	Jun Qtr 2023 Jun Qtr 2023 Jun Qtr 2023
<b>Boorga Road/Dickie Road sealing project</b>	Underway	Dec Qtr 2023
<b>Flood Mitigation</b>		
○ Hanwood Flood Pump & Levee	Underway	Jun Qtr 2023
<b>Griffith Regional Sports Precinct</b>		
○ Basketball Stadium & Netball Courts	Complete	Oct Qtr 2022
○ Field Events Area & Landscaping	Underway	Mar Qtr 2023
<b>Collina Infrastructure – Citrus Road/Rifle Range Road Intersection</b>	Underway	Dec Qtr 2023
<b>Lake Wyangan and Catchment Rehabilitation Strategy</b>		
○ Stage 1 Treatment of Blue Green Algae	Underway	Mar. Qtr 2023
○ Stage 2 Infrastructure Works	Underway	Business Case Proposal in preparation
○ Northwest Foreshore Recreation Area	Underway	Water Pipeline & Pump/ drainage system to Barren Box Wetlands
○ Stage 3 Flood Recovery		
<b>Memorial Garden Upgrade</b>	Ongoing	\$200k included in 2022/23 budget – Jun 2023
<b>Cultural Precinct Masterplan</b>		
○ Art Gallery – Scope and options considered in conjunction with Masterplan - \$200k in reserve. Plan funded from reserve	Ongoing	Sep Qtr 2023
<b>Griffin Green Housing</b>		
○ Pioneer Precinct Affordable Housing Project (BBR Round 4)	Ongoing	Sep Qtr 2023
<b>Mountain Bike Track (Abattoir Road)</b>	Underway	Oct Qtr 2023
<b>Hanwood Oval (Grant \$1.15m / GCC contribution \$680k = Total \$1.83m)</b>	Commence 1 Jul 2023	Completion Dec 2024
<b>Yenda Oval Kiosk</b>	Underway	Mar Qtr 2024
<b>Barber Road Drainage - Local Road and Community Infrastructure Grants Rd 2 (Alternative Project Merrigal Street Shared Path)</b>	Underway	Jun Qtr 2023



## **OPTIONS**

### **OPTION 1**

As per the Recommendation.

### **OPTION 2**

Another resolution of Council.

## **POLICY IMPLICATIONS**

Not Applicable

## **FINANCIAL IMPLICATIONS**

As a result of the September and December 2022/23 Quarterly Review processes, the Ordinary Fund's budgeted deficit has improved by \$1,709,323, the Water Fund's budgeted surplus has materially reduced by \$2,351,408 and the Waste and Sewer Fund's budgeted surpluses have slightly reduced.

<b>FUND</b>	<b>Original Operating Budget</b>	<b>September Review</b>	<b>December Review</b>	<b>Revised Operating Budget</b>
<b>Ordinary</b>	<b>(\$4,318,984)</b>	<b>(\$1,027,435)</b>	<b>\$2,736,758</b>	<b>(\$2,609,661)</b>
<b>Waste</b>	<b>\$1,300,293</b>	<b>(\$26,000)</b>	<b>-</b>	<b>\$1,274,293</b>
<b>Water</b>	<b>\$2,021,074</b>	<b>(\$251,408)</b>	<b>(\$2,100,000)</b>	<b>(\$330,334)</b>
<b>Sewer</b>	<b>\$1,694,405</b>	<b>(\$188,409)</b>	<b>-</b>	<b>\$1,505,996</b>
<b>TOTAL</b>	<b>\$696,788</b>	<b>(\$1,493,253)</b>	<b>\$636,758</b>	<b>(\$159,706)</b>

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

## **CONSULTATION**

Senior Management Team

Management Accountant

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 at 31 December 2022 (under separate cover)
- (b) Income and Expense Budget Review Statement (Fund Level) at 31 December 2022 (under separate cover)
- (c) Income and Expense Budget Review Statement (Program Level) at 31 December 2022 (under separate cover)
- (d) Capital, Cash and Investments Budget Review Statement at 31 December 2022 (under separate cover)
- (e) Budget Review Contracts at 31 December 2022 (under separate cover)
- (f) Budget Review Consultancy, Legal and Vandalism Expenses at 31 December 2022 (under separate cover)
- (g) Budget Review Councillor Expenses at 31 December 2022 (under separate cover)
- (h) Delivery Program Q2 - Progress Report (under separate cover)



Quarterly Review Report  
Delivery Program & Operational Plan Actions  
Q2, 2022/23

## Leadership

### An engaged and informed community

Provide clear, accessible, relevant information

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Communicate with the community.	1.1.1.1	Ensure regular communication provided through adopted measures.	Communications Officer	Number of Community Opinion Group (COGs). Number of Media Releases. Number of Social Media engagements and followers - Facebook and Instagram. Minimum of 10 Community Catch-ups.	Council Catch Up issued every Friday (print and online) - 500 print copies, 2,500 reach through Electronic Direct Mail (EDM) and additional reach through social media. Facebook followers - 9,519, Instagram followers - 1,335, Media Releases (Oct-Dec) - 50, Website - 27,361 users across 43,621 sessions, COG Meeting held October.
Provide interactive websites for all Council facilities.	1.1.2.1	Regularly review and modify website design, functionality, and content.	Communications Officer	Analysis of website traffic and number of 'hits' received.	Council staff continue to keep up to date with the latest information to ensure functionality of the website and update content as needed. A major review will be undertaken 2023/24 financial year.

Actively engage with and seek direction from our community and stakeholders.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Inform community of Council decisions.	1.2.1.1	Council and Committee Agendas and	Governance Manager	Council and Committee Minutes uploaded to Council	Council and Committee Minutes prepared and distributed within agreed timeframes. Council meetings livestreamed. Committee meetings held via Zoom where

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		Minutes prepared and made publicly available within agreed timeframes.		website. Livestream Council Meetings.	applicable to facilitate attendance by members. Minutes available on Council's website.
Provide opportunities for the community to interact with Council and staff.	1.2.2.1	Maintain an active social media presence; provide workshops, forums, interactive meetings and community engagement sessions in accordance with the Community Engagement Strategy.	Communications Officer	Number of community engagement sessions per quarter. Number of Catch Ups distributed per quarter. Number of Media Releases per quarter. Number of community workshops held (eg Budget Workshop)	Council continues to keep the community updated through social media along with several other mediums. Council Cafes - 3 Media Releases - 50 Council Catchups - 11 Community Workshops - 1 Facebook reach - 145,276 Instagram reach - 3,488
	1.2.2.2	Community Opinion Group (COG) members consulted on key projects and issues impacting the community.	Integrated Planning & Reporting Coordinator	Minimum of 3 communications to COG per quarter. Number of COG Meetings held.	Community Opinion Group (COG) - 1 held at Yenda. Emails to COG Group - 14.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	1.2.2.3	Provide Committees to enable community input to Council services and facilities.	Director - Economic and Organisational Development	Number of Committee Members. Number of people attending COG Meetings.	2nd Quarter COG Meeting held in Yenda - 60 people in attendance. Committee Meetings held according to schedule.
Provide a robust Council Committee structure.	1.2.3.1	Administration of Council Committees in accordance with Terms of Reference.	Governance Manager	Number of Committee Meetings held.	New Committee structure implemented and inductions completed. Terms of Reference updated as required. 19 Committee meetings held this quarter.
Investigate and implement ways to improve Internal Communications.	1.2.4.1	Provide internal communications to staff.	Communications Officer	Number of Staff Newsletters distributed. Website traffic on Extranet.	Council Capers - 2. All Staff emails from Director Economic & Organisational Development - 3.
Investigate and implement options to improve Councillor interaction with constituents.	1.2.5.1	Provide opportunities for Councillor interaction and investigate online communication options.	Integrated Planning & Reporting Coordinator	Number of workshops/online sessions held. Number of Council Cafe sessions held.	Community Opinion Group (COG) Meetings - 1. Council Cafes - 3.

## Work together to achieve our goals

Develop and maintain partnerships with community, government, and non-government agencies to benefit our community.

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. Griffith City Council to participate in working groups to implement strategic priorities for RAMJO.	Mayor and General Manager attend all Board Meetings. Griffith City Council Advocacy actioned regarding e Planning Portal, Recognition of Rural Fire Services Assets on Council Financial Statements, Murray Darling Basin Plan, NSW Government review of Joint Organisation of Councils. Projects - Shared Services between Councils. Regional Waste Services, Regional Freight Strategy, Energy Efficiency Audits.
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. Sections of Griffith Industrial Link Road constructed as planned.	Stage 4b - Murrumbidgee/Thorne Roundabout In progress due for completion May 2023. Stage 5a - Thorne Rd In progress due for completion 30 June 2023. Stage 5b Thorne Rd /Walla Ave. In progress due for completion 30 June 2023. Stage 6a Bromley Rd. Final seal In progress due for completion 30 June 2023. Stage 6b Brown Rd Intersection Completed December 2022.
Ongoing liaison and lobbying with State and Federal and non-government agencies on	2.1.3.1	Meet with key stakeholders and lobby State and Federal governments on current issues	Director - Economic and Organisational Development	Number of meetings with State and Federal representatives with Mayor and or GM. Number of Community Engagements logged	Meetings with NSW Ministers held including Ministers Toole and Faraway. Education Minister, Sarah Marshall invited to meet with Councillors re Murrumbidgee Regional High School.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
matters of relevance.		which affect the community.		for Mayor and General Manager.	
Improve water quality at Lake Wyangan.	2.1.4.1	Engage with relevant stakeholders via Lake Wyangan Catchment Management Committee to develop and implement strategies to improve water quality.	General Manager	Lake Wyangan Restoration Project: Stage 1: Embellishment of western foreshore infrastructure and amenity. Stage 2: Engage with the community to scope water quality improvement and finance options.	Project redefined and scoped. 1. Treatment of water in South and North Lakes. North Lake treatment Chemplas 7 September 2022. As at December 2022, water level at Lake Wyangan at unprecedented high level. Water 1.4m above level of Jones Road at causeway. 2 Houses inundated, Boat Club and Yacht Club facilities impacted. Pipeline and large pump installed adjacent to Annie's Rd South Lake. Approx. 1,000MG transferred to Tharbogang Wetland. Extraordinary Meeting of Council scheduled for 11 January 2023. Resolved: "Council approve the reallocation of funds from the 2022/23 Lake Wyangan Environmental Strategy Implementation budget into a new Lake Wyangan Flood Pump and Pipeline project." 2. Recreation Area. Master Plan. Scope of Recreation Area project needs to be revised to \$1,030,000. 3. Salinity reduction. Report to Extra-Ordinary Council Meeting 11 January 2023. Resolution facilitates an opportunity to transfer up to 4,000ML of water from LW to Barren Box Swamp.
Encourage existing partnerships with tertiary education providers that support quality education	2.1.5.1	General Manager to continue Director role of Country Universities Centre Western Riverina	General Manager	Increase in number of students utilising Country Universities Centre Western Riverina Olympic Street, Griffith.	Approximately 170 students enrolled at Country Universities Centre Western Riverina (CUCWR) as at December 2022. As at 2021 Census, CUCWR was the best CUC in NSW with 34% increase in university students enrolled.



DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
pathways for Griffith students.		(CUCWR) in Griffith.			

Maximise opportunities to secure external funding for partnerships, projects and programs.

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.	2.2.1.1	Apply for external funding for approved Urban Design Projects and strategies.	Principal Planner Urban Design & Strategic Planning	Grants applied for and grants awarded.	Ongoing: Urban Design unit is applying for Grants as they become available. Grants applied for: Borland Leckie Playground - Infrastructure Grant 2020/2021 (Office of Responsible Gambling): Successful. Scenic Hill lookout - Crown Reserve Improvement Fund Grant 2022: Unsuccessful Griffith Mountain Bike Track - Open Spaces Program: Places to Play - 2021-2022 Grant Program: Successful. Lake Wyangan (An Iconic Nature-Based Visitor Experience) - Regional Tourism Activation Fund Round 2: Unsuccessful New Sport Facilities at Hanwood oval. (Applied for by Max Turner) Successful. New Canteen Yenda Wade Park. (Applied for by Max Turner) Successful.
Seek appropriate funding to implement the actions and priorities outlined in the Pedestrian Access Mobility	2.2.2.1	Apply for relevant funding opportunities to undertake construction of footpaths and cycleways.	Director - Infrastructure & Operations	Number of grant applications submitted and successful grants obtained.	

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Plan (PAMP) and Bicycle Plan.					
Identify funding opportunities for the improvement of the regional and local road networks.	2.2.3.1	Apply for relevant grants and identify projects.	Director - Infrastructure & Operations	Number of grant applications submitted and successful grants obtained.	Council has made applications to the Fixing Local Roads Program - Round 4 for Dickie Road, Kurrajong Ave and Thorne Road GSIL 4a (between Murrumbidgee Ave and Kidman Way).
Develop and maintain a network of grant sources to identify grant opportunities.	2.2.4.1	Provide monthly report to Senior Management Team on grants available and applied for.	Director - Business, Cultural & Financial Services	12 grant reports provided to Senior Management Team (SMT) annually.	Monthly report has not been provided to SMT. Employee responsible for grant co-ordination left in January 2023. Currently reviewing Finance Team member responsibilities and have included grants as a key duty.

Mayor and Councillors represent the community, providing strong, proactive leadership.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Support Mayor and Councillors to represent the community, providing strong, proactive leadership.	2.3.1.1	Provide necessary resources to enable the Mayor and Councillors to undertake their statutory role.	Director - Economic and Organisational Development	Number of briefings/training/development opportunities attended by Councillors. Number of Notice of Motions.	Workshops held on monthly basis with Extra-Ordinary Workshops as required. Notices of Motion lodged - 2.

## Plan and lead with good governance

Undertake Council activities within the integrated planning framework including 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 30 June. Progress reports provided to Council.	General Manager	IP&R documents prepared in accordance with statutory requirements. Documents adopted by 30 June annually.	Griffith City Council Community Strategic Plan 2022/32 Adopted 22 March 2022. Delivery Program 2022/23 - 2025/26, Operational Plan (Budget) 2022/23 and Resourcing Strategy all adopted 28 June 2022.
Ongoing monitoring of Customer Focus.	3.1.2.1	Monitor customer contact and transactions on a regular basis.	Planning & Environment Manager	Analysis of telephone contact data reviewed quarterly. Customer Request Management (CRM) System resolution performance reviewed quarterly.	Customer Requests reviewed and actioned.
Coordinate Council's Internal Audit program in accordance with the Risk Management and	3.1.3.1	Coordinate Audit Risk Improvement Committee (ARIC) meetings and internal audit function of Council.	Governance Manager	Number of internal audit reviews undertaken. Number of ARIC meetings held.	ARIC Meeting held 14 December 2022 to adopt the Draft Annual Financial Statements and Interim Management Letter. Internal audits reports presented for Asset Management Follow Up and Updated Pecuniary Interest Returns. Committee reports presented regarding update on Procurement Manual, Committee Meeting Dates,

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Internal Audit Guidelines.					Response to RFS Assets Issue, Review of Strategic Internal Audit Plan.
	3.1.3.2	Administer tender process for internal audit function of Council.	Governance Manager	Internal Auditor appointment process commenced by June 30.	Report to Audit Risk & Improvement Committee meeting in February regarding selection of contractors from the Local Government Procurement contract list. Quotation document in preparation. To acquire quotes and report back to the next Committee meeting. Contract period to be for 5 years in line with the Council term.
Provide governance services to Council.	3.1.4.1	Review and maintain Council policies.	Governance Manager	Public policies reviewed at least once during Council term. Internal policies reviewed as required.	Australia Day Policy, Privacy Policy and Privacy Management Plan, Vending Vehicles Policy, Frost Control Fan Policy, Griffith Flood Liable Lands Policy, Council Related Development Application Conflict of Interest Policy, Griffith Pioneer Park Museum Acquisition and Accession Policy reviewed and presented to Council this quarter.
	3.1.4.2	Provide administration support and information for Councillors.	Governance Manager	Councillor Hub maintained to provide current information for Councillors.	Councillor Hub updated to provide current information for Councillors. Information Sheet prepared weekly.
	3.1.4.3	Coordinate training for Councillors in accordance with the Councillor Induction and Professional Development Guidelines.	Governance Manager	Councillor training plans prepared, and training provided.	Councillors provided with Local Government (LG) NSW training course calendar on a regular basis. Three Councillors attended LG Financials training course online.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	3.1.4.4	Coordinate Council Meetings including preparation of Business Papers, Minutes and Action Reports.	Governance Manager	Council Business Papers and Minutes prepared in accordance with legislation. A minimum of 10 Council Meetings held per year.	There were 5 Council Meetings held this quarter. Business Papers and Minutes prepared and distributed within agreed timeframes. Action Reports created and Outstanding Action Report updated.
	3.1.4.6	Coordinate Council's Delegations, Disclosure of Councillors and Designated Persons and Conflicts of Interests Register.	Governance Manager	Review of Delegations undertaken by Dec 2022. Disclosure of Returns by Councillors and Designated Persons tabled at first October Council Meeting.	Staff delegations reviewed within 12 months following election (before 4 December 2022). Annual Disclosure forms for Councillors and Designated Staff presented to Council and uploaded to web in accordance with GIPA Act requirements. Conflicts of Interests Register updated.
	3.1.4.6	Coordinate Legal Services Panel.	Governance Manager	Maintain Legal Services Panel. Commence tender process for Legal Panel.	Legal Services Panel established by tender and available on Staff Extranet. Legal Services Tender being prepared for the period 1 July 2023 to 30 June 2027.
Meet Council's legislative requirements under the Integrated Planning and Reporting (IP&R) framework.	3.1.5.1	Coordinate Council's IP&R requirements including Community Consultation, Delivery Program, Operational Plan,	Governance Manager	Delivery Program reports and Operational Plan adopted by 30 June. Quarterly Reports and Progress Reports provided to Council.	Delivery Program and Operational Plan 2023/24 being implemented and monitored. Community Engagement and Communication Strategy 2022 with Council's Community Participation Plan adopted. Consultation included Council Cafe held November and Community Services Expo 21 October 2022. COG Meeting held 10 October 2022 in Yenda.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		Resourcing Strategy, Quarterly and Six-Monthly Progress Reports and Annual Report.			
Undertake statutory reporting requirements.	3.1.6.1	Prepare Public Interest Disclosures reports, GIPA Annual Report and Code of Conduct Report.	Governance Manager	Statutory reporting requirements undertaken within guidelines and required timeframes.	PID Reports and GIPA Annual Report submitted as required.
	3.1.6.2	Coordinate Delegations of Authority, Disclosure of and Designated Persons, Key Management Personnel Declarations, manage and maintain Governance registers.	Governance Manager	Delegations prepared as required by new staff appointments / requirements. Disclosure of Returns by Councillors and Designated Persons prepared and tabled at first October Council Meeting. Key Management Personnel Declarations submitted June and Nov. Registers maintained and uploaded as required.	Delegations of Authority reviewed as required by 4 December 2022 and new delegations issued to new staff. Disclosures for Councillors and Designated Persons presented to Council and uploaded to Council website as required. key Management Personnel Declarations distributed and collected in November as per policy.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Facilitate the release of government information in accordance with legislative requirements.	3.1.7.1	Process Government Information (Public Access) Act (GIPA) applications in accordance with legislative requirements. Review Information Guide annually. Open access information is available on Council's website.	Governance Manager	Number of GIPA applications processed within required timeframes. Agency Information Guide reviewed and adopted annually. Council's website updated with required information.	Three GIPA applications received and processed this quarter. Open access information maintained on Council website. Privacy Management Plan currently reviewed and adopted.
Undertake community consultation and promote the role of Local Government within the local community.	3.1.8.1	Coordinate Local Government Week activities. Consult with and inform the local community about the role of Council.	Governance Manager	Number of events held over Local Government Week. Number of engagements with schools and organisations. School Leaders ceremony held annually.	Local Government Week planning commenced.
Provide a risk management framework.	3.1.9.1	Review Risk Register and monitor Risk Management Action Plans.	Human Resources and Risk Manager	Risk Register reviewed each quarter. Risk Management Action Plans developed and	Fraud Training had been completed as per a Statewide Initiative in 2022, for Finance, IT, Payroll and Procurement. Risk Controls are currently being updated to the Risk Register. Controls are currently being updated.



DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
				communicated annually.	
Provide a compliant Human Resource Management service to meet legislative and organisational requirements.	3.1.10.1	Undertake review of HR policies.	Human Resources and Risk Manager	HR policies reviewed as per cycle.	No new policies have been developed during Quarter 2. New Award is currently being worked on.
	3.1.10.2	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.	Progressing, currently waiting on completion of performance and skills review data.
	3.1.10.3	Implement actions outlined in Council's Equal Employment Opportunity (EEO) Policy.	Workforce Planning Manager	Report on EEO progress and activities in Council's Annual Report.	Equal Employment Opportunity (EEO) policy applied with recruitment process.
	3.1.10.4	Implement Award changes as required.	Human Resources and Risk Manager	Number of Consultative Committee meetings held.	1 Consultative Committee Meetings was held in Quarter 2 on the 15 November 2022. Policy for review Use of Private Vehicles whilst on Council Business.
	3.1.10.5	Provide annual Flu Vaccination Clinics.	Human Resources and Risk Manager	Ensure identified staff are provided appropriate vaccinations as per Position Description.	There were seven compulsory vaccinations completed during Quarter 2. Japanese Encephalitis Vaccinations was offered to staff who are required to work outdoors for a period greater than four hours per day. A total of 87 employees consented to receiving this vaccination.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide a Child Safe organisation framework.	3.1.11.1	Coordinate implementation of Child Safe Standards and legislative requirements.	Governance Manager	Staff provided with training and resources. Promote Child Safety to broader community.	Child Safe Framework adopted. Council compliant with requirements of Child Safe Standards and associated legislation.
Provide effective compliance services.	3.1.12.1	Undertake regular patrols of restricted parking areas and school zones.	Planning & Environment Manager	Number of Penalty Infringement Notices (PINs) per month. School zone patrols conducted daily during school terms.	Council's Contract Rangers perform this as part of their contractual obligation to Council.
	3.1.12.2	Continuous improvement of facility and animal management as measured by the NSW government statistics reporting.	Planning & Environment Manager	Number of PINS per month. Number of rehomed companion animals per month. Number of stock complaints dealt with.	Almost all capital projects at shelter finalised statistic reporting positive regarding re-homing and rescue.
	3.1.12.3	Maintain educational program for compliance focused at the start of the growth season.	Planning & Environment Manager	Customer Request Management (CRMs) raised and actioned.	All CRMs for this quarter related to overgrown areas have been addressed.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	3.1.12.4	Continuous improvement of facility and animal management as measured by the NSW Government statistics reporting.	Planning & Environment Manager	Number of PINS per month. Number of rehomed companion animals per month. Number of stock complaints dealt with.	Almost all capital projects at shelter finalised, statistic reporting positive regarding re-homing and rescue.
	3.1.12.5	Respond to litter complaints in a timely manner.	Planning & Environment Manager	Customer Request Managements (CRM) raised and actioned.	All CRMs actioned for this period (completed or in progress).
	3.1.12.6	Respond to stock complaints as required.	Planning & Environment Manager	Number of stock complaints responded to.	All CRMs actioned for this period (completed or in progress).
Provide efficient, accurate and compliant record management services to both internal and external customers of Council.	3.1.13.1	Provide records management, Name Address Register (NAR) and Property module training to staff.	Information Manager	Number of face-to-face training attendees. Number of online training modules completed by staff. Monthly records management 'tips' emailed to all staff.	Five Records and Information induction training sessions conducted this quarter. Monthly records management tips emailed to All Staff in October, November and December. Information Management team ad featured in staff newsletter.
	3.1.13.2	Digitise paper property files identified as vital records at high risk of loss / damage /	Information Manager	Number of files digitised.	Forty-six physical property files digitised this quarter.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		destruction in Council's Records Risk Register (IM-FO-210).			
	3.1.13.3	Digitise 2005 business papers to complete the electronic collection of these permanent State Archives.	Information Manager	Number of business papers digitised.	No Business Papers digitised this quarter due to staff shortages and major office renovations. Digitising expected to re-commence February 2023.
	3.1.13.4	Undertake disposal of paper records in accordance with relevant legislation.	Information Manager	Number of files securely destroyed.	No disposal of physical records undertaken this quarter.
	3.1.13.5	Commence electronic record disposal program in accordance with relevant legislation.	Information Manager	Number of records disposed.	Project not yet commenced.
Provide reliable IT services within Council.	3.1.14.1	Review all software applications and other programs on an annual basis.	Information Technology Manager	PCs to maintain a turnover ratio of 5 years minimum. Report on applications as renewed.	Annual software upgrades are being performed as necessary. Annual hardware replacement will take place in Q3. Additional challenges regarding hardware replacement budgets due to most IT vendors increasing costs between 15%-25%.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		Replacement of hardware as required.			
	3.1.14.2	Maintain IT support services to Council departments.	Information Technology Manager	80% CRMs closed as per service standard.	Upgrades and server consolidation is continuing. Upgrades to network hardware is currently being planned.
	3.1.14.3	Ensure Council's IT systems are adequately protected and training provided to staff and Councillors.	Information Technology Manager	Number of cyber security training sessions offered to staff and Councillors.	Domino migration is progressing with approximately 100 staff migrated to Office 365. Cyber security policies continue to be drafted and developed. New Cyber Security training will be rolled out to staff in the next quarter.
Provide corporate property services to Council.	3.1.15.1	Coordinate the preparation of plans of management for Crown Lands managed by Council and Council owned community land.	Director - Sustainable Development	All Plans of Management provided to Department of Crown Lands for evaluation and concurrence.	Plans are progressing.

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	3.2.1.1	Meet annual statutory reporting	Finance Manager	Adoption of annual financial statements	Statutory Reporting requirements YTD have been met.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Operational Plans (Budget) inclusive of 10 Year Long Term Financial Plan.		requirements (Budget preparation and quarterly reviews and Annual Financial Statements)		within Office of Local Government (OLG) guidelines. Adoption of annual operating budget by Council prior to 30 June. Adoption of quarterly operational review reports. Meet OLG financial sustainability ratios.	
Provide managers with timely data of their current budget items.	3.2.2.1	Provide monthly report to responsible managers of year-to-date actual income and expenditure items versus budget.	Finance Manager	Provide monthly financial reporting to responsible managers by the 15th of the following month, or as soon as practicable.	Monthly reports provided to managers for review.

## Love the lifestyle

### Griffith is a great place to live

#### Make our community safer

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Improve public safety by provision of appropriate information signage in public areas.	4.1.1.1	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.	Signage in public areas continue to be upgraded and replaced as required.
Identify and promote road safety projects relevant to Griffith Local Government Area	4.1.2.1	Investigate strategies to resolve road safety issues.	Development and Traffic Coordinator	Develop and implement a 3 year road safety action plan.	A 4-year Action Plan covering the period 2021/22 - 2024/25 has been developed under the Local Government Road Safety Program. Ongoing monitoring of crash trends with proactive/reactive actions to reduce road trauma has resulted in a reduction in the number of serious injury/fatal crashes in the LGA. Road safety projects relevant to heavy vehicles, speeding and driving to the conditions on country roads were delivered to the community during the first half of the 2022/23 financial year.
Deliver Arbovirus Surveillance Program as required by NSW Health.	4.1.3.1	Set and collect Mosquito traps from designated sites in Griffith during November to April.	Planning & Environment Manager	Mosquito Traps tested weekly and sample sent for analysis.	Ongoing trapping started with test and test result communicated to NSW Health and the community.



DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	4.1.3.2	Test Sentinel Flock of chickens between November to April.	Planning & Environment Manager	Sentinel Flock tested weekly and samples sent for analysis.	Weekly testing and samples running from November to April.
Manage Risk Based Performance of Cooling Water Systems as required under the Public Health Regulation 2010.	4.1.4.1	Urgently respond to notifications of high Legionella and HCC test results.	Planning & Environment Manager	Maintain an up-to-date register.	All quarterly obligations completed.
	4.1.4.2	Allocate UIN's on Cooling Water Systems. Take receipt of Risk Management Certificates for each Cooling Water System. Maintain unique identification number (UIN) register.	Planning & Environment Manager	Maintain an up-to-date register.	Obligation for this quarter completed.
Deliver Public Swimming Pool inspections as required under the Public Health Act 2010.	4.1.5.1	Undertake pool sampling for: - Public Swimming Pools and Spa Pools - Pool sampling of	Planning & Environment Manager	Inspections undertaken per annual program.	Quarterly obligation completed.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		Hotel, Motel and Accommodation facilities - School Pools (Kalinda & GPSO) - GCC's Splash Park.			
Deliver On-site Sewage Management inspections as required under NSW Local Government Act 1993 and POEO Act 1997.	4.1.6.1	Undertake On-site Sewage Management inspections on newly registered Septic and Aerated Water Treatment Systems (AWTS) as they arise. Issue 'Approvals to Operate'.	Planning & Environment Manager	Number of approvals to Install issued. Approvals to Operate issued. Respond to complaints as submitted.	All inspections requested for this period carried out.
Deliver Beauty and Skin Penetration Inspections within Griffith and Hay LGA's as required by NSW Health. (Hairdressers as required)	4.1.7.1	Undertake inspections of Griffith and contracted LGA Hairdressers, Beauty and Skin Penetration premises including equipment and facilities.	Planning & Environment Manager	Complete inspections in line with annual inspection program.	Quarterly obligations completed.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Deliver Mortuary Inspections as required by NSW Health.	4.1.8.1	Undertake inspections of Griffith and contracted LGAs Mortuary premises including equipment and facilities.	Planning & Environment Manager	Complete inspections in line with inspection program.	Quarterly obligations completed.
Deliver Lake Wyangan Water Quality Sampling as required by the Australian Recreational Water Guidelines and Murrumbidgee Regional Algal Coordinating Committee.	4.1.9.1	Undertake regular water samples of Lake Wyangan to determine lake water suitability for Recreational water use.	Director - Sustainable Development	Regular monitoring of water to test quality and to determine condition of water.	Regular water sampling has been undertaken.
Deliver Food Inspections on food premises within the Griffith and surrounding LGA's as required under the NSW Food Act 2003.	4.1.10.1	Undertake Food Business Inspections within the Griffith and contracted LGAs as required under the NSW Food Act 2003.	Planning & Environment Manager	Deliver annual food inspection program and annually report to NSW Health.	Quarterly obligations completed.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	4.1.10.2	Undertake Temporary Event Food inspections within the Griffith LGA as required.	Planning & Environment Manager	Inspections done for all temporary events.	Quarterly obligations for temporary events completed.
	4.1.10.3	Undertake Mobile Food Van inspections within the Griffith LGA as required.	Planning & Environment Manager	Inspections done for all mobile food vans and permits checked to verify compliance with permit.	Inspections required completed.
	4.1.10.4	Respond to general enquires and complaints from the public for all food business and public health matters.	Planning & Environment Manager	Number of CRMs raised and issues.	All CRMs actioned for this period (completed or in progress).

Encourage an inclusive community that celebrates social and cultural diversity

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Hold Citizenship Ceremonies as required.	4.2.1.1	Citizenship Ceremonies held as required.	Director - Economic and Organisational Development	Number of ceremonies held.	Citizenship Ceremony held Citizenship Day - almost 70 conferees.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Organise Australia Day Ceremony.	4.2.2.1	Australia Day Ceremony held.	Community Development Coordinator	Number of nominations received.	Preparations for Australia Day. Australia Day Grant Funding was applied for and successful. Planning in progress for Awards Ceremony, Family movie night and Survival Day.
Council welcomes refugees and asylum seekers.	4.2.3.1	Support programs and events such as the NSW Growing Regions of Welcome (NSW GROW) program, Women on Fire, and promoting Griffith as a Refugee Welcome Zone.	Community Development Coordinator	Number of events and programs supported.	Discussions with Rural Australians for Refugees have commenced about welcoming signs into Griffith. Assistance was provided for the Multicultural Christmas Carols and Multicultural Festival. Participated in GROW activities as required.
Provide opportunities for community groups to access grant funding.	4.2.4.1	Deliver two rounds of Community Grant funding.	Community Development Coordinator	Number of grant applications received and number of grants awarded.	Community Grants Program currently open. Promotion of grants through interagency, media outlets and social media. Speaking with several community groups in relation to funding available. Support given to Local Domestic Violence Group for family fun night on 8 December.

## Provide and promote accessibility to services

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Review the Disability Inclusion and Access Plan (DIAP) and implement recommendations.	4.3.1.1	Prepare draft, place on exhibition and endorse DIAP.	Community Development Coordinator	DIAP endorsed reviewed and updated annually.	Disability Inclusion and Access Committee commenced Meetings held monthly. Letter written to support Grant application to Griffith City Council for Library Alterations of Library toilet. Promotion of National Day of Disability with 'Access at a glance' program in conjunction with Intereach.
Provide access to community services.	4.3.2.1	Maintain an up-to-date Community Directory.	Community Development Coordinator	Community Directory reviewed on regular basis.	Updates have been made as received on website.
	4.3.2.2	Work with Inter agency Networks and other organisations on issues impacting the community.	Community Development Coordinator	Number of activities held and projects and partnerships.	Council attends Community Interagency Meetings, Domestic Violence Prevention Group Meetings, hosts Youth Interagency and Suicide Reference Prevention Group Meetings and other community group Meetings as they arise.

## Provide a range of cultural facilities, programs and 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.	4.4.1.1	Develop and deliver high quality, diverse entrepreneurial season that is inclusive of different age, cultural and	Griffith Regional Theatre & Art Gallery Manager	Deliver a minimum of 16 entrepreneurial shows per calendar year including a minimum of 3 seniors shows, 4 educational/family shows and a minimum of 1 show for the Culturally and	Extremely busy end to the year featuring multiple touring shows, and several local schools and dance schools. Season Launch for 2023 held in December, attracting a large crowd and resulting in a big membership take-up. Thirteen shows delivered.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		interest groups in the community.		Linguistically Diverse (CALD) community.	
	4.4.1.2	Deliver biannual community music production.	Griffith Regional Theatre & Art Gallery Manager	Produce and deliver Community Production every 2 years.	Production Team appointed for Community Musical to be held in 2023, and EOIs for Auditions announced, with around 50 EOIs received.
	4.4.1.3	Deliver annual Theatre Workshops for young people.	Griffith Regional Theatre & Art Gallery Manager	Number of Workshops held and number of attendees.	No drama held in this quarter. Due to commence in term 1 2023.
	4.4.1.4	Marketing strategy developed, reviewed and implemented annually.	Griffith Regional Theatre & Art Gallery Manager	Report on the number of memberships and subscriptions annually.	A new season brochure for 2023 was produced and printed. A successful Season Launch took place with more than 200 patrons attending and more than 100 memberships taken on the night.
	4.4.1.5	Provide a clean functional and well maintained Theatre facility available to the public.	Griffith Regional Theatre & Art Gallery Manager	Zero complaints regarding cleanliness and maintenance received.	Theatre coped well with huge influx of patrons and performers for end of year concerts - no major issues internally. Roof leakage issue still not resolved.
The Griffith Regional Art Gallery will develop and deliver a diverse and engaging program of cultural activities.	4.4.2.1	Develop and deliver annual exhibition program that includes quality touring and locally sourced solo and group exhibitions.	Griffith Regional Theatre & Art Gallery Manager	Minimum of 8 exhibitions per year including a minimum of 2 touring exhibitions and a minimum of 2 exhibitions by local artists.	National Contemporary Jewellery Award was staged featuring artworks from across Australia, including gala opening event. Also Objects of Desire - local Exhibition was held along with "Late & Local" Christmas shopping event.



DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	4.4.2.2	Deliver a minimum of 6 Artspace exhibitions per year including works by local artists and displays of interest to the local community.	Griffith Regional Theatre & Art Gallery Manager	Minimum of 6 exhibitions per year including minimum of 3 exhibitions by local artists.	Artspace had one exhibition in this quarter featuring the work of local artists with disabilities.
	4.4.2.3	Develop and deliver high quality, diverse schedule of public programs that caters to the needs of different age, cultural and interest groups.	Griffith Regional Theatre & Art Gallery Manager	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.	Public Programs including Open Sessions, Smarty Kids, Lunch Society, Sip & Spend, floortalks, school holiday workshops continue to take place at the Gallery.
	4.4.2.4	Provide a clean functional and well maintained Art Gallery facility available to the public.	Griffith Regional Theatre & Art Gallery Manager	Zero complaints regarding cleanliness and maintenance received.	No new maintenance issues this quarter. A consultant has been engaged to complete a Cultural Precinct Masterplan, including the recommendations for a new Art Gallery.
	4.4.2.5	Cultural Precinct Masterplan developed.	Director - Business, Cultural & Financial Services	Cultural Precinct Masterplan completed by June 2023.	Conrad Gargett with Taylor Cullity Lethlean have been engaged to develop a Cultural Precinct Masterplan for Griffith. Community Engagement workshops will be conducted in late February 2023.

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 Info Systems Team Leader	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.	Staff continuously refresh collections to ensure they remain updated and meet community need and relevance. 11,603 visits to WRL website and 20,622 loaned items Oct-Dec 2022.
	4.4.3.2	Griffith City Library to facilitate digital inclusion in the community by providing digital education programs.	Library Info Systems Team Leader	Hardware asset less than 5 years old. Number of internet access bookings utilising WiFi and public computers.	Public technology is updated every 5 years or sooner if required. Griffith Library staff facilitate digital support and education. 1,698 public computer sessions Oct-Dec 2022.
	4.4.3.3	Provide reliable high-speed internet and computer equipment.	Library Info Systems Team Leader	Maintain ratio of 1 PC per 3,000 residents.	14 public computers equating to 1 PC per 1,940 residents.
	4.4.3.4	Position the Griffith City Library as a community hub for learning, networking and leisure by providing a range of programs to all sectors of the community.	Library Info Systems Team Leader	Provide a quarterly report on visitation per annum (minimum 5 visits per capita). Deliver a minimum of 20 programs annually, annual calendar of programs and events reflecting the population demographic.	23,674 visitors to the Library Oct-Dec 2022. Griffith Library hosted 103 events, with 2,871 attendees. Community programs included: Author talks, school visits, photobook workshops, Christmas photos, movies, jewellery workshops, Storytime and Rhymetime.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	4.4.3.5	Provide a clean, functional, and well-maintained library facility available to the public to community and industry standards.	Library Info Systems Team Leader	Zero complaints regarding cleanliness and maintenance received.	Refurbishment of staff workroom (painting, carpet, desks and storage) is nearing completion. Minor repairs made to building roof leaks. Upgrades to fire systems as per contractor advice.
Develop and manage regional museum collections of historic and social significance to Griffith region and communities.	4.4.4.1	Conduct an assessment of current state of Pioneer Park Museum buildings to identify conservation needs and develop Asset Maintenance and Restoration Plan according to priority.	Director - Business, Cultural & Financial Services	Develop and Review annual Maintenance and Restoration Plan completed by 30 June.	Jenny O'Donnell appointed as Acting Manager in January 2023. Will initiate assessment with Jenny for to document a restoration and maintenance plan for the Pioneer Park Museum assets and exhibits.
Engage with young people and liaise with local agencies and user groups.	4.4.5.1	Promote and facilitate Youth Week and other events in partnership with Agencies to deliver programs and activities.	Community Development Coordinator	Number of youth activities held in partnership with Council. Number of young people involved in organising events.	Bi-Monthly interagency meetings attended with Youth Services from Griffith. Supporting Caresouth School holiday event due to run in October, now occurring in Summer School Holidays. Australia Day Application successful which will provide a youth afternoon/family movie night.

## Improve access to local 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.	4.5.1.1	Monitor construction of new Base Hospital.	General Manager	As required. Health Infrastructure NSW brief Councillors twice per year regarding construction progress.	Construction of main building commenced April 2022. Hospital due to open 2025.
	4.5.1.2	Lobby State Government to construct Radiation Therapy Facility and monitor construction of Radiation Therapy Unit in Griffith.	General Manager	Government agency to keep Council informed on progress with construction and fit out of radiation therapy facility.	Radiation Therapy Facility due for completion by March 2023.
Promote health services and programs.	4.5.2.1	Collaborate with Murrumbidgee Local Health District (MLHD) to promote health services.	Communications Officer	Number of services or programs promoted.	Information from MLHD and NSW Health is shared on an as needs basis. This is done through Council Catch Up, social media and Council Capers (staff newsletter).

## Promote reconciliation and embrace our Wiradjuri heritage and culture

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Implement Reconciliation Action Plan (RAP).	4.6.1.1	Review Reconciliation	Community Development Coordinator	Report on progress to Reconciliation Australia. Number of	Review yet to commence.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		Action Plan (RAP) recommendations.		recommendations implemented.	
	4.6.1.2	Consult, and or partner with the local Aboriginal Community.	Community Development Coordinator	Number of meetings held. Number of events held in partnership.	Council have met with Griffith Aboriginal Medical Service (AMS) and Local Aboriginal Land Council and worked together and supported: <ul style="list-style-type: none"> <li>- Cultural day at Woodside Hall</li> <li>- Contribution to opening of Griffith Regional Sports Centre at Westend with Wiradjuri participants through speeches, dance and smoking ceremony</li> <li>- Series of meetings for Survival Day event.</li> </ul>

Provide a range of sporting and recreational facilities

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain and renew playgrounds in accordance with the Playground Strategy.	4.7.1.1	Manage and maintain playgrounds in accordance with the Playground Strategy.	Parks & Gardens Manager	Playground safety inspections carried out as per the schedule.	Playground maintenance is managed to meet the standards required, upgrading of playgrounds continues in line with the playground strategy.
	4.7.1.2	Manage and maintain parks and reserves to a high level of service.	Parks & Gardens Manager	Parks and reserves maintained within allocated budget.	Parks and Reserves continue to be maintained to a high standard to meet the expectations of the community.
Maintain the Griffith Regional Aquatic Leisure Centre (GRALC) in	4.7.2.1	Provide a clean, functional and well-maintained aquatic facility	Griffith Regional Aquatic Centre Manager	Zero community complaints received relating to the cleanliness and	During the Quarter GRALC has received minimal complaints regarding the cleanliness of the facility. The complaints received are largely relating to day-to-day usage of the change rooms and are addressed with

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
accordance with Asset Management Plans.		available to the public.		maintenance of GRALC.	<p>cleaner or quickly rectified by staff. The Aquatic facilities (pools) Gym and Kiosk facilities have seen no down time as a result of contamination and the pool testing results have been all satisfactory.</p> <p>The 50M pool was opened to the public during the quarter and there has been extremely positive feedback around the quality of the pool water (which has also been duplicated for the indoor pools). This feedback reinforces the processes GRALC have in place to maintain these results.</p> <p>During the quarter GRALC also hosted a school bonding day for Marian Catholic College, as well as a Christmas function for CareSouth (carers and foster children), along with several AustSwim and RLSSA courses.</p>
Maintain all Council's sporting ovals.	4.7.3.1	Manage and maintain Council's sporting ovals to the level of service.	Parks & Gardens Manager	Sporting ovals maintained within allocated budget.	The summer sporting season has been impacted by continued wet weather through Q2, although proceeding well.
Implement capital upgrades to sporting and recreational facilities as funding becomes available through grants or otherwise.	4.7.4.1	Seek grant funding for capital upgrades on sporting and recreational facilities.	Parks & Gardens Manager	Number of successful grants.	Grant funding is continually sought for upgrading of recreational facilities, Westend Oval has been 98% completed and a successful opening event. Planning for the installation of new playground equipment at Borland Lecke Park has commenced

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Griffith Stadium to provide a range of services for the improved health, well-being and lifestyle of the community.	4.7.5.1	Provide a clean, functional facility, available to the community.	Griffith Regional Sports Centre Manager	Zero complaints relating to cleanliness and maintenance received.	The Griffith Regional Sports Centre was officially opened on 29 October 2022. There were no complaints received regarding the cleanliness and functionality of the facility in this quarter.
Draft Master Plan for Olympic Street prepared.	4.7.6.1	Implement place activation programs.	Principal Planner Urban Design & Strategic Planning	Measure number of people that attend and use facilities during programs.	CBD activation and placemaking is an important aspect of the Urban Design Unit function. The Draft Masterplan for Olympic Street is guiding the activities in the precinct. Council is currently in negotiations with PCYC regarding possible development by the club on Council controlled land in Olympic Street.
Lake Wyangan Restoration Project.	4.7.7.1	Design and construct amenities, western foreshore of Lake Wyangan.	Director - Sustainable Development	Consultation completed, amenities designed, construction commenced.	Preliminary concept plan(s) completed (flooding and uncertainty around the diversion of resources has slowed progress).

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.	4.8.1.1	Implement a place activation project in the city centre of Griffith and in each village.	Principal Planner Urban Design & Strategic Planning	Number of people participating.	CBD activation and placemaking is an important aspect of the Urban Design Unit function. Under the Banner of Street Scapes, Council has activated Kooyoo Street resulting in successful permanent transformation of the street into a shared zone through a successful funding application. The activation of the car park behind Memorial Park enabled Council to buy additional

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					infrastructure through successful grant funding that can be used as part of future placemaking and public space activation. This is an ongoing process.
Deliver Urban Design Projects.	4.8.2.1	Scope, design and plan projects of city significance based on available funding.	Principal Planner Urban Design & Strategic Planning	Number of projects delivered. Kooyoo Street redevelopment stage 2 and Campbells Wetlands. Other projects as funding is approved.	Urban Design is continuously looking at possible projects that can enhance the public domain and that will benefit the wider community. Public consultation is a high priority and the application for Grant Funding for identified projects.
Develop draft Entrance Strategy to further enhance the entrance statements (ie beautification, lighting and landscaping).	4.8.3.1	Finalise and adopt the Griffith Entrance Strategy.	Principal Planner Urban Design & Strategic Planning	Strategy adopted and public consultation.	Finalising the Entrance Strategy is progressing at a slow rate due to current focus on other projects. Finalising the strategy is a priority.
Work with Council and Stakeholders to implement Place Creation Strategies.	4.8.4.1	Liaise with Councillors and Stakeholders for decision making process.	Principal Planner Urban Design & Strategic Planning	Survey supporting Public Consultation.	To improve the aesthetic of the City and villages, by developing quality places and improved public realm is Urban Design Unit's primary function. Liaising with Councilors and Stakeholders is an ongoing process to improve outcomes and get maximum community input. Ongoing Process.



## Growing our city

### Grow our economy

Be a location of choice for innovative agriculture and manufacturing

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Design and implement media and marketing strategies to enhance the appeal of Griffith as a destination to invest, live and work in, focused on Griffith's regional city lifestyle underpinned by local employment opportunities and options for education and training, health and housing.	5.1.1.1	Produce and promote a regularly updated Invest Griffith Prospectus. Maintain Griffith Economic Development website with relevant and current information.	Economic Development Coordinator	Promotional material distributed. Website traffic.	Distributed 150 investment prospectus since printing. Also presented the document at the Small Business Month event in November.
Facilitate a Water Forum on a biennial basis. Provide secretariat support to Region 9 of the Murray	5.1.2.1	Provide a Water Forum through which regional discussion, ideas and motions can be aired. Support	Economic Development Coordinator	Invitation and attendance by connected water agencies and associations Motions resolved.	Not due to start.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Darling Association. Participation on this board promotes opportunities for Council to have input into the region's water discussions.		Region 9 of Murray Darling Association via provision of Agendas and Minutes.			

Be a location of choice for business investment employment and learning

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Support efforts to match skilled labour with local business and industry needs.	5.2.1.1	Deliver Griffith Now Hiring marketing program.	Economic Development Coordinator	Griffith Now Hiring (GNH) Website engagement and number of Griffith Now Hiring Partners. Number of GNH jobs advertised.	Griffith Now Hiring program going well.
Collaborate with RDA Riverina and neighbouring Councils to explore opportunities to address local skills gaps and	5.2.2.1	Support the following programs: - Grow Our Own - Multicultural NSW's Growing Regions of Welcome (NSW GROW) model -	Economic Development Coordinator	Number of Regional Development Australia (RDA) initiatives supported.	Held a Grow our Own industry tour this quarter within Council. RDA Country Change - Griffith was the focus month for January and we produced a Country Change town tour video and newcomer article.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
build workforce capacity.		Partner with Regional Development Australia (RDA) Riverina Country Change.			
Provide a compliant Work Health Management system to meet legislative and organisational requirements.	5.2.3.1	Undertake review of Work Health Safety policies.	Human Resources and Risk Manager	A return to work (RTW) Program reviewed annually. WHS policies reviewed.	Recover at Work Program to be reviewed in April 2023.
	5.2.3.2	Implement amendments to WHS Act and Legislation changes as required.	Human Resources and Risk Manager	WHS Reporting to include Incident Reports, Workplace Investigations and Corrective Actions. Number of WHS Committee meetings held.	<p>163 incidents were reported to SMT during Quarter 2. Two WHS Committee meetings were conducted during September to December quarter, these being held on 18 October 2022 and 6 December 2022.</p> <p>WHS Coordinator conducted Internal audits on two of Councils Contractors and completed one external audit for musculoskeletal disorders. A number of observations were completed at Kooyoo Street and Westend Stadium redevelopment.</p> <p>New policies were adopted at the WHS Meeting which include:</p> <ol style="list-style-type: none"> <li>1) Contractor WHS Management Plan Checklist,</li> <li>2) Contractor Safe Work Method Statement Review Checklist</li> </ol> <p>The following WHS training was completed during Quarter 2, which include:</p> <ol style="list-style-type: none"> <li>1) Traffic Control</li> <li>2) Elevated Work Platform</li> </ol>

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					3) Pool Lifeguard 4) Chemical Awareness 5) Forklift 6) Dangerous Dog Awareness 7) Motorcycle Awareness 8) First Aid 9) Overhead Powerline Awareness Verification of Competency - backhoe
Advocate for safe work practices and employment standards.	5.2.4.1	Facilitate opportunities for training and policies to improve staff wellbeing.	Human Resources and Risk Manager	Hold two Health and Wellbeing staff awareness programs. Four Health and Wellbeing Articles distributed annually.	1) Council engaged Mental Health Movement to improve employee's self-awareness around their own mental health and wellbeing and provide an understanding of the difference between mental health and mental illness. This training is assisting Council to start the conversation around mental health and normalising it within the workplace. Staff were provided with tools these being how to seek help through Councils Employee Assistance Program, coping strategies, support networks, mental health management tools to assist in developing resilience to cope with life change, challenge and adversity. Further workshops will be provided during 2023/2024. 2) Dr Luke Manester-Forde conducted Awareness Training on Bowel Cancer, in November 2022.
Identify opportunities for Council traineeships and work experience programs.	5.2.5.1	Identify opportunities within organisation structure for potential traineeships.	Workforce Planning Manager	Number of trainees and apprentices employed.	Constantly reviewing at each recruitment.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Support and promote the Country Universities Centre Western Riverina in delivering distance tertiary education opportunities to students in Griffith and the surrounding region.	5.2.6.1	Include Country Universities Centre Western Riverina in regular promotional material and newsletters.	Economic Development Coordinator	Number of articles promoted.	CUC is promoted via Griffith Now Hiring and Griffith City Council social channels and newsletters.

Promote opportunities for business to establish and grow

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Work with the Federal and State Governments to promote and deliver small business support programs applicable to newly-established and emerging business	5.3.1.1	Promote services offered by Service NSW and Business Enterprise Centre to assist local businesses to establish and grow. Work with AusIndustry,	Economic Development Coordinator	Number of meetings held.	Meeting with Service NSW in January. Met with AusIndustry in November. Seven meetings held with Department of Regional NSW.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
operators in the Griffith area.		Austrade and the Department of Regional NSW to promote investment opportunities and business growth.			
Produce monthly business newsletters to promote news, events, training, grants, assistance and incentives.	5.3.2.1	Produce monthly Evolve Business Newsletter.	Economic Development Coordinator	Number of newsletters sent.	Evolve Newsletters sent out monthly, three this quarter.
Partner, sponsor and promote professional development for local businesses to establish and grow.	5.3.3.1	Undertake bi-annual business survey to determine business training requirements. Facilitate and promote training events and programs to build business resilience.	Economic Development Coordinator	Number of events sponsored.	Received \$5,000 Small Business Month grant to hold a business event with Griffith Business Chamber in November. The event went well with over 50 attendees receiving a Griffith economic update and forecasting session.

## Strategic land use planning and management to encourage growth in the region

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Prepare and Implement Strategic Planning Framework.	5.4.1.1	Prepare Local Environmental Plan (LEP). Amendment number 1 and Amendment number 2.	Director - Sustainable Development	Council approves planning approval for Gateway Determination.	LEP amendment 1 is on public exhibition. LEP amendment 2 will follow completion of employment land strategy.
	5.4.1.2	Development Servicing Plan.	Director - Sustainable Development	Development Servicing Plan adopted by Council.	Stantec drafting new DSP with Utilities team.
	5.4.1.3	Prepare Employment Lands Development Control Plan.	Planning & Environment Manager	Public consultation undertaken. Council Approve DCP.	Employment Lands Strategy has commenced in the previous quarter and on completion a DCP will follow.
	5.4.1.4	Review all Development Control Plans.	Director - Sustainable Development	Public consultation undertaken. Council Approve DCPs.	Residential DCP Complete. Once Employment Lands Strategy and NSW Government Employment Lands Project complete Employment Lands DCP to be completed.
Monitor land availability (Residential, Commercial, Industrial, Recreational).	5.4.2.1	Compare actual land take up with projections in the Land Use Strategy during a five-year review period.	Planning & Environment Manager	At any period, the amount of correctly zoned land available for development should out-perform the demand for such land.	Completed.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Lake Wyangan Village Masterplan finalised and implemented.	5.4.3.1	Master plan Lake Wyangan.	Director - Sustainable Development	Finalise Master Plan. Implement stages of Master Plan.	Detailed engineering design plans complete and Contribution Plan drafted.
Prepare Master Plans.	5.4.4.1	Prepare Hospital Precinct Master Plan.	Director - Sustainable Development	Community consultation undertaken. Council approve Master Plan.	Consultant is unavailable currently.
	5.4.4.2	Hanwood Growth Area Master Plan.	Director - Sustainable Development	Community consultation undertaken. Council approve Master Plan.	Being progressed by Stantec.
	5.4.4.3	Prepare 2023 Hanwood Growth Area Contributions Plan.	Director - Sustainable Development	Community consultation undertaken. Council approve Master Plan.	To be completed once Master Plan complete.
	5.4.4.4	Commence Yenda and Yoogali Growth Area Master Plan.	Director - Sustainable Development	Master Plan preparation underway.	Yenda commenced, Yoogali Growth Area lands subject to Planning Proposal on exhibition.
	5.4.4.5	Master Plan former Sun Rice Lands and MI Depot Lands along Banna	Director - Sustainable Development	Public consultation undertaken. Council Approve Master Plan.	Land is subject to Planning Proposal currently on exhibition.



DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		Avenue at Crossing Street.			
	5.4.4.6	Master Plan new Employment Lands along Southern Link Road.	Director - Sustainable Development	Public consultation undertaken. Council Approve Master Plan.	Employment Lands Strategy 60% complete. A Planning Proposal will be prepared for additional employment lands once this is complete.

## Support diversity in housing options

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Implement the Griffith Housing Strategy in line with identified priorities	5.5.1.1	Completion of Griffin Green affordable housing project. Provide support and advice to assist affordable housing projects in the Local Government Area.	Economic Development Coordinator	Number of Project Control Group Meetings held. Progress of Griffin Green.	Griffin Green and Citrus Road Projects progressing well.

## Promote Griffith as a desirable visitor destination

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Attract, develop and maintain events that are sustainable and bring visitation to Griffith.	5.6.1.1	Deliver Griffith's key tourism event campaigns.	Events Coordinator	Number of events held throughout key tourism campaigns.	Successful delivery of Griffith Spring Fest 2022. The Griffith Tourism Team coordinated 40 of the 81 events registered under this campaign over 14 days. Standout post event analysis figures: Estimated 17,737 Griffith Spring Fest attendees which is a 14% increase from 2019. Economic injection \$6.8 million - 49% increase from 2019. 24,490 overnight stays - 25% increase from 2019. Wrap up report still in progress for Griffith Spring Fest 2022. New Griffith Easter Party branding developed.
	5.6.1.2	Evidence of growth of tourism events.	Events Coordinator	Number of events on the tourism calendar.	135 events registered on the Visit Griffith What's on calendar. This quarter includes Spring What's on (October, November), Griffith Spring Fest 2022, and the month of December which includes GLOW2680. As a part of Griffith Spring Fest, the Tourism Team coordinated 40 of the 81 events over the two-week period. Local operators took advantage of the busy time and were encouraged to hold events/unique experiences over this time. Accommodation operators were full over Griffith Spring Fest. Estimated 17,737 Griffith Spring Fest attendees which is a 14% increase from 2019.
	5.6.1.3	Support the development of events that bring visitation to Griffith.	Events Coordinator	Number of events sponsored by Griffith City Council.	In-kind, which includes promotion, event advice and miscellaneous Council services (waste & traffic etc). 95 events supported by Visit Griffith, Monetary (seed funding), 0 events were provided with monetary sponsorship from Visit Griffith. Communications ongoing with event organisers to help

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					with planning of upcoming major events to be held in early 2023.
	5.6.1.4	Deliver Griffith's key tourism event campaigns.	Marketing & Promotions Coordinator	Number of communication channels used to promote key tourism campaigns.	Print: <ul style="list-style-type: none"> <li>- Griffith Spring fest programs</li> <li>- Griffith Spring Fest posters &amp; core flutes</li> <li>- Newspaper advertising through ACM (Griffith, Albury, Wagga Wagga, Canberra, Leeton, Bendigo)</li> </ul> Digital: <ul style="list-style-type: none"> <li>- Facebook</li> <li>- Instagram</li> <li>- Google</li> </ul> Website (Visit Griffith & Griffith Spring Fest) <ul style="list-style-type: none"> <li>- Better Homes and Gardens website digital advertising</li> <li>- EDM</li> <li>- ACM (online newspaper streams)</li> </ul> Other: <ul style="list-style-type: none"> <li>- Media Releases</li> <li>- TV</li> <li>- Radio</li> <li>- Website</li> </ul>
Attract regional conference and business event market.	5.6.2.1	Communicate with business event stakeholders.	Events Coordinator	Number of business event guides distributed.	Business Events and Conferencing page on Visit Griffith active. Video clip currently has 307 views. Country Surveyors NSW conference was held in November.
Establish Griffith as a destination of choice.	5.6.3.1	Increase Griffith's digital presence.	Marketing & Promotions Coordinator	Engagement and reach of digital platforms.	Visit Griffith Facebook: <ul style="list-style-type: none"> <li>Likes - 9,579 (193 increase)</li> <li>Page reach - 243,374</li> <li>Page visits - 5,987 (up 21.1%)</li> <li>Reach (organic) - top post 12,383, average post 2,939</li> <li>Posts - 133</li> </ul> Visit Griffith Instagram:

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					<p>Followers - 3,473 (138 increase)</p> <p>Page visits - 963</p> <p>Reach (organic) - 4,300</p> <p>Posts &amp; Stories - 112</p> <p>Griffith Spring Fest Facebook:</p> <p>Likes - 3,632</p> <p>Page reach - 75,023</p> <p>Reach (organic) - top post 7,583, average post 2,605</p> <p>Posts - 61</p> <p>Griffith Spring Fest Instagram:</p> <p>Followers - 275 (created account in June 2022)</p> <p>Reach - 1,518</p> <p>Posts &amp; Stories - 64</p> <p>Visit Griffith website:</p> <p>New users - 89.4%</p> <p>Returning users - 10.6%</p> <p>NSW - 59%</p> <p>VIC - 20%</p> <p>QLD - 9.5%</p> <p>SA - 4%</p> <p>Google Listing:</p> <p>4.6 star rating</p> <p>5,222 google business profile views this quarter (83.7% increase since 2021)</p> <p>EDMS: x 3: 13 good news stories</p> <p>Total Subscribers: 1,910</p> <p>Recipients: 5,201</p> <p>Total Opens: 2,257</p> <p>Digital Editorial:</p> <p>Better Homes &amp; Gardens</p> <p>The Wanderer</p> <p>Delicious Magazine</p>

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	5.6.3.2	Produce consistent marketing material.	Marketing & Promotions Coordinator	Number of printed promotional collateral developed and distributed.	Griffith Spring Fest programs - 14,000 Griffith Spring Fest posters - 50 Griffith Spring Fest core flutes - 2 Events DL Postcards save the date - 2,000
	5.6.3.3	Seek funding opportunities to assist in the development of tourism in Griffith.	Tourism Manager	Number of funding opportunities shared with stakeholders. Number of funding opportunities supported by Griffith Tourism.	12 major funding opportunities shared by Griffith Tourism in the quarter: - Regional Investment Activation Fund (DNSW/ NSW Govt) - NSW Cultural Grants program - Heritage NSW 2023-25 Grants (DNSW/ NSW Govt) - Strengthening Rural Communities Small & Vital (FRRR) - Regional Filming Fund (RFF) (NSW Govt & Sydney City of Film) - Fixing Local Roads Pothole Repair Round (Regional NSW & NSW Govt) - Electric vehicle destination charging grants (NSW Govt) - Australia Council for the Arts: Funding for exhibitions, festivals and new art (Aust. Govt) - Infrastructure Betterment Fund (NSW Govt) - Caravan Parks Grant Program (Aust. Govt) - Aboriginal Affairs NSW Cultural Grants program (NSW Govt & Aboriginal Affairs) - Cellar Door Grants (Aust. Govt & Wine Australia)
	5.6.3.4	Develop and maintain partnerships with leading regional, state and national	Tourism Manager	Number of collaborative projects involved in.	- Destination Inspiration Events Mentorship Program Round 2 (DRM & DNSW initiative, supported by Griffith Tourism) - we had an additional local operator progress through to the Mentorship Program this quarter (Bella Vita Riverina Tours) - Kidman Way Promotional Committee - grant submission to assist in the marketing of the Kidman Way touring route (Community Heritage Grant), 2 meetings held in

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		tourism bodies.			<p>this quarter</p> <ul style="list-style-type: none"> <li>- ongoing interaction with DRM in regards to their DMP, to be released in Feb 2023</li> <li>- Inbound Strategy workshop (part of the DNSW NSW First Program) was planned for Nov 2022 but cancelled due to floods.</li> </ul> <p>Local familar was also arranged for key staff from DNSW &amp; DRM attending. Postponed date for 2023 TBC.</p> <ul style="list-style-type: none"> <li>- Numerous meetings held with Sports Marketing Australia and Brumbies (Visit Griffith provided Seed Funding and support for 2023 ACT Brumbies and NSW Waratahs Super Rugby Men's and Women's Pre-season Matches/ Regional Tour)</li> </ul>
	5.6.3.5	Capitalise on new marketing opportunities.	Marketing & Promotions Coordinator	Number of new marketing opportunities sourced.	<p>Country Style - October and November 2022</p> <p>Better Homes and Gardens editorial and advertising - October magazine</p> <p>Rex In Flight 'True Blue' editorial</p> <p>Travel Guides TV show filmed episode in Griffith over GSF</p> <p>Radio ABC Riverina</p> <p>WIN TV interview: 6th October 2022 (Izabella)</p> <p>Signboards 4 hours from Griffith on highways promoting Griffith Spring Fest - booked in for 2023.</p>
	5.6.3.6	Provide a functional and well-maintained Tourism facility available to the public.	Tourism Manager	No complaints received.	<p>New Interpretive Display Area officially opened last quarter (August)</p> <p>Capex funds required to upgrade front of house work stations (in line with WHS standards) and gift shop to be more user friendly for patrons and staff (storage and display area)</p>

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Facilitate the development of visitor experiences that add value to the core attractive features of Griffith.	5.6.4.1	Work with tourism industry stakeholders to grow product offering through relationship building.	Visitor Information Centre Coordinator	Number of operator visits. Number of group itineraries created and distributed	<p>*Number of operator visits = 66 including the distribution of the 2022-2024 Visit Griffith Visitor Guide.</p> <p>*Number of group itineraries created and distributed = 11</p> <p>Groups include:</p> <ul style="list-style-type: none"> <li>- Mudgee Probus Group</li> <li>- One Door Mental Carers Group</li> <li>- Outback to Longreach</li> <li>- On Course Tours</li> <li>- Aldinga Tours</li> <li>- Expanding Horizons</li> <li>- Coach Holidays &amp; Tours</li> <li>- Trade Travel</li> <li>- Stuarts Coaches</li> <li>- Cardwell Coach Travel</li> <li>- Ezi Drive Tours</li> </ul>
	5.6.4.2	Communicate visitor experiences to potential visitors and new markets.	Visitor Information Centre Coordinator	Number of visitor guides distributed. Number of information packs distributed.	<p>Number of visitor guides distributed Australia-wide = 7785</p> <p>2285 - sent to Visitor Information Centres around Australia</p> <p>4622 - supplied to local operators</p> <p>878 - handed out by the Visitor Servicing Team at the Tourism Hub</p> <p>Number of information packs distributed during quarter 2 = 1315. This includes:</p> <p>1306 x local information packs, equal to the following breakdown:</p> <p>1126 - handed out by Visitor Servicing team at the Tourism Hub</p> <p>20 - Information packs prepared and delivered to Quest Griffith for visiting group</p> <p>100 - Information packs prepared for Lions Club Convention</p> <p>20 - information packs prepared for Bristol</p>

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					<p>Owners Car Club</p> <p>20 - information packs prepared for Pam's Mechanical Organs</p> <p>14 - information packs prepared for Marsden Reunion Group Tour</p> <p>20 - information packs prepared for Department of Education</p> <p>9 x New Resident Kits handed out by Visitor Servicing team at the Tourism Hub</p>
	5.6.4.3	Create and facilitate opportunities for tourism stakeholder engagement and education.	Tourism Manager	Number of Tourism Action Groups (TAGs) held.	<p>With October being part of this quarter (Griffith Spring Fest), there were a very large number of meetings held on a daily basis involving the many stakeholders and elements that Griffith Spring Fest encompasses - from volunteers, garden owners, citrus sculpture groups, sponsors, other council departments and relevant staff, local charities, Riverina Winemakers Association, stall holders, local producers, retailers, cellar doors, eateries, and numerous local business (including but not limited to Visit Griffith Ambassadors), musicians, media, light and sound technicians etc.</p> <p>Additional meetings held this quarter:</p> <ul style="list-style-type: none"> <li>- Griffith National Veteran Vehicle Tour October 2023</li> <li>- Griffith Groove &amp; Graze</li> <li>- Griffith Italian Festival post event catch up</li> <li>- GLOW 2680</li> <li>- Christmas Late Night Shopping &amp; Twilight Market in Kooyoo St</li> <li>- Piccolo Family Farm bookable experiences go live</li> </ul>
	5.6.4.4	Create and facilitate opportunities	Tourism Manager	Number of capacity building opportunities	<p>7 capacity building/ opportunities for tourism stakeholder engagement and education were shared:</p> <ul style="list-style-type: none"> <li>- Storm and Flood Support Toolkit and updates as they</li> </ul>



DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		for tourism stakeholder engagement and education.		shared with stakeholders.	came through Destination Riverina Murray - Regional event management scholarships (through NSW Govt. & Meeting Events Aust. MEA) - Registrations for Tourism Australia's annual conference (to be held March 2023 in Sydney) - Free hospitality training for NSW residents (NSW Govt.) - Digital Solutions Program (Aust. Govt) - Destination Inspiration Events Mentor Program (applications were extended and a 3rd local tourism operator was successful which means we now have 3 local operators undergoing the Mentorship!) - Wine Tourism Ready Program (Aust. Tourism Export Council, Wine Tourism Australia & Fastrack Asian Solutions)

## Support transport connectivity

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Contribute to the rail freight interchange improvement project plan, collaborating with project partners to provide support for the full business case.	5.7.1.1	Contribute to the completion of the Western Riverina Connect Business Case.	Economic Development Coordinator	Western Riverina Connect Business Case Progress.	WR Connect Business Case complete - awaiting further funding.
Lobby State and Federal Governments to	5.7.2.1	Contribute to freight and	Economic Development Coordinator	Progress of Southern Industrial Link.	GM in discussions with relevant stakeholders.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
advocate for reliable and cost-effective means of road and rail transport that is accessible to all industries in Griffith.		transport initiatives.			
Engage with the State, Federal Governments and Airlines to advocate for reliable and cost-effective means of Air transport through Griffith Airport for both business and leisure passengers.	5.7.3.1	Maintain communication with Airlines and provide support towards an expansion of air services.	Planning & Environment Manager	Number of flight services.	Ongoing.

### Provide and manage assets and services

Provide, renew and maintain a range of quality infrastructure, assets, services and facilities

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain and develop infrastructure and services to bring together willing buyers and sellers	6.1.1.1	Manage and maintain Griffith Livestock Marketing Centre within	Director - Utilities	Griffith Livestock Marketing Centre maintained to facilitate and maximise the buying and selling sheep with the ability	The Griffith Livestock Marketing Centre is well maintained to facilitate and maximise the buying and selling of livestock.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
of livestock in the Western Riverina region.		allocated budgets.		to sell cattle when required.	
	6.1.1.2	Upgrade existing facilities to improve selling conditions for sheep yards.	Director - Utilities	Capital works to be maintained in the allocated budget each financial year.	Capital works are maintained in-line with the allocated budget.
Provide engineering design and referral services to internal departments within Council.	6.1.2.1	Engineering design and referrals provided to Council departments.	Engineering Design & Approvals Manager	Design progression and referrals reported quarterly.	Council's Design Department is up to date with designs for projects currently being constructed by Council's Works Department. Council's Design Department is working on designing projects based on future capital works projects for the next financial year budget and future grant applications.
Provide gravel from the Tharbogang Quarry to meet the demands of Council's road building projects.	6.1.3.1	Gravel extraction to be carried out as per license and development application requirements.	Waste Operations Manager	Gravel meets the demand required for Council roadworks whilst maintaining extraction limits.	There has been minimal carting of gravel out of Tharbogang Quarry in this reporting period. It will ramp back up in the next reporting period due the requirement from scheduled works.
Investigate the delivery of a new cemetery and crematorium.	6.1.4.1	Explore options for the new cemetery and crematorium.	Director - Infrastructure & Operations	Location for the new cemetery and crematorium finalised.	The new Cemetery Masterplan and Crematorium Committee has had one meeting in Q2 to discuss various matters regarding the proposed new site and various options for possible location.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide cemetery facilities to meet the needs of the community.	6.1.5.1	Manage and maintain Griffith, Yenda and Bagtown cemeteries within allocated budgets.	Parks & Gardens Manager	Cemeteries managed efficiently and to agreed service standards.	Council cemeteries continue to be maintained to the high standard expected by the community. The new Lawn 6 section of the Griffith Cemetery had the first concrete beam constructed in November 2022 making the section available for interments.
Maintain street sweeping program to improve quality of stormwater runoff.	6.1.6.1	Manage and maintain street sweeping program to improve quality of storm water runoff.	Works Manager - Maintenance	Street sweeping undertaken as per program.	Street sweeping undertaken as per program and up to date.
Maintain and upgrade the existing waste management centres to provide waste handling to accommodate the current and future needs of the community.	6.1.7.1	Continue utilisation and upgrading of existing landfilling facilities.	Waste Operations Manager	Statutory reports submitted in accordance with licensing requirements.	After a very wet Spring the facility is starting to get on top of things. We have started to slash on site and carry out other similar tasks.
Encourage resource recovery	6.1.8.1	Provide and promote resource	Waste Operations Manager	Provide relevant information to the community in relation	The response submitted in the last report still stands true. Due to the difficulties many companies are having keeping to designated delivery dates, the delivery date

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
and kerbside recycling.		recovery and recycling initiatives.		to resource recovery services.	for the wheel loader is now the 20/2/23 and the utes still uncertain.
Maintain waste collection services for the Griffith LGA.	6.1.9.1	Provide commercial, street and park bin collections.	Waste Operations Manager	Ensure daily collection service is provided.	The commercial crew are still servicing the commercial/park bin network. We have employed a casual to see if he is a good fit in the Commercial Team. One of the team members has brought up the idea of retirement, employing this casual is 1part of the active process of the recruitment process. If it does work out, then when the team member retires then there should be a seamless change over (not effecting the service).
	6.1.9.2	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.	In this reporting period there has been a marginal increase of complaints coming through Council's Customer Service team. When investigated, this was due to the staffing issues that the contractor was having. They since have employed a new operator so hopefully the calls will reduce.
	6.1.9.3	Replace and repair domestic and commercial bins when required.	Waste Operations Manager	Ensure replacement/repair meet CRM time frames.	The fencing contract is near completion and investigation on changing the bin network is still underway.
Develop and implement a Strategic Asset Management Plan	6.1.10.1	Maintain up to date Site Map showing	Director - Business, Cultural & Financial Services	Site Map reviewed and updated by 30 June annually.	This is an ongoing requirement. Assets are updated as any works are completed.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
for Griffith Pioneer Park Museum.		services and assets.			
	6.1.10.2	Program and carry out asset maintenance and pest control activities in accordance with Asset Maintenance and Restoration Plan.	Technical Coordinator Pioneer Park Museum	Report progress annually.	Program is being implemented as per annual program.
Provide GIS services to the organisation.	6.1.11.1	Provide timely, responsive GIS services for Council.	Asset Management Coordinator	Respond to GIS work requests within 48 hours. Review GIS data and implement metadata to GIS by 30 June.	GIS staff continue to provide responses to GIS requests within agreed time frames.
Ongoing review and assessment of Asset Management Plans for all asset classes.	6.1.12.1	Review and update Asset Management Plans for Council infrastructure.	Asset Management Coordinator	Provide annual report Senior Management Team on status of Asset Management Plans by 30 June.	Senior Management Team provided with status report of Asset Management Plans.
	6.1.12.2	Complete cyclical Valuation	Asset Management Coordinator	Review of each Asset Class by 31 March annually. Complete	Valuation of all assets classes has been completed.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		Reviews on each Asset class as required under statutory guidelines.		scheduled revaluation of each Asset Class according to revaluation schedule by 31 March annually.	
Develop a Business Process Manual for Asset Management.	6.1.13.1	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 and Financial Services by 30 June annually.	This involves continuous improvement of Council's GIS platform including Assets, Property information mapping and other modules in IntraMaps.
Efficiently manage and maintain Council's fleet services.	6.1.14.1	Provide efficient fleet services to Council.	Fleet & Depot Manager	Ensure that all Plant items have a maintenance policy in place and are inspected at least annually.	Plant replacement program almost complete for 22/23 budget and a considerable amount of plant and vehicles are on order.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
				Maintain/update Council's 10-year plant replacement program and renew plant items as per the program.	
	6.1.14.2	Maintain a modern and suitable fleet to meet the requirements of Council's services and facilities.	Fleet & Depot Manager	Maintain 80% utilisation target of major plant items in line with Institute of Public Works Engineering Australasia (IPWEA) Benchmarks. (except essential items required irrespective of utilisation).	Utilisation is down on previous years due to wet weather in the first half.
Maintain Griffith Airport infrastructure including terminal buildings, runways and carparks.	6.1.15.1	Maintain and manage Griffith Airport in accordance with Civil Aviation Safety Authority (CASA) standards.	Director - Sustainable Development	Completion of annual CASA audit and implementation of audit findings.	Prioritisation of inspection recommendations and replacement of infrastructure which has been the subject of a 2022 insurance claim. Preparations underway for runway overlay in December 2023.
	6.1.15.2	Develop car parking plan for Griffith Airport.	Director - Sustainable Development	Car parking plan approved and placed on public consultation undertaken.	No further progress.



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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain regional and local road infrastructure network as per adopted service standards.	6.2.1.1	Maintain regional and local roads infrastructure network to adopted service standards.	Works Manager - Maintenance	Works carried out within allocated budget.	Works carried out within allocated budget.
	6.2.1.2	Develop and implement annual gravel re-sheeting program.	Works Manager - Construction	Works carried out within allocated budget.	Site verification of the annual gravel resheeting program is yet to be completed.
	6.2.1.3	Sealed roads rehabilitation program implemented in accordance with Asset Management Plan.	Works Manager - Construction	Works carried out within allocated budget.	Works carried out within allocated budget.
	6.2.1.4	Sealed roads reseals program implemented in accordance with Asset Management Plan.	Works Manager - Construction	Works carried out within allocated budget.	Works carried out within allocated budget.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Develop and improve the transport network through rehabilitation and capital works.	6.2.2.1	Construct roads in accordance with Capital Works Program.	Works Manager - Construction	Works carried out within allocated budget.	Annual Gravel Resheeting Program is being prepared and site verification is in progress. Barber Road is being readied for stabilisation. Temporary seal on the intersection of Walla Ave and Thorne Rd was completed. Subbase layer gravel was laid in Thorne Rd between Walla Ave and Murrumbidgee Ave. Works on Boorga Rd and Dickie Rd didn't progress due to flood damage. It was limited to repair works.
	6.2.2.2	Seal Boorga Road.	Works Manager - Construction	Works carried out within allocated budget.	Works on Boorga Road didn't progress well due to resourcing and weather delays. Limited repair works were carried out.
	6.2.2.3	Seal Dickie Road.	Works Manager - Construction	Works carried out within allocated budget.	Works didn't progress due to wet weather and resourcing problems. Limited works were confined to repair works.
Construction of the Southern Industrial Link Road (Heavy Vehicle Strategy).	6.2.3.1	Construct Thorne Road between Walla Avenue and Murrumbidgee Avenue.	Works Manager - Construction	Works carried out within allocated budget.	Gravel works commenced. First layer of gravel was laid, spread and compacted.
	6.2.3.2	Construct Murrumbidgee Avenue/Thorne Road Intersection.	Works Manager - Construction	Works carried out within allocated budget.	Backfilling and general cleaning of the area that must be widened. Preparing for the extension of the 1800mm diameter pipe.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	6.2.3.3	Construct Walla Avenue/Thorne Road intersection.	Works Manager - Construction	Works carried out within allocated budget.	Final trimming and temporary emulsion sealing completed in preparation for concrete median works on Walla Ave. Concreting of streetlight footings completed. Temporary gravel access provided parallel to Walla Ave is keeping the residents away from having to enter the intersection unsafely. But the issue of access to the private property is yet to be resolved.
Review Heavy Vehicle Strategy.	6.2.4.1	Consult with the community, industry and stakeholders to identify heavy vehicle priorities.	Engineering Design & Approvals Manager	Report on progress of the reviewed Heavy Vehicle Strategy.	Council is currently completing the Griffith Southern Industrial Link (GSIL) road which forms part of the current Heavy Vehicle Strategy. Council Road Safety and Traffic staff are continuing dialog with Heavy Vehicle operators as part of Development Applications for industrial and commercial developments. The National Heavy Vehicle Register applications identifying future heavy vehicle routes which may form part of any future Heavy Vehicle routes once the GSIL is completed. Additionally, traffic counters are being installed throughout the Griffith LGA strategically so that data collection can be analysed to identify trends in traffic data relating to all classes of vehicles. All the above information will form part of a future revision of the current Heavy Vehicle Strategy for Griffith to be completed by end of 2023.

## Mitigate the impact of natural disasters

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Retain formal relationships through the Floodplain	6.3.1.1	Complete investigation, design and implementation	Water & Wastewater Manager	Report to Floodplain Management Committee and Office of Environment and	Hanwood stormwater Pump and Levee Project: The project has a 3 - stage construction schedule - Stage 1a, Stage 1b and Stage 2. Council has secured fundings for Stage 1a (\$1,178,782), Stage 1b (\$666,667), and

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Management Committee and appropriate government agencies for planning, funding and response to flooding.		of flood mitigation measures in accordance with Office of Environment and Heritage (OEH) funding guidelines.		Heritage (OEH) on progression of funded works.	Stage 2 (\$1,200,000), and the construction work of the stormwater pump has already started. The project is scheduled to be completed by 2023. Yoogali Levee Project: Council has secured funding (\$1,040,000) for Yoogali Levee project. Council is currently preparing tender documentation. As per funding agreement, the project must be completed by April 2025.
Lead and guide the local emergency community through participation in the Local Emergency Management Committee.	6.3.2.1	Facilitate Local Emergency Management Committee meetings quarterly.	Director - Infrastructure & Operations	Meetings held and recommendations implemented.	Local Emergency Management Committee Meeting has been held as per the schedule and incorporated the Local Rescue committee as well as the Griffith Airport Emergency Committee. During the recent flooding event from August through to December 2022, there were weekly and daily meetings held to coordinate and facilitate the response from various emergency services and assist NSW Police within the Murrumbidgee Command.

## Valuing our environment

### Enhance the natural and built environment

Encourage respectful planning, balanced growth and sustainable design

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide guidance on potential development, construction and planning issues.	7.1.1.1	Hold regular forums with developers, consultants and stakeholders.	Planning & Environment Manager	Annual forums held. Number of pre-lodgement meetings addressed. Number of stakeholder circulars issued.	2023 Forum date to be determined.
Investigate and regulate unauthorised building works and land use.	7.1.2.1	Promptly undertake unauthorised building compliance action.	Planning & Environment Manager	Number of CRMs raised and actioned.	Various compliance actions currently undertaken reference compliance register.
Provide efficient building certification services, including issuing construction certificates, complying development certificates and occupation certificates as per	7.1.3.1	Issue construction certificates, complying development certificates and occupation certificates within a timely manner.	Planning & Environment Manager	Average turnaround time for all applications to be 10 business days or less.	All requests for ad information on Complying Development Certificates processed within first week applications lodged - 10 days turn around depending on quality of applications received. No regulatory timeframe average turnaround on Construction Certificates (CC) and Occupation Certificates (OC): CC - 42.1 days and OC - 40 days.
	7.1.3.2	Carry out critical stage inspections in	Planning & Environment Manager	Number of critical stage inspections.	All critical inspections completed for the quarter.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
legislative requirements.		accordance with relevant legislation.			
Manage and maintain an efficient Development Application process as per legislative requirements.	7.1.4.1	Determine all Development type applications in a timely manner.	Planning & Environment Manager	Good quality development assessment with average turnaround 40 working days.	Turnaround time currently above 50 days expected to come down.
Maintain Council processes consistent with Department of Planning and Environment requirements.	7.1.5.1	Adjustments made to Council processes as required.	Planning & Environment Manager	Compliance with Department of Planning and Environment requirements.	Processes and procedures have been developed and put in place to achieve this as an ongoing process.
Maintain Council processes consistent with Department of Planning and Environment requirements.	7.1.6.1	Adjustments made to Council processes as required.	Planning & Environment Manager	Compliance with Department of Planning and Environment requirements.	Processes and procedures have been developed and put in place to achieve this as an ongoing process
Regulate swimming pool barrier applications.	7.1.7.1	Maintain and implement the Private Swimming Pool	Planning & Environment Manager	All pools within the Local Government Area to be inspected once every 3 years.	Private Swimming Pool Inspections Program for this quarter is up to date.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		Inspections Program.			
Regulate swimming pool barrier compliance.	7.1.8.1	Assess applications for Swimming Pool Certificates of Compliance.	Planning & Environment Manager	Certificate of compliance or compliance notice to be issued within 7 days of receipt of an application.	Quarterly objective reached in inspection program.
	7.1.8.2	Investigate complaints relating to swimming pool barrier non-compliance and take action to regulate non-compliance.	Planning & Environment Manager	All complaints followed up within 2 days of receiving the complaint.	Complaints are investigated on an ongoing basis as required.
Fire Safety of Buildings.	7.1.9.1	Maintain a register of Annual Fire Safety Statements for commercial premises.	Planning & Environment Manager	All Annual Fire Safety Statements to be entered.	All Fire Statements received from commercial property owners for this quarter have been added to AFSS register.
Develop State of the Environment Report for Griffith City Council.	7.1.10.1	Establish environmental indicators, report on and update environmental trends, identify	Planning & Environment Manager	State of the Environment Report 100% completed June.	Not due to start.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		major environmental impacts.			

Deliver projects to protect and improve biodiversity, biosecurity and sustainability

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Develop Griffith City Council On-Site Sewage Management (OSM) Plan.	7.2.1.1	Develop structure for OSM Plan, determine process for capturing OSM information within Authority, HP Records Manager & Intramaps and commence development of OSM Plan.	Planning & Environment Manager	On-Site Sewage Management (OSM) Plan complete.	As soon as a coordinator has been appointed in the health area this will be resumed.
Deliver timely responses to general inquiries and complaints from the public within the Griffith LGA.	7.2.2.1	Respond to general inquiries and complaints from the public in relation to Environmental Matters.	Planning & Environment Manager	Number of CRM's raised and issues.	All CRMs actioned for this period (completed or in progress).
Deliver Weeds of National Significance	7.2.3.1	Manage and maintain Council's obligations under	Parks & Gardens Manager	Number of inspections and spraying programs undertaken.	Weed control grants have helped maintain a strong control program for weeds of significance within the LGA. Assistance in weed management programs can be



DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
eradication and control program.		the Biosecurity Act.			arranged by contacting Council's Biosecurity Officer - Weeds.

## Protect our heritage buildings and precincts

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Griffith Heritage Study.	7.3.1.1	Liaise with heritage site landowners identified in the Study to ascertain if additional sites should be added to GLEP.	Planning & Environment Manager	Seek gateway approval to list identified heritage sites in the GLEP.	Low priority not progressing.

## 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.	7.4.1.1	Determine, process and identify Contaminated Land sites for Register, determine process for capturing CL information within Authority, HP Records Manager & Intramaps (the Register) and source funding.	Director - Sustainable Development	Contaminated Land (CL) sites identified 25% complete. CL register 25% complete by June.	Register established (land to be added as identified).

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.	7.4.2.1	Identify all Fuel Station sites in Griffith LGA. Develop tablet-based platform for the undertaking and delivery of UPSS site inspection.	Director - Sustainable Development	Register of all Underground Petroleum Storage Systems (UPSSs) complete by June.	All sites identified and inspection program commenced.
Monitor Underground Petroleum Storage Systems (UPSS) in Griffith LGA as required under the Protection of the Environment Operations UPSS Regulation 2019.	7.4.3.1	Underground Petroleum Storage Systems (UPSS) inspection program.	Director - Sustainable Development	Undertake Underground Petroleum Storage Systems (UPSS) in accordance with inspection program.	Register established and inspections ongoing.

## Use and manage our resources wisely

### Manage Griffith's water resources responsibly

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.	Water & Wastewater Manager	Works completed as per budget allocation.	Regular maintenance of water infrastructures including reservoirs, water mains and treatment plants is being carried out as planned. This includes maintenance and replacement of hydrants and valves and concrete remediation work at the water filtration plant.
Maintain sewer infrastructure including pump stations, rising mains and treatment plants.	8.1.2.1	Manage and maintain sewer infrastructure as per budget.	Water & Wastewater Manager	Works completed as per budget allocation.	Regular maintenance of sewer infrastructures including pump stations, rising mains and treatment plants is being carried out as planned. This includes maintenance and replacement of G4 pumps and engagement of Xylem to carry out maintenance of all pumping stations etc.
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 Developer Service Plans (DSP) for water and sewerage by 2023.	Plans have not progressed this quarter.
Design and construct water mains in accordance with allocated budget.	8.1.4.1	Design and construct water mains in accordance with allocated budget.	Water & Wastewater Manager	Complete designs and construction as required.	Design and construction of water mains in accordance with allocated budget is progressing as planned for example Collina sub-division.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain water pressure zones and metered districts infrastructure.	8.1.5.1	Monitor flows and pressure for variations, anomalies and flow patterns.	Water & Wastewater Manager	Compliance with minimum flow rate and pressure standards as per Supply Levels of Service policy.	Regular maintenance of water pressure zones and metered district infrastructure is being carried out as planned. Pressure monitoring devices are being installed in the network to monitor the pressure variations and flow patterns through SCADA.
Maintain water meter replacement program to ensure meter age less than 10 years.	8.1.6.1	Manage and maintain Griffith and villages water meter annual replacement program.	Water & Wastewater Manager	Number of water meter replacements.	Water meter replacement program to ensure meter age less than 10 years is being maintained. Planning and replacing old water meters is carried out on a regular basis.
Maintain an annual water mains replacement program.	8.1.7.1	Manage and maintain Griffith and villages water mains replacement program in accordance with allocated budget.	Water & Wastewater Manager	Capital works for water mains completed.	Annual water mains replacement program is being maintained as planned. An example is the replacement of water mains in Kooyoo Street.
Offer rebates for water efficient devices.	8.1.8.1	Rebate program for water efficient devices provided.	Water & Wastewater Manager	Number of rebates provided.	Council offers \$20 rebate for each of AAA rated shower rose and \$50 rebate for each of AAAA dual flush suite/cistern.
Maintain Risk Based Drinking Water Management System in accordance with	8.1.9.1	Review and update if required Risk Based Drinking Water Management System.	Water & Wastewater Manager	Risk Based Drinking Water Management System prepared in accordance with legislative requirements.	Our Risk Based Drinking Water Management System is being maintained in accordance with NSW Health requirements e.g. water quality testing, continuous improvement of water infrastructures, and annual review and reporting of our system database to NSW Health (in Feb/Mar).

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
State Government requirements.				Compliance with Australian Drinking Water Guidelines and results published monthly on Council's website.	Council has engaged Atom Consulting to review and revise the existing Risk Based Drinking Water Management System 2014 in accordance with NSW Guidelines for Review and Audit of Drinking Water Management Systems 2022.

#### Reduce energy consumption and greenhouse gas emissions

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Liaise with local energy provider to maintain and upgrade street lighting.	8.2.1.1	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.	Street lighting issues identified and reported to Essential Energy. New technologies are implemented as they become available, eg Private street lights installed in Kooyoo Street upgrade.
Undertake Energy Audits on Griffith City Council facilities.	8.2.2.1	Complete Energy Audit on GCC's buildings on a needs basis.	Planning & Environment Manager	Number of audits undertaken.	No further progress has been made.

#### Promote the use of alternative and renewable energy sources

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Identify alternative and renewable energy	8.3.1.1	Work with industry and other key groups to encourage the use of alternative and	Planning & Environment Manager	Implementation of projects that benefit the environment.	Not due to start this quarter.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
sources that may benefit Griffith.		renewable energy sources.			

Implement programs to improve sustainability

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Efficiently manage Council's fleet services, taking into consideration the impact of Councils fleet and depots on the environment.	8.4.1	Provide environmentally efficient fleet plant and vehicles to Council.	Fleet & Depot Manager	Investigate and recommend any fuel or energy savings available when replacing plant items or through policy changes.	A battery electric vehicle was trialled over a few days and more hybrids are being purchased. A full battery electric mower demonstration/ evaluation is due in mid-February.
Increase Resilience to Climate Change (IRCC) through implementation of actions to address identified climate change risks and vulnerabilities within the Griffith LGA.	8.4.2.1	Prepare a draft strategy identifying measures to implement projects to improve resilience to climate change in CBD.	Director - Sustainable Development	Submit 1 -2 IRCC funding application/s addressing urban heat/stormwater capture and reuse.	This has not progressed.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Implement the Street Tree Preservation policy.	8.4.3.1	Administer Street Tree Preservation policy.	Parks & Gardens Manager	Compliance with Street Tree policy. Number of street trees planted.	The Tree Preservation implementation is ongoing with inspection and outcomes documented.
Investigate community's intentions and acceptance for Food Organics Garden Organics (FOGO) Collection Service for Griffith.	8.4.4.1	Assess feasibility for Garden Organics (GO) only or Food Organics and Garden Organics (FOGO) waste collection (kerbside, public place and business) organics diversion service.	Director - Utilities	Report on feasibility.	Council continues to investigate the viability of a Food Organics and Garden Organics (FOGO) service.