

CLAUSE CL06**TITLE** Delivery Program Progress Report - 30 June 2020**FROM** Shireen Donaldson, Director Economic & Organisational Development**TRIM REF** 20/75584

SUMMARY

Section 404(5) of the Local Government Act 1993 requires that regular progress reports are provided to Council, reporting as to its progress with respect to the principal activities detailed in its Delivery Program at least every six months.

RECOMMENDATION

Council note the Delivery Program Progress Report as at 30 June 2020.

REPORT

Council's Integrated Planning and Reporting Framework is based on a long term Community Strategic Plan which sets out the community's vision and the directions that Council needs to pursue to help achieve this vision. Complementing the Community Strategic Plan is a four year Delivery Program and a one year Operational Plan (Budget).

The Delivery Program is the commitment from Council, over a four year term, of what is going to be delivered to progress Council and the community towards the directions set out in the Community Strategic Plan. The one year Operational Plan sets out the actions being undertaken, in a particular year, to progress what the Delivery Program is to deliver.

This report and the attached performance measures (Attachment A) provide a summary of Council's progress in relation to the actions from the Delivery Program & Operational Plan as at 30 June 2020.

A summary of the significant projects completed/underway include:

Project	Progress	Expected Completion/ Comments
Griffith Southern Industrial Link Road		
○ Kidman Way/Bromley Road Intersection	Underway	Dec. Qtr 2020
○ Bromley Road	Underway	Jun. Qtr 2020
○ Thorne Road West	Delayed	Project delayed due to dispute with land owner.
Griffith CBD Upgrade Program		
○ Yambil Street Stage One	Complete	
○ Yambil Street Stage Two	Underway	Sept. Qtr 2020
○ Yambil Street Stage Three	Underway	Tender and Drawings specifications complete.
New Cemetery Masterplan Development	Underway	Masterplan prepared.
Boorga Road/Dickie Road sealing project	Planning underway	Grant Application submitted under Fixing Local Roads successful.

Project	Progress	Expected Completion/ Comments
Griffith Regional Sports Precinct		
○ 50m pool - Design and construction	Underway	Mar. Qtr 2021
○ Westend Oval – Design and construction	Underway	Dec. Qtr 2021
Village Footpath Project Stronger Country Communities Program Rd. 1	Complete	
Hanwood Cycleway	Underway	Jan. Qtr 2021
Memorial Park Community Stage and Amenities Block Upgrade Stronger Country Communities Program Rd. 1	Complete	
City Park Toilets Stronger Country Communities Program Rd. 2	Underway	Quote accepted.
Community Stage Burley Griffin Community Gardens Stronger Country Communities Program Rd. 2	Underway	Works commencing September 2020.
Lake Wyangan and Catchment Rehabilitation Strategy North Lake Pipe	Complete	
Lake Wyangan and Catchment Rehabilitation Strategy Sedimentation Ponds and Wetland North Lake	Underway	Works delayed due to unearthing of Aboriginal Artefacts. Permit required. Mar. Qtr 2021.
Library Multipurpose Room	Complete	
Jubilee Oval New Cricket Nets NSW Cricket Grant	Complete	
Jubilee Oval Amenities Building Stronger Country Communities Rd. 2	Underway	Dec. Qtr 2020
Regional Theatre Redevelopment	Complete	Jun. Qtr 2020
Enticknap Park Upgrade	Complete	Opened August 2019
Affordable Housing Strategy	Complete	Strategy adopted Nov 2019. Land in Wakaden Street gifted to Argyle Community Housing Ltd to build 4 new units.
Griffith Housing Strategy Pioneer Precinct Project BBRF Round 4	Underway	Negotiations and planning commenced.
Griffith Youth and Community Centre	Underway	Tender being negotiated with scope reviewed – Mar. Qtr 2021.
Western Country Universities Centre	Complete	Centre officially opened in Kooyoo Street Nov 2019. Part of above project – Griffith Youth and Community Centre.
New Depot and Admin Fibre Optic	Complete	Jun. Qtr 2020
Henderson Oval	Underway	Funding secured, draft concept plan options have been prepared. Complete

Project	Progress	Expected Completion/ Comments
		Mar. Qtr 2021.
Griffith (Olympic Street) BMX & Scooter (Pump) Track & Facilities SCCF Round 3	Underway	Preliminary draft designs commenced.
CCTV and lights at the Skate Park and Yambil Street and Banna Ave	Underway	Safer Communities Program funding secured, master plan prepared.
Parks and Gardens Depot Relocation to Jensen Road	Underway	Design completed, tender open Sept. Qtr 2020. Construct first half 2021.
Railway Street Carpark	Planning commenced	Local Roads and Community Infrastructure Program Funding secured, design being prepared, construct by Jun. Qtr 2021.
Merrigal Street Pedestrian Bridge	Planning commenced	Local Roads and Community Infrastructure Program Funding secured, design being prepared, construct by Jun. Qtr 2021.
Bright Lights on Banna	Underway	Local Roads and Community Infrastructure Program Funding secured, design being prepared, commence Stage 1 Dec. Qtr 2020, complete by Jun. Qtr 2021.
Toilet Block Yenda Cemetery	Completed	June 2020
Kooyoo Street Street Scape Place Making Shared Spaces	Planning commenced	Under application
Tharbogang Waste Management Centre		
○ Prepare Quarry Floors for Development	Ongoing	No movement due to no gravel extraction being undertaken.
○ Existing Landfill Restoration	Ongoing	Money has been used for the reinstatement of the drainage network that takes the water away from the Landfill.
○ Fibre Optic Cabling - Weighbridge to Site Office	Underway	Dec. Qtr 2020
Power Upgrade – Jensen Road Depot	Complete	Jun. Qtr 2020
Griffith 14ML Reservoir Refurbish	Underway	Dec. Qtr 2020
New Telecommunications Tower	Underway	Mar. Qtr 2021
Potable Trunk Main Renewals	Underway	Dec. Qtr 2021
Raw Mains Renewals Schwabb, Pigott/Golf Course Roads	Underway	Dec. Qtr 2021
Annual Road Reseals and Maintenance Program	Urban reseal – 98% complete Rural reseal – Complete Regional reseal - Underway	Mar. Qtr 2020

Project	Progress	Expected Completion/ Comments
Upgrade Livestock Saleyards (Truck Wash)	Underway	Complete Sept. Qtr 2020
Flood Mitigation		
○ East Mirrool Regulator automation design plus breaching protocols	Complete	Oct 2019
○ Yoogali Levee upgrade	Underway	
Drainage Development Collina	Complete	Complete Mar. Qtr 2020
Upgrade sand filters – Griffith Water Treatment Plant	Underway	Dec. Qtr 2020
Rose Garden	Deferred – budget consideration	Landscape design options to be reviewed – Subject to 2021/2022 budget consideration.

ORGANISATIONAL STRUCTURE AMENDMENTS

The following amendments have been made to the Organisational Structure.

Previous Position	Type of Change	New Position	Reason for Change	Directorate
Inspection Officer – Pools & Drainage	Position Change	Trainee Building Surveyor	Build internal capacity for building certification functions	Sustainable Development
Grants Officer/Accountant	Position name and position description	Corporate Accountant / Grants Coordinator	Better reflect the role and responsibilities	Business, Cultural & Financial Services
Compliance	Merge Departments	Environmental Health & Compliance	Better meet organisational needs	Sustainable Development
Compliance Coordinator	Position name and position description	Environmental health & Compliance Coordinator	Better meet organisational needs, Coordinate new Environmental Health & Compliance department	Sustainable Development
Environmental Health & Sustainability Coordinator	Remove from Structure, move FTE to Principle Officer Environment	Position redundant	Better meet organisational needs	Sustainable Development
Principle Officer Environment	FTE from Environmental Health & Sustainability Coordinator	New position	Better meet organisational needs	Sustainable Development
Sustainable Development Administration Officer	New position 0.6 FTE from Environmental Planner	New position	Better meet organisational needs	Sustainable Development

Previous Position	Type of Change	New Position	Reason for Change	Directorate
	position, Additional 0.4 FTE			
Environmental Planner	Remove from Structure add 0.6 FTE to Sustainable Development Administration Officer	Position redundant (currently vacant)	Better meet organisational needs	Sustainable Development
Environmental Health Officers	Reporting Line	Report from Environmental Health & Sustainability Coordinator to Environmental Health & Compliance Coordinator	Better meet organisational needs	Sustainable Development
Public Health Officer	Reporting Line	Report from Environmental Health & Sustainability Coordinator to Environmental Health & Compliance Coordinator	Better meet organisational needs	Sustainable Development
Sustainable Development Administrator	Position name and position description	Development & Building Administrator	Better reflect position responsibilities	Sustainable Development
Technical Support Officer	Position name and position description	Technical Administration Officer	Better reflect position responsibilities	Sustainable Development
Workforce Planning Administrator – Training & Development	Position name and position description	Workforce Planning Administrator – Learning & Development	Better reflect position responsibilities	Economic & Organisational Development
Airport (Department)	Report change from Director Infrastructure and Operations	Reports to Director Sustainable Development	Better meet organisational needs	Sustainable Development
Airport Coordinator	Position Name and Position description	Airport Facility Coordinator	Better meet organisational needs	Sustainable Development

Full Time Equivalent (FTE), as per organisational structure

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

31/3/2020	290
30/6/2020	290

OPTIONS

Not Applicable

POLICY IMPLICATIONS

Not Applicable

FINANCIAL IMPLICATIONS

As per budget allocations set out in the 2019/20 Operational Plan.

LEGAL/STATUTORY IMPLICATIONS

In accordance with the Local Government Act 1993 Section 404.

ENVIRONMENTAL IMPLICATIONS

Whilst this report has no direct environmental implications, it does summarise Council's activities. Some of the objectives achieved have had a positive impact on environmental issues within the Local Government Area.

COMMUNITY IMPLICATIONS

Council has an obligation to provide progress reports to the Community advising the extent to which Council has achieved its goals as set out in the Delivery Program.

LINK TO STRATEGIC PLAN

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

CONSULTATION

Senior Management Team

ATTACHMENTS

- (a) Quarterly Review Report - Delivery Program & Operational Plan Actions - Q4, 2019/2020 (under separate cover)



Quarterly Review Report
Delivery Program & Operational Plan Actions
Q4, 2019/2020

leadership

Develop an engaged and connected community

Provide clear and transparent communication to the community.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide a diverse range of mediums to communicate with the community.	1.1.1.1	Ensure regular communication provided through adopted measures.	Communications Officer	Number of COGs issued. Number of Media Releases vs % coverage. Number Social Media engagements. Number of Social Media followers. Minimum of 10 Community Catchups per quarter.	Council continues to use a variety of mediums to get messages to the Community. 32 media releases were sent out, with a 100% coverage through media outlets and Council's Catch Up Publication which is now printed weekly as well as available online through social media and the Council website. COG and Catch Up emails are being sent on a weekly basis, with the Yambil Street Update e-news sent out as needed. Facebook continues to grow in popularity with 5,605 likers, with engagement increasing 67% during the quarter. A Council Instagram account was activated during this quarter, with the account

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					having 434 followers. Radio continues to be a popular medium with the weekly Council call ins remaining relevant and providing current information.
Provide interactive websites for all Council facilities.	1.1.2.1	Review of current website design, functionality and content 2019/2020.	Communications Officer	Number of website hits across the organisation.	Council's website provides a user friendly platform for locals and visitors to receive up to date information. There were 20,131 users across 36,662 sessions, and 2.42 pages viewed per session for the quarter (main website). Work on a new website design will commence later in 2020.
				New site rolled out during 2019/20.	

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide opportunities for the community to interact with Council and staff.	1.1.3.1	Provide Committees, Working Groups to enable community input to Council services and facilities.	Director - Economic and Organisational Development	Number of Committee and Working Group recommendations to Council.	Regular calendar of Committee and Working Groups and Minutes reported to Council for adoption. Committees and Working Groups meetings suspended due to COVID19 restrictions. Term of Committees extended due to extension of election timeframes. Updates to community members of Committees provided online. Community updates provided via social media and Council newsletters

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	1.1.3.2	Maintain an active social media presence; provide Workshops, interactive meetings and community engagement sessions in accordance with the Community Engagement Strategy.	Communications Officer	Number of community engagement sessions per quarter.	Facebook continues to be a popular medium for engaging with the community. 5,605 likers and engagement up 67%. Community engagement highlights include Council Cafe, positions vacant, public notifications. March saw the beginning of the COVID-19 pandemic with Council's facebook page providing valuable information for followers. The pandemic also altered how we engage with the community, with social media proving to be a vital source for Council information including updates, notices, road closures, positions vacant etc. Consultation sessions moved online through ZOOM, as were Council Meetings with more people 'attending' these virtual meetings and workshops that we have historically in person. Council Cafe also went virtual throughout the pandemic.

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Inform community of Council decisions.	1.1.4.1	Council and Committee Agendas and Minutes prepared and distributed within agreed timeframes.	Director - Economic and Organisational Development	Council and Committee Minutes uploaded to Council website.	Council Meetings held twice monthly. Committee meetings started returning to normal schedule in June 2020.
Tourism and event information collated and distributed to the community.	1.1.5.1	Key events, good news stories, workshops and regional articles collated and distributed to stakeholders and operators.	Tourism Manager	E Newsletter sent out monthly. Facebook continues to grow by 15%.	Monthly Tourism Talk e-news, Quarterly tourism report, Seasonal Event Guide (Covid has interrupted the run on this but we are still delivering the best we can under the current circumstances).

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Assist our community and State Government to maximise positive outcomes from secondary education infrastructure investment in Griffith.	1.2.1.1	Council to provide feedback to NSW Education Department during planning and construction phases. (Option 1 - new secondary school. Option 2 - upgrading Griffith High School and Wade High School.)	General Manager	Regular engagement with Department of Education.	Planning phase completed. NSW Government has commenced construction at Murrumbidgee Regional High School September 2019.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide a robust Council Committee and Working Group of structure.	1.2.3.1	Implementation of a new Council Committee and Working Group structure.	Director - Economic and Organisational Development	Number of meetings postponed due to lack of quorum.	Term of Committees and Working Groups extended to 2021 due to reschedule of Council election.
				Number of committee recommendations to Council.	
Maintain two way dialogue with Community Opinion Group (COG).	1.2.4.1	COG is consulted on key projects and issues impacting the community.	Communications Officer	Minimum 3 communications to COG per quarter.	COG proved to be an important tool throughout COVID-19, assisting in getting important information to registered users. Council now also sends out the weekly Council Catch Up to the COG members, of which there were 3 dedicated COGs and 11 Council Catch Ups.
Keep abreast of emerging trends and issues through internal monitoring.	1.2.5.1	Investigate mediums and technologies to enable improved information flow and reporting.	Communications Officer	Reports to SMT as required.	The final quarter of 2020 saw the COVID-19 pandemic affect Griffith with the closure of The Area News. As a result, Council began to print the Council Catch Up locally and now distributes 500 copies through local

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					<p>outlets, is emailed to more than 2,500 subscribers, posted to our website and reaches more than 5,500 people weekly through social media.</p> <p>Going predominantly online has assisted in a greater reach with our information, publications, notices, workshops and meetings. ZOOM meetings streamed live has been very popular with more people viewing the live feeds than would have attended in person historically.</p> <p>Council is seeing an increase in engagement through our website and social media, receiving a lot of feedback through posts, messages and the online forms.</p> <p>An Instagram account was created in June 2020 and is already proving to be popular with users.</p> <p>The Communications Strategy was adopted this quarter.</p>

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Investigate options to improve Councillor interaction with constituents.	1.2.6.1	Provide opportunities for Councillor interaction and investigate online communication options.	Communications Officer	Number of Community Workshops/Mornings in the Mall held. Number of online sessions held.	Councillors are provided with the opportunity to engage with the community through the Community Catch Up and various community consultation sessions. The implementation of Council Cafe provides another way for Councillors to be involved and engage with the community, however this has been limited due to the COVID-19 pandemic. During this quarter, Councillors were given the opportunity to speak about their committees (as Chairpersons) as meetings were suspended due to COVID-19. These articles were published on the Council website, on Facebook and included in each edition of the Council Catch Up.
Investigate ways to improve Internal Communications.	1.2.7	Provide Internal Communications such as staff newsletters and staff intranet.	Communications Officer	Review Extranet functionality and design.	The Staff newsletter, Council Capers, is issued to all Staff, with three sent out this quarter. Council

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
				Number of Staff Newsletters distributed.	Capers updates Staff with news and upcoming events. The new Extranet is live and is a valuable source of information and resources.

Work together to achieve our goals

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Griffith City Council seeks leadership role with implementation of Joint Organisation of Councils (JOs) initiative.	2.1.1.1	Griffith City Council will take a proactive role in the strategic direction of the Riverina and Murray Joint Organisation (RAMJO) of Councils.	General Manager	The Riverina Murray RAMJO was established in accordance with State Government framework.	GM attends RAMJO GM Meetings. Mayor and GM attend all Board Meetings. Active participation in prioritisation of actions for the JO.
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.	Funding secured to complete works. Funding secured to replace and widen causeway Jones Road. Litigation proceeding to resolve dispute with landholder causing significant delay with completion of Thorne Rd West/Walla Avenue Intersection works.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Ongoing liaison with State and Federal and non-government agencies on matters of relevance.	2.1.3.1	Meetings held as required.	Director - Economic and Organisational Development	Number of meetings with State and Federal representatives with Mayor and or GM.	Engagement has increased due to COVID 19. Engagement now changed to utilising online platforms such as MS Teams, Zoom, Webex and others which enables greater engagement opportunities.
Lobby with and on behalf of agencies to State and Federal governments on matters which affect the community.	2.1.4.1	Meet with key stakeholders and lobby State and Federal governments on current issues which affect the community.	Community Development Coordinator	Number of meetings and projects.	Ongoing committee meetings and interagency meetings with relevant stakeholders including Multicultural NSW, Youth, Australian Drug Foundation and Community meetings.
Work with Destination NSW, Destination Riverina Murray, Thrive Riverina and the Kidman Way promotional committee.	2.1.5.1	Respond to marketing/media requests from DRM. Attend Thrive and Kidman Way meetings.	Tourism Manager	Destination Riverina Murray, Thrive Riverina and Kidman Way key projects circulated to the Tourism and Events Committee.	Collaborative projects established and meetings held/attended. Collaborations undertaken with Destination Riverina Murray, Destination NSW, Kidman Way Promotional Committee, Riverina Winemakers, local and regional industry and operators/ ambassadors.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Explore opportunities to partner with NSW Department of Education in regard to Secondary Education investment in Griffith.	2.2.1.1	Seek funding partnerships with NSW Education and PCYC NSW to complete funding profile for Regional Sporting Precinct Project.	General Manager	Seek funding patrons by 31/12/19.	Regional Sports Complex (West End Stadium and Oval) component. Negotiations continuing with PCYC including proposal by GCC to PCYC. Detailed design being progressed on basis that PCYC will not be progressing partnership with Council. Construction commenced on new 50m pool at Griffith Regional Aquatic Leisure Centre. Completion scheduled for January 2021.
Construct Griffith Community Centre.	2.2.2.1	Construct Griffith Community Centre in partnership with Griffith Community Centre Inc.	General Manager	Funding deed signed off.	Contract for design and construction of Community Centre incorporating Country Universities Centre awarded via Council resolution 10 March. Construction to commence August 2020.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide opportunities for community groups to access grant funding.	2.2.3.1	Deliver two rounds of Community Grant funding and four information sessions each year.	Community Development Coordinator	Number of grant applications received and number of grants awarded. Number of grant information sessions/workshops held.	Two rounds of grants delivered and four information workshops.
	2.2.3.2	Support Club Grants NSW to allocate funds.	Community Development Coordinator	Number of Club Grants allocated.	The 2019 ClubGRANTS round awarded just under \$90,000 to a range of local community groups. 2020 funding round was postponed due to COVID19 restrictions.
Collaborate with local tourism operators by building and growing relationships.	2.2.4.1	Hold a quarterly Tourism Social Networking evening.	Tourism Manager	4 sessions held per year. maintain growing attendance.	Four sessions held per year. Maintain growing attendance. Unfortunately due to Covid our sessions weren't able to go ahead as planned post March for 2020.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	2.2.4.2	Regular contact with operators on site, phone, email.	Tourism Manager	4 visits per year to major operators & 2 workshops that extend skill and knowledge. Regular Operator famils.	Continually and consistently identifying and establishing opportunities for our operators.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Identify funding opportunities for the improvement of the regional and local road networks.	2.3.1.1	Apply for relevant grants and identify projects.	Director - Infrastructure & Operations	Number of grant applications submitted and successful grants obtained.	Announcement made for Boorga and Dickie Road - Successful - Joint funding from Federal Government and NSW Government Fixing Local Roads.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Seek appropriate funding to implement the actions and priorities outlined in the Pedestrian Access Mobility Plan (PAMP) and Bicycle Plan.	2.3.2.1	Apply for relevant grant funding opportunities to undertake construction of footpaths and cycleways.	Director - Infrastructure & Operations	Number of grant applications submitted and successful grants obtained.	Application has been completed for Merrigal Street and Sidlow Road, although yet to be confirmed for the 2020/21 TfNSW Active Transport Program. Additional funds have been confirmed for the Hanwood Cycleway to install street lighting and complete the road crossing on Kidman Way south of Sangster Crescent.
Develop and maintain a network of grant sources to identify grant opportunities.	2.3.3.1	Provide monthly report to Senior Management Team on grants available and applied for.	Finance Manager	Number of grants applied for and received.	Report is provided to Senior Management Team on a monthly basis.
Investigate external funding opportunities to support the Griffith Playground Strategy (2014) and Griffith CBD Strategy (2015) rollout.	2.3.4.1	Apply for external funding for approved Urban Design Projects.	Principal Planner Urban Design & Strategic Planning	Grants applied for and grants awarded.	Ongoing. Apply for all available Grant Funding. Aim to be 100% successful with Grant Funding applications.
	2.3.4.2	Apply for grant funding.	Principal Planner Urban Design & Strategic Planning	Grants applied for and grants awarded.	Ongoing, looking for funding streams and using Council budget funds for seed money.

Develop partnerships with industry and agriculture leaders.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Encourage existing partnerships with tertiary education providers that support quality education pathways for Griffith students.	2.4.1.1	Establish Country Universities Centre Weestern Riverina in Griffith.	General Manager	Funding deeds signed with NSW and Federal Government.	Western Riverina Country Universities Centre (Griffith) operational 4 July 2019. Official Opening of Griffith and Leeton Centres 18 October 2019.
Collaborate with food and wine industry to ensure Griffith becomes top of mind in the area of authentic wine and culinary experiences in Australia.	2.4.2.1	Establish networks and collaborate with food and wine industry leaders to increase profile of Griffith region as a foodie destination.	Tourism Manager	At least one media famil per year and 2 articles published.	Our new Visitor Guide which was launched in March 2020 (pre Covid) has a huge focus on the local food and wine industry which has been a consistent focus in all marketing campaigns being delivered. We recently partnered with Riverina Winemakers for a feature in Gourmet Traveller Magazine.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain strategic and operational relationships with Murrumbidgee Irrigation.	2.5.1.1	Work with MI to contribute to a Master Plan to assist with addressing Blue Green Algae at Lake Wyangan.	General Manager	Discuss circulation of water at Lake Wyangan with a view to improving water quality.	Tender awarded for construction of Sedimentation Ponds and Wetland.
Provide ongoing support for the Build More Dams Action Group.		Convene Build More Dams Action Group meetings as required.	Director - Utilities	Number of meetings held.	Meetings are held when there is an item required for discussion on the agenda.

Plan and lead with good governance

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Council's Integrated Planning and Reporting suite of documents developed, outcomes reported and documents reviewed in accordance with statutory requirements.	3.1.1.1	Operational Plan developed, exhibited and adopted by Council by June 2020. Progress reports provided to Council.	General Manager	IP&R documents prepared in accordance with statutory requirements.	2020/21 Operational Plan Adopted by Council 23 June 2020 Meeting.
Ongoing monitoring of Customer Focus Review outcomes.	3.1.3.1	Monitor customer contact and transactions on a regular basis.	Director - Sustainable Development	Analysis of telephone contact data. Survey of customer experience. CRM resolution performance. Customer Complaint resolution performance.	Detailed weekly and monthly report produced and reviewed
				Quarterly customer service report prepared and communicated.	

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide a risk management framework.	3.1.4.1	Review Risk Register and develop Risk Management Action Plans.	Human Resources and Risk Manager	Risk Register reviewed. Risk Management Action Plans developed and communicated annually.	Unfortunately due to Covid-19 and time constraints, this project has not been completed during this 2019/2020 financial year. Time will be allocated for the Insurance and Recover at Work Coordinator to start having conversations with Managers and teams regarding information within the Risk Register in PULSE. 2020/2021 the Enterprise Risk Management Framework will be drafted for review by SMT.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Ensure appropriate Internal Audit program is maintained at Griffith City Council.	3.1.5.1	Annual internal audit plan developed.	Governance Manager	Number of internal audit projects undertaken. Number of internal audit recommendations undertaken.	<p>Internal Auditor completing reports in accordance with annual internal audit plan. The Audit Risk & Improvement Committee has not been able to meet due to Covid 19 restrictions. The following internal audit reviews have been conducted by Council's appointed Internal Auditor and were adopted by Council 28 April 2020.</p> <p>Councillor Payment of Expenses and Provision of Facilities Review (October 2019)</p> <p>Corporate Credit Cards, Gifts and Benefits, Pecuniary Interest Returns (October 2019)</p> <p>Business Continuity Plan Review (December 2019/January 2020)</p> <p>Inventory Management (January 2020).</p> <p>Internal Auditor's reports on Procurement, Grants management and Security of Infrastructure are being prepared.</p>

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide a compliant Human Resource Management service to meet legislative and organisational requirements.	3.1.6.1	Undertake review of HR policies.	Human Resources and Risk Manager	HR policies reviewed as per cycle.	2019/2020 actions have been completed. 2020/2021 Financial year review of all HR policies to reflect amendments to the LG NSW (2020) Award.
	3.1.6.2	Provide a relevant training calendar for staff development and compliance.	Workforce Planning Manager	Training Calendar completed and available.	Calendar completed.
	3.1.6.3	Implement Award changes as required.	Human Resources and Risk Manager	Number of Consultative Committee meetings held.	The Consultative Committee met seven (7) times in the 2019/2020 financial year. Due to Covid-19, restricted meetings March and May 2020. Amendment to the Agenda item to reflect changes to the LG (2020) State Award.
Provide effective compliance services including animal control, parking compliance, litter compliance, overgrown	3.1.7.1	Undertake regular patrols of restricted parking areas and school zones.	Planning & Environment Manager	Number of PINS per month. School zone patrols conducted daily during school terms.	Register in HDM maintained and monitored on a weekly basis to indicate presence in school zone. Incident investigations are captured in Council's CRM system.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
vegetation on privately owned land. Respond to stock complaints.	3.1.7.2	Provide and maintain an effective companion animal program and facility.	Planning & Environment Manager	Number of PINS per month. Number of rehomed companion animals per month. Number of stock complaints dealt with.	Pound statistics accurately maintained and reported. Engaging with re homing groups
	3.1.7.3	Respond to litter complaints in a timely manner.	Planning & Environment Manager	Number of inspections conducted per quarter.	CRM's actioned and monitored on a regular basis .
	3.1.7.4	Maintain a seasonal program for compliance with overgrown vegetation.	Planning & Environment Manager	Number of intention notices sent per quarter.	CRM's actioned and monitored on a regular basis .
Provide governance services to Council.	3.1.8.1	Review public policies as required.	Governance Manager	Local policies reviewed by September 2017.	Utilities Directorate policies presented to Council in June 2020. Council policies are available for public viewing on Council website. Internal policies processes being reviewed.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	3.1.8.2	Ensure compliance with statutory requirements including Public Interest Disclosures, management of Delegations, Disclosures of Councillors and Designated Persons Register.	Governance Manager	Statutory tasks undertaken within guidelines and required time frames.	Review of delegations progressing and Delegations issued to new staff as required. Disclosure of interests forms issued to new designated staff. Disclosures Register updated regularly. Due to Covid 19 online Conflict of Interest forms made available for Councillors and staff to submit electronically.
	3.1.8.3	Coordinate production of Council's Business Papers, Minutes, Committee Agendas and Committee Minutes.	Governance Manager	Agendas and Minutes prepared in accordance with Council policy and deadlines.	Business Paper Agendas and Minutes prepared in accordance with Code of Meeting Practice policy. Council Meetings held - 6 including 2 Extraordinary. Council meetings are being held remotely using Zoom Audio Visual technology and livestreamed on Facebook in line with Covid 19 restrictions and OLG guidelines. Committee and Working Group meetings were suspended from 24 March 2020 due to Covid 19. A Traffic Committee Meeting was held 9 June 2020 (Statutory Committee) to consider items requiring deliberation.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	3.1.8.4	Manage Council's Integrated Planning and Reporting Requirements.	Governance Manager	IP&R undertaken within required time frames including Annual Report, Delivery Program reports, Quarterly reports, review of Delivery Program and Operational Plan.	Quarterly report including KPIs presented to Council 26 May 2020. Operational Plan 2020/21 on public exhibition with a livestreamed community consultation presentation held through Facebook on 21 May 2020. Operation Plan 2020/21 adopted by Council. Community satisfaction survey results analysed.
	3.8.1.5	Coordinate Legal Services Panel in accordance with tender provisions.	Governance Manager	Maintain Legal Services Panel.	No action required this quarter.
	3.8.1.6	Develop induction and ongoing professional activities for Councillors in accordance with the Regulations.	Governance Manager	Number of training opportunities provided.	Councillors have been requested to complete PD in a Box to assess training requirements. Covid 19 has placed restrictions on travel and therefore Councillor training activities have been suspended.
Ensure statutory reporting complies with legislative requirements.	3.1.9.1	Prepare statutory reports within required timeframes.	Governance Manager	Annual Report delivered by 30 November. Statutory reports presented to Council within required timeframes.	Statutory reports prepared within required timeframes.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Facilitate the proactive public release of government information in accordance with legislative and organisational requirements.	3.1.10.1	Respond and assess GIPA applications in a timely manner. Review Information Guide.	Governance Manager	Number of applications approved within statutory timeframes.	1 Formal GIPA finalised in this quarter. Processed in accordance with required timelines. Information Guide was reviewed and adopted June 2020.
Provide efficient, accurate and compliant record management services to both internal and external customers of Council.	3.1.11.1	Continuous monitoring of State Records Act and other related legislation to ensure Council's compliance with record management standards and requirements.	Information Manager	Implement electronic record disposal workflows. Develop Records Risk Register and develop Communication Plan	Risk matrix development for records training undertaken in May 2020. Records Risk Register currently in draft.
	3.1.11.2	Ongoing training and promotion of record management to Council staff with the aim to continually reduce the use of paper-based records and improve search and retrieval of electronic records.	Information Manager	Records management induction training for new staff, monthly refresher training offered for all staff. Group training for departments by request.	IM team conducted 9 records management training sessions with staff during this quarter - 7 new staff inductions & 2 refresher sessions.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	3.1.11.3	Investigation of emerging technologies that can improve record management processes.	Information Manager	Investigation into Trapeze and Objective Connect software for digital DA processes.	NSW Planning Portal continues to be investigated, Blue Beam digital stamping software implemented, and other markup, sharing and electronic signature digital tools researched this quarter.
	3.1.11.4	Continue digitisation of paper based Council records.	Information Manager	Digitisation of paper based Council Business papers. Archive/dispose/digitise contracts, legal documents, basement records and department paper records.	Historical business papers & minutes successfully digitised - electronic files currently being finalised before registering in CM. Disposal of Council paper records stored in basement commenced in June 2020. These records have reached the end of their legal retention period according to NSW State Records General Retention & Disposal Authority 39 - Local Government Records.
	3.1.11.5	Maintain accurate Property and Name and Address data.	Information Manager	Completion of Rural Addressing Project.	Completed.
Provide corporate property services to Council.	3.1.12.4	Coordinate preparation of Plans of Management for Council owned community land.	Director - Sustainable Development	Priority Plans of Management completed.	Plans of Management 12 month program achieved

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	3.1.12.5	Commence the local Crown Land: Number of land parcels transferred to Council and identify local benefits from Crown Land lots.	Director - Sustainable Development	Categories land into precincts	All Crown Land lots classified
Provide reliable IT services within Council.	3.1.13.1	Review all software applications and other programs on an annual basis. Replacement of hardware as required.	Information Technology Manager	PCs to maintain a turnover ratio of 5 years minimum. Annual upgrade of Authority completed. Report on other applications as renewed.	All hardware has been purchased and roll out will be completed by 30th June 2020.
	3.1.13.2	Maintain support services to Council departments.	Information Technology Manager	80% CRMs closed as per service standard.	82% of CRMs closed within service standard.
Land Use Strategy Development	3.1.15.1	Review Council's Land Use Strategy.	Director - Sustainable Development	Strategy meets legislative requirements	Reviewed during the preparation of Local Strategic Planning Statement
Review of Development Control Plans	3.1.16.1	Review and rewrite Council's Development Control Plans (DPCs)	Director - Sustainable Development	Development Control Plans adopted by Council.	Residential DCP reviewed and new DCP created

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Develop Local Strategic Planning Statements (LSPS)	3.1.17	Compile Local Strategic Planning Statements for Griffith.	Director - Sustainable Development	Adoption of Local Strategic Planning Statements.	LSPS finalised for adoption by Council
Griffith Community Participation Plan	3.1.18	Compile a Community Participation Plan for Griffith.	Planning & Environment Manager	Adoption of the Community Participation Plan and implementation of recommendations.	Endorsed by Council December 2019.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Adopt Delivery Program and Operational Plans (Budget) inclusive of 10 Year Long Term Financial Plan.	3.2.1.1	Meet annual statutory reporting requirements.	Finance Manager	Adoption of annual financial statements within OLG guidelines. Adoption of annual operating budget by Council prior to 30 June. Adoption of quarterly operational review reports. Meet OLG financial sustainability ratios.	Statutory reporting requirements for the 2019/2020 year are currently being met. The annual financial statements for the year ending 30 June 2019 were lodged with the OLG on the 24 October 2019 prior to the 31 October 2019 deadline.

love the lifestyle

Ensure Griffith is a great place to live

Enable accessible diversity in housing choice.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Review Planning instruments to encourage development.	4.1.1.2	Investigate land and housing availability with the view to influence supply to meet demand.	Economic Development Coordinator	Affordable housing incentives investigated. Affordable housing strategy.	Strategy adopted. BBR Fund grant received for new project.
Monitor land availability (Residential, Commercial, Industrial, Recreational)	4.1.2.1	Compare actual land take up with projections in the Land Use Strategy during a five year review period.	Planning & Environment Manager	At any period of time the amount of correctly zoned land available for development should out-perform the demand for such land.	Public submissions requested to inform revised LUS
Work with land and property developers to develop residential properties.	4.1.3.1	Work with developers to facilitate construction of residential properties.	Economic Development Coordinator	Number of new housing developments.	Council & Argyle applied for a BBRF Grant for affordable housing development in December. Grant received June 2020.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Griffith Affordable Housing Strategy.	4.1.4	Compile an Affordable Housing Strategy for Griffith.	Director - Sustainable Development	Adoption of the Affordable Housing Strategy and implementation of recommendations.	Housing Strategy adopted by Council

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Identify and promote road safety projects relevant to Griffith Local Government Area.	4.2.1.1	Investigate strategies to resolve road safety issues.	Road Safety & Traffic Officer	Develop and implement a 3 year road safety action plan and report strategies to the Transport Committee by June 2019.	Five (5) existing projects updated and approved for delivery by TfNSW in the 20/21 financial year. Confirmation of funding by TfNSW is still pending.
Improve public safety by provision of appropriate information signage in public areas.	4.2.2.1	Develop and implement of "Signs as Remote Supervision" in public areas.	Parks & Gardens Manager	Review of existing signage.	Signage has been placed at location as required to meet the policy 'Signs for Remote Supervision'.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Investigate opportunities to fund and develop safer parks and streetscapes consistent with the Crime Prevention Strategy.	4.2.3.1	Install lighting and CCTV in designated areas.	Principal Planner Urban Design & Strategic Planning	Number of installations.	Ongoing. Constantly looking for funding streams to extend the CCTV network Throughout the City.
Review of Crime Prevention Plan.	4.2.4.1	Review local Bureau of Crime Statistics and Research (BOCSAR) data and amend current Crime Prevention Plan.	Community Development Coordinator	Crime Prevention Plan reviewed annually.	BOCSAR crime statistics for Griffith LGA identified the top three crimes as malicious damage, Domestic Violence and stealing. The number of drug detection has increased which might align with the increase in theft.
	4.2.4.2	Work with agencies to create awareness and improve community safety.	Community Development Coordinator	Number of campaigns/meetings held.	Community programs to address alcohol and other drug concerns, trauma and recovery and domestic violence continued across agencies. Pioneer Community Action Group created inclusive events and projects to engage at risk people with agencies to reduce negative behaviours. COVID19 restrictions suspended some activities.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Deliver Food Business Inspections on food premises within the Griffith and surrounding LGA's as required under the NSW Food Act 2003.	4.2.05.1	Undertake Food Business Inspections within the Griffith LGA.	Environment, Health & Sustainability Coordinator	240 X Inspections Griffith LGA/ann.	No High and Medium Risk Food Business inspections within the Griffith LGA undertaken. Routine Food Business inspections were postponed due to COVID-19 restrictions on Food Business operations. 1 x Food Business complaint and 1 x Food Business re-inspection responded to and resolved. All Griffith Food Businesses have been contacted and updated electronically on the latest Food Business COVID-19 advice.
	4.2.05.2	Undertake Food Business Inspections within the Narrandera, Hay and Murrumbidgee LGA's.	Environment, Health & Sustainability Coordinator	80 X Inspections Narrandera LGA/ann. 55 X Inspections Hay LGA/ann. 55 X Inspections Murrumbidgee LGA/ann.	No High and Medium Risk Food Business inspections within Narrandera and Hay LGA's undertaken. Routine Food Business inspections were postponed due to COVID-19 restrictions on Food Business Operations. NSW Food Authority, Food Reports completed for October/November 2019 for both Narrandera and Hay LGA Food Business Inspections. RSAA with Murrumbidgee Council no longer administered.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Deliver Arbovirus Surveillance Program as required by NSW Health.	4.2.06.1	Set and collect Mosquito traps weekly from 2 x sites surrounding Griffith during November to April.	Environment, Health & Sustainability Coordinator	2 X Mosquito Traps set, collected and collections freighted for analysis weekly between November to April. (24 weeks/ann) (48 trappings/ann).	Completed annual Arbovirus Mosquito Monitoring Surveillance (Setting and collecting Mosquito traps) program in March 2020.
	4.2.06.2	Test Sentinel Flock of chickens weekly between November to April.	Environment, Health & Sustainability Coordinator	Sentinel Flock (15 chickens) tested weekly and samples sent for analysis weekly. (24 weeks/ann) (360 tests/ann).	Completed annual Arbovirus Mosquito Monitoring Surveillance (Testing Sentinel Flock) program in March 2020.
Manage Risk Based Performance of Cooling Water Systems as required under the Public Health Regulation 2010.	4.2.07.1	Urgently respond to notifications of high Legionella and HCC test results. Undertake audit of installation of UIN's on Cooling Water Systems. Take receipt of Risk Management Certificates for each Cooling Water System. Maintain UIN register.	Environment, Health & Sustainability Coordinator	Respond to all notifications of High Legionella and HCC (No. unknown). Audit 100 X UIN's. Take receipt of 25 X Risk Management Certificates. Maintain UIN Register for 100 + X Cooling Water Systems. Maintain all Cooling Water System Records Management.	No notifications of High Cooling Water System test results received by GCC. 2 x updated RMP's received. 2 x UIN's for new installed Cooling Water Systems verified. 22 x Cooling Water System Compliance Letters sent to Business Owners/Occupiers reminding them of their responsibility to maintain their systems in accordance with the Public Health Regulation 2012.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Deliver Public Swimming Pool inspections as required under the Public Health Act 2010.	4.2.08.1	Undertake pool sampling of Public Swimming Pools and Spa Pools. Complete pool sampling of Hotel, Motel and Accommodation facilities. Undertake pool sampling of School Pools (Kalinda & GPSO). Undertake sampling of GCC's Splash Park.	Environment, Health & Sustainability Coordinator	35 X pool samples of Public Pools and Spa's/ann. 10 X pool samples of Hotels, Motels and Accommodation facilities/ann. 15 X School pool samples /ann. 5 X GCC Splash Park samples/ann.	Pool sampling of Hotel, Motel and Accommodation facilities completed in 2019 - 2020, Qrt 3 period. Pools closed due to COVID-19 restrictions on Public Swimming Pool and Spa Pool operations.
Deliver On-site Sewage Management inspections as required under NSW Local Government Act 1993 and POEO Act 1997.	4.2.09.1	Undertake On-site Sewage Management inspections on both existing Septic and Aerated Water Treatment Systems (AWTS) as they arise. Issue 'Approvals to Operate'.	Environment, Health & Sustainability Coordinator	18 X On-site Sewage Management inspections/ann. 18 X 'Approvals to Operate' issued/ann.	8 x existing OSSM systems inspected. 4 x Applications to Install an OSSM system received. 2 x Approvals to Install an OSSM system issued. 4 x Approvals to Operate an OSSM system issued.
Deliver Immunisation Clinics as supported by	4.2.10.1	Undertake monthly Early Childhood Immunisation Clinics for vaccination and prevention of childhood preventable diseases.	Environment, Health & Sustainability Coordinator	12 X Monthly Immunisation Clinics delivered/ann.	Monthly Childhood Immunisation Clinics during 2019 - 2020 Qrt 4 have been postponed due to COVID - 19 restrictions.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Griffith City Council and NSW Health.	4.2.10.2	Deliver Annual Flu Vaccinations to all Council staff requesting vaccination.	Environment, Health & Sustainability Coordinator	130 X Annual Flu Vaccinations delivered to Council staff/ann.	190 x GCC staff members were vaccinated as part of the Annual Flu Vaccination program across 2 x separate day clinics during the 2019 - 2020, Qtr. 4 period. Delivery of these clinics was in line and amidst the COVID-19 social distancing restrictions period necessitating considerable extra arrangements and preparations for the successful delivery of these clinics.
Deliver Hairdresser, Beauty and Skin Penetration Inspections within Griffith and Narrandera LGA's as required by NSW Health.	4.2.11.1	Undertake inspections of Griffith LGA Hairdresser, Beauty and Skin Penetration premises including equipment and facilities.	Environment, Health & Sustainability Coordinator	55 X Hairdresser, Beauty and Skin Penetration premise inspections in Griffith LGA/ann.	Inspections of Griffith LGA Hairdresser, Beauty and Skin Penetration premises inspections postponed during 2019 - 2020, Qrt 4 due to COVID-19 restrictions.
	4.2.11.2	Undertake inspections of Narrandera LGA Hairdresser, Beauty and Skin Penetration premises including equipment and facilities.	Environment, Health & Sustainability Coordinator	10 X Hairdresser, Beauty and Skin Penetration premise inspections in Narrandera LGA/ann.	Inspections of Narrandera LGA Hairdresser, Beauty and Skin Penetration premises postponed due to COVID-19 restrictions.
Deliver Mortuary Inspections as required by NSW Health.	4.2.12.1	Undertake inspections of Mortuary premises including equipment and facilities.	Environment, Health & Sustainability Coordinator	4 X Mortuary inspections/ann.	All Griffith LGA Mortuary premise inspections have been postponed during 2019 - 2020 Qrt 4 period due to COVID-19 restrictions.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Deliver Lake Wyangan Water Quality Sampling as required by the Australian Recreational Water Guidelines and Murrumbidgee Regional Algal Coordinating Committee.	4.2.13.1	Undertake regular water samples of Lake Wyangan to determine lake water suitability for Recreational water use.	Environment, Health & Sustainability Coordinator	90 X water samples/ann. (Taken fortnightly between October-April). 30 X water samples (Taken Monthly between May-Sept). 10 X water samples (Taken weekly during 'Red Alerts').	14 x water sampling rounds collected from Lake Wyangan (North) and dispatched to Sydney Water Laboratories for analysis. Further sampling of Lake Wyangan (North) waters undertaken by other units within Sustainable Development post Fish Kill event.

Promote and celebrate our social and cultural diversity.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Prepare and implement Multicultural Engagement Strategy.	4.3.1.1	Work with the multicultural interagency network to prepare draft Multicultural Engagement Strategy (MES).	Community Development Coordinator	Number of consultations held.	Support for Griffith's new arrivals, being a Refugee Friendly Zone and regular multicultural advisory group meetings were held to inform peak bodies and government bodies.
Hold Citizenship Ceremonies as required.	4.3.2.1	Citizenship Ceremonies held as required.	Community Development Coordinator	Number of ceremonies held. Number of people receiving Citizenship.	Unable to undertake final ceremony due to COVID 19 restrictions.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Promote various events to showcase Griffith's social and cultural diversity.	4.3.3.1	Promote and grow events including Spring Fest, Griffith Easter Party, Italian weekend, sports and other new events.	Tourism Manager	Number of events and increase in attendees for these events.	We continue to support and provide opportunities for promotion of key events. A new initiative in August 2019 was the TASTE OF ITALY GRIFFITH marketing campaign which saw an injection of over \$800K into our local economy over that weekend alone.
Organise Australia Day Ceremony.	4.3.4.1	Australia Day Ceremony held.	Community Development Coordinator	Number of nominations received.	26 Australia Day nominees shared with 83 new citizens.

Provide and promote accessibility to services and facilities.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide sufficient aquatic facilities to meet the demands of the community.	4.4.1.2	Complete construction of a 50 m pool.	Director - Business, Cultural & Financial Services	Deliver an accredited competition standard 50 m outdoor pool plus associated filtration infrastructure.	The 50M Pool, Amenities and Plant room component of the Griffith Regional Sports Precinct Project is in track to be delivered by end January 2021. Hines Construction are the construction contractors and have a project plan in place for the above completion. The excavation of the pool is complete along with the majority of concrete work with the Myrtha Pool due on site in mid August.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain the Griffith Regional Aquatic Leisure Centre (GRALC) in accordance with Asset Management Plans.	4.4.2.1	Provide a clean functional and well maintained aquatic facility available to the public.	Leisure Services Manager	Compliance with GRALC Maintenance Schedule.	GRALC was provided in a clean and functional state throughout the year when able to be open. The centre was closed from 12 noon Monday 23 March along with all NSW pools and gyms due to the NSW Public Health Order to restrict the transmission of COVID-19 and reopened. The centre reopened at 8am Saturday 13 June and has continued to operate since that date.
Provide a collection of library material, meeting community and industry standards.	4.4.3.1	Maintain a collection of library material in accordance with State Library guidelines.	Library Manager	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.	<ul style="list-style-type: none"> - 2019/20 Circulation per capita for Griffith = 3.89; Griffith and Murrumbidgee Mobile Library = 8.8 - 2019/20 Visits to WRL website = 17,066 - 2019/20 Collection = 69.4% stock < 5 years old
Griffith City Library to facilitate digital inclusion in the community.	4.4.4.1	Provide digital education programs to the community.	Library Manager	Hardware asset less than 5 years old. Number of internet access bookings utilising WiFi and also public computers.	<ul style="list-style-type: none"> - Public computers upgraded in line with Council IT's five year replacement schedule - 2019/20 wifi logins: 9,061 - 2019/20 public computer sessions: 10,986

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	4.4.4.2	Provide reliable high speed internet and computer equipment.	Library Manager	Maintain ratio of 1 PC per 3,000 residents.	<ul style="list-style-type: none"> - July 2019-March 2020: 16 public computers - June 2020-ongoing: To ensure adherence to social distancing requirements, public computers have been spaced further apart reducing the number of public computers to 9. - 9 public computers = 1 PC per 2,987 residents
Position the Griffith City Library as a community hub for learning, networking and leisure.	4.4.5.1	Provide a number of Library programs to all sectors of the community.	Library Manager	Provide a quarterly report on visitation per annum (minimum 5 visits per capita). Deliver a minimum of 20 programs annually reflecting the population demographic.	<ul style="list-style-type: none"> - April-June 2020 Quarterly visitation: 4,540 (Library closed April-May, reopened 1 June 2020) - 2019/20 annual visitation: 94,076 = 3.5 visits per capita - 2019/20 programs: 305 programs attended by 10,478 participants - In-house Library programs suspended since 25 March 2020; replaced with virtual programs such as Rhyme Time, Storytime, and school holiday STEAM activities
	4.4.5.2	Promote the Library facilities for optimum community use.	Library Manager	Report on number of participants in programs quarterly. Aim for 5% per annum increase year on year.	<ul style="list-style-type: none"> - April-June quarterly program attendance = 0 (in-house programs suspended since 25 March 2020). - 2019/20 program attendance = 10,478

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide Library accommodation and ancillary services to community and industry standards.	4.4.6	Complete development of Theathrette Facility.	Library Manager	Achieve Occupation Certificate for room by 30 December 2019	Occupation Certificate awarded. Room open and grant acquitted.
	4.4.6.1	Provide a clean, functional and well maintained library facility available to the public.	Library Manager	Compliance with Library Maintenance Schedule. Report quarterly.	Building maintenance continues to occur in line with the Library Maintenance Schedule and on an as-needs basis. The most substantial work carried out over the April-June quarter was to enhance COVID-19 safety for staff and customers in preparation for reopening the Library. Works included: <ul style="list-style-type: none"> - the installation of perspex protection barriers at the customer service desk and door greeter desk - reconfiguration of library shelves and furniture to support social distancing - installation of crowd control systems - barriers and floor stickers - to direct foot traffic and enhance social distancing in high traffic areas such as the customer service desk and public self service stations - installation of numerous wall mounted hand sanitiser units throughout the building

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide access to community services.	4.4.7.1	Maintain an up to date Community Directory.	Community Development Coordinator	Community Directory reviewed annually.	Community Service Directory was updated throughout the year. Notifications were sent out and phone calls made to individual agencies and groups in the Directory.
	4.4.7.2	Work with Inter agency Networks and other organisations on issues impacting the community.	Community Development Coordinator	Number of activities held and projects.	Pioneer Housing Estate continued with youth programs supported by CDAT and Place Plan Mental Health projects, Rural Gambling Awareness week, AOD focus on recovery, support for all Carers and youth engagement Many activities were being developed but cancelled due to COVID 19 with a focus remaining on wellbeing and mental health. Regular meetings were held with Multicultural NSW to oversee impacts of new arrivals and refugees throughout COVID 19 isolation.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Griffith Regional Theatre will deliver a diverse and engaging program of events that caters to the needs of the community.	4.5.1.1	Develop and deliver high quality, diverse entrepreneurial season that is inclusive of different age, cultural and interest groups in the community.	Griffith Regional Arts & Museum 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 CALD community.	Due to COVID 19 the Theatre was closed throughout this quarter. No season shows were presented, all hirer shows were cancelled or postponed to 2021 or late in 2020. Six season shows were cancelled - one Morning Melodies, 1 drama work, one comedy, 2 children's shows and 1 youth work. Five commercial hires were cancelled or postponed, including sold out shows such as The Wiggles and the Marion musical was cancelled.
	4.5.1.2	Deliver biannual community music production.	Griffith Regional Arts & Museum Manager	Produce and deliver Community Production every 2 years.	Community musical is not due to start until end of 2020.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	4.5.1.3	Deliver annual Theatre Workshops for young people.	Griffith Regional Arts & Museum Manager	Number of Workshops held and number of attendees.	Due to COVID-19 we were unable to run any theatre classes this quarter. The school holiday workshop - focusing on screen skills and working with and to camera - for which we had received funding, also had to be postponed. We hope to be able to recommence classes next quarter.
	4.5.1.4	Marketing strategy developed, reviewed and implemented annually.	Griffith Regional Arts & Museum Manager	Increase audience by 5 - 10 %, increase up take of memberships and subscriptions by 3 - 5% annually.	Our usual marketing activities were largely halted in Q4 due to COVID-19 meaning that all performances were cancelled or postponed.
Provide a well maintained Theatre facility for the public and performers, meeting	4.5.2.1	Provide a clean functional and well maintained Theatre facility available to the public.	Griffith Regional Arts & Museum Manager	Compliance with Theatre Maintenance Schedule.	Renovations at the Theatre were completed this quarter, apart from a few minor finishing touches.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
community and industry standards.	4.5.2.2	Ensure technological facilities are maintained and upgraded to meet current industry standards.	Griffith Regional Arts & Museum Manager	Technology updated as per budget allocation. Annual review against current industry standards.	Technical staff continued to maintain and clean technical equipment this quarter while the theatre was closed due to COVID-19. Replacement of lights with LEDs, and other minor technical replacements and upgrades also occurred in line with maintenance schedule.
Investigate opportunities for sponsorship for the Griffith Regional Theatre.	4.5.3.1	Develop an annual sponsorship strategy for Griffith Regional Theatre.	Griffith Regional Arts & Museum Manager	Number of sponsors engaged with the Theatre.	Due to COVID-19 the planned major sponsorship of Sydney Symphony Orchestra by Capello Rowe was cancelled - along with the performance. It is expected this will be re-instated in 2021 when new dates for the performance are confirmed. Due to cancellation of all

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					season shows due to COVID-19 the season sponsorship by Griffith City Volkswagen was suspended and no payments received. Deakin University came on board as a sponsor for Sunshine Super Girl which is still expected to go ahead this year.
The Griffith Regional Art Gallery will develop and deliver a diverse and engaging program of cultural activities.	4.5.4.1	Develop and deliver annual exhibition program that includes quality touring and locally sourced solo and group exhibitions.	Griffith Regional Arts & Museum Manager	Minimum of 8 exhibitions per year including a minimum of 2 touring exhibitions and a minimum of 2 exhibitions by local artists.	Due to COVID 19 our exhibitions for Q4 were cancelled as the Gallery was closed and the National Portrait Gallery withdrew their tour. In place of these we activated the digital space initiating a series of profile videos for each of the 10 local artists featured in our Each for Equal exhibition which ended 29 March. There were 10

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					videos which received very positive response.
	4.5.4.2	Deliver a minimum of 6 Artspace exhibitions per year including works by local artists and displays of interest to the local community.	Griffith Regional Arts & Museum Manager	Minimum of 6 exhibitions per year including minimum of 3 exhibitions by local artists.	Due to COVID-19 no exhibitions were able to be held at Artspace in Q4 due to Theatre being closed.
	4.5.4.3	Develop and review the annual marketing strategy for the Art Gallery.	Griffith Regional Arts & Museum Manager	Increase community engagement by 5 - 10%.	Due to COVID-19 the Gallery was closed from 20 March to 5 June. This significantly impacted in person visitor numbers for this period. However engagement via online artist talk resulted in 3307 views, from across the country. This is a huge amount of new engagement.
	4.5.4.4	Develop and deliver high quality, diverse schedule of public programs that caters to the needs of different age, cultural and interest groups.	Griffith Regional Arts & Museum Manager	Minimum of 8 public programs delivered annually including a minimum of 2 school holiday programs, minimum of 3 educational programs	Due to COVID -19 the art gallery was closed for over 2 months during this period and once re-opened restrictions meant we were

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
				and a minimum of 2 Master Classes.	limited in what we were able to do. Life drawing classes recommenced in June with 8 people at each class. School holiday workshops and other activities are due to recommence in Q1 2020-2021.
Provide a well maintained Art Gallery facility for the public and performers meeting community and industry standards.	4.5.5.1	Provide a clean functional and well maintained Art Gallery facility available to the public.	Griffith Regional Arts & Museum Manager	Compliance with Art Gallery Maintenance Schedule.	Annual maintenance program, including painting of gallery, clearing out of storage areas and filing; and test and tag completed during this quarter in lock down. Plumbing issues fixed.
Develop and manage regional museum collections of historic and social significance to Griffith region and communities.	4.5.6.1	Review and upgrade museum policies and procedures to establish a sound basis for development of the collections including acquisitions and deaccession policies.	Griffith Regional Arts & Museum Manager	Policies upgraded or developed by 30 June 2020.	Collections management and acquisition policy has been drafted and needs to be finalised and presented to Cultural Facilities Committee.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	4.5.6.2	Make recommendations for acquisitions and deaccession of collections in accordance with Strategic Plan and budget requirements. Review collections acquisitions and deaccessions annually.	Griffith Regional Arts & Museum Manager	Exhibits and materials are acquired or deaccessioned in accordance with relevant policies. Reviewed by 30 June annually.	The Curator successfully negotiated to acquire two significant vehicles this quarter to add to the Todd historic vehicle collection and display in new Todd shed. These were two items that were believed to have been intended to be part of original Todd bequest but removed from the first donation list. This is a significant gain for the Museum as they are amongst the most important historic vehicles from Todd's collection.
	4.5.6.3	Utilise collections software to ensure all exhibits are accurately recorded and appropriately documented.	Griffith Regional Arts & Museum Manager	Collections catalogue is updated and reviewed quarterly.	During this quarter the Curator finalised preparation of the Museum's existing database and transferred to Lucidea to upload to the new ARGUS

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					software database. The new database and collections software should be operational next quarter.
	4.5.6.4	Conduct an assessment of current state of Museum buildings to identify conservation needs and develop Asset Maintenance and Restoration Plan according to priority.	Griffith Regional Arts & Museum Manager	Asset Maintenance and Restoration Plan completed by 30 June 2020.	Quarterly review of asset management activities undertaken, and priorities for attention identified. These included replacement of HWS in commercial kitchen and replacement of decking damaged by leaking water. Upgrade of Post Office building - replacement of ceiling and repointing of roof tiles has been identified as next priority.
	4.5.6.5	Conduct an assessment of collections assets to identify conservation needs, and develop program of conservation based on priority. Progress reviewed annually.	Griffith Regional Arts & Museum Manager	Conservation Plan completed for one element of each collection each year.	Volunteer textile group continues to undertake conservation and

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
				Review 30 June annually.	care of textile items. Post Office building items have been removed and placed in storage in preparation for creation of new radio transmission and radio history exhibition being installed.
	4.5.6.6	Arrange and carry out routine and detailed conservation activities to preserve the collections in accordance with Asset Restoration Plan and budget requirements. Review of maintenance annually.	Griffith Regional Arts & Museum Manager	Compliance with asset Restoration Plan. Review by 30 June annually.	The Todd Shed has been completed and the important Todd vehicle collection has now been moved into this display area where they have been cleaned, and will be preserved from environmental damage as well as being accessible to the public. All collection items in the Post Office building have been cleared out ready for its restoration and display of items telling the story of

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					radio transmission and communications in the region. The Todd shed will be officially opened in the next quarter.
	4.5.6.7	Develop an annual program of exhibition displays, curatorial talks and activities to present the collections in a vibrant and engaging manner.	Griffith Regional Arts & Museum Manager	Two new exhibition displays, 4 curatorial talks, and 3 public programs completed each year.	Due to COVID-19 a number of planned events - a curator talk, first Sunday 'In their Tracks' train tours, and school holiday activities were unable to occur. However the Curator used the time to create a series of videos around significant items in the collections relating to events similar to current pandemic: gold nurse's watch and photos from Griffith during Spanish flu epidemic in 1919 and the Iron Lung used during polio epidemic. These

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					videos have engaged a massive audience, unprecedented in Museum's history, across and beyond the region : Spanish flu video has been viewed 8,900 times and the polio video 3,300 times. The videos were also seen by staff at ANU who invited the Curator to do a zoom talk and presentation as an ANU alumni around her career and work at the Museum, creating even more positive media and engagement.
Develop and manage Pioneer Park as a centre for community and cultural engagement.	4.5.7.1	Develop an annual program of social and cultural activities and events at Griffith Pioneer Park Museum to attract and engage a more diverse local demographic.	Griffith Regional Arts & Museum Manager	<p>Visitor numbers to increase by 5%.</p> <p>Two community cultural events held each year. Increase diversity in annual usage by local community by 3%.</p>	Due to COVID-19 there was very limited programmed community engagement with the Museum. From Q1 2020-21 the playgroup will activate and the

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					Murrumbidgee Ukelele club will commence monthly gatherings. School holiday workshops with local Aboriginal artist Cory McKenzie is scheduled for next quarter.
	4.5.7.2	Identify opportunities and develop resources to engage schools and community organisations in interactive learning experiences.	Griffith Regional Arts & Museum Manager	Increase visitation by local and regional school groups by 10%.	Engagement with schools this quarter has been limited due to effects of COVID-19 although curator has received a number of requests for school incursions and has presented in one school this quarter. Further incursions are planned for next quarter as schools re-open to visitors.
Develop and manage Griffith Pioneer Park and Regional Museum	4.5.9.1	Develop facilities and resources to enhance Pioneer Park as a venue for hire and promote it to organisations, businesses and community groups.	Griffith Regional Arts & Museum Manager	Increase hire of facilities by 3%.	The HWS at Myall Park Hall has been replaced and the decking is to be replaced due to water damage. Due

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
as function and event venues.					to COVID-19 no commercial bookings were accepted at the Museum.
	4.5.9.2	Identify opportunities for funding or in-kind assistance to enhance the quality and amenity of facilities for events and functions.	Griffith Regional Arts & Museum Manager	Funding or in-kind assistance secured to upgrade venue facilities.	Additional \$5000 private funding was received from the Griffith section of Wagga Amateur radio club to support upgrade the Post office building for the new radio transmission display. An application was submitted to Clubs NSW for funding to repair the Baptist Church.
Develop and new Strategic Plan incorporating concept for Museum Master Plan for Griffith Pioneer Park Museum.	4.5.10.1	Engage a consultant to undertake strategic/master planning process for Griffith Pioneer Park Museum in consultation with stakeholders including GPPM Working Group, Cultural Facilities Committee and Council.	Griffith Regional Arts & Museum Manager	New 5 year Strategic Plan and Master Plan completed by 30 June 2020.	A draft of the Strategic Plan was completed and a detailed review process completed with Manager and Curator. A second 'final' draft to be submitted early next quarter.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Prepare the Disability Inclusion and Access Plan (DIAP) and implement recommendations.	4.6.1.1	Prepare draft, place on exhibition and endorse DIAP.	Community Development Coordinator	DIAP endorsed reviewed and updated annually.	The Disability inclusion and Access Plan was updated. New community members joined the committee providing advice and information. A successful information and movie night was held to acknowledge all carers during Carers Week. Access at a Glance is being developed but is on hold due to COVID 19.
Prepare Youth Engagement Strategy and implement recommendations.	4.6.2.1	Consult with young people to inform the Youth Engagement Strategy (YES) and commence preparation of the Youth Engagement Strategy. Prepare draft YES, place on public exhibition and endorse.	Community Development Coordinator	Number of young people participating in the Griffith Youth Committee and or the number of meetings held and YES endorsed.	Increase in the number of youth engaging through the Griffith Youth Committee. COVID19 has not allowed further consultation. The annual youth

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					survey identified safety, youth suicide and lack of youth activities as issues of concern.
Engage with young people and liaise with local agencies and user groups.	4.6.3.1	Promote and facilitate Youth Week and other events in partnership with Agencies to deliver programs and activities.	Community Development Coordinator	Number of youth activities held in partnership with Council. Number of young people involved in organising events.	Unable to proceed with activity due to COVID 19.
Develop Ageing Strategy.	4.6.4.1	Consult with stakeholders and form a working group to develop an ageing strategy.	Community Development Coordinator	Number of consultations/meetings held.	on hold due to COVID 19
Maintain the Citrus Sculptures (Spring Fest) as one of Griffith's greatest community events.	4.6.5.1	Work with the community to ensure all groups feel welcome to be involved with this significant annual festival.	Tourism Manager	Maintain at least 70 sculptures. Measure increase of Facebook hits and reach and capture the diverse range of Griffith and number of volunteers engaged.	This year will be very different and uncertain due to COVID-19. Ideas and plans are currently being worked on.
Promote Local Government and Griffith City Council through the organisation and coordination of Local Government Week activities.	4.6.6.1	Provide suitable activities to promote Local Government Week and increase the public's awareness of Local Government objectives and services.	Governance Manager	Number of events held over Local Government Week.	Planning for Local Government Week has commenced taking into consideration Covid 19 restrictions. Online activities are being

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					prepared and some regular events may be postponed until later in the year.
Promote the benefits and social inclusion of volunteering.	4.6.7.1	Engage volunteers to participate in community activities and facilities.	Tourism Manager	Number of volunteers engaged and the number that continue to volunteer.	We have a wonderful, passionate and extremely knowledgeable team of Volunteer Tour Guides that we utilise for our group markets and we are looking at other avenues where we can utilise our volunteers for group activities such as walking tours etc. We also engage with many volunteers during events however due to Covid this year events haven't gone ahead.

Promote reconciliation and embrace our Wiradjuri heritage and culture.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Aboriginal Community Engagement Protocol to be endorsed and implemented by Council.	4.7.1.1	Implement recommendations from Aboriginal Community Engagement Protocol.	Community Development Coordinator	Report on progress to Communities Committee.	Protocols are being implemented with CWP determining all actions after consultation with members.
Prepare Aboriginal Reconciliation Plan and implement recommendations.	4.7.2.1	Form Elders group and undertake consultation process to inform the Aboriginal Reconciliation Plan.	Community Development Coordinator	Report on progress to Communities Committee. Number of consultations held. ARP placed on exhibition and endorsed.	Aboriginal Elders steered the development of the Reconciliation Action Plan but no further actions have been implemented due to COVID 19.
	4.7.2.2	Consult, and or partner with the local Aboriginal Community Working Party (CWP).	Community Development Coordinator	Number of meetings held and number of events held in partnership.	Ongoing partnership.

Promote a healthy and active lifestyle

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Lobby State Government to commit funding in forward estimates for renewal of Griffith Base Hospital.	5.1.1.1	Monitor construction of new Base Hospital.	General Manager	Funding committed by State Government.	NSW Government has committed \$250M for construction of a new Griffith Base Hospital. Stage 1 construction under way. New Ambulatory Care Services Hub operational.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain and renew playgrounds in accordance with the Playground Strategy.	5.2.1.1	Manage and maintain playgrounds in accordance with the Playground Strategy.	Parks & Gardens Manager	Playground safety inspections carried out as per the schedule.	Completion of Enticknap Park playground.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain Council's parks and reserves in accordance with Playground Strategy.	5.2.2.1	Manage and maintain parks and reserves to the level of service.	Parks & Gardens Manager	Parks and reserves maintained within allocated budget.	Parks and reserves continue to be maintained to meet the expectations of the community.
Promote healthy lifestyle programs to the community.	5.2.3.1	Collaborate with Murrumbidgee Local Health District (MLHD) to promote the Make Healthy Normal campaign.	Community Development Coordinator	Make Healthy Normal campaign promoted on Council's web page. Number of initiatives promoted.	Information received from MLHD but no projects implemented.
Continue to build strong networks with sporting bodies.	5.2.4.1	Support local sporting organisations to host major meets in Griffith.	Tourism Manager	2 major sporting events per year.	Unfortunately due to Covid all sporting events we were sponsoring in 2020 with our seed funding were cancelled.

Plan for and provide sporting and recreational facilities to encourage an active lifestyle and wellbeing.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain all Council's sporting ovals.	5.3.1.1	Manage and maintain Council's sporting ovals to the level of service.	Parks & Gardens Manager	Sporting ovals maintained within allocated budget.	Sporting facilities continue to meet the requirements

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					of the sporting associations.
Implement capital upgrades to sporting and recreational facilities as funding becomes available through grants or otherwise.	5.3.2.1	Seek grant funding for capital upgrades on sporting and recreational facilities.	Parks & Gardens Manager	Number of successful grants.	Funding for Jubilee Park and Westend oval will both receive facility upgrades.
Griffith Regional Aquatic Leisure Centre (GRALC) to provide a range of services for the improved health, well-being and lifestyle of the community.	5.3.3.1	Provide a high standard of services and programs in the following areas: general swimming, swimming carnivals, swim school, gymnasium classes and programs, creche, swim squad, kiosk, gymnasium access.	Leisure Services Manager	Aquatic Centre is open a minimum of 4,200 hours per annum. Increase attendances by 5% year on year.	The 4th quarter has been a difficult time with the centre required to close from 12 noon 23 March through till 8am on 13 June due to the NSW Government Public Health Order. Since reopening services have gradually restarted as allowed and as risk assessments have been completed to ensure the safety of all patrons and staff. At the end of June the gym,

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					pools and aerobics classes have restarted. Learn to swim, Aqua Aerobics and Creche are due to start on 20 July 2020. There is currently no start date for the kiosk.
Griffith Stadium to provide a range of services for the improved health, well-being and lifestyle of the community.	5.3.4.1	Provide a clean, functional facility, available to the community.	Leisure Services Manager	Increased utilisation of the Stadium. Compliance with Stadium Maintenance Schedule.	The stadium was required to close at 12 noon 23 March and did not reopen until 1 July 2020 due to the NSW Government Public Health Order.
	5.3.4.2	Construction of new 5 court stadium, 7 netball courts, synthetic athletics track and artificial track and artificial turf hockey pitch.	Leisure Services Manager	New amenities constructed by December 2021.	Contractors took control of the new 50m pool site and began construction on Wednesday 6 May. It is expected that construction of the new 50m pool and amenities block will be completed by 27 January 2021.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					Planning and design continues for the new indoor basketball courts, all weather netball courts, all weather running track and hockey field at Westend Oval with ongoing consultation and negotiation with and between the major sporting groups on the layout of the new fields and courts at Westend.
Prepare a Master Plan for Olympic Street.	5.3.6.1	Incorporate new Community Centre and Skate Park.	Principal Planner Urban Design & Strategic Planning	Construction complete and finalised.	The Olympic street master plan for the Youth Precinct is in draft form currently.
Develop and keep current Master Plan for the 50 m Pool.	5.3.7.1	Griffith Regional Aquatic Leisure Centre undertake public consultation.	Principal Planner Urban Design & Strategic Planning	Specifications finalised.	The new pool is currently under Construction.
Collaborate with Council staff to ensure recreational, road cycling and walking	5.3.8.1	Meet regularly with planning and engineering staff to incorporate pedestrian and cycling recreation in future planning.	Principal Planner Urban Design & Strategic Planning	Regular meetings held.	Ongoing process. Involved in monthly Engineering

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
trails are incorporated in planning in and across the LGA, for locals and the visitor economy.					coordination meetings.
Deliver Urban Design Projects.	5.3.9.1	Scope, design and plan projects of city significance.	Principal Planner Urban Design & Strategic Planning	Number of projects delivered.	Continuous process: Constantly involved in scoping, planning and designing projects of significance for the city of Griffith. Current projects includes the upgrade of Yambil street, the community stage in Community Gardens, the new Community Center, the proposed Pump Track and the revising the draft Entrance Strategy. Projects recently completed is Enticknap accessible

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					playground and the new small stage in Memorial Park.

growing our city

Encourage our local economy to grow

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Attract and host trade delegations to further promote business opportunities within the region.	6.1.1.1	Develop and promote the Business Prospectus to attract new investment in the region.	Economic Development Coordinator	Number of trade delegations to Griffith. Number of meetings held. Prepare new business prospectus.	2020 Prospectus completed and distributed.
Liaise with agencies to develop resources and programs to assist small business to establish in the area.	6.1.2.1	Attend regular meetings with agencies.	Economic Development Coordinator	Number of meetings held.	COVID-19 has impacted meeting with small businesses much harder but we have been sending out weekly business updates to assist SMEs each week to all registered ABN holders from the ABR data.
Work with new tourism related industries and build relationships.	6.1.3.1	Build new industries into Griffith's Tourism Product offering.	Tourism Manager	Ensure new industries and products are built into tour itineraries.	We are continually and consistently ensuring new industries and products are built into itineraries (both

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					independent and groups). Our recent face to face consultations (which involved over 140 stakeholders from Griffith and region) for our Griffith Destination Tourism Plan 2021-2024 was a great platform to reach out to new/ up and coming experience opportunities! And our latest Visitor Guide which was released in March 2020 has a huge focus on industry. We are also working on 'Meet the Maker' style video clips focusing on our unique industries which will be shared on digital platforms and will in turn create an interest for national media opportunities as well.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	6.1.3.2	Meet with industry and gain an understanding of the scale of the industry.	Economic Development Coordinator	Number of meetings held	Webinars attended during COVID-19 outbreak.
Profile Griffith as a vibrant, contemporary regional hub, a great place to do business.	6.1.5.1	Continue to build strong business relationships and networks. Attend business events/breakfasts and facilitate meetings. Promote Griffith in a national publication as a great place to invest.	Economic Development Coordinator	Number of business meetings hosted.	Prospectus 2020 completed.

Promote opportunities to assist existing businesses to grow.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Seek funding applications to run professional development for local businesses.	6.2.1.1	Partner with stakeholders such as the Griffith Business Chamber, Business Enterprise Centre and Regional Development Australia (RDA) Riverina to apply for funding and run events for local businesses.	Economic Development Coordinator	Number of events per year.	Face to face training have been put on hold due to covid, weekly covid newsletters provided ABN holders with webinar and professional development advice.
Participate in the Small Business Friendly Councils Program and implement	6.2.3.1	Continue to build the strong partnership with Small Business Council and Griffith City Council.	Economic Development Coordinator	Regular reporting completed as per agreements and on time.	New Easy to do Business representative appointed for Griffith.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
initiatives to promote the region as a place to do business.	6.2.3.2	Griffith Now Hiring program to attract skilled workers.	Economic Development Coordinator	Number of skilled workers attracted to the region.	April was Griffith's feature month on Country Change so we provided video footage and content to be uploaded. Filmed a new Griffith Now Hiring video as well and updating the Griffith Now Hiring website with a job search tool.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Implement best practice development guidelines.	6.3.1.1	Comprehensive DCP prepared.	Planning & Environment Manager	DCP adopted.	DCP approved at Council meeting 11/08/2020 becomes operational 09/09/2020
Lake Wyangan Masterplan	6.3.2.1	Master Plan Lake Wyangan.	Planning & Environment Manager	Adoption of Layout Plan for a fully covered recreational area, Potable Water Reticulated Master Plan, Sewerage Reticulation Master	To Provide

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
				Plan and Drainage Master Plan.	

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Communicate Griffith as a progressive agricultural region.	6.4.1.1	Promote Griffith as the agricultural powerhouse of the Riverina, share good news stories across social platforms and profile in regional editorial.	Tourism Manager	Minimum two stories in major publications/ networks or media visits.	Continually sourcing opportunities for new promotion and sharing good news stories across all platforms. Especially at the moment during Covid-19, the fact we are an agricultural powerhouse has been very evident and a really positive way to be able to continue to promote ourselves as such. The launch of the new Visitor Guide also reinforces this message with our front cover and photography, info graphics and

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					industry profiles throughout the guide. And as mentioned in 6.1.3.1 we are also working on 'Meet the Maker' style video clips to showcase Griffith as a progressive agricultural region.

Promote Griffith as a desirable visitor and tourism destination.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Update the Griffith Marketing Plan 2018-2021.	6.5.2.1	Update the Griffith Marketing Plan, adopt by Committee and implement. This plan highlights our key destination assets - food and wine, Italian heritage, friendly people.	Tourism Manager	Marketing plan updated and endorse by the Tourism and Major Events Committee.	Face to face consultation for the Griffith Destination Tourism Plan 2021-2024 will be carried out in August with 140 local and regional stakeholders to be engaged. Given the current severe impact of Covid 19 on our destination and businesses, the development of this DTP is critical for

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					Griffith to ensure we collectively have an agreed plan into the future by identifying appropriate opportunities to grow visitation to our destination in all key segments for the benefit of our community. The DTP will be a wide-ranging strategic and living document and the single point of reference for the future development and marketing of tourism and events in Griffith. It will encompass marketing, events, product experience and infrastructure development as well as access.
Establish the Citrus Sculptures as one of Australia's most unique events.	6.5.3.1	Develop a media kit to generate media interest in the Citrus Sculptures and Spring Fest event.	Tourism Manager	Media Kit developed by July 2019.	DNSW grant funding application submitted in March for Spring Fest 2020. Relevant collateral kept up to date and

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					media opportunities arranged accordingly. Due to Covid-19 the Citrus Sculptures won't be going ahead as they normally do this year.
Increase Griffith's presence on TripAdvisor and Google.	6.5.4.1	Manage the TripAdvisor platform, Australian Tourism Data Warehouse (ATDW) and Visit Griffith website, invigorate local listings, facilitate ownership to businesses.	Tourism Manager	Increase in TripAdvisor and Google comments/reviews and record in the Tourism monthly report.	<p>Feedback via digital platforms such as TripAdvisor, Google and Facebook is continually encouraged.</p> <p>We continue to facilitate listings of tourism stakeholders on digital databases such as the Australian Tourism Data Warehouse (ATDW) and the Visit Griffith website.</p>
Increase conference market.	6.5.5.1	Create Conference Planner.	Tourism Manager	Conference Planner created Dec 2019.	We encourage local event suppliers to establish profiles on relevant digital platforms and proactively engage with potential

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					business event organisers.
Develop a new Visitor Guide 2019/21 and Ambassador Program.	6.5.7.1	Cost and develop a proposal and roll out.	Tourism Manager	New Guide released in 2019.	The new guide was successfully launched on 5 March 2020.
Develop and manage Pioneer Park as a significant tourism attraction for the region.	6.5.8.1	Develop an annual program of activities and events at Pioneer Park to attract and engage a diverse demographic with facilities and collections.	Griffith Regional Arts & Museum Manager	Two large events and 4 smaller community engagement activities conducted each year.	Due to COVID-19 community activities occurring at the Museum has been significantly curtailed. A new program of community cultural activities will be activated next term. It is proposed that the Multi-cultural Play group meets at the Museum - there is already a general play group that meets weekly - and this would be the basis of engagement with multi-cultural communities. The new radio display and activation by the Wagga Amateur

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					radio club will be developed next quarter. A new radio play presented in conjunction with GRAPA and utilising local history stories will also take place in Q1 and Q2 2020-2021.
	6.5.8.2	Identify key aspects of the collections and facilities and develop ways to promote these as featured tourist attractions.	Griffith Regional Arts & Museum Manager	One aspect of collection identified and new promotional materials developed and circulated per year.	During this quarter the Curator continued making videos engaging around the Museum collection- working on a What the Museum Does video for local Government Week and interview with local figure Noel Townsend. The collections videos have been extremely successful with over 8,100 views of the spanish flu video and 3,300 of the polio video. The Curator was invited by ANU Alumni to present a zoom

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					webinar on her career and work at the Museum, following viewing by ANU researchers of her video.
	6.5.8.3	Develop an annual marketing plan to promote the facility and actively engage with potential visitors.	Griffith Regional Arts & Museum Manager	Increase annual visitation by 3 - 5 %.	Despite the pandemic marketing activities for the Museum have continued with regular Facebook posts and sharing of videos relating to the collection. A new brochure has been drafted and will be introduced in the new financial year.
	6.5.8.4	Develop a range of educational and promotional resources, including digital resources, to promote the facility and actively engage with potential visitors.	Griffith Regional Arts & Museum Manager	Increase public engagement with Pioneer Park Museum social media by 5 -10%	The curator videos on the Spanish flu and Iron Lung have received 8,900 and 3,300 views on Facebook to date. This is an unprecedented level of engagement with the Museum on social media; other content including

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					several photos linked to local stories have also received thousands of views. This is a very significant increase on previous years were maximum views would rarely amount to 1000 views over an extended time period, and most posts would generate less than 40 views. Due to COVID 19 physical engagement with schools has been difficult, although the Curator has received a number of requests for incursions which will take place in Q1 2020-21. The curator videos have been accessed by local schools and are a factor in increased education engagement.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	6.5.8.5	Improve interpretive and directional signage within Griffith Pioneer Park Museum.	Griffith Regional Arts & Museum Manager	New interpretive signage installed by June 2020.	Directional signage has been completed and installed. Interpretive signage for the Todd exhibition has been created and installed. New interpretative signage across the site has been designed and is in production.

Encourage a skilled workforce with employment opportunities

Increase the range of opportunities to work locally.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Identify opportunities for Council traineeships and work experience programs.	7.1.1.1	Identify opportunities within organisation structure for potential traineeships.	Workforce Planning Manager	Number of trainees and apprentices employed. Number of work experience placements.	There are currently 4 Bachelor of Engineering Trainees, 2 Apprentice Plumbers (existing staff, mature aged), 3 x School Based Trainees (Workforce

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					Planning, GRALC, Art Gallery).
Work with agencies including the RDA Riverina and Griffith Business Chamber to increase the range of opportunities to work locally.	7.1.3.1	Regular meetings held with agencies to increase opportunities to work locally.	Economic Development Coordinator	3 meetings per year per agency.	Going forward the Griffith Now Hiring program will also focus on local job seekers after the effects of COVID.

Develop partnerships to build on quality education and training opportunities.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Support local providers of educational and skills programs.	7.2.2.1	Provide ongoing advocacy support to existing organisations delivering services locally.	Economic Development Coordinator	Promote Country Universities Centre.	Attended Grow Our Own zoom meeting.

Advocate for safe work practices and employment standards.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide a compliant Work Health Management system to meet legislative and	7.3.1.1	Undertake review of WHS policies.	Human Resources and Risk Manager	RTW Program reviewed annually.	Work Health Safety procedures are constantly reviewed with changes to the legislation. Council have implemented new Software
				WHS policies reviewed.	

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
organisational requirements.					ChemWatch and Vault to assist Council to maintain compliance with WHS requirements. At the 28 May meeting Recover at Work procedure was reviewed and the 20 February 2020 Contractor Management. WHS Committee have meet five (5) times within the 2019/2020 Financial Year.
	7.3.1.2	Provide a relevant training calendar for staff development and compliance in WHS.	Workforce Planning Manager	Number of staff provided with WHS training.	WHS training requirements identified in annual training calendar.
				Number of WHS initiatives implemented.	
	7.3.1.3	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.	WHS Committee have meet five (5) times within the 2019/2020 Financial Year these being in

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
				Number of WHS Committee meetings held.	October, November, December 2019, 20 February and 28 May 2020. Note: as previously stated the August 2019 meeting did not go ahead.
Promote Employee Health & Wellbeing within Council.	7.3.3.1	Facilitate opportunities for training and policies to improve staff wellbeing.	Human Resources and Risk Manager	Four Health and Wellbeing Articles annually. Hold two Health and Wellbeing staff awareness programs.	2019/2020 Health and Well-being targets have been achieved. This may be unachievable for the 2020/2021 financial year due to the Covid-19 restrictions.

Provide and manage assets, services and facilities

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain water infrastructure including reservoirs,	8.1.1.1	Manage and maintain water infrastructure as per budget.	Director - Utilities	Works completed as per budget allocation.	Griffith and Yenda Water Treatment plants, reservoirs and the water main

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
mains and treatment plants.					reticulation system constantly maintained and operational - ongoing. Upgrade works to the sand filters at the Griffith Water Treatment Plant continue during 2020.
Maintain sewer infrastructure including pump stations, rising mains and treatment plants.	8.1.2.1	Manage and maintain sewer infrastructure as per budget.	Director - Utilities	Works completed as per budget allocation.	Operation and maintenance of all sewer infrastructure is being carried out as per regulatory requirements and within Councils operational budget.
Plan and provide water and sewerage services that meet growth demands.	8.1.3.1	Update Developer Service Plans (DSP) for water and sewerage to ensure adequate infrastructure plans in place for future demand.	Director - Utilities	Completion of DSP for water and sewerage December 2019.	Suitable Consultants are being sought to provide quotes for Lake Wyangan DSP's related to the Masterplan. Update of existing water and sewer DSPs will commence once the Lake Wyangan Masterplan completed.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Design and construct reticulated sewerage network for villages of Lake Wyangan, Nericon and Tharbogang.	8.1.4.1	Design and construct Lake Wyangan and Nericon reticulated sewerage.	Director - Utilities	Construction and commissioning of Lake Wyangan and Nericon sewer to be completed by December 2018.	Completed last financial year
Design and construct reticulated water network to accommodate expansion of residential land releases.	8.1.5.1	Design and construct water mains in accordance with allocated budget.	Director - Utilities	Complete designs and construction as required.	Progressing as per Capital works program and within allocated budget.
Maintain water pressure zones and metered districts infrastructure.	8.1.6.1	Monitor flows and pressure for variations, anomalies and flow patterns.	Director - Utilities	Compliance with minimum flow rate and pressure standards as per Supply Levels of Service policy.	Ongoing monitoring of flows and pressures in pressure reduced zones for abnormalities and effectiveness to ensure Service Level Standards are maintained. Council has engaged Consultants AECOM to develop a Hydraulic model of

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					the Drinking water reticulation network to enable better prediction of pressure and flow requirements within the existing and growth areas of the city and surrounding villages.
Maintain water meter replacement program to ensure meter age less than 10 years.	8.1.7.1	Manage and maintain Griffith and villages water meter annual replacement program.	Director - Utilities	800 replacements per annum.	Ongoing as staff resources allow.
Maintain an annual water mains replacement program.	8.1.8.1	Manage and maintain Griffith and villages water mains replacement program in accordance with allocated budget.	Director - Utilities	100% capital works for water mains completed by June 2019.	Progressing as per Capital works program and available budget allocations.
Provide engineering design and referral services to internal departments within Council.	8.1.9.1	Engineering design and referrals provided to Council departments.	Engineering Design & Approvals Manager	Design progression and referrals reported quarterly.	Engineering Referral timeframes have improved with the implementation of streamlined documentation for engineering referrals for low impact developments. The updating of the Engineering

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					Guidelines documentation is continuing which will assist in improving referral timeframes. Design and survey department are currently meeting the timeframes prioritised with the Council's Works Department.
Provide gravel from the Tharbogang quarry to meet the demands of Council's road building projects.	8.1.10.1	Gravel extraction to be carried out as per licence and development application requirements.	Waste Operations Manager	Gravel meets the demand required for Council roadworks whilst maintaining extraction limits.	Gravel extraction is at a minimum.
Maintain and develop infrastructure and services to bring together willing buyers and sellers of livestock in the Western Riverina region.	8.1.11.1	Manage and maintain Griffith Livestock Marketing Centre within allocated budgets.	Director - Utilities	Griffith Livestock Marketing Centre maintained to facilitate and maximise the buying and selling of livestock with a target of 450,000 head of sheep and ability to sell cattle when required.	Budget allocations are currently being maintained.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	8.1.11.2	Upgrade existing facilities to improve selling conditions for sheep yards.	Director - Utilities	Capital works to be maintained in the allocated budget each financial year.	Works progressing as per capital budget allocations.
Efficiently manage and maintain Council's fleet services.	8.1.12.1	Maintain a modern and suitable fleet to meet the requirements of Council's services and facilities.	Fleet & Depot Manager	Maintain 80% utilisation target of all fleet items.	Due to a stop on plant replacement the planned plant replacement program was not be completed in the 2019/20 financial year. The stop on plant replacement was made due to the COVID-19 pandemic.
	8.1.12.2	Provide efficient fleet services to Council.	Fleet & Depot Manager	Minimise downtime of fleet through proactive maintenance and plant replacement.	All major plant items are regularly maintained to manufacturers specifications or better. Some minor plant items are outstanding however these are generally under utilized items. Plant replacement is completed for this financial year with the exception of 2

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					vehicles that are still on order.
Advise on the delivery of a new Cemetery and Crematorium.	8.1.13.1	Explore options for the new Cemetery and crematorium.	Principal Planner Urban Design & Strategic Planning	Location for the new Cemetery and Crematorium finalised.	Urban Design is only involved in certain stages in this process. Currently waiting on direction.
Provide cemetery facilities to meet the needs of the community.	8.1.14.1	Manage and maintain Griffith, Yenda and Bagtown cemeteries within allocated budgets.	Parks & Gardens Manager	Cemeteries managed efficiently and to agreed service standards.	New lawn beams have been constructed in Lawn 5 and also 19 double below ground vaults will be completed within June 2020.
Maintain Griffith Airport infrastructure including terminal buildings, runways and carparks.	8.1.15.1	Maintain and manage Griffith Airport in accordance with Civil Aviation Safety Authority (CASA) standards.	Director - Infrastructure & Operations	Successful completion of annual CASA audit.	Griffith Airport maintained and managed in accordance with Civil Aviation Safety Authority (CASA) standards. All documents undergoing review in preparation for annual inspections in August.
	8.1.15.2	Implement recommendations of annual CASA audit.	Director - Infrastructure & Operations	CASA recommendations implemented.	Griffith Airport continues to be maintained and

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					managed in accordance with Civil Aviation Safety Authority (CASA). The conversion of all lights to LED was completed in Q4.
Ongoing review & assessment of Asset Management Plans for all asset classes.	8.1.17.1	Review & update Asset Management Plans for Council infrastructure.	Asset Management Coordinator	Provide annual report to Senior Management Team on status of Asset Management Plans by 30 June.	Processing asset data following valuation. Updated condition profiles and values will be used in asset management plans.
	8.1.17.2	Complete cyclical Valuation Reviews on each Asset class as required under statutory guidelines.	Asset Management Coordinator	Annual review of each Asset Class by 31 March.	Valuation has been completed by external valuers and is under review prior to final sign off.
				Complete scheduled revaluation of each Asset Class according to revaluation schedule.	
Develop a Business Process Manual for Asset Management.	8.1.20.1	Develop a Business Process Manual that specifies how Council will procure and maintain asset inventory and spatial data and processes to ensure our asset data is kept relevant and up to date.	Asset Management Coordinator	Business Process Manual maintained and kept up to date on an ongoing basis. Status report to Director Business, Cultural & Financial	This is an ongoing program to document Assets team work procedures

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
				Services by 30 June annually.	
Provide GIS services to the organisation.	8.1.21.1	Provide timely, responsive GIS services for Council.	Asset Management Coordinator	Respond to GIS work requests within 48 hours.	GIS assets officers are managing the CRM Workload. They have eliminated the CRM backlog and providing timely services to internal and external customers.
	8.1.21.2	Complete rural addressing project.	Asset Management Coordinator	Rural addressing project completed by 30 June 2020.	Ongoing. Project is being undertaken within the Corporate Information department.
Maintain street sweeping program to improve quality of stormwater run off.	8.1.22.1	Manage and maintain street sweeping program.	Works Manager - Maintenance	Street sweeping undertaken as per program.	Street sweeping undertaken as per program and up to date.
Provide regular upkeep to ensure tourism facilities are attractive, accessible and social media friendly.	8.1.23.1	Masterplan for Visitor Information Centre updated.	Tourism Manager	Successful budget bids.	We are currently upgrading the old coach terminal into a much needed Meeting room. The Interpretive Display area within the centre will be the

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					next major project once the Griffith Destination Tourism Plan (DTP) is completed to ensure we are showcasing consistent themes.
	8.1.23.2	Audit of Tourism Assets and interpretive signage.	Tourism Manager	Completed October 2019.	Ensuring our budget bids allow for upkeep.
Develop and implement a Strategic Asset Management Plan for Griffith Pioneer Park Museum.	8.1.23.1	Complete site survey to capture and map existing services and develop detailed site map.	Griffith Regional Arts & Museum Manager	Map of site and services completed by 31 August 2019.	Site map has been completed. Additional information has been added as it becomes available.
	8.1.24.2	Carry out detailed inspection and develop pest control report for site.	Griffith Regional Arts & Museum Manager	Pest Control Report completed by 31 August 2019.	Completed .
	8.1.24.3	Program and carry out asset maintenance and pest control activities in accordance with Asset Maintenance and Restoration Plan. Review progress annually.	Griffith Regional Arts & Museum Manager		Pest management activities were carried out as required. A 5 year maintenance and management plan has been developed.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Implement Heavy Vehicle Strategy recommendations.	8.2.1.1	Investigation, design and land acquisition for future stages of the Southern Industrial Link Road.	Engineering Design & Approvals Manager	Complete investigation and design to identify land acquisition requirements.	Design completed for intersections of Kidman Way (Lavender Bend), Brown Road, Brogden Road, and Bromley Road to allow the progression of construction of the Southern Industrial Link Road. Significant consultation required with Transport of NSW and essential service providers to ensure design was complete with all external stakeholder concurrence. Options Report and Concept Design completed for Kurrajong Avenue road widening from Old Wilbriggie Road to Irrigation

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					Way which has allowed for costing of project and submission of application for funding of the project.
Maintain regional and local road infrastructure network as per adopted service standard.	8.2.3.1	Maintain regional and local roads and traffic facilities to adopted service standards.	Works Manager - Maintenance	Works carried out within Council's allocated budget.	Shoulder grading and re-sheeting on state road have completed. Heavy patching works on local roads have been completed. Rural Reseals have been completed. Construction of Hanwood Cycle Way is 90% complete.
	8.2.3.2	Develop and implement annual gravel re-sheeting program.	Works Manager - Maintenance	Works carried out within Council's allocated budget.	Gravel re-sheeting program have been complete within the allocated funds.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	8.2.3.3	Sealed roads rehabilitation program implemented in accordance with Asset Management Plan.	Works Manager - Maintenance	Works carried out within Council's allocated budget.	Stage 2 of Yambil Street rehabilitation have commenced and it 80% completed.
Develop and improve the transport network through rehabilitation and capital works.	8.2.4.1	Construct roads in accordance with Capital Works Program.	Works Manager - Construction	Works carried out within Council's allocated budget.	<p>i) Gravel Resheeting program completed.</p> <p>ii) Bromley Road - Pavement construction as such has been completed. Remaining minor works are installation of safety barrier, installation of signs, final sealing and linemarking. All will be done before the completion of GSIL Stage 6b project.</p> <p>iii) Realignment of Bromley Road and Kidman Way- Relocation of MI supply channel is progressing but</p>

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					almost complete; Earthworks on local roads are progressing; Certified drawings from Essential Energy received for the street lights and relocation of electrical poles. Major design issues with TfNSW have been resolved. Waiting for TfNSW comments on Traffic Management Plan.
Construction of the Southern Industrial Link Road (Heavy Vehicle Strategy).	8.2.5.1	Construct Bromley Road.	Works Manager - Construction	Works carried out within Council's allocated budget.	Designer of Safety Barrier was engaged to design the safety barrier. Awaiting for the design to send RFQ from potential contractors.
	8.2.5.2	Construct Bromley Road/Kidman Way intersection.	Works Manager - Construction	Works carried out within Council's allocated budget.	Relocation of MI supply channel is almost complete. Only specialized works on gates and

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					<p>control of irrigation structures to be done by MI remains.</p> <p>Earthworks/ subgrade works are progressing. Land acquisition is 90% complete with a deed required to be signed by a bank for completion.</p> <p>Realignment of Bromley Road and Brogden Roads are progressing.</p> <p>Essential Energy Certified design construction drawing on relocation of electrical assets and street lights has been received.</p> <p>Major design issues raised by TfNSW have been sorted out. Waiting for the concurrence of Traffic Management Plan from TfNSW.</p>

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Investigate strategies to attract additional air services.	8.2.6.1	Discussions with regional airlines.	Economic Development Coordinator	Number of meetings held.	Regular contact with Sharp Airlines, they are back in the air after COVID. REX still operating weekly service during COVID as well.
Develop opportunities for heavy vehicles to access Griffith City, in conjunction with the Heavy Vehicle Link Road system.	8.2.7.1	Liaise with stakeholders and industry regarding opportunities to improve heavy vehicle transport routes.	Economic Development Coordinator	Number of meetings held.	Southern Industrial Link upgrades continuing to progress. WR Connect freight hub progressing to Gate 2 of Inland Rail Freight Study with EY. GCC part of the working group with Leeton Shire.

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 the surrounding villages.	8.3.1.1	Implement a place activation project in the city centre of Griffith.	Principal Planner Urban Design & Strategic Planning	Report progress to CBD Working Group.	Constantly looking at areas to activate in Griffith and the surrounding villages. Applied of funding to active Kooyoo street as

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					part of Banna Lane with vivid style projected images and sound.
	8.3.1.2	Investigate and prepare, where appropriate, place activation plans for the surrounding villages.	Principal Planner Urban Design & Strategic Planning	Report progress to CBD Working Group.	Ongoing. Draft as Place Activation Strategy for both Griffith and the Villages. Council supported the new skate park in Yenda and is also looking into developing some activation at the Woman's Land Army park in Hanwood.
Deliver entrance statements at the main entrances into the City of Griffith in keeping with the Griffith Entrance Strategy.	8.3.2.1	Finalise and adopt the Griffith Entrance Strategy.	Principal Planner Urban Design & Strategic Planning	Griffith Entrance Strategy and relevant action is adopted.	Council received funding for the construction of 3 entrance Signs to the City. This is a priority project. Ongoing search for additional funding streams for the remaining two entrances into the City.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Deliver streetscape upgrades to Yambil Street, Kooyoo Street and Olympic Street consistent with the Griffith CBD Strategy.	8.3.3.1	Design phase two and three of the Yambil Street Upgrade.	Principal Planner Urban Design & Strategic Planning	Design specifications for tender documentation has been prepared.	Ongoing. Finalised the design of stage 3 and 4 of Yambil street.
Liaise and support CBD Strategy Working Party in implementing Place Creation Strategies.	8.3.4.1	Support the CBD Strategy Working Party in seeking grant funding to facilitate workshops that engage the community in decision making process.	Economic Development Coordinator	Regular meetings with the Urban design team and meeting with the CBD Working Group.	We were successful in receiving a grant for the Pump Track through the Stronger Country Communities Fund.
Provide specialist advice to strategic projects.	8.3.5.1	Consult and evaluate projects where needed.	Principal Planner Urban Design & Strategic Planning	Number of projects delivered.	This is a ongoing process.

Mitigate the impact of natural disasters.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Retain formal relationships through the Floodplain Management Committee and appropriate government agencies for	8.4.1.1	Complete investigation, design and implementation of flood mitigation measures in accordance with OEH funding guidelines.	Water & Wastewater Manager	Report to Floodplain Management Committee and OEH on progression of funded works.	Yoogali McCormack Rd Levee and DC605J Culvert Upgrade Project: The project has been awarded to B&C Plumbing. Approval for the construction work

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
planning, funding and response to flooding.					<p>of Yoogali DC605J Culvert Upgrade is being sought from RMS and MI. Construction work has been scheduled to start from October 2020.</p> <p>Hanwood Stormwater Pump and Levee Project: Funding application has been made to DoPIE and awaiting approval.</p>
Lead and guide the local emergency community through participation in the Local Emergency Management Committee.	8.4.2.1	Facilitate Local Emergency Management Committee meetings quarterly.	Director - Infrastructure & Operations	Meetings held and recommendations implemented.	Local Emergency Management Committee held once in Q4 via Zoom. Regional Emergency Operations Center operational twice weekly throughout Q4. Local Meetings no longer required for COVID-19 as the response locally was minimised.

valuing our environment

Enhance the natural and built environment

Encourage considered planning, balanced growth and sustainable design.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Manage and maintain an efficient Development Application process as per legislative requirements.	9.1.1.1	Implement the Planning Department service review.	Director - Sustainable Development	Service review milestones achieved.	Ongoing continuous improvement
	9.1.1.2	Implement the outcomes and recommendations of the Development Assessment Review.	Planning & Environment Manager	Average DA turn around times under 40 days to avoid deemed refusals.	Ongoing
Transition to online development applications	9.1.2.1	Liaise with Department of Planning and Environment over the implementation of the planning portal.	Planning & Environment Manager	Online DA application process operational.	Awaiting guidance from the Department e-planning webinar to be attended 12/08/2020
Investigate and regulate unauthorised building works and land use.	9.1.3.1	Review and implement protocols to deal with unauthorised building works and land use.	Planning & Environment Manager	Number of matters investigated and finalised.	This process has been continued since the appointment of a planning compliance officer April this year. Registers of issues and compliance action taken to remedy has been

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					updated which include both historical and new.
	9.1.3.2	Develop a compliance database.	Planning & Environment Manager	Compliance database created.	Data base constantly updated in EDM and CRM's assist monitoring of workload.
Provide guidance on potential development, construction and planning issues.	9.1.4.1	Hold regular forums with developers, consultants and stakeholders.	Planning & Environment Manager	Annual forums held. Number of pre-lodgement meetings addressed.	Submissions requested on strategic documents - LSPS, DCP, LUS, GLEP (DCP now approved by Council)
Maintain Council processes consistent with Department of Planning and Environment requirements.	9.1.6.1	Adjustments made to Council processes as required.	Planning & Environment Manager	Compliance with Department of Planning and Environment requirements.	Ongoing.
Review the LEP, DCP and DC's to reflect Urban Microclimate Design principles linking urban climate, water	9.1.8.1	Define key Urban Microclimate Design principles and source funding.	Environment, Health & Sustainability Coordinator	Key Urban Microclimate Design principles 25% complete.	Reviewed as part of Local Strategic Planning Statement preparation

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
sensitive urban design (WSUD), green infrastructure and human health from street to city scale.					

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Develop Griffith City Council On-Site Sewage Management (OSM) Plan.	9.2.1.1	Develop structure for OSM Plan, determine process for capturing OSM information within Authority, HP Records Manager & Intramaps and commence development of OSM Plan.	Environment, Health & Sustainability Coordinator	On-Site Sewage Management (OSM) Plan complete.	Commenced a review of Council's Onsite Sewerage Management Plan

Deliver projects to protect and improve biodiversity and biosecurity.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Deliver a noxious weeds eradication and control program.	9.3.1.1	Manage and maintain Council's noxious weeds program	Parks & Gardens Manager	Number of inspections and spraying programs undertaken.	Weed inspection and control on Crown, Rural and Road Reserves is ongoing to meet the DPI guidelines.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Development of Griffith City Council Roadside Vegetation Management Plan.	9.3.2.1	Develop structure and commence development of the GCC Roadside Vegetation Management Plan.	Environment, Health & Sustainability Coordinator	Roadside Vegetation Management Plan 50% complete.	Project completed.

Value and protect our heritage buildings and precincts.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Review heritage database and study.	9.4.1.1	Respond to requests for heritage consideration.	Director - Sustainable Development	Number of heritage matters considered.	on-going

Improve sustainable land use.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Develop a Contaminated Land (CL) Register for Griffith City Council LGA.	9.5.1.1	Determine process and identify CL sites for Register, determine process for capturing CL information within Authority, HP Records Manager & Intramaps (the Register) and source funding.	Environment, Health & Sustainability Coordinator	CL sites identified 25% complete. CL register 25% complete.	Participated on the Executive Committee working toward the delivery of the Council Regional Capacity Building Program - UPSS and CLM project. Data Capture and Site Inspection Management Mobile Mapping

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					Application being developed.

Use and manage our resources wisely

Manage Griffith's water resources and water quality responsibly.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Offer rebates for water efficient devices.	10.1.1.1	Rebate program for water efficient devices provided.	Director - Utilities	Number of rebates provided.	Rebate program available- ongoing.
Maintain Risk Based Drinking Water Management System in accordance with State Government requirements.	10.1.2.1	Risk Based Drinking Water Management System - review and update if required.	Director - Utilities	Risk Based Drinking Water Management System prepared in accordance with legislative requirements. Compliance with Australian Drinking Water Guidelines and results published monthly on Council's website.	Ongoing improvement of management system. Producing water complying with Australian Drinking Water Guidelines. Review currently being carried out.
Commence Lake Wyangan and Catchment	10.1.3.1	Commence implementation of 3 priority LW&CM Strategy recommendations and source funding.	Director - Sustainable Development	Implementation measures determined once priority actions agreed. Funding	Contract for Sediment Ponds and Wetlands

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Management Project.				measures determined once priority actions agreed.	construction awarded

Reduce energy consumption and greenhouse gas emissions.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Investigate opportunities to implement energy efficient fleet and depot buildings.	10.2.1.1	Establish baseline data of fleet energy consumption.	Fleet & Depot Manager	Fleet energy consumption data prepared by 30 June.	Fleet energy consumption and carbon calculations have been provided. This measure needs to be made against working hours / kilometres to get a true reflection of energy usage in the fleet.
Liaise with local energy provider to maintain and upgrade street lighting.	10.2.2.1	Identify and implement opportunities to improve street lighting.	Director - Infrastructure & Operations	Street lighting issues identified and reported to Essential Energy. Implement new technologies as they become available.	Council continues to participate in the Southern Lights project which is now a combined LED streetlight project with RAMROC, REROC, CENTROC,

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					CBRJO and Broken Hill City Council. Council received funding from TfNSW for Street lighting associated with Hanwood Cycleway crossing over Kidman Way south of Hanwood.
Continue to undertake Energy Audits on Griffith City Council facilities.	10.2.3.1	Complete Energy Audit on GCC's buildings.	Environment, Health & Sustainability Coordinator	Number of audits undertaken.	Project completed.

Provide environmentally sustainable waste management services.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Continually upgrade the existing waste management centres to provide waste handling to accommodate the current and future needs of the community.	10.3.1.1	Continue utilisation and upgrading of existing landfilling facilities.	Waste Operations Manager	Statutory reports submitted in accordance with licencing requirements.	Drainage works have been completed which deals with flooding issues on the southern body of the Landfill.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Encourage resource recovery and kerbside recycling.	10.3.2.1	Provide and promote resource recovery and recycling initiatives.	Waste Operations Manager	Provide relevant information to the community in relation to resource recovery services.	The volume of product being recycled has increased.
Maintain waste collection contract for domestic and recycling waste and maintain commercial, street and park waste collection.	10.3.3.1	Provide commercial, street and park bin collections.	Waste Operations Manager	Ensure daily collection service is provided. Bin network maintained.	The service contracts for the domestic and recycling waste collection is successful.
	10.3.3.2	Liaise with collection contractor to ensure that both domestic and recycling bins are serviced.	Waste Operations Manager	Ensure that contractor is servicing the domestic and recycling bin network as per contract.	All bins are serviced as per collection contract.
Deliver a Local Organics Collection Service for the Griffith Community.	10.3.4.1	Consult the Griffith Community to measure support for Garden Organics (GO) only or Food Organics and Garden Organics (FOGO) waste collection (kerbside, public place and business) organics diversion service. Determine business case for GO or FOGO organics diversion.	Environment, Health & Sustainability Coordinator	Objective measure of Community support for (GO) and (FOGO) organics diversion service.	Not progressed

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Investigate Biomass business opportunities for bio energy production and consumption (GCC & Regional). (Waste to Energy).	10.4.2.1	Undertake fuel study of region to consolidate existing data. Cost Biomass power plant to test commercial viability.	Economic Development Coordinator	Study and report prepared.	Council meets with interested waste energy providers as required.
Determine Mid Scale Solar Behind the Meter business opportunities (GCC & Community).	10.4.3.1	Undertake study of Mid Scale Solar applications. Cost Mid Scale Solar to test commercial viability.	Environment, Health & Sustainability Coordinator	Mid Scale Solar applications study complete.	No progress made on this Performance Measure during 2019 - 2020, Qrt 4 period.

Plan and implement programs to improve sustainability.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Implement the Street Tree Preservation policy.	10.5.1.1	Administer Street Tree Preservation policy.	Parks & Gardens Manager	Compliance with Street Tree policy. Number of street trees planted.	The Tree Preservation assessment application are complete.
Engage Council in Renewable Energy opportunities/deliverables.	10.5.2.1	Develop Renewable Energy Policy for Council. Commence development of Renewable Energy Master Plan. Source funding for Renewable Energy Master Plan. Rejoin OEH Sustainability Advantage program.	Environment, Health & Sustainability Coordinator	Renewable Energy Policy, complete. Renewable Energy Master Plan commenced. Source funding for	No progress made on this Performance Measure during 2019 - 2020, Qrt 4 period.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
				Renewable Energy Master Plan.	