

<b>CLAUSE</b>	<b>CL13</b>
<b>TITLE</b>	<b>Second Quarter Performance Report 2021/22 - Budget Review and Operational Plan Incorporating the December Delivery Program Progress Report</b>
<b>FROM</b>	<b>Vanessa Edwards, Finance Manager</b>
<b>TRIM REF</b>	<b>22/12814</b>

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### **SUMMARY**

Council is required to review its Operational Plan within two months of the end of each quarter. Council must review both its financial position and the Operational Plan Actions (Performance Indicators) adopted for 2021/22 for the quarter ended 31 December 2021.

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

### **RECOMMENDATION**

- (a) Council note the variations to the 2021/22 original budget for the quarter ended 31 December 2021 as presented in this report.**
- (b) The Financial Review and any additional approved variations for the quarter ended 31 December 2021 be adopted.**
- (c) Council adopt the 31 December 2021 Operational Plan Review advising the extent to which the Operational Plan Actions (Performance Indicators) have been achieved.**
- (d) Council endorse minor amendments to the Organisational Structure as per this report.**

### **REPORT**

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

Each of these requirements will be dealt with as follows:

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

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

## 2) BUDGET REVIEW STATEMENTS AND REVISION OF ESTIMATES

The Financial Review document comprises:

- Report by the Responsible Accounting Officer at 31 December 2021.
- Income and Expense Budget Review Statement (Fund Level) at 31 December 2021.
- Income and Expense Budget Review Statement (Function Level) to 31 December 2021.
- Capital, Cash and Investments Budget Review Statement at 31 December 2021.
- Budget Review Contracts at 31 December 2021.
- Budget Review Consultancy and Legal Expenses at 31 December 2021.
- Budget Review Councillor Expenses at 31 December 2021.

### REVISED OPERATING STATEMENT

The revised operating statement at 31 December 2021 currently shows an estimated surplus from operating activities before capital amounts of \$355,604. The original adopted Operational Plan for 2021/22 showed a surplus from operations before capital grants of \$2,613,289

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

The overall review of the first six months reveals a number of operating budget variations as summarised below, compared to the original budget for 2021/22.

Fund	Original Budget	Variance F / (U)*	Amended Budget
Ordinary	(\$1,640,658)	(\$638,821)	(\$2,279,479)
Waste	\$1,469,444	\$102,274	\$1,571,718
Water	\$1,977,198	(\$1,951,577)	\$25,621
Sewer	\$807,305	\$230,439	\$1,037,744
Total	\$2,613,289	(\$2,257,685)	\$355,604

\*Favourable / (Unfavourable)

### ORDINARY FUND VARIATIONS

Operating revenues within the ordinary fund have increased by **\$934,804** from the original budget projection.

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

- Rates & Annual Charges increased by **\$194,338**
- User Fees & Charges increased by **\$115,930**
- Interest increased by **\$3,230**
- Operating Grants & Contributions increased by **\$1,154,776**. And
- Other Operating Revenues decreased by **(\$533,470)**

Operating expenditure has increased by **\$1,556,725** from the original budget projection.

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

- Employee Costs decreased by **(\$168,998)**
- Materials & Contracts increased by **\$1,843,699**
- Interest Charges increased by **\$5,469** and

- Other Operating Expenses decreased by **(\$106,545)**

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

### **WASTE FUND VARIATIONS**

Operating revenues within the waste fund have increased by **\$47,339** from the original budget projection.

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

- Rates & Annual Charges decreased by **(\$144,300)**
- User Fees & Charges increased by **\$185,860**
- Other Operating Revenues increased by **\$5,779**

Operating expenditure has decreased by **(\$54,935)** from the original budget projection.

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

- Employee Costs decreased by **(\$45,000)**
- Materials & Contracts decreased by **(\$9,935)**

### **WATER FUND VARIATIONS**

Operating revenues within the water fund have decreased by **(\$1,854,341)** from the original budget projection.

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

- User Fees & Charges decreased by **(\$1,836,941)**
  - The main reason for the reduction in the water fund revenues is due to the wetter than average winter/spring period that has significantly impacted the potable and raw water sales and therefore the revenue has been reduced by \$1.8M to reflect the likelihood that full year income will be down on forecast.
- Interest decreased by **(\$27,883)**
- Other Operating Revenues increased by **\$10,483**

Operating expenditure has increased by **\$97,236** from the original budget projection.

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

- Employee Costs increased by **\$2,944**
- Materials & Contracts increased by **\$94,292**

### **SEWERAGE FUND VARIATIONS**

Operating revenues within the sewer fund have decreased by **\$17,362** from the original budget projection.

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

- User Fees & Charges increased by **\$18,000**
- Other Operating Revenues decreased by **(\$638)**

Operating expenditure has decreased by **(\$213,077)** from the original budget projection.

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

- Materials & Contracts decreased by **(\$14,255)**
- Interest decreased by **(\$198,822)**

## GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES

Income from Grants and Contributions for capital purposes has increased by **\$7,280,716** from the original budget projection of **\$30,410,333** to total **\$37,691,049**.

## CAPITAL EXPENDITURE

There is a projected decrease overall of **(\$141,073)** on capital expenditure items from the December quarterly review. The original budget projected a capital spend of **\$65,740,657**.

Each fund is summarised as per the following:

- The Ordinary Fund decreased capital expenditure by **(\$2,538,677)**
- The Waste Fund increased capital expenditure by **\$1,569,277**
- The Water Fund increased capital expenditure by **\$812,524**
- The Sewer Fund increased capital expenditure by **\$297,949**

## CASH FLOW STATEMENT ANALYSIS

There is an overall reduction in cash of **(\$10,443,619)** from the 30 June, 2021 figure. The original budgeted decrease in cash was **(\$16,989,309)**; therefore the net result of the September and December reviews is an increase in cash of **\$6,545,691**. It is usual that some of the capital projects may not be completed or started during the financial year. As each quarterly review is completed, there will be adjustments to both the operating and capital expenditure that may improve the final cash balance at year end.

Outlined in the Cash Flow Statement, and summarised below, is the estimated unrestricted cash available at 30 June, 2022.

<b>Total Cash &amp; Investment Funds at 30/6/21 (Actual)</b>	<b>\$81,860,000</b>
Decrease due to 2021/22 Operational Plan	(\$16,989,309)
Increase from September 2021/22 Quarterly Review	\$4,034,356
Increased from December 2021/22 Quarterly Review	\$2,511,335
Closing Externally restricted cash balance at 30/6/22	\$47,171,632
Closing Internally restricted cash balance at 30/6/22	\$9,222,243
Available (Estimated) Unrestricted Cash at 30/6/22	\$15,022,507
<b>Total Projected Cash &amp; Investment Funds at 30/6/22</b>	<b>\$71,416,382</b>

## CONCLUSION

The result of the September and December 2021/22 Quarterly Review processes has seen a total decrease in the surplus of approximately **(\$2,257,685)**. The adjustments made have been reasonably conservative as this is only the first half of the financial year and in many cases it is quite early to be certain of full year adjustments and they may only be due to timing differences. However, the actual year-to-date operating performance is tracking well ahead of budget and it is the intention of the Senior Management Team to strive to lock in as many savings as possible over the course of the year to improve the budget and provide a surplus result in each fund.

### 3) ORGANISATIONAL STRUCTURE AMENDMENTS – (Q2 2022)

1 October 2021 to 31 December 2021

Previous Position	Type of Change	New Position	Reason for Change	Directorate	Date Appr.
Water & Waste Water Maintenance Operator	Remove 1 FTE	Allocate FTE to Water & Waste Water Maintenance Operator/ Relief Pumpwell Operator.	Better meet organisational requirements	Utilities	8/11/2021
Casual Payroll Data Entry Operator	Remove position and move FTE to Payroll Officer - Casual	Payroll Officer - Casual	Better meet organisational requirements	Economic & Organisational Development	22/11/2021
New Position	New Position (1 FTE)	Griffith Regional Aquatic Leisure Services Coordinator	Strengthen resources due to expansion of sports facilities	Business, Cultural & Financial Services	9/12/2021
New Position	New Position (1 FTE)	Leisure Services Mt'ce Coordinator	Strengthen resources due to expansion of sports facilities	Business, Cultural & Financial Services	9/12/2021

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

Date	FTE (permanent, casual & trainees)
30/6/2021	293
30/9/2021	296 (add P&G)
31/12/2022	298 (add GRALC positions)

### 4) DELIVERY PROGRAM PROGRESS REPORT

In accordance with Section 404 of the Local Government Act 1993, The General Manager is required to ensure that progress reports are provided to Council with respect to the principle activities detailed in the Delivery Program at least every six months. Performance Measures are listed in Attachment (h). A summary of the significant projects completed/underway in the six months from July 2021 to December 2021 include:

Project	Progress	Expected Completion/ Comments
<b>Griffith Southern Industrial Link road Strategy</b>		
○ Thorne Road West	Ongoing	Dec. Qtr 2022
○ Thorne Road (Walla Ave/Murrumbidgee Ave)	Ongoing	Dec. Qtr 2023
○ Roundabout (intersection of Thorne Rd/Murrumbidgee Ave)	Ongoing	Dec. Qtr 2022
<b>Griffith CBD Upgrade Program</b>		
○ Yambil Street Stage Three	Underway	Mar. Qtr 2022
○ Kooyoo Street Upgrade Stage 1 - Banna Avenue to Banna Lane	Underway	June Qtr 2022
<b>New Cemetery Masterplan Development</b>	Ongoing	Mar. Qtr 2022
<b>Crematorium location (options – current Griffith Cemetery, Rifle Range Road site, Yenda Cemetery, other sites)</b>	Underway	Mar. Qtr 2022 (Draft Report)
<b>Tharbogang Waste Management Centre</b>		
○ Prepare Quarry Floors for Development	Ongoing	Minimal gravel extraction being undertaken.

<b>Project</b>	<b>Progress</b>	<b>Expected Completion/ Comments</b>
○ Existing Landfill Restoration	Ongoing	Restoration plan developed. Restoration to be undertaken in future years.
<b>Depot - New Parks and Gardens Shed</b>	Underway	Dec. Qtr 2021 Building complete. Awaiting carpark seal.
<b>Griffith 14ML Reservoir Refurbish</b>	Ongoing	Jun. Qtr 2023
○ Griffith 9ML Reservoir Refurbish	Ongoing	Jun. Qtr 2023 Budget bid for paint, labour. Commission artist as part of Banna Lane Festival in April 2023
<b>New Telecommunications Tower</b>	Complete	Dec. Qtr 2021
<b>Annual Road Reseals and Maintenance Program progressing</b>	Urban reseal – Ongoing Rural reseal – Complete Regional reseal - Underway	Mar. Qtr 2022 Dec. Qtr 2021 Mar. Qtr 2022
<b>Boorga Road/Dickie Road sealing project</b>	Underway	Sep. Qtr 2022
<b>Hanwood Cycleway (final stage)</b>	Complete	Dec. Qtr 2021
<b>Flood Mitigation</b>		
○ Yoogali Culvert upgrade	Underway	Dec. Qtr 2021
<b>Griffith Regional Sports Precinct</b>		
○ Westend Oval – Design and construction	Underway	Jun. Qtr 2022
<b>Collina Infrastructure</b>		
○ Retention Basin embellishment	Ongoing	Mar. Qtr 2022
○ Manera Street Roundabout	Complete	Mar. Qtr 2021
○ Citrus Road Construction	Underway	Jun. Qtr 2022
<b>Lake Wyangan and Catchment Rehabilitation Strategy</b>		
○ Stage 1 Water Reuse Project	Underway	Grant Approved Aug 2021. Project complete Mar. Qtr 2023
○ Stage 2 Lake Rehabilitation	Underway	Business Case Proposal in preparation.
<b>Memorial Garden Upgrade</b>	Ongoing	\$200k included in 2021/2022 budget
<b>Jubilee Oval</b>		
○ Amenities Building Stronger Country Communities Rd. 2	Complete	Dec. Qtr 2021
<b>Cultural Precinct Masterplan</b>	Ongoing	Jun. Qtr 2023
○ Art Gallery – Scope and options considered in conjunction with Masterplan - \$200k resolved by Council to initiate funding source	Ongoing	
<b>Affordable Housing Strategy</b>		
○ Pioneer Precinct Affordable Housing Project (BBR Round 4)	Underway	Mar. Qtr. 2023
<b>Pump Track – Olympic Street - Stronger Country Communities R3</b>	Underway	Jun. Qtr 2022
<b>Festive Lights – Banna Avenue</b>	Complete	Dec. Qtr 2021
<b>Railway Street Car Park East - Local Road and Community Infrastructure Grants Rd 2</b>	Underway	Jun. Qtr 2022
<b>Lake Wyangan Cycleway resurface - Local Road and Community Infrastructure Grants</b>	Complete	Dec. Qtr 2021

Project	Progress	Expected Completion/ Comments
<b>Rd 2</b>		
<b>Barber Road Drainage - Local Road and Community Infrastructure Grants Rd 2</b> (Alternative Project Merrigal Street Shared Path)	Underway	Mar. Qtr 2022

### OPTIONS

#### OPTION 1

As per the Recommendation.

#### OPTION 2

Another resolution of Council.

### POLICY IMPLICATIONS

Not Applicable

### FINANCIAL IMPLICATIONS

As a result of the September and December 2021/22 Quarterly Review processes, there has been a decrease in the Ordinary Fund's operating surplus of (\$638,821), and an increase of \$102,274 to Waste Fund's operating profit, a decrease of (\$1,951,577) to Water Fund's operating profit and an increase of \$230,439 to Sewer Fund's operating profit, all having been identified and requested as outlined above.

FUND	Original Operating Budget	September Review	December Review	Revised Operating Budget
Ordinary	(\$1,640,658)	(\$1,190,049)	\$551,228	(\$2,279,479)
Waste	\$1,469,444	\$135,152	(\$32,878)	\$1,571,718
Water	\$1,977,198	(\$1,914,851)	(\$36,726)	\$25,621
Sewer	\$807,305	\$234,408	(\$3,969)	\$1,037,744
<b>TOTAL</b>	<b>\$2,613,289</b>	<b>(\$2,735,340)</b>	<b>\$477,655</b>	<b>\$355,604</b>

### LEGAL/STATUTORY IMPLICATIONS

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

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

### ENVIRONMENTAL IMPLICATIONS

Not Applicable

### COMMUNITY IMPLICATIONS

Not Applicable

## **LINK TO STRATEGIC PLAN**

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

## **CONSULTATION**

Senior Management Team

Assistant Accountant – Financial

Integrated Planning & Reporting Coordinator

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

## **ATTACHMENTS**

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



Quarterly Operational Plan Review  
Delivery Program & Operational Plan Actions  
Q2, 2021/2022

## 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 Community Opinion Group (COG) s issued. Number of Media Releases vs % coverage. Number of Social Media engagements - Facebook and Instagram. Number of Social Media followers - Facebook and Instagram. Minimum of 10 Community Catch-ups per quarter.	12 Council Newsletters sent via email, 11 printed (no printed edition prior to Christmas). Media releases sent out: 42 with 100% coverage across several platforms. Facebook Followers: 7,902 Instagram Followers: 1,184 The #GLOW2680 campaign saw an increase of over 13,500% Instagram accounts engaged (@Glow2680), reaching 3,217% more accounts.
Provide interactive websites for all Council facilities.	1.1.2.1	Review of current website design, functionality and content.	Communications Officer	Number of website hits across the organisation.  New site rolled out during 2020/21.	Council's website was reviewed and rolled out in 2020/21. Currently undertaking a review of the Facilities websites, starting with Griffith Regional Theatre which is in the production stages. 23,311 website hits across griffith.nsw.gov.au with 38,615 sessions.
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	Director - Economic and Organisational Development	Number of Committee and Working Group recommendations to Council.	2016-2021 Committee and Working Groups structure finalised 4 December 2021. New structure to be endorsed in February/March 2022.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		services and facilities.			
	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.	COVID-19 continues to impact engagement with the local community, with Social Media continuing to play a strong role. Consultation sought via website and social media, Items on Exhibition and Council Cafe. Social Media posts on a regular basis (at least daily), sharing important Council and community information. There were three Council Cafes held this quarter, October at the Library, November Banna Avenue Kiosk and December the Community Expo held at the Community Centre. Following the Local Government Elections, Council Cafe will resume February 2022 allowing face to face consultation to continue.
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.	Ordinary Meeting cycle ceased 4 December to recommence 25 January 2022.
Tourism and event information collated and distributed to the community.	1.1.5.1	Establish, grow and maintain communication channels throughout the community.	Marketing & Promotions Coordinator	Number of Monthly Tourism Talk e-News, Number of Seasonal Event Guides and Quarterly Tourism Report.	3 x monthly Tourism Talk e-newsletters distributed via MailChimp at the end of each month (October, November and December). Seasonal events guide usually created and distributed however due to COVID-19, events have been supported and promoted through digital platforms. The seasonal guide will kick off for Autumn and is in development.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					1 x Quarterly (seasonal) tourism report which includes an overview of statistics on the local tourism industry is created and distributed via email to stakeholders. This report can also be found in the Tourism and Events Committee meeting minutes.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide a robust Council Committee and Working Group of structure.	1.2.3.1	Implementation of a new Council Committee and Working Group structure.	Director - Economic and Organisational Development	Number of meetings postponed due to lack of quorum.	New Committee Structure to be commenced in February 2022 and finalised in Q3 and 4.
				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.	Subscribers to the COG (Community Opinion Group) are regularly emailed seeking opinions on the items Council has on Public Exhibition. The weekly Council Catch Up is emailed to each member which includes all advertising and items on Public Exhibition. 12 COGs including Catch Ups (No newsletter over the Christmas break).
Investigate and implement options to improve Councillor interaction with constituents.	1.2.6.1	Provide opportunities for Councillor interaction and investigate online	Communications Officer	Number of Community Workshops/Mornings in the Mall held. Number of online sessions held. Number of Council Cafe sessions held.	Council Cafe will resume February 2022. Options are being investigated to assist Councillors reach a wider audience through regular 'Catch Ups' in addition to the Councillor column included in the Council Catch Up, including Social Media updates from Councillors, and a bi-monthly Committee

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		communication options.			Chair catch up. Three Council Cafes were held this quarter.
Investigate and implement ways to improve Internal Communications.	1.2.7	Provide Internal Communications such as staff newsletters and staff intranet.	Communications Officer	Number of Staff Newsletters distributed.	The intranet is updated on an as needs basis, with steps being taken to ensure the wider staff can log in and access the system (to be completed early 2022). Council Capers (internal newsletter) will be sent out bi-monthly. 3 Staff Newsletters distributed this quarter. Regular 'All Staff' emails distributed with important information.
				Review Extranet functionality.	

### 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.	Council is actively engaged with the Riverina and Murray Joint Organisation (RAMJO) of Councils. The Mayor is Deputy Chair and GM is member of GMs Executive Group. A Water Position Paper was adopted during 2020 and RAMJO has experienced significant engagement from Commonwealth and NSW State Governments regarding the Position Paper since that time. Several grants have been secured by RAMJO that will improve digital connectivity in the region especially in smaller LGAs. A Regional Freight Transport Plan was adopted in November 2020. Several energy audits have been undertaken across LGAs in the RAMJO area under funding provided by the NSW Government.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Council actively lobbies Government agencies to provide infrastructure to support our growing City of Griffith and Western Riverina.	2.1.2.1	Construct remaining sections of Griffith Industrial Link Road.	General Manager	Griffith Industrial Link Road stages funded in operational budgets.	<ul style="list-style-type: none"> <li>• Kidman Way/Bromley Rd Intersection - Completed Jun Qtr 2021</li> <li>• Bromley Rd - Completed Jun Qtr 2021</li> <li>• Thorne Rd West - Ongoing. Expected completion Dec. Qtr 2022</li> <li>• Thorne Rd (WallaAve./Murrumbidgee Ave. - Ongoing. Expected completion Dec. Qtr 2023</li> <li>• Roundabout (Intersection Thorne Rd/Murrumbidgee Eve.) - Ongoing. Expected completion Dec. Qtr 2022.</li> </ul>
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.	Meetings held as required.
Lobby with and on behalf of agencies to State and Federal governments on matters which affect the community.	2.1.4.1	Meet with key stakeholders and lobby State and Federal governments on current issues which affect the community.	Director - Economic and Organisational Development	Number of meetings and projects.	Meetings to re-commence with new Mayor and entered into new engagement log.
Work with Destination NSW, Destination	2.1.5.1	Respond to marketing/media requests. Build	Tourism Manager	Collaborative projects established and meetings held/attended.	Destination NSW: 3x1 Monthly meetings attended with regular, ongoing communication. Council is an active member of the Accredited

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Riverina Murray and the Kidman Way Committee whilst seeking opportunities with other tourism organisations.		relationships and attend all relevant meetings accordingly.		Collaborative projects established and meetings held/attended.	<p>Visitor Information Centre Network (AVIC) group. Meet bi monthly and hold a position on the Industry Advisory Group who report to DNSW. Destination Riverina Murray: 3x1 Monthly meetings attended and regular communication. Digital Accelerator Program launched August. Three Griffith operators were successful in going through to the Mentoring program which was announced in November. Partnered with DRM for Business Events Boost Program promoting Business and Conference Events to region. All assets were released in October and viewable on new Conference and Business Events page on Visit Griffith website.</p> <p>Kidman Way Committee: 3x1 Monthly meetings attended. New website launched. Facebook page active and shared amongst 5 LGAs along Touring Route; Bourke, Cobar, Murrumbidgee Shire, Carrathool Shire and Griffith.</p>

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Construct Griffith Community Centre.	2.2.2.1	Construct Griffith Community Centre in partnership with Griffith Community Centre Inc.	General Manager	Centre construction completed July 2021.	Construction of the Griffith Community Centre completed August 2021.

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.	Director - Economic and Organisational Development	Number of grant applications received and number of grants awarded. Number of grant information sessions/workshops held.	Round 1 Grants approved and distributed. Next round to commence in March 2022.
	2.2.3.2	Support Club Grants NSW to allocate funds.	Director - Economic and Organisational Development	Number of Club Grants allocated.	Club Grant Round finalised and distributed July 2021.
Collaborate with local tourism operators by building and growing relationships.	2.2.4.1	Hold a quarterly Tourism Social Networking evening.	Visitor Information Centre Coordinator	4 sessions held per year. Maintain growing attendance.	Not actioned. Restrictions in relation to vaccination status and density limits for COVID-19 still applied, which would have made this action difficult to manage, hence social night was not held.
	2.2.4.2	Regular contact with key stakeholders. Identifying and establishing opportunities for our operators.	Visitor Information Centre Coordinator	Number of meetings with stakeholders held.	Worked with a list of operators in providing information and encouraging participation in the Destination Riverina Murray Digital Accelerator Program, with 11 tourism stakeholder successful. Constant communication with all tourism stakeholders in sharing and encouraging participation in Destination NSW FREE webinar series. Towards the end of the quarter, the Visit Griffith Ambassador 2022/24 Prospectus was launched and sent out to over 80 stakeholders. Various emails, phone calls and drop-ins were conducted during follow-up phase #1. There were 23 stakeholder meetings held.

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.	No grant applications submitted within this reporting period.
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.	No grant applications submitted within this reporting period.
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.	The grants report is provided to Senior Management Team (SMT) on a regular weekly or monthly basis as per the Key Performance Indicator (KPI).
Investigate external funding opportunities to support the Griffith Playground Strategy (2014)	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.	Applying for available Grant funding is an ongoing process. Recently funded or partly funded projects: - Kooyoo Street upgrade \$1,000,000, applied for by Director, Business, Cultural & Financial Services, Max Turner.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
and Griffith CBD Strategy (2015) rollout.					<ul style="list-style-type: none"> <li>- Stronger Country Communities Fund (SCCF) Round 3, Griffith (Olympic St) BMX and Scooter Track and Facilities, for the amount of \$ 435,000.</li> <li>- SCCF Round 3, Bright Lights in Banna. for the amount of \$ 350,000.</li> </ul> <p>New funding received includes:</p> <ul style="list-style-type: none"> <li>- New toilet block for Enticknap Park for \$135,000 applied for by Director Sustainable Development, Phil Harding.</li> <li>- Women's Lands Army Park for \$14,999 from Stronger Communities Program (SCP) Round 3 (Total project cost \$45,000)</li> <li>- Wood Park playground redevelopment. Received \$155,650 from Everyone Can Play. Total Project cost \$311,300 excl gst.</li> </ul> <p>New projects applied for:</p> <ul style="list-style-type: none"> <li>- Borland Leckie Park. Applied for \$86,710 from Everyone Can Play. Total proposed cost \$173,420. Not Successful.</li> </ul>
	2.3.4.2	Apply for grant funding.	Principal Planner Urban Design & Strategic Planning	Grants applied for and grants awarded.	<p>Ongoing: Applying for all available Grant Funding. Aim to be 100% successful with Grant Funding applications.</p> <p>Applied for:</p> <p>EVERYONE CAN PLAY: funding for Borland Leckie Playground. Application unsuccessful.</p> <p>STREETS AS SHARED SPACES ROUND 2: Final round of application.</p> <p>REGIONAL TOURISM ACTIVATION FUND: Waiting on outcome.</p>

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	Mayor and GM continue Director roles (Mayor as Chair) of Country Universities Centre Western Riverina in Griffith.	General Manager	Transition of CUC Western Riverina to new Community Centre.	Mayor and GM attend regular meetings as required. Student numbers continue to increase. The Country Universities Centre (CUC) Western Riverina relocated to the new Griffith Community Centre (Olympic Street) in September 2021.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Improve water quality at Lake Wyangan.	2.5.1.1	Engage with relevant stakeholders via Lake Wyangan Catchment Management Committee to develop and implement strategies to improve water quality.	General Manager	Priorities for action identified during 2021/22 and community consultation undertaken to finalise allocations of resources.	<p>Stage 1. Reclamation pipeline for commissioned use.</p> <p>Action: Grant secured Aug. 2021 from NSW DPIE to fund 50% of cost of pipeline to transfer treated Water Reclamation Plant effluent to Lake Wyangan (South). Total project cost \$6.95M. Grant \$3.475M. Completion by March 2023.</p> <p>Stage 2. Blended water delivered to landowners</p> <p>Stage 2(a). Council construct water extraction and mixing infrastructure from South Lake to farmers off take points.</p> <p>Action: Design and cost estimate phase in progress.</p> <p>Stage 2(b) Farmers construct and fund pipeline from offtake point to farms.</p> <p>Action: Design phase in progress in consultation with farmers.</p>

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					Stage 3. Wetlands and supporting infrastructure operational in North Lake. Stage 4. Drainage bio-detention. Stage 5. Recreational amenities. Action: (Stages 3,4 and 5) Submission in preparation to NSW DPIE to provide funds to prepare a detailed business case.
Provide ongoing support for the Build More Dams Action Group.	2.5.3.1	Convene Build More Dams Action Group meetings as required.	Director - Utilities	Number of meetings held.	There were no Build More Dams Action Group meetings held this quarter.

### 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 2021. Progress reports provided to Council.	General Manager	IP&R documents prepared in accordance with statutory requirements.	Operational Plan adopted by Council 22 June 2021.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Ongoing monitoring of Customer Focus	3.1.3.1	Monitor customer contact and transactions on a regular basis.	Director - Sustainable Development	Analysis of telephone contact data, quarterly. Survey of customer experience, quarterly. CRM resolution performance, quarterly.	Statistics and Customer Request Management (CRM) monitored and managed.
				Quarterly customer service report prepared and communicated.	
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.	In Quarter 2, Risk Registers have been developed for the Environmental Health Officers position, Compliance Officers positions and the Pound and Animal Rehoming. Controls have also been identified through this process. Risks have been identified and controls put in place for three (3) departments within Council.
Ensure appropriate Internal Audit program is maintained at Griffith City Council.	3.1.5.1	Annual internal audit plan developed.	Governance Manager	Number of internal audit projects undertaken. Number of internal audit recommendations implemented.	Audit Risk and Improvement Committee met in August 2021 to consider Strategic Plan 2021-2023. The Internal Auditor is working on a number of audits which will be presented to the Committee in March 2022.
Provide a compliant Human Resource Management service to meet legislative and	3.1.6.1	Undertake review of HR policies.	Human Resources and Risk Manager	HR policies reviewed as per cycle.	HR policies to be reviewed as per changes to the Local Government LG (State) Award.
	3.1.6.2	Provide a relevant training calendar for staff	Workforce Planning Manager	Training Calendar completed and available.	The Training and WHS Training Calendar is under review for 2022.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
organisational requirements.		development and compliance.		WHS training provided within relevant time frames.	
	3.1.6.3	Implement Award changes as required.	Human Resources and Risk Manager	Number of Consultative Committee meetings held.	No changes to the Local Government (State) Award 2020. New policy developed - Workplace Aggression and Violence. Training will be held in the New Year to frontline employees. The Consultative Committee will now be meeting every second month. Consultative Committee Meeting held on the 16 November 2021.
	3.1.6.4	Implement actions outlined in Council's Equal Employment Opportunity (EEO) Policy.	Workforce Planning Manager	Report on EEO progress and activities in Council's Annual Report.	Equal Employment Opportunity (EEO) policy followed with all recruitment activities. Addressed in annual report.
Provide effective compliance services including animal control, parking compliance, litter compliance, overgrown vegetation on privately owned land. Respond to stock complaints.	3.1.7.1	Undertake regular patrols of restricted parking areas and school zones.	Planning & Environment Manager	Number of Penalty Infringement Notices (PINS) per month. School zone patrols conducted daily during school terms.	Contract with current parking enforcement service provider has been renewed through tender process. Higher risk areas identified and Compliance team liaise with Council's Traffic Safety Officer and school principals to improve safety within these areas and other school zone areas.
	3.1.7.2	Provide and maintain an effective companion animal program and facility.	Planning & Environment Manager	Number of Penalty Infringement Notices (PINS) per month. Number of rehomed companion animals per month. Number of stock complaints dealt with.	Improvement of facility ongoing with exercise areas completed. Minor capital works planned for next financial year. Microchipping and de-sexing programs to continue. All issues are discussed on a weekly basis and improvements made as necessary.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	3.1.7.3	Respond to litter complaints in a timely manner.	Planning & Environment Manager	Number of inspections conducted per quarter.	Customer Request Management (CRM) statistics are used to manage this action and it indicates positive progress.
	3.1.7.4	Maintain a seasonal program for compliance with overgrown vegetation.	Planning & Environment Manager	Number of intention notices sent per quarter.	Program to be reviewed. Council did respond to ad-hoc overgrown allotment complaints received via Customer Request Management (CRM).
Provide governance services to Council.	3.1.8.1	Review public policies as required.	Governance Manager	Local policies reviewed by September 2022. Public policies reviewed at least once during Council term.	Local policies, internal policies and Council policies compiled and provided to relevant Directors to review.
	3.1.8.2	Provide administration support, Councillor information sessions and induction programs for 2021 Council Election.	Governance Manager	Council election conducted in accordance with legislation. Councillor induction program delivered.	Induction program prepared for new Councillors. Assistance provided to NSW Electoral Commission as required. Non-residential roll prepared and provided to Electoral Commission. Website updated with information about local elections and candidate information.
	3.1.8.3	Coordinate production of Council's Business Papers, Minutes,	Governance Manager	Agendas and Minutes prepared in accordance with Council policy and deadlines.	Council's Business Papers, Minutes, Committee Agendas, Minutes and Action Reports are compiled and distributed to Councillors, Committee members and Council's webpage within the required timeframes as prescribed by Council's

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		Committee Agendas, Committee Minutes and Action Reports.			Code of Meeting Practice and Committee Terms of Reference.
	3.1.8.4	Manage Council's Integrated Planning and Reporting Requirements including End of Term Report and review of Community Strategic Plan.	Governance Manager	IP&R undertaken within required time frames including Annual Report, Delivery Program reports, Quarterly reports, review of Delivery Program and Operational Plan. End of Term Report prepared by August 2021. Review Community Strategic Plan by February 2022.	Annual Report and End of Term Report prepared in accordance with legislative requirements and Office of Local Government Guidelines. Review of the Community Strategic Plan is continuing with a new Plan drafted. The Plan will require input from new Councillors before being placed on public exhibition early February. Quarterly reports and six monthly Progress Reports prepared for Council.
	3.1.8.5	Coordinate Legal Services Panel in accordance with tender provisions.	Governance Manager	Maintain Legal Services Panel.	Legal Services Panel is available to staff on Council's Extranet.
	3.1.8.6	Develop induction and ongoing professional activities for Councillors in accordance with the Regulations.	Governance Manager	Councillor training plans prepared.	Induction program for new Council has been prepared. Information folders for new Councillors prepared. Councillor Hub updated with information required for induction.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Ensure statutory reporting complies with legislative requirements.	3.1.9.1	Ensure compliance with statutory requirements including Public Interest Disclosures, GIPA Reporting, Management of Delegations, Disclosure of Councillors and Designated Persons Register.	Governance Manager	Statutory tasks undertaken within guidelines and required required time frames.	Public Interest Disclosure reporting requirements adhered to. Government Information (Public Access) (GIPA) reporting requirements adhered to. Delegations of Authority have been reviewed and migrated to the Pulse software system. New Councillors will be required to submit Disclosures for Councillors and Designated staff within 3 months of the election.
Facilitate the proactive public release of government information in accordance with legislative and organisational requirements.	3.1.10.1	Respond to and assess GIPA applications in a timely manner. Review Information Guide annually. Ensure information is available on Council's website as outlined in Information Guide.	Governance Manager	Number of applications approved within timeframes. Council's website updated with required government information.	Two formal Government Information (GIPA) Applications were received and dealt with according to GIPA requirements. Information updated on Council's website to ensure open access information is readily available.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide efficient, accurate and compliant record management services to both internal and external customers of Council.	3.1.11.1	Provide records management training and ongoing advice and technical support to all staff.	Information Manager	Number of training attendees. Monthly records management 'tips' emailed to all staff. Investigate availability of online self-paced training platforms for records management processes and systems.	11 new staff members received Records Management induction training this quarter. Content Manager eLearning modules were made available to all staff in Nov 2021. New staff are required to complete all Level 1 modules prior to receiving their face-to-face training. These modules aim to improve skill levels of using Content Manager software across the organisation. The Records Management Induction Training Plan was reviewed and updated in Dec 2021 by the Information Manager.
	3.1.11.2	Provide basic NAR, Property and Intramaps training to all Council staff.	Information Manager	Number of training attendees.	No Name and Address Register (NAR), Property and Intramaps training required this quarter.
	3.1.11.3	Undertake in-house trial for the digitisation of Council hard copy property files to establish resources necessary for a complete electronic archive.	Information Manager	Complete by September 2021.	Trial completed. Use of casual staff resources on a part-time basis to digitise property files continued this quarter - 138 files have been digitised up to 31/12/2021.
	3.1.11.4	Classify historical electronic	Information Manager	Complete by December 2021.	Just under half of 12,000 legacy folders containing records have now been sentenced. Reduced staffing in department from August to December

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		records from previous records system in accordance with GA39 Retention and Disposal Authority with a view to implement automated electronic record disposal workflows.			has meant inability to allocate adequate time to this task.
	3.1.11.5	Undertake in-house digitisation of 36 hard copy Council Business Papers (dated 2005) to complete the electronic archive of these permanent State Archives.	Information Manager	Complete by December 2021.	Not yet commenced due to no staff resources available. This task must be carried out at the Library in order to utilise the correct scanning equipment.
	3.1.11.6	Develop and standardise internal procedures for Information Management	Information Manager	Complete by December 2021	Procedural manual expected completion now March 2022 due to reduced staffing resources in department from August to December.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		Administration key tasks.			
	3.1.11.7	Undertake disposal of Council paper records that have reached the end of their legal retention in accordance with GA39 Retention and Disposal Authority.	Information Manager	Conduct annually.	Substantial paper disposal in accordance with regulatory guidelines was undertaken in Dec 2021. Paper records sentenced and stored securely in the Shiraz Room in Council's basement that had reached the end of their retention were successfully securely disposed. Sentencing and disposing of some paper records in the Merlot room also occurred in this quarter.
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 for Council owned community land are well progressed. It is anticipated that all plans will be complete by the end of 21/22.
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.	PCs utilised for Work From Home (WFH) have been reclaimed and the rollout of PC hardware is now 98% complete. Preparations being made for the current year rollout. Continued replacement of mobile devices is ongoing. Planning for upgrades to Council Core Software is underway to perform much needed upgrades and replacement.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	3.1.13.2	Maintain support services to Council departments.	Information Technology Manager	80% CRMs closed as per service standard.	Staff resources are now at 100% with the recruitment and commencement of Systems Administrator now complete. Planning is underway for a number of upgrades to Core Council Enterprise systems taking place over the next 12 months. 85% of Customer Request Management (CRMs) closed within service standard.
Prepare and Implement Strategic Planning Framework	3.1.15.1	Local Strategic Planning Statement Comprehensive DCP Local Environmental Plan	Director - Sustainable Development	Strategy meets legislative requirements Plans and documents publicly notified and approved by Council.	Local Strategic Planning Statement and Residential Development Control Plan complete. Griffith Local Environment Plan review underway.
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 Development Control Plan complete. Other DCPs under review.
Develop Local Strategic Planning Statements (LSPS)	3.1.17.1	Compile Local Strategic Planning Statements for Griffith.	Director - Sustainable Development	Adoption of Local Strategic Planning Statements.	Local Strategic Planning Statements (LSPS) completed and operational.
Griffith Community Participation Plan	3.1.18.1	Compile a Community Participation Plan for Griffith.	Planning & Environment Manager	Continued monitoring of practicalities of CPP.	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.	Adoption of quarterly operational review reports has occurred. Council continues to meet OLG financial sustainability ratios.
Provide managers with timely data of their current budget items.	3.2.2.1	Provide monthly report to responsible managers of year to date income and expenditure items.	Finance Manager	Provide monthly financial reporting to responsible managers by the 15th of the following month, or as soon as practicable.	Monthly reports are provided to managers to review.

## Love the Lifestyle

### Ensure Griffith is a great place to live

Enable accessible diversity in housing choice.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Monitor land availability (Residential, Commercial, Industrial, Recreational)	4.1.2.1	Compare actual land take up with projections in the Land Use Strategy during a five year review period.	Planning & Environment Manager	At any period of time the amount of correctly zoned land available for development should out-perform the demand for such land.	These projections are being addressed as part of the Local Environmental Plan (LEP) review process with a supply and demand analysis finalised. This analysis will be considered as part of the final LEP review and approval of review process.
Implement the Griffith Housing Strategy objectives where possible.	4.1.3.1	Foster partnerships with developers, community housing providers and levels of Government to increase housing stock and land availability in the LGA.	Director - Economic and Organisational Development	Number of new housing developments. Number of contact with developers. Number of strategies met or worked on.	Griffin Green Development progressing - Tender accepted. Kerb and guttering complete.

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.	Affordable Housing Strategy operational.

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 2022.	Research, audits, assessments, road network deficiency investigations are conducted on an ongoing basis. The outcomes of these are used to implement engineering treatments, corrective actions and/or road user education that seeks to reduce the incidents of road trauma in the LGA and beyond.
Improve public safety by provision of appropriate information signage in public areas.	4.2.2.1	Review and maintenance of "Signs as Remote Supervision" in public areas.	Parks & Gardens Manager	Reviews of signs to be undertaken and repairs made for damage or vandalism.	Signage in Parks and Reserves is ongoing updating of information as required and to meet the policy.
Investigate opportunities to fund and develop safer parks and streetscapes consistent with	4.2.3.1	Install lighting and CCTV in designated areas.	Principal Planner Urban Design & Strategic Planning	Number of installations.	Ongoing when funding available. Constantly looking for funding streams to extend the CCTV network throughout the City. New CCTV cameras were installed at the new Stage to mitigate vandalism. Currently rolling out cameras in Yambil

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
the Crime Prevention Strategy.					Street and as part of the Kooyoo Street redevelopment.
Review of Crime Prevention Plan.	4.2.4.1	Review local Bureau of Crime Statistics and Research (BOCSAR) data and amend current Crime Prevention Plan.	Director - Economic and Organisational Development	Crime Prevention Plan reviewed annually.	Not commenced in this Quarter. Local Police to be invited to address new Council on local statistics and research.
	4.2.4.2	Work with agencies to create awareness and improve community safety.	Director - Economic and Organisational Development	Number of campaigns/meetings held.	Commenced regular meetings with local Police. Regular attendance at Community Interagency Meetings.
Deliver Food Inspections on food premises within the Griffith and surrounding LGA's as required under the NSW Food Act 2003.	4.2.5.1	Undertake Food Business Inspections within the Griffith LGA as required under the NSW Food Act 2003.	Planning & Environment Manager	All Food Business Inspections undertaken in Griffith LGA/ann.	Food inspection program in place and adhered to.
	4.2.5.2	Undertake Food Business Inspections within the Hay	Planning & Environment Manager	All food business inspections undertaken in Hay LGA/ann.	Inspection program in place and adhered to for Hay.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		LGA as required under the NSW Food Act 2003.			
	4.2.5.3	Undertake Temporary Event Food inspections within the Griffith LGA as required.	Planning & Environment Manager	All Inspections in Griffith LGA.	Inspections undertaken as required for events.
	4.2.5.4	Undertake Mobile Food Van inspections within the Griffith LGA as required.	Planning & Environment Manager	Undertake inspections as per register.	Mobile Food Van inspections undertaken within the Griffith LGA in line with Exempt and Complying State Environmental Planning Policy Subdivision 27A Mobile food and drink outlets and Council's Vending Vehicle policy.
Deliver Arbovirus Surveillance Program as required by NSW Health.	4.2.6.1	Set and collect Mosquito traps weekly from designated sites in Griffith during November to April.	Planning & Environment Manager	Mosquito Traps set, collected and collections freighted for analysis weekly between November to April.	Annual program followed.
	4.2.6.2	Test Sentinel Flock of chickens weekly between November to April.	Planning & Environment Manager	Sentinel Flock tested weekly and samples sent for analysis weekly.	Annual inspection program followed.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
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.	Planning & Environment Manager	Respond to all notifications of High Legionella and HCC	Responsibility now on owners of buildings where general public have access to provide certification to Council that units are inspected and in good order. Process in place to Monitor. - Owners reminded in writing to provide Regular monitoring plan to Council - Proof of Audit - Council keep register to monitor.
Deliver Public Swimming Pool inspections as required under the Public Health Act 2010.	4.2.08.1	Undertake pool sampling for Public Swimming Pools and Spa Pools. Complete pool sampling of Hotel, Motel and Accommodation facilities. Undertake pool sampling of School Pools (Kalinda &	Planning & Environment Manager	Complete inspections in line with inspection program.	Annual inspection program in place and adhered to.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		GPSO). Undertake sampling of GCC's Splash Park.			
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 registered Septic and Aerated Water Treatment Systems (AWTS) as they arise. Issue 'Approvals to Operate'.	Planning & Environment Manager	On-site Sewage Management inspections/ann. Approvals to Install issued/ann. Approvals to Operate' issued/ann. Respond to complaints/ann as submitted.	All inspections undertaken as required. Conditions provided to Notice of Determination of Development Applications when required.
Provide annual Flu Vaccination Clinics.	4.2.10.2	Ensure identified staff are provided appropriate vaccinations as per Position Description.	Human Resources and Risk Manager	Annual clinic provided.	Vaccination assessment has been created and all positions at Griffith Regional Aquatic Centre (GRALC) have been assessed.
Deliver Beauty and Skin Penetration Inspections within Griffith and Hay LGA's as required	4.2.11.1	Undertake inspections of Griffith LGA Hairdresser, Beauty and Skin Penetration	Planning & Environment Manager	Complete inspections in line with inspection program.	Annual inspection program in place and adhered to.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
by NSW Health. (Hairdressers as required)		premises including equipment and facilities.			
	4.2.11.3	Undertake inspections of Hay LGA Beauty and Skin Penetration premises including equipment and facilities.	Planning & Environment Manager	Beauty and Skin Penetration premise inspections in Hay LGA/ann.	Annual inspection program in place and adhered to.
Deliver Mortuary Inspections as required by NSW Health.	4.2.12.1	Undertake inspections of Griffith LGA Mortuary premises including equipment and facilities.	Planning & Environment Manager	Complete inspections in line with inspection program.	Inspection program in place and adhered to.
	4.2.12.2	Undertake inspections of Hay LGA Mortuary premises including equipment and facilities.	Planning & Environment Manager	Mortuary inspection/ann. Hay LGA as per inspection program.	Inspection program in place and adhered to.

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.	Director - Sustainable Development	Regular monitoring of water to test quality and to determine condition of water.	Samples regularly taken and tested.

Promote and celebrate our social and cultural diversity.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Prepare and implement Multicultural Engagement Strategy.	4.3.1.1	Work with the multicultural interagency network to prepare draft Multicultural Engagement Strategy (MES).	Director - Economic and Organisational Development	Number of consultations held.	Council attends Multicultural Interagency Meetings. Council joined NSW Grow Welcoming Cities program in collaboration with Multicultural NSW and Regional Development Australia (RDA) Riverina.
Hold Citizenship Ceremonies as required.	4.3.2.1	Citizenship Ceremonies held as required.	Director - Economic and Organisational Development	Number of ceremonies held. Number of people receiving Citizenship.	54 Conferees scheduled for Australia Day Ceremony.

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	Raise awareness of key social and cultural events and festivals throughout the year. Support and provide opportunities for promotion of key events.	Marketing & Promotions Coordinator	Number of events promoted.	<p>Events have been limited due to COVID. Griffith Spring Fest: Due to COVID-19 the festival didn't proceed, however it was promoted digitally via Griffith Spring Fest Facebook page, Visit Griffith Facebook page, Griffith Spring Fest website and Visit Griffith website. Daily Facebook posts and competitions will be reported on in the next quarter.</p> <ul style="list-style-type: none"> <li>- Griffith Spring Fest facebook page likes: 2,800</li> <li>- Griffith Spring Fest facebook page reach: 16,610</li> <li>- Griffith Spring Fest facebook post reach average: 1,703</li> <li>- Facebook Audience: Griffith 39.50%, Wagga 6.9%, Sydney 5.2%, Leeton 4.4%, Melbourne 3%</li> </ul> <p>6 x Radio Phone ins. Griffith Tourism continue to do monthly tourism talks with Southern Cross Austereo (Hit 99.7 &amp; Triple M).</p>
Organise Australia Day Ceremony.	4.3.4.1	Australia Day Ceremony held.	Director - Economic and Organisational Development	Number of nominations received.	<p>Planning commenced and underway for 2022 event. Actions confirmed with Australia Day Working Group prior to December election. Events planned and grant application lodged and received for Australia Day events. Council to partner with Griffith Local Aboriginal Land Council for event at Griffith Regional Aquatic Leisure Centre. Nominations received and judged for Ceremony and over 50 conferees lodged for Citizenship.</p>

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	An accredited competition standard 50 m outdoor pool plus associated filtration infrastructure delivered and officially opened.	An accredited competition standard 50m outdoor pool plus associated filtration infrastructure has been delivered, officially opened and is now fully operational.
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.	The centre is completely cleaned every day including disinfecting frequently touched surfaces throughout the day. Any identified cleaning issues throughout the day are cleaned by staff to maintain the expected standard. Proactive and reactive maintenance is undertaken as needed to ensure the centre remains functioning and open to the public throughout the year.
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.	Collection development and maintenance is an ongoing process. There were 4,984 individual visits to <a href="http://www.wrl.nsw.gov.au">www.wrl.nsw.gov.au</a> from October to December 2021.
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.	Public technology is upgraded every 5 years, or sooner if required. 1,334 public computer sessions Oct-Dec 2021.
	4.4.4.2	Provide reliable high speed internet and	Library Manager	Maintain ratio of 1 PC per 3,000 residents.	Public computer availability remains unchanged: 14 public computers serving a population of 27,155 equates to 1 PC per 1,940 residents.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		computer equipment.			
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, annual calendar of programs and events reflecting the population demographic.	23,955 Library visitors Oct-Dec 2021. A relaxation in COVID capacity limits and other restrictions enabled the Library to introduce and expand both new and regular programs, including: - 1,000 Books Before School Launch Party and literacy program - Rhyme Time - Christmas events, such as free family photos in front of the Library's festive Christmas backdrop and wreathmaking with local florist Fields of Fiorella.
	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.	1,908 people attended 78 Library events October to December 2021.
Provide Library accommodation and ancillary services to community and industry standards.	4.4.6.1	Provide a clean, functional and well maintained library facility available to the public.	Library Manager	Compliance with Library Maintenance Schedule. Report quarterly.	Minor updates/repairs to security and fire systems as per contractor advice. Cabling in Library staff workroom was re-routed to meet WHS requirements.
Provide access to community services.	4.4.7.1	Maintain an up to date Community Directory.	Director - Economic and Organisational Development	Community Directory reviewed annually.	Updates made as received.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	4.4.7.2	Work with Inter agency Networks and other organisations on issues impacting the community.	Director - Economic and Organisational Development	Number of activities held and projects.	Monthly Community Interagency Meetings attended. Convene and Chair bimonthly Youth Interagency Meetings - commenced Youth Survey. Convene monthly Suicide Prevention Reference Group Meetings - progressed Murrumbidgee Local Health District (MLHD) tenancy for Safe Haven. Attended Multicultural Interagency Meetings.

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 Culturally and linguistically diverse (CALD) community.	During the second Quarter, one season show - a Christmas morning melodies, was delivered. A very extensive entrepreneurial program for 2022 is planned. We have three shows for seniors, nine shows for children/families, one show with Culturally and Linguistically Diverse (CALD) themes, one show with an Indigenous theme and several other general interest shows including music and drama.
	4.5.1.2	Deliver biannual community music production.	Griffith Regional Arts & Museum Manager	Produce and deliver Community Production every 2 years.	The Community Production is scheduled to be held in 2023. Marian Catholic College will hold their musical in 2022.
	4.5.1.3	Deliver annual Theatre Workshops for young people.	Griffith Regional Arts & Museum Manager	Number of Workshops held and number of attendees.	No drama classes held in Term 4.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	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.	While unable to deliver many shows in 2021, a wide range of performances to cater for everyone in 2022 have been confirmed.
Provide a well maintained Theatre facility for the public and performers, meeting community and industry standards.	4.5.2.1	Provide a clean functional and well maintained Theatre facility available to the public.	Griffith Regional Arts & Museum Manager	Compliance with Theatre Maintenance Schedule.	Technicians used close down period to sand back and repaint stage. All maintenance work is done up to and above standard. Handrails for back few rows of Theatre have been ordered for installation in February. The Theatre is cleaned daily by Council's contract cleaners.
	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.	Ordered new state of the art Public Address (PA) Equipment for installation in January. Achieved \$200K grant for purchase of new equipment for external stages in the community.
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.	Monthly member sponsors, and annual sponsors of the Theatre have been confirmed for 2022 Season.
The Griffith Regional Art Gallery will develop and deliver a diverse and engaging	4.5.4.1	Develop and deliver annual exhibition program that includes quality touring and locally sourced	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.	2022 Program has been confirmed with a range of nine touring and local exhibitions, with one to be confirmed.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
program of cultural activities.		solo and group exhibitions.			
	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.	Again, because of COVID shutdown, no further exhibitions were hung in the Theatre in 2021.
	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%.	A planning meeting was held to confirm the program and discuss marketing strategies. Annual program will be designed ready for February and specific marketing will be rolled out as each exhibition approaches.
	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 and a minimum of 2 Master Classes.	Several Public Programs were held during this quarter including painting workshops (4 sessions), photography workshop, craft workshop and Sip and Spend evening.
Provide a well maintained Art Gallery facility for the public and performers	4.5.5.1	Provide a clean functional and well maintained Art Gallery facility	Griffith Regional Arts & Museum Manager	Compliance with Art Gallery Maintenance Schedule.	Gallery is maintained in its current state. Council will be investigating the viability of relocating gallery/building new facility.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
meeting community and industry standards.		available to the public.			
Develop and manage regional museum collections of historic and social significance to Griffith region and communities.	4.5.6.1	Review and upgrade museum policies and procedures to establish a sound basis for development of the collections including acquisitions and deaccession policies.	Director - Business, Cultural & Financial Services	Policies and procedures reviewed annually.	Not progressing to date. Will be a key area of input from the Pioneer Park Museum Committee.
	4.5.6.2	Make recommendations for acquisitions and deaccession of collections in accordance with Strategic Plan and budget requirements. Review collections acquisitions and deaccessions annually.	Director - Business, Cultural & Financial Services	Exhibits and materials are acquired or deaccessioned in accordance with relevant policies. Reviewed by 30 June annually.	No major de-accession or acquisition requirements at this point. The facility has a policy to deal with these aspects.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	4.5.6.3	Utilise collections software to ensure all exhibits are accurately recorded and appropriately documented.	Director - Business, Cultural & Financial Services	Collections Management Software is installed and operational by 30 June 2021.	Collections software has been installed and all records have now been transported into the new system.
	4.5.6.4	Conduct an assessment of current state of Museum buildings to identify conservation needs and develop Asset Maintenance and Restoration Plan according to priority.	Director - Business, Cultural & Financial Services	Asset Maintenance and Restoration Plan completed by 30 June 2022.	Asset Management Coordinator has prepared a schedule of relevant buildings along with capital maintenance requirements currently identified. Input being sought from Technical Coordinator Pioneer Park Museum and Committee members on these works which will be finalised into the Restoration Plan. The Restoration Plan will take many years to complete due to the constraints of resources (volunteers) as well as financial constraints in being able to fund extensive, multiple upgrades in the same year.
	4.5.6.5	Conduct an assessment of collections assets to identify conservation needs, and develop program of conservation based on priority. Progress reviewed annually.	Director - Business, Cultural & Financial Services	Conservation Plan completed for one element of each collection each year. Review 30 June annually.	Ongoing assessment by curator. No further specific information to note for Q2 2021-22.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	4.5.6.6	Arrange and carry out routine and detailed conservation activities to preserve the collections in accordance with Asset Restoration Plan and budget requirements. Review of maintenance annually.	Director - Business, Cultural & Financial Services	Compliance with asset Restoration Plan. Review by 30 June annually.	The new Committee has been formed recently and will be looking at the programmed scheduling on ongoing conservation priorities for the collections including buildings at Pioneer Park Museum. Work is progressing on the restoration of the Baptist Church and there has been restoration of the Hospital Building as well throughout the year. This is an ongoing Key Performance Indicator.
	4.5.6.7	Develop an annual program of exhibition displays, curatorial talks and activities to present the collections in a vibrant and engaging manner.	Director - Business, Cultural & Financial Services	Two new exhibition displays, 4 curatorial talks, and 3 public programs completed each year.	Works continuing on Post Office exhibition with display cabinets organised in order to complete and be open for visitation in Q2 2022.
	4.5.6.8	Utilise collections management software to ensure all exhibits are accurately recorded and appropriately documented.	Director - Business, Cultural & Financial Services	Collections Catalogue reviewed annually.	Not commenced as yet.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Develop and manage Pioneer Park as a centre for community and cultural engagement.	4.5.7.1	Develop an annual program of social and cultural activities and events at Griffith Pioneer Park Museum to attract and engage a more diverse local demographic.	Director - Business, Cultural & Financial Services	Two community cultural events held each year. Increase diversity in annual usage by local community by 3%.	Pioneer Park Museum continues to provide a range of social, cultural and other events. In 2021/22 there has been the projection project onto the water reservoir, Griffith Regional Association of the Performing Arts (GRAPA) production on the newly installed grass section. Annual programs are developed and will continue and the newly formed Committee will have an important role in building this up and ensuring the program is delivered successfully.
	4.5.7.2	Identify opportunities and develop resources to engage schools and community organisations in interactive learning experiences.	Director - Business, Cultural & Financial Services	Increase visitation by local and regional school groups by 10%.	Limited current resources to fully undertake this requirement. Local schools and community organisations are engaging with the facility and attending events throughout the year.
Develop and manage Griffith Pioneer Park and Regional Museum as function and event venues.	4.5.9.1	Develop facilities and resources to enhance Pioneer Park as a venue for hire and promote it to organisations, businesses and community groups.	Director - Business, Cultural & Financial Services	Increase hire of facilities by 3%.	Pioneer Park Museum is continuing to invest in infrastructure and resources to enhance the ability to hire out the venue and to promote it as widely as possible. The new sewer connection and ongoing access works in and around the Park are examples of this investment.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	4.5.9.2	Identify opportunities for funding or in-kind assistance to enhance the quality and amenity of facilities for events and functions.	Director - Business, Cultural & Financial Services	Funding or in-kind assistance secured to upgrade venue facilities.	Council staff are continuously monitoring available funding opportunities to enhance the facilities. Council was successful in the past 12 months in securing in excess of \$180,000 to complete the connection of sewer to the public amenities and caretakers cottage.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Prepare the Disability Inclusion and Access Plan (DIAP) and implement recommendations.	4.6.1.1	Prepare draft, place on exhibition and endorse DIAP.	Director - Economic and Organisational Development	DIAP endorsed reviewed and updated annually.	Disability Inclusion Action Plan (DIAP) adopted November 2021.
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.	Director - Economic and Organisational Development	Adopt and implement by 2021/22.	Community Development Policy endorsed and placed on public exhibition. Youth Survey completed. Interview completed for study on Regional Youth commissioned by Minister for Regional Youth. Investigation commenced for Youth activity in February 2022.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		Prepare draft YES, place on public exhibition and endorse.			
Engage with young people and liaise with local agencies and user groups.	4.6.3.1	Promote and facilitate Youth Week and other events in partnership with Agencies to deliver programs and activities.	Director - Economic and Organisational Development	Number of youth activities held in partnership with Council. Number of young people involved in organising events.	Youth Survey commenced to seek youth input into activities for Youth Week 2022. Investigation into potential Youth activity commenced.
Develop Ageing Strategy.	4.6.4.1	Consult with stakeholders and form a working group to develop an ageing strategy.	Director - Economic and Organisational Development	Adopt and implement by 2021/22.	Seniors Week grant applied for and received for activity in April 2022.
Maintain the Citrus Sculptures (Spring Fest) as one of Griffith's greatest community events.	4.6.5.1	Create opportunities for community involvement. Encourage and grow the number of community participants.	Events Coordinator	Maintain at least 70 sculptures. Measure increase of Facebook hits and reach and capture the diverse range of Griffith and number of volunteers engaged.	Spring Fest cancelled for October 2021.
Promote Local Government and	4.6.6.1	Provide suitable activities to	Governance Manager	Number of events held over Local Government Week.	Preparations for Local Government Week will commence in 2022.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Griffith City Council through the organisation and coordination of Local Government Week activities.		promote Local Government Week and increase the public's awareness of Local Government objectives and services.			

Promote reconciliation and embrace our Wiradjuri heritage and culture.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Aboriginal Community Engagement Protocol to be endorsed and implemented by Council.	4.7.1.1	Implement recommendations from Aboriginal Community Engagement Protocol.	Director - Economic and Organisational Development	Report on progress to Communities Committee.	No Expressions Of Interest received to progress Aboriginal Cultural Awareness Training. To be re-advertised in March Quarter.
Review Aboriginal Reconciliation Plan and implement recommendations.	4.7.2.1	Form Elders group and work with Community Working Group to inform the Aboriginal Reconciliation Plan.	Director - Economic and Organisational Development	Report on progress to Reconciliation Australia and number of recommendations implemented.	Not able to be progressed this Quarter.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	4.7.2.2	Consult, and or partner with the local Aboriginal Community Working Party (CWP).	Director - Economic and Organisational Development	Number of meetings held and number of events held in partnership.	Not advised on outcome of any meetings, if held.

### 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	As required.	Funding secured. Construction of new Base Hospital progressing.

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.	Playgrounds are continually inspected and issues addressed promptly to achieve a safe environment for all users of the facilities.

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 are maintained to a high standard and to the level of resource available.
Promote healthy lifestyle programs to the community.	5.2.3.1	Collaborate with Murrumbidgee Local Health District (MLHD) to promote the Make Healthy Normal campaign.	Director - Economic and Organisational Development	Make Healthy Normal campaign promoted on Council's web page. Number of initiatives promoted.	Murrumbidgee Local Health District (MLHD) information and alerts shared via social media.
Continue to build strong networks with sporting bodies.	5.2.4.1	Support local sporting organisations to host major meets in Griffith. Support and provide opportunities to host and promote sporting events.	Events Coordinator	Number of regional or state sporting events per year.	Met with Griffith Sports Council to discuss upcoming events and use of new facilities. Discussions around internal processes for booking events for new facilities have commenced. Contact with Sports Marketing Australia (SMA) and discussions started to conduct an audit of the new event facilities in 2022.

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	Parks & Gardens Manager	Sporting ovals maintained within allocated budget.	Sporting grounds and facilities continue to be maintained to a level that meets the expectations of the community.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		the level of service.			
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.	Grant funding is sought as required for Capital upgrades, Westend Oval and Jubilee Oval are currently being upgraded.
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.	Before the emergence of the Omicron variant of COVID-19 attendance numbers were improving significantly in gym, aerobics, learn to swim and casual swimming. In late December, despite there being few restrictions, the impact of uncertainty around the increasing number of local cases began to impact gym, aerobic and casual swimming attendances.
Griffith Stadium to provide a range of	5.3.4.1	Provide a clean, functional facility,	Stadium Manager	Increased utilisation of the Stadium. Compliance with	A major redevelopment of the Westend Oval site is currently underway.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
services for the improved health, well-being and lifestyle of the community.		available to the community.		Stadium Maintenance Schedule.	
	5.3.4.2	Construction of new 5 court stadium, 7 netball courts, synthetic athletics track and artificial track and artificial turf hockey pitch.	Director - Business, Cultural & Financial Services	New amenities constructed by April 2022.	The project is scheduled to be completed in June 2022 and operational by the end of July. The main new Stadium building has all structural steel erected, with walls and roofing being installed in January 2022. The sub-base, drainage and watering systems have all been completed on the Athletics Track and Hockey Pitch. All underground works have been completed including drainage, sewer and water services. The existing stadium roof and air conditioners have been replaced and refurbishment of toilets and function areas completed in January as well. Works to commence on Netball courts by end January.
Prepare a Master Plan for Olympic Street.	5.3.6.1	Incorporate new Community Centre and Skate Park.	Principal Planner Urban Design & Strategic Planning	Master Plan delivered.	The new completed Community Centre with new car park west of the proposed Centre is servicing both the Community Centre and the new Skate Park and proposed Pump Track. The Centre was completed in August 2021. The Olympic Street master plan for the Youth Precinct is currently in draft form. Council also received funding for the Pump Track in the Youth Precinct which will be constructed 2021/2022.
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 Master Plan has been completed as well as construction of the 50 metre outdoor pool.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Collaborate with Council staff to ensure recreational, road cycling and walking trails are incorporated in planning in and across the LGA, for locals and the visitor economy.	5.3.8.1	Meet regularly with planning and engineering staff to incorporate pedestrian and cycling recreation in future planning.	Principal Planner Urban Design & Strategic Planning	Regular meetings held.	Ongoing process. Involved in monthly Engineering coordination meetings.
Deliver Urban Design Projects.	5.3.9.1	Scope, design and plan projects of city significance.	Principal Planner Urban Design & Strategic Planning	Number of projects delivered.	Continuous process: Constantly involved in scoping, planning and designing projects of significance for the city of Griffith. Current projects include the upgrade of Yambil Street, and the proposed Pump Track and the revising the draft Entrance Strategy. Henderson Oval has been completed. Wood Park Playground and shelter will be completed in 2021/2022. The community stage in Community Gardens, the new Community Centre, Jubilee Oval change rooms have been completed. Parks and Gardens Offices completed. Jubilee Oval Change Rooms, construction completed June 2021. City Park toilet block and Community Stage construction completed June 2021. Henderson Oval Playground construction completed June 2021. Land Army Playground options investigated June 2021. New Community Centre construction completed June 2021. Pump Track design completed and construction to be

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					completed by June 2022. Kooyoo Street Stage 1 construction in progress.

## 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.	Commenced Investment Prospectus 2022. Meeting with NSW Regional Development, providing information for potential investment opportunities in our region. Regular fortnightly Western Riverina (WR) Connect meetings - currently working on Gate 4 Inland Rail Business Case with Leeton Shire Council and Ernst and Young.
Liaise with agencies to develop resources and training programs to assist small business to establish in the area.	6.1.2.1	Utilise ABR data to determine newly registered ABN holders and send out invitations to come to Council for assistance. Attend regular meetings with business startups providing them with advice, information and useful contacts to further their business plan.	Economic Development Coordinator	Number of meetings held or attended.	Attended new business start up meetings throughout the quarter, provided information and assistance.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Profile Griffith as a vibrant, contemporary regional hub, a great place to do business.	6.1.5.1	Continue to build strong business relationships and networks. Attend business events/breakfasts and facilitate meetings. Develop and promote the Griffith Business Prospectus.	Economic Development Coordinator	Number of Business Prospectus copies distributed. Number of events attended. Number of promotional marketing activities undertaken for the prospectus.	Commenced Investment Prospectus 2022. Discussions with Regional Development Australia (RDA) Riverina Research Team, Id Consultancy and Domain collecting relevant and new data.

Promote opportunities to assist existing businesses to grow.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Partner, sponsor and promote professional development for local businesses.	6.2.1.1	Partner with stakeholders to run events for local businesses including Griffith Women in Business, Griffith Business Chamber and Griffith Young Professionals.	Economic Development Coordinator	Number of events per year.	Griffith Women in Business Annual General Meeting and Christmas Party. December Retail Business Support Events - Glow 2680 Sidewalk Sale, Star Business Competition, Glow2680 Launch and late night shopping. All events were successful and local businesses provided positive feedback to hold sidewalk sales more regularly.
Participate in the Small Business Friendly Councils	6.2.3.1	Continue to promote the Easy to do	Economic Development Coordinator	Number of new businesses signed up to Easy to do Business Program. Number	Successful in Grant application for Small Business Month 2022. Will be running training sessions for small businesses in March.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Program and implement initiatives to promote the region as a place to do business.		Business Program.		of promotional marketing activities re: Easy to do Business Program.	
	6.2.3.2	Griffith Now Hiring program to attract skilled workers.	Economic Development Coordinator	Number of email open rate/social reach, number of Griffith Now Hiring enquiries, number of partners signed up.	Signed up almost 6 new partners this quarter. Promotion all going well and partners have been contacting Council to remove positions regularly because they have been filled.

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	All DCPs prepared.	Director - Sustainable Development	DCP adopted.	The new Griffith Residential Development Control Plan came into effect 17 August 2020. Other DCP's are to be reviewed during 2021-22.
Lake Wyangan Masterplan	6.3.2.1	Master Plan Lake Wyangan.	Director - Sustainable Development	Adoption of Layout Plan for a fully covered recreational area, Potable Water Reticulated Master Plan, Sewerage Reticulation Master Plan and Drainage Master Plan.	Detailed business case proposal prepared for consideration by Water Infrastructure NSW. Concept modelling progressed to determine the capacity of the Lakes to store and deliver irrigation water to land owners.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Communicate Griffith as a progressive agricultural region.	6.4.1.1	Promote Griffith as the agricultural powerhouse of the Riverina, share good news stories across social platforms and profile in regional editorial. Source opportunities for new promotion and share good news stories across all platforms.	Marketing & Promotions Coordinator	Number of media releases and number of media inclusions (TV, Radio, Print)	<p>All Visit Griffith promotion showcases Griffith as an agricultural powerhouse.</p> <p>Media Inclusions:            1 x episodes of Everyday Gourmet cooking show on Ten Play aired October (the other 3 episodes were aired in previous months). Partnered with Aus Prunes, Almond Board of Aust and Stahmann Webster (walnuts).            Currently working on upgrade of Interpretive Display Area which highlights our strong agricultural themes.            Social platforms and good news stories:            122 posts published this quarter, Total reach = 171,920            Our monthly Tourism E-newsletters feature good news stories + 2 x feature ambassadors every month. This quarter, an average of 8 good news stories shared.            Radio:            Monthly radio chats "Tourism Talks" with SCA (3 x Hit 99.7 + 3 x Triple M = 6 Total)            1 x editorial in Gourmet Traveller Wine in October            DNSW feature on Luke Piccolo - first episode of the series (NSW) released focusing on Griffith.            1 x editorial in Italian newspaper, 'Il Globo', on Hermit Valerio Ricetti.</p>

Promote Griffith as a desirable visitor and tourism destination.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Implement Griffith Marketing Plan in line with Destination Tourism Plan.	6.5.2.1	Consistently implement and refer to the Marketing Plan working towards the goals and objectives identified in the Marketing Plan.	Marketing & Promotions Coordinator	Number of objectives identified in Marketing Plan met.	Consistently promoting Griffith as a desirable visitor and tourism destination. New marketing strategy is under development in this financial year (21/22).
Grow major events and festivals.	6.5.3.1	Implement marketing campaigns for Griffith Spring Fest, Griffith Easter Party and Taste of Italy Griffith. Produce relevant collateral and arrange media opportunities accordingly.	Marketing & Promotions Coordinator	Number of media inclusions (TV, radio and print) achieved.	Griffith Spring Fest: Due to COVID-19 the festival didn't proceed, however it was promoted digitally via Griffith Spring Fest facebook page, Visit Griffith facebook page, Griffith Spring Fest website and Visit Griffith website. No TVC was produced this year. 6 x Radio Phone-ins. Griffith Tourism continue to do monthly tourism talks with Southern Cross Austereo (Hit 99.7 & Triple M).
	6.5.3.2	Source opportunities for new, unique events and festivals. Working with tourism	Events Coordinator	Number of new events added.	Met with Griffith Sports Council to discuss upcoming events and use of new facilities. Received funding from NSW Gov Summer Night Fund, to host a Twilight Market in March 2022. Meetings held with organisers of PedalCure4MND, Craft Beer Festival, Twilight Market, Banna Lane Festival (supported successful grant application for

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		stakeholders and organisations.			this in 2022), Questacon Pop-Up, Lifestyle and Leisure Roadshow, Piccolo Family Farm events. Request for Quotation (RFQ) sent out for Event Strategy for 2022-2026.
Increase Griffith's digital presence.	6.5.4.1	Continually maintain significant digital platforms. Encourage feedback via digital platforms such as TripAdvisor, Google and Facebook. Facilitate listings of tourism stakeholders on digital databases such as ATDW and Visit Griffith website.	Marketing & Promotions Coordinator	Increase in TripAdvisor and Google comments/reviews and record in the Tourism monthly report.	<p>Trip Advisor: 1 x 5 star review and 1 x 4 star review received. TripAdvisor reviews have been heavily impacted due to COVID-19.</p> <p>Google Listing: 4.6 average star ratings, 20,000 views and 12,800 google searches.</p> <p>33.3% directly searched Visit Griffith, 61.1% discovered by searching for a category, product or service, 5.6% found via branding related to tourism or Griffith.</p> <p>Facebook: 8,600 likes, 1,766 average post reach</p> <p>Instagram: 3,000 likes, 770 average post reach (highest 1,709)</p> <p>Website: New users 86%, returning users 14%.</p> <p>Web traffic: NSW 79%, VIC 10%, QLD 5%.</p>
				Engagement and reach achieved. Website hits, Facebook likes, and number of Instagram followers. Number of stakeholders listed.	
Grow the conference and business event market.	6.5.5.1	Identify gaps and build relationships with suppliers and facilitators. Encourage local event suppliers to establish profiles on	Events Coordinator	Number of conferences booked/arranged by VIC and Conference Guide provided.	Business events not booked through Visitor Information Centre. New web page created for business events through campaign collaboration with Destination Riverina Murray (DRM). There were 245 page views for Q2.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		relevant digital platforms. Proactively engage with potential business event organisers.			
Develop a new Visitor Guide and Ambassador Program.	6.5.7.1	Develop a prospectus and encourage Ambassador support.	Marketing & Promotions Coordinator	Complete and distribute guide every 2 years.	Ambassador prospectus has been completed and distributed. 90+ advertisers (so far) have come on board. 40,000 guides will be printed and distributed.
Develop and manage Pioneer Park as a significant tourism attraction for the region.	6.5.8.1	Develop an annual program of activities and events at Pioneer Park to attract and engage a diverse demographic with facilities and collections.	Director - Business, Cultural & Financial Services	Two large events and 4 smaller community engagement activities conducted each year.	The Museum holds a schedule of small and large events throughout the year so in that respect an annual program already exists. The target of two large events and 4 smaller community engagement activities to be conducted each year is on target as per following; <ol style="list-style-type: none"> <li>1. 50 year celebration has been held with a number of events included.</li> <li>2. Hosting GRAPA production</li> <li>3. Australia Day event (BBQ/Movie) on 25 January 2022 (cancelled due to COVID)</li> <li>4. Action Day (2021 cancelled due to COVID)</li> </ol>
	6.5.8.2	Identify key aspects of the collections and facilities and develop ways to promote these as featured	Director - Business, Cultural & Financial Services	One aspect of collection identified and new promotional materials developed and circulated per year.	Works have been ongoing with the restoration of the Baptist Church and the Old Post Office which will additional key exhibits to attract tourists.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		tourist attractions.			
	6.5.8.3	Develop an annual marketing plan to promote the facility and actively engage with potential visitors.	Director - Business, Cultural & Financial Services	Increase annual visitation by 3 - 5 %.	The newly formed Pioneer Park Museum Committee has achieved a great deal over the past 12 months in particular in promoting the Museum and undertaking restoration and upgrade works at the facility. The development of annual marketing plan will need the input of the Committee and a funding allocation to complete. It is realistic to expect that this may be undertaken in the 2022/23 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.	Director - Business, Cultural & Financial Services	Increase public engagement with Pioneer Park Museum social media by 5 -10%	Promotional resources are provided through the Regional Theatre staff which is assisting in the promotion of the Museum and the events held there. The Information Centre also provide assistance in promoting the Museum generally. This is an area that will need the input of the Committee to identify further opportunities for engagement with potential visitors. The Park recently hosted a GRAPA production that was successful and showcased the new section of the site for this purpose.
	6.5.8.5	Improve interpretive and directional signage within Griffith Pioneer Park Museum.	Director - Business, Cultural & Financial Services	New directional signage installed by June 2021.	To be completed with the input of the new Committee.
Work with new tourism related	6.5.9.1	Build new industries into	Visitor Information	Number of itineraries provided.	Visitor Servicing team continue to create itineraries for potential and confirmed visiting groups.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
industries and build relationships.		Griffith tourism product offering and ensure new industries and products are built into itineraries (both independent and groups).	Centre Coordinator		Product development from potential tourism businesses slowed due to busy time of year. New market growing in local produce hampers for corporate gifting. December was extremely busy servicing end-of-year/Christmas gifts for both business customers and individual customers sending all across the eastern states of Australia. This in turn promoted Griffith and our products to new industries and markets. There were 11 itineraries provided.

### 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.	All vacant positions reviewed prior to recruitment. Currently; 2 x Trainee Engineers, 1 x Plumber, 1 x Building Surveyor, 3 x School Based Trainees. Number of trainees and apprentices employed x 7.
Attract new residents and skilled workers to the region to fill job vacancies.	7.1.2.1	Griffith Now Hiring program to attract skilled workers.	Economic Development Coordinator	Number of Griffith Now Hiring Newsletter subscribers. Participation in additional regional programs. Number of regional program promotions.	Regional Development Australia (RDA) Riverina highlighted Griffith for the month of October for the Country Change program. Blog post, video, photos, social posts and interviews were promoted focusing on our region. Griffith is also one of the targeted regional pilots for the Multicultural NSW's Growing Regions of Welcome (NSW GROW)

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					model. Staff have been providing assistance with this program to drive a strategic, collaborative approach to attracting and retaining newcomers. Council also assisted RDA Riverina to develop a new Grow Our Own video series for students to educate them on alternative career pathways. Participation in an additional three regional program promotions.
Work with agencies including the RDA Riverina and Griffith Business Chamber to increase the range of opportunities to work locally.	7.1.3.1	Regular meetings held with agencies to increase opportunities to work locally including the Grow our Own Committee.	Economic Development Coordinator	3 meetings per year per agency.	Council assisted Regional Development Australia (RDA) Riverina to develop a new Grow Our Own video series for students to educate them on alternative career pathways. Attended RDA Riverina's Economic Development Forum in November. Made contact with Griffith Business Chamber representative this quarter to discuss Griffith Now Hiring program, Small Business Month and upcoming business survey. Four RDA Riverina meetings and one Griffith Business Chamber meeting.

Develop partnerships to build on quality education and training opportunities.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Support local providers of educational and skills programs.	7.2.1.1	Educate and support the future growth of local businesses by assisting local businesses with enquiries and	Economic Development Coordinator	Number of Evolve newsletters mailed out. Number of promotional activities completed for educational and skills programs.	October, November and December newsletters emailed out as well as additional COVID-19 support information. Successful in our Grant application for Small Business Month 2022. Will be running training sessions for small businesses in March.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		information required. Distribute monthly business newsletter promoting business news, events and grants.			
	7.2.2.1	Provide ongoing advocacy support to existing organisations delivering services locally.	Economic Development Coordinator	Promote Country Universities Centre, TAFE and WRCC.	Promoted TAFE Griffith and Country University Centre (CUC) Western Riverina via newsletters and social media. Keeping in touch with both TAFE and CUC staff on upcoming opportunities and training.

Advocate for safe work practices and employment standards.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide a compliant Work Health Management system to meet legislative and organisational requirements.	7.3.1.1	Undertake review of WHS policies.	Human Resources and Risk Manager	RTW Program reviewed annually. WHS policies reviewed.	Policies are developed and reviewed via the WHS Committee Meetings every two months.  WHS Committee reviewed the following policies and procedures: Accident Incident Reporting, Load shifting machines, Confined spaces, Smoking, Standard WHS noticeboards and Immunisations.
	7.3.1.3	Implement amendments to WHS Act and Legislation	Human Resources and Risk Manager	WHS Reporting to include Incident Reports, Workplace Investigations and Corrective Actions.	

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		changes as required.		Number of WHS Committee meetings held.	WHS Committee training for new members was held December 2021. WHS Coordinator completed two audits on Jones Road and Griffin Green projects. WHS Committee Meetings held in Quarter 2 include: 16 December 2021 and 21 October 2021.
Promote Employee Health & Wellbeing within Council.	7.3.3.1	Facilitate opportunities for training and policies to improve staff wellbeing.	Human Resources and Risk Manager	<p>Hold two Health and Wellbeing staff awareness programs.</p> <p>Four Health and Wellbeing Articles annually.</p>	<p>During Quarter 2 there were a number of work place initiatives which included:</p> <p>1) Work Health and Safety Month in October. This year's theme was Think Safe, Work Safe and Be Safe. Council held a number of initiatives including Gentle Exercise Classes, Health and Skin Checks and Dietician Talk</p> <p>2) The Step Challenge in October</p> <p>3) In November staff accepted the challenge to grow the Mo to raise awareness for Men's Health. The Griffith City Council Gringos raised \$1,191. Guest speaker for this event was Dr Luke Manestar-Ford who delivered a talk on suicide and the importance of Mental Health</p> <p>4) Cate Campbell webinar talk - Resilience and Mental Health</p> <p>5) Employee Survey conducted in November 2021, with 50% of staff responding to the survey. Results distributed to all staff in 2022.</p> <p>Four health and wellbeing articles: 1) Looking after yourself and Others during Christmas 2) Information on Men's Health during November 3) Asbestos Awareness 4) Women's Health Topic Migraines.</p>

## Provide and manage assets, services and facilities

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain water infrastructure including reservoirs, mains and treatment plants.	8.1.1.1	Manage and maintain water infrastructure as per budget.	Director - Utilities	Works completed as per budget allocation.	Griffith and Yenda Water Treatment plants, reservoirs and the water main reticulation system constantly maintained and operational in-line with budget allocation.
Maintain sewer infrastructure including pump stations, rising mains and treatment plants.	8.1.2.1	Manage and maintain sewer infrastructure as per budget.	Director - Utilities	Works completed as per budget allocation.	Operation and maintenance of all sewer infrastructure is being carried out as per regulatory requirements and within Council's operational budget.
Plan and provide water and sewerage services that meet growth demands.	8.1.3.1	Update Developer Service Plans (DSP) for water and sewerage to ensure adequate infrastructure plans in place for future demand.	Director - Utilities	Completion of DSP for water and sewerage June 2022.	Expressions of Interest have been called to update existing water and sewer Developer Service Plans (DSP)s. Currently investigating the best course of action to proceed further.
Design and construct reticulated water network to	8.1.5.1	Design and construct water mains in	Director - Utilities	Complete designs and construction as required.	Progressing as per capital works program and within allocated budget.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
accommodate expansion of residential land releases.		accordance with 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 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.	This is an ongoing program 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 2022.	Progressing as per capital works program and available budget allocations.
Provide engineering	8.1.9.1	Engineering design and	Engineering Design &	Design progression and referrals reported quarterly.	Engineering Referrals are progressing at an acceptable rate. This reporting period has been a

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
design and referral services to internal departments within Council.		referrals provided to Council departments.	Approvals Manager		challenge due to recent staff resignations/absences and difficulties in recruiting qualified engineers. Traffic and Road Safety referrals are meeting designated timeframes. The Engineering Design Team is meeting Council's current capital works programs.
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.	The required amount of gravel to meet demand is on site when needed.
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 400,000 head of sheep and ability to sell cattle when required.	The Griffith Livestock Marketing Centre is well maintained to facilitate and maximise the buying and selling of livestock.
	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.	Capital works are maintained in-line with the allocated budget.
Efficiently manage and maintain	8.1.12.1	Maintain a modern and suitable fleet to meet the	Fleet & Depot Manager	Maintain 80% utilisation target of all fleet items.	Utilisation is being calculated during December and January to provide hire rates for next year's budget.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Council's fleet services.		requirements of Council's services and facilities.			
	8.1.12.2	Provide efficient fleet services to Council.	Fleet & Depot Manager	Minimise downtime of fleet through proactive maintenance and plant replacement.	A large number of plant items have been replaced or are on order. Some delivery delays have been experienced due to COVID issues. Plant is being maintained on a regular basis.
Advise on the delivery of a new Cemetery and Crematorium.	8.1.13.1	Explore options for the new Cemetery and crematorium.	Director - Infrastructure & Operations	Location for the new Cemetery and Crematorium finalised.	Draft crematorium feasibility report presented to Cemetery Working Group on 25 October 2021.
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.	Council cemeteries continue to be maintained to a high standard to meet the expectations of the community.
Maintain Griffith Airport infrastructure including terminal buildings, runways and carparks.	8.1.15.1	Maintain and manage Griffith Airport in accordance with Civil Aviation Safety Authority (CASA) standards.	Director - Sustainable Development	Completion of annual CASA audit.	Griffith Airport is maintained and managed in accordance with Civil Aviation Safety Authority (CASA) standards. Annual technical inspection complete waiting on final report.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	8.1.15.2	Implement recommendations of annual CASA audit.	Director - Sustainable Development	CASA recommendations implemented.	Annual Aerodrome inspection completed in December - awaiting final report.
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.	Asset data has been updated and preparation of documents is progressing.
	8.1.17.2	Complete cyclical Valuation Reviews on each Asset class as required under statutory guidelines.	Asset Management Coordinator	Review of each Asset Class by 31 March annually.	Consultant engaged for desktop revaluation of all asset classes.
Complete scheduled revaluation of each Asset Class according to revaluation schedule by 31 March annually.					
Develop a Business Process Manual for Asset Management.	8.1.20.1	Develop a Business Process Manual that specifies how Council will procure and maintain asset inventory and spatial data and processes to ensure our asset data is kept	Asset Management Coordinator	Business Process Manual maintained and kept up to date on an ongoing basis. Status report to Director Business, Cultural & Financial Services by 30 June annually.	Ongoing documentation of Assets and GIS processes and knowledgebase.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		relevant and up to date.			
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 services are being provided on an ongoing basis and GIS related CRMs (requests) are being actioned within agreed service levels.
				Review GIS data and implement metadata to GIS by 30 June 2021.	
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	Assess the Tourism Hub for required maintenance and upgrades.	Visitor Information Centre Coordinator	Completion of quarterly safety meter.	November quarterly safety meter completed. External painting of building delayed due to trades availability; re-scheduled for next quarter. Replacement of all "i" signage will also take place in conjunction with the external building maintenance/refresh. Quotes obtained and supplier selected for installation of new split-system air conditioner in meeting room. Due for installation next quarter.
	8.1.23.2	Audit of Tourism Assets and signage.	Tourism Manager	Source funding/successful budget bids.	Upgrade of the Interpretive Display Area is nearly ready for install (last week of January/ first week of February). External painting of the whole building (Griffith Tourism Hub) about to commence. Successful in grant funding through DNSW for external painting (Tourism Product Development Fund - Refresh

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					and Renew). Budget bids for Stage 2 (front counter and work stations) commenced. More funds yet to be sourced.
Develop and implement a Strategic Asset Management Plan for Griffith Pioneer Park Museum.	8.1.24.1	Maintain Up to Date Site Map showing services and assets.	Director - Business, Cultural & Financial Services	Site Map is reviewed and updated annually by 30 June.	The Assets Management Coordinator has reviewed the map in conjunction with the Technical Coordinator and updated the GIS/Mapping System with location of assets and services. A continuing process each year.
	8.1.24.2	Upgrade sewerage reticulation at Pioneer Park Museum and Caretaker's cottage.	Director - Business, Cultural & Financial Services	Pioneer Park public toilets and Myall Park Hall kitchen and caretaker's cottage connected to sewer by June 2021 (depending on grant funding availability)	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.	Director - Business, Cultural & Financial Services		Annual asset maintenance and pest control activities are being conducted on an ongoing basis. Asset maintenance works include; - Spreading and compacting access paths throughout the Park - Gardening and installation of new landscaped areas - Restoration of Baptist Church.

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.	All land acquisitions for the Southern Industrial Link Road have been completed and design drawings are completed by Council's Design Department. The final design for the intersection of Murrumbidgee Avenue and Thorne Road is currently under the process of being finalised which may require land acquisition. However this cannot be confirmed until such a time as the final design for this intersection is finalised which is pending.
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.	Heavy patching programmed for local and regional roads have commenced. Heavy patching programmed for State Roads Transport for NSW (TfNSW) have been completed. Additional heavy patching work have been identified and will seek funding from TfNSW. Draft reseal program for urban have been prepared and contractor will commence works in March 2022. Rural Roads reseal program have been completed. Regional Roads repair program is planned to commence in February 2022.
	8.2.3.2	Develop and implement annual gravel re-sheeting program.	Works Manager - Maintenance	Works carried out within Council's allocated budget.	Final program have been prepared and resheeting of high priority roads have commenced.
	8.2.3.3	Sealed roads rehabilitation	Works Manager - Construction	Works carried out within Council's allocated budget.	Roads rehabilitation program currently being undertaken in the CBD area include Yambil Street

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		program implemented in accordance with Asset Management Plan.			Stage 3 and works commencing shortly in Kooyoo Street.
	8.2.3.4	Sealed roads reseals program implemented in accordance with Asset Management Plan.	Works Manager - Maintenance	Works carried out within Council's allocated budget.	Construction of new footpath along Merrigal Street and Sidlow Road has been completed. Pavement widening on Merrigal Street has been completed for construction of Refuge Island. Quotes have been obtained to install new street lights at the proposed Refuge Island. Urban Roads reseal program is planned to commence in March 2022. Rural Roads reseal program has been 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.	Griffith Southern Industrial Link (GSIL) 5A (Walla Ave - Murrumbidgee Ave) - Deed has been signed and received - Potholing of utilities commenced - Presentation by SPA on alternative construction method Construct and Seal Barber Road - Drainage materials received - Site visit on Scarred trees with Aboriginal Cultural Heritage Office of Griffith Local Aboriginal Land Council completed GSIL5B1 (Walla Ave/Thorne Rd Intersection) - Essential Energy contacted by electrical designer following issue raised by electrical contractor regarding certified drawing that prevented relocation

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					<p>of remaining power poles on 25/10/2021</p> <ul style="list-style-type: none"> <li>- Drainage pipes of 750mm received to pipe the drainage crossing the new road GSIL5B2 (Walla Ave and Bromley Road)</li> <li>- Geotechnical report received regarding the suitability of material from donor pit for filling the hole</li> </ul> <p>Construct and Seal Boorga Road (Stage A)</p> <ul style="list-style-type: none"> <li>- Sealing of Boorga Road between Lakes Road and Fraser Road completed.</li> </ul>
	8.2.4.2	Seal Boorga Road	Works Manager - Construction	Works carried out within Council's allocated budget	<ul style="list-style-type: none"> <li>- Stage A: Sealing completed, except the intersection with Fraser Road.</li> <li>- Stage B: Negotiation on land acquisition almost complete.</li> </ul>
	8.2.4.3	Seal Dickie Road	Works Manager - Construction	Works carried out within Council's allocated budget.	<ul style="list-style-type: none"> <li>- Waiting for final design after sending final comments following meeting with Rombola Family Farms.</li> <li>- Waiting for final geotechnical report on suitability of gravel from gravel pit owned by Rombola Family Farms.</li> </ul>
Construction of the Southern Industrial Link Road (Heavy Vehicle Strategy).	8.2.5.1	Construct Bromley Road/Kidman Way intersection.	Works Manager - Construction	Works carried out within Council's allocated budget.	Practical Completion Notice from TfNSW received. Defects liability period until 4 October 2022.
	8.2.5.2	Construct Walla Avenue/Thorne Road intersection.	Works Manager - Construction	Works carried out within Council's allocated budget.	<ul style="list-style-type: none"> <li>- Essential Energy contacted by electrical designer following issues raised by electrical designer on the certified drawing that prevented the relocation of the remaining power poles.</li> <li>- 750mm dia pipes and culverts received.</li> </ul>

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	8.2.5.3	Construct Murrumbidgee Avenue/Thorne Road Intersection.	Works Manager - Construction	Works carried out within Council's allocated budget.	Quotations received from potential electrical contractors and in the process of evaluation and selection of contractor. Approval from Murrumbidgee Irrigation received for the extension of 1800mm drainage culvert under Thorne Road. Final design yet to be received.
Investigate strategies to attract and maintain air services.	8.2.6.1	Ongoing relationships with regional airlines.	Director - Economic and Organisational Development	Number of meetings held.	Qantas, Rex and Sharp airlines recommence building capacity from October 2021.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Initiate place activation projects in Griffith and villages.	8.3.1.1	Implement a place activation project in the city centre of Griffith.	Principal Planner Urban Design & Strategic Planning	Report progress to CBD Working Group.	The new Pump Track planned for Olympic Street will be the next project activating the Youth Precinct. An Expression Of Interest for a funding application to activate the parking area was lodged. Council was invited by the funding body of 'Streets as shared spaces" to submit a formal application for funding of this project. Recently completed projects to activate areas include the Wood Park Play area. The provision of conduits for smart applications in Yambil Street is future proofing the street for future activation projects. The recent successful Street Scapes festival in Kooyoo Street activated the CBD during the month of May 2021. This festival resulted in successful

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					funding to turn the northern block of Kooyoo Street into a permanent plaza.
	8.3.1.2	Initiate place activation projects in the surrounding villages.	Principal Planner Urban Design & Strategic Planning	Investigate and prepare, where appropriate, place activation plans for the surrounding villages.	This is an ongoing activity to investigate and explore different options of projects to activate areas within the City and villages. Examples include, the Bright Lights on Banna project as well as the Street Scapes in Kooyoo Street. Council were invited to apply for funding from "Street as shared spaces round 2" for the activation of the Carpark north of Memorial Gardens as part of Council's activation strategy.
	8.3.1.3	Investigate and prepare, where appropriate, place activation plans for the surrounding villages.	Principal Planner Urban Design & Strategic Planning	Report progress to CBD Working Group.	Drafting a Place Activation Strategy for both Griffith and the Villages. Council supported skate park in Yenda and is also looking into developing some activation at the Woman's Land Army Park in Hanwood as well as the newly completed Henderson Oval playground in Yoogali.
Deliver entrance statements at the main entrances into the City of Griffith in keeping with the Griffith Entrance Strategy.	8.3.2.1	Finalise and adopt the Griffith Entrance Strategy.	Principal Planner Urban Design & Strategic Planning	Griffith Entrance Strategy and relevant action is adopted.	Council received \$100k Grant funding toward construction of three Entrance signs. The three signs as well as two club signs were installed. The Entrance Strategy still needs to be adopted by Council.

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.	Design Completed. Construction of Stage 3 Yambil street nearing the end.
Liaise and support CBD Strategy Working Party in implementing Place Creation Strategies.	8.3.4.1	Support the CBD Strategy Working Group with decision making process.	Principal Planner Urban Design & Strategic Planning	Regular meetings with the Urban design team and meeting with the CBD Working Group.	Quarterly meetings held to update CBD Working Group on projects and Strategies.
Provide specialist advice to strategic projects.	8.3.5.1	Consult and evaluate projects where needed.	Principal Planner Urban Design & Strategic Planning	Number of projects delivered.	This is an ongoing process. Council has received funding from Stronger Country Communities Fund Round 3, Bright Lights in Banna for the amount of \$350,000 for activating the main street as well as Kooyoo Street with the Street Scapes festival resulting in the permanent upgrade of Kooyoo Street to a pedestrian dominated area with a new Café, Kiosk and plaza. Urban Design is submitting a new application for funding from Streets As Shared Spaces Round 2 for the activation of the car park behind Memorial Gardens. New Entrance Signs have been installed at the City Entrances. Urban Design is also assisting the villages with activation and aesthetic approval projects.

Mitigate the impact of natural disasters.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Retain formal relationships through the Floodplain Management Committee and appropriate government agencies for planning, funding and response to flooding.	8.4.1.1	Complete investigation, design and implementation of flood mitigation measures in accordance with OEH funding guidelines.	Water & Wastewater Manager	Report to Floodplain Management Committee and OEH on progression of funded works.	McCormack Road DC605J Culvert Upgrade project which involved installation of a 1800 mm pipe culvert under Burley Griffin Way has been completed except the U/S apron slab which will be done once the water level in the channel subsides. Hanwood Stormwater Pump and associated pipework project has been delayed due to various reasons including resourcing issues. Council is also waiting for the stage 2 construction funding agreement to be finalised so that both stage 1 and stage 2 construction works can be awarded at the same time to a single contractor. The estimated start date for the project is now June 2022. Flood mitigation works for Yoogali and Hanwood: Council has received funding under National Flood Mitigation Infrastructure Program but hasn't received funding agreements to start the project.
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 meeting held 12 October 2021.

## 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.	Planning & Environment Manager	Service review milestones achieved.	The ePlanning Portal is now live.
	9.1.1.2	Implement the outcomes and recommendations of the Development Assessment Review.	Planning & Environment Manager	Good quality assessment, average turnaround time of 40 days.	The following recommendations have been implemented: <ul style="list-style-type: none"> <li>- Admin support section fully functional.</li> <li>- Development Assessment Panel fully functional</li> <li>- Vetting function in place and operational with a 2.5 day/week casual position</li> </ul>
	9.1.1.3	Deliver Development Application Referral responses for developments within the Griffith LGA.	Planning & Environment Manager	Respond within 10 working days.	Referrals processed as required.
	9.1.1.5	Respond to Development Application Referrals for all	Planning & Environment Manager	All Development Applications assessed and conditioned/ann.	Development Application Referrals for all Environmental matters were actioned as required.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		Environmental Matters.			
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.	Ranger Procedural Manual provided by S&KP Larsen Pty Ltd used. (page 195-199) Environmental Planning and Assessment Act (Schedule 5) and Regulations.
	9.1.3.2	Develop a compliance database.	Planning & Environment Manager	Compliance database created.	Data base constantly updated in Electronic Data Management (EDM) and Customer Request Managements (CRMS) assist monitoring of workload. Full review of compliance related CRMS completed with minor follow-up work and close down actions also completed and monitored on a weekly basis as part of the weekly compliance meeting agenda (standing item).
Provide guidance on potential development, construction and planning issues.	9.1.4.1	Hold regular forums with developers, consultants and stakeholders.	Planning & Environment Manager	Annual forums held. Number of pre-lodgement meetings addressed.	Working towards annual meeting calendar for 2022 with at least one (1) annual meeting. Important information is communicated via email when needed.
	9.1.5.2	Respond to general inquiries and complaints from the public in relation to Environmental Matters.	Planning & Environment Manager	Respond to general inquiries and complaints from the public.	Timely responses delivered to general inquiries and complaints from the public within the Griffith LGA.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain Council processes consistent with Department of Planning and Environment requirements.	9.1.6.1	Adjustments made to Council processes as required.	Planning & Environment Manager	Compliance with Department of Planning and Environment requirements.	This is ongoing with focus on Development Assessment, Building Surveying Compliance processes. Development assessment processes are currently being audited by Griffith City Council Internal Auditor.
Deliver full reviews of Review of Environmental Factor (REF) documentation required under Part 5 of the EP&A Act.	9.1.7.1	Review and assess REF's and associated technical reports submitted to Council.	Principle Officer - Environment	All REFs submitted reviewed, assessed and responded to.	Nil Review of Environmental Factor (REFs) and associated technical reports submitted to Environment Department for review this period.
Review the LEP, DCP and DC's to reflect Urban Microclimate Design principles linking urban climate, water sensitive urban design (WSUD), green infrastructure and human health from street to city scale.	9.1.8.1	Define key Urban Microclimate Design principles and source funding.	Director - Sustainable Development	Key Urban Microclimate Design principles 25% complete.	Not started.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide efficient building certification services, including issuing construction certificates, complying development certificates and occupation certificates as per legislative requirements.	9.1.9.1	Update Standard Operating Procedures.	Planning & Environment Manager	SOP updated.	Ongoing: -DA Review finalised -protocols to deal with unauthorised building works and land use finalised.
	9.1.9.2	Issue construction certificates, complying development certificates and occupation certificates within a timely manner.	Planning & Environment Manager	Average turn around time for all applications to be 10 business days or less.	Construction certificates, complying development certificates and occupation certificates assessed and issued in a timely manner.
	9.1.9.3	Carry out critical stage inspections in accordance with relevant legislation.	Planning & Environment Manager	Number of critical stage inspections.	All critical stage inspections requested during this period, carried out.
Regulate swimming pool barrier compliance.	9.1.10.1	Maintain and implement the Private Swimming Pool Inspections Program.	Planning & Environment Manager	All pools within the Local Government Area to be inspected once every 3 years.	Swimming pool inspection program undertaken in accordance with the policy.
	9.1.10.2	Assess applications for Swimming Pool Certificates of Compliance.	Planning & Environment Manager	Certificate of compliance or compliance notice to be issued within 7 days of receipt of an application.	All swimming pool certificates assessed for the period.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	9.1.10.3	Investigate complaints relating to swimming pool barrier non compliance and take action to regulate non compliance.	Planning & Environment Manager	All complaints shall be followed up within 2 days of receiving the complaint.	Any complaints received in this period relating to swimming pool barrier non-compliances have been investigated and finalised.
Fire Safety of Buildings.	9.1.11.1	Maintain a register of Annual Fire Safety Statements for commercial premises.	Planning & Environment Manager	All Annual Fire Safety Statements to be entered.	The register for Annual Fire Safety Statements has been consistently maintained throughout the period.

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

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		development of OSM Plan.			

Deliver projects to protect and improve biodiversity and biosecurity.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Deliver a Weeds of National Significance eradication and control program.	9.3.1.1	Manage and maintain Council's obligations under the Biosecurity Act.	Parks & Gardens Manager	Number of inspections and spraying programs undertaken.	Weed control is ongoing both inspection and control with land owners informed of their responsibilities under the Biosecurity Act.
Development of Griffith City Council Roadside Vegetation Management Plan.	9.3.2.1	Develop and distribute Community Advisory Materials in relation to Roadside Vegetation Management including Legislative responsibilities and Regulation.	Director - Sustainable Development	Development and distribution of Community Advisory Materials 100% completed.	Review of community advisory materials underway.

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.	Not started.
Develop State of the Environment Report for Griffith City Council.	9.4.2.1	Establish environmental indicators, report on and update environmental trends, identify major environmental impacts.	Principle Officer - Environment	State of the Environment Report 100% completed.	2021 Environmental Reporting was completed, further work required for future ease of environmental reporting requirements.

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	Principle Officer - Environment	CL sites identified 25% complete. CL register 25% complete.	Very little progress in last quarter due to extra time required for the Lake Wyangan Project as staff member resigned.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		& Intramaps (the Register) and source funding.			
Regulate and inspect Underground Petroleum Storage Systems (UPSSs) (Priority Fuel Stations) within the Griffith LGA.	9.5.2.1	Identify all Fuel Station sites in Griffith LGA. Develop tablet based platform for the undertaking and delivery of UPSS site.	Principle Officer - Environment	Register of all UPSS complete.	This Action has been completed, just requiring trial inspection and then roll-out.
Monitor Underground Petroleum Storage Systems (UPSS) in Griffith LGA as required under the Protection of the Environment Operations UPSS Regulation 2019.	9.5.3.1	UPSS inspection program.	Principle Officer - Environment	Undertake UPSS in accordance with inspection program.	Risk Rating completed in November with the assistance from Riverina and Murray Joint Organisation/ Riverina Eastern Regional Organisation of Councils (RAMJO/REROC). Underground Petroleum Storage Systems (UPSS) Inspection Procedure to be 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	Review and update if required Risk Based Drinking Water Management System.	Director - Utilities	Risk Based Drinking Water Management System prepared in accordance with legislative requirements. Compliance with Australian Drinking Water Guidelines and results published monthly on Council's website.	Ongoing improvement of management system. Producing water complying with Australian Drinking Water Guidelines. Review currently being carried out. Results published monthly on Council's website.
Commence Lake Wyangan and Catchment Management Project.	10.1.3.1	Commence implementation of 3 priority LW&CM Strategy recommendations and source funding.	Director - Sustainable Development	Implementation measures determined once priority actions agreed. Funding measures determined once priority actions agreed.	Proposal to prepare a detailed business case for consideration by Water Infrastructure prepared. Modelling undertaken to verify the capacity of the Lakes to store and supply irrigation water.

## 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 December 2021.	No work commenced on this Key Performance Indicator.
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.	Street Lighting issues identified by staff or community members reported to Essential Energy via the Neat Streets App.
Continue to undertake Energy Audits on Griffith City Council facilities.	10.2.3.1	Complete Energy Audit on GCC's buildings.	Principle Officer - Environment	Number of audits undertaken.	Energy Audits 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	10.3.1.1	Continue utilisation and upgrading of existing landfilling facilities.	Waste Operations Manager	Statutory reports submitted in accordance with licencing requirements.	This is a ongoing process, projects currently in the pipe line are: Widening and resealing of existing Landfill Access road Construction of Leachate containment system Extension of current weighbridge.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
current and future needs of the community.					
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.	With the support of our contracted Education Consultant and Council Communication Team, there has been a number of education initiatives published on Councils "Socials" network and media releases. These focused on what can be put into the yellow lidded bin.
Maintain waste collection services for the Griffith LGA.	10.3.3.1	Provide commercial, street and park bin collections.	Waste Operations Manager	Ensure daily collection service is provided.	A daily collection service is provided.
	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.	Council maintains a positive relationship with JR Richards at all levels. Weekly phone calls are made to JR Richards to discuss any issues that may arise.
	10.3.3.3	Replace and repair domestic and commercial bins when required.	Waste Operations Manager	Ensure replacement/repair meet CRM time frames.	CRMs are actioned mostly within the allotted timeframe.
Deliver a Local Organics Collection Service	10.3.4.1	Assess feasibility for Garden Organics (GO) only or Food	Waste Operations Manager	Report on feasibility.	A random community phone survey was carried out, with one question within the survey regarding the introduction of a Food Organics and Garden Organics (FOGO) service. There were 331

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
for the Griffith Community.		Organics and Garden Organics (FOGO) waste collection (kerbside, public place and business) organics diversion service.			responses, 300 respondents were surveyed via phone and 31 responded online. 39% said no they wouldn't like a FOGO, 35% said they would like a FOGO, 21% indicated they would want one for Garden Organics (GO) only and 4% unsure.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Determine Mid Scale Solar Behind the Meter business opportunities (GCC & Community).	10.4.3.1	No Action planned 2021/22.	Director - Sustainable Development	Not applicable.	Not started.

Plan and implement programs to improve sustainability.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Implement the Street Tree Preservation policy.	10.5.1.1	Administer Street Tree Preservation policy.	Parks & Gardens Manager	Compliance with Street Tree policy. Number of street trees planted.	The Street Tree policy and Tree Preservation policy continue to be adhered to in all tree matters.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
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.	Director - Sustainable Development	Renewable Energy Policy, complete. Renewable Energy Master Plan commenced. Source funding for Renewable Energy Master Plan.	Not started.
Increase Resilience to Climate Change (IRCC) through implementation of actions to address identified climate change risks and vulnerabilities within the Griffith LGA.	10.5.3.1	Submit funding application/s for individual Council funding addressing key identified climate change risks and vulnerabilities.	Director - Sustainable Development	Submit 1 -2 IRCC funding application/s addressing urban heat/stormwater capture and reuse.	Monitoring available grants.