

ORDINARY MEETING OF COUNCIL TO BE HELD TUESDAY 25 NOVEMBER 2014

CL02

FIRST QUARTER PERFORMANCE REPORT 2014/15 - BUDGET REVIEW AND OPERATIONAL PLAN

ATTACHMENTS

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(a) Report by Responsible Accounting Officer at 30 September 2014

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005:

It is my opinion that the Quarterly Budget Review Statement for Griffith City Council for the quarter ended 30/09/2014 indicates that Council's projected financial position at 30/6/2015 will be satisfactory at year end, having regard to the revised projected estimates of income and expenditure and the original budgeted income and expenditure.

My opinion above, that Council's projected financial position as at 30/6/2015 will be satisfactory has been based on the following factors:

The overall level of service currently being provided by Council is more sustainable within the current revenue base available to Council. Over the past 18 - 24 months there has been a systematic process of identifying and implementing cost reductions where possible and this has seen an improvement in cash flows and an ability to transfer funds to internal reserves however this standard and process must continue with ongoing efficiencies or new revenue streams secured in order to fully fund both external and internal reserves as well as provide an acceptable level of unrestricted funds in the future, in particular in the Ordinary Fund.

Council needs to monitor and carefully control its cash spend on both its operations but also capital projects. Council is forecast to be in an unrestricted cash surplus position this year and will be looking to place further funds under internal reserve as a result.

There will need to be a commitment by all departments to keep improving the cash and trading position to achieve an acceptable outcome by the end of the financial year.

Signed:



Max Turner
Responsible Accounting Officer

date: 11/11/2014

(b) Income and Expense Budget Review Statement (Fund Level) at 30 September 2014

																					Consolidated Fund					
	Ord. Services Fund	Previous Reviews	Current Review	Recommended Changes For Council Resolution	Revised Total to 30/06/15	Waste Fund	Previous Reviews	Current Review	Recommended Changes For Council Resolution	Revised Total to 30/06/15	Water Fund	Previous Reviews	Current Review	Recommended Changes For Council Resolution	Revised Total to 30/06/15	Sewer Fund	Previous Reviews	Current Review	Recommended Changes For Council Resolution	Revised Total to 30/06/15	Total Original Budget	Consol. Adj.	Budget After Consolidations 2014/2015	Total Reviews/ Recommended Changes For Council Resolution To 30/06/15	Total Revised Budget 30/06/15	Actual YTD
OPERATING REVENUES																										
Rates & Annual Charges	14,177,900		35,135		14,213,035	4,793,129		(182,865)		4,610,264	1,835,994				1,835,994	6,908,163		1,500		6,909,663	27,715,186		27,715,186	(146,230)	27,568,956	19,433,711
User Charges & Fees	5,569,295		229,069		5,798,364	950,100		161,675		1,111,775	6,255,320		4,465		6,259,785	648,600				648,600	13,423,315		13,423,315	395,209	13,818,524	1,388,752
Interest	520,046				520,046	41,200				41,200	437,956				437,956	258,000				258,000	1,257,202		1,257,202	0	1,257,202	108,099
Grants & Contributions for Operating Purposes	6,849,481		252,839		7,102,320	42,000				42,000	97,600				97,600	58,000				58,000	7,047,081		7,047,081	252,839	7,299,920	1,442,129
Other Operating Revenues	763,521		(13,804)		749,717	143,570				143,570	47,400				47,400	19,120				19,120	973,611		973,611	(13,804)	959,807	268,737
TOTAL OPERATING REVENUE	27,880,243	0	503,239	0	28,383,482	5,969,999	0	(21,190)	0	5,948,809	8,674,270	0	4,465	0	8,678,735	7,891,883	0	1,500	0	7,893,383	50,416,395	0	50,416,395	488,014	50,904,409	22,641,428
OPERATING EXPENDITURE																										
Employee Costs	16,803,794		82,044		16,885,838	1,040,763				1,040,763	1,695,957				1,695,957	1,645,996				1,645,996	21,186,210		21,186,210	82,044	21,268,254	6,094,977
Materials and Contracts	2,428,990		214,956		2,643,946	3,184,801		(88,700)		3,096,101	3,488,890		5,750		3,494,640	1,859,365		7,711		1,859,365	10,954,335		10,954,335	139,717	11,094,052	2,723,922
Interest Charges	144,017				144,017	43,702				43,702	0				0	1,489,383				1,489,383	1,677,102		1,677,102	0	1,677,102	390,719
Depreciation & Amortisation	5,820,900				5,820,900	442,528				442,528	1,936,988				1,936,988	1,551,303				1,551,303	9,751,719		9,751,719	0	9,751,719	3,545,268
Other Operating Expenses	3,303,850		(18,584)		3,285,266	388,792				388,792	1,357,099				1,357,099	884,193		(715)		883,478	5,933,934		5,933,934	(19,299)	5,914,635	1,769,274
TOTAL OPERATING EXPEND.	28,501,551	0	278,416	0	28,779,967	5,100,586	0	(88,700)	0	5,011,886	8,478,634	0	5,750	0	8,484,384	7,422,529	0	6,996	0	7,429,525	49,503,300	0	49,503,300	202,462	49,705,762	14,524,159
OPERATING RESULT BEFORE CAPITAL AMOUNTS	(621,308)	0	224,823	0	(396,485)	869,413	0	67,510	0	936,923	195,636	0	(1,285)	0	194,351	469,354	0	(5,496)	0	463,858	913,095	0	913,095	285,552	1,198,647	8,117,289
Grants & Contributions for Capital Purposes	4,076,059		(717,170)		3,358,889	0				0	103,160				103,160	82,320				82,320	4,261,539		4,261,539	(717,170)	3,544,369	634,645
Net Gain/(Loss) on disposal of Assets.	80,000				80,000	0				0	0				0	0				0	80,000		80,000	0	80,000	0
OPERATING RESULT BEFORE EXTRAORDINARY ITEMS	3,534,751	0	(492,347)	0	3,042,404	869,413	0	67,510	0	936,923	298,796	0	(1,285)	0	297,511	551,674	0	(5,496)	0	546,178	5,254,634	0	5,254,634	(431,618)	4,823,016	8,751,914
Extraordinary Items	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CHANGE IN NET ASSETS RESULTING FROM OPERATIONS	3,534,751	0	(492,347)	0	3,042,404	869,413	0	67,510	0	936,923	298,796	0	(1,285)	0	297,511	551,674	0	(5,496)	0	546,178	5,254,634	0	5,254,634	(431,618)	4,823,016	8,751,914

AUTHORITY (c) Income & Expense Budget Review Statement (Program Level) at 30 June 2014

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	Original Budget	Budget Adjustment	Total Budget	YTD Actual	YTD Budget	Variance
GOVERNANCE						
Council Executive						
Total Operating Income	(1,028,398)	0	(1,028,398)	(257,100)	(257,100)	0
Total Operating Expenditure	1,352,399	(3,200)	1,349,199	382,679	367,321	(15,358)
Total Discretionary Expenditure	89,152	24,020	113,172	14,752	22,137	7,385
Total Council Executive	413,153	20,820	433,973	140,331	132,358	(7,973)
Council Chambers/Offices						
Total Operating Income	(215,420)	0	(215,420)	(53,856)	(53,856)	0
Total Operating Expenditure	282,678	(5,529)	277,149	109,622	101,806	(7,816)
Total Council Chambers/Offices	67,258	(5,529)	61,729	55,766	47,950	(7,816)
TOTAL GOVERNANCE	480,411	15,291	495,702	196,097	180,308	(15,789)
Administration/Secretarial						
Total Operating Income	(473,032)	0	(473,032)	(117,717)	(118,244)	(527)
Total Operating Expenditure	645,799	0	645,799	166,375	166,821	446
Total Administration/Secretarial	172,767	0	172,767	48,658	48,577	(81)
Finance						
Total Operating Income	(1,422,821)	0	(1,422,821)	(357,694)	(356,182)	1,512
Total Operating Expenditure	2,007,253	0	2,007,253	573,649	572,933	(716)
Total Discretionary Expenditure	3,000	0	3,000	0	0	0
Total Finance	587,432	0	587,432	215,955	216,751	796
Human Resources						
Total Operating Income	(1,802,897)	3,925	(1,798,972)	(434,450)	(435,195)	(745)
Total Operating Expenditure	1,923,445	(31,110)	1,892,335	686,255	739,773	53,518
Total Discretionary Expenditure	0	0	0	2,323	0	(2,323)
Total Human Resources	120,548	(27,185)	93,363	254,128	304,578	50,451

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	Original Budget	Budget Adjustment	Total Budget	YTD Actual	YTD Budget	Variance
ADMINISTRATION						
Information Technology						
Total Operating Income	(1,086,827)	0	(1,086,827)	(276,627)	(271,581)	5,046
Total Operating Expenditure	1,117,206	0	1,117,206	248,630	426,088	177,458
Total Information Technology	30,379	0	30,379	(27,996)	154,507	182,503
Central Supply Services						
Total Operating Income	(178,626)	0	(178,626)	(48,000)	(44,607)	3,393
Total Operating Expenditure	232,394	0	232,394	70,798	60,189	(10,609)
Total Central Supply Services	53,768	0	53,768	22,799	15,582	(7,217)
Customer Service Management						
Total Operating Income	(442,485)	0	(442,485)	(110,622)	(110,622)	0
Total Operating Expenditure	603,473	(1,105)	602,368	148,792	158,001	9,209
Total Customer Service Management	160,988	(1,105)	159,883	38,170	47,379	9,209
Works Management						
Total Operating Income	(734,311)	0	(734,311)	(183,453)	(183,453)	0
Total Operating Expenditure	835,137	0	835,137	269,413	224,238	(45,175)
Total Works Management	100,826	0	100,826	85,960	40,785	(45,175)
Civil Infrastructure & Asset Services						
Total Operating Income	(449,446)	0	(449,446)	(112,426)	(112,362)	64
Total Operating Expenditure	467,457	0	467,457	159,118	135,261	(23,857)
Total Discretionary Expenditure	40,000	0	40,000	9,500	0	(9,500)
Total Civil Infrastructure & Asset Services	58,011	0	58,011	56,192	22,899	(33,293)
Fleet Management						
Total Operating Income	(3,623,576)	0	(3,623,576)	(1,080,467)	(967,238)	113,229
Total Operating Expenditure	2,990,768	0	2,990,768	1,637,065	1,620,762	(16,303)

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	Original Budget	Budget Adjustment	Total Budget	YTD Actual	YTD Budget	Variance
ADMINISTRATION						
Fleet Management						
Total Discretionary Income	0	0	0	(352)	0	352
Total Fleet Management	(632,808)	0	(632,808)	556,247	653,524	97,277
TOTAL ADMINISTRATION	651,911	(28,290)	623,621	1,250,111	1,504,582	254,471
Fire Protection						
Total Operating Income	(223,476)	0	(223,476)	0	(16,000)	(16,000)
Total Operating Expenditure	465,604	0	465,604	145,486	147,166	1,680
Total Fire Protection	242,128	0	242,128	145,486	131,166	(14,320)
Animal Control						
Total Operating Income	(76,200)	0	(76,200)	(10,148)	(19,000)	(8,852)
Total Operating Expenditure	155,800	0	155,800	33,285	38,614	5,329
Total Animal Control	79,600	0	79,600	23,137	19,614	(3,523)
Ranger Services						
Total Operating Income	(89,600)	0	(89,600)	(15,522)	(22,149)	(6,627)
Total Operating Expenditure	301,172	0	301,172	82,587	78,921	(3,666)
Total Ranger Services	211,572	0	211,572	67,065	56,772	(10,293)
State Emergency Services						
Total Operating Income	0	0	0	628	0	(628)
Total Operating Expenditure	58,504	0	58,504	26,840	26,463	(377)
Total State Emergency Services	58,504	0	58,504	27,468	26,463	(1,005)
TOTAL PUBLIC ORDER & SAFETY	591,804	0	591,804	263,157	234,015	(29,142)
Health Services						
Total Operating Income	(95,210)	4,115	(91,095)	(14,209)	(14,922)	(713)
Total Operating Expenditure	377,469	0	377,469	109,322	95,114	(14,208)
Total Discretionary Expenditure	0	0	0	34,366	0	(34,366)

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HEALTH	Original Budget	Budget Adjustment	Total Budget	YTD Actual	YTD Budget	Variance
Total Health Services	282,259	4,115	286,374	129,478	80,192	(49,286)
Immunisation						
Total Operating Income	(700)	0	(700)	(102)	(174)	(72)
Total Operating Expenditure	4,200	0	4,200	1,700	1,050	(650)
Total Immunisation	3,500	0	3,500	1,598	876	(722)
Insect & Vermin Control						
Total Operating Income	(3,600)	0	(3,600)	0	0	0
Total Operating Expenditure	20,600	0	20,600	356	0	(356)
Total Insect & Vermin Control	17,000	0	17,000	356	0	(356)
Noxious Weeds						
Total Operating Income	(117,000)	(4,180)	(121,180)	(4,180)	(4,180)	0
Total Operating Expenditure	275,898	0	275,898	50,568	72,342	21,774
Total Discretionary Income	0	(7,500)	(7,500)	(7,150)	(7,500)	(350)
Total Discretionary Expenditure	0	7,500	7,500	5,103	2,980	(2,123)
Total Noxious Weeds	158,898	(4,180)	154,718	44,341	63,642	19,301
TOTAL HEALTH	461,657	(65)	461,592	175,773	144,710	(31,063)
Community Services Mang'T						
Total Operating Expenditure	420,428	4,000	424,428	73,680	92,264	18,584
Total Discretionary Income	(2,500)	0	(2,500)	0	0	0
Total Discretionary Expenditure	13,500	(1,000)	12,500	1,668	500	(1,168)
Total Community Services Mang'T	431,428	3,000	434,428	75,348	92,764	17,416
Senior Citizens Centre						
Total Operating Income	(14,000)	0	(14,000)	(4,437)	(3,501)	936
Total Operating Expenditure	26,273	0	26,273	7,967	8,469	502

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COMMUNITY SERVICES & EDUCATION	Original Budget	Budget Adjustment	Total Budget	YTD Actual	YTD Budget	Variance
Total Senior Citizens Centre	12,273	0	12,273	3,530	4,968	1,438
Other Community Services						
Total Operating Income	(53,067)	0	(53,067)	(33,726)	(39,687)	(5,961)
Total Operating Expenditure	53,206	0	53,206	20,782	23,273	2,491
Total Discretionary Expenditure	0	0	0	9,019	0	(9,019)
Total Other Community Services	139	0	139	(3,925)	(16,414)	(12,489)
Education						
Total Operating Expenditure	15,704	0	15,704	3,801	3,801	0
Total Education	15,704	0	15,704	3,801	3,801	0
TOTAL COMMUNITY SERVICES & EDUCATION	459,544	3,000	462,544	78,755	85,119	6,364
Housing						
Total Operating Income	(40,500)	0	(40,500)	(12,424)	(12,150)	274
Total Operating Expenditure	70,327	(2,988)	67,339	12,928	17,794	4,866
Total Housing	29,827	(2,988)	26,839	504	5,644	5,140
Strategic Planning						
Total Operating Income	(169,200)	(10,971)	(180,171)	(67,191)	(5,871)	61,320
Total Operating Expenditure	2,242,435	(4,900)	2,237,535	617,753	581,612	(36,141)
Total Discretionary Income	(25,000)	0	(25,000)	0	0	0
Total Discretionary Expenditure	47,655	0	47,655	12,489	12,598	109
Total Strategic Planning	2,095,890	(15,871)	2,080,019	563,051	588,339	25,288
Development Approvals						
Total Operating Income	(420,800)	0	(420,800)	(128,200)	(100,176)	28,024
Total Operating Expenditure	1,568,432	2,000	1,570,432	411,400	434,494	23,094
Total Discretionary Income	0	(2,000)	(2,000)	(2,000)	(2,000)	0

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HOUSING & COMMUNITY AMENITIES	Original Budget	Budget Adjustment	Total Budget	YTD Actual	YTD Budget	Variance
Total Development Approvals	1,147,632	0	1,147,632	281,200	332,318	51,118
Street & Gutter Cleaning						
Total Operating Income	(55,840)	0	(55,840)	(8,199)	(13,960)	(5,761)
Total Operating Expenditure	353,844	0	353,844	91,774	86,746	(5,028)
Total Street & Gutter Cleaning	298,004	0	298,004	83,575	72,786	(10,789)
Urban Stormwater Drainage						
Total Operating Income	(207,041)	0	(207,041)	(197,966)	(196,476)	1,490
Total Operating Expenditure	721,704	0	721,704	169,106	161,675	(7,431)
Total Discretionary Income	(28,000)	0	(28,000)	0	0	0
Total Discretionary Expenditure	42,000	0	42,000	10,450	10,500	50
Total Urban Stormwater Drainage	528,663	0	528,663	(18,410)	(24,301)	(5,891)
Public Cemeteries						
Total Operating Income	(425,700)	0	(425,700)	(72,092)	(108,335)	(36,243)
Total Operating Expenditure	567,717	0	567,717	137,703	163,317	25,614
Total Public Cemeteries	142,017	0	142,017	65,611	54,982	(10,629)
Public Conveniences						
Total Operating Expenditure	217,985	500	218,485	69,370	66,137	(3,233)
Total Public Conveniences	217,985	500	218,485	69,370	66,137	(3,233)
Domestic Waste Management						
Total Operating Income	(3,683,730)	35,300	(3,648,430)	(3,647,676)	(3,585,301)	62,375
Total Operating Expenditure	2,535,512	(129,445)	2,406,067	614,825	593,557	(21,268)
Total Domestic Waste Management	(1,148,218)	(94,145)	(1,242,363)	(3,032,851)	(2,991,744)	41,107
Other Waste Management						
Total Operating Income	(1,172,980)	147,565	(1,025,415)	(947,245)	(938,051)	9,194
Total Operating Expenditure	821,538	0	821,538	198,538	211,225	12,687

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HOUSING & COMMUNITY AMENITIES	Original Budget	Budget Adjustment	Total Budget	YTD Actual	YTD Budget	Variance
Total Other Waste Management Waste Processing	(351,442)	147,565	(203,877)	(748,707)	(726,826)	21,881
Total Operating Income	(1,640,100)	(161,675)	(1,801,775)	(579,458)	(561,464)	17,994
Total Operating Expenditure	1,350,096	56,745	1,406,841	403,927	390,880	(13,047)
Total Discretionary Expenditure	377,595	0	377,595	0	0	0
Total Waste Processing Waste Management Admin	87,591	(104,930)	(17,339)	(175,531)	(170,584)	4,947
Total Operating Income	(797,754)	(16,000)	(813,754)	(222,415)	(230,203)	(7,788)
Total Operating Expenditure	1,381,980	0	1,381,980	578,017	611,983	33,966
Total Discretionary Income	(103,570)	0	(103,570)	2,091	0	(2,091)
Total Waste Management Admin Other Sanitation & Garbage	480,656	(16,000)	464,656	357,693	381,780	24,087
Total Operating Expenditure	62,000	0	62,000	14,160	15,669	1,509
Total Other Sanitation & Garbage	62,000	0	62,000	14,160	15,669	1,509
TOTAL HOUSING & COMMUNITY AMENITIES	3,590,605	(85,869)	3,504,736	(2,540,333)	(2,395,800)	144,533
Potable Water Supplies						
Total Operating Income	(8,869,750)	(4,465)	(8,874,215)	(166,568)	(252,751)	(86,183)
Total Operating Expenditure	8,228,687	5,750	8,234,437	2,118,022	2,255,241	137,219
Total Discretionary Expenditure	528,460	0	528,460	0	0	0
Total Potable Water Supplies	(112,603)	1,285	(111,318)	1,951,453	2,002,490	51,037
Raw Water Supplies						
Total Operating Income	(214,600)	0	(214,600)	0	(20)	(20)
Total Operating Expenditure	132,067	0	132,067	29,244	34,337	5,093
Total Raw Water Supplies	(82,533)	0	(82,533)	29,244	34,317	5,073
Water Private Works						

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	Original Budget	Budget Adjustment	Total Budget	YTD Actual	YTD Budget	Variance
WATER SUPPLIES						
Water Private Works						
Total Operating Income	(2,000)	0	(2,000)	0	0	0
Total Operating Expenditure	1,500	0	1,500	0	0	0
Total Discretionary Income	0	0	0	(8,117)	0	8,117
Total Discretionary Expenditure	0	0	0	10,474	0	(10,474)
Total Water Private Works	(500)	0	(500)	2,357	0	(2,357)
TOTAL WATER SUPPLIES	(195,636)	1,285	(194,351)	1,983,054	2,036,807	53,753
Sewer Supplies						
Total Operating Income	(8,222,783)	(1,500)	(8,224,283)	(95,063)	(146,528)	(51,465)
Total Operating Expenditure	7,463,699	6,996	7,470,695	2,091,205	2,045,893	(45,312)
Total Discretionary Income	0	0	0	(1,710)	0	1,710
Total Discretionary Expenditure	289,730	0	289,730	5,200	0	(5,200)
Total Sewer Supplies	(469,354)	5,496	(463,858)	1,999,631	1,899,365	(100,266)
TOTAL SEWER SERVICES	(469,354)	5,496	(463,858)	1,999,631	1,899,365	(100,266)
Library Services						
Total Operating Income	(153,450)	0	(153,450)	(18,981)	(17,301)	1,680
Total Operating Expenditure	911,050	0	911,050	437,396	418,630	(18,766)
Total Discretionary Income	0	(12,000)	(12,000)	(12,000)	(12,000)	0
Total Discretionary Expenditure	0	12,000	12,000	708	0	(708)
Total Library Services	757,600	0	757,600	407,123	389,329	(17,794)
Pioneer Park Museum						
Total Operating Income	(126,500)	(15,300)	(141,800)	(22,211)	(26,849)	(4,638)
Total Operating Expenditure	390,391	13,000	403,391	118,069	103,157	(14,912)

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RECREATION & CULTURE	Original Budget	Budget Adjustment	Total Budget	YTD Actual	YTD Budget	Variance
Total Pioneer Park Museum Griffith Regional Art Gallery	263,891	(2,300)	261,591	95,858	76,308	(19,550)
Total Operating Income	(14,650)	0	(14,650)	(2,073)	(740)	1,333
Total Operating Expenditure	248,056	0	248,056	56,657	63,128	6,471
Total Discretionary Expenditure	0	0	0	(6,572)	0	6,572
Total Griffith Regional Art Gallery Griffith Regional Theatre	233,406	0	233,406	48,012	62,388	14,376
Total Operating Income	(301,320)	0	(301,320)	(99,827)	(79,875)	19,952
Total Operating Expenditure	1,204,099	0	1,204,099	362,882	345,530	(17,352)
Total Discretionary Expenditure	0	0	0	278	0	(278)
Total Griffith Regional Theatre Aquatic Facilities	902,779	0	902,779	263,334	265,655	2,322
Total Operating Income	(1,217,700)	0	(1,217,700)	(252,017)	(316,340)	(64,323)
Total Operating Expenditure	2,207,193	0	2,207,193	560,756	598,920	38,164
Total Aquatic Facilities Sporting Grounds	989,493	0	989,493	308,739	282,580	(26,159)
Total Operating Income	(31,990)	0	(31,990)	(4,832)	(5,990)	(1,158)
Total Operating Expenditure	814,457	2,561	817,018	209,069	211,448	2,379
Total Sporting Grounds Passive Recreation	782,467	2,561	785,028	204,237	205,458	1,221
Total Operating Income	(34,268)	0	(34,268)	(8,937)	(6,808)	2,129
Total Operating Expenditure	3,314,983	(2,282)	3,312,701	858,013	855,637	(2,376)
Total Discretionary Expenditure	0	0	0	2,691	0	(2,691)
Total Passive Recreation Sports Stadium	3,280,715	(2,282)	3,278,433	851,766	848,829	(2,937)

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	Original Budget	Budget Adjustment	Total Budget	YTD Actual	YTD Budget	Variance
RECREATION & CULTURE						
Sports Stadium						
Total Operating Income	(71,020)	0	(71,020)	(5,484)	(5,890)	(406)
Total Operating Expenditure	278,598	(4,747)	273,851	81,595	76,113	(5,482)
Total Sports Stadium	207,578	(4,747)	202,831	76,111	70,223	(5,888)
Sporting Bodies Subsidies						
Total Operating Expenditure	43,840	0	43,840	17,351	43,840	26,489
Total Sporting Bodies Subsidies	43,840	0	43,840	17,351	43,840	26,489
TOTAL RECREATION & CULTURE	7,461,769	(6,768)	7,455,001	2,272,530	2,244,610	(27,920)
Quarry						
Total Operating Income	(148,000)	0	(148,000)	(37,473)	(36,999)	474
Total Operating Expenditure	22,000	0	22,000	3,826	5,520	1,694
Total Quarry	(126,000)	0	(126,000)	(33,647)	(31,479)	2,168
TOTAL MINING / MANUFACTURING & CONSTRUCTION	(126,000)	0	(126,000)	(33,647)	(31,479)	2,168
Roads & Bridges						
Total Operating Income	(1,158,995)	(17,489)	(1,176,484)	(121,872)	(121,871)	1
Total Operating Expenditure	6,100,208	0	6,100,208	1,971,573	1,545,222	(426,351)
Total Discretionary Income	0	(84,814)	(84,814)	(44,948)	(44,948)	0
Total Discretionary Expenditure	0	90,154	90,154	90,154	90,154	0
Total Roads & Bridges	4,941,213	(12,149)	4,929,064	1,894,908	1,468,557	(426,351)
Street Lighting						
Total Operating Income	(92,450)	0	(92,450)	0	0	0
Total Operating Expenditure	448,000	0	448,000	90,208	111,999	21,791
Total Street Lighting	355,550	0	355,550	90,208	111,999	21,791
Footpaths & Cycleways						
Total Operating Expenditure	319,526	0	319,526	77,542	79,657	2,115

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TRANSPORT & COMMUNICATION	Original Budget	Budget Adjustment	Total Budget	YTD Actual	YTD Budget	Variance
Total Footpaths & Cycleways	319,526	0	319,526	77,542	79,657	2,115
Griffith Airport						
Total Operating Income	(795,655)	3,120	(792,535)	(129,371)	(139,272)	(9,901)
Total Operating Expenditure	805,783	0	805,783	224,551	232,939	8,388
Total Discretionary Expenditure	0	21,400	21,400	0	0	0
Total Griffith Airport	10,128	24,520	34,648	95,180	93,667	(1,513)
Parking Areas						
Total Operating Expenditure	141,300	0	141,300	40,854	42,751	1,897
Total Parking Areas	141,300	0	141,300	40,854	42,751	1,897
Bus Shelters & Sheds						
Total Operating Expenditure	14,409	0	14,409	3,077	3,075	(2)
Total Bus Shelters & Sheds	14,409	0	14,409	3,077	3,075	(2)
Rta Work						
Total Operating Income	(1,413,410)	0	(1,413,410)	17,136	0	(17,136)
Total Operating Expenditure	1,163,813	0	1,163,813	113,438	73,259	(40,179)
Total Discretionary Income	0	(167,014)	(167,014)	0	0	0
Total Discretionary Expenditure	0	167,014	167,014	0	0	0
Total Rta Work	(249,597)	0	(249,597)	130,574	73,259	(57,315)
TOTAL TRANSPORT & COMMUNICATION	5,532,529	12,371	5,544,900	2,332,342	1,872,965	(459,377)
Visitors Centre						
Total Operating Income	(67,300)	0	(67,300)	(15,168)	(9,300)	5,868
Total Operating Expenditure	577,080	988	578,068	171,282	165,132	(6,150)
Total Discretionary Income	(42,000)	0	(42,000)	0	0	0
Total Discretionary Expenditure	54,000	0	54,000	0	0	0

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ECONOMIC AFFAIRS	Original Budget	Budget Adjustment	Total Budget	YTD Actual	YTD Budget	Variance
Total Visitors Centre Events Co- Ordinator	521,780	988	522,768	156,114	155,832	(282)
Total Operating Income	(69,350)	0	(69,350)	(16,970)	(26,320)	(9,350)
Total Operating Expenditure	138,542	10,000	148,542	14,956	22,873	7,917
Total Discretionary Income	0	(10,000)	(10,000)	(10,000)	(10,000)	0
Total Discretionary Expenditure	55,000	0	55,000	1,231	1,245	14
Total Events Co- Ordinator Economic Development	124,192	0	124,192	(10,783)	(12,202)	(1,419)
Total Operating Income	(4,500)	1,125	(3,375)	0	0	0
Total Operating Expenditure	336,727	(6,200)	330,527	92,098	92,743	645
Total Discretionary Expenditure	0	0	0	978	0	(978)
Total Economic Development Land Development	332,227	(5,075)	327,152	93,075	92,743	(332)
Total Operating Expenditure	51,940	0	51,940	27,795	26,259	(1,536)
Total Land Development Griffith Livestock Mk Centre	51,940	0	51,940	27,795	26,259	(1,536)
Total Operating Income	(424,220)	(58,170)	(482,390)	(148,609)	(144,116)	4,493
Total Operating Expenditure	506,240	0	506,240	148,070	135,791	(12,279)
Total Griffith Livestock Mk Centre Unclassified Services	82,020	(58,170)	23,850	(539)	(8,325)	(7,786)
Total Operating Income	(31,000)	0	(31,000)	(9,314)	(8,085)	1,229
Total Operating Expenditure	20,000	0	20,000	6,601	5,232	(1,369)
Total Unclassified Services	(11,000)	0	(11,000)	(2,713)	(2,853)	(140)
TOTAL ECONOMIC AFFAIRS	1,101,159	(62,257)	1,038,902	262,950	251,454	(11,496)
Rates and Charges						

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GENERAL PURPOSE REVENUES	Original Budget	Budget Adjustment	Total Budget	YTD Actual	YTD Budget	Variance
Rates and Charges						
Total Operating Income	(15,075,582)	(33,915)	(15,109,497)	(15,071,075)	(15,040,341)	30,734
Total Rates and Charges	(15,075,582)	(33,915)	(15,109,497)	(15,071,075)	(15,040,341)	30,734
General Purpose Grants						
Total Operating Income	(5,377,912)	(105,831)	(5,483,743)	(1,286,615)	(1,332,171)	(45,556)
Total General Purpose Grants	(5,377,912)	(105,831)	(5,483,743)	(1,286,615)	(1,332,171)	(45,556)
TOTAL GENERAL PURPOSE REVENUES	(20,453,494)	(139,746)	(20,593,240)	(16,357,689)	(16,372,512)	(14,823)
GRAND TOTAL	(913,095)	(285,552)	(1,198,647)	(8,117,269)	(8,345,856)	(228,587)

(d) Capital, Cash and Investments Budget Review Statement at 30 September 2014

	Ord. Services Fund Original Budget	Previous Reviews	Current Review	Recommended Changes For Council Resolution	Revised Budget	Waste Fund Original Budget	Previous Reviews	Current Review	Recommended Changes For Council Resolution	Revised Budget	Water Fund Original Budget	Previous Reviews	Current Review	Recommended Changes For Council Resolution	Revised Budget	Sewer Fund Original Budget	Previous Reviews	Current Review	Recommended Changes For Council Resolution	Revised Budget	Consol. Fund Original Budget	Consol. Fund Reviews/ Supp to 30/06/15	Consol. Fund Revised	Actual YTD
Operating Revenue	27,880,243	0	503,239	0	28,383,482	5,969,999	0	(21,190)	0	5,948,809	8,674,270	0	4,465	0	8,678,735	7,891,883	0	1,500	0	7,893,383	50,416,395	488,014	50,904,409	22,641,428
(Operating Expenditure)	(28,501,551)	0	(278,416)	0	(28,779,967)	(5,100,586)	0	88,700	0	(5,011,886)	(8,478,634)	0	(5,750)	0	(8,484,384)	(7,422,529)	0	(6,996)	0	(7,429,525)	(49,503,300)	(202,462)	(49,705,762)	(14,524,159)
Operating Surplus/(Deficit) before Capital Movements	(621,308)	0	224,823	0	(396,485)	869,413	0	67,510	0	936,923	195,636	0	(1,285)	0	194,351	469,354	0	(5,496)	0	463,858	913,095	285,552	1,198,647	8,117,269
Grants & Contributions Provided for Capital Purposes	4,076,059	0	(717,170)	0	3,358,889	0	0	0	0	0	103,160	0	0	0	103,160	82,320	0	0	0	82,320	4,261,539	(717,170)	3,544,369	634,645
Net Gain/(Loss) on Disposal of Assets	80,000	0	0	0	80,000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	80,000	0	80,000	0
Abnormal Items																								
Extraordinary Items																								
Increase/(Decrease) in Net Assets																								
Resulting from Operations	3,534,751	0	(492,347)	0	3,042,404	869,413	0	67,510	0	936,923	298,796	0	(1,285)	0	297,511	551,674	0	(5,496)	0	546,178	5,254,634	(431,618)	4,823,016	8,751,914
Plus Non Cash Items:																								
Depreciation	5,820,900	0	0	0	5,820,900	442,528	0	0	0	442,528	1,936,988	0	0	0	1,936,988	1,551,303	0	0	0	1,551,303	9,751,719	0	9,751,719	3,545,268
Increase in Provision for Doubtful Debts																					0	0	0	0
(Profit)/Loss on Disposal of Assets	(80,000)	0	0	0	(80,000)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(80,000)	0	(80,000)	0
Movements in Operating Assets & Liabilities:																					0	0	0	0
Net Cash Flow from Operating Activities	9,275,651	0	(492,347)	0	8,783,304	1,311,941	0	67,510	0	1,379,451	2,235,784	0	(1,285)	0	2,234,499	2,102,977	0	(5,496)	0	2,097,481	14,926,353	(431,618)	14,494,735	12,297,182
Cash Flows from Financing Activities:																								
Proceeds from Borrowings & Advances	100,000	0	0	0	100,000	900,000	0	0	0	900,000	0	0	0	0	0	0	0	0	0	0	1,000,000	0	1,000,000	500,000
(Principal Repayments of Borrowings)	(1,157,134)	0	0	0	(1,157,134)	(77,496)	0	0	0	(77,496)	0	0	0	0	0	(912,851)	0	0	0	(912,851)	(2,147,481)	0	(2,147,481)	(362,785)
Advances Made To Deferred Debtors	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Principal Repayments on Deferred Debtors	11,724	0	0	0	11,724	0	0	0	0	0	146,254	0	0	0	146,254	0	0	0	0	0	157,978	0	157,978	37,659
Net Cash Flows from Financing Activities	(1,045,410)	0	0	0	(1,045,410)	822,504	0	0	0	822,504	146,254	0	0	0	146,254	(912,851)	0	0	0	(912,851)	(989,503)	0	(989,503)	174,874
Cash Flows from Investing Activities:																								
Decrease/(Increase) in Non Current Receivables	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Proceeds from Sale of Property, Plant & Equipment	500,000	0	0	0	500,000	120,000	0	0	0	120,000	75,050	0	0	0	75,050	37,000	0	0	0	37,000	732,050	0	732,050	221,480
(Purchase of Property, Plant & Equipment)	(10,775,606)	0	635,290	0	(10,140,316)	(1,695,800)	0	0	0	(1,695,800)	(1,605,367)	0	4,657	0	(1,600,710)	(816,156)	0	(105,705)	0	(923,863)	(14,894,931)	534,242	(14,360,689)	(2,113,169)
(Interest on Borrowings Allocated to Capital Works)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Proceeds from Sale of Real Estate	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
(Purchase/Development Real Estate)	(2,718,000)	0	0	0	(2,718,000)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	(2,718,000)	0	(2,718,000)	0
(Other Payments)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Cash Flow from Investing Activities	(12,993,606)	0	635,290	0	(12,358,316)	(1,575,800)	0	0	0	(1,575,800)	(1,530,317)	0	4,657	0	(1,525,660)	(781,158)	0	(105,705)	0	(886,863)	(16,880,881)	534,242	(16,346,639)	(1,891,689)
Net Increase/(Decrease) in Cash	(4,763,365)	0	142,943	0	(4,620,422)	558,645	0	67,510	0	626,155	851,721	0	3,372	0	855,093	408,968	0	(111,201)	0	297,767	(2,944,031)	102,624	(2,841,407)	10,580,366
Cash at Beginning of Period	13,811,703	0	0	0	13,811,703	527,192	0	0	0	527,192	8,680,918	0	0	0	8,680,918	3,192,179	0	0	0	3,192,179	26,211,992	0	26,211,992	0
Cash at End of Period	9,048,338	0	142,943	0	9,191,281	1,085,837	0	67,510	0	1,153,347	9,532,639	0	3,372	0	9,536,011	3,601,147	0	(111,201)	0	3,489,946	23,267,961	102,624	23,370,585	0

EXTERNALLY RESTRICTED CASH																							
For the Financial Year Ended 30th June 2015	Ord. Services Fund Original Budget	Previous Reviews	Current Review	Recommended Changes For Council Resolution	Revised Budget	Waste Fund Original Budget	Previous Reviews	Current Review	Recommended Changes For Council Resolution	Revised Budget	Water Fund Original Budget	Previous Reviews	Current Review	Recommended Changes For Council Resolution	Revised Budget	Sewer Fund Original Budget	Previous Reviews	Current Review	Recommended Changes For Council Resolution	Revised Budget	Consol. Fund Original Budget	Consol. Fund Reviews/ Supp to 30/06/15	Consol. Fund Revised
Included in Liabilities:																							
Unexpended Loans	507,332	0	(507,332)	0	(0)																507,332	(507,332)	(0)
Included in Revenue:																							
Developer Contributions	1,154,160	0	(7,091)	0	1,147,069																1,154,160	(7,091)	1,147,069
Specific Purpose Unexpended Grants	3,614,776	0	(89,343)	0	3,525,433																3,614,776	(89,343)	3,525,433
Required by Legislation:																							
Waste Services						527,192	0	67,510		594,702			3,372	0	8,684,290						527,192	67,510	594,702
Water											8,680,918	0		0							8,680,918	3,372	8,684,290
Sewerage												0		0		3,192,179	0	(111,201)	0	3,080,978	3,192,179	(111,201)	3,080,978
	5,276,268	0	(603,766)	0	4,672,502	527,192	0	67,510	0	594,702	8,680,918	0	3,372	0	8,684,290	3,192,179	0	(111,201)	0	3,080,978	17,676,557	(644,085)	17,032,472
CASH BALANCE AFTER FUNDING EXTERNAL RESTRICTIONS																							
At end of Period:	3,772,070	0	746,709	0	4,518,779	558,645	0	0	0	558,645	851,721	0	0	0	851,721	408,968	0	0	0	408,968	5,591,404	746,709	6,338,113
INTERNALLY RESTRICTED CASH																							
For the Financial Year Ended 30th June 2015	Ord. Services Fund Original Budget	Previous Reviews	Current Review	Recommended Changes For Council Resolution	Revised Budget	Waste Fund Original Budget	Previous Reviews	Current Review	Recommended Changes For Council Resolution	Revised Budget	Water Fund Original Budget	Previous Reviews	Current Review	Recommended Changes For Council Resolution	Revised Budget	Sewer Fund Original Budget	Previous Reviews	Current Review	Recommended Changes For Council Resolution	Revised Budget	Consol. Fund Original Budget	Consol. Fund Reviews/ Supp to 30/06/15	Consol. Fund Revised
Employee Leave Entitlements Reserve	1,840,490	0	0	0	1,840,490																1,840,490	0	1,840,490
Urban Stormwater Management Reserve	611,319	0	400	0	611,719																611,319	400	611,719
Griffith Health Facilities Ltd Reserve	2,213,648	0	0	0	2,213,648																2,213,648	0	2,213,648
Plant & Vehicle Replacement Reserve	524,217	0	0	0	524,217																524,217	0	524,217
Centenary Celebrations Reserve	25,987	0	0	0	25,987																25,987	0	25,987
Building Infrastructure Reserve	0	0	0	0	0																0	0	0
	5,215,660	0	400	0	5,216,060	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5,215,660	400	5,216,060
UNRESTRICTED CASH BALANCE																							
At end of Period:	(1,443,590)	0	746,309	0	(697,281)	558,645	0	0	0	558,645	851,721	0	0	0	851,721	408,968	0	0	0	408,968	375,744	746,309	1,122,053
Surplus/(Shortfall)	(1,443,590)	0	746,309	0	(697,281)	558,645	0	0	0	558,645	851,721	0	0	0	851,721	408,968	0	0	0	408,968	375,744	746,309	1,122,053

(e) Budget Review Contracts at 30 September 2014

Contractor	Contract Detail & Purpose	Contract Value	Awarded Date	Commencement Date	Duration of Contract	Budgeted (Y/N)
GHD	Design of Waste Transfer Station-Tharbogang Landfill	102,656.00	12/08/2014	12/08/2014	4 Months	Y

(f) Budget Review Consultancy, Legal and Vandalism Expenses at 30 September 2014

GL Number	Consultancy Expenses	Expenditure YTD (\$)	Budgeted (Y/N)
012318/0111	Investment Advice-Consultants Fees	8,000.00	Y
014189/0111	Organisation Structure Review	4,169.89	Y
014190/0111	Roads Best Value Review-Consultants Fees	213.64	Y
014602/0111	Asset Valuations-Consultants Fees	9,500.00	Y
Total		21,883.53	

GL Number	Legal Expenses	Expenditure YTD (\$)	Budgeted (Y/N)
012107/0057	Governance Working Expenses-Legal Expenses	620.50	Y
012312/0057	Accounts Receivable Debt Recovery-Legal Expenses	339.49	Y
022203/0057	Dog Control & Impounding Operating Expenses-Legal Expenses	1,244.75	Y
022407/0057	Compliance Fines-Legal Expenses	1,263.68	Y
022408/0057	Litter Fines-Expenses-Legal Expenses	302.75	Y
022409/0057	Parking Fines Expenses-Legal Expenses	2,135.20	Y
072103/0057	Development Assessment Working Expenses-Legal Expenses	1,129.00	Y
112001/0057	Rates Debt Recovery-Legal Expense	21,381.28	Y
142137/0057	Water Fund-Legal Expenses	5,580.48	Y
Total		33,997.13	

WO Number	Vandalism & Graffiti Expenses	Expenditure YTD (\$)	Budgeted (Y/N)
W4184	City Park	2,001.98	Y
W4155	Community Gardens	618.04	Y
W4180	Jubilee Oval	214.97	Y
W4162	Lake Wyangan Reserve	49.92	Y
W4163	Memorial Park Griffith	580.26	Y
W4181	Ted Scobie Oval	351.57	Y
	Other Parks & Gardens	2,306.74	Y
	Other Sporting Grounds	136.33	Y
Total		6,259.81	

(g) Budget Review Delivery Program and Operational Plan Actions (Performance Indicators)

CSP Objectives	Suggested Strategies to meet the Growing Griffith 2030 Objectives	Delivery Program 2013/14 to 2016/17	Operational Plan Actions 2014/15	Responsibility	Performance Measures	September 2014 Review
Leadership						
C1- Provide clear and transparent communication to the local community on matters in which it is concerned.	C1.1 - Develop and implement a range of effective communication processes incorporating traditional and emerging technologies.	C1.1.1 - Develop a communication strategy which encompasses items such as community newsletters, media releases, radio and television segments, local print media and electronic media such as Facebook, Twitter, YouTube and SMS.	Review existing communication strategy to incorporate social media processes and e-media options including methodologies for ongoing monitoring of coverage.	Executive Services	Regular newsletters advising of Council activities via print and electronic means. Community is able to access information on Griffith City Council activities electronically 24 hours a day.	Council Capers Staff Newsletter reinvigorated.

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C1- Provide clear and transparent communication to the local community on matters in which it is concerned.	C1.1 - Develop and implement a range of effective communication processes incorporating traditional and emerging technologies.	C1.1.2 - Implementation and continued monitoring of the communication strategy – ongoing.	Implementation and continued monitoring of the communication strategy.	Executive Services	Communication strategy is developed to incorporate elements of social media. Number of people visiting the Council website.	<p>Twitter account reactivated.</p> <p>Google Analytics July 1 to September 16 2014 - Griffith City Council's website had 9,432 unique visitors who collectively visited the site 14,651 times between them. - Those users viewed pages 47,749 times between them. - On average they viewed 3.32 pages each time they visited, and stayed on the site an average of 2 minutes and 27 seconds per visit.</p> <p>Facebook July 1 to September 16, 2014 Page Likes: 1,443 Posts: more than 70 posts published Post Reach Total: >2,700 people</p> <p>Media Releases July: 18 August: 14 September (month to date): 8 Anecdotal data: Average publishing rate in The Area News is >90%, average "read rate" on local/regional radio (most specifically ABC Riverina in Wagga for local Star FM news reads) is >80%, average interview rate with colleagues for the big stories is about 10%.</p>

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C1- Provide clear and transparent communication to the local community on matters in which it is concerned.	C1.1 - Develop and implement a range of effective communication processes incorporating traditional and emerging technologies.	C1.1.3 - Retain a contemporary and proactive website presence allowing two way communications into target markets.	Launch a revised contemporary and proactive website .	Executive Services	Social media commentary is responded to within 48 hours. Weekly review and update of website data.	Facebook comments replied to. See C1.1.2
C1- Provide clear and transparent communication to the local community on matters in which it is concerned.	C1.2 - Educate staff and community on the processes of Council's adopted Community Engagement Strategy.	C1.2.1 - Program workshops for staff and councillors to inform of options for engaging the community eg utilising resources such as online consultation program.	Workshops and community engagement strategies implemented as required.	Senior Management Team	Number of Workshops held for staff and Councillors. Increased participation in Community Survey to be scheduled in line with review of CSP (180 in 2013).	Monthly Councillor Workshops. Increase in COG Newsletters. Attendance at Griffith Central during Local Government Week. Community Engagement process utilised for finance, pound, flood and GRALC issues.
C1- Provide clear and transparent communication to the local community on matters in which it is concerned.	C1.2 - Educate staff and community on the processes of Council's adopted Community Engagement Strategy.	C1.2.2 - Implement as part of the staff and councillor induction processes.	Community engagement methodologies incorporated into Council decision making when required.	Senior Management Team	Practice consistent with strategy. Increased number of facilitated community forums for Councillors to engage with community.	GRALC Community engagement strategy - three community meetings. Involve COG in Customer Focus Review.

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C1- Provide clear and transparent communication to the local community on matters in which it is concerned.	C1.3 - Adequately resource communication and engagement processes throughout the organisation.	C1.3.1 - Ensure adequate resources are provided to staff and councillors.	Information sessions provided to councillors and staff on communication and community engagement strategies. A dynamic and proactive online presence is created and regularly updated.	Executive Services	Community awareness of Council activities is measured through annual community satisfaction surveys. Councillors and staff understand and utilise the processes and options for communication and community engagement.	Next Community satisfaction Survey scheduled for 2016.
C1- Provide clear and transparent communication to the local community on matters in which it is concerned.	C1.4 - Ensure agenda and relevant information is reviewed prior to meetings.	C1.4.1 - All Council meeting agendas to be available by Thursday preceding the Council meeting.	Business papers prepared and distributed electronically for Councillors and available on website for the public.	Executive Services	100% of business papers available to public and Councillors at least 5 days prior to the Council meeting.	Target met.
C2 - Be well informed about current issues that impact our community.	C2.1 – Council review the role of the proposed Community Reference Panel and existing community groups to garner information about relevant issues.	C2.1.1 - Database of interested community members is developed.	Community input achieved through Committees and other engagement processes.	Executive Services	Community and stakeholder members of Committees are appointed. Community Opinion Group (COG) updated and effective.	COG updates sent when matters arise.

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C2 - Be well informed about current issues that impact our community.	C2.1 – Council review the role of the proposed Community Reference Panel and existing community groups to garner information about relevant issues.	C2.1.1 - Database of interested community members is developed.	Community input achieved through Committees and other engagement processes.	Sustainable Development	Special interest reference groups established and active.	Ongoing. Access Committee formed.
C2 - Be well informed about current issues that impact our community.	C2.1 – Council review the role of the proposed Community Reference Panel and existing community groups to garner information about relevant issues.	C2.1.2 - Community Reference Panel is consulted on a range of key projects and issues impacting the community. See C3.1	Establish protocols for engaging with community members utilising the endorsed GCC Community Engagement Strategy.	Sustainable Development	A variety of community engagement tools utilised. Special interest reference and discussion groups established. Community Opinion Group (COG) operating as a reference panel.	Ongoing. COG to be engaged in the Central Business District Strategy and Customer Focus Review as a reference group.
C2 - Be well informed about current issues that impact our community.	C2.2 - Regularly review local and national media.	C2.2.1 - Regularly monitor media coverage by engaging media monitoring service and provide regular updates to staff and councillors regarding media policies and process.	Access available to established media monitoring service and distributed to staff and councillors.	Executive Services	Updates are provided to Councillors and staff on media coverage.	When resources available.

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C2 - Be well informed about current issues that impact our community.	C2.3 - Council and committee agendas and minutes are prepared and distributed in a timely fashion in electronic and printed form.	C2.3.1 - All Council agendas and minutes distributed to councillors via electronic means.	Council meeting agendas and minutes distributed to Councillors electronically.	Executive Services	100% of agendas distributed by Thursday preceding Council meeting and minutes distributed by Friday following meeting.	Target met.
C2 - Be well informed about current issues that impact our community.	C2.3 - Council and committee agendas and minutes are prepared and distributed in a timely fashion in electronic and printed form.	C2.3.2 - All Council Committees and minutes are available on public website.	Committee minutes published on Council website.	Executive Services	Council Minutes available on website within 72 hours of Council Meeting.	Target met.
C2 - Be well informed about current issues that impact our community.	C2.3 - Council and committee agendas and minutes are prepared and distributed in a timely fashion in electronic and printed form.	C2.3.3 - All Council Meeting Agendas and Minutes are available on public website.	Council meeting agendas and minutes published on Council website.	Executive Services	100% Council meeting agendas and minutes available on Council website.	Target met.
C3 - Mentor and support potential leaders from diverse backgrounds and age groups to ensure adequate community representation.	C3.1 – Council review the role of the proposed Community Reference Panel as a ‘training ground’ for civic office.	C3.1.1 - Invite members of Community Reference Panels to be involved in Council’s Committees. See C2.1	Vacancies on Council committees are forwarded to COG members according to identified interests and advertised as required.	Executive Services	N/A	Community members appointed to Access Committee. Committee vacancies on Pioneer Park filled. Community Representative for Pound appointed to General Facilities Committee.

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C3 - Mentor and support potential leaders from diverse backgrounds and age groups to ensure adequate community representation.	C3.2 - Develop mentoring processes to encourage and guide involvement in Local Government activities.	C3.2.1 - Develop and implement a volunteer information and recruitment program.	Review and update existing processes for engaging with volunteers.	Sustainable Development	Volunteer recruitment strategy is developed and implemented. Volunteer register is promoted to community. Community members register as volunteers for Council and community events.	Ongoing.
C3 - Mentor and support potential leaders from diverse backgrounds and age groups to ensure adequate community representation.	C3.3 – Council review the role of the Youth Advisory Committee and pursue alternative engagement practices.	C3.3.1 - Youth Advisory Committee to hold half yearly forums at a variety of locations including local high schools. Liaise with Department of Education to develop access to local schools.	Communities Committee review youth engagement strategies.	Sustainable Development	Young people engaged and making recommendations.	Students from high schools to be invited to participate in and provide direction for Youth Interagency members. Youth Engagement Strategy to be developed in collaborate with Youth Intereagency members.
C4 - To advocate on behalf of the community with State and Federal authorities.	C4.1 - Actively engage with State and Federal agencies/governments to develop and maintain ongoing dialogue on issues of local importance.	C4.1.1 - Ongoing liaison with State and Federal agencies through the development and implementation of a government interagency process.	Meetings attended with State and Federal agencies delivering services to the Griffith community.	Sustainable Development	Meetings are held and attended by Council staff. Information on current programs being delivered is available to Councillors and community.	Ongoing

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C4 - To advocate on behalf of the community with State and Federal authorities.	C4.2 - Develop strategies to positively impact in the areas of education, health, employment, community safety, infrastructure, transport and housing.	C4.2.1 - Actively seek and apply for targeted external funding or provide support to other local agencies to deliver programs relating to education, health, employment, community safety, infrastructure, transport and housing.	Funding opportunities are explored with eligible organisations to work in partnership to deliver services to the Griffith community.	Sustainable Development	Number of funding opportunities explored for the delivery of services and programs.	Ongoing
C4 - To advocate on behalf of the community with State and Federal authorities.	C4.3 - Provide support and assistance, where possible, to organisations wishing to deliver services and programs locally to address identified needs, such as the Community Working Party's Social Action Plan.	C4.3.1 - Encourage greater involvement for the Aboriginal Community.	Aboriginal Liaison Officer to promote opportunities for involvement of Aboriginal people.	Sustainable Development	Aboriginal people represented on Communities Committee and other advisory groups. Representatives of Aboriginal community consulted over projects of common interest.	Ongoing.
C5 - To provide a governance role in the continuous development of the City of Griffith.	C5.1 - Provide efficient and contemporary internal services to ensure needs are met.	C5.1.1 - Develop/review internal customer response management system (CRM).	Develop service level agreements in conjunction with internal customers .	Senior Management Team	Adopted service level agreements and standards within adhered to.	To be developed following Customer Service Review.

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C5 - To provide a governance role in the continuous development of the City of Griffith.	C5.1 - Provide efficient and contemporary internal services to ensure needs are met.	C5.1.2 - Council's internal services are delivered in line with Promoting Better Practice guidelines as issued by Division of Local Government, Ombudsman and in accordance with Council policy. Services including Information Technology, Finance, Administration, Governance, Human Resources, Central supply, Customer service Fleet Management, Compliance, Fire Protection.	Council's internal services are delivered in line with Promoting Better Practice guidelines as issued by Division of Local Government, Ombudsman and in accordance with Council policy. Services including Information Technology, Finance, Administration, Governance, Human Resources, Central supply, Customer service Fleet Management, Compliance, Fire Protection. Implement recommendations as included in the external "Review of Council Readiness for Best Value Reviews" as adopted by Council.	Senior Management Team	Commence implementation of recommendations: Finalise Internal Values, HR, IT, Finance. Finalise Customer focus review. Roads design, construction, maintenance and associated services review.	Customer Focus review report to be delivered to Council February 2015.

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C5 - To provide a governance role in the continuous development of the City of Griffith.	C5.2 - Ensure accountability measures for good governance are in place and adhered to.	C5.2.1 - Ensure appropriate Internal Audit program is maintained at Griffith City Council.	Annual internal audit plan developed each year.	Executive Services	Internal Audit recommendations are communicated and actioned within 12 months. Internal Audit Plan adopted by Internal Audit Committee on an annual basis. Internal Audit Strategic Plan identifies number of projects per year.	2014/15 and 2015/16 Internal Audit plan to be revised at IA Meeting Sept 16 to identify upcoming projects. Motor vehicle policies revised as per IA report recommendations. Councillor Payment Expenses Policy revised as per IA recommendations.
C5 - To provide a governance role in the continuous development of the City of Griffith.	C5.2 - Ensure accountability measures for good governance are in place and adhered to.	C5.2.2 - Ensure statutory reporting eg Annual Report, Internal Planning and Reporting Framework reporting complies within statutory deadlines.	Prepare all statutory reporting requirements in accordance with required timeframes.	Executive Services	Provide quarterly Key Performance Indicators reports to Council. Provide Annual Report to the community based on the set performance targets. Annual Report to DLG by 30 November annually. Integrated Planning and Reporting Framework requirements met annually.	Reports presented to Council on quarterly basis. Community Annual Report for release via Area News in Sept 2016.
C5 - To provide a governance role in the continuous development of the City of Griffith.	C5.2 - Ensure accountability measures for good governance are in place and adhered to.	C5.2.3 - Ensure effective animal control and regulate parking in key areas such as school zones, disabled zones and timed parking areas.	Undertake daily patrols of car parking areas on a rotating system.	Executive Services	Parking patrols conducted systematically. School Parking patrols conducted daily.	Infringement notices issued: School Zones 123, Parking 65.

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C6 - To partner with organisations to facilitate the delivery of required services to the Griffith community.	C6.1 - Identify opportunities for external funding for projects and programs that will positively impact the local community.	C6.1.1 – Ongoing research into grant opportunities from appropriate funding bodies that meet the requirements of the Community Strategic Plan.	Accountant to research potential grants and distribute to relevant staff members on a weekly/monthly basis. Accountant/Grants Officer to prepare a monthly grants report advising of grant opportunities available and grants successfully applied for.	Business, Cultural, Financial Services	Distribution of a minimum of twelve grant opportunities to staff per annum. Distribution to Senior Management Team of a monthly grants report detailing available grants and grants successfully obtained.	On a monthly basis a grants newsletter is received and the Grants Officer/Accountant reads this thoroughly and distributes all relevant grants to staff. Each week the Grants Officer/Accountant researches grants via various websites and also distributes these out. In the last quarter some of the grants distributed include: Maritime Museums of Australia Project Support Scheme, Bridges Renewal Programme, Heavy Vehicle Safety and Productivity Program, Fixing Country Roads, Seniors Week Grant, Road Safety Grants, Anzac Centenary Arts & Culture Fund, Quick Response Grants, Regional Industries Investment Fund, Responsible Pet Ownership Grants Program, Local Government Organics Collection Systems Grants, Innovation Grants for weeds, New Public Library Infrastructure Grants Program and Youth Opportunities Program

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C6 - To partner with organisations to facilitate the delivery of required services to the Griffith community.	C6.2 - Implement the strategies of the Strengthening Basin Communities Project (SBC) strategies.	C6.2.1 – Investigate and provide options to implement projects from the Economic Development Strategy. Sere D2.7 and D5.2	Seek funding for delivery of projects.	Sustainable Development	Number of recommendations implemented. Number of grant applications.	MDBA Economic Diversification Fund soon to be announced. Staff have presented some possible projects to a Councillor Workshop 17th June resulting in a top 3 project selection. Staff have met with NSW Trade & Investment to glean more detail of the fund and possible criteria. Staff refining options before engaging with NSW Trade & Investment.
C7 - Integrate the core themes, to ensure realistic and achievable goals are set.	C7.1 - Provide adequate resources to plan and monitor activities and strategies across the organisation	C7.1.1 - Develop an Operational Plan annually.	Annual Operational Plan (budget) prepared and adopted by 30 June each year.	Senior Management Team	Operational Plan (budget) adopted by Council by 30 June 2015.	Completed

Love the Lifestyle

L1- Create accessible and safe, liveable places.	L1.1 - Promote positive health aspects of Active Transport options.	L1.1.1 - Seek appropriate funding to implement the actions and priorities outlined in the Pedestrian Access Mobility Plan and footpaths/Cycleway Strategy.	Apply for relevant grant funding opportunities to undertake construction of footpaths and cycleways.	Sustainable Development	Number of grant applications. Review of pedestrian access and mobility plan. (PAMP). Review of pedestrian access and mobility plan. (PAMP).	Successful funding application to install and complete pedestrian paths at Ted Scobie and Memorial Park. Improving Lighting at CWA Park. Yenda improvement of Toilet facilities and Play equipment. Play area at Aquatic centre with shade and Barbeque facilities
L1- Create accessible and safe, liveable places.	L1.2 - Develop and implement the strategies of the Hands Off Griffith Community Crime Prevention Plan.	L1.2.1 – Update and review the Community Crime Prevention Plan. Seek funding for implementing the Plan once reviewed.	Update and review the Community Crime Prevention Plan.	Sustainable Development	Community Crime Prevention Plan reviewed.	Ongoing. Crime Prevention Forum held with Local Area Command, magistrate, Councillors, non government representatives about current BOCSAR data.

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L1 - Create accessible and safe, liveable places.	L1.3 - Finalise and implement the recommend-ations of the Playground Strategy and Plans of Management for Parks and Reserves.	L1.3.1 – Finalise the Playground Strategy and seek funding for implementation.	Implement the Playground Strategy. Apply for relevant grants.	Sustainable Development	Implementation program details high priority projects for budget consideration.	Strategy adopted. Budget increased for high priority projects.
L1 - Create accessible and safe, liveable places.	L1.3 - Finalise and implement the recommend-ations of the Playground Strategy and Plans of Management for Parks and Reserves.	L1.3.2 - Maintain and renew playgrounds to an agreed service standard.	Manage and maintain playgrounds to agreed service standard. Implement Playground Strategy where budget allows.	Infrastructure and Operations	Records of playground safety inspections are kept. Construct playgrounds to available budget.	Playground strategy adopted by Council Playground inspections carried out and documented. The new Playground at Memorial Park has been purchased and construction will commence November 2014.
L1 - Create accessible and safe, liveable places.	L1.4 - Further develop and implement the strategies of the Griffith Community Action Plan 2010 in partnership with State and Federal government agencies.	L1.4.1 - Community Action Plan priorities referenced in Growing Griffith 2030 documentation.	Liaise with stakeholders on Council's role in implementing Community Action Plan.	Sustainable Development	Council's obligations to Community Action Plan are progressed.	Ongoing
L1 - Create accessible and safe, liveable places.	L1.5 – Work with key stakeholders to develop realistic and achievable mechanisms to mitigate and alleviate safety issues from built and natural impacts.	L1.5.1 – Ensure Council's planning and design account for safety issues.	Land Use Planning recognises natural impacts. Safer By Design principles embedded within project designs.	Sustainable Development	Projects designs observe Safer By Design principles.	Ongoing and will be included in the Combined DCP for Griffith LGA.

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L2 - Provide, maintain and monitor safe assets, facilities and services.	L2.1 - Review the passive surveillance provided by CCTV throughout the Central Business District.	L2.1.1 – CCTV requirements revised and funding sought for implementation.	Costs estimated for CCTV upgrades. Grant applications submitted.	Sustainable Development	Funding application made for CCTV upgrades.	Existing Cameras to be replaced by new cameras starting Mid November 2014.
L2 - Provide, maintain and monitor safe assets, facilities and services.	L2.2 - Develop and implement a detailed asset management and replacement program.	L2.2.1 - Develop and implement asset management plans in the following: Buildings Roads, Stormwater, Drainage, Parks, Water and Sewerage, Plant & Equipment.	Implement Asset Management Plans developed for the six key asset categories.	Business, Cultural, Financial Services	Asset management plans in key categories implemented by 30 June 2015.	Asset management plans for all areas are progressing well. Some further work regarding linking plans to the Long Term Financial Plan and Risk identification is required. Expecting to complete prior to target date.
L2 - Provide, maintain and monitor safe assets, facilities and services.	L2.3 - Implement the strategies of the Hands Off Griffith Community Crime Plan.	Refer to L1.2			N/A	N/A
L2 - Provide, maintain and monitor safe assets, facilities and services.	L2.4 – In partnership with key stakeholders, implement strategies to mitigate the impact of built and natural events including but not limited to flooding, fire and other natural disasters.	L2.4.1 - Retain formal relationships through Council's Committee structure with appropriate government agencies for planning and response to natural disasters. Completion of review of Griffith Flood Study.	Retain formal relationships through Council's Committee structure with appropriate government agencies for planning and response to natural disasters.	Utilities	Flood study program implemented. Agenda item on relevant Committees.	Griffith Main Drain J and Mirrool Creek Flood Study presented to Floodplain Mgmt Committee on 18/9/14 and to be reported to Council in November.

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L3 - Develop partnerships to grow health and educational services and facilities.	L3.1 - Continue support of existing Memorandum of Understanding between Charles Sturt University and the NSW Riverina Institute of TAFE.	L3.1.1 - Liaise and work with CSU and NSW Riverina Institute of TAFE – to develop increased higher education opportunities at Riverina Institute of TAFE Griffith Campus. See D5.4	Develop and maintain programs. Investigation into the demand for other pathway programs.	Project Officer Western Riverina Community Higher Education	Number of student enrolments in programs.	Strong numbers in Nursing and Early Childhood. Credit arrangements have been finalised for management and human resources. A flyer has been produced to promote this pathway.
L3 - Develop partnerships to grow health and educational services and facilities.	L3.2 - Continue support of existing medical students programs.	L3.2.1 – Liaise with program participants to determine and implement optimum support program.	Investigate alternative options for support.	Sustainable Development	Support measures reviewed and implemented.	Wollongong University Medical Students support ongoing. SplCE program being reviewed to ensure sustainable outcomes for students. Investigating Midnight Basketball as a viable activity for young people at risk.
L3 - Develop partnerships to grow health and educational services and facilities.	L3.3 - Build on existing relationships to ensure the establishment of improved medical and health facilities and services.	L3.3.1 - Pursue with partners the development of: Murrumbidgee Teaching and Learning Facility (Completed by June 2015). Griffith Community Private Hospital (by 2015).	Construction of Murrumbidgee Teaching and Learning Facility and student accommodation completed by Dec 2015 in conjunction with the Griffith Community Private Hospital. Finalise community fundraising target for project ie a minimum of \$1M.	Senior Management Team	Complete construction of private hospital, Murrumbidgee Teaching, Learning Facility and Student Accommodation constructed at 5 Koorringal Avenue by Dec 2015.	Participation in monthly project control group meetings.

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L3 - Develop partnerships to grow health and educational services and facilities.	L3.3 - Build on existing relationships to ensure the establishment of improved medical and health facilities and services.	L3.3.2 - Build on the existing relationships with the Griffith Base Hospital, St Vincent's and Mater Private Health, University of New South Wales Rural Clinical School, NSW Riverina Institute of TAFE, Department of Education, Employment and Workforce Relations.	Liaise with stakeholders to improve health and education services and facilities in Griffith.	Senior Management Team	Participate in meetings with Murrumbidgee Area Health Service as required.	Participation in area health service strategic planning session October 2014.
L3 - Develop partnerships to grow health and educational services and facilities.	L3.4 - Provide access to opportunities for self-education and improved well being using new technology eg. Internet access widely available at a range of locations, such as Library.	L3.4.1 - Contemporary internet access available at the Library.	Contemporary internet access available at the Library.	Business, Cultural, Financial Services	Retain internet access availability at the Library.	Library has WiFi and extensive computer and internet access for all users requiring this service.
L4 - Plan and provide a suitable range of sporting, recreation and cultural facilities.	L4.1 – Implement Plans of Management for public reserves/parks.	L4.1.1 - A program of priorities for Plans of Management identified and implemented.	High priority Plans of Management undertaken as resources become available.	Sustainable Development	Lake Wyangan Plan of Management completed.	First phase includes the analyses and improvement of the water quality; funding application prepared and submitted.

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L4 - Plan and provide a suitable range of sporting, recreation and cultural facilities.	L4.2 - Maintain and improve recreational facilities eg. parks, Lake Wyangan, Skate Park.	L4.2.1 - Maintain Council's recreational facilities as per adopted service standard (inclusive of playground equipment replacement program and installation of irrigation systems at designated locations).	Implementation and further development of service standards for sporting ovals, parks and reserves.	Infrastructure and Operations	Service standards implemented as adopted by Council by 30 June 2015.	The irrigation pump at the Lake Wyangan Picnic area has been replaced with a new pump. Construction of the new toilet block has commenced.
L4 - Plan and provide a suitable range of sporting, recreation and cultural facilities.	L4.2 - Maintain and improve recreational facilities eg. parks, Lake Wyangan, Skate Park.	L4.2.2 - Improve public safety by provision of appropriate information signage.	Install signs as per priority list.	Infrastructure and Operations	Reduction of public liability claims as a result of improved public safety.	Signs As Remote Supervision is ongoing as per budget allocation.
L4 - Plan and provide a suitable range of sporting, recreation and cultural facilities.	L4.3 - Encourage increased utilisation of existing recreation and sporting facilities by regularly maintaining existing infrastructure.	L4.3.1 - Maintain all current sporting facilities (inclusive of refurbishing sporting ovals, upgrading toilet facilities and lighting).	Undertake annual sportsground renovation.	Infrastructure and Operations	Parks and sports facilities are maintained as per maintenance standards. Number of refurbishments to sportsgrounds completed.	Restoration is continuing for all sporting facilities.

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L4 - Plan and provide a suitable range of sporting, recreation and cultural facilities.	L4.4 - Investigate options to plan and develop facilities and services to meet the needs of the whole community – including young, ageing, low socio economic and diverse community groups.	L4.4.1 – Communities committee of Council actively planning and developing integrated service and facility plans.	Communities Committee develops a whole of community integrated service and facility plan.	Sustainable Development	Recommendations made to Council on an integrated service and facility plan.	Ongoing - Committee consensus to focus on youth engagement strategies and crime prevention initiatives.

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L5 - Utilise facilities and services for optimal participation.	L5.1 - Provide and promote accessibility to existing services and facilities, including sporting, education and cultural activities.	L5.1.1 - Library Provide a fresh and relevant collection of materials in a variety of formats. Provide public use computers and facilitate access to technology for the community. Library to be identified as a community hub for learning, networking and leisure.	<ul style="list-style-type: none"> • New Pods planned for 800 & 900 to complete re-vamp non-fiction, LP and biographies also. • Stocktake completed. • Comic library underway. • Grant for Lego Library & Kurious Kids lodged. • Cake tin collection launched. • RFID Self check implemented for adults & Children • i Pads supplied & new Tech Savvy computer grant successful. • 4 new Public access PC purchased. 10 existing Public PC have new software installed-upgrade to Windows 7. • Talk to new mums at community health monthly (first visit 8 new mums join out of 9). • Yarn Bomb. • New Mobile with added storytimes. • War Museum partnership for displays for 5 years to commemorate WW 1,100 Years. 	Business, Cultural, Financial Services	<p>Collections – turnover of stock greater than 3.5. Stock take completed.</p> <p>Technology – 4 new public access PCs. 10 existing PCs software upgrade to Windows 7. Introduction of Cloud. Plan to replace photocopier & update Pharos system.</p> <p>Internet access meets community expectations - Free WiFi and ability to use outside the building when Library closed.</p> <p>Programs – Deliver a minimum of 20 programs annually reflecting population demographic. Expectations exceeded - plans for added programs on Mobile Library.</p> <p>Number of visits per annum. 132,354 visits 2012/2013.</p>	Library is functioning well and a number of excellent exhibitions have been held recently ie Anne Frank Exhibition is a notable one. Some internal modifications to reading space and shelving has been undertaken to improve functionality. More extensive comment to be provided in December Quarterly review.

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L5 - Utilise facilities and services for optimal participation.	L5.1 - Provide and promote accessibility to existing services and facilities, including sporting, education and cultural activities.	L5.1.2 - Visitor's Centre Continue to promote Griffith via Griffith Tourism Marketing, PR, promotions, Griffith Brochure, Visit Griffith website, Advertising. Continue to be part of the NSW Accredited Visitor Information Centres.	Tourism and Economic Development Unit works with Tourism and Events Committee to increase visitation to Griffith area.	Sustainable Development	Increase in number of visitors to Griffith.	Visitor Information Centre recording increasing visitor numbers.
L5 - Utilise facilities and services for optimal participation.	L5.1 - Provide and promote accessibility to existing services and facilities, including sporting, education and cultural activities.	L5.1.3 - Griffith Regional Theatre Entrepreneurial season, Film Festival, Sponsorship, Music and movies matinees, Hire of facilities, maintain Theatre facilities as per adopted service standard. Audience development strategy designed and delivered.	Completion of the season launch. Current season program be delivered as scheduled. ENGAGE Audience Development/Engagement research through Australia Council of the Arts funding.	Business, Cultural, Financial Services	Implement benchmarking system for attendances by December 2014. Set initiatives delivered over 14/15 season.	Planning for the Season launch 2015 is underway. The theatre has experienced an extremely busy and successful year over 2015. Scheduling of the installation of new seating and carpeting is well in hand for the Christmas / New Year period.

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L5 - Utilise facilities and services for optimal participation.	L5.1 - Provide and promote accessibility to existing services and facilities, including sporting, education and cultural activities.	L5.1.4 - Art Gallery - Local artist exhibitions, community exhibitions, exhibitions celebrating cultural diversity, youth exhibitions, touring exhibitions and public programs. Maintain Gallery facilities as per adopted service standard.	Minimum of 10 exhibitions per annum.	Business, Cultural, Financial Services	Increased participation to Art Gallery exhibitions and public programs by the wider community.	The Art Gallery Coordinators position is currently vacant and this has some impact on the functioning at the facility however at this time of year it is generally quiet and Council is recruiting to fill the position for the new year. A new public programs officer has commenced. Council is scheduled to meet the minimum number of exhibitions for the year and also looks forward to the completion of the courtyard modifications to allow for more workshops to be held.
L5 - Utilise facilities and services for optimal participation.	L5.1 - Provide and promote accessibility to existing services and facilities, including sporting, education and cultural activities.	L5.1.5 - Griffith Regional Aquatic Leisure Centre General swimming, Swimming Carnivals, Swim School, Gymnasium classes and programs, Creche, Swimming Squad, maintain Aquatic centre facilities as per adopted service standard.	Ensure facility is clean, functional and available to all participants of each of the nominated programs or events throughout the year.	Business, Cultural, Financial Services	Quarterly attendance reports provided to Cultural Facilities Management Committee.	A new cleaning contract has commenced in early November to ensure that the Centre has an adequate level of cleanliness. There has been a significantly increased amount of revenue generated from the Learn-to-Swim program and this will be monitored to see if it can be sustained in the longer term.

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L5 - Utilise facilities and services for optimal participation.	L5.1 - Provide and promote accessibility to existing services and facilities, including sporting, education and cultural activities.	L5.1.6 - Westend Sports Stadium Cultural events such as Islander Craft Fair, Wheelchair basketball, State Basketball and Junior State Basketball, School sports, Community Events, badminton, volleyball, general sports activities, maintain Theatre facilities as per adopted service standard.	Ensure facility is clean, functional and available to all participants of each of the nominated programs or events throughout the year.	Business, Cultural, Financial Services	Quarterly attendance reports provided to Cultural Facilities Management Committee.	The Westend Stadium continues to be well patronised and offers a range of sports and activities at the facility. Council has installed a new scoreboard at the facility and has also applied for funding under the Community Building Partnership fund to replace the current basketball backboard system however no notification has been received as yet.

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L5 - Utilise facilities and services for optimal participation.	L5.1 - Provide and promote accessibility to existing services and facilities, including sporting, education and cultural activities.	L5.1.7 - Pioneer Park Pioneer Park Museum will continue to coordinate the existing major events such as, Australia Day Brekkie, Good Friday Action Day, Local Government Week Schools Day and Festa Della Salsicce (Salami Day). These annual activities will be supported by introducing new initiatives highlighting the museum's extensive collection and encouraging community participation.	Pioneer Park Management Committee to plan and conduct new and existing events.	Sustainable Development	Increased visitation at Pioneer Park Museum.	Ongoing.
L5 - Utilise facilities and services for optimal participation.	L5.1 - Provide and promote accessibility to existing services and facilities, including sporting, education and cultural activities.	L5.1.8 - Actively promote, via implementation of communication strategy, Council's services and facilities.	Councillors and staff are informed of communication strategy. Relevant staff are trained in web content management system and social media applications.	Executive Services	Councillors and staff understand and utilise the processes and options for communication and community engagement. Web information is maintained and regularly update.	Ongoing. Community engagement to be utilised dependent on current issues.

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L5 - Utilise facilities and services for optimal participation.	L5.1 - Provide and promote accessibility to existing services and facilities, including sporting, education and cultural activities.	L5.1.9 - Liaise with local agencies and user groups to ascertain their requirements.	Liaise with local agencies and user groups to ascertain their requirements.	Sustainable Development	Council informed of community issues.	Working with Griffith Sports Council and Sports Marketing Australia to obtain more sporting events.
L5 - Utilise facilities and services for optimal participation.	L5.2 - Promote pathways into alternative education and training where appropriate.	L5.2.1 - Promote local and advocate to State and Federal governments the need for alternative education options within our community.	Provide support to existing organisations delivering services locally by way of advocating to State and Federal governments.	Sustainable Development	Letters of support provided for local services applying for funding to continue/expand service delivery programs.	Ongoing. Several letters of support provided to local applicants under Sustaining Basin Communities program.
L5 - Utilise facilities and services for optimal participation.	L5.3 - Promote the benefits of life-long learning.	L5.3.1 - Support local who provide educational and skills programs.	Provide ongoing advocacy support to existing organisations delivering services locally.	Sustainable Development	N/A	N/A
L5 - Utilise facilities and services for optimal participation.	L5.4 - Work with relevant agencies to establish support and mentoring through out of school hours programs.	L5.4.1 - Not a priority in current program.	No actions planned 2013/14.	Other agencies	N/A	N/A
L6 - Integrate cultural and community groups and address issues faced by minority groups.	L6.1 - Promote the implementation of Ethnic Affairs Priority Statement programs throughout the community.	L6.1.1 – Council staff raise awareness of Ethnic Affairs Priorities on an ongoing basis.	Council staff raise awareness of Ethnic Affairs Priorities on an ongoing basis.	Sustainable Development	N/A	N/A

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L6 - Integrate cultural and community groups and address issues faced by minority groups.	L6.2 - Deliver diversity awareness training and support to new arrivals and community.	L6.2.1 – Council staff raise awareness of diversity on an ongoing basis.	Council staff raise awareness of diversity on an ongoing basis.	Sustainable Development	N/A	N/A
L6 - Integrate cultural and community groups and address issues faced by minority groups.	L6.3 - Support the implementation of first language education where appropriate.	L6.3.1 - Not a priority in current program.	No action planned 2013/14.	Other Agencies	N/A	N/A
L6 - Integrate cultural and community groups and address issues faced by minority groups.	L6.4 - Support the delivery of English language classes.	L6.4.1 - Not a priority in current program.	No action planned 2013/14.	Other Agencies	N/A	N/A
L6 - Integrate cultural and community groups and address issues faced by minority groups.	L6.5 - Develop projects and programs that actively address the incidence of bullying across the community.	L6.5.1 - Not a priority in current program.	No action planned 2013/14.	Other Agencies	N/A	N/A
L6 - Integrate cultural and community groups and address issues faced by minority groups.	L6.6 - Promote the social and community benefits of volunteering.	See C3.2.1			N/A	N/A

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L7 - Promote, celebrate and build on our cultural diversity cosmopolitan identity.	L7.1 - Encourage participation in established activities celebrating community diversity.	L7.1.1 - Promote community events via Events Calendar, Council Website.	Provide methods for community groups to promote activities online.	Sustainable Development	Community activities are promoted online to the wider community.	Ongoing. Community Directory under review.
L7 - Promote, celebrate and build on our cultural diversity cosmopolitan identity.	L7.1 - Encourage participation in established activities celebrating community diversity.	L7.1.2 - Encourage local organisations to celebrate cultural diversity eg La Festa, Refugee Week, Harmony Day.	Ongoing liaison with local organisations	Sustainable Development	N/A	N/A
L7 - Promote, celebrate and build on our cultural diversity cosmopolitan identity.	L7.2 - Successfully deliver externally funded programs designed to increase community engagement by those from Culturally and Linguistically Diverse communities.	L7.2.1 - Investigate opportunities for collaboration with other agencies in support of CALD community.	Strategies developed in conjunction with Communities Committee.	Sustainable Development	Strategies identified are delivered subject to external funding.	Ongoing.
L7 - Promote, celebrate and build on our cultural diversity cosmopolitan identity.	L7.3 - Increase and improve promotion of existing arts and cultural events and facilities.	L7.3.1 - Work with Council facilities to promote relevant arts and cultural events as per Communication Strategy including use of Council's website, media releases, weekly radio program.	Ongoing role of Council's Marketing and Promotions function to be further clarified.	Sustainable Development	Marketing strategies to be developed for Council facilities.	Ongoing

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L7 - Promote, celebrate and build on our cultural diversity cosmopolitan identity.	L7.3 - Increase and improve promotion of existing arts and cultural events and facilities.	L7.3.1 - Work with Council facilities to promote relevant arts and cultural events as per Communication Strategy including use of Council's website, media releases, weekly radio program.	Ongoing role of Council's Marketing and Promotions function to be further clarified.	Executive Services	Marketing strategies to be developed for Council facilities.	Ongoing.
L8 - Acknowledge and be responsive to issues which have an impact upon the community's wellbeing and harmony.	L8.1 - Maintain and build on current programs being delivered by local agencies and Council.	L8.1.1 - Encourage community to participate in programs and utilise facilities provided.	Ongoing function of Council.	Sustainable Development	N/A	N/A
L8 - Acknowledge and be responsive to issues which have an impact upon the community's wellbeing and harmony.	L8.2 - (Advocacy role only) Support parents by increasing opportunities to access information and education on the role of parenting.	L8.2.1 - Not a priority in current program.	No actions planned 2014/15.	Other Agencies	N/A	N/A

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L8 - Acknowledge and be responsive to issues which have an impact upon the community's wellbeing and harmony.	L8.3 - Review the strategies of the Hands Off Griffith Community Crime Plan.	Refer to L1.2			N/A	N/A
L8 - Acknowledge and be responsive to issues which have an impact upon the community's wellbeing and harmony.	L8.4 - (Advocacy role only) Support parents by increasing access to quality child care.	L8.4.1 - Not a priority in current program.	No actions planned 2013/14.	Other Agencies	N/A	N/A
L8 - Acknowledge and be responsive to issues which have an impact upon the community's wellbeing and harmony.	L8.5 - Increase awareness of existing support services and programs.	L8.5.1 - Quarterly updates of community service information.	Community services map updated regularly.	Sustainable Development	N/A	N/A
L8 - Acknowledge and be responsive to issues which have an impact upon the community's wellbeing and harmony.	L8.6 - Establish and promote an on-line process for information gathering and dissemination to address community safety issues.	L8.6.1 - Liaise with local service providers to develop best method for information dissemination.	Work with interagencies to identify communications processes. Investigate options for a central information hub or online links to be incorporated on to community web sites.	Sustainable Development	Community information is readily available online. Agency information is readily available to community.	Community information is readily available online. Agency information is readily available to community. A review is taking place to improve accuracy of information.

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L8 - Acknowledge and be responsive to issues which have an impact upon the community's wellbeing and harmony.	L8.7 - Establish and promote Seniors Watch to help elderly people to maintain independent living options.	L8.7.1 - Not a priority in current program.	No actions planned 2013/14.	Other Agencies	N/A	N/A
L8 - Acknowledge and be responsive to issues which have an impact upon the community's wellbeing and harmony.	L8.8 - Principles of Crime Prevention through Environmental Design are incorporated into all local planning instruments.	Refer L1.2		Sustainable Development	N/A	N/A

Valuing our Environment

E1 - To reduce consumption and loss of water.	E1.1 - Implement the Griffith City Council Environmental Sustainability Strategy's action plan for water.	E1.1.1 - Monitor district metered and pressure zones for variations, anomalies and flow patterns.	Monitor district metered and pressure zones for variations, anomalies and flow patterns.	Utilities	To reduce water loss in the water distribution system to 10%.	Raw water mains replacements and upgrades at Mirrool Ave and Whitton Rd Yenda completed. Ongoing monitoring of district metered and pressure zones for variations, anomalies and flow pattern.
E1 - To reduce consumption and loss of water.	E1.1 - Implement the Griffith City Council Environmental Sustainability Strategy's action plan for water.	E1.1.2 - Improve water distribution management knowledge.	Finalise Supervisory Control And Data Acquisition (SCADA) to centralise water usage data.	Utilities	Summary Table of Zone Flows completed by Dec 2014.	Flows from SCADA servers have been integrated into SCADA and reports to be developed.

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E1 - To reduce consumption and loss of water.	E1.2 - Develop and implement a detailed asset management and replacement program for water infrastructure.	E1.2.1 - Replace all water meters on scheduled program – ongoing.	Manage and maintain Griffith and villages water meters annual replacement program.	Utilities	Target of 800 replacements per annum. Average meter age no greater than 12 years. No meter age greater than 20 years.	238 meters replaced from Jul - Sep 2014.
E1 - To reduce consumption and loss of water.	E1.2 - Develop and implement a detailed asset management and replacement program for water infrastructure.	E1.2.2. - Maintain an annual water mains replacement program – ongoing.	Manage and maintain Griffith and villages water mains replacement program.	Utilities	Water mains replacement budget fully expended.	Current water mains replacement program in progress, survey and designs for these replacements in progress.
E1 - To reduce consumption and loss of water.	E1.2 - Develop and implement a detailed asset management and replacement program for water infrastructure.	E1.2.3 - Prepare options report for water reuse from GWRP commencing 2013-14.	To construct effluent re-use scheme at Griffith Livestock Marketing Centre.	Utilities	Completed by June 2015.	Waiting on Office of Water & EPA Approval then we can commence construction work (pipeline, change Telemetry etc).
E1 - To reduce consumption and loss of water.	E1.2 - Develop and implement a detailed asset management and replacement program for water infrastructure.	E1.2.4 - Offer rebates for water efficient devices – ongoing.	Rebate program for water efficient devices provided.	Utilities	Number of rebates provided.	One water saving rebate received 18/6/14.
E2 - To increase reuse/recycling of wastewater and stormwater.	E2.1 - Implement the Griffith City Council Environmental Sustainability Strategy's action plan for water.	E2.1.1 - Prepare a biosolids reuse study in 2013-14.	Biosolids study proposed for 2015/16	Utilities	Complete the biosolids reuse study.	A brief is being prepared for Consultants to provide a report on biosolids disposal options.

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E2 - To increase reuse/recycling of wastewater and stormwater.	E2.1 - Implement the Griffith City Council Environmental Sustainability Strategy's action plan for water.	E2.1.2 - Investigate options for stormwater reuse.	N/A	Utilities	N/A	N/A
E2 - To increase reuse/recycling of wastewater and stormwater.	E2.2 - Develop and implement a detailed asset management and replacement program for sewerage infrastructure.	E2.2.1 - Maintain sewer infrastructure network including mains, pump stations and treatment processes.	Manage and maintain sewer infrastructure network.	Utilities	Annual Sewer mains replacement program completed by 30 June each year.	Funds have been directed at G4 sewer rising main condition assesment and G4 pump station bypass design. Options to be looked at after investigation. G4 has been identified as critical infrastructure and may need capital works if determined by condition assessment.
E3 - To protect and enhance water quality.	E3.1 - Implement the Griffith City Council Environmental Sustainability Strategy's action plan for water.	E3.1.1 - Prepare and implement water quality management plan in accordance with State Government requirements.	Implement and monitor Water Quality Management Plan (WQMP).	Utilities	100% compliance with Australian Drinking Water guidelines.	98% compliant from 1/7/14 to 30/9/14. NSW Health has approved the Water Quality Management Plan.
E3 - To protect and enhance water quality.	E3.2 - Develop and implement a detailed asset management and replacement program for water infrastructure.	E3.2.1 - Maintain water infrastructure network including reservoirs, mains, treatment processes.	Manage and maintain water infrastructure network. Complete annual mains replacement program.	Utilities	Annual water mains replacement program completed by 30 June each year. 14ML reservoir refurbishment completed by June 2015.	14 ML reservoir refurbishment pushed out to 2018 after internal dive inspection. Annual water mains replacement program completed by 30 June each year.

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E4 - To reduce energy consumption and greenhouse gas emissions.	E4.1 - Implement the Griffith City Council Environmental Sustainability Strategy's action plan for energy and climate change.	E4.1.1 - Implement the short to medium term objectives of the Griffith City Council Environmental Sustainability Strategy. Eg streetlight lamp replacement program, use of energy efficient vehicles in Council's Fleet program, reducing office consumables such as paper, water saving initiatives such as homeowner rebate scheme for water efficient devices, recycling services to be extended to appropriate Council facilities, development of the transfer station and landfill facilities.	Rebate program for water efficient devices provided. Maintain Council's energy efficient initiative with Fleet Management. Introduction of more electronic communication media to reduce reliance on paper. Initiate alternative energy saving initiatives.	Utilities	Number of water saving rebates provided.	One application for water saving saving rebates for home owners received on 18/6/14. Refer E1.2.4

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E4 - To reduce energy consumption and greenhouse gas emissions.	E4.1 - Implement the Griffith City Council Environmental Sustainability Strategy's action plan for energy and climate change.	E4.1.2 - Seek funding to promote the objectives contained within the Environmental Sustainability Strategy.	Seek funding to promote the objectives contained within the Environmental Sustainability Strategy.	Sustainable Development	Funding applications lodged.	Actively pursuing or in preparation of pursuing funding opportunities through 1. Murrumbidgee Irrigation (Envirowise) Funding (Lake Wyangan) Management Plan, 2. OEH 'Community Renewable Energy Grants'.
E4 - To reduce energy consumption and greenhouse gas emissions.	E4.1 - Implement the Griffith City Council Environmental Sustainability Strategy's action plan for energy and climate change.	E4.1.3 - Facilitate renewable energy options (provide education, increase use of renewable energy options at Council facilities).	Work with Council's facility managers to explore opportunities on renewable energy use.	Sustainable Development	Renewable energy options identified.	Investigating option of Solar Photovoltaic system installation (including benchmarking GCC current building/facility energy consumption, assessing financing models, delivery). Solar thermal for GRA&LC.
E5 - To improve air quality by reducing exposure to air pollution.	E5.1 - Implement the Griffith City Council Environmental Sustainability Strategy's action plan for energy, air and climate change.	E5.1.1 - Implement the actions and objectives of the Environmental Sustainability Strategy relating to air quality.	Develop programs to make the community aware of issues surrounding air quality.	Sustainable Development	Awareness programs developed.	Media article 'Exercise Caution when Buring Household Items' released.
E6 - To minimise the environmental, social and financial costs of new development.	E6.1 - Implement the Griffith City Council Environmental Sustainability Strategy's action plan for land and the built environment.	E6.1.1 - Provide water and sewerage services that meet growth demands - ongoing.	Ensure adequate infrastructure plans in place for future demand.	Utilities	All applicable developments are adequately provided with water and sewerage services. Number of new tenements added to water and sewerage infrastructure.	There are no known examples of development occurring that are not adequately serviced by water and sewerage services.

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E6 - To minimise the environmental, social and financial costs of new development.	E6.1 - Implement the Griffith City Council Environmental Sustainability Strategy's action plan for land and the built environment.	E6.1.2 - Incorporate environmental sustainability principles into Council planning policies.	As policies are reviewed, principles of environmental sustainability will be incorporated.	Sustainable Development	N/A	Recommend development of overarching GCC Sustainability Policy furnishing sustainability principles into all other GCC policies.
E6 - To minimise the environmental, social and financial costs of new development.	E6.2 - Provide development assessment and building certification services to the Griffith Community.	E6.2.1 - Assess and determine development applications, construction and building certificates and section 149 certificates.	Manage and maintain an efficient Development Application process as per legislative requirements.	Sustainable Development	Development is compliant with Local Environment Plan and Development Control Plans. Number of applications assessed within legislative timeframe.	Development is compliant with Local Environment Plan and Development Control Plans with exceptions to development standards reported to Council. Applications assessed within legislative timeframe.
E6 - To minimise the environmental, social and financial costs of new development.	E6.2 - Provide development assessment and building certification services to the Griffith Community.	E6.2.2 - Investigate and regulate unauthorised building works and land use.	Develop and implement protocol to deal with unauthorised building works and land use.	Sustainable Development	Number of matters investigated.	Ongoing and statistics are available.
E6 - To minimise the environmental, social and financial costs of new development.	E6.2 - Provide development assessment and building certification services to the Griffith Community.	E6.2.3 - Provide guidance on potential development, construction and planning issues.	Hold an annual forum with developers, consultants and stakeholders.	Sustainable Development	Annual forum held. Number of meetings addressed. Reference Group engaged.	Ongoing

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E7 - To preserve our natural and built heritage for future generations.	E7.1 - Implement the Griffith City Council Environmental Sustainability Strategy's action plan for land and the built environment.	E7.1.1 - Reduce possible groundwater pollution from residential septic systems by constructing reticulated sewerage systems to un-serviced areas.	Septic SMART program ongoing.	Sustainable Development	Reduction of tenements utilising septic systems as development occurs. Improved quality of stormwater runoff. Maintain septic tank awareness.	Inspected 5 properties with 9 septic systems. 5 non-compliant and 4 compliant on first inspection. All now re-inspected and compliant and approved to operate. Septic SMART education material content nearing completion. Quates been sourced for commerical production of Septic SMART education material.
E7 - To preserve our natural and built heritage for future generations.	E7.1 - Implement the Griffith City Council Environmental Sustainability Strategy's action plan for land and the built environment.	E7.1.2 - Adhere to Street Tree preservation policy.	Process Tree Preservation Orders according to Street Tree preservation policy. Street tree preservation policy to be reviewed.	Infrastructure and Operations	Number of Tree Preservation Orders. Street Tree policy reviewed adopted by Council.	The Street Tree Policy has been updated and With Council for adoption.
E7 - To preserve our natural and built heritage for future generations.	E7.1 - Implement the Griffith City Council Environmental Sustainability Strategy's action plan for land and the built environment.	E7.1.3 - Maintain street sweeping program to improve quality of stormwater runoff.	Manage and maintain street sweeping program.	Infrastructure and Operations	Street sweeping undertaken as per program.	Streetsweeping is in accordance with the scheduled program.

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E7 - To preserve our natural and built heritage for future generations.	E7.1 - Implement the Griffith City Council Environmental Sustainability Strategy's action plan for land and the built environment.	E7.1.4- Provide gravel from the Tharbogang quarry to a standard required for roadworks.	Gravel extraction be carried out as per licence and development application requirements.	Utilities	Full compliance with NSW Planning licence regarding landfill and quarry operations. Gravel extracted meets the demand and quality required for Council roadworks.	Full compliance with NSW Planning licence regarding landfill and quarry operations. Gravel extracted meets the demand and quality required for Council roadworks.
E7 - To preserve our natural and built heritage for future generations.	E7.1 - Implement the Griffith City Council Environmental Sustainability Strategy's action plan for land and the built environment.	E7.1.5 - Develop biodiversity strategy and management plans for the Griffith LGA.	Work with Environment and Sustainability Committee to finalise Biodiversity Strategy.	Sustainable Development	Draft Biodiversity Strategy adopted.	Review of Draft Biodiversity Strategy to commence to ensure current alignment with other key State and Federal Biodiversity documents in lieu of final GCC Biodiversity Strategy adoption.
E7 - To preserve our natural and built heritage for future generations.	E7.1 - Implement the Griffith City Council Environmental Sustainability Strategy's action plan for land and the built environment.	E7.1.6 - Monitor and review heritage listed buildings in the Griffith LGA.	Completed.	Sustainable Development	N/A	Ongoing.
E8 - To improve sustainable land use.	E8.1 - Implement the Griffith City Council Environmental Sustainability Strategy's action plan for land and the built environment.	E8.1.1 – Recommendations of Environmental Sustainability Strategy incorporated into land use planning.	Completed.	Sustainable Development	N/A	Sustainable Land Use principles are incorporated into the GCC LEP 2014 and will also be incorporated in the GCC Combined Development Control Plan.

CSP Objectives	Suggested Strategies to meet the Growing Griffith 2030 Objectives	Delivery Program 2013/14 to 2016/17	Operational Plan Actions 2014/15	Responsibility	Performance Measures	September 2014 Review
E9 - To plan effectively and consider health issues within planning sustainable development frameworks.	E9.1 - Implement the Griffith City Council Environmental Sustainability Strategy's action plan for land and the built environment.	E9.1.1 - Implement the objectives of the Pedestrian Access Mobility Plan (PAMP) and Bicycle Plan.	Apply for relevant grants.	Infrastructure and Operations	Implement PAMP and Bicycle Plan recommendations as per the 5 year priority table.	PAMP funds received from RMS and being utilised to construct PAMP crossings in conjunction with the shared pathway construction in Sanders Street and Clifton Boulevard.
E10 - To improve biodiversity by preserving and protecting existing biodiversity.	E10.1 - Implement the Griffith City Council Environmental Sustainability Strategy's action plan for biodiversity.	E10.1.1 - Develop biodiversity strategy and management plans for the Griffith LGA.	Finalise the Biodiversity Strategy.	Sustainable Development	Adoption of Biodiversity Strategy.	As per E7.1.5 above. Seek final adoption of Biodiversity in current 2014/15 year.
E11 - To ensure and maintain the conservation of the natural environment.	E11.1 - Implement the Griffith City Council Environmental Sustainability Strategy's action plan for biodiversity.	E11.1.1 - Improve sustainable landuse by continuation of the noxious weeds eradication and control programs.	Manage and maintain Council's ongoing noxious weeds program.	Infrastructure and Operations	Noxious weeds – report on noxious weed infestation on rural properties annually. Noxious weeds budget fully expended.	Inspections and notices issued to Landowners informing them of control and eradication requirements for Noxious weeds infestations.
E11 - To ensure and maintain the conservation of the natural environment.	E11.1 - Implement the Griffith City Council Environmental Sustainability Strategy's action plan for biodiversity.	E11.1.2 - To improve knowledge and understanding of the issues surrounding biodiversity.	Biodiversity education program developed and implemented.	Sustainable Development	Biodiversity education program developed.	Ran National Tree Day and Bushcare's Biggest Day Out. Supported Schools Tree Day. Regular Email Circulars, Media Releases, Facebook Posts and updating of Website.

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E11 - To ensure and maintain the conservation of the natural environment.	E11.1 - Implement the Griffith City Council Environmental Sustainability Strategy's action plan for biodiversity.	E11.1.3 - Seek funding to further promote biodiversity.	Apply for relevant grants.	Sustainable Development	Number of grants applied for.	Local Land Service (LLS) (Nericon Swamp) application lodged. Public Reserves Management Fund (Sth West Lake Wyangan) notification of successful funding.
E11 - To ensure and maintain the conservation of the natural environment.	E11.1 - Implement the Griffith City Council Environmental Sustainability Strategy's action plan for biodiversity.	E11.1.4 - Develop a street tree asset management plan.	No actions planned 2014/15.	Sustainable Development	N/A	N/A
E12 - To deal with waste more effectively, including using it as a resource.	E12.1 - Implement the Griffith City Council Environmental Sustainability Strategy's action plan for waste.	E12.1.1 - Construction of a new Transfer Station and upgrade the existing landfill facility at Tharbogang to provide waste handling to accommodate the needs of the community up until 2035.	Construction of Transfer Station at Tharbogang Landfill.	Utilities	Transfer Station construction to commence 2014/15. Completion by June 2015. 100% urban rate payers have access to a kerbside recycling service of plastic, paper, glass.	Construction plans to be completed by end of Jan 2015. Tenders for construction to be let in February 2015. 100% Urban ratepayers do have access to kerbside recycling.
E12 - To deal with waste more effectively, including using it as a resource.	E12.1 - Implement the Griffith City Council Environmental Sustainability Strategy's action plan for waste.	E12.1.2 - Encourage resource recovery (transfer station) and continue to improve kerbside recycling participation.	Council investigate Greenwaste collection service.	Utilities	N/A	A Study was carried out through the RAMROC Waste Group on organic collection and report is being assess by the 3 relevant Councils (Leeton, Griffith & Narrandera).

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E12 - To deal with waste more effectively, including using it as a resource.	E12.1 - Implement the Griffith City Council Environmental Sustainability Strategy's action plan for waste.	E12.1.3 - Maintain waste collection and disposal from domestic, commercial, street and park areas.	Provide domestic, commercial, street and park bin collections. Target known hotspot areas around CBD.	Utilities	Domestic, commercial, street and park waste collected at least weekly. Replace 90% stolen or broken garbage bins within 3 working days. Respond to non-collection within 24 hours. Recycling – 2,000 tonnes pa recycled from kerbside recycling by 2016.	Waste collection is carried out weekly. Replacement of stolen bins within 3 days is achievable when staffing allowed. Non-collection within 24hours is achieved through the Customer Service Officers. Recycling figures are tracking as per previous years.
E12 - To deal with waste more effectively, including using it as a resource.	E12.1 - Implement the Griffith City Council Environmental Sustainability Strategy's action plan for waste.	E12.1.4 - Maintain a comprehensive litter control program.	Additional street bins provided in Yambil Street.	Utilities	Street bins installed.	No street bins are installed in Yambil Street but Yenda's main street has been upgraded with bins and bin stands.
Growing our City						
D1 - Develop Griffith as a centre of choice for trade, business, health, recreation and employment.	D1.1 - Advocate for the early installation of National Broadband Network in the Griffith LGA.	D1.1.1 – Consider NBN rollout in Council's strategies and plans. See D5.1, D2.2	Advocacy will occur as opportunities arise.	Sustainable Development	N/A	Working with the Griffith Business Chamber to broker a meeting with local Federal member to secure a meeting with the Minister for Communications.

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D1 - Develop Griffith as a centre of choice for trade, business, health, recreation and employment.	D1.2 - Ensure development is planned and strategic, incorporating principles of sustainability and triple bottom line of being financially, socially and environmentally measured.	D1.2.1 – Sustainability principles incorporated into Council's planning policies.	Planning instruments reflect sustainability principles.	Sustainable Development	Ongoing.	Ongoing.
D1 - Develop Griffith as a centre of choice for trade, business, health, recreation and employment.	D1.3 - Advocate for access to improved health and allied health services through face-to-face and e-health processes.	D1.3.1 – Advocacy role an ongoing role of Council.	N/A	Sustainable Development	N/A	Headspace' funding successful. Expression of Interest now sought for lead agency.
D1 - Develop Griffith as a centre of choice for trade, business, health, recreation and employment.	D1.4 - Increase local access to further education options.	D1.4.1 – Continue Council's commitment to further education options and pathways.	Ongoing commitment to Higher Education Project.	Sustainable Development	N/A	MoU with Riverina Institute and Deakin University signed. MoU with Riverina Institute and Charles Sturt University resigned.
D1 - Develop Griffith as a centre of choice for trade, business, health, recreation and employment.	D1.5 - Promote the value of tourism and its economic benefits to the community.	D1.5.1 - Implement the strategies within the 2011-12 Tourism Business Plan.	Implement the strategies within the 2011-12 Tourism Business Plan.	Sustainable Development	Increase visitor numbers, visitor expenditure and visitor satisfaction.	Promoting the regions Agritourism project. Numerous local food operators to participate in the Taste Riverina Food and Wine month.

CSP Objectives	Suggested Strategies to meet the Growing Griffith 2030 Objectives	Delivery Program 2013/14 to 2016/17	Operational Plan Actions 2014/15	Responsibility	Performance Measures	September 2014 Review
D2 - Attract and develop new value-adding industries.	D2.1 - Encourage the establishment of diversified industries.	D2.1.1 - Seek funding to attract new business and industry through programs such as Country Change.	Attend Country Change with relevant local industry groups to promote employment opportunities.	Sustainable Development	Number of leads generated from Country Change.	Ongoing but participation in Country Change program under review.
D2 - Attract and develop new value-adding industries.	D2.1 - Encourage the establishment of diversified industries.	D2.1.2 - Provide adequate industrial and commercial land via the Local Environmental Plan.	Completed.	Sustainable Development	N/A	N/A
D2 - Attract and develop new value-adding industries.	D2.2 - Advocate for the early installation of National Broadband Network in the Griffith LGA.	See also D5.1, D1.1		Sustainable Development	N/A	N/A
D2 - Attract and develop new value-adding industries.	D2.3 - Improve the physical appearance of city and village entrances.	D2.3.1 - Develop a design proposal for beautifying the city and village entrances.	Prepare master plans for city and village entrances.	Sustainable Development	Masterplan for city and village entrances adopted.	Ongoing
D2 - Attract and develop new value-adding industries.	D2.4 - Encourage planned development in Griffith LGA villages and the wider region.	D2.4.1 - Create planning instruments that encourage development in these areas.	Completed.	Sustainable Development	Incorporate in Planning Instruments.	GCC Land Use Strategy and LEP which underpins planned development has been approved and implemented and the combined DCP is soon to follow.

CSP Objectives	Suggested Strategies to meet the Growing Griffith 2030 Objectives	Delivery Program 2013/14 to 2016/17	Operational Plan Actions 2014/15	Responsibility	Performance Measures	September 2014 Review
D2 - Attract and develop new value—adding industries.	D2.5 - Promote opportunities for small businesses to establish in our community.	D2.5.1 - Liaise with Business Enterprise Centre and Griffith Business Chamber, Trade and Investment NSW to develop resources and programs to assist small business to establish in the area.	Regular meetings held with Business Enterprise Centre Griffith Business Chamber, Trade and Investment NSW. Present local and regional economic profile.	Sustainable Development	Number of meetings held. Local and regional economic profile available on Council website.	Ongoing.
D2 - Attract and develop new value—adding industries.	D2.5 - Promote opportunities for small businesses to establish in our community.	D2.5.2 - Attract and host international trade delegations to further promote business opportunities within the region.	Promote business opportunities to overseas investor groups.	Sustainable Development	Number of trade delegations to Griffith. Number of meetings with agencies dealing with trade and investment.	Ongoing.
D2 - Attract and develop new value—adding industries.	D2.5 - Promote opportunities for small businesses to establish in our community.	D2.5.3 - Review and maintain industry assistance package program.	Completed.	Sustainable Development	N/A	Completed
D2 - Attract and develop new value—adding industries.	D2.6 – Implement Economic Development Strategies to assist in filling vacant commercial spaces and consider location of shopping centres.	D2.6.1 - Liaise with Business Enterprise Centre and Griffith Business Chamber, Trade and Investment NSW to develop resources and programs to assist small business to establish in the area.	Regular meetings held with Business Enterprise Centre Griffith Business Chamber, Trade and Investment NSW.	Sustainable Development	Number of meetings held.	Ongoing.

CSP Objectives	Suggested Strategies to meet the Growing Griffith 2030 Objectives	Delivery Program 2013/14 to 2016/17	Operational Plan Actions 2014/15	Responsibility	Performance Measures	September 2014 Review
D2 - Attract and develop new value-adding industries.	D2.7 - Invest in and implement the strategies identified by the Strengthening Basin Communities Project.	D2.7.1 – Investigate and provide options to implement projects from the Economic Development Strategy.	Seek funding for delivery of projects.	Sustainable Development	Number of recommendations implemented. Number of grant applications.	Ongoing.
D3 - Develop Griffith as regional transport hub and inter-modal transport centre	D3.1 - Relocate freight terminal from Central Business District.	D3.1.1 - Planning and funding application for freight terminal progressed.	Continue to liaise with stakeholders regarding Western Riverina Freight Intermodal and Logistics Hub.	Sustainable Development	Ongoing.	Ongoing.
D3 - Develop Griffith as regional transport hub and inter-modal transport centre	D3.2 - Improve facilities at existing Griffith transport infrastructure, ie: airport, bus interchange, railway station.	D3.2.1 - Maintain Griffith Airport. See D8.2	Manage and maintain Griffith Airport in accordance with Civil Aviation Safety Authority (CASA) standards.	Infrastructure and Operations	Airport maintained to CASA requirements. Runway pavement assessment completed.	Airport maintenance is within CASA limits. Runway pavement has been assessed and a program for resealing is to be developed.
D3 - Develop Griffith as regional transport hub and inter-modal transport centre	D3.2 - Improve facilities at existing Griffith transport infrastructure, ie: airport, bus interchange, railway station.	D3.2.2 - Maintain bus interchange located at the Visitor's Centre.	N/A	Infrastructure and Operations	N/A	Bus interchange is no longer in use.

CSP Objectives	Suggested Strategies to meet the Growing Griffith 2030 Objectives	Delivery Program 2013/14 to 2016/17	Operational Plan Actions 2014/15	Responsibility	Performance Measures	September 2014 Review
D4 - Maintain and develop public roads, paths, cycleways and transport corridors.	D4.1 - Develop and implement a detailed asset management and replacement program for public roads, paths, cycleways and transport corridor infrastructure.	D4.1.1 - Maintain road infrastructure network as per adopted service standard including sealed and gravel roads, footpaths, kerb & gutter, signage, drainage culverts, carparks, bridges and other associated infrastructure.	Develop service standards for roads, footpaths, kerb and gutter, signage, drainage culverts, car parks, bridges and other associated infrastructure maintenance. Maintain regional and local roads and traffic facilities.	Infrastructure and Operations	Roads, paths and cycleways are maintained in serviceable condition, well utilised and well managed. Implement Service Standards for roads and pathways adopted by Council.	A new policy has been developed and will be presented to the Council meeting on 11 November 2014 to allow to go to Public Exhibition and then adoption.
D4 - Maintain and develop public roads, paths, cycleways and transport corridors.	D4.1 - Develop and implement a detailed asset management and replacement program for public roads, paths, cycleways and transport corridor infrastructure.	D4.1.2 - Construct roads in accordance with available funding and Asset Management Plans.	Construct roads in accordance with Ten Year Capital Works program.	Infrastructure and Operations	Roads to Recovery budget fully expended.	The 2013/14 R2R Annual report is noting that the full allocation for the five years to 30 June 2014 has been fully expended.
D4 - Maintain and develop public roads, paths, cycleways and transport corridors.	D4.1 - Develop and implement a detailed asset management and replacement program for public roads, paths, cycleways and transport corridor infrastructure.	D4.1.3 - Rehabilitate sealed roads in accordance with available funding and Asset Management plans.	Sealed roads rehabilitation program implemented.	Infrastructure and Operations	Natural Disaster Funding fully claimed in accordance with programmed works.	On track to fully expend Natural Disaster funding by 31 December 2014 as agreed with RMS.

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D4 - Maintain and develop public roads, paths, cycleways and transport corridors.	D4.2 - Extend and improve kerb and guttering in the CBD.	D4.2.1 - Maintain and renew kerb and guttering in accordance with Asset Management Plan and available funding.	Asset Management Plan to be developed.	Infrastructure and Operations	Implement Asset Management Plan when finalised.	Funding is currently in the 10 Year Capital Works Plan for commencement in 2015/16.
D4 - Maintain and develop public roads, paths, cycleways and transport corridors.	D4.3 - Install path/cycleways in residential areas.	D4.3.1 - Seek funding to implement the outcomes of the completed Cycleway and Footpath Strategy for residential areas.	Apply for relevant grants.	Infrastructure and Operations	Successful grant application.	Successful in receiving RMS grant for \$45,000, which when matched with GCC funds will extend the shared pathway network along Sanders Street to Clifton Boulevard and along Clifton Boulevard to Hillam Drive. Works to commence in November.
D4 - Maintain and develop public roads, paths, cycleways and transport corridors.	D4.4 - Install path/cycleways to connect suburbs and villages.	D4.4.1 - Seek funding to implement the outcomes of the completed Cycleway and Footpath Strategy to connect suburbs and villages.	Apply for relevant grants.	Infrastructure and Operations	Successful grant application.	Successful in receiving RMS grant for \$45,000, which when matched with GCC funds will extend the shared pathway network along Sanders Street to Clifton Boulevard and along Clifton Boulevard to Hillam Drive. Works to commence in November.
D4 - Maintain and develop public roads, paths, cycleways and transport corridors.	D4.5 - Improve and maintain street lighting in residential and central business areas.	D4.5.1 - Liaise with local energy provider and community to review and improve street lighting.	Ongoing review of street lighting in residential and central business areas.	Infrastructure and Operations	Street lighting review completed annually.	Street lighting constantly reviewed and outages reported. Current contract for supply has seen a decrease in charges.

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D5 - Provide infrastructure in partnership with service providers.	D5.1 - Advocate for the early installation of National Broadband Network in the Griffith LGA.	See D1.1			N/A	N/A
D5 - Provide infrastructure in partnership with service providers.	D5.2 - Investigate and provide options to implement the Strengthening Basin Communities Project strategies.	See C6.2, D2.7			N/A	N/A
D5 - Provide infrastructure in partnership with service providers.	D5.3 – Facilitate the construction of appropriate accommodation for the delivery of additional health services.	D5.3.1 - Provision of land and buildings for the Murrumbidgee Teaching and Learning Centre – medical and Allied health to be located at Animoo Avenue. See also L3.3	Construction of Murrumbidgee Teaching and Learning Facility and student accommodation completed by June 2015.	Business, Cultural, Financial Services	See L3.3	The Private Hospital Project has currently reached completion of the schematic/detailed design phase. A number of issues remain ongoing as follows; (a) Finalisation of the Agreement for Lease between SV&MHS & GCC (b) Complete construction tender and appoint a contractor (c) Commence construction in early 2015. A variation has been negotiated with the Commonwealth that will see the project completion extended to mid 2016.

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D5 - Provide infrastructure in partnership with service providers.	D5.4 - Recommit to the Memorandum of Understanding between GCC, Charles Sturt University and NSW Institute of TAFE – Riverina to expand tertiary education options delivered locally.	D5.4.1 - Charles Sturt University and Riverina Institute will continue to offer a range of pathway programs which combine TAFE and university study. Eg the integrated Business program, the TAFE Diploma in Children's Services which is a pathway through to the Charles Sturt University Bachelor of Teaching (birth to 5 years), the TAFE Diploma of Enrolled Nursing program is also a pathway to the Charles Sturt University degree.	Develop and maintain Pathways programs including Integrated Business Program, Diploma in Childhood Services, Diploma of Enrolled Nursing. Investigation into the demand for other pathway programs including social welfare and accounting. See L3.1	Project Officer Western Riverina Community Higher Education	Number of student enrolments.	The signing of the renewed MoU was held on 24 October 2014 at Griffith Regional Theatre. Approximately 20 people attended.
D5 - Provide infrastructure in partnership with service providers.	D5.4 - Recommit to the Memorandum of Understanding between GCC, Charles Sturt University and NSW Institute of TAFE – Riverina to expand tertiary education options delivered locally.	D5.4.2 - Investigations will continue into the demand for running other pathway programs, including social welfare and accounting. See also L3.1	Investigation into alternative higher education pathways ongoing.	Project Officer Western Riverina Community Higher Education	N/A	Good use of the university study centre. In July provided 25 hours, August 32.5 hours and September 30 hours. Application assistance and prospective student advice was also provided.

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D6 - Develop policies that encourage sustainable growth.	D6.1 - Ensure development is planned and strategic, incorporating principles of ecological sustainability.	See E8.1			N/A	
D6 - Develop policies that encourage sustainable growth.	D6.2 - Progress the development of new and existing Griffith Cemeteries to incorporate elements that accommodate the diverse cultural groups within our community.	D6.2.1- Complete detailed design phase of new cemetery and ensure design accommodates the various cultural groups as approved by General Facilities Committee.	Planning for new cemetery continues leading to adoption of concept plan.	Sustainable Development	New Cemetery concept plan developed.	Not required at this stage.
D6 - Develop policies that encourage sustainable growth.	D6.2 - Progress the development of new and existing Griffith Cemeteries to incorporate elements that accommodate the diverse cultural groups within our community.	D6.2.2 - Manage and maintain all developed cemetery facilities.	Manage and maintain Griffith and Yenda cemeteries within allocated budgets.	Infrastructure and Operations	Cemetery managed efficiently and to agreed service standards.	Cemeteries are maintained to an accepted standard. A budget allocation has been allocated for the maintenance at the Bagtown Cemetery Hanwood.
D6 - Develop policies that encourage sustainable growth.	D6.3 - Implement the strategies identified in the Land Use Strategy.	D6.3.1 – Strategies underpin Local Environment Plan.	City wide DCP prepared.	Sustainable Development	DCP adopted.	In process

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D6 - Develop policies that encourage sustainable growth.	D6.4 - Provide a suitable livestock marketing centre to facilitate buying and selling of livestock.	D6.4.1 - To maintain and develop infrastructure and services to bring together willing buyers and sellers of livestock in the Western Riverina region.	Manage and maintain Griffith Livestock Marketing Centre within allocated budgets. Improve selling conditions for sheep yards.	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 3,000 head of cattle achieved per annum. Complete concreting floor of sheep pens by 2014/15. Install additional shade structure by June 2015.	There are no more cattle sales held at the GLMC. Sheep sales from July - Sep 2014 were 203,085. The concreting floor was completed in August 2014. Installation of shade structure to be completed by June 2015.
D7 - Promote Griffith as a "centre of excellence".	D7.1 - Develop and sufficiently resource a cross-organisational marketing and promotion strategy that presents a unified and cohesive image of Griffith.	D7.1.1 – Develop and implement Marketing and Promotion Strategy.	Implement Marketing and Promotion Strategy.	Sustainable Development	Marketing and Promotions Strategy implemented.	Ongoing
D7 - Promote Griffith as a "centre of excellence".	D7.2 - All new developments comply with the existing and future development strategies.	See E6.2, D1.2			N/A	N/A

CSP Objectives	Suggested Strategies to meet the Growing Griffith 2030 Objectives	Delivery Program 2013/14 to 2016/17	Operational Plan Actions 2014/15	Responsibility	Performance Measures	September 2014 Review
D8 - Develop “easy access links” with key regional and capital centres (eg Rex link to Melbourne).	D8.1 - Relocate freight terminal from Central Business District.	See D3.1			N/A	N/A
D8 - Develop “easy access links” with key regional and capital centres (eg Rex link to Melbourne).	D8.2 - Improve facilities at existing Griffith transport infrastructure, ie: airport, bus interchange, railway station.	D8.2.1 - Maintain Griffith Airport infrastructure eg runways, taxiways, apron, etc.	Manage and maintain Griffith Airport in accordance with Civil Aviation Safety Authority (CASA) standards.	Infrastructure and Operations	Successful completion of annual CASA audit. Completion of runway shoulders and drainage works in accordance with 2014/15 Operational Plan.	CASA audit complete. Drainage works to commence in October.
D8 - Develop “easy access links” with key regional and capital centres (eg Rex link to Melbourne).	D8.2 - Improve facilities at existing Griffith transport infrastructure, ie: airport, bus interchange, railway station.	D8.2.2 – Plan and develop Heavy Vehicle Strategy and seek available funding.	Develop Heavy Vehicle Strategy and seek available funding.	Utilities	Traffic & transport – Implement heavy vehicle bypass by 2020.	Funding applications have been submitted by Council to RMS for the Heavy Vehicle Strategy under the following applications: - Heavy Vehicle Safety & Productivity Program (HVSPP) Round 4 - Murray Darling Diversification Fund Grant
D9 - Establish social and commercial infrastructure for the betterment of community wellbeing and natural resource management.	D9.1 - Improve local access to affordable and appropriate housing – through rental or purchase options.	D9.1.1 - Investigate options for development of Council’s existing land stock. Eg Lake Wyangan.	Investigate options for development of Council’s existing land stock. Eg Lake Wyangan.	Sustainable Development	Ongoing.	Representations regarding development or purchase of Council land considered on merit and reported to Council.

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D9 - Establish social and commercial infrastructure for the betterment of community wellbeing and natural resource management.	D9.1 - Improve local access to affordable and appropriate housing – through rental or purchase options.	D9.1.2 – Investigate options for development of affordable housing.	Investigate incentives for private development of affordable housing.	Sustainable Development	N/A	N/A
D9 - Establish social and commercial infrastructure for the betterment of community wellbeing and natural resource management.	D9.2 - Investigate the development of an outdoor pool facility.	D9.2.1 - Investigate the feasibility of establishing an outdoor pool facility at the Griffith Regional Aquatic Leisure Centre by developing a master plan and maintenance program for the facility.	Implement the recommendations of the independent consultants' report into the Griffith Regional Aquatic Leisure Centre.	Business, Cultural, Financial Services	Include the staged development of GRALC in Council's 10 year capital expenditure program including an outdoor pool.	A working group has been established to prepare a Master Plan of the pool facility at the current Wyeela Street location. An EOI is currently under advertisement for leasing of various non-core facilities and is expected to close in November 2014. Extensive upgrades and safety modifications are under way at the facility to bring it up to standard as well as the completion of a new play area on the western side of the facility.
D9 - Establish social and commercial infrastructure for the betterment of community wellbeing and natural resource management.	D9.3 - Maximise community support for tourism by increasing awareness of how community interaction is central to the quality of experiencing the local region.	See D1.5		Sustainable Development	N/A	Ongoing

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D9 - Establish social and commercial infrastructure for the betterment of community wellbeing and natural resource management.	D9.4 - Maintain and improve services to villages and rural areas of Griffith LGA.	D9.4.1 – Maintain dialogue with Progress Associations and other community groups on service levels.	Maintain dialogue with Progress Associations and other community groups on service levels.	Senior Management Team	Attendance at Combined Progress Association.	When required.
D9 - Establish social and commercial infrastructure for the betterment of community wellbeing and natural resource management.	D9.5 - Facilitate the development of a multi-purpose community centre that provides for all cultures and ages and incorporates a range of facilities ie: meeting rooms, office space, wet areas, family friendly.	D9.5.1 - Investigate the functions and feasibility of a multipurpose space that meets the community's needs.	Collaborate with other agencies for delivery of a multipurpose facility.	Sustainable Development	N/A	N/A
D9 - Establish social and commercial infrastructure for the betterment of community wellbeing and natural resource management.	D9.5 - Facilitate the development of a multi-purpose community centre that provides for all cultures and ages and incorporates a range of facilities ie: meeting rooms, office space, wet areas, family friendly.	D9.5.2 - Review existing Council community facilities to be utilised for such purposes.	Collaborate with other agencies for delivery of a multipurpose facility.	Sustainable Development	N/A	N/A

CSP Objectives	Suggested Strategies to meet the Growing Griffith 2030 Objectives	Delivery Program 2013/14 to 2016/17	Operational Plan Actions 2014/15	Responsibility	Performance Measures	September 2014 Review
D9 - Establish social and commercial infrastructure for the betterment of community wellbeing and natural resource management.	D9.5 - Facilitate the development of a multi-purpose community centre that provides for all cultures and ages and incorporates a range of facilities ie: meeting rooms, office space, wet areas, family friendly.	D9.5.3 - Support and advocate for external funding to construct a multipurpose community centre.	Collaborate with other agencies for delivery of a multipurpose facility.	Sustainable Development	N/A	N/A
D9 - Establish social and commercial infrastructure for the betterment of community wellbeing and natural resource management.	D9.6 - Implement the actions of the CBD Enhancement Strategy.	D9.6.1 - CBD Strategy to be reviewed. Seek sufficient grant funding to implement the actions in the CBD Strategy.	Review of CBD Strategy completed. Investigate and apply for relevant grant funding opportunities.	Sustainable Development	Amendments to CBD Strategy adopted. Number of applications applied for.	Strategy under development. Communication with community and other stakeholders has commenced on different levels.
D9 - Establish social and commercial infrastructure for the betterment of community wellbeing and natural resource management.	D9.7 - Ensure buildings are accessible in accordance with disability access requirements.	D9.7.1 – Part of ongoing role of Building Certifiers.	Part of ongoing role of Building Certifiers.	Sustainable Development	N/A	N/A