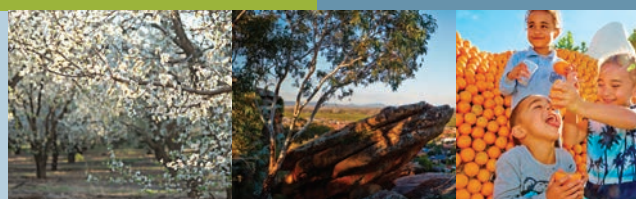


# END OF TERM REPORT

2012-16

Griffith City Council







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# Message from the Mayor



It is with pleasure that I present the Griffith City Council End of Term Report for the 2012-2016 Term of Office. The End of Term Report is produced in accordance with the NSW (Local Government Act), 1993 which requires a Council to present an End of Term Report at its final Council meeting prior to an election.

The End of Term Report is to include the progression of Griffith City Council towards the vision articulated in the Community Strategic Plan Growing Griffith 2030. The vision of Griffith as “a leading regional centre, embracing its diversity while nurturing a happy, healthy and resilient community, today and into the future” has been a positive motivation for Council over the past four years and I believe my fellow Councillors have worked with this vision firmly in mind.

The End of Term Report provides a permanent record of the achievements made and the challenges faced by the community, as well as Council, in working together to deliver this vision.

Council is therefore pleased to provide the community and the incoming Council with some measurement and evaluation regarding Griffith City’s progress towards the priorities set in its Community Strategic Plan.

I also place on record my sincere gratitude to my fellow Councillors for their unwavering dedication to the people

daily lives in a manner that collectively makes our city a better place in which to live and work. I commend the End of

**Griffith continues to grow and prosper. I am privileged to have led this Term of Office and look forward to seeing the ongoing benefits to our community in the future.**

of Griffith and their shared vision for the growth and enhancement of all aspects of the communities in which they serve.

I also thank the work of the professional Council staff, both indoor and outdoor, under the leadership of the General Manager, Mr Brett Stonestreet. The staff are responsible for implementing the community based decisions of Council and their never ending desire to please and make continuous improvements is reflected in the services and built environment, enjoyed by the community today.

Finally, and importantly I would like to take this opportunity on behalf of the Council, to thank the entire Griffith community for their respective efforts in going about their

Term Report to you for your consideration. I look forward to the continuation of the benefits which will accrue from the Integrated Planning and Reporting framework and the community based collaborative approach which it provides.

The next round of community consultation has commenced for the next Council to consider how it can deliver on Griffith’s vision, and it is hoped this End of Year Report will lay a sound foundation for the priorities to be assessed in this process.

John Dal Broi  
Mayor

# Message from the General Manager

Griffith has experienced some challenges in recent years but our community has responded admirably and a sense of confidence and optimism is returning. Private sector business investment decisions are being made right across the City and region and this confidence is reflected in Council's development application statistics. The total number of development applications received and new dwelling approvals during 2015/16 were the best since 2009/10 and total investment of over \$91m was the best since 2010/11. In terms of time taken to determine development applications, Council achieved the number one ranking in NSW regional city councils with a population under 70,000.

Council's initial focus during the current term has been to consolidate its financial position and this is evidenced with operating surpluses achieved in each of the last four years. Several capital works projects have also been undertaken during this period with the feature being the St Vincent's Private Community Hospital. The Hospital which includes a "state of the art" clinical teaching and learning facility is a testimony that the Griffith Community can achieve outcomes that other similar sized communities might consider beyond reach. The excellent services already provided through the Griffith Base Hospital will now be complemented by a close working relationship with the new facility.



Griffith is growing and employment prospects for the region in the short to medium term are very strong. This renewed optimism does present challenges particularly with regard to demand for additional residential land stock. Council is working with developers to increase the supply of "sale ready" land through appropriate zoning, master planning and provision of support infrastructure. Council is also working to make its own land available for sale for existing and new residents.

Work has commenced on the construction of the Griffith City Industrial Link Road Strategy. The strategy involves the construction of a ring road around the City of Griffith to improve the efficiency of heavy vehicle freight movements and reduce truck presence in the urban area. The NSW Government has demonstrated its support of this \$37m strategy with funding in 2015 towards the upgrade of the first section being Jones Road. Stage two is underway being the sealing and widening of Lakes Road to the west. Stage three will commence late this year with further State Government funding support towards the construction of the "5 ways roundabout" at the intersection of Old Willbriggie Road, Kurrajong Avenue and Watkins Avenue.

The End of Term Report marks the fourth and final year of the current elected Council and I would like to extend my appreciation to the Mayor and councillors for their leadership and support during their term. My staff have certainly worked hard to deliver a whole range of projects and services for our community and I thank them sincerely again for their efforts.

I look forward to working with the new Council following the September 2016 election.

A handwritten signature in black ink, appearing to read 'Brett Stonestreet'. The signature is stylized with a large, sweeping 'B' and a long, horizontal stroke extending to the right.

Brett Stonestreet  
General Manager

## Section 2

# Integrated Planning & Reporting Framework

Local councils in NSW are required to undertake their planning and reporting activities in accordance with the Local Government Act 1993 and the Local Government (General) Regulation 2005. The Integrated Planning & Reporting (IP&R) framework enables councils to integrate their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically for the future. Under the IP&R framework Council is required to prepare the following documents:

- Community Strategic Plan (10 year plan)
- Delivery Program (4 year plan) Operational Plan annually
- Resourcing Strategy made up of the following:
  - Workforce Management Plan
  - Long Term Financial Plan
  - Asset Management Plan
  - Annual Report
  - End of Term Report

### Community Strategic Plan – “Growing Griffith 2030”

The purpose of the Community Strategic Plan is to identify the community’s main priorities and aspirations for the future and to plan strategies for achieving these goals.

While a council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan it is not wholly responsible for its implementation. Other partners such as State agencies and community groups may also be engaged in delivering the long term objectives of the plan.

### Delivery Program

The Delivery Program is a statement of commitment to the community from each newly elected council. The Delivery Program outlines the principal activities to be undertaken by Council to implement the strategies established by the Community Strategic Plan within the resources available under the Resourcing Strategy over the four year term of Council.

### Operational Plan

The Operational Plan is prepared as a sub-plan of the Delivery Program. It directly addresses the actions outlined in the Delivery Program and identifies projects, programs or activities that Council will undertake within a financial year towards addressing these actions.

### Resourcing Strategy

The Community Strategic Plan, the Delivery Program and Operational Plan must be supported by a Resourcing Strategy. The Long Term Financial Plan, the Workforce Management Plan and the Asset Management Plan combine to form Council’s Resourcing Strategy.

The [Long Term Financial Plan](#) provides information about the affordability and the financial sustainability of Council to address its current and future needs. The Long Term Financial Plan is used to inform decision making during the development of the Delivery Program and must be for a minimum of ten years.

The [Workforce Management Plan](#) must be developed to address the human

resourcing requirements of Council’s Delivery Program and must be for a minimum of four years.

The [Asset Management Plan](#) informs on the current condition and ability of the community assets that exist for delivery of services to the community. Council must account for and plan for all the existing assets under its ownership and any new asset solutions proposed in its Delivery Program. The Asset Management Strategy/Plans must be for a minimum timeframe of ten years.

When integrated, all these plans ensure that Council delivers the expressed levels of service to its community through optimal utilisation of its resources.

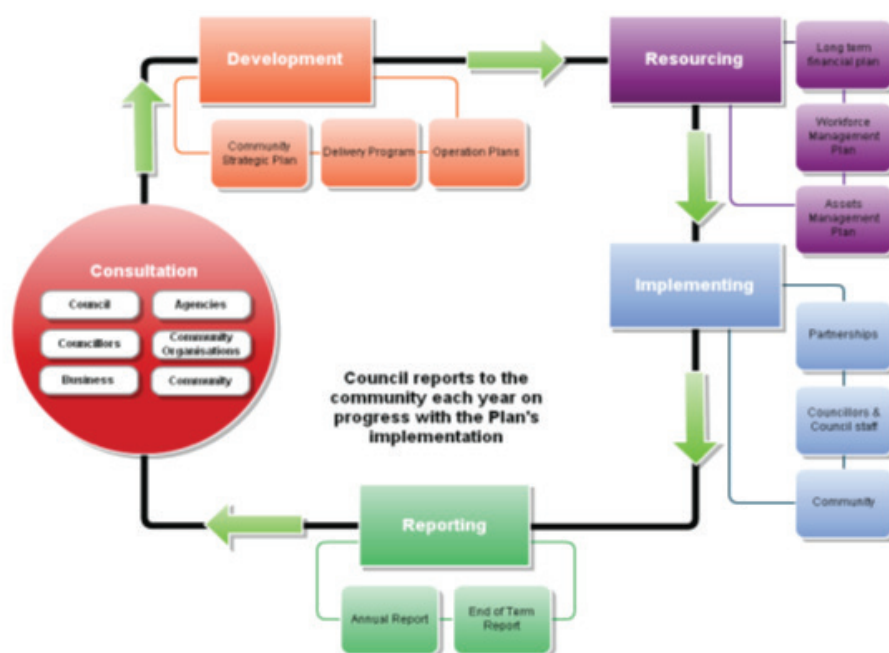
### Annual Report

The Annual Report is a summary of Council’s performance and achievements during the preceding year. The Annual report will publish data on the objectives outlined in Growing Griffith 2030, Council’s Delivery Program and Operational Plan to track progress towards achieving the community’s vision. The Annual Report focuses on Council’s implementation of the Delivery Program and Operational Plan and also includes some information that is prescribed by the Local Government (General) Regulation 2005.

### End of Term Report

The End of Term Report is a report on Council’s achievements in implementing the Community Strategic Plan over the previous four years.

# Integrated Planning & reporting Framework



The Integrated Planning and Reporting (IP&R) framework recognises that most communities share similar aspirations: a safe, healthy and pleasant place to live, a sustainable environment, opportunities for social interaction, opportunities for education and employment, and reliable infrastructure. The difference lies in how each community responds to these needs. It also recognises that council plans and policies should not exist in isolation - that they are inter-connected.

This framework allows NSW councils to draw their various plans together, understand how they interact and get the maximum leverage from their efforts by planning wholistically and sustainably for the future.

## Section 3

# Our Community's vision for the future

The vision we have for the future of Griffith is to live in a community that recognises and celebrates the myriad of cultures that enrich the fabric of our society. This community will be one that nurtures itself and its future generations by building on existing employment opportunities as well as expanding local education and health facilities. The overarching aim is to have a happy, healthy and resilient community.

### How is this going to be achieved?

This vision will be achieved through the implementation of the strategies based on the four core themes of Growing Griffith 2030. Those themes are:

- Leading by Example
- Loving our Lifestyle
- Valuing our Environment
- Growing our City

These themes are clearly interwoven and impact upon each other. They are the cornerstone for our community's progress and success. Civic leadership is a key pillar to establishing an ecologically sustainable future embracing the principles of social justice. As such, it is integral to the ongoing prosperity of our community today and in the years ahead. In order to develop our vision it is critical we understand the core systems and processes shaping and impacting Griffith. The core systems are:

- The local, regional and international trade and industries
- Our community and lifestyle
- Our environment, best defined by our catchment ecosystem
- The current (and future) assortment of infrastructure and services

The core processes shaping and impacting Griffith are:

- Availability (and security) of water
- Economic activities (value adding activities)
- Cultural diversity and social justice issues
- Infrastructure delivery and maintenance
- State and Federal government policies

Overall, it is the people of our community, the cohesion and the big family atmosphere that makes us unique. It is important our vision contains quality of life, prosperity and connectivity. The community's vision for Griffith is captured in this simple statement:

**“Griffith is a leading regional centre, embracing its diversity while nurturing a happy, healthy and resilient community, today and into the future.”**



## Section 4

# Our Councillors 2012-16



Cr John Dal Broi, Mayor



Cr Doug Curran,  
Deputy Mayor



Cr Alison Balind



Cr Pat Cox



Cr Simon Croce



Cr Bill Lancaster



Cr Anne Napoli



Cr Mike Neville



Cr Paul Rossetto



Cr Christine Stead



Cr Leon Thorpe



Cr Dino Zappacosta



# Council's Senior Management Team



## **Brett Stonestreet**

### **General Manager**

Brett Stonestreet was appointed as Griffith City Council's General Manager in August 2011. Brett has 31 years of experience in local government and has spent a significant period of that time as a CEO, Group Manager and General Manager in Moyne Shire (Victoria), Gunnedah Shire, Cobar Shire and Barraba Shire councils.



## **Shireen Donaldson**

### **Manager Executive Services**

Shireen Donaldson is the Manager Executive Services and is Council's Public Officer and Right To Information Officer. Shireen previously held a number of positions within Council including Information Services Manager and Information Technology Manager. She also worked as the Systems Librarian at Griffith City Library. Shireen holds a Bachelor of Arts Degree in Information Science and has additional qualifications in Management, Finance, Information Technology and Project Management. As Manager Executive Services, Shireen is responsible for Human Resources, Work Health and Safety, Payroll, Governance and Administration, Compliance, Media and Communications, Statutory Reporting and Integrated Planning and Reporting.



## **Max Turner**

### **Director Business, Cultural & Financial Services**

Max Turner is the Director of Business, Cultural & Financial Services. He returned to Griffith City Council in May 2012 after previously serving the Council from 2005 to 2011. Prior to working at Council, Max worked in the wine industry, most notably with Cranswick Premium Wines Ltd and Warburn Estate for 10 years in various senior financial roles. As Director of Business, Cultural & Financial Services, Max is responsible for Business Services including Griffith Community Private Hospital, Assets Management and Geographical Information Systems; Cultural Facilities including Griffith Regional Theatre and Art Gallery, Griffith Regional Aquatic Leisure Centre, West End Stadium, Library and Financial Services including Information Technology, Corporate Information, Rates & Water Billing, Grants, Procurement and Investments.



## **Neil Southorn**

### **Director Sustainable Development**

Neil Southorn joined Griffith City Council in 2012 after 8 years at Shoalhaven City Council as Senior Strategic Planner and Policy Planning Manager. Neil has previously worked in higher education and as a consultant at Hawkesbury Agricultural College and Orange Agricultural College, now part of Charles Sturt University. He has been involved in irrigation and farm water supply, designing sustainable farming systems, and helped establish the cool climate wine industry around Orange and Molong. A qualified Agricultural Engineer, Neil has a Master's degree in Engineering Science and a PhD in Agriculture. As Director of Sustainable Development, Neil is responsible for Planning and Environment (Land Use Planning, Development Assessment, Building Certification, Property, Urban Design, Strategic Planning, Environment and Health), Community Development, Customer Services, Tourism and Economic Development (including Pioneer Park and the Visitor Information Centre) and Council's role in the Western Riverina Higher Education Project.



## Graham Gordon

### Director Utilities

Graham Gordon began his career at Griffith City Council as an Engineering Assistant/Design Draftsman in June 1995. Since then he has taken on the roles of Development Engineer, Development Services Coordinator, and Engineering Design and Approvals Manager. He graduated from Deakin University with a Bachelor of Technology Degree, majoring in Civil Engineering and Management. He worked with private engineering consultants PPK and Calare Civil in Bathurst before joining Griffith City Council in 1995. As Director of Utilities, Graham is responsible for Survey, Design and Drafting Services, Solid Waste Management, Recycle Collection, Trade Waste, Landfill Operations, Weighbridge and Quarry, Water and Wastewater, Saleyards, Flood Mitigation and Road Safety.



## Phil King

### Director Infrastructure and Operations

Phil King is the Director Infrastructure and Operations and commenced with Griffith City Council in July 2016. Phil has previously worked as Director Infrastructure Services at Lachlan Shire Council and Manager Design and Traffic at Parkes Shire Council, providing him with more than 10 years experience in Local Government. Phil has also had stints in the private sector working for engineering and surveying consulting firms in Port Stephens and Orange. Phil graduated from University of Newcastle with Bachelor Engineering (Civil) and Bachelor Surveying, both with honours. As Director Infrastructure and Operations, Phil is responsible for Emergency Management, Airport, Sports grounds, Parks & Landscapes, Noxious Weeds, Cemetery, Fleet, Depot operations, Workshop, Store, Roads Construction and Maintenance, Roads and Maritime Services (RMS) works, Drainage maintenance and construction.

**Community Satisfaction  
with Council as a whole**



## Section 5

# End of Term Achievements

The End of Term Report is a legislative requirement under the Integrated Planning and Reporting Framework and must be presented at the final meeting of an outgoing Council. The End of Term Report provides a summary of the implementation and effectiveness of our Community Strategic Plan – Growing Griffith 2030 - in achieving its social, environmental, economic and civic leadership objectives over the past four years.

The key objectives of Growing Griffith 2030 are:

### Leadership

Griffith City Council staff and elected representatives will act as a conduit between the community and other tiers of government to lobby and advocate for the delivery of services to the local community. Council, with assistance drawn from community input, will coordinate those responses to ensure that adequate resources and services are available to make certain the community's goals are achieved.

C1 - Provide clear and transparent communication to the local community on matters in which it is concerned.  
C2 - Be well informed about current issues that impact our community.

C3 - Mentor and support potential leaders from diverse backgrounds and age groups to ensure adequate community representation.

C4 - To advocate on behalf of the community with State and Federal authorities.

C5 - To provide a governance role in the continuous development of the City of Griffith.

C6 - To partner with organisations to facilitate the delivery of required services to the Griffith community.

C7 - Integrate the core themes, to ensure realistic and achievable goals are set.





## Love the Lifestyle

Our community welcomes and celebrates the diverse cultural mix that has greatly contributed to the initial and continual growth of this City. Our community provides a range of opportunities to enjoy life and culture and has access to a range of education, housing, employment and health options.

- L1 - Create accessible and safe, liveable places.
- L2 - Provide, maintain and monitor safe assets, facilities and services.
- L3 - Develop partnerships to grow health and educational services and facilities.
- L4 - Plan and provide a suitable range of sporting, recreation and cultural facilities.
- L5 - Utilise facilities and services for optimal participation.
- L6 - Integrate cultural and community groups and address issues faced by minority groups.
- L7 - Promote, celebrate and build on our cultural diversity cosmopolitan identity.
- L8 - Acknowledge and be responsive to issues which have an impact upon the community's wellbeing and harmony.

## Valuing our Environment

Our community values the natural and built environment; it values history and the efforts of those who have helped to create this community. This section of Growing Griffith 2030 represents a shared vision of sustainability among Griffith City Council and the community. Furthermore, it highlights the Griffith community's concern for the environment and their willingness to preserve and protect it so it will be enjoyed by future generations.

- E1 - To reduce consumption and loss of water.
- E2 - To increase reuse/recycling of wastewater and stormwater.
- E3 - To protect and enhance water quality.
- E4 - To reduce energy consumption and greenhouse gas emissions.
- E5 - To improve air quality by reducing exposure to air pollution.
- E6 - To minimise the environmental, social and financial costs of new development.
- E7 - To preserve our natural and built heritage for future generations.
- E8 - To improve sustainable land use.
- E9 - To plan effectively and consider health issues within planning sustainable development frameworks.
- E10 - To improve biodiversity by preserving and protecting existing biodiversity.
- E11 - To ensure and maintain the conservation of the natural environment.
- E12 - To deal with waste more effectively, including using it as a resource.

## Growing our City

Griffith has a strong local economy that draws on, but is not completely reliant upon, an agricultural base. Our community provides opportunities for its young people to pursue their chosen career and education options at a local level, while attracting skilled and professional workers from other areas.

- D1 - Develop Griffith as a centre of choice for trade, business, health, recreation and employment.
- D2 - Attract and develop new value-adding industries.
- D3 - Develop Griffith as regional transport hub and inter-modal transport centre.
- D4 - Maintain and develop public roads, paths, cycleways and transport corridors.
- D5 - Provide infrastructure in partnership with service providers.
- D6 - Develop policies that encourage sustainable growth.
- D7 - Promote Griffith as a "centre of excellence".
- D8 - Develop "easy access links" with key regional and capital centres (eg Rex link to Melbourne).
- D9 - Establish social and commercial infrastructure for the betterment of community wellbeing and natural resource management.

**Council has worked towards achieving the objectives and goals as set out in the Community Strategic Plan through implementation of the four year Delivery Program, Resourcing Strategy and annual Operational Plans.**



# Summary of Council's Major Projects and Achievements

## General Manager's Unit/Executive Services


- Griffith Community Private Hospital and Murrumbidgee Clinical Teaching and Learning Centre (land acquired, Commonwealth and partner funding secured, construction completed)
- Accommodation for medical students (4x2 bedroom units) construction commenced
- Self-directed Best Practice Review for whole of Council undertaken
- Customer Focus Review undertaken
- Roads Services review undertaken
- MoUs with CSU, Deakin University and Riverina Institute of TAFE
- Community Opinion Group (COG) formed
- New Council Committee structure implemented
- 2016 Centenary Celebrations
- International Sculpture Symposium held
- Purchase of the Clock Building
- Implementation of new software programs: Corporate Planning & Reporting, Performance Management, Risk Management, Delegations Register, Dashboard Hub and InfoCouncil
- Planning and construction of new companion animal handling facility complete
- Launch of reviewed Griffith City Council website

- Created Animal Handling Facility Facebook Page for animal adoptions
- Implemented automated Penalty Infringement Notice issuing devices
- Community Satisfaction Surveys conducted 2013 and 2016
- Mornings in the Mall and regular Councillor interaction with residents

## Business, Cultural & Financial Services

- New Parenting facility established at Griffith City Library
- Implementation of new Document Management System and Customer Request Management system
- Implementation of new asset management system (Assetic)
- Implemented new Intramaps mapping system (GIS)
- Radio Frequency Identification system installed at Griffith City Library
- Expansion of Library – Youth Space completed
- New mobile library van purchased
- Upgrade to Griffith Regional Theatre – new seating, lighting and carpet and installation of Assistive Hearing System
- Operational review of Griffith Regional Aquatic Leisure Centre (GRALC) undertaken





The City of Griffith celebrated  
100 years during 2016



- Masterplan GRALC completed and funding application submitted under National Stronger Regions funding for a new 50M Pool
- Installation fence, playground equipment and new gym equipment at GRALC
- New electronic Basketball Back Boards installed at Westend Stadium
- Courtyard refurbishment Griffith Regional Art Gallery

## Infrastructure & Operations

- Construction of Airport Terminal Upgrade and Extension, Apron Extension, Carpark
- Old Aerodrome and Kalinda Road intersections
- Construct and seal Kalinda Road & Old Aerodrome Road
- Wyangan & Ortella Street roundabout
- Koorngal Avenue rail crossing upgrade
- Upgrade intersection Murrumbidgee Avenue/Beaumont Road
- Kidman Way and Stafford Road intersection treatment
- Jones Road and Boorga Road repaired and upgraded
- Sealing of Jones Road to Rifle Range Road
- Combe Road upgrade
- Bringagee Road sealing
- Realignment of Morley Road
- Intersection improvements Murrumbidgee Avenue & Thorne Road including widening of culverts
- 2012 March flood emergency and restoration works – local, regional and State roads
- Binya/Beale Street roundabout
- Rifle Range Road and Rankins Springs Road intersection treatment
- Refurbishment of MR84 Burley Griffin Way
- Walla Avenue and Merrigal Street roundabout construction
- Rehabilitation & widening Beelbanger Road
- Planning for PAPI lighting airport
- Resealing of Airport runway
- Shared pathway Blumer Avenue – McCudden Street
- Shared path McCudden Street & Poole Street
- Shared footpath Sanders Street & Clifton Boulevard
- Shared footpath Noorebar Avenue, Anzac Street
- Concrete pathway Community Gardens
- Ted Scobie Oval Footpath completed
- Footpaths Driver Shopping Centre
- Amenities Block Lake Wyangan Picnic Area
- Upgrade Memorial Park Yenda
- Upgrade irrigation system Yenda Golf Club as well as various parks throughout the local government area

## Sustainable Development

- Approval of Griffith Land Use Strategy Beyond 2030 and Local Environmental Plan 2014
- Construction of new zone headquarters RFS building Wakaden Street
- Sale of Railway Street land
- Nancy Blumer Memorial Upgrade 2013
- Food Forest City Park
- Depot redevelopment – land purchased for Workshop
- Planning and construction of new Mechanical Workshop
- Dog off leash area constructed
- Playground Strategy adopted
- Upgrade CCTV CBD & various locations
- Westend Oval playground equipment upgrade
- CBD Strategy adopted
- Local Economic Development Assistance Program adopted
- Griffith Community Directory website and online portal redesigned and updated
- Headspace facility – funding secured and service provided
- Crime Prevention Strategy adopted
- Lake Wyangan Plan of Management funding secured

- Award winning Get Septic Smart program initiated
- Opening of Wine and Irrigation Building Pioneer Park
- Illegal Dumping reduction program
- Kathleen Aitken Memorial upgrade, Banna Avenue
- Masterplan completed and funding secured for new Skate Park

## Utilities

- Cross drainage pipes Wakaden Street/Burrell Place intersection
- Drainage pipe network Edon Street Yoogali
- Replacement sewer pump Station Y3 Yenda
- Cross drainage pipes and channel improvements Railway Parade Yenda
- Stage 1A, Stage 1B Drainage improvements Yenda
- Stage 1 Drainage improvements Yoogali
- Renew filter backwash Griffith Water Treatment Plant
- Water Mains & Sewer Mains replacement program
- Refurbishment 30 ML Water Reservoir
- Construction litter fence Yenda landfill
- Earthen retention basin construction Tharbogang landfill
- Griffith Water Reclamation Plant fibre optic upgrade to saleyards and pump stations
- Effluent reuse project Griffith Water Reclamation Plant commenced
- Waste Transfer Station design, planning and construction
- Community Recycling Centre established
- Upgrade power supply Tharbogang landfill
- Installation emergency lighting Griffith Water Treatment Plant
- Griffith Major Overland Flow Floodplain Risk Management Study and Plan for CBD catchments and Lake Wyangan Floodplain Risk Management Study and Plan
- Main Drain J and Mirrool Creek Flood Study and Risk Management Study and Plan completed
- Concreting of pens and shade structures Livestock Marketing Centre
- Grant submitted for flood mitigation measures

In order to measure the effectiveness of the strategies implemented to meet the Growing Griffith 2030 objectives, Council has collated information from a number of sources. These include:

- 2013/14 Community Survey
- 2016 Community Survey
- Progress reporting on the Council Delivery Program and Operational Plan and Annual Reports
- External sources including Australian Bureau Statistics 2011 Census data and NSW Bureau Crime Statistics and Research, Destination NSW

The End of Term Report 2016 is presented as a comprehensive summary of the outcomes achieved by the 2012-2016 Council in meeting the objectives of Growing Griffith 2030.





# 1 Civic 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.

C1.2 Educate staff and community on the processes of Council's adopted Community Engagement Strategy.

C1.3 Adequately resource communication and engagement processes throughout the organisation.

C1.4 Ensure agenda and relevant information is reviewed prior to meetings.

Council has been working on communicating more effectively with the community. To achieve this, a number of methods have been implemented which allows Council to reach different sections of the community. Council introduced the Community Opinion Group (COG) in 2013 and launched the new Council website in 2014. Communication methods include media releases, weekly Council column in newspaper, newsletters, Facebook, Council Websites and correspondence via letters and email.

Community engagement has included Community Satisfaction Surveys held 2013/14 and 2016. In addition community consultation has taken place on important issues such as CBD Strategy, Floodplain Management Plans, Dog Off Leash Area, Griffith City Pound, 50 m Outdoor Pool, Budget, Fit for the Future, Local Environment Plan & policy reviews. Community Catch Up was introduced as a two page fortnightly feature in The Area News, before increasing to two pages weekly. This has been welcomed by the community and positive feedback received. Revised Community Engagement Strategy 2016 adopted by Council. Community consultation sessions held in Griffith, Yoogali and Yenda to discuss issues of importance as well as Mornings in the Mall. Extensive engagement was undertaken with the Yenda community following the 2012 floods.

## Performance Measures:

Results of Council's Community Surveys indicate increased satisfaction with the overall communication by Council to the local community with satisfaction increasing from 67% to 78%

Visits to Council's website decreased from 82,816 in 2012/13 to 59,318 in 2015/16

There were 481,071 website views in 2012/13 compared to 247,536 in 2015/16

However Facebook likes increased from 1,184 to 2,478 in the same period and COG members grew from 83 to 1,271



## 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.

C2.2 Regularly review local and national media.

C2.3 Council and committee agendas and minutes are prepared and distributed in a timely fashion in electronic and printed form.

Council continues to make a concerted effort to engage with the community. Significant programs have been implemented including fortnightly insert in Area News, regular Facebook updates, community engagement and attendance at local shopping centres by Councillors and staff for CBD Strategy, Youth and Community Services, Floodplain Management, Finance presentations, Dog Off-leash Area, Griffith Regional Aquatic Leisure Centre review and Griffith City Pound.

The Community Opinion Group was established and is regularly updated. Council and Committee Minutes and Agendas are published on Council's website. Public notifications are advertised in the local newspaper, radio and TV as well as media releases and Community Catch-up.

A restructure of Council's Committees was undertaken.

Regular Committee meeting structure allows for feedback from Community representation on Council Committees.

Regular print media and community surveys allow for collection of community feedback.

### Performance Measures:

Community surveys shows Council has increased community satisfaction with opportunities to have a say on important issues from 75% to 78%

Community satisfaction with how well the community is informed about issues that impact our community has decreased from 79% to 72%



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.

C3.2 Develop mentoring processes to encourage and guide involvement in Local Government activities.

There has been an overall increase in the number of community members volunteering and participating at Council's activities and events. New volunteers have also been recruited onto Council's Committees such as 2016 Centenary Celebrations Committee and Working Groups such as CDAT and the Aboriginal Working Party. Two new crime prevention committees introduced, being Neighbourhood Watch Crime Prevention and Police and Aboriginal Advisory Group. Youth Engagement Survey conducted. Youth Say Facebook page initiated. Youth Engagement Strategy has been reviewed by the Communities Committee. Young people are engaged in projects and activities. Midnight Basketball program implemented. Community Opinion Group provided with regular updates. Reception held for school leaders of local schools.

### Performance Measures:

Council is maintaining satisfaction in relation to how well Council supports leaders from diverse backgrounds and age groups at 78%

Increase in community satisfaction with opportunities to engage with Councillors from 64% to 68%

Involvement in volunteering/community organisations remains steady with 36% survey respondents in 2016 being actively involved in volunteering and 49% having limited involvement

Number of volunteers increased from 267 in 2013 to 290 in 2016. COG participants increased from 83 in 2012/13 to 1,271 in 2016





## 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.

C4.2 Develop strategies to positively impact in the areas of education, health, employment, community safety, infrastructure, transport and housing.

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.

Council staff maintain regular dialogue with State and Federal agency representatives about local issues that impact social conditions of specific target groups and locations - notably housing, welfare, immigration and health. Regular meetings and discussions held to curb negative behavioural changes in identified locations, improve literacy levels and independent life skills, ensure services provided for new arrivals and ATSIC communities, address Homelessness and Housing availability, Aged Care reforms and home based childcare, youth mental health and Primary Health Network. Council staff liaise with NSW Health around mental health and drug and alcohol services.

Funding assistance provided for various projects/ organisations including funding for Griffith Headspace for young people 12 - 25 years, Post School Options

upgrades and Council facilities. Completed Aboriginal Lands Clean Up project in partnership with the Griffith Aboriginal Lands Council, NAIDOC Week celebrations, Youth Week funding, supported Harmony Day and Citizenship events and commenced Midnight Basketball program. Council staff continue to liaise with Aboriginal residents, and facilitate partnerships with UNSW to improve health and wellbeing.

### Performance Measures:

2% increase from 68% to 70% in community satisfaction with Council's role in representing local community issues to State and Federal authorities





## 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.

C5.2 Ensure accountability measures for good governance are in place and adhered to.

Compliance to all statutory reporting within designated timeframes achieved.

Review of Council Readiness for Best Value Reviews adopted by Council 2014. Customer Focus Review adopted 2015 and progress reports provided to Council. Road Services Review completed 2015.

Actions from Customer Focus Review and Roads Services Reviews being implemented. Information Library project finalised and information will be updated as required.

Council Policy register reviewed and adopted.

Corporate management software has been installed and used throughout Council to improve efficiencies.

Annual Report prepared by 30 November each year. Progress reports for Delivery Program (6 monthly) and Quarterly Review Reports presented to Council.

Internal Audit Strategic Plan revised and adopted to accommodate additional reports as requested by Internal Audit Committee. Audit Universe adopted by Committee and external Internal Auditor appointed. Internal Audit recommendations communicated via PULSE software.



## 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.

C6.2 Implement the strategies of the Strengthening Basin Communities Project (SBC) strategies.

Research continues to be undertaken to maximise potential grant funds to Council. Grant opportunities are investigated, prioritised and distributed, via reports provided to SMT on a monthly basis.

Some of the grants distributed include: NSW Environmental Trust Grant for restoration of Tharbogang Swamp, NSW Department Planning Grant for drafting new land use strategy & LEP, NSW Environmental Trust Grant for new Transfer Station, Tharbogang Landfill, Crown Lands Department Trade & Investment for Memorial Park Yenda and toilet block Lake Wyangan, Roads to Recovery Grants, RMS Restoration Works, RMS Road Toll - Beelbanger Road rehabilitation, Fixing Country Roads - Jones Road, Regional Development Australia Fund grant, Private Hospital Contributions, State Library NSW - Library Living Room, Public Reserves Management Program for sewer system back packers Pioneer Park, Sporting Grounds Grant for Playground equipment Westend Oval, Country Passenger Transport Infrastructure Grant for new taxi rank Memorial Park, Regional Tourism Infrastructure Fund for runway and apron resurfacing Airport and PAPI lights, Community Building Partnerships Program, Public Reserves Management Fund for construction of new skate park.

Council has ongoing monitoring and reporting processes in place to try and capture as much additional grant funding as it can.

### Performance Measures:

Number of competitive grants/funding:

2015-16	\$6,253,417	25 grants
2014-15	\$3,087,483	26 grants
2013-14	\$1,952,487	30 grants
2012-13	\$5,632,839	32 grants

## 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 and the community.

Council is maintaining a strong financial position year on year with the ability to deliver services and facilities to meet the changing needs of our community and is deemed Fit for the Future by the NSW Government.

The Community Strategic Plan, "Growing Griffith 2030" underpins the four year Delivery Program and Resourcing Strategy (Ten Year Long Term Financial Plan, Workforce Management Strategy and Asset Management Strategy). The Operational Plan incorporating the annual budget is prepared annually and adopted by Council prior to 30 June as required. The Operational Plan details the individual projects and activities that will be undertaken for the year to achieve the commitments made in the Delivery Program.

# 2 Love the Lifestyle

L1 Create accessible and safe, liveable places.

L1.1 Promote positive health aspects of Active Transport options.

L1.2 Develop and implement the strategies of the Hands Off Griffith Community Crime Prevention Plan

L1.3 Finalise and implement the recommendations of the Playground Strategy and Plans of Management for Parks and Reserves.

L1.4 Further develop and implement the strategies of the Griffith Community Action Plan 2010 in partnership with State and Federal government agencies.

L1.5 Work with key stakeholders to develop realistic and achievable mechanisms to mitigate and alleviate safety issues from built and natural impacts.

Implementation and construction of new pedestrian paths, cycleways and shared pathways as funds are secured in line with the Pedestrian Access Mobility Plan (PAMP) and Bicycle Plan.

Council has participated in Healthy Workplace Grant, Healthy Communities Initiative and Community Heart Griffith. Other programs include Neighbourhood Watch, attendance at Community Crime Precinct meetings, meetings with Police, Aboriginal Advisory Committee, CDAT and the Griffith Liquor Accord. Council works closely with the Local Area Command and target groups in developing local strategies, engaging with the community and delivering awareness projects. The Crime Prevention Strategy was adopted by Council in June 2015.

The Playground Strategy was approved by Council March 2014. Playgrounds are assessed and strategically listed for replacement or upgrade in accordance within budgetary guidelines.

## Performance Measures:

Community satisfaction with access to buildings in Griffith for people with a disability increased from 85% to 89%. Community perception of safety at home increased from 73% to 76%.

Community perception of safety in public places increased from 83% to 85%.

Community satisfaction with the presentation of:

Parks & gardens increased from 81% to 85%

Reserves & open spaces increased from 75% to 83%

Sporting grounds maintained 93% satisfaction

Facilities at sporting grounds increased from 86 % to 88%

City entrances increased from 56% to 60%

Crime statistics	2012	2016
Domestic Violence	191	256
Non-Domestic Violence	193	177
Break & Enter Dwelling	215	196
Break & Enter Non-Dwelling	68	125
Malicious Damage to Property	457	332



## L2 Provide, maintain and monitor safe assets, facilities and services.

L2.1 Review the passive surveillance provided by CCTV throughout the Central Business District.

L2.2 Develop and implement a detailed asset management and replacement program.

L2.3 Implement the strategies of the Hands Off Griffith Community Crime Plan.

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.

Council has strategically located CCTV infrastructure as a result of successfully obtaining grant funding, most notably the successful funding for CCTV in City Park and IOOF Park with the projects to be completed in 2016/17. Council has asset management plans in place derived from many sources including the Council's Asset Management System, Geographic Information System and various related projects. There has been significant progress in developing and enhancing these systems and work continues on this.

Griffith CBD Major Overland Flow Flood Study and Floodplain Risk Management Study and Plan and Lake Wyangan Flood Study and Floodplain Risk Management Study and Plan prepared and adopted. Main Drain J and Mirrool Creek Flood Study and Risk Management Study and Plan prepared and adopted. Grant applications submitted for flood mitigation measures.

New Animal Handling Facility and new Mechanical Workshop under construction. Parenting room at Griffith City Library completed and operational. Youth Space under construction Griffith City Library. Purchase of the Clock building in 2015 for future development. New playground equipment installed at Griffith Regional Aquatic Leisure Centre. Operational review of GRALC conducted and Masterplan prepared. Investigation of outdoor 50m pool and grant applied for under National Stronger Regional Funding. Courtyard refurbishment project completed at Griffith Regional Art Gallery. New playground installed at Westend Oval. New seating, lighting and carpet installed at Griffith Regional Theatre.

### Performance Measures:

Results of Council's Community Surveys indicate the following community satisfaction results in relation to Council's assets, facilities and services:

Griffith Regional Theatre increased from 87% to 93%  
Griffith Regional Aquatic Centre increased from 60% to 65%

Griffith Regional Art Gallery increased from 77% to 83%

Griffith City Library increased from 87% to 90%

Pioneer Park increased from 81% to 84%

Stadium decreased from 62% to 55%

Pound increased from 31% to 41%

Visitors Centre remained steady at 82%

Griffith Cemetery decreased from 76% to 68%

Yenda Cemetery increased from 35% to 36%

Griffith Landfill remained steady at 67%

Weed Control decreased from 63% to 58%

Garbage collection remains steady at 91%

Kerbside recycling decreased from 83% to 81%

Stormwater drainage increased from 69% to 70%

Managing residential development holding steady at 79%

Town centre and village presentation steady increased from 79% to 80%

Village presentation decreased from 82% to 80%

Litter control increased from 66% to 70%

Street cleaning holding steady at 83%

Public toilets increased from 66% to 73%

Parking for shoppers decreased from 80% to 76%

Protection of heritage sites and buildings increased from 79% to 82%



### 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.

L3.2 Continue support of existing medical students programs.

L3.3 Build on existing relationships to ensure the establishment of improved medical and health facilities and services.

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.

Construction of the St Vincent's Community Private Hospital and Murrumbidgee Clinical Teaching and Learning Centre commenced May 2015 and completed August 2016. Construction of Student Accommodation commenced May 2016 with completion scheduled for November 2016.

The Memorandum of Understanding (MoU) between CSU, Riverina Institute and Council has been in place since 2007 and was renewed in 2014. The MoU, through the Western Riverina Higher Education Project and the Project Officer, has been very successful in enhancing opportunities in higher education, particularly through the programs of nursing and early childhood, assisting students with the transition to CSU and providing support services to students whilst studying at CSU, particularly by distance.

The MoU between GCC, Deakin University and Riverina Institute was signed in July 2014 and has provided an additional range of higher education pathways for the community of Griffith to compliment those with CSU.

Council also participates in the Grow Our Own project to support local participation in education pathways and local job opportunities. Business case prepared for Centre of Excellence in Irrigation at Deakin University Centre for Rural and Regional Futures located at Griffith.

### Performance Measures:

Increased community satisfaction with access to health services:

Doctors - steady at 91%

Medical Specialists - increase from 54% to 57%

Dentists - increase from 89% to 94%

Mental Health Services - increase from 40% to 69%

Aged Care Support services - increase from 59% to 84%

Disability Support Services - increase from 52% to 81%

Family Support Services - increase from 59% to 84%

Immunisation Clinics - increase from 69% to 96%

Employment Services - increase from 67% to 84%

Community satisfaction with access to internet decreased from 89% to 84%

## L4 Plan and provide a suitable range of sporting, recreation and cultural facilities

L4.1 Implement Plans of Management for public reserves/parks.

L4.2 Maintain and improve recreational facilities eg. parks, Lake Wyangan, Skate Park.

L4.3 Encourage increased utilisation of existing recreation and sporting facilities by regularly maintaining existing infrastructure.

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.

Recreational, sporting and cultural facilities maintained and improved according to budget allocations. All sportsgrounds continue to be maintained to standard expected by the community.

The Communities Committee steered the Crime Prevention Strategy, participated in consultations on Council strategies, supported initiatives raised through the Griffith Aboriginal Lands Council, Community Skills Initiative and Youth Engagement processes.

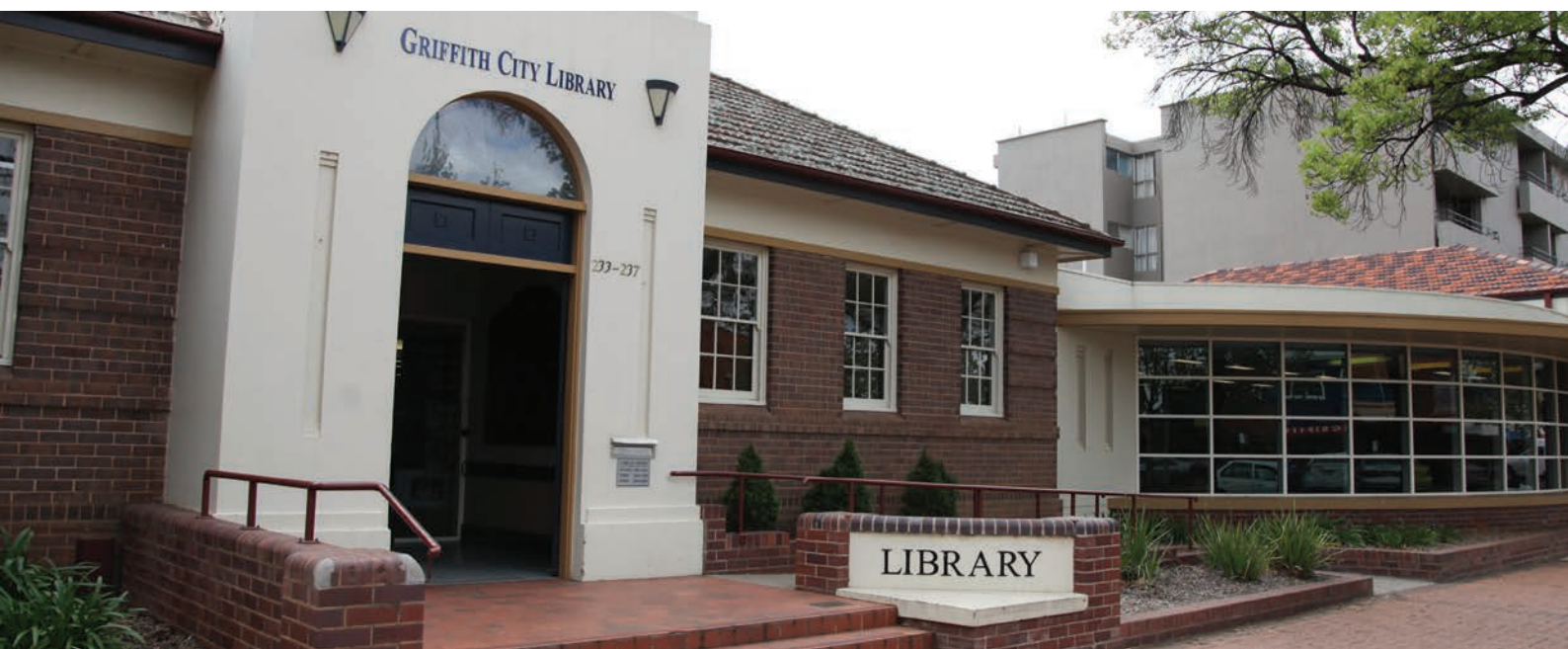
Numerous activities held during the year in partnership with non-government agencies to address identified needs as they arose for all identified target groups. Food Forest established at City Park. Concrete pathway installed at Community Gardens. New amenities block constructed at Lake Wyangan picnic area, upgrade of Memorial Park Yenda, upgrade irrigation system Yenda Golf Club. Operational review conducted of

Griffith Regional Aquatic Leisure Centre and Masterplan prepared. Investigation of outdoor 50m pool conducted and grant applied for.

Improvements to Griffith Regional Theatre - seating, lighting and carpet. Courtyard refurbishment completed at Griffith Regional Art Gallery. Parenting room established at Griffith City Library and Youth Space under construction. Consultation and concept plan developed for new skate park with funding secured in August 2016.

### Performance Measures:

Increased community satisfaction with:  
Leisure activities increased from 78% to 83%  
Recreational activities increased from 78% to 84%  
Entertainment increased from 70% to 81%  
Arts and cultural activities increased from 83% to 90%





## 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.

L5.2 Promote pathways into alternative education and training where appropriate.

L5.3 Promote the benefits of life-long learning.

L5.4 Work with relevant agencies to establish support and mentoring through out of school hours programs.

Council markets and promotes awareness campaigns to the community to ensure it can access all of its facilities and services that are available.

The Griffith City Library issues a monthly newsletter, programs and collections are being provided for all sectors of the community. Library run specific classes to assist our senior citizens in operating new technologies ie Tech Savvy Senior classes. Youth Space room under construction. Radio Frequency Identification system implemented. New mobile library provided.

Audit and analysis conducted of all sporting facilities to promote and increase the number of sporting events that can be held in Griffith. Some events the Tourism and Economic Development team have brought to Griffith include:

- 2013 Football NSW U13 Boys State Titles, 2015 Football NSW U12 Boys State Titles, 2016 Football NSW Under 15 Boys State Titles
- 2014 Melbourne Storm & Canberra Raiders NRL
- 2014 Powerboat Championships
- 2014 & 2016 Jet Boats
- 2014 & 2015, 2016 Sikh Games
- 2014 & 2015 NSW Masters Road Championships
- 2015 NSW Masters Swimming Invitational Meet
- 2016 Australian Cricketers Association Masters Tour
- 2016 Power Boats Championships
- 2016 Colour Me Fun Run
- 2016 National Masters Road Cycling Championships
- 2016 Golf NSW Open Golf Championships Regional Qualifier

Pioneer Park Museum continues to grow visitor numbers and as a venue for weddings, tour groups and local and regional events including the International Stone Sculpture Symposium. The Wine and Irrigation Exhibition at Pioneer Park opened.

The Griffith Regional Theatre has undergone refurbishment of the complex with new seating, lighting and carpeting installed.

The Griffith Regional Art Gallery has had a number of successful exhibitions including the Archibald Prize touring show. Courtyard refurbishment project has been completed.

The Griffith Regional Aquatic Leisure Centre (GRALC) underwent a full operational review and continues to operate efficiently providing a wide range of services and facilities for the community.

The Westend Stadium continues to be well used by various sporting groups. A new program (Midnight Basketball) has been initiated which has seen a new user group for the facility. New electronic backboards and scoreboards provided at the facility.

Other facilities such as Dalton Park, Cemetery and Saleyards continue to be well maintained and efficiently managed. Concreting of pens and shade structures at Livestock Marketing Centre an ongoing process. Senior Citizens Centre storage room under construction with labour provided by volunteers.

## Performance Measures:

Increased visits to Council facilities:

Griffith City Library - increased from 132,354 (12/13) to 141,128 (15/16)

Griffith Regional Theatre - increased from 21,550 (12/13) to 35,916 (15/16)

Griffith Regional Aquatic Leisure Centre - increased 144,958 (14/15) to 159,819 (15/16)

Griffith Stadium increased 9,400 (12/13) to 35,690 (15/16)

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.

L6.2 Deliver diversity awareness training and support to new arrivals and community.

L6.3 Support the implementation of first language education where appropriate.

L6.4 Support the delivery of English language classes.

L6.5 Develop projects and programs that actively address the incidence of bullying across the community.

L6.6 Promote the social and community benefits of volunteering.

Council staff raise awareness of Ethnic Affairs Priorities on an ongoing basis. Council conducts a number of Citizenship Ceremonies annually and works with other agencies to deliver activities and projects that enhance wellbeing during Refugee Week, Harmony Week, Seniors Week and NAIDOC.

Council staff advise the Community Relations Committee and Department of Immigration on any issues impacting new arrivals and temporary visa holders. Council promotes Griffith as a Refugee Welcome Zone.

Council supports a number of cultural groups through the Community Grant Program.

Griffith City Library hosts a number of activities for various cultural and community groups.

A broad range of community groups are represented on Council's Committees and volunteers.

### Performance Measures:

Number of volunteers increased from 267 in 2013 to 290 in 2016

COG participants increased from 83 in 2012/13 to 1,271 in 2016





## L7 Promote, celebrate and build on our cultural diversity cosmopolitan identity

L7.1 Encourage participation in established activities celebrating community diversity.

L7.2 Successfully deliver externally funded programs designed to increase community engagement by those from Culturally and Linguistically Diverse communities.

L7.3 Increase and improve promotion of existing arts and cultural events and facilities.



Council continues to work with target groups and agencies to strengthen participation and community connectedness to ensure we are a safe and welcoming community.

Activities undertaken include Harmony Day, Multicultural Interagency meetings, Refugee Week, Youth Say Facebook page and Griffith CDAT.

The online Community Directory was reviewed and updated. Citizenship Ceremonies conducted with 550 new citizenships awarded during the Council term.

Council promotes projects through the Council webpage and Interagency Networks. Council Officers regularly attend meetings of the Aboriginal Working Party, Multicultural, Griffith and Youth Interagency and specific project working groups. Council works with numerous agencies and government services to design, develop

and promote culturally diverse community projects to assist new arrivals and people of non-English background.

Community Engagement Strategy reviewed and endorsed by Council in 2016.

Community arts and cultural events promoted through Council's website, Facebook, media releases, weekly radio program, posters and flyers.

Officers promote and encourage activities and participation of community groups. Griffith Regional Theatre and Art Gallery collaborate to provide a number of youth.

### Performance Measures:

The Community Surveys indicate that the community continues to value cultural diversity with a satisfaction level of 82%

**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.

L8.2 (Advocacy role only) Support parents by increasing opportunities to access information and education on the role of parenting.

L8.3 Review the strategies of the Hands Off Griffith Community Crime Plan.

L8.4 (Advocacy role only) Support parents by increasing access to quality child care.

L8.5 Increase awareness of existing support services and programs.

L8.6 Establish and promote an on-line process for information gathering and dissemination to address community safety issues.

L8.7 Establish and promote Seniors Watch to help elderly people to maintain independent living options.

L8.8 Principles of Crime Prevention through Environmental Design are incorporated into all local planning instruments.

Activities undertaken include: partnership with Multicultural Council to connect refugees with the Griffith Shed for Men, Refugee Week, Headspace4Griffith, Drug Action Week, community survey conducted to identify drug and alcohol misuse, partnership with TAFE Drug & Alcohol Course students.

Council assists visiting outreach services to link with target groups and existing services.

The online Community Directory was reviewed and redesigned. The Directory has been designed so similar services are collated together and provides detailed information about individual services and a location map. Interagency network meetings are regularly attended and agencies are encouraged to promote their programs electronically on Council's Community Service Directory, Facebook pages and Council website.

Officers work closely with community groups to encourage participation in programs delivered from Council facilities. Officers promote awareness of Council's Community Services Directory, Facebook and websites as a first point of contact for information and Council partners with the Griffith Liquor Accord.

Improved online processes developed using newsletters, survey and feedback forms to identify current trends, behaviours and unmet needs. Information shared through interagency networks.

### Performance Measures:

Community satisfaction with response to issues impacting the community's wellbeing and harmony increased from 69% to 74%



# 3 Valuing the Environment

## E1 To reduce consumption and loss of water.

E1.1 Implement the Griffith City Council Environmental Sustainability Strategy's action plan for water.

E1.2 Develop and implement a detailed asset management and replacement program for water infrastructure.

Ongoing monitoring of pressure reduction zones.

Annual infrastructure replacement programs completed for water meters and water reticulation network.

Participation as an Executive Member of the NSW Water Directorate.

Water savings rebate provided to customers who are replacing their old toilets & shower heads with a minimum WELS Rating Standard of 4 stars for toilets & 3 stars for showers.

### Performance Measures:

Reduced potable water consumption per residence: In 2012/13 the average annual residential usage was 455 kL. In 2015/16 the average annual residential usage was 441.5 kL

## E2 To increase reuse/recycling of wastewater and stormwater.

E2.1 Implement the Griffith City Council Environmental Sustainability Strategy's action plan for water.

E2.2 Develop and implement a detailed asset management and replacement program for sewerage infrastructure.

Annual infrastructure replacement programs completed for sewer reticulation network, pump stations and treatment facilities.

Biosolids Strategy & Management Plan prepared.

Conditional approval has been given by the NSW Department Primary Industries - Water (DPI Water) to enable works to commence on infrastructure required to deliver recycled water to the Saleyards.

Continued with the construction of drainage improvement network throughout the Local Government Area – CBD, Yambil Street, Yoogali, Yenda (Stage 1A and 1B) and Hanwood (planning only).

### Performance Measures:

Total wastewater treated: In 2012/13 GWRP wastewater treated per day (average) = 5.48 ML/day  
In 2015/16 GWRP wastewater treated per day (average) = 6.35 ML/day. Treated wastewater discharged to downstream reuse

## E3 To protect and enhance water quality

E3.1 Implement the Griffith City Council Environmental Sustainability Strategy's action plan for water.

E3.2 Develop and implement a detailed asset management and replacement program for water infrastructure.

Risk Based Water Quality Management Plan endorsed by Council and operational.

Council maintains an annual infrastructure replacement program for its water and treatment assets.

Some major projects completed include:

- internal refurbishment of 30 MI Reservoir
- mains replacements in Yambil St (Fielder - Ulong), State Office block, Warrnambool Street, Yenda Place, Animoo Avenue, Sergi Road, Benerembah Street.

### Performance Measures:

Community satisfaction with water quality holding steady at 87% satisfaction with odour, taste and colour.





## 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.

A number of sustainability strategies have been implemented. Council continues to purchase fuel efficient vehicles where possible. Further initiatives have been undertaken to reduce fuel usage and emissions through electronic monitoring and staff newsletters.

Website re-designed to increase ease of user accessibility. Business Papers delivered electronically to Senior Management Team and Councillors.

Some important sustainability initiatives commenced, most notably the construction of the Tharbogang Waste Transfer Station and Community Recycling Centre.

The Griffith Water Treatment Plant (GWTP) Energy Audit was completed in 2015. Energy Audit on GWTP identified potential greenhouse gas savings CO<sub>2</sub> pa 1,040. Energy audits for Griffith Water Reclamation Plant (GWRP) and the Griffith Regional Leisure and Aquatic Centre (GRALC) will now be conducted.

Save Power and Earth Hour were initiatives which Council helped promote.



## 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.

Council collaborating with EPA, Office Environment and Heritage and grower representatives to reduce the impact of agricultural burning on the City.

Public education campaigns conducted in regards to backyard burning.

Air quality standards included as part of Development Assessment process.

## 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.

E6.2 Provide development assessment and building certification services to the Griffith Community.

All applicable new developments are provided with access to quality water and sewerage services.

The Griffith Local Environmental Plan has been gazetted (21/3/2014) and incorporates environment protection and sustainable development provisions. The draft comprehensive Development Control Plan is currently under development.

Council has significantly reduced the list of high risk non-compliance matters through an active management process. Privately owned swimming pool compliance remains an ongoing priority.

Annual forum held with developers, consultants and stakeholders.

Various policies introduced or amended to assist the development industry including Local Economic

Assistance Program and amendments to Engineering Guidelines.

Building Certification services continue to be provided to a high standard by Council Officers using contracted officers as required.

For 2014/15 Griffith City Council ranked best for NSW regional cities population under 70,000 for development assessment performance.

### Performance Measures:

Community satisfaction with environmental programs and education increased from 87% to 88%

Community satisfaction with Council's Land Use Strategy and Development Approval process decreased from 76% to 74%





## 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.

The GetSeptic Smart On-site Sewerage Management project has been a highly successful, award winning public health and community awareness initiative providing contemporary best-practice information for existing and intending owners and installers of septic sewerage systems throughout our LGA, including utilisation by other councils.

Tree Preservation Orders are assessed in a timely manner with information and guidance provided to the public as required. Street Tree Policy reviewed and adopted by Council.

Street sweeping undertaken as per program.

Gravel extraction is carried out as per licence and development application requirements including the ongoing rehabilitation of the Landfill in accordance with the recommendations of the 2013 Tharbogang Landfill Expansion Report.

Draft Biodiversity Strategy exhibited with one submission to be incorporated prior to finalising by Council. Awaiting advice from Local Land Services re Integration of State and Local strategies to ensure strategy aligns with any

new policies developed.

Griffith Local Environmental Plan (LEP), gazetted 21/3/2014, includes environment protection maps.

Heritage listings increased from 14 to 34 in the GCC 2014 LEP.

Construction of Waste Transfer Station at Tharbogang Landfill, including EPA funded Community Recycling Centre has been completed.

#### Performance Measures:

Community satisfaction with:

Protection of the natural environment decreased from 86% to 84%

Provision of a liveable built environment slightly increased to 90%





## 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.



Griffith Land Use Strategy Beyond 2030 and Griffith Local Environmental Plan 2014 adopted and now effective, which incorporates contemporary approach to sustainable land use.

Council completed a review of the Griffith Main Drain J and Mirrool Creek Floodplain Risk Management Study and Plan and is now operational allowing more sustainable development.

Council supports annual Tree Planting and Clean Up Australia programs.

## 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.

Council has implemented the Pedestrian Access Mobility Plan and Bicycle Plan recommendations in accordance with Council's budget allocation.

The objectives of the PAMP are to encourage walking for short trips and provide access for the variety of pedestrians including people in wheel chairs, elderly and prams.

The primary objective of the Bicycle Plan is to encourage cycling.

Shared pathways have been constructed as follows:

- Noorebar Avenue from Griffith Medical Centre to Beal St Anzac St from Binya to Noorebar Ave
- Kookora Street from Koorinal to Banna (footpath only)
- Boonah Street adjacent to North Griffith Public School
- Blumer Avenue - McCudden Street
- McCudden Street & Poole Street
- Sanders Street & Clifton Boulevard
- Community Gardens and IOOF Park (pathway now renamed Centenary Walk)
- Ted Scobie Oval footpath completed.

Council continues to provide and maintain outdoor exercise equipment at both City Park and Ted Scobie Oval.

#### Performance Measures:

Community satisfaction with provision of:  
 Bike paths/cycleways increased from 60% to 76%  
 Footpaths decreased from 67% to 64%  
 Exercise equipment increased from 69% to 92%



## 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.

Draft Biodiversity Strategy has been exhibited with a final strategy and a report to be provided to Council for adoption following advice from Local Land Services re Integration of State and Local strategies to ensure strategy aligns with any new policies developed.

Annual noxious weeds program undertaken as per budget allocation.

## 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.

The Noxious Weeds Program has made significant progress in the control of classified weeds especially Prickly Pear and Boxthorn. Eradication of Prickly Pear infestations has been carried out on Council controlled land. Follow up treatments will continue to provide ongoing control. Local land owners and Murrumbidgee Irrigation are also assisting to obtain positive results. Trial programs have been created to assess better management and control of Silver Leaf Nightshade. Council maintains a program of private property inspections and this has resulted in positive outcomes with land owners undertaking removal and control measures of noxious weeds on their land. Council participated in the Western Riverina Noxious Weeds Advisory Group however this function

will now be overseen by Riverina Local Land Services.

Schools are regularly provided with information relating to grants or educational resources through an established email group. Schools participated in the Planet Arc Tree Day and were provided with resources such as trees, fertiliser, bags and stakes. The general public are invited to participate in tree planting days with media releases prior to the event and media articles following. Council's waterwise plant book and other environmental resources are provided to participants at these events. Community sites for National Tree Day, Annual Clean Up, Business Clean Up Day, Schools Clean Up Day are selected.





## 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.



Waste Transfer Station design and construction project has been completed. A grant for \$247,000 was received from EPA to construct a collocated Community Recycling Centre (CRC) to enable residents to freely dispose of household problem waste. This project is also completed and operational.

The 2013 Tharbogang Landfill Expansion Report completed by Council. The recommendations from this report are being implemented to improve the environmental, social and financial outcomes for the community in relation to effectively managing waste disposal and recycling.

The domestic and commercial putrescible and recycling kerbside collection services are provided on an ongoing basis.

RAMROC has carried out an organics collection feasibility study for the region. The cost of introducing an organic collection service is considered not feasible given Griffith's current waste collection and disposal services.

Street bins are replaced in accordance with an annual replacement program.

The LGA Landfill facilities have undergone a number of improvements, notably:

- power supply to Tharbogang Landfill
- earthen retention basin constructed at Tharbogang Landfill
- fence constructed at Yenda Landfill
- Tip for Free days held twice a year.

### Performance Measures:

Reduction in dumped rubbish: Waste processed at Landfill - 23,837 tonnes (12/13) increased to 32,394 tonnes (15/16)

Increased amount of waste recycled per capita: 1,562 tonnes recycled in 12/13 reduced to 1528 tonnes recycled in 15/16



# 4 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.**

**D1.2 Ensure development is planned and strategic, incorporating principles of sustainability and triple bottom line of being financially, socially and environmentally measured.**

**D1.3 Advocate for access to improved health and allied health services through face-to-face and e-health processes.**

**D1.4 Increase local access to further education options.**

**D1.5 Promote the value of tourism and its economic benefits to the community.**

Extensive lobbying has successfully resulted in NBN commencing installation in Griffith in August 2016. This follows installation of fixed wireless capability for most areas of the LGA outside Griffith.

Land Use Strategy and Griffith City Council LEP 2014 approved. Finalisation of the DCP will complete the suite of planning instruments related to sustainability.

A new mental health facility, namely Headspace, was opened in 2016.

St Vincent's Private Community Hospital Griffith incorporating the Murrumbidgee Clinical Teaching and Learning Centre and associated student accommodation will be completed and operational in October 2016.

Memorandum of Understanding between Council, Charles Sturt Universities and Riverina Institute of TAFE renewed. Local enrolment numbers in pathway programs remains stable.

Memorandum of Understanding between Council, Deakin University and Riverina Institute of TAFE signed. Collaboration progressing well with completion of the Business Case for the Centre of Excellence in Irrigation in time for Federal election lobbying and continuing development of the Grow Our Own project.

Tourism Business Plan and Marketing Strategy implemented. Sports Tourism has been on the increase with an estimated \$23 million contributed to the local economy over the last three years.

## Performance Measures:

Community satisfaction with the variety of retail options increased from 80% to 87%

Number of day and overnight visitors increased from 363,000 per year in 2012/13 to 377,000 in 2014

## D2 Attract and develop new value-adding industries

D2.1 Encourage the establishment of diversified industries.

D2.2 Advocate for the early installation of National Broadband Network in the Griffith LGA.

D2.3 Improve the physical appearance of city and village entrances.

D2.4 Encourage planned development in Griffith LGA villages and the wider region.

D2.5 Promote opportunities for small businesses to establish in our community.

D2.6 Implement Economic Development Strategies to assist in filling vacant commercial spaces and consider location of shopping centres.

D2.7 Invest in and implement the strategies identified by the Strengthening Basin Communities Project.

Council continues to work with developers to realise projects, as well as neighbouring Councils, to support projects that will assist growth in regionally significant industries. Some recent major developments in this term of Council include:

- expansion of chicken growing sheds and Baiada chicken meat processing
- McWilliams Wines production facility
- Almondco
- Quest apartments
- Sikh Temple
- St Vincent's Private Community Hospital
- Binya Street Medical Centre
- Aldi
- Casella expansion
- Australian Beer Company
- Widgelli Freight Intermodal approval
- a number of agricultural and manufacturing service businesses
- Council facilities such as opening of Water Reclamation Plant, redevelopment of Airport Terminal, completion of RFS zone headquarters, construction of animal handling facility, mechanical services workshop, waste transfer station.

Approved Land Use Strategy and GCC LEP 2014 recognise new lands for industrial and commercial purposes. GCC Local Environment Plan 2014 incorporates development opportunities on residential, commercial and employment lands in villages and wider LGA. Development Control

Plan for Collina expansion areas adopted. CBD Strategy adopted and draft Entrance Strategy prepared.

Business Audit showing positive results. Collaboration on reinvigorating retail project commenced. Council staff attend Business Chamber, Business Enterprise Centre and Business, Development and Major Projects Committee meetings as well as working with local stakeholders and NSW Government agencies to coordinate business promotion including overseas investors.

Council recently launched a new Economic Development website using the catchment area to showcase the strength of Griffith. A new Business Prospectus was published in 2016. The Griffith Local Economic Development Assistance Program has been a successful collaboration between Council and the business community and has been extended to 2017. The Tourism and Economic Development Quarterly Report has now become a regular snapshot of activity in the LGA, distributed electronically to a wide audience.

### Performance Measures:

	12/13	13/14	14/15	15/16
No. of applications	334	389	336	391
No. of new dwellings	51	82	82	104
Total value (\$M)	\$74.4	\$85.5	\$48.3	\$91.3

## D3 Develop Griffith as regional transport hub and inter-modal transport centre

### D3.1 Relocate freight terminal from Central Business District.

### D3.2 Improve facilities at existing Griffith transport infrastructure, ie: airport, bus interchange, railway station.

Freight terminal relocation remains a high priority of Council. Widgelli Freight Intermodal approved. Council is awaiting proposal for a master plan of the business park.

Funding was obtained to construct the final sections of the northern Industrial Link Road which included the recent completion of the Jones and Boorga Roads intersection, Rifle Range and Beelbanger Road intersection along with the construction and sealing of Lakes Road. Construction of five-way intersection of the southern Industrial Link Road has commenced as a result of successfully obtaining grant funding for the project.

Complete redevelopment of the Griffith City Airport Terminal, extension of apron and sealing of car park. The Airport is being managed in accordance with Civil Aviation Safety Authority guidelines and legislation. Runway pavement renewed January 2016. Installation of Precision Approach Path Indicator (PAPI) light system to be completed in 2016.

### Performance Measures:

Community satisfaction with Griffith's transport facilities decreased from 87% to 84%





## 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.

D4.2 Extend and improve kerb and guttering in the CBD.

D4.3 Install path/cycleways in residential areas.

D4.4 Install path/cycleways to connect suburbs and villages.

D4.5 Improve and maintain street lighting in residential and central business areas.

Council has undertaken a road renewal program including the following:

- Old Aerodrome Road and Kalinda Road construction completed.
- Beal/Binya Roundabout constructed.
- Wyangan and Ortella Street roundabout construction.
- Koorringal Ave rail crossing upgrade.
- Kidman Way and Stafford Road intersection.
- Jones Road and Boorga Road upgraded. Sealing of Jones Road.
- Realignment of Morley Road.
- Intersection of Rankins Springs Road and Rifle Range Road constructed.
- The intersection of Willandra Avenue and Kookora Street has been rehabilitated.
- Widening and rehabilitation works have been completed on Beelbanger Road.
- Drainage improvement works at Thorne Rd and Murrumbidgee Ave intersection completed.
- Walla Avenue and Merrigal Street roundabout.
- Flood restoration Works on local roads and regional roads.
- Oakes Road rehabilitation commenced.

Shared pathways have been constructed as follows:

- Noorebar Avenue from Griffith Medical Centre to Beal Street
- Anzac Street from Binya to Noorebar Avenue
- Kookora Street from Koorringal to Banna (footpath only)
- Boonah Street adjacent to North Griffith Public School
- Blumer Avenue - McCudden Street
- McCudden Street & Poole Street
- Sanders Street & Clifton Boulevard
- Concrete pathway constructed Community Gardens & IOOF
- Ted Scobie Oval footpath completed.

### Performance Measures:

Community satisfaction with sealed roads decreased from 64% to 56%

Increased community satisfaction with unsealed roads decreased from 54% to 37%

Increased community satisfaction with car parking decreased from 76% to 74%





## D5 Provide infrastructure in partnership with service providers

D5.1 Advocate for the early installation of National Broadband Network in the Griffith LGA.

D5.2 Investigate and provide options to implement the Strengthening Basin Communities Project strategies.

D5.3 Facilitate the construction of appropriate accommodation for the delivery of additional health services.

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.

Over the past four years Council has partnered/worked with service providers to provide infrastructure. Some examples of projects undertaken in partnership with service providers include:

NBN rollout, St Vincent's Community Private Hospital and Teaching Facility, road rehabilitation and pathways through grant funding from Roads and Maritime Services, Griffith Airport redevelopment, flood restoration works, Waste Transfer Station, Youth Space Griffith Library, upgrade to Griffith Regional Theatre, Art Gallery Courtyard refurbishment, RFS zone headquarters, new Mechanical Workshop, Wine & Irrigation Building Pioneer Park, upgrade Memorial Park Yenda, amenities block Lake Wyangan, playground equipment Westend Oval.

The completion of the St Vincent's Community Private Hospital and associated Murrumbidgee Teaching & Learning Centre building is scheduled to be completed in late August 2016 with the student accommodation component scheduled to be completed in November 2016. An official opening ceremony on the hospital building is to be held on 23 September 2016.

MoUs between CSU, Riverina Institute, Council and Deakin University aim to enhance tertiary education options delivered locally. The Western Riverina Higher Education Project has been very successful in promoting pathway programs in nursing, early childhood and management.



## D6 Develop policies that encourage sustainable growth

D6.1 Ensure development is planned and strategic, incorporating principles of ecological sustainability.

D6.2 Progress the development of new and existing Griffith Cemeteries to incorporate elements that accommodate the diverse cultural groups within our community.

D6.3 Implement the strategies identified in the Land Use Strategy.

D6.4 Provide a suitable livestock marketing centre to facilitate buying and selling of livestock.

Land Use Strategy and GCC Local Environment Plan 2014 approved. Development Control Plan being prepared. Council continues to liaise with developers in relation to development of zoned land for residential lots.

Planning commenced for new Cemetery. The Griffith, Yenda and Bagtown Cemeteries are being maintained to a level expected by the community and within budget. Preliminary planning commenced for possible crematorium.

Griffith Livestock Marketing Centre maintained to facilitate and maximise the buying and selling of livestock with

a target of 400,000 head of sheep achieved per annum. Council has an ongoing program of concreting all animal pens and construction of shade shelters.

### Performance Measures:

Land Use planning is reviewed on a regular basis. Number of residential lots available from approved subdivisions was 121 in 2012/13 and 110 in 2015/16





## 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.

D7.2 All new developments comply with the existing and future development

Griffith identified as a regional City in the NSW Department Planning and Environment draft Riverina Murray Regional Plan.

Griffith City Council deemed Fit for the Future under the NSW local government reform process.

Business case for Centre of Excellence in Irrigation completed in conjunction with Deakin University Centre for Regional and Rural Futures located at Griffith.

Council introduced new promotional branding material (banners & display signage) and continuing branding theme through Council web pages. Marketing Strategy adopted by both the Tourism and Events and Business, Development and Major Projects Committees. Extensive marketing and promotions have been undertaken.

Centenary Celebrations were a highlight of 2016 which engaged all sections of the community in a series of coordinated events including:

- Opening of celebrations event at Griffith Regional Theatre by Governor for NSW

- Naming of Centenary Walk and Tree planting
- Street Parade and street party
- International Stone Sculpture Symposium and fireworks
- Centenary Dinner
- Pioneer Park Exhibition
- Grounded in Griffith Art Gallery display
- Meet the Griffins at Griffith City Library

National media coverage on Sunrise program and Sydney Weekender as well as several print media articles, which assisted in promoting Griffith on the national stage.

### Performance Measures:

Community satisfaction living in Griffith:

Young children - decreased from 91% to 90%

Teenagers - increased from 72% to 74%

Seniors - decreased from 89% to 88%

Singles - increased from 76% to 81%

Families - decreased from 94% to 90%

People with disability - decreased from 84% to 82%



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.

D8.2 Improve facilities at existing Griffith transport infrastructure, ie: airport, bus interchange, railway station.

Complete redevelopment of Griffith Airport Terminal including extension of apron, runway renewal and carpark sealing.

Par Avion air passenger service to Melbourne was operational between March 2014 and January 2016. Rex Airlines continue to provide multiple daily flights between Griffith and Sydney.

Widgelli Intermodal Freight Terminal approved.

Heavy vehicle strategy adopted by Council in 2013. The northern Industrial Link Road has been completed. Construction of the southern Industrial Link Road has commenced with the five-ways roundabout.

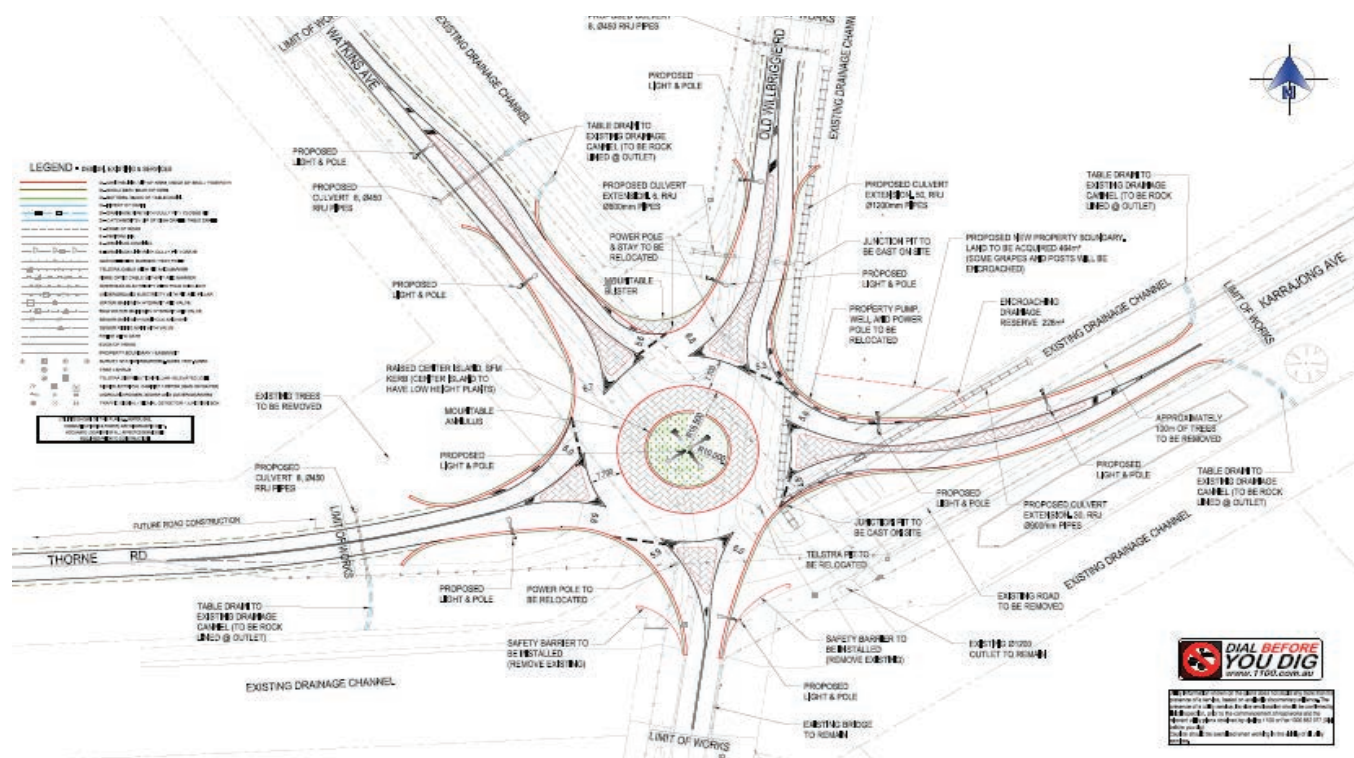
## Performance Measures:

Community satisfaction with transport services:

Air - increased from 63% to 67%

Rail - increased from 62% to 63%

Bus - decreased from 76% to 74%



## 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.

D9.2 Investigate the development of an outdoor pool facility.

D9.3 Maximise community support for tourism by increasing awareness of how community interaction is central to the quality of experiencing the local region.

D9.4 Maintain and improve services to villages and rural areas of Griffith LGA.

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.

D9.6 Implement the actions of the CBD Enhancement Strategy.

D9.7 Ensure buildings are accessible in accordance with disability access requirements.

A handwritten signature in black ink, consisting of a stylized 'R' followed by a large, sweeping loop.





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