

CLAUSE **CL03**

TITLE **Second Quarter Performance Report 2023/24 - Budget Review and Operational Plan Incorporating the December Delivery Program Progress Report**

FROM **Vanessa Edwards, Finance Manager**

TRIM REF **24/13637**

SUMMARY

Council is required to review its Operational Plan within two months of the end of each quarter. Council must review both its financial position and the Operational Plan Actions (Performance Indicators) adopted for 2023/24 for the quarter ended 31 December 2023.

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

RECOMMENDATION

- (a) Council note the variations to the 2023/24 original budget for the quarter ended 31 December 2023 as presented in this report.**
- (b) The Financial Review and any additional approved variations for the quarter ended 31 December 2023 be adopted.**
- (c) Council adopt the 31 December 2023 Operational Plan Review advising the extent to which the Operational Plan Actions (Performance Indicators) have been achieved.**

Council endorse minor amendments to the Organisational Structure as per this report.

REPORT

The Operational Plan is a statutory requirement under Section 405 of the Local Government Act, 1993. It requires Council to provide information on the statement of objectives (Operational Plan Actions) and performance targets for each of its principal activities. Council is also required to review its income and expenditure each quarter under Division 3, Section 203 of the Local Government (General) Regulation 2021.

Each of these requirements will be dealt with as follows:

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

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

2) BUDGET REVIEW STATEMENTS AND REVISION OF ESTIMATES

The Financial Review document comprises:

- Report by the Responsible Accounting Officer at 31 December 2023.
- Income and Expense Budget Review Statement (Fund Level) at 31 December 2023.
- Income and Expense Budget Review Statement (Function Level) to 31 December 2023.
- Capital, Cash and Investments Budget Review Statement at 31 December 2023.
- Budget Review Contracts at 31 December 2023.
- Budget Review Consultancy and Legal Expenses at 31 December 2023.
- Budget Review Councillor Expenses at 31 December 2023.

REVISED OPERATING STATEMENT

The revised operating statement at 31 December 2023 currently shows an estimated surplus from operating activities before capital amounts of **\$1,886,944**. The original adopted Operational Plan for 2023/24 showed a surplus from operations before capital grants of **\$87,938**.

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

The overall review of the first six months reveals a number of operating budget variations as summarised below, compared to the original budget for 2023/24.

FUND	Original Operating Budget	September Review	December Review	Revised Operating Budget
Ordinary	(\$4,937,987)	\$1,141,304	(\$182,373)	(\$3,979,056)
Waste	\$1,172,918	\$100,000	\$147,000	\$1,419,918
Water	\$1,890,447	\$0	\$395,000	\$2,285,447
Sewer	\$1,962,560	(\$16,925)	\$215,000	\$2,160,635
TOTAL	\$87,938	\$1,224,379	\$574,627	\$1,886,944

*Favourable, Increase / (Unfavourable, Decrease)

ORDINARY FUND VARIATIONS

Operating revenues within the ordinary fund have increased by **+\$3,490,277** from the original budget projection.

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

- User Charges increased by **+\$131,500**
- Operating Grants & Contributions increased by **+\$3,551,231**. This is mainly relating to additional grant income for the Safer Cities Her Way Program (\$1M), TfNSW Regional and Local Roads Repair Program (\$1.38M) and contributions from TfNSW for the Hanwood stormwater drainage project (\$657K).
- Other Operating Revenues decreased by **-\$192,454** mainly due to lack of temporary water sales.

Operating expenditure has increased by **+\$2,531,346** from the original budget projection.

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

- Employee Costs decreased by **-\$444,631** mainly due to vacancies strategically implemented by the Senior Management Team to contribute towards the \$300K savings in relation to the Special Rate Variation.
- Materials & Contracts increased by **+\$2,954,992** This increase in costs is matched by grant funding as mentioned in the operating revenue section above. It should be noted that the grant funding for the Safer Cities Program is to be recognised as operating income, regardless of whether the funds are expended on operating or capital items.
- Other Operating Expenses increased by **+\$20,985**

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

WASTE FUND VARIATIONS

Operating revenues within the waste fund have increased by **+\$289,177** from the original budget projection.

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

- Rates & Annual Charges increased by **+\$185,000**
- Interest increased by **+\$90,000**
- Other Operating Revenues increased by **+\$14,177**

Operating expenditure has increased by **+\$42,177** from the original budget projection.

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

- Materials & Contracts increased by **+\$42,177**

WATER FUND VARIATIONS

Operating revenues within the water fund have increased by **+\$395,000** from the original budget projection.

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

- Interest increased by **+\$395,000**

Operating expenditure has not changed from the original budget projection.

SEWERAGE FUND VARIATIONS

Operating revenues within the sewer fund have increased by **+\$215,000** from the original budget projection.

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

- Interest increased by **+\$215,000**

Operating expenditure has increased by **+\$16,925** from the original budget projection.

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

- Materials & Contracts increased by **+\$16,925**

GRANTS & CONTRIBUTIONS FOR CAPITAL PURPOSES

Income from Grants and Contributions for capital purposes has increased by **+\$15,386,910** from the original budget projection of **\$5,192,200** to total **\$20,579,110**. This increase is almost entirely related to the timing of recognising capital grants awarded in the previous financial year as the accounting standards prescribe an income and expenditure matching principle. Major projects include Hanwood stormwater pump & levee, Boorga, Barber, Citrus/Rifle Roads, Yambil Street Stage 4 & Kooyoo Street.

CAPITAL EXPENDITURE

There is a projected increase of **+\$23,826,781** on capital expenditure items in the December quarterly review. The original budget projected a capital spend of **\$17,257,298**. It is important to note that this increase is related to timing differences as the majority of this expenditure was budgeted in 2022/23.

Each fund is summarised as per the following:

- The Ordinary Fund increased capital expenditure by **+\$19,350,569**
- The Waste Fund increased capital expenditure by **+\$1,780,253**
- The Water Fund increased capital expenditure by **+\$2,218,198**
- The Sewer Fund increased capital expenditure by **+\$477,761**

CASH FLOW STATEMENT ANALYSIS

There is an overall reduction in cash of **-\$4,257,870** from 30 June 2023. The original budgeted increase in cash was **+\$2,280,822**; therefore, the net result of the September and December reviews is a decrease in cash of **-\$6,538,692**. It is usual that some of the capital projects may not be completed or started during the financial year. As each quarterly review is completed, there will be adjustments to both the operating and capital expenditure that may improve the final cash balance at year end.

Outlined in the Cash Flow Statement, and summarised below, is the estimated unrestricted cash available at 30 June, 2023.

Total Cash & Investment Funds at 30/6/23 (Actual)	\$72,540,151
Increase due to 2023/24 Operational Plan	\$2,280,822
Decrease from September 2023/24 Quarterly Review	(\$7,478,472)
Increase from December 2023/24 Quarterly Review	\$939,781
Total Cash & Investment Funds at 30/06/24 (Estimate)	\$68,282,282

Restricted Cash Balances as at 30/6/24 (Estimate)	
Closing Externally restricted cash balance at 30/6/24	\$63,373,344
Closing Internally restricted cash balance at 30/6/24	\$3,582,338
Available (Estimated) Unrestricted Cash at 30/6/24	\$1,326,600
Total Cash & Investment Funds at 30/6/24 (Estimate)	\$68,282,282

CONCLUSION

The result of the September and December 2023/24 Quarterly Review processes has seen a total increase in the surplus of approximately **+\$1,799,006**. The revised consolidated surplus as at 31 December 2023 is forecasted to be **+\$1,888,944**.

3) ORGANISATIONAL STRUCTURE AMENDMENTS – (Q2 2024)

1 October 2023 to 31 December 2023

Previous Position	Type of Change	Change to FTE	New Position	Reason for Change	Directorate	Date Appr.
Casual Communication Officer	Add position to the structure	Casual	Yes	Need a Casual position	Economic & Organisational Development	3 Oct 2023
Trades Assistant	Replaced with a Licensed Plumber	Nil	N/A	Position already existed, swapped FTE for Trades Assistant to create an additional Licensed Plumber	Utilities	9 Oct 2023
Casual Animal Attendant	Add position to the structure	Casual	Yes	Need casuals to work on the weekend and minimise overtime for Animal Rehoming Officer & Trainee	Sustainable Development	6 Nov 2023
Compliance Coordinator	Position Name	Nil	Animal Control & Parking Compliance Coordinator	Duties changed to better suit the Organisation's needs. Grade was 17 now Grade 15	Sustainable Development	6 Nov 2023
Planning & Environment Compliance Officer	Reporting	Nil	N/A	Animal Control & Parking Compliance Coordinator change resulted in reporting line change for position	Sustainable Development	6 Nov 2023
WHS Coordinator	PD review and Name Change	Nil	Senior Work Health and Safety & Risk Coordinator	Absorbing Risk into PD with more seniority on role	Economic & Organisational Development	13 Nov 2023
WHS Officer	Extending term		No	Extending term with 6 months	Economic & Organisational Development	16 Nov 2023
Project Admin Support Officer – Urban Design	Extending term	Nil	No	Extending from Jan 2024 to June 2024	Sustainable Development	16 Nov 2023
Community & Economic Development Officer	Extending term	Nil	No	Extending term to Jan 2025 using existing FTE.	Economic & Organisational Development	16 Nov 2023
Economic & Community Development Officer – trainee	New Term position	Nil	Yes	Using Existing FTE	Economic & Organisational Development	28 Nov 2023
Casual Customer Service Officer	Add position to the structure	Nil	Nil	Casual position	Sustainable Development	5 Dec 2023

Position Description Reviews;

Stormwater & Flood Engineer
 Casual Communication Officer
 Casual Animal Attendant
 Animal Control & Parking Compliance Coordinator
 Senior Work Health and Safety & Risk Coordinator
 Economic & Community Development Officer – Trainee
 Airport Facility Officer - Casual

Full Time Equivalent (FTE), as per organisational structure

Date – end of qtr	FTE (permanent, & trainees)
30/6/2019	288
30/9/2019	288
31/12/2019	290
31/3/2020	290
30/6/2020	290
30/9/2020	292
31/12/2020	293
30/6/2021	293
30/9/2021	296 (add P&G)
31/12/2022	298 (add GRALC positions)
31/03/2022	299 (Approvals Officer)
30/9/2022	303 (Sports Centre & payroll Officer positions & FTE change for Accounting Officer)
31/12/2022	306 (Stormwater & Flood Engineer), (Animal Rehoming Officer – Trainee & WHS Officer term positions)
31/03/2023	306
30/06/2023	306
30/09/2023	306
31/12/2023	306

4) DELIVERY PROGRAM PROGRESS REPORT

In accordance with Section 404 of the Local Government Act 1993, The General Manager is required to ensure that progress reports are provided to Council with respect to the principal activities detailed in the Delivery Program at least every six months. Performance Measures are listed in Attachment (h). A summary of the significant projects completed/underway in the six months from July 2023 to December 2023 include:

Project	Progress	Expected Completion/ Comments
Griffith Southern Industrial Link Road Strategy		
o Thorne Road (Walla Ave/Murrumbidgee Ave)	Completed	Sep Qtr 2023
o Stage 4b - Roundabout (intersection of Thorne Rd/Murrumbidgee Ave)	Completed	Sep Qtr 2023
o Stage 5a - Thorne Road West	Completed	Sep Qtr 2023
o Stage 5b – Thorne Road (Walla Ave/Murrumbidgee Ave)	Completed	Sep Qtr 2023
o Stage 6a – Bromley Road – Final Seal	Completed	Jun Qtr 2023
Griffith CBD Upgrade Program		
o Kooyoo Street Upgrade Stage 1 – Banna Avenue to Banna Lane	Completed	Completed 2022 Kiosk cover and exterior panel completed Apr 2023
o Kooyoo Street Stage 2	Completed	Sep 2023

Project	Progress	Expected Completion/ Comments
○ Yambil Street Stage 4	Ongoing	Scheduled for completion Aug 2024
Griffin Green Housing Project		
○ 20 Townhouses	Ongoing	Now scheduled for completion Feb 2024
○ 42 Housing Lots	Ongoing	Civil Works project now scheduled for completion Mar 2024
Tharbogang Waste Management Centre		
○ Quarry Floors Development	Ongoing	Gravel extraction being undertaken.
○ Existing Landfill Restoration	Ongoing	Restoration plan developed. Restoration to be undertaken in future years - \$4.8M
Griffith Reservoir Refurbishments		
○ Griffith 14ML Reservoir Refurbish	Ongoing	Jun 2026
○ Griffith 9ML Reservoir Refurbish	Ongoing	Aug 2024
○ Reservoir Mural	Ongoing	Sep 2024
Boorga Road/Dickie Road Sealing	Ongoing	Boorga Rd Mar Qtr 2024 Dickie Rd Sep Qtr 2024
Barber Road Upgrade and Seal	Complete	Dec 2023
Hanwood Flood Pump & Levee	Ongoing	Jun 2024
Collina Infrastructure – Citrus Road/Rifle Range Road Intersection	Ongoing	Mar Qtr 2024
Lake Wyangan and Catchment Rehabilitation Strategy		
○ Infrastructure Works Northwest Foreshore Recreation Area	Ongoing	Council adopted Master Plan Sep 2023. Total Budget \$2.03M. Due for completion June 2025.
○ Lake Wyangan Pump and Pipeline	Completed	Pumping ceased Nov 2023.
Memorial Garden Upgrade	Ongoing	Works scheduled for completion Sep 2024
Cultural Precinct Masterplan	Completed	Dec Qtr 2023
New Cemetery Masterplan Development	Ongoing	Masterplan not endorsed by Cemetery Committee or Council. Revised studies required. Not funded in 2023/24 budget, include draft budget bid 2025/26 for new traffic / noise studies.
Mountain Bike Track (Abattoir Road)	Ongoing	Funding deed deadline for \$500K grant extended to end of Apr 2024. Grant application lodged for Stage 2 (\$200K)
Hanwood Oval Amenities	Ongoing	Completion anticipated by end of Jun 2024
Yenda Oval Kiosk	Ongoing	Completion date 31 Mar 2024
CCTV and Lighting CBD		
○ 48 new CCTV Cameras Banna Avenue	Completed	Jun Qtr 2023

Project	Progress	Expected Completion/ Comments
○ 19 new CCTV Cameras City Park	Completed	Additionally, 19 CCTV cameras have been installed in City Park.
○ 24 new CCTV Cameras Yambil Street Stages 1-2	Completed	24 new cameras in Yambil Street Stages 1-2, Dec Qtr 2023
○ CCTV Yambil Street Stages 3-4	Ongoing	20 CCTV Cameras to be installed.
Airport Runway Resurfacing	Ongoing	Mar Qtr 2024
Shared Pathway Mackay Ave	Ongoing	Planning commenced. Fully funded \$1.35M. To be completed by Jun 2025.
Mains Renewal Program 2022/23	Ongoing	As per Capital Works Budget
Renewals of Gravity Sewers	Ongoing	As per Capital Works Budget
Her Way Project	Ongoing	NSW Government Safer Cities Program – completion due Jun Qtr 2024
Concreting Sheep Yards	Completed	Dec Qtr 2023
Annual Road Reseals and Maintenance Program 2022/23	Urban reseal – Completed Rural reseal – Completed Regional reseal - Completed	Dec Qtr 2023 Jun Qtr 2023 Dec Qtr 2023
Borland Leckie Park Upgrade	Completed	Sep Qtr 2023

OPTIONS

OPTION 1

As per the Recommendation.

OPTION 2

Another resolution of Council.

POLICY IMPLICATIONS

Not Applicable

FINANCIAL IMPLICATIONS

As a result of the September and December 2023/24 Quarterly Review processes, the Ordinary Fund's budgeted deficit has improved by +\$958,931, the Water Fund's budgeted surplus has improved by +\$395,000, and the Waste Fund's budgeted surplus as improved by +\$247,000 and the Sewer Fund's budgeted surplus has improved by +\$198,075.

LEGAL/STATUTORY IMPLICATIONS

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

In accordance with Division 3, Section 203 of the Local Government (General) Regulation, 2021.

ENVIRONMENTAL IMPLICATIONS

Not Applicable

COMMUNITY IMPLICATIONS

Not Applicable

LINK TO STRATEGIC PLAN

This item links to Council's Strategic Plan item 3.2 Ensure Council's financial sustainability through effective financial management that is transparent and accountable.

CONSULTATION

Senior Management Team

Management Accountant

Integrated Planning & Reporting Coordinator

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

ATTACHMENTS

- (a) Report by Responsible Accounting Officer at 31 December 2023 (under separate cover)
- (b) Income & Expenses Budget Review Statement (Fund Level) at 31 December 2023 (under separate cover)
- (c) Income & Expenses Budget Review Statement (Program Level) at 31 December 2023 (under separate cover)
- (d) Capital, Cash & Investment Budget Review Statement at 31 December 2023 (under separate cover)
- (e) Budget Review Contracts at 31 December 2023 (under separate cover)
- (f) Budget Review Consultancy, Legal & Vandalism Expenses at 31 December 2023 (under separate cover)
- (g) Budget Review Councillors Expenses at 31 December 2023 (under separate cover)
- (h) Quarterly Operational Plan Review - 2023-24 - Q2 (under separate cover)



Quarterly Review Report
Delivery Program & Operational Plan Actions
Q2, 2023/2024

Leadership

An engaged and informed community

Provide clear, accessible, relevant information

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Communicate with the community.	1.1.1.1	Ensure regular communication provided through adopted measures.	Integrated Planning & Reporting Coordinator	Number of Community Opinion Group (COGs). Number of Media Releases. Number of Social Media engagements and followers - Facebook and Instagram. Minimum of 10 Community Catch-ups.	Number of Community Opinion Group (COGs) - 1 at Yenda. Number of Media Releases - 59. Facebook - 10,208 followers and Instagram - 1500 followers. Council Catch-Ups - 12.
Provide interactive websites for all Council facilities.	1.1.2.1	Regularly review and modify website design, functionality and content.	Integrated Planning & Reporting Coordinator	Analysis of website traffic and number of 'hits' received. Investigate and implement new CMS Content Management System) across Council/facilities.	New websites across all facilities will be implemented in 2024 due to the current site being deactivated. A new provider has been secured and implementation will commence in the new year. Functionality is a high priority.
Provide customer service.	1.1.3.1	Deliver efficient customer service.	Customer Service Coordinator	80% of telephone calls answered within 20 seconds. Telephone calls resolved by customer	Customer Service received 5,844 calls for Oct-Dec 2023 quarter. Almost 90% of calls were answered within service level times. Customer Service managed

Quarterly Review | 2023-24

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
				service operator.	to satisfactorily answer over 75% of calls with clear information, without transferring to another department. Top 5 category of calls were about Development and Building (16%) followed by Compliance (Animals, Parking and Building), Rates & Water, Waste, and Water & Sewerage.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Inform community of Council decisions.	1.2.1.1	Council and Committee Agendas and Minutes prepared and made publicly available within agreed timeframes.	Governance Manager	Council and Committee Minutes uploaded to Council website. Livestream Council Meetings.	Council and Committee Agendas and Minutes uploaded to the Council website within agreed timeframes. Council meetings livestreamed. Media releases prepared to advise members of the public of Council decisions as required. Council decisions conveyed to staff through CRM system for responsible officers and through staff newsletter.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide opportunities for the community to interact with Council and staff.	1.2.2.1	Maintain an active social media presence; provide workshops, forums, interactive meetings and community engagement sessions in accordance with the Community Engagement Strategy.	Integrated Planning & Reporting Coordinator	Number of community engagement sessions per quarter. Number of Catch Ups distributed per quarter. Number of Media Releases per quarter. Number of community workshops held (e.g., Budget Workshop)	Council continues to keep the community updated through social media along with several other mediums. Council Cafes - 2 Media Releases - 59 Council Catchups - 12 Facebook reach - 101,022 Instagram reach - 8,120
	1.2.2.2	Community Opinion Group (COG) members consulted on key projects and issues impacting the community.	Integrated Planning & Reporting Coordinator	Minimum of 3 communications to COG per quarter. Number of COG Meetings held.	A Community Opinion Group (COG) Meeting was held on 1 November 2023 - Yenda Diggers Club. The agenda for this meeting included an update on the Special Rate Variation (SRV) process.
	1.2.2.3	Provide Committees to enable community input to Council services and facilities.	Director - Economic and Organisational Development	Number of Committee Members.	Progressing to Committee Meeting schedules.
Provide a robust Council Committee structure.	1.2.3.1	Administration of Council Committees in accordance with Terms of Reference.	Governance Manager	Number of Committee Meetings held.	12 Committee Meetings held this quarter.
Investigate and implement ways to improve Internal Communications.	1.2.4.1	Provide internal communications to staff.	Integrated Planning & Reporting Coordinator	Number of Staff Newsletters distributed. Website traffic on Extranet.	Council Capers - 3.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Investigate and implement options to improve Councillor interaction with constituents.	1.2.5.1	Provide opportunities for Councillor interaction and investigate online communication options.	Integrated Planning & Reporting Coordinator	Number of workshops/online sessions held. Number of Council Cafe sessions held.	Community Opinion Group (COG) Meetings - 1. Council Cafes - 3.

Work together to achieve our goals

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Griffith City Council seeks Leadership role with implementation of Joint Organisation of Councils (JOs) initiative.	2.1.1.1	Griffith City Council will take a proactive role in the strategic direction of the Riverina and Murray Joint Organisation (RAMJO) of Councils.	General Manager	The Riverina Murray RAMJO was established in accordance with State Government framework. Griffith City Council to participate in working groups to implement strategic priorities for RAMJO.	Mayor and GM ongoing participation with Riverina and Murray Joint Organisation (RAMJO) of Councils. Board meetings and GMs meeting held on quarterly basis.
Council actively lobbies Government agencies to provide infrastructure to support our growing City of Griffith and Western Riverina.	2.1.2.1	Construct remaining sections of Griffith Industrial Link Road.	General Manager	Griffith Industrial Link Road stages funded in operational budgets. Sections of Griffith Industrial Link Road constructed as planned.	Griffith Southern Industrial Link Road (GSILR) formally opened by Premier of NSW - Hon. Chris Minns MP 7 August 2023. Road now open to heavy vehicles. 2 Sections of the project yet to be funded. Section 3 - Kurrajong Ave. Section 4a -

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					Thorne Rd (Kidman Way to Murrumbidgee Ave.)
Ongoing liaison and lobbying with State and Federal and non-government agencies on matters of relevance.	2.1.3.1	Meet with key stakeholders and lobby State and Federal governments on current issues which affect the community.	Director - Economic and Organisational Development	Number of meetings with State and Federal representatives with Mayor and or GM. Number of Community Engagements logged for Mayor and General Manager.	Participated in protest (Memorial Park) against amendments to Water Bill.
Improve water quality at Lake Wyangan.	2.1.4.1	Engage with relevant stakeholders via Lake Wyangan Catchment Management Committee to develop and implement strategies to improve water quality.	General Manager	Lake Wyangan Restoration Project: Stage 1: Embellishment of western foreshore infrastructure and amenity. Stage 2: Engage with the community to scope water quality improvement and finance options.	Lake Wyangan Catchment Management Committee meeting several times per year. Master Plan for Foreshore Improvements recommended to Council for endorsement at Committee meeting held 17 August 2023. Council adopted Master Plan at meeting held 12 September 2023. Total Budget Stage 1. \$2.03M. Due for completion June 2024.
Encourage existing partnerships with tertiary education providers that support quality	2.1.5.1	General Manager to continue Director role of Country Universities Centre Western Riverina (CUCWR) in Griffith.	General Manager	Increase in number of students utilising Country Universities Centre Western Riverina Olympic Street, Griffith.	Attending Country Universities Centre Western Riverina meetings as required.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
education pathways for Griffith students.					

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Investigate external funding opportunities to support recreational and activation projects.	2.2.1.1	Apply for external funding for approved Urban Design Projects and strategies.	Urban Strategic Design & Major Projects Manager	Grants applied for and grants awarded.	Ongoing: Urban Design unit is applying for Grants as they become available. Grants applied for: Borland Leckie Playground - Infrastructure Grant 2020/2021 (Office of Responsible Gambling): Successful. Griffith Mountain Bike Track - Open Spaces Program: Places to Play - 2021-2022 Grant Program: Successful. New Sports Facilities at Hanwood Oval. (Applied for by Max Turner) Successful. New Canteen Yenda Wade Park. (Applied for by Max Turner) Successful. Urban Design is constantly exploring new grant opportunities. New Tharbogang Playspace (Unsuccessful)

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					Stage 2 Mountain bike trail (undetermined).
Seek appropriate funding to implement the actions and priorities outlined in the Pedestrian Access Mobility Plan (PAMP) and Bicycle Plan.	2.2.2.1	Apply for relevant funding opportunities to undertake construction of footpaths and cycleways.	Director - Infrastructure & Operations	Number of grant applications submitted and successful grants obtained.	Grant was not submitted due to pressures on existing works program and commitment to deliver the Mackay Ave Shared Path Yoogali.
Identify funding opportunities for the improvement of the regional and local road networks.	2.2.3.1	Apply for relevant grants and identify projects.	Director - Infrastructure & Operations	Number of grant applications submitted and successful grants obtained.	No grants have been identified. Current works programme will not facilitate additional capital works at this time.
Develop and maintain a network of grant sources to identify grant opportunities.	2.2.4.1	Provide monthly report to Senior Management Team on grants available and applied for.	Finance Manager	12 grant reports provided to Senior Management Team (SMT) annually.	Grant opportunities are presented to SMT as they are announced - not in a monthly report. Working on personnel resourcing to manage grants from application to acquittal process.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Support Mayor and Councillors to represent the community, providing strong, proactive leadership.	2.3.1.1	Provide necessary resources to enable the Mayor and Councillors to undertake their statutory role.	Director - Economic and Organisational Development	Number of briefings/training/development opportunities attended by Councillors. Number of Notice of Motions.	Council Meeting & Committee structure progressing.

Plan and lead with good governance

Undertake Council activities within the integrated planning framework including policies, procedures and service standards.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Council's Integrated Planning and Reporting suite of documents developed, outcomes reported and documents reviewed in accordance with statutory requirements.	3.1.1.1	Operational Plan developed, exhibited and adopted by Council by 30 June. Progress reports provided to Council.	General Manager	IP&R documents prepared in accordance with statutory requirements. Documents adopted by 30 June annually.	Draft Delivery Program 2023/24 - 2025/26, Draft Operational Plan (Budget) 2023/24 and Draft Ten Year Long Term Financial Plan endorsed by Council for public exhibition 9 May 2023. All documents adopted by Council 27 June 2023. Sept Qtr. Review of Operations Report to Council 28 November 2023.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Ongoing monitoring of Customer Focus.	3.1.2.1	Monitor customer contact and transactions on a regular basis.	Planning & Environment Manager	Analysis of telephone contact data reviewed quarterly. Customer Request Management (CRM) System resolution performance reviewed quarterly.	Ongoing
Coordinate Council's Internal Audit program in accordance with the Risk Management and Internal Audit Guidelines.	3.1.3.1	Coordinate Audit Risk Improvement Committee (ARIC) meetings and internal audit function of Council.	Governance Manager	Number of internal audit reviews undertaken. Number of ARIC meetings held.	Audit, Risk & Improvement Committee meetings held 1 November and 7 December. Draft Strategic Internal Audit Plan presented to Committee in December. Internal Audit review Annual Plan to commence in 2024.
	3.1.3.2	Administer tender process for internal audit function of Council.	Governance Manager	Internal Auditor appointment process commenced by June 30.	New Internal Auditor firm, National Audits Group, has been appointed and a contract entered into from 1 October 2023 to 30 September 2028.
Provide governance services to Council.	3.1.4.1	Review and maintain Council policies.	Governance Manager	Public policies reviewed at least once during Council term. Internal policies reviewed as required.	Council policies reviewed this quarter include: Contaminated Land Management policy, Smoke Free Outdoor Areas policy, Building - Floor Heights policy and the following Economic & Organisational

Quarterly Review | 2023-24

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					Development directorate policies: City Colours, Civic Functions, Coat of Arms & Logo - Use By Other Organisations, Community Recognition, Freeman & Freedom of the City of Griffith, Plaques Installed by Council, Policies - Adoption Of, Fundraising - Doorknock Appeals & Public Collection of Money, Delegations Policy, Private Use of Council Tools Plant Property and Equipment, Councillor Induction and Professional Development, Complaints Management, Access to Information, Model Asbestos Policy, Code of Practice - CCTV, Staff Email & Internet Usage Policy, Sale of Surplus IT Equipment, Sale of Surplus Equipment via eBay, Roads and Open Spaces - Naming, Risk Management, Sponsorship and Acknowledgement of Assistance.

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	3.1.4.2	Provide administration support and information for Councillors.	Governance Manager	Councillor Hub maintained to provide current information for Councillors.	Councillor Hub maintained to provide current information for Councillors. Information Sheet emailed to Councillors and staff as an e-newsletter weekly.
	3.1.4.3	Coordinate training for Councillors in accordance with the Councillor Induction and Professional Development Guidelines.	Governance Manager	Councillor training plans prepared, and training provided.	Councillors provided with list of available training on a regular basis.
	3.1.4.4	Coordinate Council Meetings including preparation of Business Papers, Minutes and Action Reports.	Governance Manager	Council Business Papers and Minutes prepared in accordance with legislation. A minimum of 10 Council Meetings held per year.	Council Business Papers and Minutes prepared and distributed in accordance with relevant policies and guidelines. Action Reports prepared and CRMs created as required. 5 Council Meetings held this quarter.
	3.1.4.6	Coordinate Council's Delegations, Disclosure of Councillors and Designated Persons and Conflicts of Interests Register.	Governance Manager	Review of Delegations undertaken as required. Disclosure of Returns by Councillors and Designated Persons tabled at first October Council Meeting.	Delegations issued and reviewed as required. Annual Disclosure forms for Councillors and Designated Staff presented to Council October 2023. Conflict of Interests Register maintained.

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	3.1.4.6	Coordinate Legal Services Panel.	Governance Manager	Maintain Legal Services Panel. Commence tender process for Legal Panel.	Legal Services Panel for the period 1 July 2023 until 30 June 2027 appointed by Council 13 June 2023.
Meet Council's legislative requirements under the Integrated Planning and Reporting (IP&R) framework.	3.1.5.1	Coordinate Council's IP&R requirements including Community Consultation, Delivery Program, Operational Plan, Resourcing Strategy, Quarterly and Six-Monthly Progress Reports and Annual Report.	Governance Manager	Delivery Program reports and Operational Plan adopted by 30 June. Quarterly Reports and Progress Reports provided to Council.	Delivery Program and Operational Plan implemented. Annual Report presented to Council and uploaded to Council website before 30 Nov 2023.
Undertake statutory reporting requirements.	3.1.6.1	Prepare Public Interest Disclosures reports, GIPA Annual Report and Code of Conduct Report.	Governance Manager	Statutory reporting requirements undertaken within guidelines and required timeframes.	Public Interest Disclosures policy reviewed in accordance with the new PID Act 2022 requirements. Information rolled out to staff. Code of Conduct Report presented to Council December 2023 and submitted to Office of Local Government.
	3.1.6.2	Coordinate Delegations of Authority, Disclosure of and Designated Persons, Key Management Personnel Declarations, manage and maintain Governance registers.	Governance Manager	Delegations prepared as required by new staff appointments / requirements. Disclosure of Returns by Councillors and Designated Persons prepared and tabled at first October Council Meeting.	Delegations prepared and reviewed as required. Annual Disclosure forms presented to Council October 2023. Key Management Personnel Declarations distributed for 30 Nov 2023 deadline.

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				Key Management Personnel Declarations submitted June and Nov. Registers maintained and uploaded as required.	Registers maintained and uploaded as required.
Facilitate the release of government information in accordance with legislative requirements.	3.1.7.1	Process Government Information (Public Access) Act (GIPA) applications in accordance with legislative requirements. Review Information Guide annually. Open access information is available on Council's website.	Governance Manager	Number of GIPA applications processed within required timeframes. Agency Information Guide reviewed and adopted annually. Council's website updated with required information.	Two GIPA Applications finalised this financial year. Council's website updated with required information to meet open access requirements.
Undertake community consultation and promote the role of Local Government within the local community.	3.1.8.1	Coordinate Local Government Week activities. Consult with and inform the local community about the role of Council.	Governance Manager	Number of events held over Local Government Week. Number of engagements with schools and organisations. School Leaders ceremony held annually.	Council Café was held 19 October, 16 November 2023. Planning commenced for School Leaders' Ceremony.
Provide a risk management framework.	3.1.9.1	Review Risk Register and monitor Risk Management Action Plans.	Director - Economic and Organisational Development	Risk Register reviewed each quarter. Risk Management Action Plans developed and communicated annually.	Risk Management to be reviewed in Audit Risk Improvement Strategic Plan.
Provide a compliant Human Resource Management	3.1.10.1	Undertake review of HR policies. Implement Award changes as required.	Director - Economic and Organisational Development	HR policies reviewed as per cycle. Number of Consultative Committee meetings held.	Amendments discussed at Annual Performance Assessments.

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service to meet legislative and organisational requirements.	3.1.10.2	Provide a relevant training calendar for staff development and compliance.	Workforce Planning Administrator - Learning & Development	Training Calendar completed and available. WHS training provided within relevant time frames.	Still receiving performance review training outcomes and scheduling training accordingly.
	3.1.10.3	Implement actions outlined in Council's Equal Employment Opportunity (EEO) Policy.	Workforce Planning Administrator - Learning & Development	Report on EEO progress and activities in Council's Annual Report.	EEO statement is now on all advertisements. Further collaboration planned for Disability Inclusion Plan.
	3.1.10.5	Provide annual Flu Vaccination Clinics.	Director - Economic and Organisational Development	Ensure identified staff are provided appropriate vaccinations as per Position Description.	Schedule arranged for 2024.
Provide a Child Safe organisation framework.	3.1.11.1	Coordinate implementation of Child Safe Standards and legislative requirements.	Governance Manager	Staff provided with training and resources. Promote Child Safety to broader community.	Child Safe Standards promoted to staff through Council Capers newsletter.
Provide effective compliance services.	3.1.12.1	Safeguard school zones.	Planning & Environment Manager	Undertake regular patrols of restricted parking areas and school zones.	0 Tolerance approach followed with regular enforcement.
	3.1.12.2	Continuous improvement of facility and animal management.	Planning & Environment Manager	Improvements and rehoming of companion animals.	Ongoing improvements subject to approved capital budget.
	3.1.12.5	Provide a clean and healthy environment for residents.	Planning & Environment Manager	Respond to litter and dumping complaints in a timely manner.	Ongoing

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	3.1.12.6	Animal compliance.	Planning & Environment Manager	Respond to all animal related enquiries such as stock, barking dogs etc.	Ongoing
Provide efficient, accurate and compliant record management services to both internal and external customers of Council.	3.1.13.1	Provide records management, Name Address Register (NAR) and Property module training to staff.	Information Manager	Number of face-to-face training attendees. Number of online training modules completed by staff. Monthly records management 'tips' emailed to all staff.	Three induction training sessions conducted for new staff and three records management 'tips' emailed to All Staff this quarter.
	3.1.13.2	Digitise paper property files identified as vital records at high risk of loss / damage / destruction in Council's Records Risk Register (IM-FO-210).	Information Manager	Number of files digitised.	Sixty-five property files digitised this quarter.
	3.1.13.3	Digitise 2005 business papers to complete the electronic collection of these permanent State Archives.	Information Manager	Number of business papers digitised.	Completed Jun 2023.
	3.1.13.4	Undertake disposal of paper records in accordance with relevant legislation.	Information Manager	Number of files securely destroyed.	2 records securely disposed this quarter, in addition to multiple archiving tasks requested by internal staff.
	3.1.13.5	Commence electronic record disposal program in	Information Manager	Number of records disposed.	1233 legacy electronic records were sentenced

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		accordance with relevant legislation.			this quarter. A total 9,680 records out of 12,037 legacy electronic records have now been sentenced.
	3.1.13.6	Undertake annual Recordkeeping Maturity Assessment of Griffith City Council in accordance with State Records NSW compliance monitoring requirements.	Information Manager	Date of submission and compliance level achieved.	Annual activity due for submission 1 Mar - 5 Apr 2024.
Provide reliable IT services within Council.	3.1.14.1	Review all software applications and other programs on an annual basis. Replacement of hardware as required.	Information Technology Manager	PCs to maintain a turnover ratio of 5 years minimum. Report on applications as renewed.	Photocopier/Printer fleet is in the process of being refreshed. A reduction in the number of copiers has been made due to operational and budget efficiencies. Software platform reviews are ongoing.
	3.1.14.2	Maintain IT support services to Council departments.	Information Technology Manager	80% CRMs closed as per service standard.	Office 365 migration is at practical completion with a small number of shared mailboxes and calendars remaining. These will be completed in the coming weeks as internal processes are updated to adapt to the change in platform. Investigation into replacement of a number

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					of other internal systems with an all-in-one product is progressing. 83% of CRM closed.
	3.1.14.3	Ensure Council's IT systems are adequately protected and training provided to staff and Councillors.	Information Technology Manager	Number of cyber security training sessions offered to staff and Councillors.	Security Awareness Training is being scheduled for most staff in the next quarter. The report from the Cyber Security Penetration test has been reviewed and a number of recommendations have been made to Council systems based on advice from Cyber NSW. No significant issues were raised. Additional Councillor Cyber Security Training has been scheduled by OLG with training offered to all Councillors, with staff to be offered in Q3.
Provide corporate property services to Council.	3.1.15.1	Coordinate the preparation of plans of management for Crown Lands managed by Council and Council owned community land.	Director - Sustainable Development	All Plans of Management provided to Department of Crown Lands for evaluation and concurrence.	Ongoing

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Adopt Delivery Program and Operational Plans (Budget) inclusive of 10 Year Long Term Financial Plan.	3.2.1.1	Meet annual statutory reporting requirements (Budget preparation and quarterly reviews and Annual Financial Statements)	Finance Manager	Adoption of annual financial statements within Office of Local Government (OLG) guidelines by 31 October. Adoption of annual operating budget by Council prior to 30 June. Adoption of quarterly operational review reports. Meet OLG financial sustainability ratios. Preparation of monthly investment report for Council.	Annual Budget was adopted by 30 June 2023 for 2023-2024. Annual Financial Statements for 2023 were lodged on time including an extension request. 1st Quarter Operational Review Report for 2024 is due to Council by 30 November 2023. Monthly Investment Reports for 2024 have been presented to Council monthly.
Provide managers with timely data of their current budget items.	3.2.2.1	Provide monthly report to responsible managers of year-to-date actual income and expenditure items versus budget.	Finance Manager	Provide monthly financial reporting to responsible managers by the 15th of the following month, or as soon as practicable.	Monthly Reports are provided to responsible managers by the 15th of each month.
Complete staff performance appraisals for all direct reports.	3.2.3.1	Meet requirements set by Human Resources.	Finance Manager	Completion by required date.	In progress

Love the lifestyle

Griffith is a great place to live

Make our community safer

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Improve public safety by provision of appropriate information signage in public areas.	4.1.1.1	Review and maintenance of "Signs as Remote Supervision" in public areas.	Parks & Gardens Manager	Reviews of signs to be undertaken and repairs made for damage or vandalism.	Signs as Remote Supervision are assessed and replaced if required to ensure the information is clear and up to date with the facility.
Identify and promote road safety projects relevant to Griffith Local Government Area	4.1.2.1	Investigate strategies to resolve road safety issues.	Development and Traffic Coordinator	Develop and implement a 3-year road safety action plan.	The delivery of strategies to reduce road trauma is ongoing. Crash statistics and the monitoring of road deficiencies that may lead to crash are monitored and corrective actions are implemented to reduce road trauma. Strategies are now more engineering focussed which allows for a broader approach to road safety than just the behavioural focus of the Local Government Road Safety Program.
Deliver Arbovirus Surveillance Program as	4.1.3.1	Set and collect Mosquito traps from designated sites in Griffith during November to April.	Planning & Environment Manager	Mosquito Traps tested weekly, and sample sent for	Normal ongoing collection and monitoring executed according to schedule

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required by NSW Health.		Liaise with NSW Health and raise awareness as appropriate.		analysis. Issue public information as appropriate.	
	4.1.3.2	Test Sentinel Flock of chickens between November to April. Liaise with NSW Health and raise awareness as appropriate.	Planning & Environment Manager	Sentinel Flock tested weekly, and samples sent for analysis. Issue public information as appropriate.	Ongoing
Manage Risk Based Performance of Cooling Water Systems as required under the Public Health Regulation 2010.	4.1.4.1	Urgently respond to notifications of high Legionella and Heterotrophic Colony Count (HCC) test results.	Planning & Environment Manager	Maintain an up-to-date register.	This is an ongoing process and procedures and protocols are in place to assure that NSW Health are informed. Registers are implemented to monitor cooling towers risk management plans.
	4.1.4.2	Allocate Unique Identification Number (UIN) on Cooling Water Systems. Take receipt of Risk Management Certificates for each Cooling Water System. Maintain UIN register.	Planning & Environment Manager	Maintain an up-to-date register.	Ongoing
Deliver Public Swimming Pool inspections as required under the Public Health Act 2010.	4.1.5.1	Undertake pool sampling for: - Public Swimming Pools and Spa Pools - Pool sampling of Hotel, Motel and Accommodation facilities - School Pools (Kalinda & GPSO) - GCC's Splash Park.	Planning & Environment Manager	Inspections undertaken per annual program.	Inspection program targets reached

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Deliver On-site Sewage Management inspections as required under NSW Local Government Act 1993 and POEO Act 1997.	4.1.6.1	Undertake On-site Sewage Management inspections on newly registered Septic and Aerated Water Treatment Systems (AWTS) as they arise. Issue 'Approvals to Operate'.	Planning & Environment Manager	Assess all applications and issue approval to operate.	All applications are assessed as required, no back log on any applications for Q2.
Deliver Beauty and Skin Penetration Inspections within Griffith and Hay LGA's as required by NSW Health. (Hairdressers as required)	4.1.7.1	Undertake inspections of Griffith and contracted LGA Hairdressers, Beauty and Skin Penetration premises including equipment and facilities.	Planning & Environment Manager	Complete inspections in line with annual inspection program.	Completed for prescribed annual period.
Deliver Mortuary Inspections as required by NSW Health.	4.1.8.1	Undertake inspections of Griffith and contracted LGAs Mortuary premises including equipment and facilities.	Planning & Environment Manager	Complete inspections in line with inspection program.	All inspections done as required.
Deliver Lake Wyangan Water Quality Sampling as required by the Australian Recreational Water Guidelines and Murrumbidgee Regional Algal	4.1.9.1	Undertake regular water samples of Lake Wyangan to determine lake water suitability for Recreational water use.	Director - Sustainable Development	Regular monitoring of water to test quality and to determine condition of water.	Ongoing weekly and monthly.

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Coordinating Committee.					
Deliver Food Inspections on food premises within the Griffith and surrounding LGAs as required under the NSW Food Act 2003.	4.1.10.1	Undertake Food Business Inspections within the Griffith and contracted LGAs as required under the NSW Food Act 2003. Respond to general enquiries and complaints from the public.	Planning & Environment Manager	Deliver food inspections annually and as required.	Ongoing responsibility in accordance with scheduled actions.
	4.1.10.2	Undertake Temporary Event Food inspections within the Griffith LGA as required.	Planning & Environment Manager	Inspections done for all temporary events.	As required.
	4.1.10.3	Undertake Mobile Food Van inspections within the Griffith LGA as required.	Planning & Environment Manager	Inspect mobile food vans and permits to verify compliance with permit.	Inspections done as requested.

Encourage an inclusive community that celebrates social and cultural diversity

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Hold Citizenship Ceremonies as required.	4.2.1.1	Citizenship Ceremonies held as required.	Director - Economic and Organisational Development	Number of ceremonies held.	Citizenship Ceremony planned for Australia Day.
Organise Australia Day Ceremony.	4.2.2.1	Australia Day Ceremony held.	Community Development Coordinator	Number of nominations received.	Funding of \$15 000 received for Australia Day Events through ADC. Survival Day Event at the Griffith Regional Aquatic and Leisure Centre will be

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					a part of this. 43 nominations received for all categories. Preparations well underway.
Council welcomes refugees and asylum seekers.	4.2.3.1	Support programs and events such as the NSW Growing Regions of Welcome (NSW GROW) program, Women on Fire, and promoting Griffith as a Refugee Welcome Zone.	Community Development Coordinator	Number of events and programs supported.	Refugee Welcome signs complete and up and promoted through Rural Australians for Refugee's group. Women on Fire group no longer exists.
Provide opportunities for community groups to access grant funding.	4.2.4.1	Deliver two rounds of Community Grant funding.	Community Development Coordinator	Number of grant applications received and number of grants awarded.	Round one delivered of Community Grants funding. A total of 18 applications made. Of these, 8 community grants were successful totalling \$16 900.00 including: Centacare South West NSW \$500.00 Ema Munro Auspiced by Murrumbidgee Field Naturalists \$1,400.00 Griffith Aged Support Service \$2,500.00 Griffith Golf Club \$2,500.00 Griffith Musicians Club Incorporated \$2,500.00 Griffith Public School \$2,500.00

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					CWA-Griffith South Pacific Area Conference \$2,500.00 Marrambidya Dance Group Inc \$2,500.00

Provide and promote accessibility to services

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Review the Disability Inclusion and Access Plan (DIAP) and implement recommendations.	4.3.1.1	Prepare draft, place on exhibition and endorse DIAP.	Community Development Coordinator	DIAP endorsed reviewed and updated annually.	DIAC meetings attended when held. Griffith City Council's first sensory session was held for the GLOW Roller Disco. Media Campaign for National Day of People with a Disability held on 3 December 2023. Local services engaged to take part, and have clients outline what the special day meant to them.
Provide access to community services.	4.3.2.1	Maintain an up-to-date Community Directory.	Community Development Coordinator	Community Directory reviewed on regular basis.	Community Directory updated upon requests from community organisations and services.
	4.3.2.2	Work with Inter agency Networks and other organisations on issues impacting the community.	Community Development Coordinator	Number of activities held and projects and partnerships.	Interagencies attended, Domestic Violence family fun night attended with a stall and awareness candle for community members.

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					Services promoted on Council's website when required. RAT tests and masks ordered for the community through NSW Health. Signage partnership request from Lifeline (on Scenic Hill).

Provide a range of cultural facilities, programs and events

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Griffith Regional Theatre will deliver a diverse and engaging program of events that caters to the needs of the community.	4.4.1.1	Develop and deliver high quality, diverse entrepreneurial season that is inclusive of different age, cultural and interest groups in the community.	Griffith Regional Theatre & Art Gallery Manager	Deliver a minimum of 16 entrepreneurial shows per calendar year including a minimum of 3 seniors shows, 4 educational/family shows and a minimum of 1 show for the Culturally and Linguistically Diverse (CALD) community.	Season shows since 1 September include: 2 x morning melodies, and piano performer Roman Rudnitsky. Marcia Hines and Marina Prior / David Hobson shows both sold very well. End of year school and dance concerts went well.
	4.4.1.2	Deliver biannual community music production.	Griffith Regional Theatre & Art Gallery Manager	Produce and deliver Community Production every 2 years.	We had a successful season of 10 shows of Wedding Singer during Sep 2023.
	4.4.1.3	Deliver annual Theatre Workshops for young people.	Griffith Regional Theatre & Art Gallery Manager	Number of Workshops held and number of attendees.	Drama Troupe delivered three performances of "The Christmas Carol". Youth Theatre Troupe very

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					successful with School holiday workshops planned.
	4.4.1.4	Marketing strategy developed, reviewed and implemented annually.	Griffith Regional Theatre & Art Gallery Manager	Report on the number of memberships and subscriptions annually.	Marketing of all performances continues. Season launch took place in December with very high patronage and membership sign ups.
	4.4.1.5	Provide a clean functional and well-maintained Theatre facility available to the public.	Griffith Regional Theatre & Art Gallery Manager	Zero complaints regarding cleanliness and maintenance received.	One air conditioning unit has failed and we are in the process of replacing it. We had a water cooler break and flood the foyer and office area. Cooler has been removed. We have leakage of water in backstage area due to blocked gutters. In the process of rectification works.
The Griffith Regional Art Gallery will develop and deliver a diverse and engaging program of cultural activities.	4.4.2.1	Develop and deliver annual exhibition program that includes quality touring and locally sourced solo and group exhibitions.	Griffith Regional Theatre & Art Gallery Manager	Minimum of 8 exhibitions per year including a minimum of 2 touring exhibitions and a minimum of 2 exhibitions by local artists.	Gallery celebrated 40 years last year with retrospective exhibition which was well patronised. Exhibition by local textile artist Di Tarr was extremely popular. Exhibition We Bleed the Same (touring exhibition) also proved popular with high engagement.

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	4.4.2.2	Deliver a minimum of 6 Artspace exhibitions per year including works by local artists and displays of interest to the local community.	Griffith Regional Theatre & Art Gallery Manager	Minimum of 6 exhibitions per year including minimum of 3 exhibitions by local artists.	We finished the year off with an exhibition from local artists - "Happy Feet" giving local amateurs artists an opportunity to see their work exhibited.
	4.4.2.3	Develop and deliver high quality, diverse schedule of public programs that caters to the needs of different age, cultural and interest groups.	Griffith Regional Theatre & Art Gallery Manager	Minimum of 8 public programs delivered annually including a minimum of 2 school holiday programs, minimum of 3 educational programs and a minimum of 2 Master Classes.	Public Program Officer continues to provide a wide range of public programs including Artists Sessions Open Sessions, Floortalks, Smarty kids, Mastering the Art of Painting and lunch-time talks.
	4.4.2.4	Provide a clean functional and well-maintained Art Gallery facility available to the public.	Griffith Regional Theatre & Art Gallery Manager	Zero complaints regarding cleanliness and maintenance received.	Work in progress. With an aging building that is not maintained by the landlords, it is hard to keep the gallery in pristine condition. Not enough storage means the courtyard is often filled with packing materials, leading to some complaints from co-tenants. The roof lets in water in different areas when it rains.
	4.4.2.5	Cultural Precinct Masterplan developed.	Finance Manager	Cultural Precinct Masterplan completed by October 2023.	Masterplan adopted by Council.

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Provide a collection of library material, meeting community and industry standards.	4.4.3.1	Maintain a collection of library material in accordance with State Library guidelines.	Library Info Systems Team Leader	Circulation per capita at a minimum of 3.5 times average for each resource. Track number of visits to WRL website - 48% stock less than five years old.	Staff continuously refresh collections to ensure they remain updated and meet community need and relevance.
	4.4.3.2	Griffith City Library to facilitate digital inclusion in the community by providing digital education programs.	Library Info Systems Team Leader	Hardware asset less than 5 years old. Number of internet access bookings utilising WiFi and also public computers.	Public computers are due to be replaced in July 2024. Griffith Library staff facilitate digital support and education. 1,644 free public computer sessions were recorded during Oct-Dec 2023.
	4.4.3.3	Provide reliable high-speed internet and computer equipment.	Library Info Systems Team Leader	Maintain ratio of 1 PC per 3,000 residents.	14 public computers equating to 1 PC per 1,940 residents. Computer software/updates completed regularly. Hardware to be replaced July 2024.
	4.4.3.4	Position the Griffith City Library as a community hub for learning, networking and leisure by providing a range of programs to all sectors of the community.	Library Info Systems Team Leader	Provide a quarterly report on visitation per annum (minimum 5 visits per capita). Deliver a minimum of 20 programs annually, annual calendar of programs and events reflecting the population demographic.	19,659 visitors to the library were recorded Oct-Dec 2023. Griffith Library hosted 86 events, with 3,354 attendees. Community programs included: School Holiday Workshops, Gaming Room, Author talk with Jelena Dokic, Movies,

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					Storytime and Rhymetime, and Service NSW sessions.
	4.4.3.5	Provide a clean, functional and well-maintained library facility available to the public to community and industry standards. Installation of Library shelving funded by State Library grant.	Library Info Systems Team Leader	Zero complaints regarding cleanliness and maintenance received.	Daily cleaning of library facility continues. Improvement work have started on parents' room as well as widening the narrow access to the toilets.
Develop and manage regional museum collections of historic and social significance to Griffith region and communities.	4.4.4.1	Conduct an assessment of current state of Pioneer Park Museum buildings to identify conservation needs and develop Asset Maintenance and Restoration Plan according to priority.	Griffith Pioneer Park Museum Manager	Develop and Review annual Maintenance and Restoration Plan by 30 June.	Maintenance Coordinator has been engaged at the end of 2023 and has just commenced working on conservation and asset management as well as other work priorities.
Engage with young people and liaise with local agencies and user groups.	4.4.5.1	Promote and facilitate Youth Week and other events in partnership with Agencies to deliver programs and activities.	Community Development Coordinator	Number of youth activities held in partnership with Council. Number of young people involved in organising events.	Youth Advisory Group meetings every fortnight. The YAG participated in a range of events including Sounds of Spring (performers and participation on the day), Domestic Family Violence Night and GLOW2680, Spring school holiday funding of \$8,000 delivered through a GLOW Roller Disco at Griffith Regional Sports Centre. Funding

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					approval for Summer School holiday event.
Griffith Pioneer Park Museum will develop and deliver a diverse and engaging program of cultural activities.	4.4.6.1	Plan and deliver Action Day and attract major events to increase visitation.	Griffith Pioneer Park Museum Manager	Increase in revenue and number of visitors to the park.	Action Day 2023 was run successfully with approximately 2,500 people in attendance. The Museum held another smaller scale Action Day in October ran in conjunction with The Veteran Car Club of Australia visit. Visitation numbers increased in Oct by 1,230, Nov by 500 and Dec by 325 since the previous year (2022).

Improve access to local health services

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Lobby State Government to commit funding in forward estimates for renewal of Griffith Base Hospital.	4.5.1.1	Monitor construction of new Base Hospital.	General Manager	As required. Health Infrastructure NSW brief Councillors twice per year regarding construction progress.	Construction of Hospital on schedule for completion early 2025. Mayor and GM attended a "Topping Out Event" 4 October 2023 at new Hospital site.
	4.5.1.2	Lobby State Government to construct Radiation Therapy Facility and monitor construction	General Manager	Government agency to keep Council informed on progress with construction	Radiation Therapy Facility operational as from May 2023.

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		of Radiation Therapy Unit in Griffith.		and fit out of radiation therapy facility.	
Promote health services and programs.	4.5.2.1	Collaborate with Murrumbidgee Local Health District (MLHD) to promote health services.	Integrated Planning & Reporting Coordinator	Number of services or programs promoted.	Information from MLHD and NSW Health is shared as needed. This is done through Council Catch Up, social media and Council Capers (staff newsletter).

Promote reconciliation and embrace our Wiradjuri heritage and culture

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Implement Reconciliation Action Plan (RAP).	4.6.1.1	Review Reconciliation Action Plan (RAP) recommendations.	Community Development Coordinator	Report on progress to Reconciliation Australia. Number of recommendations implemented.	NAIDOC week event cancelled. Commencement of Survival Day Event at Griffith Regional Aquatic and Leisure Centre.
	4.6.1.2	Consult, and or partner with the local Aboriginal Community.	Community Development Coordinator	Number of meetings held. Number of events held in partnership.	Working with Griffith Local Aboriginal Lands Council on Survival Day Preparations and continual consultation for Indigenous members for Welcome to Country.

Provide a range of sporting and recreational facilities

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain and renew playgrounds in accordance with the Playground Strategy.	4.7.1.1	Manage and maintain playgrounds in accordance with the Playground Strategy.	Parks & Gardens Manager	Playground safety inspections carried out as per the schedule.	All Council owned Playgrounds are formally assessed and faults repaired.
	4.7.1.2	Manage and maintain parks and reserves to a high level of service.	Parks & Gardens Manager	Parks and reserves maintained within allocated budget.	Council parks and reserves are maintained to a high level to meet the expectations of the community. CRMs are actioned promptly.
Maintain the Griffith Regional Aquatic Leisure Centre (GRALC) in accordance with Asset Management Plans and increase usage.	4.7.2.1	Provide a clean, functional and well-maintained aquatic facility available to the public.	Griffith Regional Aquatic Centre Manager	Zero community complaints received relating to the cleanliness and maintenance of GRALC. Repair floors in the indoor pool area by June 2024.	Have had some issues with filters for Program/Toddler pools and this has resulted in filter medium (sand) entering pools (no health concerns with this). 1 filter has been repaired, with others scheduled for Q3. Water testing has been within parameters for Q2.
	4.7.2.2	Recruit additional swim instructors.	Griffith Regional Aquatic Centre Manager	Increase in the number of swimming lessons provided	Ongoing casual advertisement created and interviews were undertaken as applications received. 2 new Instructors have been recruited. At present recruitment on hold pending review of needs when existing staff advise if

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					leaving for Uni or staying. Sufficient Instructors for upcoming term.
Maintain all Council's sporting ovals.	4.7.3.1	Manage and maintain Council's sporting ovals to the level of service.	Parks & Gardens Manager	Sporting ovals maintained within allocated budget.	Council Sportsgrounds are maintained to meet the level of service expected by the community.
Implement capital upgrades to recreational facilities as funding becomes available through grants or otherwise.	4.7.4.1	Seek funding for capital upgrades on recreational facilities.	Urban Strategic Design & Major Projects Manager	Number of successful projects.	Council is in the process of designing and applying for funding for the proposed new playground at Tharbogang. Construction has started on the Hanwood Oval's new Changerooms. Construction of the new proposed Mountain Bike Trail is almost completed. Council will seek tenders for the new Lake Wyangan recreational area toilets. This development will also include a new Playspace for kids.
Griffith Stadium to provide a range of services for the improved health,	4.7.5.1	Provide a clean, functional facility, available to the community.	Griffith Regional Sports Centre Manager	Zero complaints relating to cleanliness and maintenance received. Increase in participation.	Complete, and ongoing

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
well-being and lifestyle of the community.	4.7.5.2	Attract major sporting events.	Griffith Regional Sports Centre Manager	Two major events held annually.	Hosting Suncorp Super Netball national league match.
	4.7.5.3	Attract additional sporting groups/associations to utilise the facility for competitions.	Griffith Regional Sports Centre Manager	One new group using the facility per year.	2 new (social) volleyball competitions facilitated.
Lake Wyangan Restoration Project.	4.7.7.1	Design and construct amenities, western foreshore of Lake Wyangan.	Director - Sustainable Development	Consultation completed, amenities designed, construction commenced.	Initial consultation has been undertaken with detailed design to be commenced.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Initiate place activation projects in Griffith and villages.	4.8.1.1	Implement a place activation.	Urban Strategic Design & Major Projects Manager	Number of place activations.	CBD activation and placemaking are important aspects of the Urban Design Unit function. Under the Banner of Street Scapes, Council has activated Kooyoo Street, resulting in the successful permanent transformation of the street into a shared zone through a successful funding application. The activation of the car park behind Memorial Park enabled Council to buy additional infrastructure through

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					successful grant funding that can be used as part of future placemaking and public space activation. This is an ongoing process. Upgrade to the landscaping of Memorial Gardens is in the final stages of public consultation. A master plan for Community Gardens is in progress.
Deliver Urban Design Projects.	4.8.2.1	Scope, design and plan projects of city significance based on available funding.	Urban Strategic Design & Major Projects Manager	Number of projects delivered.	Urban Design is continuously looking at projects that can enhance the public domain and benefit the wider community. Public consultation is a high priority, as is applying for grant funding for identified projects. The \$1 mil Her Ways Project is in the activation and construction phase, creating safer spaces in Griffith.
Work with Council and Stakeholders to implement Place Creation Strategies.	4.8.4.1	Liaise with Councillors and Stakeholders.	Urban Strategic Design & Major Projects Manager	Attend and present at workshops and committee meetings.	To improve the aesthetic of the City and villages, by developing quality places and improved public realm is Urban Design Unit's primary function. Liaising

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					with Councillors and Stakeholders is an ongoing process to improve outcomes and get maximum community input. Ongoing process.

Growing our city

Grow our economy

Be a location of choice for innovative agriculture and manufacturing

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Design and implement media and marketing strategies to enhance the appeal of Griffith as a destination to invest, live and work in, focused on Griffith's regional city lifestyle underpinned by local employment opportunities and options for	5.1.1.1	Produce and promote a regularly updated Invest Griffith Prospectus. Maintain Griffith Economic Development website with relevant and current information.	Economic Development Coordinator	Promotional material distributed. Website traffic.	About to start updating in Canva.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
education and training, health and housing.					
Provide secretariat support to Region 9 of the Murray Darling Association. Participation on this board promotes opportunities for Council to have input into the region's water discussions.	5.1.2.1	Support Region 9 of Murray Darling Association via provision of Agendas and Minutes.	Economic Development Coordinator	Invitation and attendance by connected water agencies and associations Motions resolved.	Planning commenced for 2025 Conference in Griffith.

Be a location of choice for business investment employment and learning

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Support efforts to match skilled labour with local business and industry needs.	5.2.1.1	Deliver Griffith Now Hiring marketing program.	Economic Development Coordinator	Griffith Now Hiring (GNH) Website engagement and number of Griffith Now Hiring Partners. Number of GNH jobs advertised.	Website updated as new positions become available. Partner program commenced for 2023/24.
Collaborate with RDA Riverina and neighbouring Councils to explore opportunities to address local skills	5.2.2.1	Support the following programs: - Grow Our Own - Multicultural NSW's Growing Regions of Welcome (NSW GROW) model - Partner with Regional	Economic Development Coordinator	Number of Regional Development Australia (RDA) initiatives supported.	Meetings attended on schedule.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
gaps and build workforce capacity.		Development Australia (RDA) Riverina Country Change.			
Provide a compliant Work Health Management system to meet legislative and organisational requirements.	5.2.3.1	Undertake review of Work Health Safety policies and implement amendments to WHS Act and Legislation changes as required.	Director - Economic and Organisational Development	A return to work (RTW) Program reviewed annually. WHS policies reviewed. WHS Reporting to include Incident Reports, Workplace Investigations and Corrective Actions. Number of WHS Committee meetings held.	Planning commenced for intranet improvements.
Advocate for safe work practices and employment standards.	5.2.4.1	Facilitate opportunities for training and policies to improve staff wellbeing.	Director - Economic and Organisational Development	Hold two Health and Wellbeing staff awareness programs. Four Health and Wellbeing Articles distributed annually.	Activities held during WHS Week. Regular articles in staff newsletter.
	5.2.4.2	Provide a safe workplace by undertaking Random Alcohol and Other Drug (AOD) testing.	Director - Economic and Organisational Development	20% of workforce tested for Alcohol and Other Drugs (AOD).	Random testing regime scheduled.
Identify opportunities for Council traineeships and work experience programs.	5.2.5.1	Identify opportunities within organisation structure for potential traineeships.	Workforce Planning Administrator - Learning & Development	Number of trainees and apprentices employed.	Employing two School Based Trainees. Employing one Economic Development Officer Trainee. Working on a Trainee position or cadet position for Sustainable Development.
Support and promote the Country Universities Centre	5.2.6.1	Include Country Universities Centre Western Riverina in	Economic Development Coordinator	Number of articles promoted.	Meeting to be held with CUC Engagement Director.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Western Riverina in delivering distance tertiary education opportunities to students in Griffith and the surrounding region.		regular promotional material and newsletters.			

Promote opportunities for business to establish and grow

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Work with the Federal and State Governments to promote and deliver small business support programs applicable to newly-established and emerging business operators in the Griffith area.	5.3.1.1	Promote services offered by Service NSW and Business Enterprise Centre to assist local businesses to establish and grow. Work with AusIndustry, Austrade and the Department of Regional NSW to promote investment opportunities and business growth.	Economic Development Coordinator	Number of meetings held.	Promoted in Evolve newsletter.
Produce monthly business newsletters to promote news, events, training, grants, assistance and incentives.	5.3.2.1	Produce monthly Evolve Business Newsletter.	Economic Development Coordinator	Number of newsletters sent.	Newsletter produced on bi-monthly cycle.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Partner, sponsor and promote professional development for local businesses to establish and grow.	5.3.3.1	Undertake bi-annual business survey to determine business training requirements. Facilitate and promote training events and programs to build business resilience.	Economic Development Coordinator	Number of events sponsored.	Survey produced and circulated.

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Prepare and Implement Strategic Planning Framework.	5.4.1.1	Prepare Local Environmental Plan (LEP). Amendment number 1 and Amendment number 2.	Director - Sustainable Development	Council approve planning approval for Gateway Determination.	LEP 1 has been gazetted. LEP 2 to be commenced following the completion of the employment lands strategy.
	5.4.1.2	Development Servicing Plan.	Director - Sustainable Development	Development Servicing Plan adopted by Council.	Council's development engineers are progressing in conjunction with consultants.
	5.4.1.3	Prepare Employment Lands Development Control Plan.	Planning & Environment Manager	Public consultation undertaken. Council Approve DCP.	To be endorsed in Q3.
	5.4.1.4	Review all Development Control Plans.	Director - Sustainable Development	Public consultation undertaken. Council Approve DCPs.	Employment Lands DCP to be drafted on completion of the Employment Lands Strategy which forms the evidence base.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Monitor land availability (Residential, Commercial, Industrial, Recreational).	5.4.2.1	Compare actual land take up with projections in the Land Use Strategy during a five-year review period.	Planning & Environment Manager	At any period of time the amount of correctly zoned land available for development should out-perform the demand for such land.	LSDP completed and LEP review.
Lake Wyangan Village Masterplan finalised and implemented.	5.4.3.1	Master plan Lake Wyangan.	Director - Sustainable Development	Finalise Master Plan. Implement stages of Master Plan.	Adopted.
Prepare Master Plans.	5.4.4.1	Prepare Hospital Precinct Master Plan.	Director - Sustainable Development	Community consultation undertaken. Council approve Master Plan.	Public and stakeholder consultation undertaken. A report to a Council Meeting in March / April 2024 will seek endorsement.
	5.4.4.2	Hanwood Growth Area Master Plan.	Director - Sustainable Development	Community consultation undertaken. Council approve Master Plan.	Additional high level civil engineering required. Aiming to seek Council endorsement of a consultation draft in March / April 2024.
	5.4.4.3	Prepare 2023 Hanwood Growth Area Contributions Plan.	Director - Sustainable Development	Community consultation undertaken. Council approve Master Plan.	To be commenced after completion of the master plan
	5.4.4.4	Commence Yenda and Yoogali Growth Area Master Plan.	Director - Sustainable Development	Master Plan preparation underway.	Draft Yenda Master Plan to be taken to Council for public exhibition. There is no

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					master planning initiative for Yoogali.
	5.4.4.5	Master Plan former Sun Rice Lands and MI Depot Lands along Banna Avenue at Crossing Street.	Director - Sustainable Development	Public consultation undertaken. Council Approve Master Plan.	To be workshopped in March.
	5.4.4.6	Master Plan new Employment Lands along Southern Link Road.	Director - Sustainable Development	Public consultation undertaken. Council Approve Master Plan.	Employment Lands Strategy is progressing. A Planning Proposal will be prepared for additional employment lands once this is complete.

Support diversity in housing options

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

Promote Griffith as a desirable visitor destination

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Attract, develop and maintain events that are sustainable and	5.6.1.1	Deliver Griffith's key tourism event campaigns.	Events Coordinator	Number of events held throughout key tourism campaigns.	Successful delivery of Griffith Spring Fest 2023. Over the fourteen-day period 43

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
bring visitation to Griffith.					events/experiences were held. Multiple of the experiences held over this period ran for several days. Griffith Spring Fest 2023 Economic Injection in excess of \$23.5 Million. 86,770 attendees recorded over the Griffith Spring Fest period. These attendees were recorded at the Citrus Sculpture display, open gardens and Launch Party. 22 Coach Groups attended the festival. Communications started with event organisers holding major events over Griffith Easter Party 2024 & A Taste of Italy Griffith 2024.
	5.6.1.2	Evidence of growth of tourism events.	Events Coordinator	Number of events on the tourism calendar.	117 events registered via the Visit Griffith What's on Calendar over the months of October, November & December. Successful delivery of Griffith Spring Fest 2023. Over the fourteen-day period 43 events/experiences were held. Multiple of the experiences held over this period ran for several days.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					Griffith Spring Fest 2023 Economic Injection in excess of \$23.5 Million. 86,770 attendees recorded over the Griffith Spring Fest period. These attendees were recorded at the Citrus Sculpture display, open gardens and Launch Party. 22 Coach Groups attended the festival. Communications started with event organisers holding major events over Griffith Easter Party 2024 & A Taste of Italy Griffith 2024.
	5.6.1.3	Support the development of events that bring visitation to Griffith.	Events Coordinator	Number of events sponsored by Griffith City Council.	In-kind, which includes promotion, event advice and miscellaneous Council services (waste & traffic etc). 117 events supported by Visit Griffith, Monetary (seed funding), 0 events were provided with monetary sponsorship from Visit Griffith. Communications ongoing with event organisers to help with planning of upcoming major events to be held in 2023/2024/2025.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	5.6.1.4	Deliver Griffith's key tourism event campaigns.	Marketing & Promotions Coordinator	Number of communication channels used to promote key tourism campaigns.	Caravan World - Griffith easter party feature Digital: - Facebook - Instagram - Google - Caravan world Griffith easter party feature Website (Visit Griffith & Griffith Spring Fest, Griffith Easter Party) - EDM - ACM (online newspaper streams) Other: - Media Releases - TV - Radio - Weekly segments - Website
Attract regional conference and business event market.	5.6.2.1	Communicate with business event stakeholders.	Events Coordinator	Number of business event guides distributed.	Business Events and Conferencing page on Visit Griffith active. New Visit Griffith website making it more user friendly for businesses to see what we have on offer in the area. Video clip currently has 369 views. Visitor Servicing Team currently auditing the Venue & Conferencing Guide which will be an inadapt tool we will be able

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					to give to potential business event organisers.
Establish Griffith as a destination of choice.	5.6.3.1	Increase Griffith's digital presence.	Marketing & Promotions Coordinator	Engagement and reach of digital platforms.	<p>Visit Griffith Facebook: NEW Likes - 387 Followers - 10,647 Page reach - 149,791 Page visits - 8,143 Reach (organic) Posts, shares & stories - 29</p> <p>Visit Griffith Instagram: Followers - 4,178 New Followers - 195 Page visits - 1,034 Reach (organic) - 6,313 Posts & Stories - 29</p> <p>Griffith Spring Fest Facebook: Likes - 3,934 Followers - 4,300 Page reach - 13,500 Posts - 2 Profile visits - 1,686</p> <p>Griffith Spring Fest Instagram: Followers - 391 Reach - 609 Posts & Stories - 2 Profile visits - 61</p>

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					Visit Griffith website: 7,000 New users - 100 Returning users - Google Listing: 4.6 star rating Views - 2,804 searches - 842 Website Clicks - 230 Calls from Google profile - 202 Directions from google listing - 399 EDMS x 1 sent Recipients: 2,470 Total Opens: 1,870 New Contacts - 1,540
	5.6.3.2	Produce consistent marketing material.	Marketing & Promotions Coordinator	Number of printed promotional collateral developed and distributed.	Save the Date - Event DL post cards (2,000) Visit Griffith - promotional video
	5.6.3.3	Seek funding opportunities to assist in the development of tourism in Griffith.	Tourism Manager	Number of funding opportunities shared with stakeholders. Number of funding opportunities supported by Griffith Tourism.	8 Funding opportunities shared this quarter (via DRM "The Goods" Oct, Nov, Dec edition): Australian Government's Regional Precincts and Partnerships Program Aboriginal Affairs NSW Grants Program

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					Crown Reserves Improvement Fund (NSW Govt) EV Destination Charging Grants for Regional NSW Regional Event Fund: Event Development Stream 'Lights On, Doors Open' - Stipend Program Supporting Volunteer-led Museums in NSW Clubgrants Category 3 Fund Regional Skills Relocation Grant (NSW Govt)
	5.6.3.4	Develop and maintain partnerships with leading regional, state and national tourism bodies.	Tourism Manager	Number of collaborative projects involved in.	Attended Visit Riverina Inc. AGM, strategy session and bi-monthly meeting in December (in Narrandera). Destination Riverina Murray was in attendance. We/ Griffith hosted Kidman Way Promotional Committee meeting in November. Lots of exciting projects and collaborations in the pipeline with both partnerships.
	5.6.3.5	Capitalise on new marketing opportunities.	Marketing & Promotions Coordinator	Number of new marketing opportunities sourced.	PRINT: Caravan World - January edition - Griffith Easter Party Ad

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					DIGITAL: Facebook Instagram Google YouTube - New Visit Griffith Promotional Video Launch (Nov) Websites (Visit Griffith, Spring Fest, A Taste of Italy & update of Griffith Easter Party website) EDM ACM (online/digital newspapers) Australian Traveller Caravan World OTHER: Media Releases Radio LiSTNR app
	5.6.3.6	Provide a functional and well-maintained Tourism facility available to the public.	Tourism Manager	No complaints received.	CAPEX funds required to upgrade FOH workstations (in line with WH&S standards), and gift shop to be more user friendly for patrons and staff in regards to storage and display space. Scope of works will get underway in the new year in order to obtain relevant quotes etc.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Facilitate the development of visitor experiences that add value to the core attractive features of Griffith.	5.6.4.1	Work with tourism industry stakeholders to grow product offering through relationship building.	Visitor Information Centre Coordinator	Number of operator visits. Number of group itineraries created and distributed	<p>*Number of local famils attended by the Griffith Tourism Team = 0 (Revised budget for wages did not allow).</p> <p>*Number of operator and ambassador visits = 0 operator visits (Lack of staffing did not allow this to happen).</p> <p>*Number of group itineraries created and distributed = 4 Groups include:</p> <ul style="list-style-type: none"> - O'Shannessey's (May 2024) - KTG Tours (Oct 2024) - Cardwell's Coach Tours (Oct 2024) - Simes Bros Coaches (Oct 2024)
	5.6.4.2	Communicate visitor experiences to potential visitors and new markets.	Visitor Information Centre Coordinator	Number of visitor guides distributed. Number of information packs distributed.	<p>Number of visitor guides distributed Australia-wide = 1539 Breakdown:</p> <ul style="list-style-type: none"> 528 - sent to Visitor Information Centres around Australia 484 - supplied to local operators 527 - handed out by the Visitor Servicing Team at the Tourism Hub

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					<p>Number of information packs distributed during quarter 2 = 74</p> <p>This includes:</p> <p>20 x group delegate bags (Bristol Car Club)</p> <p>49 x New Resident Kits handed out by Visitor Servicing team at the Tourism Hub (of that, 40 supplied to Murrumbidgee Local Health District)</p> <p>5 x Seasonal Workers Kits handed out by Visitor Servicing team at the Tourism Hub</p>
	5.6.4.3	Create and facilitate opportunities for tourism stakeholder engagement and education.	Tourism Manager	Number of Tourism Action Groups (TAGs) held.	<p>Numerous meetings held and supported throughout this quarter:</p> <ul style="list-style-type: none"> - Griffith Spring Fest (sponsors, garden owners, citrus sculptor groups, volunteers, entertainers, contractors, media, etc) - We hosted Kidman Way Promotional Committee Meeting in November - Attended Visit Riverina Inc. AGM, strategy session and bi-monthly meeting in December in Narrandera - Griffith Tourism Team

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					<p>attended De Bortoli's meet & greet evening in December with other local tourism operators in attendance</p> <ul style="list-style-type: none"> - Engagement and communication had with Sports Marketing Australia for potential opportunities in 2024 - DRM Agri Tourism Strategy DRAFT circulated and feedback given
	5.6.4.4	Create and facilitate opportunities for tourism stakeholder engagement and education.	Tourism Manager	Number of capacity building opportunities shared with stakeholders.	<p>6 Relevant Capacity Building Opportunities shared via DRM "The Goods" (Oct, Nov, Dec editions)</p> <p>Destination NSW Sustainability Skills Micro-credentials: Round Two Webinar: Step-up your blogging game with AI</p> <p>Australian Tourism Industry Group (ATIG) Tourism Webinars & Workshops (every month, ATIG provide free tourism webinars focusing on areas such as website design, search engine optimisation (SEO), social media marketing, and more)</p>

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					<p>Affinity Activity Safe Education Program - workshops and webinars for Adventure operators</p> <p>MEA Short Courses (for event organizers)</p> <p>Strive 4 Sustainability Scorecard (DNSW & Ecotourism)</p> <p>Griffith Tourism Team attended De Bortoli's meet and greet evening in December with other local tourism operators in attendance.</p> <p>Many local famils in the pipeline for 2024 and we will also include our volunteers so it broadens their knowledge when taking group tours.</p>

Support transport connectivity

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Contribute to the rail freight interchange improvement project plan, collaborating with project partners to	5.7.1.1	Contribute to the completion of the WR Connect (Western Riverina regional freight intermodal) Business Case.	Economic Development Coordinator	WR Connect Business Case Progress.	Communication with Leeton Shire Council as project progresses.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
provide support for the full business case.					
Lobby State and Federal Governments to advocate for reliable and cost-effective means of road and rail transport that is accessible to all industries in Griffith.	5.7.2.1	Contribute to freight and transport initiatives.	Economic Development Coordinator	Progress of Southern Industrial Link.	Industrial Link Road completion milestones promoted.
Engage with the State, Federal Governments and Airlines to advocate for reliable and cost-effective means of Air transport through Griffith Airport for both business and leisure passengers.	5.7.3.1	Maintain communication with Airlines and provide support towards an expansion of air services.	Planning & Environment Manager	Number of flight services.	Ongoing

Provide and manage assets and services

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain and develop infrastructure and services to bring together willing buyers and sellers of livestock in the Western Riverina region.	6.1.1.1	Manage and maintain Griffith Livestock Marketing Centre within allocated budgets.	Director - Utilities	Griffith Livestock Marketing Centre maintained to facilitate and maximise the buying and selling sheep with the ability to sell cattle when required.	Livestock is within Budget.
	6.1.1.2	Upgrade existing facilities to improve selling conditions for sheep yards.	Director - Utilities	Capital works to be maintained in the allocated budget each financial year.	Works are pending due to Masterplan of roof and additional yard works.
Provide engineering design and referral services to internal departments within Council.	6.1.2.1	Engineering design and referrals provided to Council departments.	Engineering Design & Approvals Manager	Design progression and referrals reported quarterly.	Engineering design and referrals are being completed and provided to internal departments. This includes engineering designs being completed to Council's Infrastructure & Operations Directorate, Council's Utilities Directorate, and Urban Design Department for completion of capital works programs and successful funding projects. Engineering Referrals are being provided to Council's Planning Department for developments and includes

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					providing information for engineering assets for future strategic planning of masterplanned areas in the LGA including Lake Wyangan, Hanwood and Yenda Villages.
Provide gravel from the Tharbogang Quarry to meet the demands of Council's road building projects.	6.1.3.1	Gravel extraction to be carried out as per licence and development application requirements.	Waste Operations Manager	Gravel meets the demand required for Council roadworks whilst maintaining extraction limits.	There has been no demand for quarry products from Tharbogang Quarry. Work will commence shortly on a blasting program that will provide the final batter shape for the eastern quarry wall. Which in turn becomes the new landfill.
Investigate the delivery of a new cemetery and crematorium.	6.1.4.1	Explore options for the new cemetery and crematorium.	Director - Infrastructure & Operations	Location for the new cemetery and crematorium finalised.	Councillors request for further information for the provision of Cremation services to be received by 31 Jan associated with current Expression of Interest (EOI). This was reported to Council in Q3 and will be updated in the Q3 report.
Provide cemetery facilities to meet the	6.1.5.1	Manage and maintain Griffith, Yenda and Bagtown cemeteries within allocated budgets.	Parks & Gardens Manager	Cemeteries managed efficiently and to agreed service standards.	Maintenance at the three Council owned cemeteries is ongoing, the level of service meets the

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
needs of the community.					expectations of the community and is within the allocated budget.
Maintain street sweeping program to improve quality of stormwater runoff.	6.1.6.1	Manage and maintain street sweeping program to improve quality of storm water runoff.	Works Manager - Maintenance	Street sweeping undertaken as per program.	Street sweeping undertaken as per program and up to date.
Maintain and upgrade the existing waste management centres to provide waste handling to accommodate the current and future needs of the community.	6.1.7.1	Continue utilisation and upgrading of existing landfilling facilities.	Waste Operations Manager	Statutory reports submitted in accordance with licencing requirements.	Essential Energy has provided its approval for the High Voltage Power Extension. Once the procurement process has been completed for a Level 1 Power Installer and the works completed. There will be three major projects that can recommence. 1) Main Access Road Upgrade 2) Leachate Pond Redevelop 3) Landfill Gass Capture.
Encourage resource recovery and kerbside recycling.	6.1.8.1	Provide and promote resource recovery and recycling initiatives.	Waste Operations Manager	Provide relevant information to the community in relation to resource recovery services.	Council is always promoting resource recovery by providing a Dry Recyclable service. Council is always assessing the viability (both finical and environmental) of

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					introducing other forms resource recovery.
Maintain waste collection services for the Griffith LGA.	6.1.9.1	Provide commercial, street and park bin collections.	Waste Operations Manager	Ensure daily collection service is provided.	Both the Domestic and Recycling Kerbside Collection services are progressing along well. There is little to no issues in relative terms. When there is an issue brought to Council attention, the collection contractor will assist in solving it with no fuss. There are multiple examples of this occurring.
	6.1.9.2	Liaise with collection contractor to ensure that both domestic and recycling bins are serviced.	Waste Operations Manager	Ensure that contractor is servicing the domestic and recycling bin network as per contract.	Both collection services run smoothly.
	6.1.9.3	Replace and repair domestic and commercial bins when required.	Waste Operations Manager	Ensure replacement/repair meet CRM time frames.	The CRM requirement for the bin replacement is met most of the times. If a CRM is missed (for whatever reason) and it has been brought to the attention of the Waste Department, it is dealt with promptly.
Develop and implement a Strategic Asset Management Plan	6.1.10.1	Conduct a comprehensive review of all WHS aspects.	Finance Manager	Prepare a report to review WHS actions and costs to remediate.	WHS Audit and action list completed. Critical items addressed. Others will require budget to rectify.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
for Griffith Pioneer Park Museum.	6.1.10.2	Program and carry out asset maintenance and pest control activities in accordance with Asset Maintenance and Restoration Plan.	Griffith Pioneer Park Museum Manager	Report progress annually.	Compiling a Strategic Asset Management Plan as per Strategic Plan recommendation. As there are forty buildings of varying heritage importance, the priority significant buildings will be attended to first with restoration and replacement structures for those of less historical significance. Capital investment will be required once works are identified and prioritised. There has been a new pest control contractor engaged and they will advise best practice and staged approach for pest control activities.
Provide GIS services to the organisation.	6.1.11.1	Provide timely, responsive GIS services for Council.	Asset Management Coordinator	Respond to GIS work requests within 48 hours.	90% of GIS related CRMs are responded to within 48 hours.
Ongoing review and assessment of Asset Management Plans for all asset classes.	6.1.12.1	Review and update Asset Management Plans for Council infrastructure.	Asset Management Coordinator	Complete annual update of asset management plans to reflect current value and condition of assets by 30 November.	Contributing to development of plans for Water and Sewer, and transportation assets.
	6.1.12.2	Complete cyclical Valuation Reviews on each Asset class as	Asset Management Coordinator	Review of each Asset Class by 31 March annually.	Valuation by external valuers is in progress.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
		required under statutory guidelines.		Complete scheduled revaluation of each Asset Class according to revaluation schedule by 31 May annually.	
Ongoing review and assessment of asset valuations.	6.1.13.1	Conduct annual comparison of asset valuations for financial purposes to insurance valuations for forms or buildings and infrastructure.	Asset Management Coordinator	Comparison review by 31 March annually.	Preliminary calculations have been developed. Waiting on updated schedule from Insurer to complete the task.
Efficiently manage and maintain Council's fleet services.	6.1.14.1	Provide efficient fleet services to Council.	Fleet & Depot Manager	Ensure that all Plant items have a maintenance policy in place and are inspected at least annually. Maintain/update Council's 10-year plant replacement program and renew plant items as per the program.	Plant replacement program is almost completed for this financial year. Assets are maintained on a regular basis and have maintenance policies in place.
	6.1.14.2	Maintain a modern and suitable fleet to meet the requirements of Council's services and facilities.	Fleet & Depot Manager	Maintain 80% utilisation target of major plant items in line with Institute of Public Works Engineering Australasia (IPWEA) Benchmarks. (except essential items required irrespective of utilisation).	There have not been many instances of extended downtime during the reporting period.
Maintain Griffith Airport infrastructure including terminal	6.1.15.1	Maintain and manage Griffith Airport in accordance with Civil Aviation Safety Authority (CASA) standards.	Director - Sustainable Development	Completion of annual CASA audit and implementation of audit findings.	Prioritisation of inspection recommendations and replacement of infrastructure ongoing.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
buildings, runways and carparks.					Runway overlay completed in February 2024.
	6.1.15.2	Develop car parking plan for Griffith Airport.	Director - Sustainable Development	Car parking plan approved and placed on public consultation undertaken.	Progressing

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

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain regional and local road infrastructure network as per adopted service standards.	6.2.1.1	Maintain regional and local roads infrastructure network to adopted service standards.	Works Manager - Maintenance	Works carried out within allocated budget.	In Q2 - Works carried out within the allocated budget. In Q3 - Only urgent maintenance will be completed due to budget constraints.
	6.2.1.2	Develop and implement annual gravel re-sheeting program.	Works Manager - Construction	Works carried out within allocated budget.	Gravel Resheeting has commenced from the list where it was left last year.
	6.2.1.3	Sealed roads rehabilitation program implemented in accordance with Asset Management Plan.	Works Manager - Maintenance	Works carried out within allocated budget.	In Q2 - Works carried out within the allocated budget. In Q3 - Only urgent maintenance will be completed due to budget constraints.
	6.2.1.4	Sealed roads reseals program implemented in accordance with Asset Management Plan.	Works Manager - Maintenance	Works carried out within allocated budget.	In Q2 - Works carried out within the allocated budget. In Q3 - Only urgent

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					maintenance will be completed due to budget constraints.
Develop and improve the transport network through rehabilitation and capital works.	6.2.2.1	Construct roads in accordance with Capital Works Program.	Works Manager - Construction	Works carried out within allocated budget.	1. Sealing of Second Stage of Boorga Road is progressing with gravel works completed; waiting for sealing. 2. Sealing of Dickie Road is progressing with gravel works completed; waiting for sealing. 3. Construction of Citrus Road and Rifle Range Road almost completed with only linemarking and energizing of streetlighting remaining; Extension of Time sought for completion on 31 March 2024. 4. Gravel Resheeting has commenced.
	6.2.2.2	Seal Boorga Road.	Works Manager - Construction	Works carried out within allocated budget.	All Pavement Constructed; Preparing for sealing depending upon the availability of the contractor and the aggregates required for sealing.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
	6.2.2.3	Seal Dickie Road.	Works Manager - Construction	Works carried out within allocated budget.	Gravel works completed; waiting for sealing.
	6.2.2.4	Seal Barber Road.	Works Manager - Construction	Works carried out within allocated budget.	Linemarking, and installation of signs and guide posts completed; All works completed.
Construction of the Southern Industrial Link Road (Heavy Vehicle Strategy).	6.2.3.1	Construct Thorne Road between Walla Avenue and Murrumbidgee Avenue.	Works Manager - Construction	Works carried out within allocated budget.	Fully completed and opened to traffic. The contractor replaced the streetlight pole at the center of the roundabout on 14/02/2024. It will be energized after the inspection by Essential Energy, which is expected to happen in a few weeks' time.
	6.2.3.2	Construct Murrumbidgee Avenue/Thorne Road Intersection.	Works Manager - Construction	Works carried out within allocated budget.	Works complete. Open to Traffic.
	6.2.3.3	Construct Walla Avenue/Thorne Road intersection.	Works Manager - Construction	Works carried out within allocated budget.	Works Complete. Open to Traffic
Review Heavy Vehicle Strategy.	6.2.4.1	Consult with the community, industry and stakeholders to identify heavy vehicle priorities.	Engineering Design & Approvals Manager	Report on progress of the reviewed Heavy Vehicle Strategy.	Progress of consultation with the community, and industry regarding heavy vehicle priorities is an ongoing process that is ongoing. Successful consultation is being

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					achieved by Council's traffic and road safety staff which is ongoing with TfNSW, heavy vehicle operators and industries.

Mitigate the impact of natural disasters

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Retain formal relationships through the Floodplain Management Committee and appropriate government agencies for planning, funding and response to flooding.	6.3.1.1	Complete investigation, design and implementation of flood mitigation measures in accordance with Office of Environment and Heritage (OEH) funding guidelines.	Water & Wastewater Manager	Report to Floodplain Management Committee and Office of Environment and Heritage (OEH) on progression of funded works.	Hanwood flood mitigation work: Stage 1a drainage work has been completed. Stage 1b drainage work has progressed to 90% completion. Stage 2 levee work along DC HANDEPOT and DC DA has also started. The project is scheduled to be completed by June 2024. Yoogali flood mitigation work is currently at tendering stage. Electrical work for raising power line is scheduled to start in March 2024. Lake Wyangan FRMS&P Review: Project brief has been prepared and sent to the Floodplain Management

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					Committee members for comment. A suitable consultant will be selected through tendering process to carry out the review and revise the flood map. Anticipated timing for completion of the project is 18 months. The progress report of milestones is being reported regularly to DPE and the Floodplain Management Committee.
Lead and guide the local emergency community through participation in the Local Emergency Management Committee.	6.3.2.1	Facilitate Local Emergency Management Committee meetings quarterly.	Director - Infrastructure & Operations	Meetings held and recommendations implemented.	Meeting held in Q2 (Oct 2023) well attended. Next meeting scheduled for Q4 (11 June).
	6.3.2.2	Complete investigations, design and implementation of road restoration associated with natural disasters.	Works Manager - Maintenance	Number of grant applications submitted and implemented in accordance with funding body requirements.	Funding for reconstruction of sealed roads have approved and work has commenced to repair flood damaged roads.

Valuing our environment

Enhance the natural and built environment

Encourage respectful planning, balanced growth and sustainable design

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Provide guidance on potential development, construction and planning issues.	7.1.1.1	Hold regular forums with developers, consultants and stakeholders.	Planning & Environment Manager	Annual forums held. Number of pre-lodgement meetings addressed. Number of stakeholder circulars issued.	To be scheduled for Q3.
Maintain a healthy built environment.	7.1.2.1	Investigate and regulate unauthorised building works and land use.	Planning & Environment Manager	Promptly undertake unauthorised building compliance action.	Ongoing compliance actions instituted when needed.
Provide efficient building and development services.	7.1.3.1	Issue construction certificates, occupation certificates and complying development certificates as per legislation.	Planning & Environment Manager	Average turnaround time for all applications.	Ongoing, no back log.
Manage and maintain an efficient Development Application process as per legislative requirements.	7.1.4.1	Good quality and timely development assessment.	Planning & Environment Manager	Determine all development type applications in a timely manner.	This is an ongoing commitment. A formal approval process is in place and constant monitoring are done and planning status reports are produced on a monthly basis.
Maintain Council processes consistent with Department of	7.1.5.1	Compliance with Department of Planning and Environment requirements.	Planning & Environment Manager	Adjustments made to Council processes as required.	Internal Audit recognize that processes is consistent whit requirements.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Planning and Environment requirements.					
Regulate swimming pool barrier applications.	7.1.7.1	Maintain and implement the Private Swimming Pool Inspections Program.	Planning & Environment Manager	All pools within the Local Government Area to be inspected once every 3 years.	Targets met for Q2.
Regulate swimming pool barrier compliance outside the pool inspection program.	7.1.8.1	Assess applications for Swimming Pool Certificates of Compliance.	Planning & Environment Manager	Certificate of compliance or compliance notice to be issued within 7 days of receipt of an application.	Ongoing as required.
	7.1.8.2	Investigate complaints relating to swimming pool barrier non-compliance and take action to regulate non-compliance.	Planning & Environment Manager	All complaints followed up within 2 days of receiving the complaint.	Processes and protocols are in place to deal with any of these adhoc situations. Most cases in the past related to blow up pools and these were all solved through appropriate compliance action.
Fire Safety of Buildings.	7.1.9.1	Maintain a register of Annual Fire Safety Statements for commercial premises.	Planning & Environment Manager	All Annual Fire Safety Statements to be entered in register.	Registers are constantly updated pending resources.
Develop State of the Environment Report for Griffith City Council.	7.1.10.1	Establish environmental indicators, report on and update environmental trends, identify major environmental impacts.	Planning & Environment Manager	State of the Environment Report 100% completed June.	Not progressing

Deliver projects to protect and improve biodiversity, biosecurity and sustainability

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Develop Griffith City Council On-Site Sewage Management (OSM) Plan.	7.2.1.1	Develop structure for OSM Plan, determine process for capturing OSM information within Authority, HP Records Manager & Intramaps and commence development of OSM Plan.	Planning & Environment Manager	On-Site Sewage Management (OSM) Plan complete.	Not progressing
Deliver Weeds of National Significance eradication and control program.	7.2.3.1	Manage and maintain Council's obligations under the Biosecurity Act.	Parks & Gardens Manager	Number of inspections and spraying programs undertaken.	Council's Biosecurity Officer completes weed inspections then collates the findings and directs action to the appropriate sections of responsibility for the land.

Protect our heritage buildings and precincts

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

Improve sustainable land use

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Develop a Contaminated Land (CL) Register for	7.4.1.1	Determine, process and identify Contaminated Land sites for Register, determine process for	Director - Sustainable Development	Contaminated Land (CL) sites identified 25%	Ongoing

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Griffith City Council LGA.		capturing CL information within Authority, HP Records Manager & Intramaps (the Register) and source funding.		complete. CL register 25% complete by June.	
Regulate and inspect Underground Petroleum Storage Systems (UPSSs) (Priority Fuel Stations) within the Griffith LGA.	7.4.2.1	Identify all Fuel Station sites in Griffith LGA. Develop tablet-based platform for the undertaking and delivery of UPSS site inspection.	Director - Sustainable Development	Register of all Underground Petroleum Storage Systems (UPSSs) complete by June.	All sites identified and inspection program commenced.
Monitor Underground Petroleum Storage Systems (UPSS) in Griffith LGA as required under the Protection of the Environment Operations UPSS Regulation 2019.	7.4.3.1	Underground Petroleum Storage Systems (UPSS) inspection program.	Director - Sustainable Development	Undertake Underground Petroleum Storage Systems (UPSS) in accordance with inspection program.	Register established and inspections ongoing.

Use and manage our resources wisely

Manage Griffith's water resources responsibly

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain water infrastructure including reservoirs, mains and treatment plants.	8.1.1.1	Manage and maintain water infrastructure as per budget.	Water & Wastewater Manager	Works completed as per budget allocation.	Water infrastructure including reservoirs, water mains and treatment plant are maintained to meet levels of service and provide safe and secure water supply to residents as per NSW Health guidelines.
Maintain sewer infrastructure including pump stations, rising mains and treatment plants.	8.1.2.1	Manage and maintain sewer infrastructure as per budget.	Water & Wastewater Manager	Works completed as per budget allocation.	Sewer infrastructures including pump stations, sewer rising mains and treatment plants are maintained to meet levels of service, the EPA and MI requirements.
Plan and provide water and sewerage services that meet growth demands.	8.1.3.1	Update Developer Service Plans (DSP) for water and sewerage to ensure adequate infrastructure plans in place for future demand.	Director - Utilities	Completion of Developer Service Plans (DSP) for water and sewerage by 2023.	Scheduled for Council Workshop 5 March 2024.
Design and construct water mains in accordance with allocated budget.	8.1.4.1	Design and construct water mains in accordance with allocated budget.	Water & Wastewater Manager	Complete designs and construction as required.	Design and construction of water mains being carried out in accordance with allocated budget.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Maintain water pressure zones and metered districts infrastructure.	8.1.5.1	Monitor flows and pressure for variations, anomalies and flow patterns.	Water & Wastewater Manager	Compliance with minimum flow rate and pressure standards as per Supply Levels of Service policy.	Council is committed to meet the adopted levels of service and carrying out capital and maintenance works and making operational changes as required. Council is monitoring the flow and pressure through SCADA. Pressure gauges have been installed in the water supply network to check the variations and anomalies.
Maintain water meter replacement program to ensure meter age less than 10 years.	8.1.6.1	Manage and maintain Griffith and villages water meter annual replacement program.	Water & Wastewater Manager	Number of water meter replacements.	Water meter replacement program is maintained to ensure meter age less than 10 years.
Maintain an annual water mains replacement program.	8.1.7.1	Manage and maintain Griffith and villages water mains replacement program in accordance with allocated budget.	Water & Wastewater Manager	Capital works for water mains completed.	Annual water mains replacement program maintained as per allocated budget.
Offer rebates for water efficient devices.	8.1.8.1	Rebate program for water efficient devices provided.	Water & Wastewater Manager	Number of rebates provided.	Council has continued Water Wise Rebate Program which offers residents rebates for the purchase of water efficient devices.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
					No claim has been made to date.
Maintain Risk Based Drinking Water Management System in accordance with State Government requirements.	8.1.9.1	Review and update if required Risk Based Drinking Water Management System.	Water & Wastewater Manager	Risk Based Drinking Water Management System prepared in accordance with legislative requirements. Compliance with Australian Drinking Water Guidelines and results published monthly on Council's website.	Risk Based Drinking Water Management System has been reviewed and updated as per new regulatory and reporting framework of NSW Health. The updated document will be sent to Senior Management Team for endorsement. Council is monitoring Blue Green Algae in the supply channel and in raw the reservoirs.

Reduce energy consumption and greenhouse gas emissions

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Liaise with local energy provider to maintain and upgrade street lighting.	8.2.1.1	Maintain street lighting.	Director - Infrastructure & Operations	Street lighting issues identified and reported to Essential Energy.	Intersection street lighting has been upgraded associated with capital works including Walla Ave, Thorne Road, Citrus Road and Sidlow Road.
Undertake Energy Audits on Griffith City Council facilities.	8.2.2.1	Complete Energy Audit on GCC's buildings on a needs basis.	Planning & Environment Manager	Number of audits undertaken.	Not progressing at this stage.

Promote the use of alternative and renewable energy sources

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Identify alternative and renewable energy sources that may benefit Griffith.	8.3.1.1	Work with industry and other key groups to encourage the use of alternative and renewable energy sources.	Planning & Environment Manager	Implementation of projects that benefit the environment.	Local solar farm approvals/assessments.

Implement programs to improve sustainability

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Efficiently manage Council's fleet services, taking into consideration the impact of Councils fleet and depots on the environment.	8.4.1	Provide environmentally efficient fleet plant and vehicles to Council.	Fleet & Depot Manager	Investigate and recommend any fuel or energy savings available when replacing plant items or through policy changes.	Currently investigating Battery / Electric options and still working on excessive engine idling issues.
Increase Resilience to Climate Change (IRCC) through implementation of actions to address identified climate change risks and vulnerabilities within the Griffith LGA.	8.4.2.1	Prepare a draft strategy identifying measures to implement projects to improve resilience to climate change in CBD.	Director - Sustainable Development	Submit 1 -2 IRCC funding application/s addressing urban heat/stormwater capture and reuse.	No funding currently available.

DP Action	Action Code	Action Name	Responsibility	Performance Measure	Comments
Implement the Street Tree and Tree Preservation Policy.	8.4.3.1	Administer Street Tree and Tree Preservation Policy.	Parks & Gardens Manager	Compliance with Street Tree Policy. Compliance with Tree Preservation Policy. Number of applications processed.	The Tree Policies are adhered to. This ensures Council Street Trees are placed in the appropriate locations and all customer requests receive prompt attention to limit risk to the public.
Investigate community's intentions and acceptance for Food Organics Garden Organics (FOGO) Collection Service for Griffith.	8.4.4.1	Assess feasibility for Garden Organics (GO) only or Food Organics and Garden Organics (FOGO) waste collection (kerbside, public place and business) organics diversion service.	Director - Utilities	Report on feasibility.	Ongoing